



ORDINARY MEETING

AGENDA

15 MAY 2018

Your attendance is required at an Ordinary meeting of Council to be held in the Council Chambers, 232 Bolsover Street, Rockhampton on 15 May 2018 commencing at 9.00am for transaction of the enclosed business.

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

CHIEF EXECUTIVE OFFICER
8 May 2018

Next Meeting Date: 29.05.18

Please note:

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

TABLE OF CONTENTS

| ITEM | SUBJECT | PAGE NO |
|------|---|---------|
| 1 | OPENING..... | 1 |
| 2 | PRESENT | 1 |
| 3 | APOLOGIES AND LEAVE OF ABSENCE | 1 |
| 4 | CONFIRMATION OF MINUTES..... | 1 |
| 5 | DECLARATIONS OF INTEREST IN MATTERS ON THE AGENDA | 1 |
| 6 | BUSINESS OUTSTANDING | 2 |
| | NIL | 2 |
| 7 | PUBLIC FORUMS/DEPUTATIONS | 3 |
| | NIL | 3 |
| 8 | PRESENTATION OF PETITIONS..... | 4 |
| | NIL | 4 |
| 9 | COMMITTEE REPORTS..... | 5 |
| 9.1 | PLANNING AND REGULATORY COMMITTEE MEETING - 1 MAY 2018 | 5 |
| 9.2 | AUDIT AND BUSINESS IMPROVEMENT COMMITTEE MEETING - 4 MAY 2018..... | 17 |
| 10 | COUNCILLOR/DELEGATE REPORTS | 34 |
| | NIL | 34 |
| 11 | OFFICERS' REPORTS | 35 |
| 11.1 | ADVANCE ROCKHAMPTON OPERATIONAL REPORT MARCH 2018 | 35 |
| 11.2 | DEVELOPMENT INCENTIVES PROGRAM | 57 |
| 11.3 | 2017/18 OPERATIONAL PLAN PROGRESS REPORT - QUARTER THREE | 60 |
| 11.4 | PROPOSED GRACEMERE POSTCODE CHANGE..... | 134 |
| 11.5 | SMART HUB 2018/20 OPERATIONAL PLAN AND PROPOSED FUNDING APPLICATION..... | 159 |
| 11.6 | RRC/CQU - BOND STORE - QUAY STREET CULTURAL PRECINCT COLLABORATION UPDATE | 214 |
| 11.7 | BOUNDARY REALIGNMENT - 460 NORMAN ROAD | 264 |
| 12 | NOTICES OF MOTION | 274 |
| | NIL | 274 |
| 13 | QUESTIONS ON NOTICE | 275 |

| | | |
|-----------|---|------------|
| | NIL | 275 |
| 14 | URGENT BUSINESS/QUESTIONS | 276 |
| 15 | CLOSED SESSION | 277 |
| | 16.1 LEASING MATTER | 277 |
| | 16.2 PROPOSED SALE OF 630 MONTGOMERIE STREET..... | 277 |
| | 16.3 LEGAL MATTER | 277 |
| 16 | CONFIDENTIAL REPORTS..... | 278 |
| | 16.1 LEASING MATTER | 278 |
| | 16.2 PROPOSED SALE OF 630 MONTGOMERIE STREET..... | 279 |
| | 16.3 LEGAL MATTER | 280 |
| 17 | CLOSURE OF MEETING..... | 281 |

1 OPENING

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

2 PRESENT

Members Present:

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

In Attendance:

Mr E Pardon – Chief Executive Officer

3 APOLOGIES AND LEAVE OF ABSENCE

Councillor Neil Fisher - Leave of Absence from 1 May 2018 to 18 May 2018

4 CONFIRMATION OF MINUTES

Minutes of the Ordinary Meeting held 26 April 2018

5 DECLARATIONS OF INTEREST IN MATTERS ON THE AGENDA

6 BUSINESS OUTSTANDING

Nil

7 PUBLIC FORUMS/DEPUTATIONS

Nil

8 PRESENTATION OF PETITIONS

Nil

9 COMMITTEE REPORTS

9.1 PLANNING AND REGULATORY COMMITTEE MEETING - 1 MAY 2018

RECOMMENDATION

THAT the Minutes of the Planning and Regulatory Committee meeting, held on 1 May 2018 as circulated, be received and that the recommendations contained within these minutes be adopted.

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

Recommendation of the Planning and Regulatory Committee, 1 May 2018
9.1.1 D/12-2018 - DEVELOPMENT APPLICATION FOR A MATERIAL CHANGE OF USE FOR A FOOD AND DRINK OUTLET

File No: D/12-2018

Attachments:

1. Locality Plan
2. Proposed Plan
3. Elevations
4. Elevations

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

Author: Brandon Diplock - Planning Officer

SUMMARY

Development Application Number: D/12-2018

Applicant: Kele Property Group (QLD) Pty Ltd

Real Property Address: Lot 2 and 3 on RP619302 and Lot 3 on RP602746, Parish of Rockhampton

Common Property Address: 106 George Street and 73 Archer Street, Rockhampton City

Planning Scheme: Rockhampton Region Planning Scheme 2015

Planning Scheme Zone: Specialised Centre Zone (Gladstone Road and George Street Precinct) and Low-medium Density Residential Zone

Planning Scheme Overlays: Transport Noise Corridor (Category 2-4)

Existing Development: Office and Residential Dwelling

Existing Approvals: Not Applicable

Approval Sought: Development Permit for a Material Change of Use for a Food and Drink Outlet

Level of Assessment: Impact Assessable

Submissions: Two (2)

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

Infrastructure Charges Area: Charge Area 1

Application Progress:

| | |
|--|------------------|
| <i>Application Lodged:</i> | 6 February 2018 |
| <i>Acknowledgment Notice issued:</i> | 8 February 2018 |
| <i>Request for Further Information sent:</i> | 16 February 2018 |
| <i>Request for Further Information responded to:</i> | 8 March 2018 |
| <i>Submission period commenced:</i> | 12 March 2018 |
| <i>Submission period end:</i> | 3 April 2018 |

| | |
|--|-------------------------|
| <i>Government Agency Response:</i> | <i>20 February 2018</i> |
| <i>Last receipt of information from applicant:</i> | <i>16 April 2018</i> |
| <i>Statutory due determination date:</i> | <i>29 May 2018</i> |

COMMITTEE RECOMMENDATION

RECOMMENDATION A

THAT in relation to the application for a Development Permit for a Material Change of Use for Food and Drink Outlet, made by Kele Property Group (QLD) Pty Ltd, on land located at 106 George Street and 73 Archer Street, Rockhampton City, formally described as Lot 2 and 3 on RP619302 and Lot 3 on RP602746, Parish of Rockhampton, Council resolves to Approve the application subject to the following conditions:

1.0 **ADMINISTRATION**

- 1.1 The Developer and his employee, agent, contractor or invitee is responsible for ensuring compliance with the conditions of this development approval.
- 1.2 Where these Conditions refer to "Council" in relation to requiring Council to approve or to be satisfied as to any matter, or conferring on the Council a function, power or discretion, that role may be fulfilled in whole or in part by a delegate appointed for that purpose by the Council.
- 1.3 All conditions, works, or requirements of this development approval must be undertaken, completed, and be accompanied by a Compliance Certificate for any operational works required by this development approval:
 - 1.3.1 to Council's satisfaction;
 - 1.3.2 at no cost to Council; and
 - 1.3.3 prior to the commencement of the use;
 unless otherwise stated.
- 1.4 Infrastructure requirements of this development approval must be contributed to the relevant authorities, where applicable, at no cost to Council, prior to the commencement of the use, unless otherwise stated.
- 1.5 The following further Development Permits must be obtained prior to the commencement of any works associated with their purposes:
 - 1.5.1 Reconfiguring a Lot (amalgamation);
 - 1.5.2 Operational Works:
 - (i) Road Works;
 - (ii) Access and Parking Works;
 - (iii) Stormwater Works;
 - (iv) Roof and Allotment Drainage;
 - 1.5.3 Plumbing and Drainage Works; and
 - 1.5.4 Building Works:
 - (i) Demolition Works; and
 - (ii) Building Works.
- 1.6 All Development Permits for Operational Works and Plumbing and Drainage Works must be obtained prior to the issue of a Development Permit for Building Works.
- 1.7 All works must be designed, constructed and maintained in accordance with the relevant Council policies, guidelines and standards, unless otherwise stated.

- 1.8 All engineering drawings/specifications, design and construction works must be in accordance with the requirements of the relevant *Australian Standards* and must be approved, supervised and certified by a Registered Professional Engineer of Queensland.
- 1.9 Lots 2 and 3 on RP619302 and Lot 3 on RP602746 must be amalgamated and registered as one lot prior to the commencement of the use.
- 2.0 APPROVED PLANS AND DOCUMENTS
- 2.1 The approved development must be completed and maintained generally in accordance with the approved plans and documents, except where amended by any condition of this development approval:

| <u>Plan/Document Name</u> | <u>Plan/Document Reference</u> | <u>Dated</u> |
|---|--------------------------------|--------------|
| Demolition Plan | SK-003 Rev 4 | 8 March 2018 |
| Proposal Plan | SK-004 Rev 4 | 8 March 2018 |
| Elevations | SK-005 Rev 4 | 8 March 2018 |
| Elevations | SK-006 Rev 4 | 8 March 2018 |
| Conceptual Images | SK-008 Rev 4 | 8 March 2018 |
| Site Layout | 0711718-SK-0001 Rev B | 1 March 2018 |
| Preliminary Stormwater Pre Development | 0711718-SK-0002 Rev B | 1 March 2018 |
| Preliminary Stormwater Post Development | 0711718-SK-0003 Rev B | 1 March 2018 |
| Preliminary Roadworks and Swept Paths | 0711718-SK-0004 Rev B | 1 March 2018 |

- 2.2 Where there is any conflict between the conditions of this development approval and the details shown on the approved plans and documents, the conditions of this development approval must prevail.
- 2.3 Where conditions require the above plans or documents to be amended, the revised document(s) must be submitted for approval by Council prior to the submission of an application for a Development Permit for Operational Works.
- 3.0 ROAD WORKS
- 3.1 A Development Permit for Operational Works (road works) must be obtained prior to the commencement of any road works required by this development approval.
- 3.2 All road works must be designed and constructed in accordance with the approved plans (refer to condition 2.1), *Capricorn Municipal Development Guidelines*, relevant *Australian Standards* and *Austroads Guidelines* and the provisions of a Development Permit for Operational Works (road works).
- 3.3 An Auxiliary Left Turn and Channelised Right Turn into George Lane must be constructed along the Archer Street frontage of the site generally in accordance with McMurtrie Consulting Engineers Drawing 0711718-SK-0004 Rev B dated 1 March 2018.
- 3.4 Where the existing bicycle lane along the Archer Street frontage of the site is diverted onto the footpath area, the existing pedestrian footpath must be widened to a minimum of 2.5 metres wide.
- 3.5 Suitable pavement marking and signage must be installed in George Lane for the pedestrian crossing between the car park and the restaurant.

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- 3.6 Dedicated pedestrian linkages through the proposed development linking the car parking areas to the restaurant dining areas must be provided.
- 3.7 All pathways and access ramps must be designed and constructed in accordance with *Australian Standard AS1428 "Design for access and mobility"*.
- 3.8 All pathways located within a road reserve or Public use land must be provided with public space lighting in accordance with *Australian Standard AS1158 "Lighting for roads and public spaces"*.
- 3.9 All pathways must incorporate kerb ramps at all road crossing points.
- 3.10 Traffic signs and pavement markings must be provided in accordance with the *Manual of Uniform Traffic Control Devices – Queensland*. Where necessary, existing traffic signs and pavement markings must be modified in accordance with the *Manual of Uniform Traffic Control Devices – Queensland*.
- 4.0 **ACCESS AND PARKING WORKS**
- 4.1 A Development Permit for Operational Works (access and parking works) must be obtained prior to the commencement of any access and parking works on the development site.
- 4.2 All access and parking works must be designed and constructed in accordance with the approved plans (refer to condition 2.1), *Capricorn Municipal Development Guidelines*, *Australian Standard AS2890 "Parking facilities"* and the provisions of a Development Permit for Operational Works (access and parking works).
- 4.3 All car parking and access areas must be paved or sealed to Council's satisfaction. Design and construction must be in accordance with the provisions of a Development Permit for Operational Works (access and parking works).
- 4.4 All vehicular access to and from the development must be via George Lane only.
- 4.5 All service and delivery vehicles, including refuse collection vehicles must exit via Archer Street only. The Developer must install suitable signage that prevents patrons using the drive-through from exiting onto Archer Street.
- 4.6 All service and delivery vehicles must only access the site outside the approved operating hours.
- 4.7 Any redundant vehicular crossovers must be replaced by Council standard kerb and channel.
- 4.8 All vehicles must ingress and egress the development in a forward gear.
- 4.9 Adequate sight distances must be provided for all ingress and egress movements at the access driveways in accordance with *Australian Standard AS2890.2 "Parking facilities - Off street commercial vehicle facilities"*.
- 4.10 Any application for a Development Permit for Operational Works (access and parking works) must demonstrate the provision of a minimum of seventeen (17) off-street parking spaces within the site.
- 4.11 Universal access parking spaces must be provided on-site in accordance with *Australian Standard AS2890.6 "Parking facilities - Off-street parking for people with disabilities"*.
- 4.12 Parking spaces must be line-marked in accordance with the approved Site Plan (refer to condition 2.1) and in accordance with the *Australian Standard AS2890 "Parking facilities"* and the provisions of a Development Permit for Operational Works (access and parking works).
- 4.13 Any application for a Development Permit for Operational Works (access and parking works) must be accompanied by detailed and scaled plans, which demonstrate the turning movements/swept paths of the largest vehicle to access the development site including refuse collection vehicles.
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- 4.14 All vehicle operations associated with the development must be directed by suitable directional, informative, regulatory or warning signs in accordance with *Australian Standard AS1742.1 "Manual of uniform traffic control devices"* and *Australian Standard AS2890.1 "Parking facilities – Off-street car parking"*.
- 4.15 Wheel stops must be included for all parking spaces in accordance with *Australian Standard AS2890.1 "Parking facilities – Off-street car parking"*.
- 4.16 Road signage and pavement markings must be installed in accordance with *Australian Standard AS1742.1 "Manual of uniform traffic control devices"*.
- 4.17 All vehicle operation areas must be illuminated in accordance with the requirements of *Australian Standard AS1158 "Lighting for roads and public spaces"*.
- 4.18 All internal pedestrian pathways must be designed and constructed in accordance with *Australian Standard AS1428 "Design for access and mobility"*.
- 4.19 Bicycle parking facilities must be provided in accordance with *AUSTROADS Guide to Traffic Engineering Practice, Part 14 – Bicycles*. The bicycle parking facilities must be located at basement or ground floor level and encourage casual surveillance.

5.0 PLUMBING AND DRAINAGE WORKS

- 5.1 A Development Permit for Plumbing and Drainage Works must be obtained for the removal and/or demolition of any existing structure on the development site.
- 5.2 All internal plumbing and drainage works must be designed and constructed in accordance with the *Capricorn Municipal Development Guidelines, Water Supply (Safety and Reliability) Act 2008, Plumbing and Drainage Act 2002*, and Council's Plumbing and Drainage Policies.
- 5.3 The development must be connected to Council's reticulated sewerage and water networks.
- 5.4 The existing sewerage and water connection point(s) must be retained, and upgraded if necessary, to service the development.
- 5.5 Internal Plumbing and Sanitary Drainage of existing buildings must be contained within the lot it serves.
- 5.6 Adequate domestic and fire-fighting protection must be provided to the development, and must be certified by an hydraulic engineer or other suitably qualified person.
- 5.7 Sewer connections and water meter boxes located within trafficable areas must be raised or lowered to suit the finished surface levels and must be provided with heavy duty trafficable lids.
- 5.8 Alteration or relocation of internal sanitary drainage works associated with the existing buildings must be in accordance with regulated work under the *Plumbing and Drainage Act 2002*.
- 5.9 Alteration, disconnection or relocation of internal plumbing and sanitary drainage works associated with the existing buildings must be in accordance with regulated work under the *Plumbing and Drainage Act 2002* and Council's Plumbing and Drainage Policies.
- 5.10 Amended sewerage/Sewerage trade waste permits must be obtained for the discharge of any non-domestic waste into Council's reticulated sewerage network. Arrestor traps must be provided where commercial or non-domestic waste is proposed to be discharged into the sewer system.

6.0 STORMWATER WORKS

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

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- 6.2 All stormwater drainage works must be designed and constructed in accordance with the approved plans (refer to condition 2.1), *Queensland Urban Drainage Manual*, *Capricorn Municipal Development Guidelines*, sound engineering practice and the provisions of a Development Permit for Operational Works (stormwater works).
- 6.3 All stormwater must drain to a demonstrated lawful point of discharge and must not adversely affect surrounding land or infrastructure in comparison to the pre-development conditions, including but not limited to blocking, altering or diverting existing stormwater runoff patterns or having the potential to cause damage to other infrastructure.
- 6.4 The development must not increase peak stormwater runoff for a selected range of storm events up to and including a one per cent (1%) Annual exceedance probability storm event, for the post-development conditions.
- 6.5 Any application for a Development Permit for Operational Works (stormwater works) must be accompanied by a detailed Stormwater Management Plan, prepared and certified by a Registered Professional Engineer of Queensland. The Stormwater Management Plan must clearly demonstrate that:
- 6.5.1 all content of the stormwater management plan is in accordance with the *Queensland Urban Drainage Manual*, *Capricorn Municipal Development Guidelines*, stormwater management design objectives in *State Planning Policy 2017*, and sound engineering practice;
 - 6.5.2 the Stormwater discharge is to a lawful point of discharge in accordance with the *Queensland Urban Drainage Manual*;
 - 6.5.3 each part of every lot is self-draining;
- 6.6 Any application for a Development Permit for Operational Works (stormwater works) must be accompanied by engineering plans with details of any new drainage systems including detention systems, inlet and outlet structures, or the amendment and upgrading of existing drainage systems to implement the proposed drainage strategy.
- 7.0 ROOF AND ALLOTMENT DRAINAGE WORKS
- 7.1 A Development Permit for Operational Works (roof and allotment drainage works) must be obtained prior to the commencement of any drainage works on the development site.
- 7.2 All roof and allotment drainage works must be designed and constructed in accordance with the approved plans (refer to condition 2.1), *Queensland Urban Drainage Manual*, *Capricorn Municipal Development Guidelines*, sound engineering practice and the provisions of a Development Permit for Operational Works (roof and allotment drainage works).
- 7.3 All roof and allotment runoff from the development must be directed to a lawful point of discharge and must not restrict, impair or change the natural flow of runoff water or cause a nuisance to surrounding land or infrastructure.
- 7.4 The development must not increase peak stormwater runoff for a selected range of storm events up to and including a one per cent (1%) Annual exceedance probability storm event, for the post-development conditions.
- 8.0 SITE WORKS
- 8.1 All earthworks must be undertaken in accordance with *Australian Standard AS3798 "Guidelines on earthworks for commercial and residential developments"*.
- 8.2 Site works must be constructed such that they do not, at any time, in any way restrict, impair or change the natural flow of runoff water, or cause a nuisance or worsening to surrounding land or infrastructure.
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9.0 BUILDING WORKS

- 9.1 A Development Permit for Building Works must be obtained for the removal and/or demolition of any existing structure on the development site.
- 9.2 The existing dwellings on the subject land must be demolished and a Development Permit for Building Works (demolition) must be obtained prior to the commencement of demolition works on the development site.
- 9.3 All building works must be undertaken in accordance with Council's *Building Over/Adjacent to Local Government Sewerage Infrastructure Policy* and any permit obtained in respect of this policy.
- 9.4 All external elements, such as air conditioners, pool and spa pumps and associated equipment, must be adequately screened from public view, to Council's satisfaction.
- 9.5 Access to and use of the land the subject of this application must comply with the provisions of the *Disability Discrimination Act 1992* and/or the *Anti-Discrimination Act 1991*. If either of those statutes require the provision of access or facilities in a way that is inconsistent with this development approval, those facilities must be provided.
- 9.6 Impervious paved waste storage area/s must be provided in accordance with the approved plans (refer to condition 2.1) and the *Environmental Protection Regulation 2008* and must be:
- 9.6.1 designed and located so as not to cause a nuisance to neighbouring properties;
 - 9.6.2 aesthetically screened from any road frontage or adjoining property;
 - 9.6.3 of a sufficient size to accommodate commercial type bins that will be serviced by a commercial contractor plus clearances around the bins for manoeuvring and cleaning;
 - 9.6.4 setback a minimum of two (2) metres from any road frontage; and
 - 9.6.5 provided with a suitable hosecock and hoses at the refuse container area, and washdown must be drained to the sewer in accordance with the Sewerage Trade Waste provisions and the *Plumbing and Drainage Act 2002*.
- As an alternative to a washdown facility, a fully contained commercial bin cleaning service is acceptable provided no wastewater is discharged from the site to the sewer.
- 9.7 A minimum 2.1 metre high acoustic screen fence must be erected along the common boundary of the subject development site and any adjoining residential properties.
- 9.8 Any advertising device associated with or attached to the development must be carried out in accordance with the applicable Advertising Devices Code in the *Rockhampton Region Planning Scheme 2015*.

10.0 LANDSCAPING WORKS

- 10.1 All landscaping must be established generally in accordance with the approved plans (refer to condition 2.1). The landscaping must be constructed and/or established prior to the commencement of the use and the landscaped areas must predominantly contain plant species that are locally native to the Central Queensland region due to their low water dependency.
- 10.2 All landscaping must be of a mature height to ensure the amenity of surrounding land uses is maintained.
- 10.3 The landscaped areas must be subject to:
- 10.3.1 a watering and maintenance plan during the establishment moment; and
 - 10.3.2 an ongoing maintenance and replanting programme.

- 10.4 Council approval must be obtained prior to the removal of or interference with street trees located on Council land in accordance with Council's street tree policy.
- 10.5 Large trees must not be planted within one (1) metre of the centreline of any sewerage and/or water infrastructure; small shrubs and groundcover are acceptable.
- 11.0 ELECTRICITY
- 11.1 Electricity services must be provided to the development in accordance with the standards and requirements of the relevant service provider.
- 12.0 TELECOMMUNICATIONS
- 12.1 Telecommunications services must be provided to the development in accordance with the standards and requirements of the relevant service provider. Unless otherwise stipulated by telecommunications legislation at the time of installation, this includes all necessary pits and pipes, and conduits that provide a connection to the telecommunications network.
- 13.0 ASSET MANAGEMENT
- 13.1 Any alteration necessary to electricity, telephone, water mains, sewerage mains, and/or public utility installations resulting from the development or in connection with the development, must be undertaken and completed at no cost to Council.
- 13.2 Any damage to existing stormwater, water supply and sewerage infrastructure, kerb and channel, pathway or roadway (including removal of concrete slurry from public land and Council infrastructure), that occurs while any works are being carried out in association with this development approval must be repaired at full cost to the developer. This includes the reinstatement of any existing traffic signs or pavement markings that may have been removed or damaged.
- 13.3 'As Constructed' information pertaining to assets to be handed over to Council and those which may have an impact on Council's existing and future assets must be provided prior to the commencement of the use. This information must be provided in accordance with the *Asset Design and As Constructed Manual (ADAC)*.
- 14.0 ENVIRONMENTAL
- 14.1 Any application for a Development Permit for Operational Works must be accompanied by an Erosion and Sediment Control Plan that addresses, but is not limited to, the following:
- (i) objectives;
 - (ii) site location and topography;
 - (iii) vegetation;
 - (iv) site drainage;
 - (v) soils;
 - (vi) erosion susceptibility;
 - (vii) erosion risk;
 - (viii) concept;
 - (ix) design; and
 - (x) implementation,
- for the construction and post-construction phases of work.
- 14.2 The Erosion Control and Stormwater Control Management Plan prepared by a Registered Professional Engineer of Queensland in accordance with the *Capricorn Municipal Design Guidelines*, must be implemented, monitored and maintained for the duration of the development works, and until all exposed soil areas are permanently stabilised (for example, turfed, hydromulched, concreted, landscaped).
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The plan must be available on-site for inspection by Council Officers whilst all works are being carried out.

15.0 ENVIRONMENTAL HEALTH

- 15.1 Any lighting devices associated with the development, such as sensory lighting, must be positioned on the development site and shielded so as not to cause glare or other nuisance to nearby residents and motorists. Night lighting must be designed, constructed and operated in accordance with *Australian Standard AS4282 "Control of the obtrusive effects of outdoor lighting"*.
- 15.2 Noise emitted from the activity must not cause an environmental nuisance.
- 15.3 Operations on the site must have no significant impact on the amenity of adjoining premises or the surrounding area due to the emission of light, noise or dust.
- 15.4 When requested by Council, noise monitoring must be undertaken and recorded within three (3) months, to investigate any genuine complaint of nuisance caused by noise. The monitoring data, an analysis of the data and a report, including noise mitigation measures, must be provided to Council within fourteen (14) days of the completion of the investigation. Council may require any noise mitigation measures identified in the assessment to be implemented within appropriate timeframes. Noise measurements must be compared with the acoustic quality objectives specified in the most recent edition of the *Environmental Protection (Noise) Policy*.

ADVISORY NOTES

NOTE 1. Asbestos Removal

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

NOTE 2. General Environmental Duty

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

NOTE 3. General Safety Of Public During Construction

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

NOTE 4. Infrastructure Charges Notice

Council has resolved not to issue an Infrastructure Charges Notice for this development because the new infrastructure charges arising from the development are less than the credits applicable for the new development.

NOTE 5. Licensable Activities

Should an activity licensable by Rockhampton Regional Council be proposed for the premises, Council's Health and Environment Unit should be consulted to determine whether any approvals are required. Such activities may include the storage, preparation, serving of food to the public.

RECOMMENDATION B

That in relation to the application for a Development Permit for a Material Change of Use for Food and Drink Outlet, made by Kele Property Group (QLD) Pty Ltd, on land located at 106 George Street and 73 Archer Street, Rockhampton City, formally described as Lot 2 and 3 on RP619302 and Lot 3 on RP602746, Parish of Rockhampton, Council resolves not to issue an Infrastructure Charges Notice.

Recommendation of the Planning and Regulatory Committee, 1 May 2018**9.1.2 ANIMAL MANAGEMENT - SURRENDERED AND UNCLAIMED ANIMALS POLICY****File No:** 1464**Attachments:**

1. Animal Management - Surrendered and Unclaimed Animals Policy (Track Changes)
2. Memorandum of Understanding

Authorising Officer: Steven Gatt - Manager Planning and Regulatory Services
Colleen Worthy - General Manager Community Services**Author:** Nishu Ellawala - Coordinator Local Laws

SUMMARY

Manager Planning and Regulatory Services presenting the report on the draft Animal Management – Surrendered and Unclaimed Animals Policy which has been amended to include a Memorandum of Understanding between Council and Charity Animal Welfare agencies.

COMMITTEE RECOMMENDATION

THAT the Draft Animal Management – Surrendered and Unclaimed Animals Policy be referred to a later meeting.

9.2 AUDIT AND BUSINESS IMPROVEMENT COMMITTEE MEETING - 4 MAY 2018**RECOMMENDATION**

THAT the Minutes of the Audit and Business Improvement Committee meeting, held on 4 May 2018 as circulated, be received and that the recommendations contained within these minutes be adopted.

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

Recommendation of the Audit and Business Improvement Committee, 4 May 2018**9.2.1 CEO INTRODUCTION AND UPDATE**

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

SUMMARY

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

COMMITTEE RECOMMENDATION

THAT the CEO's update be received.

Recommendation of the Audit and Business Improvement Committee, 4 May 2018**9.2.2 CURRENT STATUS OF OUTSTANDING INFRASTRUCTURE CHARGES AND CONTRIBUTIONS**

File No: 7678

Attachments: 1. Table of Recommendations and Management Agreed Actions

Authorising Officer: Colleen Worthy - General Manager Community Services

Author: Steven Gatt - Manager Planning and Regulatory Services

SUMMARY

An update on the current status of outstanding infrastructure charges and contributions is presented for information.

COMMITTEE RECOMMENDATION

THAT the report on the current status of outstanding infrastructure charges and contributions be 'received'.

Recommendation of the Audit and Business Improvement Committee, 4 May 2018**9.2.3 VALUATION SUMMARY 2017/18**

File No: 8151
Attachments: Nil
Authorising Officer: Ross Cheesman - Deputy Chief Executive Officer
Author: Alicia Cutler - Chief Financial Officer

SUMMARY

A report is provided on the impact of the Asset Valuations for the upcoming Financial Reporting Period ended 30 June 2018 and a review of the fair value assessments of the asset classes not being revalued in the current year and the recommended treatment.

COMMITTEE RECOMMENDATION

THAT the report in regard to the movement of non-current asset values be received.

Recommendation of the Audit and Business Improvement Committee, 4 May 2018**9.2.4 FINANCE SECTION UPDATE**

File No: 8151
Attachments: 1. Summary Budget Management Report -
March 2018 - Ordinary Council
Authorising Officer: Ross Cheesman - Deputy Chief Executive Officer
Author: Alicia Cutler - Chief Financial Officer

SUMMARY

Chief Financial Officer providing a Financial Update in preparation for the end of financial year on 30 June 2018.

COMMITTEE RECOMMENDATION

THAT the Finance Section Update report be received.

Recommendation of the Audit and Business Improvement Committee, 4 May 2018**9.2.5 REPORT FROM EXTERNAL AUDITORS**

File No: 8151
Attachments: 1. Audit and Business Improvement Committee Briefing Paper
Authorising Officer: Ross Cheesman - Deputy Chief Executive Officer
Author: Alicia Cutler - Chief Financial Officer

SUMMARY

Council's auditors, Thomas Noble and Russell (TNR) have provided a briefing paper for the 2017/20108 audit.

COMMITTEE RECOMMENDATION

THAT the briefing paper from the external auditors be received.

Recommendation of the Audit and Business Improvement Committee, 4 May 2018**9.2.6 FRAUD AND CORRUPTION RISK CHECKLIST - ANNUAL REVIEW**

File No: 8780

Attachments: 1. Fraud and Corruption Risk Checklist Annual Presentation as at 23 March 2018

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

Author: Kisane Ramm - Senior Risk and Assurance Advisor

SUMMARY

The annual review of the Fraud and Corruption Checklist has been completed and is now presented for consideration.

COMMITTEE RECOMMENDATION

THAT the Committee recommends that Council adopts the Fraud and Corruption Risk Checklist, as attached to the report.

Recommendation of the Audit and Business Improvement Committee, 4 May 2018**9.2.7 INTERNAL AUDIT CHARTER**

File No: 5207
Attachments: 1. IA Charter (updated)
Authorising Officer: Evan Pardon - Chief Executive Officer
Author: John Wallace - Chief Audit Executive

SUMMARY

The Committee requested a review of the Internal Audit Charter wording at its last meeting. This is now updated for further consideration. Minor amendments have been made to Sections 5.1.3.2 and 5.1.7 which also includes provision for a rolling 12 month audit plan option.

Guidance indicates:

Although audit plans typically are prepared annually, they may be developed according to another cycle. For example, the internal audit activity may maintain a rolling 12-month audit plan and re-evaluate projects on a quarterly basis. Or, the internal audit activity may develop a multi-year audit plan and assess the plan annually.

The internal audit plan is flexible enough to allow the CAE to review and adjust it as necessary, etc.

COMMITTEE RECOMMENDATION

THAT the updated IA Charter Policy be received and approved.

Recommendation of the Audit and Business Improvement Committee, 4 May 2018**9.2.8 ANNUAL AUDIT PLAN PROGRESS 2017-2018**

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

SUMMARY

The Audit Plan Progress Report for the year is provided for review by the Committee.

COMMITTEE RECOMMENDATION

THAT the update of Audit Plan Progress and requested Plan Adjustment be received.

Recommendation of the Audit and Business Improvement Committee, 4 May 2018**9.2.9 ACTION PROGRESS REPORT**

File No: 5207
Attachments: 1. Action Progress Report - 23 April 2018
Authorising Officer: Evan Pardon - Chief Executive Officer
Author: John Wallace - Chief Audit Executive

SUMMARY

The Business Improvement Activity – Action Progress Report is provided for review by the Committee. This report is presented at each Committee meeting by request. The latest report was closed off for further editing on 23 April 2018.

COMMITTEE RECOMMENDATION

THAT the Action Progress Report for the period ending 23 April 2018 be received.

Recommendation of the Audit and Business Improvement Committee, 4 May 2018**9.2.10 FOLLOW-UP REVIEW 2018-7**

File No: 5207
Attachments: 1. Follow Up Review 2018-7
Authorising Officer: Evan Pardon - Chief Executive Officer
Author: John Wallace - Chief Audit Executive

SUMMARY

The planned audit – Follow Up Review is presented for attention by the Committee.

Due to requested changes to the Annual Audit Plan, this review had been started, but not finalised. Only work completed to date is therefore presented – this does not represent the total planned time allocation of 15 days.

It is intended that any available audit plan days remaining, before 30 June, be allocated towards additional follow-up review work, but also depending on additional requests in this timeframe.

At the time of writing this report, a second request has now been received from the CEO representing another change to the Audit Plan. Approximately 4-5 planned days' work has been undertaken to date.

COMMITTEE RECOMMENDATION

THAT the Planned Follow-Up Review Audit Report be received by the Committee.

Recommendation of the Audit and Business Improvement Committee, 4 May 2018**9.2.11 REVIEW OF PAYROLL (SITE TIMESHEETS)****File No:** 5207**Attachments:** 1. Payroll-Site Timesheets Audit**Authorising Officer:** Evan Pardon - Chief Executive Officer**Author:** John Wallace - Chief Audit Executive

SUMMARY*The planned audit of site timesheets is presented for review by the committee.***COMMITTEE RECOMMENDATION**

THAT the Review of Payroll (Timesheets) report be received.

Recommendation of the Audit and Business Improvement Committee, 4 May 2018**9.2.12 COMMITTEE ANNUAL SELF-ASSESSMENT/SURVEYS****File No:** 5207**Attachments:**

1. Food Licencing Customer Survey
2. A&BI Committee Self Assessment
3. A&BI Committee Self Assessment

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

SUMMARY

The Committee is required to self-assess annually, as per its Charter.

Two surveys are included for the information of the Committee and Senior Management:

- *2017 Self-Assessment Questionnaire (A&BI Committee Annual Self-Assessment)*
- *2017 Internal Audit Client Questionnaire (Review of Food Licencing)*

COMMITTEE RECOMMENDATION

THAT the surveys be received and noted as being completed.

Recommendation of the Audit and Business Improvement Committee, 4 May 2018**9.2.13 ASSET MANAGEMENT SYSTEM REVIEW AND REPLACEMENT PROJECT
PROGRESS UPDATE****File No:** 12179**Attachments:**

1. Asset Management System Implementation Project Plan
2. Project Risk Register
3. PCG Project Progress Report - 19 April 2018

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

SUMMARY

This report provides a summary of the asset management system review, subsequent TechnologyOne Asset Lifecycle Management implementation project approach and project status update.

COMMITTEE RECOMMENDATION

THAT the Committee receives the Asset Management System Review and Replacement project status report.

Recommendation of the Audit and Business Improvement Committee, 4 May 2018**9.2.14 CONFIRMED FRAUDULENT ATTEMPT TO CHANGE SUPPLIER BANK DETAILS****File No:** 5207**Attachments:**

1. Validation of Changes to Accounts Payable Chart Procedure
2. Scam Watch Registration Response dated 23 February 2018

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

SUMMARY

Over two days in late February (21 and 22 February 2018), an elaborate attempt was made to change a Council supplier's details with the objective to redirect an invoice payment to another bank account. This report details the fraudulent attempt and the subsequent actions taken by the Procurement & Logistics unit staff.

COMMITTEE RECOMMENDATION

THAT the Committee receives the report on a confirmed fraudulent attempt to change supplier bank details.

Recommendation of the Audit and Business Improvement Committee, 4 May 2018**9.2.15 INVESTIGATION AND LEGAL MATTERS AS AT 31 MARCH 2018**

File No: 5207
Attachments: 1. Legal Matters Report as at 31 March 2018
Authorising Officer: Tracy Sweeney - Manager Workforce and Strategy
Ross Cheesman - Deputy Chief Executive Officer
Author: Travis Pegrem - Coordinator Industrial Relations and Investigations

SUMMARY

Coordinator Industrial Relations and Investigations presenting an update of financial year to date Investigative Matters and the current Legal Matters as at 31 March 2018.

COMMITTEE RECOMMENDATION

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

Recommendation of the Audit and Business Improvement Committee, 4 May 2018**9.2.16 LOSS/THEFT ITEMS - FEBRUARY TO MARCH 2018**

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

SUMMARY

Presenting details of the Loss/Theft register for the period 1 February to 31 March 2018.

COMMITTEE RECOMMENDATION

THAT the Committee 'receives' the Loss/Theft Report for the period 1 February to 31 March 2018.

10 COUNCILLOR/DELEGATE REPORTS

Nil

11 OFFICERS' REPORTS

11.1 ADVANCE ROCKHAMPTON OPERATIONAL REPORT MARCH 2018

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

SUMMARY

The monthly operations report for the Advance Rockhampton Unit over the month of March 2018 is presented for Councillors' information.

OFFICER'S RECOMMENDATION

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

COMMENTARY

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

Leading into a new financial year, budget, corporate and operational plan, the activities and deliverables of the unit will now become more targeted through KPI's that align with the following:

- Corporate and Operational Plan
- Budget
- Economic Development Action Plan

These areas of alignment now provide clear direction from the resolution of Council to the deliverables that officers will work towards and be measured against.

BACKGROUND

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

CONCLUSION

It is recommended that Council receive the attached report.

ADVANCE ROCKHAMPTON OPERATIONAL REPORT MARCH 2018

Monthly Report

Meeting Date: 15 May 2018

Attachment No: 1



Monthly Operations Report

Regional Development & Promotions, and Strategic Planning
March & April 2018

1. Highlights

Strategic Planning

1. Planning Scheme Major amendment – finalisation of the amendment being undertaken. Review continuing in relation to overland flow path mapping.
2. Centres: Activities for the week of Beef Australia 2018 have commenced with the display of six life size bulls painted by local schools and education providers. The CBD is marketed as the Urban Paddock during Beef Australia and will include a 'pop up park' installation. Council's Pop Up Information Centre on Denham Street will open on 7 May 2018 for an initial period of six months.

Regional Development and Promotions

1. International engagement (specifically China)
2. Preparations for Beef Week 2018
3. Rockhampton River Festival 2018
4. Supercars Project

2. Innovations, Improvements and Variations

Regional Development and Promotions & Strategic Planning

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

3. Customer Service Requests

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



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

| | Balance B/F | Completed in Current Mth | Current Month NEW Requests | | TOTAL INCOMPLETE REQUESTS BALANCE | On Hold | Completion Standard (days) | Avg Completion Time (days) Current Mth | Avg Completion Time (days) 6 Months | Avg Completion Time (days) 12 Months | Avg Duration (days) 12 Months (complete and incomplete) |
|----------------------|-------------|--------------------------|----------------------------|-----------|-----------------------------------|---------|----------------------------|--|-------------------------------------|--------------------------------------|---|
| | | | Received | Completed | | | | | | | |
| Community Engagement | 1 | 1 | 0 | 0 | 0 | 0 | 3 | 0.00 | 4.00 | 4.00 | 0.00 |
| Marketing Enquiries | 1 | 0 | 0 | 0 | 1 | 0 | 1 | 0.00 | 4.50 | 10.60 | 46.00 |





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

| | Balance B/F | Completed in Current Mth | Current Month NEW Requests | | TOTAL INCOMPLETE REQUESTS BALANCE | On Hold | Completion Standard (days) | Avg Completion Time (days) Current Mth | Avg Completion Time (days) 6 Months | Avg Completion Time (days) 12 Months | Avg Duration (days) 12 Months (complete and incomplete) |
|----------------------------|-------------|--------------------------|----------------------------|-----------|-----------------------------------|---------|----------------------------|--|-------------------------------------|--------------------------------------|---|
| | | | Received | Completed | | | | | | | |
| Strategic Planning Enquiry | 0 | 0 | 1 | 1 | 0 | 0 | 3 | 1.00 | 3.00 | 3.50 | 3.17 |

4. Service Delivery

Regional Development and Promotions & Strategic Planning

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

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

Regional Development and Promotions & Strategic Planning Operational Plan Targets

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

6. Section Statistics / Updates

Strategic Planning Team

| Completion Status | Deliverables |
|-------------------|---|
| In process | Major amendment to Rockhampton Region Planning Scheme <ul style="list-style-type: none"> Recommendations from the consultant have inserted into the major amendment. Updated overlay mapping currently being undertaken, with a further refinement of the creek catchment overlay mapping required in relation to overflow flow paths. It is expected that this will be completed in May 2018. Major amendment issues register completed. Draft State Interest Report under review. |
| In process | Centres Activation Coordinator <ul style="list-style-type: none"> CBD shopfront facades celebrating Beef Australia and the Rockhampton Region were installed in April 2018. Activities for the week of Beef Australia 2018 have commenced with the display of six life size bulls painted by local schools and education providers. The CBD is being marketed as the Urban Paddock during Beef Australia and will include a 'pop up park' installation and free shuttle bus between the CBD and the Beef Australia. |

- Council's Pop Up Information Centre on Denham Street will open on 7 May 2018 for an initial period of six months.
- Monthly place making activities and initiatives, and progression of short term actions to assist in revitalising and improving presentation of CBD
- Ongoing external engagement of communities within each centre
- Progression of medium to longer term strategic actions and opportunities as listed in the CBD Redevelopment Framework





Regional Development Team**Economic Development**

| Completion Status | Deliverables |
|-------------------|---|
| In Progress | “Gear Up Rocky” Initiative <ul style="list-style-type: none"> The second round of the Certificate IV in Small Business course has had to date: six accreditations, 15 persons finalising their course modules and eight persons currently undergoing their studies with 12 allocations in June. Planning for business capacity courses in the 2018/19 FY have commenced. Ongoing contact with Adani Regional Content and EconomX representatives to progress actions and strategies for the Carmichael project’s supply chain and workforce developments. |
| In Progress | Rockhampton Recreational Fishing Development Strategy <ul style="list-style-type: none"> The Recreational Fishing Voluntary Code of Practice (VCOP) video has been finalised and will be released in May 2018. VCOP Boat/tacklebox stickers have been designed and will be provided to those that make the pledge. The aim is to encourage sustainable fishing practices Fishing the Fitzroy Facebook page has increased to 1300 followers. A teaser on the Cast Magazine Barra pump video has received close to 20,000 views. Offshore Productions have completed a first cut of a Saratoga video highlighting the freshwater system of the Fitzroy River. Over the next 12 months, a new short video will be produced each month highlighting the regions different destinations and fisheries. Council representatives will be meeting with the Department of Agriculture and Fisheries to discuss proposed fisheries reforms and potential stocked impoundments . A proposal for Casuarina and Inkerman Creek boat ramps for the Fitzroy Delta/Port Alma area has been sent to the State Government requesting funding of two boat ramps. |
| In progress | Regional Aquaculture Developments <ul style="list-style-type: none"> Discussions with the Department of Agriculture and Fisheries and the Department of State Development continue on how to potentially expand aquaculture in the Region. Business development activities were undertaken with several potential operators from the local area. Each is looking at various forms of aquaculture and different species. Planning for international business interests and site tours for aquaculture were undertaken in the month. |
| In Progress | NDIS Strategy <ul style="list-style-type: none"> Finalised the NDIS Strategy which will be reviewed by Leadership Team and then progress to Council for consideration. Progressed planning for a Careers in Disability Expo. The Expo was successfully conducted on 28 March 2018 with Rockhampton Regional Council / Advance Rockhampton as a partner with the NDIS Workability consortium and CQUniversity. The Expo showcased the current and further emerging workforce requirements of the sector as the NDIS continues to roll out in the Region. Council provided support including supply of venue (Robert Schwarten Pavilion). As a member of the NDIS / Workability Central Qld Working Group, further progressed formulation of strategies to meet workforce requirements for the NDIS rollout (an increase from current 800 to 1800 full time equivalent jobs). |
| In Progress | Study Rockhampton and relevant education delegations <ul style="list-style-type: none"> 14 major international education agencies from the Greater Brisbane region visited Rockhampton Region on 18-20 April to learn about regional strengths and education industry. Study Rockhampton was launched on 20 April as part of the famil tour above. Over 70 industry professionals and government representatives attended to share information on the feasibility study that was successfully conducted. Based on the feasibility study and implementation plan will be development in the next 2 months. Additional information on the grant application has been submitted to Trade & Investment Queensland International Education and Training Unit (TIQ IETU). The grant is to provide international education training workshops to local education and tourism providers in order to strengthen an understanding of the importance of the international education industry and enhance regional capabilities. |

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| | <ul style="list-style-type: none"> An additional grant application was submitted to TIQ IETU by CQUniversity under Study Rockhampton to focus on strengthening research around student recruitment in the region. Study Rockhampton brochure has been finalised and published. |
| In Progress | Mount Archer Activation Master Plan <ul style="list-style-type: none"> Nurim Circuit (Canopy Walk) at Fraser Park was open for Easter. This received a significant amount of interest from the local community. \$1.5M under the Regional Jobs Investment Package was announced to continue stages of the Nurim Circuit and Fraser Park The Darumbal people are currently preparing a proposal for an education / cultural tour using the Nurim Circuit and more broadly Fraser Park. There are also discussions on how to enable the Darumbal Land and Sea Ranger Program. |
| In Progress | China Engagement <ul style="list-style-type: none"> Zhenjiang confirmed they will send a delegation to Rockhampton during Beef Australia 2018. The main objectives of the visit are to explore Beef Australia 2018, meet with education providers for potential education cooperation and finalise the Art Cooperation MOU. A discussion has been initiated with a Chinese business development company for potential export of Sorghum. China is by far the No.1 export destination for Queensland Sorghum. While imported US Sorghum into China is mainly used for animal feed, Australian products are used for Chinese white wine fermentation. The renowned Chinese white wine brand called Maotai also uses Sorghum for their alcohol fermentation. Yuxing Group from Shanghai visited Rockhampton Region to progress with their investment in Zilzie Bay Resort and open a communication channel to establish a trade centre in the region. Attended the China International Import Expo meeting that will be held on 5-10 November 2018 in Shanghai. This is the first import expo in China that has been organized by the Central Government. |
| In Progress | Singapore Engagement <ul style="list-style-type: none"> In preparation of e-platform information to work more closely with Singapore for trade and investment. In communication with a Singaporean consortium for Rockhampton Airport EOI process. |
| In Progress | Japan Engagement <ul style="list-style-type: none"> A representative from Global Sky Group will join the Study Rockhampton famil tour in April. Global Study Group has been investing actively in Queensland and purchased 4 child care centres in the region in 2017. A Mayoral congratulatory letter to the Ibusuki Mayor has been forwarded. |
| In Progress | Beef Australia 2018 <ul style="list-style-type: none"> Mayoral Breakfast Reception will be held on 8 May to share Rockhampton's industry and investment information with international business delegates. Tour programs have been finalized for 9-11 May to showcase agricultural investment opportunities to international delegates. |
| Ongoing | Business Development and Support for Economic Development <ul style="list-style-type: none"> Commenced discussions with a proponent for a forum around innovation and intelligent communities to be potentially conducted in Rockhampton later in the year. Presented a session on Economic Development in Rockhampton Region to Rockhampton Schools Vocational Education and Training (VET) Pathways group to inform them of our current and emerging strategies. |
| Ongoing | Small Business Week <ul style="list-style-type: none"> A day and a half of workshops has been booked in for the Rockhampton Regional Council's contribution to Small Business Week, this will be held on 31 May and 1 June. Workshops include – Digital Marketing, Making your Business Visible online, Safety Solutions, Excellence in Customer Service, Building Business Resilience, Professional Development for Small Business and the Qantas – Membership Incentives for Small Business. |
| Ongoing | Smart Hub <ul style="list-style-type: none"> Ongoing support for Smart Hub including scoping out new tenants for discussion / approval with colleagues from Hub and Corporate & Technology Services. Involved Smart Hub and Rockhampton Library staff in development of Small Business Week planning (refer above). |

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|-------------|---|
| Ongoing | Queensland Local Content Leaders Network (QLCLN) <ul style="list-style-type: none"> Attended QLCLN meeting at QRC over 28th February / 1st March 2018. Represented Advance Rockhampton / RRC in outlining strategies and actions to maximise local content opportunities for business in emerging resources sector and other projects (e.g. our “Gear Up” campaign). Through March 2018, continued to work with QLCLN and Dept. of Prime Minister & Cabinet (PM&C) reps to pave the way for PM&C inclusion in the next QLCLN meeting to inform the group on Indigenous employment strategies and programs for resources workforce development. |
| In Progress | Overall Investment activities <ul style="list-style-type: none"> The Black Sesame Field Day has been finalised to be 17 May: Council’s ED Team, CQUniversity researchers and farmers in our region have been trialling black sesame dry land cropping as it is identified as a suitable high value crop for the region. AgriVentis, a specialised seeds company from NSW, is sponsoring the project to explore rain-fed cropping opportunities and this includes the production of grain legumes, spices and other condiments 12 ha was used to plant the seeds and will be harvest in May this year. If successful it will pave the way for the first commercial planting in Australia in more than 10 years. It is the first trial in Australia to conduct large-scale commercial trials of the valuable condiment. Australia currently imports 94 per cent of spices and condiments for the domestic market, including 100 per cent of black sesame. Council is currently looking into how to expand the opportunity to manufacture sesame oil and add value and achieve integrated farming. Creating a regular investment newsletter was initiated and the work is under way. The target audience is relevant government agencies and registered migration agents in Queensland to facilitate potential investment and increase in population. A Taiwanese waste management company visited Rockhampton to learn more about the region. |
| Ongoing | Supercars Project <ul style="list-style-type: none"> Feasibility study documents released and media release scheduled for 13/04/2019 |
| In progress | Rockhampton Region Business Gaps Survey <ul style="list-style-type: none"> 100 businesses completed a survey focused on business gaps within the Rockhampton Region. The business service gap survey has been completed and there is a significant interest in a call centre operating locally. 40 local businesses of varying sizes showed interest in using a local call centre operation (in bound, outbound and lead generation). Follow up discussions will be had with those that commented in the survey. A detailed report to be completed in May. |
| | Defence <ul style="list-style-type: none"> Discussed opportunities with consultant Publicised meeting notice |

Marketing

| Completion Status | Deliverables |
|------------------------------|--|
| Overarching Marketing | |
| Ongoing | Advance Rockhampton Collateral <ul style="list-style-type: none"> Development and coordination of collateral for Study Rockhampton Foundations of the Future brochure Grow Rockhampton Fitzroy Business Agri Opportunities |
| Ongoing | Major Projects <ul style="list-style-type: none"> Temp signage for Mount Archer circuit produced and installed Media and project manager developing communications plan for hockey field redevelopment that includes marketing tasks Works for Queensland Projects <ul style="list-style-type: none"> 2019 signage printed and majority have been installed |
| Ongoing | Zoo <ul style="list-style-type: none"> Map and brochure sent to Parks team for review and finalisation Chimpanzee name sign developed and affixed Zoo animal facts (for the development of new signs) provided to the zoo for review and additions by end of month |

| | |
|---------------|--|
| | <ul style="list-style-type: none"> Meeting with zoo, design contractor, signage strategy coordinator to discuss Zoo signage and how it marries with the Wayfinding Strategy |
| | Health and Wellbeing <ul style="list-style-type: none"> Meeting to discuss cycling brochure for region. Jacinta and Jess to work with local cycling groups to confirm information |
| Ongoing | Emergency Services Day <ul style="list-style-type: none"> Planning new TV ad shoot – filming to take place in May Marketing plan and exhibitor prospectus to be sent in May |
| Completed | Regional Promotions Websites <ul style="list-style-type: none"> Website 90% complete. Expecting to go live within the fortnight. |
| Ongoing | Beef Australia <ul style="list-style-type: none"> Design of Quay Street digital signs, Bishopp bridge billboard, Airport carousels signage, Urban Paddock teardrop banners, T-frames, Beef banners, Flags, Flyers, information cart, stickers for bus and digital assets for Facebook and website designed and ordered Event added to Council website, Facebook communication calendars and councillors calendars |
| Ongoing | Environmental Sustainability <ul style="list-style-type: none"> A meeting is to be organised with Environmental Sustainability & Marketing Teams to discuss their marketing requirements – ongoing Style Guide – ongoing Look and feel to be developed Draft Strategy in new look and feel Templates to be developed for all marketing requirements Draft Marcomms Plan for roll-out of community engagement Deadline 7 May 2018 |
| Ongoing | EDA Conference <ul style="list-style-type: none"> Liaise with Events Team Write MARCOMMS plan Implement communications strategies |
| Ongoing | Event Guides <ul style="list-style-type: none"> Event Guides currently being finalised (outsourced) |
| Ongoing | Airport <ul style="list-style-type: none"> Airport Expression of Interest Documents Provide link on website to EOI documents & process – completed Create Word template for Corporate Communications – ongoing |
| Started | Development Advice Centre (DAC) <ul style="list-style-type: none"> New branding completed and approved by management. Installation of branding has commenced. Currently working on the Marcomms Plan and collateral updates. |
| Started | Your Pet Your Responsibility <ul style="list-style-type: none"> Developing Marcomms for Snip and Chip campaign/event to be held in June 2018 Branding updated and approved by management. |
| Started | Library Technology Centre <ul style="list-style-type: none"> Roll-out Marketing Communications Plan to increase attendance at community and corporate training sessions To be implemented in May. |
| Started | City Child Care Centre <ul style="list-style-type: none"> Refresh outdated signage. Roll-out of marketing campaign to increase enrolment numbers. Plan for an Open Day event in May |
| Started | Environment and Public Health <ul style="list-style-type: none"> Start design of the Food Safety Event Guide. |
| | Pest Management <ul style="list-style-type: none"> Discussions have commenced around Small Landholders Day 2018 planning <p>Speak to FBA about sponsorship</p> |
| Started | Library Finalise May – July Program |
| Started | Vector Management Design and order new display backdrop for interactive space at events such as the Rocky Show. |
| To be started | Operational Plan Update Op Plan ready for Council adoption. |

| | |
|-----------|--|
| | Advance Rockhampton Website Training Train key content champions to maintain the Advance website content |
| | Tenders and Contracts <ul style="list-style-type: none"> Review current corporate templates for Tender documents and update accordingly. |
| Started | Whole of Council <ul style="list-style-type: none"> New residents guide first draft is complete and up for review with key staff. |
| Ongoing | SmartHub <ul style="list-style-type: none"> Develop Marcomms for Startup Weekend event in June Develop strategy for small business week opportunities |
| Completed | ANZAC Day promotion <ul style="list-style-type: none"> Newspaper Website Poster Bus flyers Digital signage |
| Completed | Rocky River Run promotion <ul style="list-style-type: none"> Digital signage Floor decals at Airport |

Events

| Completion Status | Deliverables |
|---------------------------|---|
| Overarching Events | |
| Ongoing | Rockhampton River Festival 2018 (13-15 July 2018) <ul style="list-style-type: none"> Planning for the 2018 event underway |
| Ongoing | Pop up polo (8-11 June) <ul style="list-style-type: none"> Assisting organisers (Hendricks Lane) with preparations Application processes Site plans |
| Started | Urban Paddock (6th – 12th May 2018) <ul style="list-style-type: none"> Encouraging visitors to Beef Australia to enhance their experience by visiting Rockhampton CBD and newly refurbished riverside Live music and entertainment, Mini markets & food stalls, tourism pop up shop and activating CBD businesses. Painted Bulls have been placed along Quay Street as of this morning (check them out) |
| Started | NEDC 2018 – Economic Development Australia Conference <ul style="list-style-type: none"> Contract Signed Commence work on conference packages/ accommodation providers, website development. Conference Themes and Speakers Conference Management Venue Inspections/ bookings EDA Awards dinner Exhibitors |
| Started | LAWMAC Conference (23/24 August 2018) <ul style="list-style-type: none"> Local Authority Waste Management Advisory Committee Commenced work on: <ul style="list-style-type: none"> Venue selections for lunches, dinners etc Accommodation Bus hire to transport 40 attendees Delegate gifts |

Tourism

| Completion Status | Deliverables |
|--|--|
| Overarching Tourism | |
| In Progress | Rockhampton Recreational Fishing Marketing Strategy <ul style="list-style-type: none"> Facebook Page Page views: 1,089 Likes: 1,300 Followers: 1,358 |
| In Progress | Tourism Action Plan <ul style="list-style-type: none"> Draft plan completed |
| In Progress (In conjunction with Rick Palmer) | Drive Inland Promotions Association <ul style="list-style-type: none"> Drive Inland Website launched Review of content and itineraries |
| In Progress | Visitor Information Centre <ul style="list-style-type: none"> Internal upgrade completed Plush Baby Chimps on Sale 1004 Visitors engaged with the Visitor Information Centre (Stats recorded on sheets identifying how many people in their group within the region). Volunteer Familiarisation Session – Boathouse and Riverside Precinct. |
| In Progress | Mount Morgan Map <ul style="list-style-type: none"> Map in progress CBD Interpretative signage started Engagement with MMPAD for tourism opportunities in the region |
| In Progress | Tourism Itinerary Development <ul style="list-style-type: none"> 24/48/72 itinerary development for Families, backpackers, grey nomads and couples almost completed. Nature and Culture are in development. Development of itineraries for pitching to major travel companies |
| In Progress | Explore Rockhampton Destination Guide <ul style="list-style-type: none"> New design being developed |
| Completed | Attendance at Events <ul style="list-style-type: none"> Attendance at Australian Tourism Exchange with local business to help promote the region. 102 appointments with potential stakeholders. |
| Completed | Marketing Opportunities <ul style="list-style-type: none"> Our Town segment in Qantas Spirit Magazine finalised - See attached PDF Caravanning Australia Winter edition advertising Marketing campaign being developed for new financial year ATDW Listings finalised |
| Completed | Social Media Wall <ul style="list-style-type: none"> Implemented and turned on. Feeding off Hashtag #visitrockhampton |

Grants

| Completion Status | Deliverables |
|---------------------------|---|
| Overarching Grants | |
| Ongoing | Secured Funding <ul style="list-style-type: none"> Since 1st July we have secured over \$22.6 million so far against our full FY target of \$15 million. |

7. Operational Plan Targets by Section

The following Operational Plan actions and targets are required to be reported to Council on a monthly basis. This data will also form part of the Operational Plan quarterly report to Council:

Legend for traffic lights



On track / completed










Ongoing / not completed in full






To be commenced















Strategic Planning



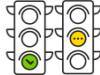











| Operational Plan Ref | Action | Target | Status |
|----------------------|--|---|--|
| 1.4.2.2 | Ensure the CBD Redevelopment Framework includes opportunities for pedestrians and cyclists | Complete and lodge the major amendment to the Rockhampton Region Planning Scheme by 31 March 2018 | |
| | | Achievements of actions within the CBD Redevelopment Framework | |
| Operational Plan Ref | Action | Target | Status |
| 2.3.1.2 | Provide incentives and strategies to support economic activity and business confidence within the CBD | CBD Redevelopment Framework endorsed by Council by 31 July 2017 | |
| | | Develop a Place Making Strategy and Laneway Activation Plan for the CBD by 31 December 2017 | <p>Note: The Place Making Strategy has not commenced.</p> <p>The target date will not be achieved. This has also been transitioned into Laneways assistance.</p> <p>Funding to be reallocated to the extension of the façade improvement scheme and other placemaking projects</p> |
| 2.3.3.1 | Develop incentives and strategies to support economic activity and business confidence in centres outside of the CBD | Develop a Regional Centre Place Making Strategy by 31 December 2017 | <p>Note: The Place Making Strategy has not commenced.</p> <p>The target date will not be achieved.</p> |








| 2.6.2.1 | Ensure statutory land use instruments protect good agricultural land and do not unnecessarily constrain development | Review rural land use provisions as part of the Rockhampton Region Planning Scheme Major Amendment by 31 March 2018 |  |
|----------------------|---|---|---|
| Operational Plan Ref | Action | Target | Status |
| 3.1.1.1 | Ensure the Planning Scheme protects and enhances places of value | Review state mapping changes and SPARC review outcomes as part of the Rockhampton Region Planning Scheme Major Amendment by 31 March 2018 |  |
| 3.2.2.1 | Ensure the planning scheme supports the development of major renewable energy projects at suitable locations | Review renewable energy provision as part of the Rockhampton Region Planning Scheme Major Amendment by 31 March 2018 |  |
| 3.2.2.2 | Ensure the planning scheme responds properly to State Planning Policy or climate change advice and best science | Review updated advice, science and state planning policy on climate change adaptation and response as part of the Rockhampton Region Planning Scheme Major Amendment by 31 March 2018 |  |
| Operational Plan Ref | Action | Target | Status |
| 4.4.2.1 | Ensure statutory land use instruments achieve policy objectives | Commence implementation of CBD Redevelopment Framework after endorsement 31 July 2017 |  |
| 4.4.3.1 | Ensure statutory land use instruments achieve policy objectives | Support Economic Development Queensland in completing the Inner City Living project by 30 June 2018 |  |
| 4.4.4.1 | Ensure statutory land use instruments achieve policy objectives | Review ground floor provisions for commercial/retail development in the CBD Quay Street Precinct as part of the Rockhampton Region Planning Scheme major amendment by 31 March 2018 |  |

Regional Development & Promotions




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




| | magazine and associated platforms | | |
|----------------------|--|---|--|
| 1.6.1.1 | Inclusiveness in key projects and events | Report on programs undertaken and present to Council on a quarterly basis |  |
| 1.6.3.2 | Deliver and support major Regional events | Deliver the Rockhampton River Festival with a 10% increase in attendance numbers from 2016, drawing a 5% increased number of out of Region visitors |  |
| 1.6.3.3 | Encourage and facilitate community capacity to deliver a large variety of events | Develop an Event How to Guide, which incorporates venue hire information, by 31 December 2017 |  |
| | | Conduct two information sessions for the public on organising and running events, one in 2017 and the other in first half of 2018 |  |
| | | Review current approval requirements/ processes and implement improvements by 31 December 2017 |  |
| 1.6.4.4 | Develop and implement a strong arts program as part of the Rockhampton River Festival | Three arts programs incorporated into the annual River Festival |  |
| | | Ensure art developed as part of the Rockhampton River Festival is designed to be long lasting and integrated as public art in line with Council policy and procedures |  |
| 1.6.5.1 | Implement key local resident stories and achievements into Council publications and platforms | My Rockhampton magazines incorporate profiles including Who's New in the Zoo, Why Rockhampton, Who to Follow, What are they doing now? |  |
| Operational Plan Ref | Action | Target | Status |
| 2.1.1.1 | Engage with stakeholders to develop and implement a Destination Management Plan for the Rockhampton Region | Finalise development of the Destination Management Plan by 30 September 2017 |  <i>Note: extension of KPI</i> |
| | | Implement Destination Management Plan in accordance with timeframes detailed in the Plan |  <i>Note: extension of KPI</i> |
| 2.1.1.2 | Develop and implement strategies and initiatives to promote and improve Regional tourism opportunities | Scope work to be conducted to develop a holistic Regional tourism attraction with results being endorsed by Council by 31 March 2018 |  |
| | | Develop a new tourism product 'History Tour of Rockhampton' by 31 March 2018 |  |
| | | Review current regional branding and present findings to Council by 30 September 2017 |  <i>Note: extension of KPI</i> |
| | | Review and implement a regional visitor app by 31 December 2017 |  <i>Note: extension of KPI</i> |

| | | | |
|---------|--|--|--|
| 2.1.2.1 | Undertake a feasibility study for the development of a multipurpose sport and entertainment precinct | Study to be finalised and endorsed by Council by 30 June 2018 |  <i>Note: Norbridge Park</i> |
| 2.1.2.2 | Deliver or support the staging of national, state, regional and local sporting events | Develop a Capabilities Statement by 31 December 2017 which includes incentives for events linked to the Commonwealth Games |  |
| 2.1.3.1 | Review current multilayered marketing plans for Advance, Explore and Live Rockhampton | Implement marketing plans by 30 June 2018 |  |
| 2.2.1.1 | Work with key industry stakeholders to develop investment profile opportunities for national and international investors | Industry stakeholder engagement and opportunities as per the Economic Development Action Plan update reports presented to Council on a quarterly basis |  |
| 2.2.2.1 | Work with educational providers to position Rockhampton as a leading study destination | Deliver two international education focused delegations to the Region |  |
| | | Update reports on research capabilities and potential markets for health and aged care training presented to Council on a quarterly basis |  |
| | | Study Rockhampton initiative completed by 31 December 2017 |  |
| 2.2.2.2 | Support community training programs/ education workshops held in the Region | Finalise Industry Capability Network (ICN) training and business development courses and annual schedule by 30 September 2017 |  |
| 2.2.3.1 | Support programs that encourage residents to transition away from social support options | Finalise the National Disability Insurance Scheme (NDIS) Strategy by 31 March 2018 |  |
| 2.4.2.1 | Encourage further development of industrial estates to support future growth of a wide range of industries both within and outside of the Region | Update reports on industrial areas within the Rockhampton Region and present to Council on a quarterly basis |  |
| 2.5.1.1 | Deliver Newsmodo campaign 'Rockhampton is Open for Business' | Council to adopt report by 31 October 2017 and recommendations implemented in accordance with the report |  |
| 2.5.1.2 | Deliver Advance Rockhampton forums | Deliver at least four sessions |  |
| 2.5.2.1 | Expand engagement with Asian market for business development opportunities | Deliver one inbound delegation from Asia and one outbound Council delegation to Asia per annum |  |
| 2.5.4.1 | Provide a mechanism through the My Rockhampton to promote local businesses | Include in website consolidation by 30 September 2017 |  |



| | | | |
|----------------------|---|--|---|
| 2.5.4.2 | Support local business to build capacity and encourage growth | Complete Local Supply Chain Analysis by 30 June 2018 |  |
| 2.5.5.3 | Deliver capacity building workshops and small business/entrepreneurial training through key stakeholders | Deliver four workshops and training courses per year |  |
| 2.6.1.2 | Explore further commercial opportunities by building Rockhampton's role and capacity as a logistics and forward deployment base | Update reports to be presented to Council on a quarterly basis |  |
| 2.6.3.1 | Maximise opportunities from the Adani Carmichael mining project | Regular updates provided to Council with a formal report presented to Council on a quarterly basis |  |
| 2.6.3.2 | Engage with the Resource Sector to identify and implement opportunities for the Region | Report to Council on opportunities on a quarterly basis |  |
| Operational Plan Ref | Action | Target | Status |
| 3.2.3.1 | Industry engagement and the provision of support for new energy generation options | Update reports presented to Council on a quarterly basis |  |
| Operational Plan Ref | Action | Target | Status |
| 4.4.1.1 | Update the Economic Development Action Plan to include engagement initiatives with this sector | Economic Development Action Plan updated by 30 June 2018 |  |

Directorate

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

| 2.6.2.3 | Undertake a feasibility study of water services in the Region including irrigated small cropping | Present findings of the feasibility study to Council by 30 June 2018 |  |
|----------------------|---|--|---|
| Operational Plan Ref | Action | Target | Status |
| 5.1.1.1 | Review and audit existing organisations and advocacy groups where Council is represented. Identify any groups where inclusion is considered appropriate and report to Council accordingly | Review undertaken and report to Council by 31 December 2017 |  |
| 5.1.2.1 | Actively source grants, funding and other business opportunities | Update report presented to Council on a monthly basis |  |

All units of Council

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

8. Capital Projects

- Regional Signage

9. Operational Projects

As at period ended April 2018

| Project | Planned Start Date | Planned End Date | Status | Budget Estimate | YTD actual (incl committals) |
|---------------------|--------------------|------------------|--|-----------------|------------------------------|
| Wayfinding Strategy | In progress | Ongoing | Currently Suite 1 (Rockhampton Gateway Entry Statement), Suite 2 (Regional Town Gateway Signs) and Suite 5 (Riverside Precinct Signs) of the strategy have been completed. Suite 3 (Airport Arrival Gateway Signs), Suite 4 (Vehicle Directional Signs) and Suite 6 (City Precinct Signs) will be offered for tender in the near future. Suite 7 (Kershaw Garden Signs) will be completed as part of the Kershaw Gardens redevelopment. Tender has been awarded for Suite 8 (Recreational Precinct), Suite 9 (Local Park Signs) and Suite 10 (Mount Archer and Trail Signs). These signs are being completed incrementally by the Parks department with funding from the Advance Rockhampton budget. | | |

10. Budget

Financial performance as expected for the reporting period April 2018



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

As At End Of April

Report Run: 04-May-2018 11:55:56 Excludes Nat Accs: 2802,2914,2917,2924

| | Adopted Budget \$ | Revised Budget \$ | EOM Commitments \$ | YTD Actual \$ | Commit + Actual \$ | Variance % | On target 83.3% of Year Gone |
|--|-------------------------|-------------------------|--------------------------|------------------|--------------------------|---------------|---------------------------------|
| ADVANCE ROCKHAMPTON | | | | | | | |
| REGIONAL DEVELOPMENT & PROMOTIONS | | | | | | | |
| <u>Regional Promotions</u> | | | | | | | |
| Revenues | (147,380) | (147,380) | 0 | (215,187) | (215,187) | 146% | ✓ |
| Expenses | 1,200,787 | 1,081,868 | 246,885 | 1,279,922 | 1,526,807 | 141% | ✗ |
| Transfer / Overhead Allocation | 0 | 0 | 0 | 18,851 | 18,851 | 0% | ✗ |
| Total Unit: Regional Promotions | 1,053,407 | 934,488 | 246,885 | 1,083,587 | 1,330,471 | 142% | ✗ |
| <u>Marketing</u> | | | | | | | |
| Revenues | (5,065) | (5,065) | 0 | 0 | 0 | 0% | ✗ |
| Expenses | 717,388 | 717,388 | 69,159 | 559,026 | 628,186 | 88% | ✗ |
| Transfer / Overhead Allocation | 10,350 | 10,350 | 0 | 4,123 | 4,123 | 40% | ✓ |
| Total Unit: Marketing | 722,673 | 722,673 | 69,159 | 563,150 | 632,309 | 87% | ✗ |
| <u>Regional Development</u> | | | | | | | |
| Revenues | 0 | 0 | 0 | (121,339) | (121,339) | 0% | ✓ |
| Expenses | 1,199,983 | 1,293,180 | 274,192 | 1,253,647 | 1,527,838 | 118% | ✗ |
| Transfer / Overhead Allocation | 0 | 0 | 0 | 11,231 | 11,231 | 0% | ✗ |
| Total Unit: Regional Development | 1,199,983 | 1,293,180 | 274,192 | 1,143,539 | 1,417,731 | 110% | ✗ |
| <u>Tourism</u> | | | | | | | |
| Revenues | 0 | 0 | 0 | (531) | (531) | 0% | ✓ |
| Expenses | 177,288 | 227,288 | 21,570 | 184,304 | 205,874 | 91% | ✗ |
| Transfer / Overhead Allocation | 0 | 0 | 0 | 2,720 | 2,720 | 0% | ✗ |
| Total Unit: Tourism | 177,288 | 227,288 | 21,570 | 186,493 | 208,063 | 92% | ✗ |
| Total Section: REGIONAL DEVELOPMENT & PROMOTION | 3,153,351 | 3,177,629 | 611,806 | 2,976,769 | 3,588,574 | 113% | ✗ |
| Total Department: ADVANCE ROCKHAMPTON | 3,153,351 | 3,177,629 | 611,806 | 2,976,769 | 3,588,574 | 113% | ✗ |
| Grand Total: | 3,153,351 | 3,177,629 | 611,806 | 2,976,769 | 3,588,574 | 113% | ✗ |

11.2 DEVELOPMENT INCENTIVES PROGRAM

File No: 304
Attachments: Nil
Authorising Officer: Chris Ireland - Manager Regional Development and Promotions
Tony Cullen - General Manager Advance Rockhampton/
Acting General Manager Aviation Services
Author: Rick Palmer - Senior Executive Industry Engagement

SUMMARY

This report canvasses an extension to the current development incentives policy to include projects servicing the resources and agricultural sectors, and transport & logistics projects.

OFFICER'S RECOMMENDATION

THAT Council's Development Incentives Policy be amended to include:

1. Projects servicing the resources sector which are of the scale and standard to significantly increase employment in the Rockhampton Region which shall be eligible to receive a refund of up to 75 per cent of the infrastructure charges paid for the project;
2. Projects servicing the agricultural sector which are of a scale and standard to significantly increase employment in the Rockhampton Region which shall be eligible to receive a refund of up to 75 per cent of the infrastructure charges paid for the project;
3. Transport & logistics projects which are of such a scale and standard to significantly increase employment in the Rockhampton Region which shall be eligible to receive a refund of up to 75 per cent of the infrastructure charges paid for the project;
4. Projects which have been approved to receive development incentive payments must be commenced within a year and completed within three years of the development application being approved by Council; and
5. The development incentives policy will expire on 31 December 2020.

COMMENTARY

Council's current Development Incentives Policy came into effect on 1 August 2017 replacing the initial policy which came into operation on 1 December 2013. The current policy will expire on 31 December 2019.

The policy provides for a refund of up to 75 per cent of the infrastructure charges paid for projects in the following sectors that have the scale and standard to significantly increase employment in the Rockhampton Region and attract residents, visitors, students, patients and clients from outside the Local Government Area:

- Aged Care & Retirement Facility
- Destination Tourism Facility
- Education & Training Establishment
- Farm Stay Accommodation
- Medial, Health & Community Services

Resources Sector

While few of Central Queensland's mining operations are located within the Rockhampton Region, the Region is a major service centre for the expanding resources sector.

Since August 2017, coal mining in the Bowen Basin has continued to rejuvenate and is regaining much of the impetus it lost during the recent coal downturn.

In spite of concerted opposition from the environmental movement, the chance of coal mining being established in the Galilee Basin remains real. Council's arrangements with Adani Australia underline the reality of this opportunity.

For the past 50 years the Rockhampton Region has been a significant provider of goods and services to coal mining enterprises in the Bowen Basin. It is well positioned to provide similar goods and services to coal mining operations in the Galilee Basin, especially as mining enterprises are established in the central and southern Galilee Basin.

In addition, businesses within the Region continue to provide goods and services to non-coal elements of the resources sector, such as magnesite, salt, gold, copper and other mineral extraction operations.

There are significant opportunities of attracting to the Region more businesses which provide goods and services to the Central Queensland resources sector. Council needs to have investment attractions to offer those business to encourage them to locate in the Region.

Agricultural Sector

The Rockhampton Region has provided goods and services for agriculture since initial settlement.

Construction of Rookwood Weir on the Fitzroy River, north of Gogango, inches closer to development. This project has the potential to transform agriculture in the Rockhampton Region and increase significantly the amount of horticultural and intensive agricultural production.

The Hancock Farm project at South Yaamba shows how water from the Fitzroy River can be used to widen the range of plants which are grown.

The expanded development incentives program will encourage more primary production service businesses to base themselves within the Region.

Council needs investment attractions to offer those businesses to encourage them to locate in the Region.

Transport & Logistics

The Region has also been an active transport & logistics hub since initial settlement.

The Bruce Highway runs north-south through the Region and the Capricorn, Burnett and Leichhardt Highways all start or end within the Region. The North and Central rail lines transverse the Region and Rockhampton Airport provides services for Central Queensland.

Possible growth in the resources and agricultural sectors and developments in the Shoalwater Bay Training Area should further expand the transport and logistics sector.

Council needs investment attractions to offer transport and logistics businesses to encourage them to locate within the Region.

Commencement of Developments

Under the current Policy no time has been set within which projects, which are given development incentives, must commence, other than that they must be completed within three years of the development application being approved by Council.

This allows developers to sit on an approval and not commence the project, as long as it's complete within three years.

There is now an opportunity to set a shorter time within which the project must be started.

Expiration of Policy

The current policy expires on 31 December 2019. It would be beneficial if the revised policy continued for a further year and expired on 31 December 2020.

Policy Administration

The Development Incentives Policy has been administered by Development Assessment. It is proposed that responsibility be shifted to Advance Rockhampton as the policy is principally directed at expanding business activity in the Rockhampton Region.

It is proposed that the CEO delegate to Tony Cullen, General Manager Advance Rockhampton, the power to approve development incentive applications where it is recommended the application be approved in full.

Applications which are recommended to be rejected or not granted in full will be referred to Council for decision

PREVIOUS DECISIONS

The initial version of Council's Development Incentives Program started on 1 December 2013 and finished on 31 July 2017.

A second version of the Program applied from 1 August 2017.

11.3 2017/18 OPERATIONAL PLAN PROGRESS REPORT - QUARTER THREE**File No:** 8320**Attachments:**

1. Report Explanatory Diagram[↓](#)
2. Operational Plan Progress Report - Quarter 3[↓](#)
3. Operational Plan Progress Report Summary - Quarter 3[↓](#)

Authorising Officer: Tracy Sweeney - Manager Workforce and Strategy**Author:** Allysya Brennan - Coordinator Corporate Improvement and Strategy

SUMMARY

Presenting the 2017-2018 Operational Plan progress report for quarter 3 as at 31 March 2018, pursuant to s174(3) Local Government Regulation 2012.

OFFICER'S RECOMMENDATION

THAT the 2017-2018 Operational Plan progress report for quarter 3 as at 31 March 2018 be received.

COMMENTARY

Council's Operational Plan for financial year 2017-18 was approved on 11 July 2017 and then subsequently updated on 21 November 2017 to reflect organisational changes.

The Operational Plan Progress Report for the quarter 3 (1 January 2018 to 31 March 2018) is presented for Council's consideration (Attachment 2).

The performance report displays actual performance against quarterly targets. The report records the status of each Operational Plan target using a 'completed', 'on track' and 'watching' mechanism. In addition, the report includes progress comments from responsible managers. Attachment 1 contains a diagram with explanatory notes to assist the reader in the interpretation of the report.

To ensure performance of the 2017-18 Operational Plan targets, standardised monthly departmental reports are also presented to Committees. This ensures the performance of each unit is consistent with Council's strategic direction.

A summary of each Department's performance during the reporting period is also attached (Attachment 3).

Overall the majority of Operational Plan activities have been achieved for the quarter. Some Operational Plan activities have not been met and comments have been provided in Attachment 2 against those items.

PREVIOUS DECISIONS

The 2017-18 Operational Plan was adopted at the Special Council Meeting on 11 July 2017 and then subsequently updated on 21 November 2017 to reflect organisational changes.

LEGISLATIVE CONTEXT

Section 174(3) of the Local Government Regulation 2012 states:

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

CONCLUSION

The 2017-2018 Operational Plan progress report for quarter 3 as at 31 March 2018 has been prepared in accordance with legislation.

2017/18 OPERATIONAL PLAN PROGRESS REPORT – QUARTER THREE

Report Explanatory Diagram

Meeting Date: 15 May 2018

Attachment No: 1

REPORT EXPLANATORY DIAGRAM

| Operational Plan action reference number | Operational Plan target | Unit of Council responsible for action | Operational Plan Target | Relevant Department | Status on completing target (Completed, Yes, Watching or No) | Status on target being met to budget (Yes, Watching or No) | Commentary to support the target being met |
|--|--|--|---|---------------------|--|--|--|
| AVIATION SERVICES | | | | | | | |
| Ref | Operational Action | Unit | Target | On Track | On Budget | Q2 Status Commentary | |
| 2.1.4.1 | Promote the Airport as the "Gateway to Northern Australia" | Aviation Services Directorate | Masterplan to be completed by 30 September 2017 | Yes | Yes | Awaiting adoption at the 30 January Ordinary Council meeting. | |
| 2.1.4.2 | Identify and implement business development opportunities for the Airport | Aviation Services Directorate | Conduct a micro analysis of performance of airlines by 30 September 2017 | Completed | Yes | Further analysis to be completed in March 2018. | |
| | | Aviation Services Directorate | Update reports on partner airline performance presented to Council on a quarterly basis | Completed | Yes | Lime Intelligence reporting has now been implemented and will deliver indepth passenger and airline analysis on a as required and requested basis provided to the Airport Committee monthly and Council quarterly. | |
| | | Aviation Services Directorate | Six monthly passenger surveys | Watching | Watching | Survey to be completed on a 6 monthly basis. To be delivered by the Commercial Services Officer by end of March 2018. | |
| 2.2.3.1 | Support programs that encourage residents to transition away from social support options | Aviation Services Directorate | Consider options in budget planning to support employment programs in 2018/19 | Watching | Watching | Considered and new staff member has now commenced. | |
| 2.5.3.1 | Prepare a strategy for a FIFO hub development within the Region | Aviation Services Directorate | Strategy presented to Council by 30 September 2017 | Yes | Yes | Awaiting execution of legal documents with Adani to then commence the implementation of the FIFO Hub. | |
| 2.6.1.1 | Strengthen relationship with Singapore | Aviation Services Directorate | Successfully deliver Wallaby 17 by 30 November 2017 | Completed | Completed | Council has received numerous Singapore based delegations as a result of the Australian / Singaporean training initiative (ASMTI). | |

2017/18 OPERATIONAL PLAN PROGRESS REPORT – QUARTER THREE

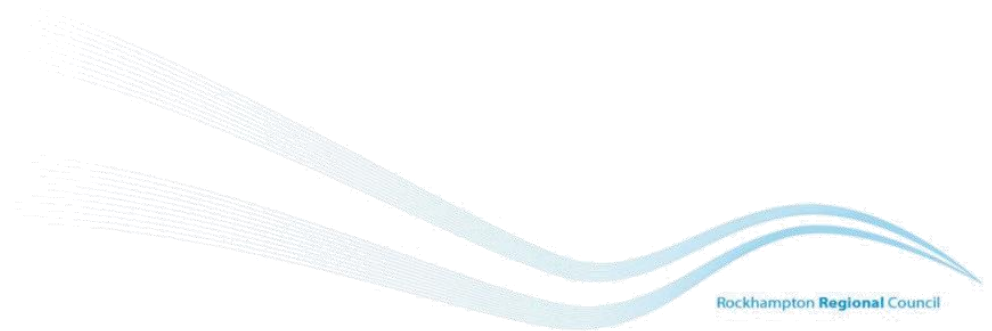
Operational Plan Progress Report - Quarter 3

Meeting Date: 15 May 2018

Attachment No: 2

2017/18 Operational Plan

Quarterly Progress Report Template



| OFFICE OF THE CEO | | | | | | | |
|-------------------|---|-----------------|--|-----------|-----------|--|---|
| Ref | Operational Action | Unit | Target | On Track | On Budget | Q2 Status Commentary | Q3 Status Commentary |
| 2.2.3.1 | Support programs that encourage residents to transition away from social support options | CEO Directorate | Consider options in budget planning to support employment programs in 2018/19 | Completed | Yes | Supporting other units in program delivery as required. | Supporting other units in program delivery as required. |
| 4.1.1.1 | Provide timely and accurate responses to requests | CEO Directorate | In accordance with unit's customer service standards or adopted service levels | Yes | Yes | All requests received referred to area or responsibility or addressed as appropriate. | All requests received referred to area or responsibility or addressed as appropriate. |
| 4.1.1.2 | Provide effective delivery of Council services | CEO Directorate | In accordance with unit's customer service standards and service levels | Yes | Yes | Committee and Council agendas and minutes completed in accordance with service levels. | Committee and Council agendas and minutes completed in accordance with service levels. |
| 5.2.1.1 | Comply with legislative requirements | CEO Directorate | Updates to be presented to Council in sectional monthly reports | Yes | Yes | Reports presented. Currently Council is complying with legislative requirements. | Reports presented. Currently Council is complying with legislative requirements. |
| 5.2.1.4 | Operational risks are monitored and managed in accordance with legislative requirements | CEO Directorate | Risk registers are presented to Council on a quarterly basis | Yes | Yes | Quarterly Risks Review undertaken and risks monitored. | Quarterly Risks Review undertaken and risks monitored. |
| 5.2.1.6 | Registers of Interest for Councillors are updated on the public website as per legislative requirements | CEO Directorate | Registers uploaded within three days of being notified of changes | Yes | Yes | Ongoing. Updated in accordance with timeframes. | Ongoing. Updated in accordance with timeframes. |
| 5.2.1.8 | Monitor and review non-compliance of legislative requirements | CEO Directorate | Report on legislative non-compliance included in sectional reports presented to Council on a monthly basis | Yes | Yes | No non-compliances in CEO Directorate. | No non-compliances in CEO Directorate. |
| 5.3.1.1 | Workforce planning is reviewed to ensure that resourcing levels meet business needs in accordance with budget allocations | CEO Directorate | Review workforce requirements in accordance with budget schedule | Yes | Yes | Resource levels sufficient at present and will be reviewed as vacancies arise. | Resource levels sufficient at present and will be reviewed as vacancies arise. |
| 5.3.2.1 | Continually review operational expenditure | CEO Directorate | Identify at least one operational saving per section of responsibility | Yes | Yes | Permanent appointment made in Committee Support which will reduce casual hours for Hero assistance. 1 vacant position in Mayor's Office from mid January to be reviewed. | Resource support for Councillors reviewed with proposal submitted to Council or consideration in April 2018. |
| 5.4.1.1 | Promote good democratic governance by adhering to legislative requirements for local governments | CEO Directorate | Present organisational updates and matters impacting local government to Council on a monthly basis | Yes | Yes | CEO reports monthly to Council on organisational matters. | CEO reports monthly to Council on organisational matters. |
| 5.4.2.6 | Pursue improved processes through all levels of Council | CEO Directorate | Identify at least two improved processes per section of responsibility | Watching | Yes | CEO discussing with managers in current quarter - processes are continually reviewed for efficiencies. | The Expenses Reimbursement and Provision of Facilities for Mayor and Councillors presented to Council in April will achieve an efficiency. The procedures that will support the policy will also bring an improvement in processes. |

CEO Directorate

Office of the Mayor

| Ref | Operational Action | Unit | Target | On Track | On Budget | Q2 Status Commentary | Q3 Status Commentary |
|---------|---|----------------------|--|-----------|-----------|---|---|
| 1.5.3.2 | Social media attract increasing levels of reach, engagement and interaction demonstrated by monitoring software | Media and Engagement | Collate data and set benchmarks by 30 June 2018 to implement improvement targets for 2018/19 | Yes | Yes | Council's targeted strategy is on track with a 5% increase in following with a 67% reduction in postings. Council expects to exceed 20,000 followers in Q3. | Council met expectations to exceed 20,000 followers on Corporate Facebook page in Q3. On track for 2017/18 operational target of setting benchmarks for 2018/19. |
| 1.5.3.4 | Generate positive media coverage and community awareness of events, initiatives and general Council business | Media and Engagement | 100 positive media releases and/or video digital content created and distributed annually | Yes | Yes | 89 media releases were sent out in the reporting period with 70 considered proactive. 10 proactive videos were also produced during the period. Council has now exceeded its target of 100 positive releases/videos ahead of schedule. | 71 media releases were issued in Q3 with 52 considered proactive. 18 proactive videos were also produced in that time consisting of edited content and Facebook live events. 2017/18 target continues to be exceeded. |
| 1.5.3.7 | Provide opportunities for all stakeholders to contribute to community decision making | Media and Engagement | Conduct annual Community Conversation forum campaigns across the Region | Yes | Yes | Community Conversation campaign was completed as expected with data collated and results posted on Council's website. | Preparation for 2018 Community Conversation campaign to commence in Q4. |
| 1.6.3.1 | Deliver and support local events and celebrations | Office of the Mayor | Conduct civic events in accordance with the Civic Events Policy | Yes | Yes | Civic events coordinated during the quarter included: • Cedric Archer Park Water Playground Opening. | Civic events coordinated during the quarter included: 2018 Australia Day Awards and Citizenship Ceremony / First Turkey and Smart Hub Official Openings / Mount Morgan Streetscape Official Opening / Riverside Redevelopment Official Opening |
| 2.2.3.1 | Support programs that encourage residents to transition away from social support options | Office of the Mayor | Consider options in budget planning to support programs in 2018/19 | Yes | Yes | Supporting other units in program delivery ie Jobs Readiness Expo being delivered by November 2017. | Consideration given during budget review for 2018/19. |
| 4.1.1.1 | Provide timely and accurate responses to requests | Office of the Mayor | In accordance with unit's customer service standards or adopted service levels | Yes | Yes | 132 media enquiries received and responded to during the quarter. 375 customer service requests logged on behalf of Mayor and Councilors for the reporting quarter. All requests responded to in accordance with customer service standards. | 251 of 294 customer service requests logged by Executive Support team on behalf of Mayor and Councilors for the reporting quarter. All customer requests responded to in accordance with customer service standards. |
| 4.1.1.2 | Provide effective delivery of Council services | Office of the Mayor | In accordance with unit's customer service standards and service levels | Yes | Yes | Achieved. | Achieved. |
| 4.1.1.3 | Respond to queries and engage with the public through Council's social media sites | Media and Engagement | Develop and implement a comprehensive Social Media Strategy by 30 September 2017 | Completed | Yes | Completed in Q1. | Implementation of strategy continuing to be undertaken during this quarter. |

| Ref | Operational Action | Unit | Target | On Track | On Budget | Q2 Status Commentary | Q3 Status Commentary |
|---------|---|----------------------|--|-----------|-----------|---|--|
| 4.1.1.4 | Develop and implement a set of approved service standards for interaction with media organisations | Media and Engagement | Develop standards by 31 August 2017 | Completed | Yes | Completed in Q1. | 207 media enquiries received and responded to during Q3. All enquiries met service standard of 1 day or negotiated time. |
| 5.1.2.2 | Host official visits to the Region by government representatives and other official visitors | Office of the Mayor | Update report presented to Council a monthly basis | Yes | Yes | No official visits hosted during the reporting quarter. | Ministerial attendance from Queensland Government and Australian Government at the official openings of the First Turkey / Smarhub and Mount Morgan Streetscape and Riverside Redevelopment (Minister Cameron Dick, Minister String Hinchliffe and Minister John McVeigh). |
| 5.2.1.1 | Comply with legislative requirements | Office of the Mayor | Updates to be presented to Council in sectional monthly reports | Yes | Yes | Reports presented. Currently Council is complying with legislative requirements. | Reports presented, currently Council is complying with legislative requirements. |
| 5.2.1.4 | Operational risks are monitored and managed in accordance with legislative requirements | Office of the Mayor | Risk registers are presented to Council on a quarterly basis | Yes | Yes | No specific corporate risks for Office the Mayor. | No specific corporate risks for Office of the Mayor. |
| 5.2.1.8 | Monitor and review non-compliance of legislative requirements | Office of the Mayor | Report on legislative non-compliance included in sectional reports presented to Council on a monthly basis | Yes | Yes | Reports presented. Currently Council is complying with legislative requirements. | Reports presented, currently Council is complying with legislative requirements. |
| 5.3.1.1 | Workforce planning is reviewed to ensure that resourcing levels meet business needs in accordance with budget allocations | Office of the Mayor | Review workforce requirements in accordance with budget schedule | Yes | Yes | Review of usage of casual staff. | Review of expenses reimbursement and provision of facilities for Mayor and Councillors undertaken and recommendation provided for consideration by Council. |
| 5.3.2.1 | Continually review operational expenditure | Office of the Mayor | Identify at least one operational saving per section of responsibility | Yes | Yes | Creation of collateral internally resulting in less expenditure with external suppliers. | Commenced review of Executive Support unit to identify and implement efficiencies. |
| 5.4.2.6 | Pursue improved processes through all levels of Council | Office of the Mayor | Identify at least two improved processes per section of responsibility | Yes | Yes | Development of media protocols for efficient approval and ordering of plaques to mark completion of major projects. | Review of engagement strategies with other levels of government commenced and development of 12 month plan underway. |

Office of the Mayor

| Ref | Operational Action | Unit | Target | On Track | On Budget | Q2 Status Commentary | Q3 Status Commentary |
|---------|---|----------------|--|-----------|-----------|---|--|
| 2.2.3.1 | Support programs that encourage residents to transition away from social support options | Internal Audit | Consider options in budget planning to support employment programs in 2018/19 | Completed | Yes | Will be considered as part of the 2018-19 budget process. | Considered. |
| 4.1.1.1 | Provide timely and accurate responses to requests | Internal Audit | In accordance with unit's customer service standards or adopted service levels | Yes | Yes | No adopted service levels in area of responsibility however the Annual Audit Plan and Risk Management Plan is prepared and delivered in accordance with the relevant internal stakeholders. Requests arising have been responded to within acceptable timeframes. | No adopted service levels in area of responsibility however the Annual Audit Plan and Risk Management Plan was prepared and delivered in accordance with the relevant internal stakeholders. Requests arising have been responded to within acceptable timeframes. |
| 4.1.1.2 | Provide effective delivery of Council services | Internal Audit | In accordance with unit's customer service standards and service levels | Yes | Yes | Audit - internal audits completed in accordance with Annual Audit Plan. Risk Management - EOFY review of Corporate Risk Register presented to Council on 25 July 2017. | Audit - internal audits completed in accordance with Annual Audit Plan. Risk Management - Corporate and Operational registers reviewed by management as at 26/2/18 and adopted by Council 20/3/18. |
| 5.2.1.1 | Comply with legislative requirements | Internal Audit | Updates to be presented to Council in sectional monthly reports | Yes | Yes | All legislative requirements for area of responsibility are compliant in accordance with specific dates. | No known non-compliances for the reporting period. |
| 5.2.1.3 | Internal Audit function is undertaken in accordance with legislative requirements and timeframes | Internal Audit | Achievement of 85% of the annual audit plan completed | Yes | Yes | Audits completed - Damage to Council Facilities. | Audits completed for Payroll and Timesheets. On track to achieve 85% audits and/or audit days. |
| | | Internal Audit | Audit Committee Meetings are held at least twice each financial year | Completed | Yes | Second Audit Committee meeting held 6 October 2017. | Third Audit Committee meeting held on 9 February 2018. |
| 5.2.1.4 | Operational risks are monitored and managed in accordance with legislative requirements | Internal Audit | Risk registers are presented to Council on a quarterly basis | Yes | Yes | Registers reviewed by management 8 December 2017. | Corporate and Operational Registers reviewed by management as at 26/2/18 and adopted by Council 20/3/18. |
| | | Internal Audit | Risk register updates presented to Council as per the Enterprise Risk Framework | Yes | Yes | Registers reviewed by management 8 December 2017. | Corporate and Operational Registers reviewed by management as at 26/2/18 and adopted by Council 20/3/18. Fraud and Corruption Checklist underwent annual review by management as at 23 March 2018. To be presented at the May meeting of Audit and Business Committee and then adopted by Council. |
| 5.2.1.8 | Monitor and review non-compliance of legislative requirements | Internal Audit | Report on legislative non-compliance included in sectional reports presented to Council on a monthly basis | Yes | Yes | No known non-compliances for the reporting period. | No known non-compliances for the reporting period. |
| 5.3.1.1 | Workforce planning is reviewed to ensure that resourcing levels meet business needs in accordance with budget allocations | Internal Audit | Review workforce requirements in accordance with budget schedule | Completed | Yes | Position Re-design completed for Risk Function as per adopted budget. | Completed and submitted position for unit Admin support. |
| 5.3.2.1 | Continually review operational expenditure | Internal Audit | Identify at least one operational saving per section of responsibility | Completed | Yes | Assessed and utilised the use of lower cost of internal staff vs higher cost of consultants. | Completed. |
| 5.4.2.6 | Pursue improved processes through all levels of Council | Internal Audit | Identify at least two improved processes per section of responsibility | Completed | Yes | Improvements to the Risk Reporting & Audit Report format have been implemented. | Completed. Improvement to overall unit efficiency and effectiveness. Submitted position for unit admin support. |

Internal Audit

| CORPORATE SERVICES | | | | | | | |
|--------------------|---|--------------------------------|--|----------|-----------|---|---|
| Ref | Operational Action | Unit | Target | On Track | On Budget | Q2 Status Commentary | Q3 Status Commentary |
| 2.2.3.1 | Support programs that encourage residents to transition away from social support options | Corporate Services Directorate | Consider options in budget planning to support employment programs in 2018/19 | Yes | Yes | Project not yet commenced but will be considered during Quarter 3 and 4 when budget deliberations are taking place. | Whilst not directly undertaken by the Directorate all Units, Corporate Services addressed the target. |
| 4.1.1.1 | Provide timely and accurate responses to requests | Corporate Services Directorate | In accordance with unit's customer service standards or adopted service levels | Yes | Yes | Customer service standards and service levels being met. | Customer service standards and service levels are being met. |
| 4.1.1.2 | Provide effective delivery of Council services | Corporate Services Directorate | In accordance with unit's customer service standards and service levels | Yes | Yes | Customer service standards and service levels being met. | Customer service standards and service levels are being met. |
| 5.2.1.1 | Comply with legislative requirements | Corporate Services Directorate | Updates to be presented to Council in sectional monthly reports | Yes | Yes | All legislative requirements for area of responsibility are compliant in accordance with specific dates. | All legislative requirements for area of responsibility are compliant in accordance with specific dates. |
| 5.2.1.4 | Operational risks are monitored and managed in accordance with legislative requirements | Corporate Services Directorate | Risk registers are presented to Council on a quarterly basis | Yes | Yes | All risks detailed on the Operational Risk Register are ALARP as at 31 December 2017. | All risks detailed on the Operational Risk Register are ALARP as at 31 March 2018. |
| 5.2.1.8 | Monitor and review non-compliance of legislative requirements | Corporate Services Directorate | Report on legislative non-compliance included in sectional reports presented to Council on a monthly basis | Yes | Yes | Legislative compliance status reviewed and no non-compliances this quarter. | Legislative compliance status reviewed and no non-compliances this quarter. |
| 5.3.1.1 | Workforce planning is reviewed to ensure that resourcing levels meet business needs in accordance with budget allocations | Corporate Services Directorate | Review workforce requirements in accordance with budget schedule | Yes | Yes | Considered as part of the adopted revised budget. | Considered in the 2018/19 budget submission. Some changes have been recommended, however will be subject to a formal budget adoption. |
| 5.3.2.1 | Continually review operational expenditure | Corporate Services Directorate | Identify at least one operational saving per section of responsibility | Watching | Yes | Nothing to report this quarter. | Nothing significant directly undertaken by the directorate during this period. |
| 5.4.2.6 | Pursue improved processes through all levels of Council | Corporate Services Directorate | Identify at least two improved processes per section of responsibility | Watching | Yes | Cash spot checks completed with some minor recommendations made. | Nothing to report this quarter. |

Corporate Services Directorate

Corporate and Technology Services

| Ref | Operational Action | Unit | Target | On Track | On Budget | Q2 Status Commentary | Q3 Status Commentary |
|---------|---|-----------------------------------|---|-----------|-----------|---|---|
| 2.2.3.1 | Support programs that encourage residents to transition away from social support options | Corporate and Technology Services | Consider options in budget planning to support employment programs in 2018/19 | Yes | Yes | Smart Hub operations and associated events continue to support and stimulate the growth of the startup ecosystem. Currently 24 startups in residence at the Smart Hub. | The draft Smart Hub 2018/19 Operational Plan is being prepared for presentation to Council in April / May 2018. The plan will have a number of strategies and events to support the growth of the start-up ecosystem. Currently 28 resident and non-resident start-ups. |
| 2.2.4.1 | Council purchases are in line with the Local Preference Policy guiding tender/quote evaluations | Procurement and Logistics | Annual local goods/services spend analysis >= 70% local | Yes | Yes | Annual goods and services spend analysis and Local Preference Policy review completed and reported to Council at the 21/11/17 Ordinary Meeting. Council's annual goods and service spend = \$96.4M, of that \$71.3M (76%) spent locally within the RRC boundaries. | Council continues to support the local economy by maximising the local goods and services spend as guided by the Local Preference Policy. Next spend analysis scheduled for November 2018. Purchasing Policy review scheduled for June 2018. |
| 2.4.1.1 | Implement Council's Smart Way Forward Strategy Action Plan | Corporate and Technology Services | Complete installation of smart technology (lighting, CCTV, parking, digital banners and free public Wi-Fi) by 31 May 2018 | Yes | Yes | Stages 1a,b,f & g - completed (Quay St) Stages 1c & d - completed (Denham St) Stage 2 - under construction (Low bank) Stage 3a, Pt 1 - completed (East St - Fitzroy to William) Stage 3a, Pt 2 - designed (East St - William to Derby) Stage 3b - waiting quote response (William St) Stage 3c & d - detailed design in progress (Quay Lane & Victoria Pde) | Stages 1a,b,f & g - completed (Quay St) Stages 1c & d - completed (Denham St) Stage 2 - completed (Riverside Parkland) Stage 3a, Pt 1 - completed (East Street - Fitzroy to William) Stage 3a, Pt 2 design only - completed (East Street - William to Derby) Stage 3b - under construction (William Street) Stage 3c & d - detailed design in progress (Quay Lane & Victoria Parade). |
| 2.5.5.1 | Design and fitout the Customs House Smart Hub | Corporate and Technology Services | Construction completed and Smart Hub opened by 30 November 2017 | Completed | Yes | Smart Hub fitout works continuing. Some delays due to storm water drainage issues. Work expected to be completed early February 2018. Official opening scheduled for 09/02/18 and open day 16/02/18. | Smart Hub fitout completed and officially opened 9 February 2018. The Smart Hub Pitch Night and Showcase Lunch and Learn events with Chief Entrepreneur and HotDesQ startups were held on 15 & 16 February 2018. |
| 2.5.5.2 | Implement the annual Smart Hub Operational Plan | Corporate and Technology Services | Facilitate three smart hub programs: Learn to Earn, Connect and Grow Startup Club Startup Stars | Yes | Yes | Startup programs completed as scheduled. Startup Club # 1 - final pitch completed mid-Aug 17 Startup Club # 2 - final pitch completed early-Dec 17 Startup Stars - completed Jan 18 Learn to Earn, Connect & Grow event - early-Dec 17 | Start-up programs completed as scheduled. Start-up Club # 1 - completed mid-August 2017 Start-up Club # 2 - completed early-December 2017 Start-up Stars - completed January 2018 Learn to Earn, Connect & Grow - ongoing. Working with Young Change Agents (YCA) organisation to stage young entrepreneur events targeting higher school aged students. |
| 4.1.1.1 | Provide timely and accurate responses to requests | Corporate and Technology Services | In accordance with unit's customer service standards or adopted service levels | Yes | Yes | Customer service standards and service levels being met. | Customer service standards and service levels are being met. |
| 4.1.1.2 | Provide effective delivery of Council services | Corporate and Technology Services | In accordance with unit's customer service standards and service levels | Yes | Yes | Corporate & Tech Services has 10 reportable customer service standards and service levels that were all met for this quarter. | The Corporate and Technology Services section has 10 reportable customer service standards and service levels that were all met for this quarter. |
| 4.3.1.1 | Implement ICT Strategic Plan 2015/20, including the eServices Strategy and IT Mobility | Information Systems | Achievement of 2017-18 targets as detailed in the ICT Strategic Plan | Yes | Yes | Strategy actions implementation progressing as scheduled, including the commencement of the Asset Management System replacement project and Aurion Web Recruitment implementation. | ICT strategy implementation is on track. Asset Management System Replacement Project commenced January 2018. March project status report to the Project Control Group (PCG) shows project progressing on schedule. Web Recruitment progressing on schedule to Go-Live June 2018. |

Corporate and Technology Services

| Ref | Operational Action | Unit | Target | On Track | On Budget | Q2 Status Commentary | Q3 Status Commentary |
|---------|---|-----------------------------------|--|----------|-----------|--|---|
| 5.2.1.1 | Comply with legislative requirements | Corporate and Technology Services | Updates to be presented to Council in sectional monthly reports | Yes | Yes | All legislative requirements for area of responsibility are compliant in accordance with specific dates. | All legislative requirements for area of responsibility are compliant in accordance with specific dates. |
| 5.2.1.4 | Operational risks are monitored and managed in accordance with legislative requirements | Corporate and Technology Services | Risk registers are presented to Council on a quarterly basis | Yes | Yes | One risk being the failure of Council's 2-way system is being treated and due for completion by 30/06/18. All other risks detailed on the Operational Risk Register are ALARP as at 22/12/17. | The 2-way system digital upgrade is progressing for planned completion by end of June 2018. Stage 1 Gracemere/Rockhampton area completed. Stage 2 Mt Morgan/Gogango area - Mt Pinnacle communication tower tender submissions are under evaluation. |
| 5.2.1.7 | Right to Information and Information Privacy requests are managed and processed in accordance with legislative requirements | Information Systems | 100% of requests are processed within legislative timeframes | Yes | Yes | Meeting the legislative timeframes for RTI/IP application processing. Five RTI/IP applications were received during the quarter. | Eight Right to Information and Information Privacy (RTI/IP) applications were received during the quarter, with seven completed, one administrative release and two internal reviews finalised. The legislative timeframes for RTI/IP application processing and associated reviews were met for the quarter. |
| 5.2.1.8 | Monitor and review non-compliance of legislative requirements | Corporate and Technology Services | Report on legislative non-compliance included in sectional reports presented to Council on a monthly basis | Yes | Yes | Legislative compliance status reviewed. No non-compliances reported this quarter. | Legislative compliance status reviewed. No non-compliances reported this quarter. |
| 5.3.1.1 | Workforce planning is reviewed to ensure that resourcing levels meet business needs in accordance with budget allocations | Corporate and Technology Services | Review workforce requirements in accordance with budget schedule | Yes | Yes | Vacancies evaluated and assessed prior to recruitment. | Vacancies evaluated and assessed prior to recruitment. |
| 5.3.2.1 | Continually review operational expenditure | Corporate and Technology Services | Identify at least one operational saving per section of responsibility | Yes | Yes | Implemented new mobile device business service agreement with Telstra - providing additional services (including MMS and share pool for mobile data) and annual saving of \$12k. | Finalised a review of the network firewall hardware and maintenance support options resulting in a \$33,000 saving. |
| 5.4.2.6 | Pursue improved processes through all levels of Council | Corporate and Technology Services | Identify at least two improved processes per section of responsibility | Yes | Yes | Implemented on-line public status query function for development applications. Implemented Apple device enrolment program, saving time when transitioning to new replacement smart devices. | The Property & Insurance team and Safety team collaborated to review and update the Council Vehicle Incident Process and Motor Vehicle Plant Damage Flowchart. The revised documents were uploaded on the Hub and staff were notified via the E-Bulletin. |

| Ref | Operational Action | Unit | Target | On Track | On Budget | Q2 Status Commentary | Q3 Status Commentary |
|---------|---|---------|--|----------|-----------|--|---|
| 2.2.3.1 | Support programs that encourage residents to transition away from social support options | Finance | Consider options in budget planning to support employment programs in 2018/19 | Watching | Yes | Project not yet commenced but will be considered during Quarter 3 and 4 when Budget Deliberations are taking place. | Considered in the 2018/19 budget, no employment programs directly identified for Finance. |
| 4.1.1.1 | Provide timely and accurate responses to requests | Finance | In accordance with unit's customer service standards or adopted service levels | Yes | Yes | Currently achieving an average completion time for rates enquiries of 1.35 days against a customer service standard of 3 days. | Currently achieving an average completion time for rates enquiries of 1.25 days against a customer service standard of 3 days. |
| 4.1.1.2 | Provide effective delivery of Council services | Finance | In accordance with unit's customer service standards and service levels | Watching | Yes | Customer Service Standards and Service Levels achieved: Unpaid Rates > 3% at lowest point - 2.66% achieved in December - Target Achieved Rates levied within one week of stipulated dates in the Revenue Statement - Target achieved | Customer service standards and service levels achieved: Unpaid Rates > 3% at lowest point - Target Achieved at its lowest point. End of 1/4 result higher due to timing of rates payment period. Rates levied within one week of stipulated dates in the Revenue Statement. - Target achieved |
| 5.2.1.1 | Comply with legislative requirements | Finance | Updates to be presented to Council in sectional monthly reports | Yes | Yes | All legislative requirements for area of responsibility are compliant in accordance with specific dates. | All legislative requirements for area of responsibility are compliant in accordance with specific dates. |
| 5.2.1.4 | Operational risks are monitored and managed in accordance with legislative requirements | Finance | Risk registers are presented to Council on a quarterly basis | Yes | Yes | All risks detailed on the Operational Risk Register are ALARP as at 31 December 2017. | All risks detailed on the Operational Risk Register are ALARP as at 31 March 2018. |
| 5.2.1.8 | Monitor and review non-compliance of legislative requirements | Finance | Report on legislative non-compliance included in sectional reports presented to Council on a monthly basis | Yes | Yes | Legislative compliance status reviewed and no non-compliances this quarter. | Legislative compliance status reviewed and no non-compliances this quarter. |
| 5.3.1.1 | Workforce planning is reviewed to ensure that resourcing levels meet business needs in accordance with budget allocations | Finance | Review workforce requirements in accordance with budget schedule | Yes | Yes | Vacancies evaluated and assessed prior to recruitment. | Vacancies evaluated and assessed prior to recruitment. Requirements for 2018/19 considered as part of the budget process. |
| 5.3.2.1 | Continually review operational expenditure | Finance | Identify at least one operational saving per section of responsibility | Watching | Yes | Implementation of the Capital Budget into the technology one Budget module has made for a more efficient budget process. | Implementation of the Rates Modelling software has saved significant time for staffing in validating data for rates modelling. It also allows for quicker and more accurate data assessment. |

Finance

| Ref | Operational Action | Unit | Target | On Track | On Budget | Q2 Status Commentary | Q3 Status Commentary |
|---------|--|--------------------|--|-----------|-----------|--|--|
| 5.3.2.2 | The annual financial statements meet acceptable governance standards | Financial Services | Council's annual financial statements are 'unqualified' | Completed | Yes | Financial Statements Finalised on the 12th October 2017. Additional audit costs identified but within budget. | Financial Statements finalised on the 12 October 2017. Additional audit costs identified but within budget. |
| | | Financial Services | There are no internal controls as rated by the QAO deemed 'ineffective' | Completed | Yes | This target achieved and Financial Statements certified on the 12th October 2017 by QAO. Results reported to Audit Committee on the 6 October. | This target achieved and Financial Statements certified on the 12 October 2017 by Queensland Audit Office (QAO). Results reported to Audit Committee on the 6 October. |
| | | Assets & GIS | There are no internal controls as rated by the QAO deemed 'ineffective' | Completed | Yes | This target achieved and Financial Statements certified on the 12th October 2017 by QAO. Results reported to Audit Committee on the 6 October. | This target achieved and Financial Statements certified on the 12th October 2017 by Queensland Audit Office (QAO). Results reported to Audit Committee on the 6 October. |
| | | Financial Services | The timelines of the annual financial statements as rated by the QAO is not 'untimely' | Completed | Yes | Orange Traffic Light achieved for Timeliness. 4/5 key reporting dates met with the 5th date being negotiated with the External Auditors. Reported to Audit Committee on the 6 October. | Orange Traffic Light achieved for timeliness. 4/5 key reporting dates met with the 5th date being negotiated with the External Auditors. Reported to Audit Committee on the 6 October. |
| | | Financial Services | The quality of the financial statements is not rated 'below average' by the QAO | Completed | Yes | This target achieved and Financial Statements certified on the 12th October 2017 by QAO. Results reported to Audit Committee on the 6 October. | This target achieved and Financial Statements certified on the 12th October 2017 by Queensland Audit Office (QAO). Results reported to Audit Committee on the 6 October. |
| | Review and update long-term financial forecasts to attain a financially sustainable organisation | Financial Services | Long Term Financial Forecast updated at each budget and budget revision | Completed | Yes | Budget Revision was adopted in December to incorporate the large change with the Capital Grants received as well to allow for a contribution towards Carmichael Airport if required. | Budget revision not required in this reporting period. |
| | | Financial Services | Annual Operating Surplus Ratio between 0% & 10% | Completed | Yes | Budget Revision was Adopted in December with a break-even position. | Achieved at the revised Budget. |
| | | Financial Services | Annual Net Financial Asset/Liability Ratio not greater than 60% | Yes | Yes | 56.3% is forecast in the 2017/18 Budget revision. | 56.3% is forecast in the 2017/18 Budget revision. |
| | | Financial Services | Annual Interest Cover Ratio between 0% & 5% | Yes | Yes | 2.7% is forecast in the 2107/18 Budget revision. | 2.7% is forecast in the 2107/18 Budget revision. |
| | | Financial Services | Annual Debt Service Cover ratio greater than two times | Yes | Yes | 2.2 is forecast in the 2017/18 Budget Revision. | 2.2% is forecast in the 2017/18 Budget revision. |

| Ref | Operational Action | Unit | Target | On Track | On Budget | Q2 Status Commentary | Q3 Status Commentary |
|---------|---|--------------------|---|----------|-----------|--|---|
| 5.3.2.4 | Financial systems and processes are managed to meet the appropriate audit requirements and community expectation | Financial Services | Rates are levied within one week of dates stipulated in the Revenue Statement. | Yes | Yes | No specific date set in the 2017/18 Revenue Statement. Issue date was 31/07/17. | No specific date set in the 2017/18 Revenue Statement. Issue date was 29 January 2018. |
| | | Assets & GIS | The required asset revaluations are completed by 28 February 2018 and integrated into asset management and relevant financial plans | Watching | Yes | Draft Audit Plan suggests that Asset Valuations will be finalised by the 30 April, 2018. | On target for next quarter completion. |
| | | Financial Services | Unpaid rates and charges are managed in accordance with the Revenue Management Policy, achieving an overdue balance of less than 3% at its lowest point | Yes | Yes | Unpaid Rates > 3% at lowest point Target achieved at December where 2.66% was achieved. | Customer service standards and service levels achieved: Unpaid Rates > 3% at lowest point - target achieved at its lowest point. End of 1/4 result higher due to timing of rates payment period. Rates levied within one week of stipulated dates in the Revenue statement. - Target achieved |
| | | Assets & GIS | Annual review of asset management plans by 30 June 2018 | Yes | Watching | Will have to replan with Staff Vacancies as well as the priority being placed on the implementation of the new Asset System. | Will have to replan with staff vacancies as well as the priority being placed on the implementation of the new Asset System. |
| 5.3.3.1 | Refine the long-term asset management plans with asset custodians to guide the replacement and utilisation of resources | Assets & GIS | Annual asset sustainability ratio is greater than 90% | Yes | Yes | 119.6% is forecast in the 2017/18 Budget Revision. | 119.6% is forecast in the 2017/18 Budget revision. |
| 5.3.4.1 | Conduct review of viability in keeping Rockhampton Regional Waste and Recycling commercialised | Financial Services | Review undertaken and options presented to Council by 30 June 2018 | Yes | Yes | Workshops will be held with Council during 2018/19 Budget. Workshops and Timetables have been scheduled. | Workshops will be held with Council during 2018/19 Budget. Workshops and timetables have been scheduled. |
| 5.4.2.6 | Pursue improved processes through all levels of Council | Finance | Identify at least two improved processes per section of responsibility | Watching | Yes | Looking to cease issue of the tenancy advices on water billing as this is no longer required. Potential savings of up to \$30,000. | A reduction in Billpay service charges was negotiated with Australia Post prior to contract renewal. Indicative saving \$15,000pa. |

Finance

Workforce and Strategy

| Ref | Operational Action | Unit | Target | On Track | On Budget | Q2 Status Commentary | Q3 Status Commentary |
|---------|--|------------------------|---|----------|-----------|---|--|
| 1.3.4.1 | Provide a safety management system that minimises the risk to all people and property | Safety and Training | Achievement of 85% or greater compliance from the 2017 WHS Safety Audit | Yes | Yes | 53 recommendations were identified in the 2016 Audit 33 actions are complete 15 actions are in progress 5 actions have not yet commenced | 53 recommendations were identified in the 2016 Audit 37 actions are complete 11 actions are in progress 5 actions have not yet commenced. |
| | | | | Yes | Yes | Of the 9 KPIs, 5 are on Track <i>Incidents logged in Riskware by end of next business day</i> - Target 75% Actual 70% - Completion of scheduled hazard inspections - Target 80% Actual 87% - Completion of corrective actions by nominated due date - Target 80% Actual 82% Total Injury Count - Target 187 Actual YTD 98 Total Injury Frequency Rate - Target 132.08 Actual 128.87 Lost Time Injury Count - Target 34 Actual YTD 17 Lost Time Injury Frequency Rate - Target 24.13 Actual 22.35 Days Lost due to Injury - Target 479 Actual YTD 339 Lost Time Injury Severity Rate - Target 8.71 Actual 9.47 | Of the 9 KPIs, 5 are exceeding KPIs with the remaining 4 tracking just below the approved target. <i>Incidents logged in Riskware by end of next business day</i> - Target 75% Actual 88% - Completion of scheduled hazard inspections - Target 80% Actual 82% - Completion of corrective actions by nominated due date - Target 80% Actual 76% Total Injury Count - Target 187 Actual YTD 151 Total Injury Frequency Rate - Target 132.08 Actual 139.15 Lost Time Injury Count - Target 34 Actual YTD 26 Lost Time Injury Frequency Rate - Target 24.13 Actual 23.96 Days Lost due to Injury - Target 479 Actual YTD 440 Lost Time Injury Severity Rate - Target 8.71 Actual 8.88 |
| | | Safety and Training | Achievement of KPIs in accordance with the Workplace Health and Safety Management System Plan | | | | |
| 2.2.3.1 | Support programs that encourage residents to transition away from social support options | Workforce and Strategy | Consider options in budget planning to support employment programs in 2018/19 | Yes | Yes | Business Administration Trainee commenced on 11 Dec with Safety Trainee and an additional Business Administration Trainee to commence in the next quarter. Human Resource representatives supported the Get Ready Rocky Expo. | Workforce and Strategy hosted the 4th intake of Confident Inspired and Ready for Work Program for the Women's Health Centre in March 2018. Human Resource representatives supported secondary schools Careers Expo in February and March. |
| 4.1.1.1 | Provide timely and accurate responses to requests | Workforce and Strategy | In accordance with unit's customer service standards or adopted service levels | Yes | Yes | Currently achieving an average completion time for requests for of 8.77 days against a customer service standard of 30 days. | Currently achieving an average completion time for requests for of 8.85 days against a customer service standard of 30 days. |

| Ref | Operational Action | Unit | Target | On Track | On Budget | Q2 Status Commentary | Q3 Status Commentary |
|---------|---|------------------------|--|----------|-----------|--|--|
| | | | | Yes | Yes | | |
| 4.1.1.2 | Provide effective delivery of Council services | Workforce and Strategy | In accordance with unit's customer service standards and service levels | | | Customer Service Standards and Service Levels achieved: Policies reviewed within 10 working days - Target 100% Actual 100% Access and initiate action of corrupt conduct matters, public interest disclosures and administrative action complaints within 3 business days upon receipt of a complaint - Target 100% Actual 100% Employee pays processed and paid within 3 working days after the period end date - Target 100% Actual 100% Payroll accuracy - Target 100% Actual 99.74% Acknowledge job applications within 2 working days of the advertising close date - Target 100% Actual 100% | Customer service standards and service levels achieved: Policies reviewed within 10 working days - Target 100% Actual 100% Access and initiate action of corrupt conduct matters, public interest disclosures and administrative action complaints within 3 business days upon receipt of a complaint - Target 100% Actual 100% Employee pays processed and paid within 3 working days after the period end date - Target 100% Actual 100% Payroll accuracy - Target 100% Actual 99.79% Acknowledge job applications within 2 working days of the advertising close date - Target 100% Actual 100% |
| 4.2.2.1 | Manage an annual compliance training program | Safety and Training | Implement a six monthly schedule of mandatory training at the end of July 2017 and end of January 2018 | Yes | Yes | The six monthly schedule for July-Dec was completed as per the schedule. The Jan-June schedule has been developed and training providers are booked. | The January-June schedule has been developed and training is on track as per the schedule. |
| 4.2.2.2 | Ensure legislative updates are communicated and implemented in areas of responsibility | CIS | Undertake a legislative compliance review project by 30 June 2018 | Watching | Yes | A scope is being developed for endorsement. CIS have undertaken a demonstration of LGAQ's legislative compliance program and are in the process of consulting with other Councils who use the program. | CIS have undertaken a demonstration of LGAQ's legislative compliance program and are in the process of consulting with other Councils who use the program. Initial investigations have shown Council's current software does not support the system. |
| 4.3.2.1 | Implement programs that support leadership development | HR and Payroll | Deliver leadership development program once in each six month period | Yes | Yes | Attendees being identified by the Leadership Team for the next round of the program which is scheduled to commence in February 2018. | Council's in house leadership program has been postponed due to recent resignation of Council's training advisor. A review of the delivery of a contemporary leadership program is being conducted. |
| | | HR and Payroll | Develop and implement a Mentoring Program and Performance Review system by 30 June 2018 | Yes | Yes | External Performance review system - "OurPlan" currently being trialled in some operational areas, prior to availability across all council. Mentoring program scheduled for 2018 implementation. | OurPlan (external employees) is currently being used in some areas of Council. All supervisors are undergoing training to enable them to introduce it into their work areas. MyPlan (internal employees) was implemented in July 2017 and will be reviewed in July 2018. A mentoring program is being looked at as a component of a revised leadership program. |
| 4.3.3.1 | Implement a rehabilitation/fitness for work program | Safety and Training | 90% of workers on fit for work programs are placed within their own department | Yes | Yes | 100% of rehabilitation/fitness for work programs have been placed within the workers own department during the reporting period. | 100% of rehabilitation/fitness for work programs have been placed within the workers own department during the reporting period. |
| 4.3.3.2 | Undertake an employee survey that measures employee engagement and satisfaction with the organisation | HR and Payroll | Employee survey results show 5% increased overall satisfaction (from 63% in 2015) | Yes | Yes | A whole of council survey will be conducted before June 2018. | Employee Pulse survey being conducted from 9 April to 26 April. |
| 5.2.1.1 | Comply with legislative requirements | Workforce and Strategy | Updates to be presented to Council in sectional monthly reports | Yes | Yes | All legislative requirements for area of responsibility are compliant in accordance with specific dates. | All legislative requirements for area of responsibility are compliant in accordance with specific dates. |

Workforce and Strategy

Workforce and Strategy

| Ref | Operational Action | Unit | Target | On Track | On Budget | Q2 Status Commentary | Q3 Status Commentary |
|---------|--|---|--|----------|-----------|---|---|
| 5.2.1.2 | Develop and implement Governance Framework | CIS | Develop Framework by 30 June 2018 | Yes | Yes | Research is being undertaken in relation to the governance frameworks in place within the local government industry. A number of options will be presented to the Leadership Team for review and direction. | Research is being undertaken in relation to the governance frameworks in place within the local government industry. A number of options will be presented to the Leadership Team for review and direction. |
| 5.2.1.4 | Operational risks are monitored and managed in accordance with legislative requirements | Workforce and Strategy | Risk registers are presented to Council on a quarterly basis | | | All risks detailed on the Operational Risk Register are ALARP as at 31 December 2017. | All risks detailed on the Operational Risk Register are ALARP as at 31 March 2018. |
| 5.2.1.5 | Manage employee complaints and grievances in accordance with legislation and policy requirements | Industrial Relations and Investigations | 100% actioned in accordance with Council policy and procedure | Yes | Yes | A new centralised Complaints Management Framework was adopted by Council on 12 December 2017. This framework will support the effective and efficient management of all types of internal and external complaints. Complaint assessments and investigative processes are continuing to be actioned in a timely manner pursuant to statutory and policy obligations. | Complaint assessments and investigative processes are continuing to be actioned in a timely manner pursuant to statutory and policy obligations. Planning for educational awareness training on the Complaint Management Framework and related processes has commenced. |
| 5.2.1.8 | Monitor and review non-compliance of legislative requirements | Workforce and Strategy | Report on legislative non-compliance included in sectional reports presented to Council on a monthly basis | Watching | Watching | There continues to be some organisational deficiencies that have been notified in relation to tickets, licenses, training and qualifications renewals overdue. | There continues to be some organisational deficiencies that have been notified in relation to tickets, licenses, training and qualifications renewals overdue. |
| 5.3.1.1 | Workforce planning is reviewed to ensure that resourcing levels meet business needs in accordance with budget allocations | Workforce and Strategy | Review workforce requirements in accordance with budget schedule | Yes | Yes | Efficiencies in staffing needs considered and Recruitment Officer trial in progress within the Human Resources Unit. | Review of existing resources undertaken and changes implemented in relation to Training and Recruitment. Business cases submitted for additional resource requests as part of the budget process. |
| 5.3.2.1 | Continually review operational expenditure | Workforce and Strategy | Identify at least one operational saving per section of responsibility | Yes | Yes | All of section team building activity undertaken to sand and oil outdoor furniture quoted by external provider at \$1200. | Proposal to develop and undertake some plant and machinery training in-house will result in significant savings. |
| 5.4.2.1 | Implement improved payroll processes that allow greater flexibility and more efficient processing of employee records | HR and Payroll | Implement the Aurion Timekeeper module by 30 June 2018 | No | Yes | Aurion web recruitment is currently being tested. The system will be implemented following user acceptance and comprehensive customer education. This will impact on commencement of configuration of Aurion timekeeper. | The implementation of timekeeper software has been delayed by the implementation of web recruitment but will be progressed by the potential for this module being encapsulated within the Asset System project. However, it will not be completed by 30 June 2018. |
| 5.4.2.2 | Undertake certified agreement negotiations that consider the application of the new Queensland Local Government Industry Award - State 2017 and the <i>Industrial Relations Act 2016</i> | Industrial Relations and Investigations | Negotiations completed and certified agreement conditions implemented by 30 June 2018 | Yes | Yes | Project planning is continuing with a variety of options and strategies be considered. It is envisaged negotiations will commence in Quarter 3 of 2018. | Preparations for the Council's proposed Certified Agreements position is well underway with negotiations commencing in mid-May. |

Workforce and Strategy

| Ref | Operational Action | Unit | Target | On Track | On Budget | Q2 Status Commentary | Q3 Status Commentary |
|---------|--|------------------------|--|-----------|-----------|---|---|
| 5.4.2.3 | Create a system to automate the delegation and authorisation process | CIS | Implement an automated electronic system by 30 June 2018 | Completed | Yes | Data has been entered into a master spreadsheet and the automated process within external and internal registers has been created. The implementation of legislation into the new system is ongoing and will be done as delegations are reviewed by Council's solicitors. | Data has been entered into a master spreadsheet and the automated process within external and internal registers has been created. The implementation of legislation into the new system is ongoing and will be done as delegations are reviewed by Council's solicitors. |
| 5.4.2.4 | Simplify and streamline approval processes | CIS | Develop a Delegations Policy, incorporating Corporate Delegation Bands, by 30 December 2017 | Completed | Yes | Delegation Policy has been finalised. Corporate Delegation Bands will continue being relocated from the Corporate Delegations Reference Table and incorporated into relevant policy document/s as they are reviewed. | Delegation Policy has been finalised. Corporate Delegation Bands will continue being relocated from the Corporate Delegations Reference Table and incorporated into relevant policy document/s as they are reviewed. |
| 5.4.2.5 | Ensure that policies and procedures provide the appropriate framework and approvals to facilitate the efficient and effective operations | HR and Payroll | Implement changes to Corporate Delegations and update policy and procedure documents by 30 June 2018 | Yes | Yes | Continuing process of absorption of corporate delegations into Policies and Procedures occurring. | Continuing process of absorption of corporate delegations into Policies and Procedures occurring. |
| 5.4.2.6 | Pursue improved processes through all levels of Council | Workforce and Strategy | Identify at least two improved processes per section of responsibility | Yes | Yes | Individual monthly Departmental Reports are now combined into one All Departmental Report resulting in a reduction of time taken to complete and a elimination of duplication of data. | The responsibility for some of the compliance training has been transferred to the administration team which has resulted in a more streamlined workflow and will allow the development of training courses to be undertaken and delivered inhouse. |
| 5.4.3.1 | Identify and implement improved recruitment process | HR and Payroll | Implement process, including web recruitment by 30 June 2018 | Yes | Yes | Web Recruitment currently undergoing testing in HR environment. Subject to user acceptance, IT functionality and comprehensive education process for public and employees on new system, implementation will occur. | Web recruitment is in final stages of user acceptance. Detailed communications and training plans are drawn up. Go live is planned for May 2018. |
| 5.4.4.1 | Undertake a survey that show staff are proud to work at Council | HR and Payroll | Maintain 75% of staff that are proud to work at Council | Yes | Yes | A whole of council survey will be conducted before June 2018. | All of Council Pulse survey is being conducted from 9 April to 26 April. Specific question included in survey to ask employees if they are proud to work at Council. Results will be reported in the next period. |
| 5.4.4.2 | Implement improved internal communications strategies to ensure all staff are informed | Workforce and Strategy | Staff newsletter is distributed to all staff on a monthly basis | Yes | Yes | Rocky Roundup issued for October, November and December during the reporting period. | Rocky Roundup issued for January, February and March during the reporting period. |

| Ref | Operational Action | Unit | Target | On Track | On Budget | Q2 Status Commentary | Q3 Status Commentary |
|---------|---|-----------------------------|---|----------|-----------|---|---|
| | | | | Yes | Yes | | |
| 2.2.3.1 | Support programs that encourage residents to transition away from social support options | Natural Resource Management | Consider options in budget planning to support employment programs in 2018/19 | Yes | Yes | Environmental Sustainability Strategy is under development and will include consideration of associated employment and industry opportunities. | Environmental Sustainability Strategy is under development and includes consideration of associated employment and industry opportunities. |
| 3.3.1.1 | Determine current baseline data for Council's current activities | Natural Resource Management | Develop baseline data and monitoring mechanisms by 30 June 2018 | Yes | Yes | Environmental Sustainability Strategy is under development and will include consideration of key data and monitoring mechanisms. | Environmental Sustainability Strategy is under development and includes consideration of key data and monitoring mechanisms. |
| 3.3.2.1 | Develop an Environmental Sustainability Framework which defines Council's areas of focus and key priority actions | Natural Resource Management | Achieve guiding principles within the Environmental Policy | Yes | Yes | Environmental Sustainability Strategy is under development and will include consideration of vision and objectives, guiding principles and policy requirements. | Environmental Sustainability Strategy is under development and includes consideration of guiding principles and policy requirements. Environmental Policy scheduled for review in Q4. |
| | | Natural Resource Management | Develop an Environmental Sustainability Framework by 30 June 2018 | Yes | Yes | The Leadership Team endorsed a framework for development of the Environmental Sustainability Strategy in Dec 2017. This included a governance structure and staged approach to initial review, visioning, strategy development, strategy validation, consultation and implementation. | Council endorsed the Environmental Sustainability Strategy on 31 Jan 2018. The Environmental Sustainability Strategy is under development and is on track to be presented to Council for endorsement by 30 June 2018. |
| | | Natural Resource Management | Implement actions in accordance with the Environmental Sustainability Framework | Yes | Yes | Initial actions underway in accordance with the endorsed Strategy framework. Implementation will commence once Council has adopted the Strategy (FY2018/19). | Implementation of the Environmental Sustainability Framework is progressing as scheduled. Stage 1 and 2 (initial review and visioning) are now complete and stage 3 (strategy development) is in progress. |
| | | Natural Resource Management | In accordance with unit's customer service standards or adopted service levels | Yes | Yes | All requests are being actioned in a timely manner. No known issues or complaints. | All requests are being actioned in a timely manner. No known issues or complaints. |
| 4.1.1.1 | Provide timely and accurate responses to requests | Natural Resource Management | In accordance with unit's customer service standards or adopted service levels | Yes | Yes | All requests are being actioned in a timely manner. No known issues or complaints. | All requests are being actioned in a timely manner. No known issues or complaints. |

Natural Resources Management

Natural Resources Management

| Ref | Operational Action | Unit | Target | On Track | On Budget | Q2 Status Commentary | Q3 Status Commentary |
|---------|---|-----------------------------|--|----------|-----------|--|--|
| 4.1.1.2 | Provide effective delivery of Council services | Natural Resource Management | In accordance with unit's customer service standards and service levels | Yes | Yes | All services are being delivered effectively. No known issues or complaints. | All services are being delivered effectively. No known issues or complaints. |
| 5.2.1.1 | Comply with legislative requirements | Natural Resource Management | Updates to be presented to Council in sectional monthly reports | Yes | Yes | First NRM section monthly report scheduled for delivery in February 2018. No known sectional legislative issues. | Section is compliant with all known legislative requirements. |
| 5.2.1.4 | Operational risks are monitored and managed in accordance with legislative requirements | Natural Resource Management | Risk registers are presented to Council on a quarterly basis | Yes | Yes | First NRM section risk register scheduled for delivery by June 2018. | First Natural Resources Management (NRM) section contributions to the risk register scheduled for delivery by June 2018. |
| 5.2.1.8 | Monitor and review non-compliance of legislative requirements | Natural Resource Management | Report on legislative non-compliance included in sectional reports presented to Council on a monthly basis | Yes | Yes | First NRM section monthly report scheduled for delivery in February 2018. No known sectional legislative issues. | Section is compliant with all known legislative requirements. |
| 5.3.1.1 | Workforce planning is reviewed to ensure that resourcing levels meet business needs in accordance with budget allocations | Natural Resource Management | Review workforce requirements in accordance with budget schedule | Yes | Yes | New section. Workforce requirements to be reviewed in conjunction with Environmental Sustainability Strategy implementation plan (FY2018/19). | Review of existing resources undertaken in conjunction with development of the Environmental Sustainability Strategy. Business case has been submitted for additional resources as part of the budget process. |
| 5.3.2.1 | Continually review operational expenditure | Natural Resource Management | Identify at least one operational saving per section of responsibility | Yes | Yes | New section. Operational requirements will be confirmed in conjunction with the Environmental Sustainability Strategy implementation plan (FY2018/19). | Environmental sustainability has the potential to deliver significant operational savings by encouraging the wise use of our resources, minimising our exposure to risks and maximising energy-water-waste efficiencies. Key opportunities are being considered in the development of Council's Environmental Sustainability Strategy. |
| 5.4.2.6 | Pursue improved processes through all levels of Council | Natural Resource Management | Identify at least two improved processes per section of responsibility | Yes | Yes | New section. Required processes will be confirmed in conjunction with the Environmental Sustainability Strategy implementation plan (FY2018/19). | (1) Environmental sustainability pages on Council's website have undergone initial updates to provide the community with an online source of information about Council's sustainability journey (January 2018). (2) To improve the awareness and profile of electric vehicles (EV) within the community and ensure better use of Council resources, the EV has been made available as a pool car for use by internal staff (February 2018). (3) The Natural Resource Management (NRM) team completed training in community-based social marketing to assist with the development and implementation of initiatives that foster sustainable behaviour both within Council's operations and across the wider community (March 2018). |

Community Services Directorate

| COMMUNITY SERVICES | | | | | | | |
|--------------------|---|--------------------------------|--|-----------|-----------|--|--|
| Ref | Operational Action | Unit | Target | On Track | On Budget | Q2 Status Commentary | Q3 Status Commentary |
| 1.6.3.1 | Deliver and support local events and celebrations | Community Services Directorate | Deliver Festive Season display throughout the Region | Completed | Completed | Installation of Christmas Tree in CBD and decorations in region delivered. | The Christmas tree and other pageant decorations have been removed by the Parks construction team. |
| 2.2.3.1 | Support programs that encourage residents to transition away from social support options | Community Services Directorate | Consider options in budget planning to support employment programs in 2018/19 | Yes | Watching | Not all projects have met budget, with the Mount Morgan project being the most significant overrun. | Budget variations have been addressed by the Project Steering Group committee. |
| 4.1.1.1 | Provide timely and accurate responses to requests | Community Services Directorate | In accordance with unit's customer service standards or adopted service levels | Yes | Yes | Adopted Service levels established where practical. | Work has begun on the Mowing and Sports Club Policy, that when adopted by Council will clearly identify adopted service levels. |
| 4.1.1.2 | Provide effective delivery of Council services | Community Services Directorate | In accordance with unit's customer service standards and service levels | Yes | Yes | Adopted service levels to be established throughout year. | Pathway narratives have been reviewed to ensure that the customer service ethics are reflected in the written narrative. |
| 5.2.1.1 | Comply with legislative requirements | Community Services Directorate | Updates to be presented to Council in sectional monthly reports | Yes | Yes | All legislative requirements for area of responsibility are compliant in accordance with specific dates. | Monthly reporting to Council is completed in a timely manner. Further review of the monthly report format continues with each monthly edition. |
| 5.2.1.4 | Operational risks are monitored and managed in accordance with legislative requirements | Community Services Directorate | Risk registers are presented to Council on a quarterly basis | Yes | Yes | Risk registers are updated as required ensuring key priorities are being addressed and acted on. | Parks risk register has been updated. |
| 5.2.1.8 | Monitor and review non-compliance of legislative requirements | Community Services Directorate | Report on legislative non-compliance included in sectional reports presented to Council on a monthly basis | Watching | Yes | There are a number of overdue licence and tickets renewals that have been followed up with relevant staff. | Park administration team have followed up with various staff members on outstanding licence and ticket renewals across the teams. |
| 5.3.1.1 | Workforce planning is reviewed to ensure that resourcing levels meet business needs in accordance with budget allocations | Community Services Directorate | Review workforce requirements in accordance with budget schedule | Yes | Yes | Business Trainee commenced December 2017 with Departmental reviews in progress. | Business trainee has settled into the department administration team and her progress is reviewed monthly. |
| 5.3.2.1 | Continually review operational expenditure | Community Services Directorate | Identify at least one operational saving per section of responsibility | Yes | Yes | FTE transfers occurred. | Parks have a planner on secondment as this has supported savings in the salary budget from Regulatory and Compliance. |
| 5.4.2.6 | Pursue improved processes through all levels of Council | Community Services Directorate | Identify at least two improved processes per section of responsibility | Yes | Yes | Blue card register developed and operated from this directorate. | Further work is required in the blue card register as this can be expanded. |

Arts and Heritage

| Ref | Operational Action | Unit | Target | On Track | On Budget | Q2 Status Commentary | Q3 Status Commentary |
|---------|---|-------------------|--|----------|-----------|---|---|
| 1.2.1.3 | Provide quality arts and cultural facilities throughout the Region | Major Venues | Deliver 100% of the See It Live program at Pilbeam Theatre | Yes | Yes | 2017 See it Live program completed for the calendar year with Diary of a Wombat the sole See it Live event occurring in Q2. | 2018 See it Live program commenced with a performance of OUR land people stories by Bangarra Dance Theatre. |
| | | Arts and Heritage | Community long-term use spaces at the Walter Reid Cultural Centre are 100% tenanted | Yes | Yes | All spaces tenanted to community groups. | All spaces tenanted to community groups. |
| | | Art Gallery | Deliver 100% of the Rockhampton Art Gallery program | Yes | Yes | 2017 exhibitions program completed for the calendar year. The period included Finding Fair-weather, Fair-weather Contemprise, Coming into Fashion: A century of photography at Conde Nast, Pert-a-printer: Letterpress by The Officina Athelstane, Jewellers and Milliners: Rockhampton's fashion makers and newly opened exhibitions of Happy Birthday Play school: Celebrating 50 years, Draft: a collection of imperfect faces, with unfinished stories by Emma Ward and Alluvia by Tom Borgas: The Rockhampton riverside public art project. | 75% of the 2018 exhibition program and public program has been delivered for the Rockhampton Art Gallery. Exhibitions in this period include Collection intervention and Centenary of Rugby League. Programs include Oils for Everyone, Lager and Landscapes, Pinot and Pastels, Wine and Watercolour, Pilates among the paintings and Yoga in the Gallery. |
| | | | | Yes | Yes | Applications received, recommendations endorsed and grants delivered to the following - CQ Contemporary Artist - \$3395 to bring two tutors to Rockhampton to facilitate two separate workshops in 2018, Recollection Artist - \$13 500 to mount a joint exhibition of new works re-examining the distinct cultural identity of the Rockhampton region, based on the books The Early History of Rockhampton and Battler's Tales of Early Rockhampton, Plural Theatre - \$3818.48 to conduct theatre workshops with young people in foster care, exploring their emotional wellbeing as they approach transition from care, Rockhampton Art Gallery - \$3825 to develop and present a large scale, engaging exhibition providing opportunity for artists working in the Central Queensland region. | Funding program delivered to support 2018 Australia Day events in three communities. |
| 1.4.1.2 | Provide community sponsorship for activities in various sectors | Arts and Heritage | Administer the Rockhampton Regional Australia Day Fund in accordance with the guidelines | | | | |
| 1.4.1.3 | Deliver a range of performances, programs and activities for various age groups | Art Gallery | Community programs and performances are delivered in accordance with contracts, schedules and funding agreements | Yes | Yes | 84 programs have been held in the 92 day quarter including, The Art of Landscapes course, Yoga in the Gallery, Messy Mondays, Collection Tours, Sunday Sounds Session, Wine and Watercolour, Drawing Days with Erin Dunne workshops, Bookbinding: A beginning place workshop, Play School Reading Times, and many more. | A wide range of participatory art-based programs were delivered during the period including, Oils for Everyone, Lager and Landscape, Pinot and Pastels, Wine and Watercolour, Pilates among the Paintings and Yoga in the Gallery. |
| | | Major Venues | Community programs and performances are delivered in accordance with contracts, schedules and funding agreements | Yes | Yes | Programs delivered - Diary of a Wombat. A "page to stage" children's and family work of a classic children's book. A general public performance was attend with near sold out school shows. The remainder of the quarter included community and commercial venue eventshire. | Morning Melodies performance delivered to a record audience of 706 patrons. |

Arts and Heritage

| Ref | Operational Action | Unit | Target | On Track | On Budget | Q2 Status Commentary | Q3 Status Commentary |
|---------|---|-------------------|--|-----------|-----------|---|--|
| 1.4.3.3 | Engage volunteers to assist with activities at the Heritage Village | Heritage Services | Maintain and support volunteer engagement at the Heritage Village | Yes | Yes | Volunteer opportunities widely promoted in community. Volunteers are supported by providing engaging and rewarding activities including social interaction. | Volunteer opportunities widely promoted in community. Volunteers are supported by providing engaging and rewarding activities including social interaction. |
| 1.6.2.1 | Operate the Rockhampton Heritage Village | Heritage Services | Heritage Village opened in accordance with operating hours and has total site visitation exceeding 30000 persons | Yes | Yes | Visitor numbers are on target year to date at 21,129. | Visitor numbers are on target year to date at 24,814. |
| 1.6.3.1 | Deliver and support local events and celebrations | Arts and Heritage | Conduct Rockhampton Carols by Candlelight annual event | Yes | Yes | Carols by Candlelight delivered at Pilbeam Theatre and Rockhampton Music Bowl with a combined attendance of approximately 4500 patrons. \$8991 was donated to the selected charity, Anglicare Central Queensland. | Operational planning commenced for 2018 event. |
| | | Heritage Services | Conduct Heritage Festival event | Yes | Yes | Heritage Festival theme confirmed to be held over weekend of 2nd and 3rd June. Some sponsorships confirmed. | Operational planning and promotional activities underway for 2018 event on 2 and 3 June 2018. |
| | | Arts and Heritage | Conduct annual Rockhampton Cultural Festival | Completed | Yes | Planning for 2018 event has commenced including internal consultation, initial sponsorship negotiations, engagement of cultural suppliers for visual arts and choral activities. | Operational planning continues for 2018 event with major sponsor reconfirmed. |
| | | Major Venues | Deliver one large music theatre production attended by in excess of 3000 patrons at the Pilbeam Theatre | Yes | Yes | Artistic team appointed, auditions complete, cast announced and show launched and tickets on sale. | Music theatre production of 'We Will Rock You' delivered with six performances attended by 4647 patrons. |
| 1.6.3.2 | Deliver and support major Regional events | Art Gallery | Deliver two major exhibitions delivering in excess of 4000 visitors at the Rockhampton Art Gallery | Yes | Watching | In the 2017 year, the two major exhibitions were Coming into Fashion and Towers of Tomorrow, both exhibitions exceeded the attendance of 4,000 visitors. Our of the 14 exhibitions presented in 2017, 12 exhibitions exceeded the attendance of 4,00 visitors per exhibition. | The events; Happy Birthday Play School was attended by 6,439 patrons and Draft: a collection of imperfect faces, with unfinished stories by Emma Ward was attended by 4,022 patrons. |
| | | Major Venues | Rockhampton Showgrounds is used for 25 days for whole-of-grounds events | Yes | Yes | 12 of annual target of 25 events or 48% of target slightly behind 50% year to date. Event in Q2 included multiple Speedway events. | 3 whole-of-grounds events where held in Q3. Bringing the total to 15 of annual target of 25 events or 60% of target year to date. |

Arts and Heritage

| Ref | Operational Action | Unit | Target | On Track | On Budget | Q2 Status Commentary | Q3 Status Commentary |
|---------|--|-------------------|---|----------|-----------|--|--|
| 1.6.4.1 | Deliver a diverse range of creative arts programs | Art Gallery | Programs are delivered in accordance with guidelines and schedules | Yes | Yes | Programs delivered in line with Council and industry standards and guidelines. Ongoing visitor feedback survey was undertaken in the period to address immediate action. Positive feedback from suppliers has been received from addressing finance in the last quarter. The Term 4 public program has been 100% delivered in the period. | Programs delivered in line with Council and industry standards and guidelines. A visitor feedback survey was undertaken during this quarter to identify appropriate action. |
| | | Art Gallery | The effectiveness of annual public programs are presented to Council at the end of each calendar year | Watching | Yes | Annual public program for the 2017 year have been completed and reporting to Council has commenced scheduled for completion in February/March 2018. | Annual public program for the 2017 year has been completed and reporting to Council is included in the monthly Operational Report. |
| | | Major Venues | Programs are delivered in accordance with guidelines and schedules | Yes | Yes | Programs have been delivered within planned and contracted guidelines. | Programs have been delivered within planned and contracted guidelines. |
| | | Major Venues | The effectiveness of annual public programs are presented to Council at the end of each calendar year | Watching | Yes | As reported to Council as part of annual Community Satisfaction Survey. Direct customer feedback survey under development for use in calendar year 2018. | Direct customer feedback survey now undertaken at the conclusion of each See it Live performance. |
| 1.6.4.2 | Deliver the Regional Arts Development Fund | Arts and Heritage | All Regional Arts Development Fund applications are assessed in accordance with the guidelines | Yes | Yes | Round 1 of 17/18 completed with the following applicants successful - CQ Contemporary Artists, Recollection Artists, Plural Theatre and the Rockhampton Art Gallery. Round 2 of 17/18 has opened and is being promoted through various avenues including face to face meetings and closes on 12 February 2018. | Delivery of Regional Arts Development Fund Round 2 completed with two applications funded for a total of \$12,480. |
| 1.6.4.3 | Support the creation of public art throughout the Region | Art Gallery | Develop a Public Art Program by 31 December 2017 | Watching | Yes | The Public Art Policy remains in draft. Further consultation is required before the policy is presented to Council for consideration. Riverside Public Art commissions are 100% completed and work is now being done to identify future projects of Public Art. Restoration to the Bulls is being prepared for May 2018. Development and presentation of the exhibition Alluvia by Tom Borgas. The Rockhampton riverside public art project. | Public Art Policy re-presented to Council committee. Councilor workshop proposed. Restoration of Bulls completed. Design development for Quay street heritage substations commissioned. Design development for Quay street commissioned. Digital Barramundi for Riverbank opening commissioned, presented and completed. Digital sound work for Smart Hub opening commissioned, presented and completed. |
| 2.2.3.1 | Support programs that encourage residents to transition away from social support options | Arts and Heritage | Consider options in budget planning to support employment programs in 2018/19 | Yes | Yes | To be considered during budget development. Jobs Queensland program participants engaged at Heritage Village. | Jobs Queensland program participants engaged at the Heritage Village. |
| 2.3.2.1 | Plan for the construction of the new Rockhampton Art Gallery and redevelopment of the former art gallery as flat floor "black box" performance/event space | Art Gallery | Business case, scope of work and design completed by 30 June 2018 | Yes | Yes | Art Gallery Business case 90% completed. Art Gallery Schematic design 100% completed. Art Gallery Economic Analysis 90% completed. | Business case and schematic design completed. Detailed design has commenced. |

Arts and Heritage

| Ref | Operational Action | Unit | Target | On Track | On Budget | Q2 Status Commentary | Q3 Status Commentary |
|---------|---|-------------------|--|----------|-----------|--|--|
| 4.1.1.1 | Provide timely and accurate responses to requests | Arts and Heritage | In accordance with unit's customer service standards or adopted service levels | Yes | Yes | Response to requests completed and reported on a monthly basis to Council committee. | Response to requests completed and reported on a monthly basis to Council committee. No outstanding customer requests. |
| 4.1.1.2 | Provide effective delivery of Council services | Arts and Heritage | In accordance with unit's customer service standards and service levels | Yes | Yes | Services delivered to service levels as reported on a monthly basis to Council committee. | Services delivered to service levels as reported on a monthly basis to Council committee. All service levels on target for period. |
| 5.2.1.1 | Comply with legislative requirements | Arts and Heritage | Updates to be presented to Council in sectional monthly reports | Yes | Yes | No legislative requirements due in the reporting period. | No legislative requirements due in the reporting period. |
| 5.2.1.4 | Operational risks are monitored and managed in accordance with legislative requirements | Arts and Heritage | Risk registers are presented to Council on a quarterly basis | Watching | Watching | Sole operational risk, installation of venue management delay due to software upgrade challenges. | Sole operational risk, installation of venue management system delayed due to resourcing issues. |
| 5.2.1.8 | Monitor and review non-compliance of legislative requirements | Arts and Heritage | Report on legislative non-compliance included in sectional reports presented to Council on a monthly basis | Watching | Yes | Minor licence and ticket renewals overdue but followed up with relevant officers. | Minor licence and ticket renewals overdue but followed up with relevant officers. |
| 5.3.1.1 | Workforce planning is reviewed to ensure that resourcing levels meet business needs in accordance with budget allocations | Arts and Heritage | Review workforce requirements in accordance with budget schedule | Yes | Yes | Section workforce in accordance with budget schedule. Use of casual staff is regularly reviewed to ensure that use is either minimized or occurs with maximum cost recovery according to seasonal nature of Arts & Heritage Units operation. | Section workforce in accordance with budget schedule. Use of casual staff is regularly reviewed to ensure that use is either minimised or occurs with maximum cost recovery according to seasonal nature of Arts & Heritage units operation. |
| 5.3.2.1 | Continually review operational expenditure | Arts and Heritage | Identify at least one operational saving per section of responsibility | Yes | Yes | Utilised the recently installed digital signage mounted on the Pilbeam Theatre to promote We Will Rock You rather than paying for the production and installation of one use wall skin on side Art Gallery. | Increased use of social media via paid posts, in an effort to replace paid television advertising as appropriate. |
| 5.4.2.6 | Pursue improved processes through all levels of Council | Arts and Heritage | Identify at least two improved processes per section of responsibility | Yes | Yes | Rationalised and restructured and removed duplication of file system within Major Venues shared O drive. Altered F&B stock purchase process within Pilbeam Theatre to reduce volume of stock held on site to reduce spoilage and storage requirements. | Continued to rationalise stock held on site to reduce spoilage. |

| Ref | Operational Action | Unit | Target | On Track | On Budget | Q2 Status Commentary | Q3 Status Commentary |
|---------|--|----------------------------|--|----------|-----------|--|---|
| 1.1.4.1 | Undertake required statutory maintenance | Facilities | Compliance standards met | Yes | Yes | Maintenance undertaken in accordance with compliance timeframes for air-conditioning units; fire systems, equipment and emergency exit lighting; switchboards; auto opening doors. | Maintenance undertaken in accordance with compliance timeframes for air-conditioning units, fire systems, equipment and emergency exit lighting, switchboards and auto opening doors. |
| 1.1.4.2 | Clean and maintain Council buildings | Facilities | Buildings cleaned and maintained in accordance with the priority rating schedule and budget allocation | Yes | Yes | Cleaning undertaken in accordance with established schedule, including roof and gutter cleaning; 1471 work orders completed. | Cleaning continues to be undertaken in accordance with established schedules and in response to emergent works. |
| 1.1.4.3 | Develop and implement conservation management plans for heritage listed buildings | Facilities | Conservation Management Plan review conducted in accordance with schedule | Yes | Yes | There were no Conservation Management Plans requiring review during this period. | There were no Conservation Management Plans requiring review during this period. |
| 1.2.1.1 | Provide venues suitable for community use | Facilities | All venues are compliant with statutory requirements | Yes | Yes | Further works completed at Northside library. | Reactive, corrective and planned maintenance continues on Council's facilities. |
| 1.3.1.1 | Maintain and monitor CCTV systems | Communities and Facilities | System maintained in accordance with schedule | Yes | Yes | Camera operation checked on weekly basis to identify faults with repairs undertaken on 23 cameras during this period. | Camera operation checked on a weekly basis with repairs undertaken on 25 cameras during the period. |
| 1.4.1.2 | Provide community sponsorship for activities for various sectors | Communities and Facilities | Community sponsorship and grant funding applied in accordance with the guidelines | Yes | Yes | Funding of \$57,665 provided for 16 projects, and support for hall insurance for one organisation during the quarter. | Funding of \$86,200 provided for 10 projects, and support for hall insurance for one organisation during the quarter. |
| 1.4.1.4 | Provide library services | Library Services | Library services aim to meet key quality standards for public libraries | Yes | Yes | 60,803 library visits recorded, and 110,169 items issued during the period. | 75,000 library visits recorded, and 126,234 items issued during the period. |
| 1.4.1.5 | Deliver funded home maintenance and modification services to support seniors and people with a disability to continue living independently | Home Assist Secure | Service delivered in accordance with eligibility and funding arrangements | Yes | Yes | 4,904 hours of service delivered to 1655 clients. | 3,756 hours of service delivered to 1,996 clients. |
| 1.4.3.1 | Engage volunteers to assist with the delivery of free community training at the Library Technology Centre and library events | Library Services | Increase number of volunteer trainers | Yes | Yes | Volunteers provided 466 hours of support during the period. | Volunteers provided 536 hours of support during the period. |
| 1.5.1.1 | Deliver programs and activities that promote development, lifelong learning, social inclusion and capacity building | Library Services | Programs delivered annually with in excess of 1000 person participation rate | Yes | Yes | 221 programs were delivered with 3,354 participants. | 243 programs were delivered with 4,649 participants. |

Communities and Facilities

| Ref | Operational Action | Unit | Target | On Track | On Budget | Q2 Status Commentary | Q3 Status Commentary |
|---------|---|----------------------------|--|----------|-----------|--|--|
| 1.5.1.2 | Provide facilities and training through the Library Technology Centre and libraries to develop digital skills and reduce social exclusion | Library Services | Deliver 2000 hours of contact community training | Yes | Yes | 672 contact hours of free community training provided during the quarter. | 574 contact hours of free community training provided during the quarter. Contact hours were slightly down this quarter due to volunteers taking time off over the Christmas closedown period. |
| 1.5.1.3 | Provide a home delivery library service to people who are housebound | Library Services | Increase in home delivery library loans | Yes | Yes | 2,886 loans were provided to 107 clients during the period. | 2,421 loans were provided to 141 clients during the period. |
| 1.6.1.2 | Support indigenous events and celebrations | Communities and Facilities | Facilitate identified celebrations | Yes | Yes | First Five Forever sessions delivered at Bidjerdii Indigenous Child Health Clinic; indigenous musicians engaged in Lively Music program. | No identified events facilitated during the quarter. |
| 1.6.2.3 | Maintain the documentary heritage of the Region through maintaining and developing the Local History Centre and its collection | Library Services | Increase in research access requests by 10% | Yes | Yes | 288 research access requests were completed during the period. | 346 research requests were completed during the period. |
| 1.6.3.1 | Deliver and support local events and celebrations | Library Services | Transition the Capricorn Steampunk and Pop Culture Convention to an annual event | Yes | Yes | Planning underway for April 2018 event, with a major sponsorship secured. | Program finalised for April 2018 event. |
| | | Communities and Facilities | Conduct annual Harmony Day and Cultural events | Yes | Yes | Storytime program featured rhymes, stories and crafts from other cultures. | Harmony Day 2018 event held on 21 March 2018; Storytime program featured rhymes, stories, games and crafts from other cultures. |
| 2.2.2.2 | Support community training programs/education workshops held in the Region | Library Services | Provide 500 hours of Microsoft training courses through the Library Technology Centre | Yes | Yes | 196 contact hours of Microsoft delivered during the period. | 105 hours of Microsoft training delivered during the period. |
| 2.2.3.1 | Support programs that encourage residents to transition away from social support options | Communities and Facilities | Consider options in budget planning to support employment programs in 2018/19 | Watching | Watching | Trainee engaged in Home Assist program; skill development training offered through Library Technology Centre. | Trainee engaged in Home Assist program; skill development training offered through Library Technology Centre. |
| 2.2.3.2 | Provide access to resources and free community technology training courses to develop skills | Library Services | Provide community access to technology and deliver 2000 contact hours of computer training | Yes | Yes | 6,629 hours of community access to technology provided across the region, with 672 contact hours of free training delivered. | 7,573 hours of community access to technology provided across the region, with 574 contact hours of free training provided. |
| 2.2.3.3 | Provide quality child care services | City Child Care Centre | Services provided meet the national quality standard | Yes | Yes | 22,429 hours of long day care and 1,269 hours of occasional care provided. | 19,683 hours of long day care and 837 hours of occasional care provided. |

Communities and Facilities

| Ref | Operational Action | Unit | Target | On Track | On Budget | Q2 Status Commentary | Q3 Status Commentary |
|---------|---|----------------------------|--|----------|-----------|---|--|
| 4.1.1.1 | Provide timely and accurate responses to requests | Communities and Facilities | In accordance with unit's customer service standards or adopted service levels | Yes | Yes | All requests completed within standard timeframes. | All requests completed within standard timeframes. |
| 4.1.1.2 | Provide effective delivery of Council services | Communities and Facilities | In accordance with unit's customer service standards and service levels | Yes | Yes | Service levels generally met, with child care utilisation falling below target with end of school year. | Service levels generally met, with child care utilisation remaining below target due to increase in number of Kindergarten services opening across the region. |
| 5.2.1.1 | Comply with legislative requirements | Communities and Facilities | Updates to be presented to Council in sectional monthly reports | Yes | Yes | No legislative requirements due in the reporting period. | No legislative requirements due in the reporting period. |
| 5.2.1.4 | Operational risks are monitored and managed in accordance with legislative requirements | Communities and Facilities | Risk registers are presented to Council on a quarterly basis | Yes | Yes | No outstanding actions. | No outstanding actions. |
| 5.2.1.8 | Monitor and review non-compliance of legislative requirements | Communities and Facilities | Report on legislative non-compliance included in sectional reports presented to Council on a monthly basis | Yes | Yes | Compliance training scheduled and blue card renewals completed as required. | Compliance training scheduled and blue card renewals completed as required. |
| 5.3.1.1 | Workforce planning is reviewed to ensure that resourcing levels meet business needs in accordance with budget allocations | Communities and Facilities | Review workforce requirements in accordance with budget schedule | Yes | Yes | Staffing maintained in accordance with adopted budget. | Staffing maintained in accordance with adopted budget. |
| 5.3.2.1 | Continually review operational expenditure | Communities and Facilities | Identify at least one operational saving per section of responsibility | Yes | Yes | Improved monitoring of room bookings to reduce need to engage casual staff to maintain required staff to child ratios. | Development of tenders for maintenance of equipment to ensure value for money. |
| 5.4.2.6 | Pursue improved processes through all levels of Council | Communities and Facilities | Identify at least two improved processes per section of responsibility | Yes | Yes | Processes for hirer access to facilities reviewed and streamlined; automated building security report process for distribution to building operators. | Review of purchase request and amendment form used by Facilities Maintenance team to reduce paperwork/red tape. |

Communities and Facilities

| Ref | Operational Action | Unit | Target | On Track | On Budget | Q2 Status Commentary | Q3 Status Commentary |
|---------|--|-----------------------------|---|----------|-----------|---|---|
| 1.1.1.1 | Operate, maintain and repair infrastructure as detailed in the annual maintenance programs | Parks Planning and Projects | Delivery of the annual operating budget to 95% | Yes | Yes | Underway and on target. | Review of current actuals and commitments given that 95% of the operational budget will be delivered as from 31 March 2018. |
| 1.1.1.2 | Deliver the annual capital works program | Parks Planning and Projects | Budget expenditure greater than 95% | Watching | Watching | Budget reallocation approved for Parks Construction capital works with no increase to overall budget. All works scheduled for completion in Q3 and Q4. | Round One works for Queensland is completed. Round Two works for Queensland - The Wider Hockey Project currently will not be completed by the end of June 2018. The elevated board walk 1B at Mt Archer is currently awaiting approval to be completed. |
| 1.1.3.4 | Develop and implement a strategic plan for the Region's open space, parks and streetscapes that improves amenity and encourages/increases physical activity and builds communities | Parks Planning and Projects | SPARC adopted by Council by 31 December 2017 | Yes | Yes | Draft SPARC endorsed by Council in December. Public consultation will commence upon appointment of Senior Parks Planning Advisor. | Senior Parks Advisor through internal secondment has started, public consultation on the draft SPARC has concluded. |
| | | Parks Operations | Implement development actions in accordance with SPARC objectives and guidelines | Yes | Yes | After public consultation and possible updating of draft SPARC, a finalised document will be presented for Council consideration, together with proposed implementation plan. | Senior Parks Advisor to review public feed back in April before writing up report in May for Councils consideration. |
| 1.2.1.2 | Manage and maintain major parks, aquatic centres and sports facilities | Parks Planning and Projects | All parks and facilities managed in accordance with management plans and contractual agreements | Yes | Yes | A draft procedure on issue escalation is currently being reviewed by Manager Parks. | The escalation procedure is being further revised in conjunction with reform of the on call and scripting. |
| 1.2.1.4 | Provide quality regional cemeteries to provide burial and memorialisation services | Parks and Visitor Services | Cemeteries have high community satisfaction with service provided resulting in less than five complaints annually | Yes | Yes | Complaints currently tracked within Pathway module. Reporting not yet fully automated. | Complaints are being addressed in a timely manner. Further work is required in the draft Cemetery Policy. |
| 1.2.1.5 | Continued implementation of the Kershaw Gardens Restoration and Redevelopment Project | Parks Planning and Projects | Completion of planned works as scheduled by 30 June 2018 | Yes | Yes | Budget brought forward from 18/19 - 5.7 million brought forward. | All approved works are tracking well on projects delivered by the Parks Project team. The Kershaw Project is anticipated to be completed by mid June 2018. Staff currently reviewing the completed hand over of the river side park assets. |
| 1.2.1.6 | Facilitate Works for Queensland projects | Parks Planning and Projects | Completion of projects in accordance with schedule | Yes | Yes | All stages of W4Q1 funded projects completed. W4Q2 projects in planning stages with funding to be expended by June 2019. | Works for Queensland projects: Quarter 2 projects - Hockey pitch refurbishment was completed in mid March as per the project plan. |
| 1.4.1.1 | Increase utilisation through a range of entertainment, education and recreation events in parks | Parks and Visitor Services | Undertake usage surveys of four parks per year | Yes | Yes | Activities are being arranged/provided via Events Officer when able. Educational tours provided upon request and availability. | No further visitor usage surveys were completed. Parks Manager to discuss with staff on what surveys are outstanding. |

Parks

| Ref | Operational Action | Unit | Target | On Track | On Budget | Q2 Status Commentary | Q3 Status Commentary |
|---------|---|-----------------------------|--|----------|-----------|--|--|
| 1.4.3.2 | Engage volunteers to assist with activities in the zoo and selected major parks | Parks and Visitor Services | Increase in number of volunteers by 10% | Yes | Yes | Volunteer groups active and well managed at Rockhampton Zoo, Rockhampton Botanic Gardens and Kershaw Nursery. | The level of volunteers has been maintained. Parks Manager to review with staff on how to achieve notable increases that can be sustainable in the long term. |
| 1.4.3.4 | Support community and volunteer organisations in the delivery of sport and recreation activities | Parks and Visitor Services | Increase in number of organisations supported | Yes | Yes | Final Planning underway for 2018 Sports and Health Expo to be held on 04 February 2018. | Sports and Health Expo was delivered in a rain affected event. Considering the inclement weather, there was a reasonable turn out of public and exhibitors . |
| 1.6.2.2 | Operate and manage the Rockhampton Botanic Gardens | Parks and Visitor Services | Rockhampton Botanic Gardens opened in accordance with operating hours and managed in accordance with Strategic Master Plan | Yes | Yes | Consultant engaged for Strategic Master Plan. Draft submissions have not met scope to date. | Further review of draft underway . |
| 1.6.3.1 | Deliver and support local events and celebrations | Parks and Visitor Services | Conduct the Anzac Day dawn and civic ceremonies | Yes | Yes | Second meeting for 2018 commemorations planned for 05 February 2018. | Lighting of Botanic Park ANZAC Memorial has been improved through use of LED mounted lighting on the flag pole. |
| 2.1.2.3 | Work with the Region's sporting associations to develop opportunities and attract sports competition events to the Region | Parks Planning and Projects | One or more new events attracted | Yes | Yes | Discussions with a number of organisations regarding events for 2018 are underway. | Event planning for 2018/2019 is being transferred to Advance Rockhampton. |
| | | Parks Planning and Projects | Increased utilisation of the Region's sport facilities | Watching | Yes | Assist sport and recreation organisations to improve governance and access to facilities. | The current Senior Sport and Recreational Advisor is on secondment to Facilities and the position is being back filled. The key focus is leases and licences which there is a back log . |
| 2.2.3.1 | Support programs that encourage residents to transition away from social support options | Parks | Consider options in budget planning to support employment programs in 2018/19 | Yes | Yes | Through the W4Q1 program, permanent employment was secured for one person from the Zoo project and two people from the Mount Morgan project. | MOU with Jobs for Queensland is being developed and will be project based. |
| 3.1.4.1 | Improve landscape design and delivery within parks and streetscapes to provide diversity of vegetation cover | Parks Operations | Planting in accordance with the Streetscape Design Manual | Yes | Yes | Planting Palette endorsed by Council in December and implemented as a guide to future decision making. | Planting Palette is currently being referenced by staff in their forward planning. |

Parks

| Ref | Operational Action | Unit | Target | On Track | On Budget | Q2 Status Commentary | Q3 Status Commentary |
|---------|---|-------|--|----------|-----------|---|--|
| 4.1.1.1 | Provide timely and accurate responses to requests | Parks | In accordance with unit's customer service standards or adopted service levels | Yes | Yes | Requests are being actively completed in accordance with their priority rating. Work is being undertaken to continually improve processes to achieve desired outcome. | Requests are being actively completed in accordance with their priority rating. Work is being undertaken to continually improve processes to achieve desired outcome. |
| 4.1.1.2 | Provide effective delivery of Council services | Parks | In accordance with unit's customer service standards and service levels | Yes | Yes | Manager Parks is still reviewing the parks teams performance and especially the mowing matrix . | Manager of Parks has identified performance issues with some of the slasher /mowing collaborations. The North side areas reflect some inconsistencies and this will be addressed through a rolling reform process over the next 12 months. |
| 5.2.1.1 | Comply with legislative requirements | Parks | Updates to be presented to Council in sectional monthly reports | Yes | Yes | No legislative requirements due in the reporting period. | No legislative requirements due in the reporting period. |
| 5.2.1.4 | Operational risks are monitored and managed in accordance with legislative requirements | Parks | Risk registers are presented to Council on a quarterly basis | Yes | Yes | Risk register updated for this reporting period. | The Risk register update has been booked for May 2018. |
| 5.2.1.8 | Monitor and review non-compliance of legislative requirements | Parks | Report on legislative non-compliance included in sectional reports presented to Council on a monthly basis | Yes | Yes | Manager Parks has identified RCD testing is required on Parks electrical assets and investigated further discussion with senior managers on how to rectify this. | Parks have applied for budget for 18/19 to address outstanding RCD Residual current devices (safety switch)testing. |
| 5.3.1.1 | Workforce planning is reviewed to ensure that resourcing levels meet business needs in accordance with budget allocations | Parks | Review workforce requirements in accordance with budget schedule | Yes | Yes | Leave balances are being monitored. | Leave balances are being monitored and individual staff members have been contacted to confirm their forward leave arrangements. |
| 5.3.2.1 | Continually review operational expenditure | Parks | Identify at least one operational saving per section of responsibility | Yes | Yes | Further savings of \$25,000 annually have been identified with reduction of overtime with the supervisors. | Finance One training of supervisors has enabled improved budget awareness that will result in budget efficiencies. Previously no training was offered. |
| 5.4.2.6 | Pursue improved processes through all levels of Council | Parks | Identify at least two improved processes per section of responsibility | Yes | Yes | Further roll out of IPADS with supervisors and team leaders to support park inspections. | Staff on call reduction to one on call officer will potentially result in savings in operational funds with improved triage of calls through improved scripting. |

Parks

Planning and Regulatory Services

| Ref | Operational Action | Unit | Target | On Track | On Budget | Q2 Status Commentary | Q3 Status Commentary |
|---------|--|----------------------------------|---|----------|-----------|---|---|
| 1.1.4.4 | Completion of a new animal pound facility at Gracemere | Local Laws | Completed in accordance with project schedule | Yes | Yes | Construction Works commenced in November 2017 and includes civil works for infrastructure and services. It is anticipated building works will be completed by August 2018. | Project is on target for building works to be completed by the end of June. Transition from the current facility to the new facility will occur over the month of August. Decommissioning of the current facility will occur concurrently with this. |
| 1.3.2.1 | Prevention of disease and adverse impact of domestic animals | Local Laws | Implement actions in accordance with the Animal Management Guidelines | Yes | Yes | Complete and ongoing monitoring of the prevalence of disease in stray animals and disease control. | No major outbreaks of disease this year due to the increased monitoring of disease control and focus on appropriate control measures. |
| | | Health and Environment | Implement public health programs in accordance with schedule | Yes | Yes | Councils H& E unit continue to deal with pest animals, including the implementation of the Wild Dog Management Plan. Pest Management Officers received 12 customer requests for wild animals during the quarter, with 5 requests for each pigs and wild dogs. There are no programs currently being undertaken by the unit in relation to domestic animals. | Wild dog workshop held at Alton Downs during March, was a joint initiative with Landcare. The workshop was well received with a number of requests received in relation to pest animals. The most prevalent requests were in relation to feral pigs, other requests received related to rabbits, dogs and foxes. Planning for the Wild Dog Meeting has commenced and will be held in April. |
| 2.2.3.1 | Support programs that encourage residents to transition away from social support options | Planning and Regulatory Services | Consider options in budget planning to support employment programs in 2018/19 | Yes | Yes | New training programs under development with service providers to ensure the emerging workforce have skills applicable to specific work areas with ageing work staff. | Trainee programs under grant funding approved and assistant pest officer has commenced operational employment. |
| 3.1.3.1 | Implement strategic plans to advise community on programs | Health and Environment | Achieve strategy outcomes in the Biosecurity Plan in accordance with timeframes | Watching | Yes | Biosecurity Plan adopted by Council 12 December 2017. Copy of plan is available on Council's website. Action plan to implement Biosecurity Plan under development. | The action plan continues to be developed. Surveillance program in the Marmoor/ Bajool area is progressing. Minimum standards for containment species in the Biosecurity Plan is being developed. |
| 4.1.1.1 | Provide timely and accurate responses to requests | Planning and Regulatory Services | In accordance with unit's customer service standards or adopted service levels | Yes | Yes | Customer service charter requirements continue to be met. A number of projects are underway throughout the section to ensure identified service levels are appropriate. Where service levels have been identified and appropriate, workflows are being created to provide reliable mechanisms for reporting. | All units within the section have developed 'internal' operational service standards in conjunction with legislative and Council standard requirements. Standards are now being implemented into systems via workflows to provide and ensure reliable mechanisms for reporting. |
| 4.1.1.2 | Provide effective delivery of Council services | Planning and Regulatory Services | In accordance with unit's customer service standards and service levels | Yes | Yes | Customer service charter requirements continue to be met. As above, a number of projects are underway throughout the section to ensure the effective delivery of services. Fees and Charges are currently under review. This review focuses on the best interests of the customer and is in preparation for the online lodgement of applications. | As above. Additionally the fees and charges review has been completed with a real focus on the customer. Fees and charges have been streamlined and simplified across all units eg. the removal of <i>price on application</i> fees to reduce delays to the customer in the DA space and reduced impound and release fees to ensure animals are being collected by their owners. |

Planning and Regulatory Services

| Ref | Operational Action | Unit | Target | On Track | On Budget | Q2 Status Commentary | Q3 Status Commentary |
|---------|--|--------------------------------|---|----------|-----------|---|--|
| 4.2.1.1 | Provide effective development management programs in line with legislative requirements for environment health, food, safety, noise, odour and dust protection | Local Laws | Compliance with statutory codes and regulations | Yes | Yes | Local Laws continue to respond to residential complaints in relation to noise dust and odour. Areas of Local Laws in the traffic light report meets the completion standard. | Local laws respond to all residential complaints in relation to noise, dust and odour. All are actioned in accordance with legislative requirements. |
| | | Health and Environment | Compliance with statutory codes and regulations | Yes | Yes | Environmental Health Officers continue the annual inspection program to ensure that all food businesses and personal appearance services are inspected at least annually. Currently, 48% of food businesses and 22% of personal appearance services have been inspected respectively. Follow up inspections of premises that are non-compliant are conducted as required. 10 food safety, 2 noise, 3 odour, 1 dust and 4 asbestos complaints were received and continue to be investigated in accordance with the relevant legislation. | Environmental Health Officers are preparing for the influx of food vendors for the Beef Australia event in May. Officers have engaged with Beef Australia and the majority of required applications have been received and are under assessment. Environmental Health Officers have conducted annual inspections at a number of market events to ensure compliance with the Food Act. Total annual inspections conducted to date; 64% licensed food businesses, 6% environmental relevant activity and 33% personal appearance services. All complaints received are actioned in accordance with the relevant legislation. The most common complaints dealt within included noise, water contamination and flying foxes. |
| 4.2.1.2 | Provide formal and informal education opportunities to the public to ensure the community are aware of their legislative obligations | Building and Plumbing Services | Education program implemented in accordance with program milestones | Yes | Yes | The program is still in the planning stages however it is hoped that the redesign and appointment of a person to this role will be completed this coming quarter. | Position requirements have now been finalised. Advertising for this position will commence in April. |
| | | Development Assessment | Education program implemented in accordance with program milestones | Yes | Yes | The next Development Forum is being planned and hoped to be held in the next couple of months. As above, the redesign and appointment to the education role is hoped to be completed in the coming quarter. | Development forum held in March with participants from the region attending. As above, recruitment for the education officer will commence in April. |
| | | Health and Environment | Education program implemented in accordance with program milestones | Yes | Yes | Environmental Health Officers held a stall at Stockland's during Food Safety Week in November 2017 for 3 days. 77 factsheets were distributed to members of the public. Pest Management Officers assisted Landcare to hold a weed identification day in Westwood in October 2017, approximately 20 people attended and Council's presentations were well received. 2018 Events currently being mapped and planned within each unit. The first event for 2018 is Beef Australia in May. | Wild dog workshop held in Alton Downs during March 2018 in conjunction with Landcare. All areas are in planning phases for upcoming stalls to provide public education including; Rockhampton Show, Ridgeland Show, Mt Morgan Show and Tropicana. Pest Management Officers are in the planning stages of organising a workshop in the Marmoor/Bajool area (possibly Rats Tail Grass focus in June 2018 jointly to be held with Gladstone Regional Council) and for small landholder day in October 2018 following the successful 2017 event. |
| | | Local Laws | Education program implemented in accordance with program milestones | Yes | Yes | 2018 Education program is currently being planned with a view to redesign an existing position within the Section to undertake this role. Planning is in progress to deliver the Snip & Chip program, a region wide dog and cat desexing and microchipping initiative to encourage owners of pets to have their animal desexed/microchipped. The offer of subsidised desexing and microchipping is part of a larger program which aims to educate the community and will contribute to a reduction in the number of stray dogs and cats. Stage 1 of the program is aimed at pension/concession card holders to have their pets desexed, microchipped and vaccinated at a reduced fee. A program of Snip'n'chip has been scheduled to deliver in January 2018. | 2018 Education program has been expanded to include multimedia education aspects. Marketing engaged to produce the following videos; • Be a Considerate Pet Owner • Bark & Be Quiet! • Body Language and Behaviour Session • Kids how to stay safe around dogs. |

| Ref | Operational Action | Unit | Target | On Track | On Budget | Q2 Status Commentary | Q3 Status Commentary |
|---------|--|----------------------------------|--|----------|-----------|---|---|
| 4.2.2.3 | Provide a diverse range of compliance tools to a wide range of amenity, health and safety issues across the community to enhance liveability | Health and Environment | Develop an enforcement manual by 30 June 2018 | Yes | Yes | Draft manual reviewed and feedback provided. With Legal for content and template review. | Manual has been completed and training attended by staff during the quarter. The unit has updated template documents to align with the manual. |
| | | Local Laws | Develop an enforcement manual by 30 June 2018 | Yes | Yes | Draft manual reviewed and feedback provided for further legal review. | Manual completed. Template documents are currently being updated. |
| 5.2.1.1 | Comply with legislative requirements | Planning and Regulatory Services | Updates to be presented to Council in sectional monthly reports | Yes | Yes | Legislative requirements are included within monthly reporting to council. Statutory timeframes for decision making and changes to legislation are included. The RRC Biosecurity plan has been adopted by Council, which was a legislative requirement of the Biosecurity Act. Work Instructions continue to be developed by staff to ensure consistency. | Work Instructions continue to be developed by staff to ensure consistency and compliance with legislative requirements. Legislative requirements, along with statutory timeframes for decision making continue to be reported to Council monthly via the sectional report. |
| 5.2.1.4 | Operational risks are monitored and managed in accordance with legislative requirements | Planning and Regulatory Services | Risk registers are presented to Council on a quarterly basis | Yes | Yes | Risk registers are updated as required ensuring key priorities are being addressed and acted on. | Risk registers are updated as required ensuring key priorities are being addressed and acted on. |
| 5.2.1.8 | Monitor and review non-compliance of legislative requirements | Planning and Regulatory Services | Report on legislative non-compliance included in sectional reports presented to Council on a monthly basis | Yes | Yes | New systems development incorporates automatic reporting ensuring data integrity surrounding legislative requirements. These reports are tabled in the monthly reporting framework. | New systems development incorporates automatic reporting ensuring data integrity surrounding legislative requirements. These reports are tabled in the monthly reporting framework. |
| 5.3.1.1 | Workforce planning is reviewed to ensure that resourcing levels meet business needs in accordance with budget allocations | Planning and Regulatory Services | Review workforce requirements in accordance with budget schedule | Yes | Yes | Workforce requirements are reviewed quarterly to ensure any service gaps are identified and either remedied via efficiencies or listed as budget proposals in budgetary review process. | Workforce requirements are reviewed quarterly to ensure any service gaps are identified and either remedied via efficiencies or listed as budget proposals in budgetary review process. |
| 5.3.2.1 | Continually review operational expenditure | Planning and Regulatory Services | Identify at least one operational saving per section of responsibility | Yes | Yes | Operational expenditure managed by rationalising FTE's and seeking opportunities for improvement. | Reduction in the plant vehicle utilised from an SUV type to a small sedan. |
| 5.4.2.6 | Pursue improved processes through all levels of Council | Planning and Regulatory Services | Identify at least two improved processes per section of responsibility | Yes | Yes | Process reviews underway for all sections of responsibility. Pathway consultants have undertaken to review the various work processes of the section and have provided recommendations for online enhancements, streamlining of processes, collate statistics and reports. Action plans throughout the section have been developed with various items to implemented throughout 2018. A number of trials are underway throughout the section including the use of body-worn cameras and mobile devices. | Process reviews continue for all sections of responsibility. The Health & Environment team have commenced utilising mobile devices for the completion of infield inspections. Local Laws have finalised their trial of body worn cameras with successful results and efficiencies gained. Recommendation made to ISSG to implement the use of these cameras throughout the section. |

Planning and Regulatory Services

| REGIONAL SERVICES | | | | | | | |
|-------------------|---|-------------------------------|--|----------|-----------|--|--|
| Ref | Operational Action | Unit | Target | On Track | On Budget | Q2 Status Commentary | Q3 Status Commentary |
| 1.1.3.3 | Develop a Strategic Infrastructure Plan | Regional Services Directorate | Strategic Infrastructure Plan endorsed by Council by 30 June 2018 | Yes | Yes | Preliminary draft and graphic design was undertaken this quarter. | Final review underway. |
| 2.2.3.1 | Support programs that encourage residents to transition away from social support options | Regional Services Directorate | Consider options in budget planning to support employment programs in 2018/19 | Yes | Yes | Local employment is being utilised for the expanded capital program. | All relevant programs are assessed for suitability. |
| 4.1.1.1 | Provide timely and accurate responses to requests | Regional Services Directorate | In accordance with unit's customer service standards or adopted service levels | Yes | Yes | Meeting service level targets. | Meeting service levels targets. |
| 4.1.1.2 | Provide effective delivery of Council services | Regional Services Directorate | In accordance with unit's customer service standards and service levels | Yes | Yes | Meeting service level targets. | Meeting service levels targets. |
| 5.2.1.1 | Comply with legislative requirements | Regional Services Directorate | Updates to be presented to Council in sectional monthly reports | Yes | Yes | No legislative reporting requirements in this period. | No legislative reporting requirements in this period. |
| 5.2.1.4 | Operational risks are monitored and managed in accordance with legislative requirements | Regional Services Directorate | Risk registers are presented to Council on a quarterly basis | Yes | Yes | Risks register is being maintained. | Risk registers updated as required. |
| 5.2.1.8 | Monitor and review non-compliance of legislative requirements | Regional Services Directorate | Report on legislative non-compliance included in sectional reports presented to Council on a monthly basis | Yes | Yes | No non-complaint issues this period. | No non-compliant issues this period. |
| 5.3.1.1 | Workforce planning is reviewed to ensure that resourcing levels meet business needs in accordance with budget allocations | Regional Services Directorate | Review workforce requirements in accordance with budget schedule | Yes | Yes | Resources being reviewed as part of 2018/19 budget planning process. | Resources being reviewed as part of 2018/19 budget planning process. |
| 5.3.2.1 | Continually review operational expenditure | Regional Services Directorate | Identify at least one operational saving per section of responsibility | Yes | Yes | A number of reviews are being undertaken across the Department. | A number of reviews are being undertaken across the department. |
| 5.4.2.6 | Pursue improved processes through all levels of Council | Regional Services Directorate | Identify at least two improved processes per section of responsibility | Yes | Yes | Project reporting and governance currently under review. | New project reporting format currently being implemented. |

Regional Services Directorate

| Ref | Operational Action | Unit | Target | On Track | On Budget | Q2 Status Commentary | Q3 Status Commentary |
|---------|--|------------------|--|-----------|-----------|---|---|
| 1.1.1.1 | Operate, maintain and repair infrastructure as detailed in the annual maintenance programs | Civil Operations | Delivery of the annual operating budget to 95% | Yes | Yes | Operational program is slightly ahead of schedule in terms of expenditure. Additional services have been brought on to undertake maintenance works (crack sealing and pavement repair crews). | Operational program is slightly behind schedule. Additional maintenance works have been scheduled to undertake crack, sealing and pavement repairs. |
| 1.1.1.2 | Deliver the annual capital works program | Civil Operations | Budget expenditure greater than 95% | Yes | Watching | Rural and Urban West capital programs are ahead of schedule and expenditure. Urban capital program is slightly behind schedule and expenditure. Reseal contractors have been scheduled later this year than normal which has changed cash flow. | Capital projects has been revised to address the current program delay. |
| 2.2.3.1 | Support programs that encourage residents to transition away from social support options | Civil Operations | Consider options in budget planning to support employment programs in 2018/19 | Yes | Yes | Works for Queensland works have been budgeted in 2018/19 which will employ additional staff. | Works for Queensland works have been budgeted in 2018/19 and will employ additional staff. |
| 2.3.1.3 | Stage 2 of the Riverfront Revitalisation Program | Civil Operations | Completed by 31 March 2018 | Completed | Yes | Project has been completed. | Project has been completed. |
| 4.1.1.1 | Provide timely and accurate responses to requests | Civil Operations | In accordance with unit's customer service standards or adopted service levels | Yes | Yes | Responses are 98.6% meeting the agreed pathway response times. | Responses are 99.2% meeting the agreed pathway response times. |
| 4.1.1.2 | Provide effective delivery of Council services | Civil Operations | In accordance with unit's customer service standards and service levels | Yes | Yes | Responses are 98.6% meeting the agreed pathway response times. | Responses are 99.2% meeting the agreed pathway response times. |

Civil Operations

| Civil Operations | Ref | Operational Action | Unit | Target | On Track | On Budget | Q2 Status Commentary | Q3 Status Commentary |
|------------------|---------|---|------------------|--|-----------|-----------|---|---|
| | 5.2.1.1 | Comply with legislative requirements | Civil Operations | Updates to be presented to Council in sectional monthly reports | Yes | Yes | Compliant this period. | Compliant this period. |
| | 5.2.1.4 | Operational risks are monitored and managed in accordance with legislative requirements | Civil Operations | Risk registers are presented to Council on a quarterly basis | Yes | Yes | Risk registers are updated as per plan. | Risk registers are updated as per plan. |
| | 5.2.1.8 | Monitor and review non-compliance of legislative requirements | Civil Operations | Report on legislative non-compliance included in sectional reports presented to Council on a monthly basis | Yes | Watching | There are a number of overdue licence and tickets renewals that have been followed up with relevant staff. This is an ongoing process to keep track of over 160 full time staff and contractors tickets and licenses. | The section continues to monitor operations and projects for compliance. |
| | 5.3.1.1 | Workforce planning is reviewed to ensure that resourcing levels meet business needs in accordance with budget allocations | Civil Operations | Review workforce requirements in accordance with budget schedule | Yes | Yes | Resource levels are sufficient and will be reviewed as part of the 2018/19 budget preparation process. | Resource levels have been reviewed as part of the 2018/19 budget preparation process. |
| | 5.3.2.1 | Continually review operational expenditure | Civil Operations | Identify at least one operational saving per section of responsibility | Yes | Yes | Fortnightly reports are generated and reviewed against budget. These are discussed at weekly Civil Operations team meeting and bi-monthly Civil Operations meeting. | No savings identified this quarter. |
| | 5.4.2.6 | Pursue improved processes through all levels of Council | Civil Operations | Identify at least two improved processes per section of responsibility | Completed | Yes | The use of textile/fabric in sealing works to control cracking has been successful in the last two projects. | Processes and practices are currently being reviewed. |

Engineering Services

| Ref | Operational Action | Unit | Target | On Track | On Budget | Q2 Status Commentary | Q3 Status Commentary |
|---------|--|--------------------------|---|-----------|-----------|--|--|
| 1.1.2.1 | Ensure infrastructure survey and design processes for Regional Services are conducted in a timely and efficient manner | Design Services | Ensure capital project designs are available for final checking at least 30 business days prior to programmed commencement of works | Watching | Yes | Design program being regularly updated to accommodate capital program content and delivery timeframe changes. Civil Operations have commenced scoping next years capital program to allow early commencement of these design projects. | Design program being regularly updated to accommodate capital program content and delivery timeframe changes. |
| | | Design Services | On average, survey and design costs are less than 5% of the estimated project cost | Yes | Yes | Being met for larger projects but variable for the smaller projects. Overall tracking close to target for the reporting period. | Being met for larger projects but variable for the smaller projects. Overall tracking close to target for the reporting period. |
| 1.1.2.2 | Provide an effective quality assurance system which supports the civil design function | Design Services | No major non-conformances identified in the annual audit | Completed | Yes | Audit undertaken late September with only 4 minor non-conformances identified across design and Civil Operations. | Audit undertaken late September with only 4 minor non-conformances identified across design and civil operations. |
| 1.1.2.4 | Conduct an annual review of the 10 year forward works program for roads, pathways, stormwater, flood mitigation, water and sewerage new and upgrade projects | Strategic Infrastructure | Annual review completed with 2018/19 budget submission | Yes | Yes | No further work undertaken in Q2. Further work required in Q3 for 18/19 budget development. | Work undertaken in preparation for 2018/19 budget submission. Will be finalised once 18/19 budget is adopted. |
| 1.1.3.1 | Conduct an annual review of the Schedule of Works for Transport, Stormwater, Water and Sewerage Trunk Infrastructure Projects | Strategic Infrastructure | Annual review completed by 31 March 2018 | Watching | Yes | Work yet to be commenced. | Further conceptual work has been undertaken on a number of Local government infrastructure plans (LGIP) projects. Planning assumptions model works being undertaken in preparation for review. |
| 1.1.3.2 | Develop governance arrangements for the ongoing management of the Capricorn Municipal Development Guidelines | Development Engineering | Governance arrangements documented and endorsed by Council by 30 June 2018 | Yes | Yes | Legal review of draft Governance Strategy document has been completed and minor changes are being worked through by the CMDG working group. | Minor changes being incorporated into final draft. |
| 1.3.3.1 | Natural and man-made hazard risk assessments are reviewed on a five yearly basis | Disaster Management | The Natural Hazards Risk Assessment reviewed by 30 June 2018 | Completed | Yes | The Natural Hazards Risk Assessment has been carried out by Council Officers and Officers of QFES. Revised risk assessment to be incorporated into LDMP. | The natural hazards risk assessment has been carried out by Council officers and officers of Queensland Fire and Emergency Services (QFES). Revised risk assessment to be incorporated into Local Disaster Management Plan (LDMP). |
| 1.3.3.2 | Local Disaster Management Plan Threat Specific Sub-Plans are maintained for high risk events | Disaster Management | Flood Threat Specific Plan reviewed by 31 December 2017 | No | Yes | Work yet to be commenced. Delays encountered in the preparation and adoption of the revised LDMP. Proposed rescheduling completion date to 30 June 2018. | Work yet to be commenced. Delays encountered in the preparation and adoption of the revised Local Disaster Management Plan (LDMP). Proposed rescheduling completion date to 30 June 2018. |

Engineering Services

| Ref | Operational Action | Unit | Target | On Track | On Budget | Q2 Status Commentary | Q3 Status Commentary |
|---------|--|--------------------------|---|-----------|-----------|--|---|
| 1.3.5.1 | Deliver and implement community disaster awareness education | Disaster Management | Deliver and implement 'Be Prepared' disaster messaging by 30 September 2017 | Yes | Yes | 2017/18 Disaster Management Communications Plan has been developed and is being implemented. | 2017/18 Disaster Management Communications Plan has been developed and is being implemented. |
| | | Disaster Management | Two events conducted over the year | Completed | Yes | Participation to date in Regional Emergency Services Day, Multi-cultural Diversity Association Open Day and Mt Morgan Emergency Services Open Day. | Participation to date in Regional Emergency Services Day, Multi-cultural Diversity Association Open Day and Mt Morgan Emergency Services Open Day. |
| 1.3.6.2 | Conduct an annual review of the Local Disaster Management Plan in accordance with statutory requirements | Disaster Management | Annual review completed by 30 November 2017 | Completed | Yes | LDMP was adopted by Council 12 December 2017. | Local Disaster Management Plan (LDMP) was adopted by Council on 12 December 2017. |
| 1.3.6.3 | Conduct an annual preparedness activity in accordance with statutory requirements | Disaster Management | Annual preparedness activity completed by 30 November 2017 | Completed | Yes | Earthquake exercise held 8 November 2017. | Earthquake exercise was held on 8 November 2017. |
| 1.3.6.4 | Ensure the Local Disaster Management Group meet regularly to coordinate disaster management activities | Disaster Management | Local Disaster Management Group meet at least three times per year | Completed | Yes | First meeting conducted on 3rd May 2017. Second meeting conducted on 27 October 2017. | First meeting conducted on 3rd May 2017. Second meeting conducted on 27 October 2017. Third meeting on 21st March 2018. |
| 1.4.2.1 | Update Council's Active Transport Plan in response to the Open Space and Recreation Plan development | Strategic Infrastructure | Pedestrian and cycle links identified in the Open Space and Recreation Plan are incorporated into the Active Transport Plan by 30 June 2018 | Yes | Yes | The draft active transport plan has been workshoped with Council. Further work to be done including the inclusion of recreational paths and any recommendations from SPARC. | Limited recreational path information available. Prioritisation process has been updated and will return to Council for consideration. |
| 1.4.2.2 | Ensure the CBD Redevelopment Framework includes opportunities for pedestrians and cyclists | Strategic Infrastructure | Develop a new Planning Assumptions Model (PAM) by 31 March 2018 | Watching | Yes | Limited further progress at this stage. | Work on the Planning Assumptions Model is now progressing well. |
| 2.2.3.1 | Support programs that encourage residents to transition away from social support options | Engineering Services | Consider options in budget planning to support employment programs in 2018/19 | Yes | Yes | Grant submissions with jobs focus have been submitted. | Grant submissions with jobs focus have been submitted. |
| 2.4.2.2 | Carry out land use and infrastructure planning to ensure that industrial areas link with infrastructure networks to manage impacts on residential and commercial areas | Strategic Infrastructure | The Infrastructure Planning Report for the industrial areas within the Rockhampton Region be reviewed and updated by 30 June 2018 | Watching | Yes | The State Government has appointed Anup consulting engineers to carry out a Strategic Assessment of Service Requirements for the Gracemere Industrial Area under the Maturing the Infrastructure pipeline Program. This will be progressed in Q3 and Q4. | The state government has appointed consulting engineers to carry out a strategic assessment of service requirements for the Gracemere Industrial Area under the Maturing the Infrastructure Pipeline Program. This work is being progressed in Q3 and Q4. |

| Engineering Services | Ref | Operational Action | Unit | Target | On Track | On Budget | Q2 Status Commentary | Q3 Status Commentary |
|----------------------|---------|---|----------------------|--|----------|-----------|--|--|
| | 4.1.1.1 | Provide timely and accurate responses to requests | Engineering Services | In accordance with unit's customer service standards or adopted service levels | Yes | Yes | Performance against service levels continues to travel well at the moment. | Performance against service levels continues to travel well . |
| | 4.1.1.2 | Provide effective delivery of Council services | Engineering Services | In accordance with unit's customer service standards and service levels | Yes | Yes | Development MCU.ROL completed in 8 days - Target 90% - Actual 98% Development Operational Works completed in 8 days - Target 90% - Actual 100% | Development MCU.ROL completed in 8 days - Target 90% - Actual 100% Development Operational Works completed in 8 days - Target 90% - Actual 100% |
| | 5.2.1.1 | Comply with legislative requirements | Engineering Services | Updates to be presented to Council in sectional monthly reports | Yes | Yes | No legislative reporting requirements in this period. | No legislative reporting requirements in this period. |
| | 5.2.1.4 | Operational risks are monitored and managed in accordance with legislative requirements | Engineering Services | Risk registers are presented to Council on a quarterly basis | Yes | Yes | Risk registers updated as required. | Risk registers updated as required. |
| | 5.2.1.8 | Monitor and review non-compliance of legislative requirements | Engineering Services | Report on legislative non-compliance included in sectional reports presented to Council on a monthly basis | Yes | Yes | There are a number of overdue licence and tickets renewals that have been followed up with relevant staff. Majority of performance appraisals have been completed with follow up happening on remaining. | Overdue licence and tickets renewals are followed up with relevant staff as required. |
| | 5.3.1.1 | Workforce planning is reviewed to ensure that resourcing levels meet business needs in accordance with budget allocations | Engineering Services | Review workforce requirements in accordance with budget schedule | Yes | Yes | Budget development based on current resource levels. Consultant support currently being used to cover vacancies in traffic and transport area. | Budget development based on current resource levels. Consultant support currently being used to cover vacancies in traffic and transport area. |
| | 5.3.2.1 | Continually review operational expenditure | Engineering Services | Identify at least one operational saving per section of responsibility | Yes | Yes | Trialling an AutoCAD iPhone App to access drawings in the field is continuing. | Civil Design unit have been working with GIS unit on more efficient ways to export data out of GIS into an AutoCad format which will ultimately reduce design costs. |
| | 5.4.2.6 | Pursue improved processes through all levels of Council | Engineering Services | Identify at least two improved processes per section of responsibility | Yes | Yes | Design Services have been working with FRW on the use of continuously welded polyethylene pipe which should reduce construction costs. Strategic Infrastructure has worked with TMR on a beneficial drainage outcome for the RNAU project which will also benefit Council. | Development Engineering have produced a Quality Management Plan aimed at improving consistency and efficiency of assessment processes. |

Fitzroy River Water

| Ref | Operational Action | Unit | Target | On Track | On Budget | Q2 Status Commentary | Q3 Status Commentary |
|---------|--|---------------------------------------|---|----------|-----------|--|---|
| 1.1.1.1 | Operate, maintain and repair infrastructure as detailed in the annual maintenance programs | Network Operations | Delivery of the annual operating budget to 95% | Yes | Yes | Activities managed in accordance with adopted budget using budget revision processes if required. Slight increases in contractor expenditure due to minor safety upgrades. | Activities generally tracking well against adopted budget, no significant variations against budget allocations. |
| | | MEG Maintenance | Delivery of the annual operating budget to 95% | Yes | Yes | Activities managed in accordance with adopted budget using budget revision processes if required. Slight increases in contractor expenditure due to minor safety upgrades. | Activities generally tracking well with adopted budget overall. Increased contractor expenditure associated with minor safety upgrade works. Electricity and chemicals expenditure is under budget. |
| 1.1.1.2 | Deliver the annual capital works program | Network Operations | Budget expenditure greater than 95% | Yes | Yes | Capital program delivery is on-track to achieving >95% of budget expenditure with expenditure tracking well to forecast. | Capital program slightly ahead of schedule with ongoing day labour construction activities progressing well. |
| | | Business and Project Services | Budget expenditure greater than 95% | Yes | Yes | Capital program delivery is on-track to achieving >95% of budget expenditure with expenditure slightly beneath forecast but expected to increase in the last two quarters. | Capital program slightly behind schedule but with externally contracted works expenditure expected to increase during the final quarter. |
| 1.1.1.3 | Ensure safe and reliable operation of raw water storages | Treatment and Quality | Compliance with state legislation and national guidelines | Yes | Yes | All activities being completed in accordance with legislative or national guideline requirements. | All activities being completed in accordance with legislative or national guideline requirements. |
| | | Asset Planning & System Configuration | Compliance with state legislation and national guidelines | Yes | Yes | All activities being completed in accordance with legislative or national guideline requirements. | All activities being completed in accordance with legislative or national guideline requirements. |
| 1.1.1.4 | Ensure safe and reliable treatment and supply of drinking water | Treatment and Quality | Compliance with Customer Service Standards, state legislation and national guidelines | Yes | Yes | 100% compliance with Customer Services Standards, State legislation and national guidelines. | 100% compliance with customer services standards, state legislation and national guidelines. |
| | | Asset Planning & System Configuration | Compliance with Customer Service Standards, state legislation and national guidelines | Yes | Yes | 100% compliance with Customer Services Standards, State legislation and national guidelines. | 100% compliance with customer services standards, state legislation and national guidelines. |
| 1.1.1.5 | Ensure safe and reliable transport and treatment of sewage | Treatment and Quality | Compliance with Customer Service Standards, state legislation and national guidelines | Yes | Yes | >99% compliance with Environmental Authority release limits with minor non-compliances were reported for a small number of test results collected from the West Rockhampton and South Rockhampton STPs. The West Rockhampton STP will soon be decommissioned as part of a long-term continuous improvement initiative. | >99% compliance with environmental authority release limits with minor non-compliances reported for a small number of test results collected from the South Rockhampton Sewage Treatment Plants (STP). |
| | | Network Operations | Compliance with Customer Service Standards, state legislation and national guidelines | Watching | Yes | One minor non-compliance with Customer Service Standard (CSS20). State legislation and national guidelines met. | Two minor non-compliances with customer service standards for sewerage services. One odour complaint for Mount Morgan is sufficient to cause non-compliance. One response time target was also missed for customer service standard 20. |

| Ref | Operational Action | Unit | Target | On Track | On Budget | Q2 Status Commentary | Q3 Status Commentary |
|---------|--|---------------------------------------|--|----------|-----------|---|--|
| 1.1.1.6 | Ensure safe and reliable supply of non-potable water | Treatment and Quality | Compliance with state legislation and national guidelines | Yes | Yes | A very high standard of service delivery continues and exceeding all service standards. | A very high standard of service delivery continues with all legislative requirements and national guidelines being met. |
| 1.3.6.1 | Ensure the safe and reliable operation of raw water storages | Treatment and Quality | Compliance with legislative requirements for dam safety management | Yes | Yes | All activities being completed in accordance with legislative or national guideline requirements. Annual inspection of Mount Morgan No. 7 Dam completed and annual review of Emergency Action Plan underway. | All activities being completed in accordance with legislative requirements with review of the Emergency Action Plan for No. 7 Dam nearing completion with pre-approval processes underway. |
| | | MEG Maintenance | Compliance with legislative requirements for dam safety management | Yes | Yes | Planning for 2018 preventative maintenance work underway with activities completed in accordance with legislative or national guideline requirements. | Preventative maintenance activities scheduled for completion in Q4 following the end of the wet season. |
| 2.2.3.1 | Support programs that encourage residents to transition away from social support options | Fitzroy River Water | Consider options in budget planning to support employment programs in 2018/19 | Yes | Yes | Options for the use of apprentices and trainees being pursued and implemented. | Apprentice position in final stages of recruitment and traineeship position now underway. |
| 3.1.2.1 | Promote water wise behaviours and practices | Business and Project Services | Achievement of annual marketing communications plan activities in accordance with agreed timeframes | Yes | Yes | Completion of annual marketing and communications plan activities on-track with National Water Week activities completed successfully. | Completion of annual marketing and communications plan activities on-track with preparation commencing for the representation at the Rockhampton Show. |
| | | Business and Project Services | Provide water rebates for residential water efficient products and process all rebate applications within 10 business days | Yes | Yes | >90% of rebates for residential water efficient products were processed within 10 business days, with a small number of applications requiring further information processed outside of this time period. | >90% of rebates for residential water efficient products were processed within 10 business days, with a small number of applications requiring further information processed outside of this time period. |
| 3.1.5.1 | Minimise nutrient and sediment discharges to local waterways | Treatment and Quality | Demonstrate compliance with Environmental Authority release limits and continuous improvement initiatives | Yes | Yes | >99% compliance with Environmental Authority release limits with minor non-compliances were reported for a small number of test results collected from the West Rockhampton STP. This STP will soon be decommissioned as part of a long-term continuous improvement initiative. | >99% compliance with Environmental Authority release limits with minor non-compliances reported for a small number of test results collected from the South Rockhampton Sewage Treatment Plants (STP). |
| 3.2.1.1 | Develop a renewable energy program for Fitzroy River Water | Treatment and Quality | Program completed by 30 June 2018 | Yes | Yes | Feasibility assessment of solar farm for the Glenmore WTP nearing completion. Renewable energy secured for 10% of large-scale assets through renewal of contestable electricity account. | Final report for feasibility study delayed slightly due to time taken to gather information from electricity retailer. Report due for completion by end of April. Capital budget planning completed for solar farm investment. |
| | | Asset Planning & System Configuration | Program completed by 30 June 2018 | Yes | Yes | Feasibility assessment of solar farm for the Glenmore WTP nearing completion. Renewable energy secured for 10% of large-scale assets through renewal of contestable electricity account. | Final report for feasibility study delayed slightly due to time taken to gather information from electricity retailer. Report due for completion by end of April. Capital budget planning completed for solar farm investment. |

Fitzroy River Water

Fitzroy River Water

| Ref | Operational Action | Unit | Target | On Track | On Budget | Q2 Status Commentary | Q3 Status Commentary |
|---------|---|---------------------|--|----------|-----------|--|--|
| 4.1.1.1 | Provide timely and accurate responses to requests | Fitzroy River Water | In accordance with unit's customer service standards or adopted service levels | Yes | Yes | >95% of Customer Service Standards met during this quarter, with only minor non-compliances for some of the response and rectification time targets for reactive maintenance work. | Overall for Q3 response and rectification time targets were met although two individual response time targets were slightly below the target for customer service standard 7 and customer service standard 20. In each instance these were only slightly below target. |
| 4.1.1.2 | Provide effective delivery of Council services | Fitzroy River Water | In accordance with unit's customer service standards and service levels | Watching | Yes | >90% of Customer Service Standards met during this quarter, with only minor non-compliances for some of the response and rectification time targets for reactive maintenance work. | Six minor non-compliances out of 22 customer service standards, with only minor deviation from performance targets recorded in most cases. Q4 results may lead to overall compliance for full year. |
| 5.2.1.1 | Comply with legislative requirements | Fitzroy River Water | Updates to be presented to Council in sectional monthly reports | Yes | Yes | All activities are being completed in accordance with legislative requirements. Drinking Water Quality Management Plan Annual Report completed and submitted to regulator. No. 7 Dam Emergency Action Plan review underway. | All activities are being completed in accordance with legislative requirements. Review of No. 7 Dam Emergency Action Plan now nearing completion prior to submission. Minor operational non-compliances noted elsewhere in the report. |
| 5.2.1.4 | Operational risks are monitored and managed in accordance with legislative requirements | Fitzroy River Water | Risk registers are presented to Council on a quarterly basis | Yes | Yes | Significant action taken to mitigate risks associated with cybersecurity threats through the SCADA upgrade project. Further risk mitigation work ongoing for environmental compliance with the decommissioning of the West Rockhampton STP expected following completion of a new sewer rising main. The risk register has been updated accordingly. | Significant action taken to mitigate risks associated with cybersecurity threats through the SCADA upgrade project. Further risk mitigation work ongoing for environmental compliance with the decommissioning of the West Rockhampton STP expected following completion of a new sewer rising main. The risk register has been updated accordingly. |
| 5.2.1.8 | Monitor and review non-compliance of legislative requirements | Fitzroy River Water | Report on legislative non-compliance included in sectional reports presented to Council on a monthly basis | Yes | Yes | >99% compliance with all legislative requirements. Written warning received from Department of Environment and Heritage Protection relating to sewer overflow into Moores Creek in June 2017. Shortcomings of old Supervisory Control and Data Acquisition (SCADA) system addressed through recent upgrade project. No further action to be taken by Qld Government. | >99% compliance with all legislative requirements with no material exceptions to report. |
| 5.3.1.1 | Workforce planning is reviewed to ensure that resourcing levels meet business needs in accordance with budget allocations | Fitzroy River Water | Review workforce requirements in accordance with budget schedule | Yes | Yes | Review of resourcing requirements ongoing with recruitment to fill vacancies as required. | Review of resourcing levels undertaken as part of Operational Budget planning for 2018/19 now complete. |
| 5.3.2.1 | Continually review operational expenditure | Fitzroy River Water | Identify at least one operational saving per section of responsibility | Yes | Yes | 15% reduction in pricing for main treatment chemical secured through competitive procurement process. Further reductions in electricity usage being pursued through a focus on energy efficient operations. | Focus on chemical expenditure reduction ongoing with capital upgrades likely to achieve further cost savings. Efforts also continuing with monitoring and optimisation of electricity usage with SCADA on-line power monitoring. |
| 5.4.2.6 | Pursue improved processes through all levels of Council | Fitzroy River Water | Identify at least two improved processes per section of responsibility | Yes | Yes | Report adopted by Council for the establishment of specialist suppliers for key water and sewerage equipment to optimise procurement and minimise delays in receiving important items of equipment. | Fitzroy River Water (FRW) involved in discussions with the contracts team about possible implementation of improved contract terms and conditions for externally contracted works. |

| Program Delivery | Ref | Operational Action | Unit | Target | On Track | On Budget | Q2 Status Commentary | Q3 Status Commentary |
|------------------|---------|--|------------------|---|----------|-----------|--|--|
| | 1.1.1.2 | Deliver the annual capital works program | Program Delivery | Budget expenditure greater than 95% | Yes | Watching | The section is delivering approximately \$42.6M of the capital program. To date \$21M has been actually expended. Which is approximately 50% of the annual budget spent over 6 months. | The section is delivering approximately \$41.6M of the capital program. To date \$24.4M has been actually expended which is approximately 60% of the annual budget spent over 9 months. |
| | 1.1.2.3 | Effective delivery of major infrastructure projects | Program Delivery | Project completed on time and budget | Yes | Watching | All projects currently are running generally within the anticipated delivery timeframes and budgets. | All projects currently are running generally within the anticipated delivery timeframes and budgets. |
| | 1.2.1.7 | Ensure the project steering group governance model is utilised when identifying needs and developing and delivering built infrastructure solutions | Program Delivery | All significant projects to be designed and developed through a project control group/project steering group governance model | Yes | Yes | All current significant projects are being delivered under the PCG/PSC model. | All current significant projects are being delivered under the project control group/project steering group model. |
| | 2.2.3.1 | Support programs that encourage residents to transition away from social support options | Program Delivery | Consider options in budget planning to support employment programs in 2018/19 | Yes | Yes | W4Q projects round 1 now complete, with locals employed. W4Q Round 2 Delivery being planned. Riverbank is a unique Social Infrastructure project. Completion first quarter of 2018. | Work for Queensland Round 2 delivery being planned and delivered. Riverbank project has been completed. Restaurant employing approximately 40 staff, 6 of these full time. Delivery now focused on South Rockhampton Flood Levee (SRFL) and Cultural Precinct Project. |
| | 2.3.1.1 | Investigate and acquire suitable strategic development site for a car park | Program Delivery | Preferred site identified and endorsed by Council by 30 September 2017 | Yes | Yes | Contract entered into for purchase of site subject to Due Diligence (underway) and budget review. Mini-workshop on car parking is scheduled for 20 February 2018. | Wintergarden site has been purchased, site cleaned and design underway for a car park. |
| | 2.3.2.2 | Effectively manage the design development and construction of Cultural Precinct | Program Delivery | Project completed in accordance with allocated budget and timeframes | Yes | Yes | Schematic design package has been finalised. Business Case in final draft. Report to Council to be tabled early new year. | Council have endorsed schematic design for the Cultural Precinct. Business case has been submitted and approved by Arts Queensland. Detailed design development and development approval process are now underway. |
| | 4.1.1.1 | Provide timely and accurate responses to requests | Program Delivery | In accordance with unit's customer service standards or adopted service levels | Yes | Yes | Pathway requests are being completed within 10.68 days on Average for the year to date. | Pathway requests are being completed within 10.56 days on average for the year to date. |

| Program Delivery | Ref | Operational Action | Unit | Target | On Track | On Budget | Q2 Status Commentary | Q3 Status Commentary |
|------------------|---------|---|------------------|--|----------|-----------|---|---|
| | 4.1.1.2 | Provide effective delivery of Council services | Program Delivery | In accordance with unit's customer service standards and service levels | Yes | Yes | The section delivers services to internal clients. Service standards relate to satisfying the brief, project time and cost. | The section delivers services to internal clients. Service standards relate to satisfying the brief, project time and cost. No issues in this reporting period. |
| | 5.2.1.1 | Comply with legislative requirements | Program Delivery | Updates to be presented to Council in sectional monthly reports | Yes | Yes | The section delivers projects in compliance with statutory approvals and relevant project legislation. No issues in this reporting period. | The section delivers projects in compliance with statutory approvals and relevant project legislation. |
| | 5.2.1.4 | Operational risks are monitored and managed in accordance with legislative requirements | Program Delivery | Risk registers are presented to Council on a quarterly basis | Yes | Yes | Project risk registers are compiled and maintained on all projects. Significant projects included in operational risk register. | Project risk registers are compiled and maintained on all projects. Significant projects included in operational risk register. |
| | 5.2.1.8 | Monitor and review non-compliance of legislative requirements | Program Delivery | Report on legislative non-compliance included in sectional reports presented to Council on a monthly basis | Yes | Yes | The section continues to monitor projects for compliance as part of the Risk review process. Currently no non-compliances. | The section continues to monitor projects for compliance as part of the risk review process. Currently no non-compliances. |
| | 5.3.1.1 | Workforce planning is reviewed to ensure that resourcing levels meet business needs in accordance with budget allocations | Program Delivery | Review workforce requirements in accordance with budget schedule | Yes | Yes | Resourcing review carried out for current project work load. New Organisational Structure will provide sufficient resourcing levels. | Resourcing review carried out for current project work load. When funding is secured for the South Rockhampton Flood Levee (SRFL) project, additional resources will be required. |
| | 5.3.2.1 | Continually review operational expenditure | Program Delivery | Identify at least one operational saving per section of responsibility | Yes | Yes | The section is constantly reviewing operational expenditure. Expenditure considered very minimal, with operational costs journalled over to Capital Works budgets as direct project cost. | The section is constantly reviewing operational expenditure. Expenditure considered very minimal, with operational costs journalled over to Capital Works budgets as direct projects. |
| | 5.4.2.6 | Pursue improved processes through all levels of Council | Program Delivery | Identify at least two improved processes per section of responsibility | Watching | Yes | Processes and practices are currently being reviewed. | Processes and practices are currently being reviewed. |

Rockhampton Regional Waste and Recycling

| Ref | Operational Action | Unit | Target | On Track | On Budget | Q2 Status Commentary | Q3 Status Commentary |
|---------|--|-------------------|--|----------|-----------|--|---|
| 1.1.1.1 | Operate, maintain and repair infrastructure as detailed in the annual maintenance programs | Waste & Recycling | Delivery of the annual operating budget to 95% | Watching | Watching | Still working with the Asset Unit and Facilities to establish the required systems to effectively monitor this. Budget review indicates this is currently within targets. | Budget review is ongoing and indicates no issues. |
| 1.1.1.2 | Deliver the annual capital works program | Waste & Recycling | Budget expenditure greater than 95% | Yes | Yes | All projects are on track at present. Some projects are a milestone points or review points which may impact upon their progress. | Budget review is ongoing and indicates no issues. |
| 1.3.5.2 | Develop a plan for the effective safe management of waste during a disaster | Waste & Recycling | Plan developed by 31 December 2017 and adopted by Council by 30 June 2018 | Yes | Yes | Have prepared base document and have a list of all proposed alternative sites (based upon previous events) and are currently combining the documents. Planned to be completed by end of February. | Plan complete and is being reviewed by the Disaster Management Officer. |
| 2.2.3.1 | Support programs that encourage residents to transition away from social support options | Waste & Recycling | Consider options in budget planning to support employment programs in 2018/19 | Watching | Yes | This action has been included in the above. In summary part of the Disaster Management Plan has actions requesting property owners take pre-emptive action in regards to items around their properties. | This action has been included in the Disaster Plan action above. |
| 3.1.6.1 | Develop and deliver an effective educational program to the community promoting kerbside recycling and general resource conservation | Waste & Recycling | Achieve targets in line with the Waste Reduction and Recycling Plan | Watching | Watching | Currently developing a plan to complete this action. | The plan to address this action is still under development. |
| 4.1.1.1 | Provide timely and accurate responses to requests | Waste & Recycling | In accordance with unit's customer service standards or adopted service levels | Yes | Yes | Meeting customer service standards for responses to requests during the reporting period. | Meeting all request standards except in the area of Waste Collection - Servicing of Missed Services. The reasoning for this is still under investigation. |
| 4.1.1.2 | Provide effective delivery of Council services | Waste & Recycling | In accordance with unit's customer service standards and service levels | No | Yes | Customer service requests are being met in the majority of areas with the exception of: - Missed service collection provided within two working days from notification when notification is within one working day of scheduled collection - Collection services will be made available within four working days upon application by owner - Repair or replacement of stolen, removed, damaged, vandalised mobile bins within four working days from notification | Meeting all request standards except in the area of Waste Collection - Servicing of Missed Services. The reasoning for this is still under investigation. |

| Rockhampton Regional Waste and Recycling | Ref | Operational Action | Unit | Target | On Track | On Budget | Q2 Status Commentary | Q3 Status Commentary |
|--|---------|---|-------------------|--|----------|-----------|--|---|
| | 5.2.1.1 | Comply with legislative requirements | Waste & Recycling | Updates to be presented to Council in sectional monthly reports | Yes | Yes | No legislative reporting requirements in this period, however collecting data for future requirements. | No legislative breaches this quarter. |
| | 5.2.1.4 | Operational risks are monitored and managed in accordance with legislative requirements | Waste & Recycling | Risk registers are presented to Council on a quarterly basis | Yes | Yes | Reports submitted to Council in accordance with this Action. | Rockhampton Regional Waste and Recycling (RRWR) elements in the Council risk register are up to date. |
| | 5.2.1.8 | Monitor and review non-compliance of legislative requirements | Waste & Recycling | Report on legislative non-compliance included in sectional reports presented to Council on a monthly basis | Yes | Yes | No legislative breaches this quarter. | No legislative breaches this quarter. |
| | 5.3.1.1 | Workforce planning is reviewed to ensure that resourcing levels meet business needs in accordance with budget allocations | Waste & Recycling | Review workforce requirements in accordance with budget schedule | Watching | Yes | Budgets are being reviewed. | Budget review is ongoing and indicates no issues. |
| | 5.3.2.1 | Continually review operational expenditure | Waste & Recycling | Identify at least one operational saving per section of responsibility | Yes | Yes | One operational saving has been delivered (via use of a tarping system for the coverage of the active landfill face) and a report is going to the Airport Water and Waste Committee on 13 February 2018. | No saving identified this quarter. |
| | 5.4.2.6 | Pursue improved processes through all levels of Council | Waste & Recycling | Identify at least two improved processes per section of responsibility | Watching | Yes | No improvement processes yet found, the search is ongoing. | No improvement processes yet found, the search is ongoing. |

| ADVANCE ROCKHAMPTON | | | | | | | |
|---------------------|--|---------------------------------|--|-----------|-----------|---|---|
| Ref | Operational Action | Unit | Target | On Track | On Budget | Q2 Status Commentary | Q3 Status Commentary |
| 2.1.1.2 | Develop and implement strategies and initiatives to promote and improve Regional tourism opportunities | Advance Rockhampton Directorate | Redevelop My Rockhampton Website to go live by 30 September 2017 | Completed | Yes | The new look and feel for the site has been delivered and approved by both Management and also Council's contracted website developer. Content is currently being re-written with the site to be live by 30 February 2018. | The site is now live and been integrated into the Open Cities format. The site will continue to be monitored and updated by the entire Directorate and website 'heros'. |
| 2.2.3.1 | Support programs that encourage residents to transition away from social support options | Advance Rockhampton Directorate | Consider options in budget planning to support employment programs in 2018/19 | Completed | Yes | Will consider in budget planning processes in accordance with business requirements. | This has been supported throughout the year in our 'Gear Up' programs and business week. The aim is to assist employment and relocation for workers within the region and those incumbent. |
| 2.6.1.3 | Actively engage with the ADF/DOD to maintain current levels of military engagement and exercises and advocate for an increase in exercise activity | Advance Rockhampton Directorate | Update reports presented to Council on a quarterly basis | Yes | Yes | Continue to meet and work with the ADF on a co-operative approach across the Region. Have advocated to the Federal Government for a stand alone 'Defence Terminal' to be located within Rockhampton. | Continue to meet and work with the ADF on a co-operative approach across the region. Have advocated to the Federal Government for a stand alone 'Defence Terminal' to be located within Rockhampton. |
| 2.6.2.2 | Support the delivery of Beef Australia 2018 | Advance Rockhampton Directorate | Completed by 30 May 2018 | Completed | Yes | The Directorate continues to engage with Beef Australia and is working alongside the exhibition on the following projects:- 1. International Trade - The Mayor and Advance Rockhampton will host international delegates to the exhibition, actively promoting our region and creating business to business opportunities. 2. RRC have taken three stands at the exhibition to promote tourism and Council operations. 3. CBD Activation - RRC are working closely with the exhibition to create linkages within the CBD and the exhibition. | The Directorate continues to engage with Beef Australia and is working alongside the exhibition on the following projects:- 1. International Trade - The Mayor and Advance Rockhampton will host international delegates to the exhibition, actively promoting our region and creating business to business opportunities. 2. RRC will boast both a Advance Rockhampton and also a Tourism exhibit at the 2018 event. 3. CBD Activation - RRC will deliver an 'Urban Paddock' to complement the Expo. This will be a great linkage to the CBD and feature music, entertainment and activities. |
| 2.6.2.3 | Undertake a feasibility study of water services in the Region including irrigated small cropping | Advance Rockhampton Directorate | Present findings of the feasibility study to Council by 30 June 2018 | Yes | Yes | Regional Development staff have been working with the Strategic Projects team to further this project, this will also be further developed as part of the Agricultural Feasibility Study. This has progressed further and will be presented to Council. | Regional Development staff have been working with the Strategic Projects team to further this project, this will also be further developed as part of the Agricultural Feasibility Study. This has progressed further and will be presented to Council. |
| 4.1.1.1 | Provide timely and accurate responses to requests | Advance Rockhampton Directorate | In accordance with unit's customer service standards or adopted service levels | Completed | Yes | Advance Rockhampton team continue to ensure that all enquiries are dealt with within a 48 hour time period. We have designated resources to specific generic emails across the Directorate to increase efficiencies. | Advance Rockhampton team continue to ensure that all enquiries are dealt with within a 48 hour time period. We have designated resources to specific generic emails across the Directorate to increase efficiencies. |
| 4.1.1.2 | Provide effective delivery of Council services | Advance Rockhampton Directorate | In accordance with unit's customer service standards and service levels | Completed | Yes | Advance Rockhampton team continue to ensure that all enquiries are dealt with within a 48 hour time period. We have designated resources to specific generic emails across the Directorate to increase efficiencies. | Advance Rockhampton team continue to ensure that all enquiries are dealt with within a 48 hour time period. We have designated resources to specific generic emails across the Directorate to increase efficiencies. |

Advance Rockhampton Directorate

Advance Rockhampton Directorate

| Ref | Operational Action | Unit | Target | On Track Completed | On Budget Yes | Q2 Status Commentary | Q3 Status Commentary |
|---------|---|---|--|-----------------------|------------------|--|---|
| 5.1.1.1 | Review and audit existing organisations and advocacy groups where Council is represented. Identify any groups where inclusion is considered appropriate and report to Council accordingly | Advance Rockhampton Directorate | Review undertaken and report to Council by 31 December 2017 | | | Advance Rockhampton has reviewed current and upcoming advocacy groups and as such has only chosen to take up the business membership of Economic Development Australia. The team continue to attend regional business engagements across the different business sectors and also hold individual memberships to appropriate groups such as SKAL Rockhampton and PIA. | Although this process was completed in Q2 the Directorate as a whole continues this process constantly and is reviewed by the General Manager. |
| 5.1.2.1 | Actively source grant, funding and other business opportunities | Advance Rockhampton Directorate | Update report presented to Council on a monthly basis | Yes | Yes | Proactively secured over \$19 million since 1 July 2017. | Proactively secured over \$20 million since 1 July 2017. |
| 5.2.1.1 | Comply with legislative requirements | Advance Rockhampton Directorate | Updates to be presented to Council in sectional monthly reports | Yes | Yes | This quarter the Directorate complied with all legislative requirements. Reports duly presented in monthly reports to Council. | This quarter the Directorate complied with all legislative requirements. Reports were presented in the monthly reports to Council. |
| 5.2.1.4 | Operational risks are monitored and managed in accordance with legislative requirements | Advance Rockhampton Directorate | Risk registers are presented to Council on a quarterly basis | Yes | Yes | The quarter presented the Directorate with no operational risks as per the risk register. Reports duly presented in monthly reports to Council. | The quarter presented the Directorate with no operational risks as per the risk register. Reports were presented in the monthly reports to Council. |
| 5.2.1.8 | Monitor and review non-compliance of legislative requirements | Advance Rockhampton Directorate | Report on legislative non-compliance included in sectional reports presented to Council on a monthly basis | Yes | Yes | No non-compliances in the reporting period. | No non-compliances in the reporting period. |
| 5.3.1.1 | Workforce planning is reviewed to ensure that resourcing levels meet business needs in accordance with budget allocations | Advance Rockhampton Directorate | Review workforce requirements in accordance with budget schedule | Yes | Yes | Reviewed throughout the quarter with General Manager and have made appropriate changes to the Directorate structure. | Reviewed throughout the quarter with General Manager and have made appropriate changes to the Directorate structure. |
| 5.3.2.1 | Continually review operational expenditure | Regional Development and Aviation Directorate | Identify at least one operational saving per section of responsibility | Yes | Yes | Events - it has been identified that there can be cost savings across the directorate by partnering with current events, local business and implementing sponsorship to off-set the overall expenditure. | River-festival - it was identified that cost savings could be brought to the Directorate by implementing a strong Sponsorship regime. This is to offset additional costs of the festival. |
| 5.4.2.6 | Pursue improved processes through all levels of Council | Regional Development and Aviation Directorate | Identify at least two improved processes per section of responsibility | Yes | Yes | As outlined in the workforce planning update, there have been changes in relation to the resourcing within the Directorate. This has taken out a line of management whereby officers are reporting to the Manager as a team. This process will put more emphasis on working together as a team and ensuring that time management is effective in the workplace. | Administration staff - The Directorate implemented an Administration staff hierarchy whereby they all report to the PA to the General Manager. These efficiencies ensure effective communication to both staff and managers and ensure work is being completed on time and effectively. |

Regional Development and Promotions

| Ref | Operational Action | Unit | Target | On Track | On Budget | Q2 Status Commentary | Q3 Status Commentary |
|---------|---|---------------------------------|---|-----------|-----------|---|--|
| 1.5.2.1 | Implement the Wayfinding Strategy across the Region | Regional Promotions and Tourism | Update reports on implemented staged levels presented to Council on a quarterly basis | Yes | Yes | Second stage of the City signage has been awarded and will roll out throughout the City within the next quarter. Advance Rockhampton continues to work closely with all other Directorates to ensure signage is implemented across the region in line with the strategy. | Stage 2 of City signage has begun. Currently drawing up the tenders for stage 6 and 7 to include both Mt. Archer and the Zoo. |
| 1.5.3.1 | Implement two-way conversation opportunities with the community | Regional Promotions and Tourism | Update reports on facilitating departmental client community engagement strategies and marketing strategies presented to Council on a quarterly basis | Yes | Yes | Departmental marketing strategies ongoing and meeting operational deadlines. | Departmental marketing strategies ongoing and meeting operational deadlines. |
| 1.5.3.3 | Position Council and My Rockhampton website event calendars as the go-to place for the Region | Regional Promotions and Tourism | All Council and key local events listed on website | Yes | Yes | The new website will be rolled out in Q3 and have a high functionality on calendar implementation and use. The calendar will also collaborate with Councils calendar as they will both run on the same format. | The site is now live and has been integrated into the Open Cities format. The site will continue to be monitored and updated by the entire Directorate and website 'heros'. |
| 1.5.3.5 | Implement data collection tactics for direct communication with residents | Regional Promotions and Tourism | Electronic direct mail out messages increase of 10% | Completed | Yes | New databases were implemented in Q1 for Advance Rockhampton. Local business information is consistently updated through data collection and through direct linkages. Databases have increased 16% this financial year. | New databases were implemented in Q1 for Advance Rockhampton. Local business information is consistently updated through data collection and through direct linkages. Databases have increased 16% this financial year. |
| 1.5.3.6 | Implement and deliver the My Rockhampton magazine and associated platforms | Regional Promotions and Tourism | Three magazines designed and distributed per annum | Yes | Yes | My Rockhampton continues to be delivered on time and to a high standard across the region. Magazines continue to promote local business, local events and local initiatives. | My Rockhampton continues to be delivered on time and to a high standard across the region. Magazines continue to promote local business, local events and local initiatives. |
| 1.6.1.1 | Inclusiveness in key projects and events | Regional Promotions and Tourism | Report on programs undertaken and present to Council on a quarterly basis | Yes | Yes | Reporting continues to be carried out during the second Council meeting of each month outlining current projects and status quo. The report continues to highlight our top five priorities for the period and now includes marketing and events. | Reporting continues to be carried out during the second Council meeting of each month outlining current projects and status quo. The report continues to highlight our top five priorities for the period and now includes marketing and events. |
| 1.6.3.2 | Deliver and support major Regional events | Regional Promotions and Tourism | Deliver the Rockhampton River Festival with a 10% increase in attendance numbers from 2016, drawing a 5% increased number of out of Region visitors | Completed | Yes | The planning stages for Riverfestival are well underway for 2018. Main acts have been secured and the Arts Program has been completed. A full presentation will be made to the Mayor in the month of February 2018 for approval and delivery to the Council table. | River-festival was launched and the program of events delivered in Q3. A comprehensive marketing strategy will now be rolled out to attract local, intra and interstate visitors. |
| | | Regional Promotions and Tourism | Deliver Wholly Cow Month with a 10% increase in attendance numbers from 2017, drawing a 5% increased number of out of Region visitors | Watching | Yes | As this is a Beef year Wholly Cow month will not be delivered, however, Advance Rockhampton is working with Beef Australia to deliver a City Engagement across the week of the Exhibition within the CBD. This event will showcase both Beef Australia 2018, the CBD and Riverbank projects whilst creating and breakout zone from the Exhibition confines. | As per Q2 we will not be delivering this event this year. In substitute the Directorate will be rolling out several initiatives to complement the Expo including our 'Urban Paddock' and entertainment line-up. |

Regional Development and Promotions

| Ref | Operational Action | Unit | Target | On Track | On Budget | Q2 Status Commentary | Q3 Status Commentary |
|---------|--|---------------------------------|---|-----------|-----------|--|---|
| 1.6.3.3 | Encourage and facilitate community capacity to deliver a large variety of events | Regional Promotions and Tourism | Develop an Event How to Guide, which incorporates venue hire information, by 31 December 2017 | Completed | Yes | Due for completion 28 February 2018 will be rolled out on the new website and through local stakeholder groups. | Has been delivered and is uploaded on the new website. |
| | | Regional Promotions and Tourism | Conduct two information sessions for the public on organising and running events, one in 2017 and the other in first half of 2018 | Yes | Yes | Currently being undertaken by event staff, looking at one video lecture and one stand-alone class. | Now that the event guide has been completed this can be carried out. |
| | | Regional Promotions and Tourism | Review current approval requirements/processes and implement improvements by 31 December 2017 | Completed | Yes | As per Q1 - new system is working throughout the organisation. | As per Q1 - new system is working throughout the organisation. |
| 1.6.4.4 | Develop and implement a strong arts program as part of the Rockhampton River Festival | Regional Promotions and Tourism | Ensure art developed as part of the Rockhampton River Festival is designed to be long lasting and integrated as public art in line with Council policy and procedures | Completed | Yes | In collaboration with the Art Gallery, each year an art installation with be procured and permanently installed throughout the Region. | In collaboration with the Art Gallery, each year an art installation with be procured and permanently installed throughout the region. |
| | | Regional Promotions and Tourism | Three arts programs incorporated into the annual River Festival | Completed | Yes | Art program for the 2018 Riverfestival has been completed and will be submitted with the holistic 2018 Riverfestival brief. | Art program for the 2018 River-festival has been completed and launched in Q3 with a full program of events. |
| 1.6.5.1 | Implement key local resident stories and achievements into Council publications and platforms | Regional Promotions and Tourism | My Rockhampton magazines incorporate profiles including Who's New in the Zoo, Why Rockhampton, Who to Follow, What are they doing now? | Completed | Yes | My Rockhampton magazine has continued its strong regional focus as per Q1. The upcoming edition will have a strong emphasis on Beef Australia 2018 and local stories. | My Rockhampton magazine has continued its strong regional focus as per Q1. The upcoming edition will have a strong emphasis on Beef Australia 2018 and local stories. |
| 2.1.1.1 | Engage with stakeholders to develop and implement a Destination Management Plan for the Rockhampton Region | Regional Promotions and Tourism | Finalise development of the Destination Management Plan by 30 September 2017 | Yes | Yes | Advance Rockhampton has engaged Tourism professionals to undertake the Destination Management plan and action sheet to be submitted to Council by 30 February 2017 and a final draft by 30 March 2017. | The Tourism Action Plan is in its final stage of design and should be delivered in Q4. |
| | | Regional Promotions and Tourism | Implement Destination Management Plan in accordance with timeframes detailed in the Plan | Yes | Yes | Advance Rockhampton has engaged Tourism professionals to undertake the Destination Management plan and action sheet to be submitted to Council by 30 February 2017 and a final draft by 30 March 2017. | The Tourism Action Plan is in its final stage of design and should be delivered in Q4. |

Regional Development and Promotions

| Ref | Operational Action | Unit | Target | On Track | On Budget | Q2 Status Commentary | Q3 Status Commentary |
|---------|--|-------------------------------------|--|-----------|-----------|---|---|
| 2.1.1.2 | Develop and implement strategies and initiatives to promote and improve Regional tourism opportunities | Regional Promotions and Tourism | Scope work to be conducted to develop a holistic Regional tourism attraction with results being endorsed by Council by 31 March 2018 | Yes | Yes | Currently being undertaken by Tourism staff with a projected completion date of 31 March 2018. This will be further developed once the Destination Management Plan is completed and adopted by Council. | Tourism Action Plan is currently in its final stages of design and will be presented to Council. |
| | | Regional Promotions and Tourism | Develop a new tourism product 'History Tour of Rockhampton' by 31 March 2018 | Yes | Yes | History tours are again set to begin within the region as a 'new and improved' tourism product, however, actions and collaborations for this are waiting on the DMP. | Foundation work is being carried out to enable the History Tours to be implemented with a roll out expected within Q4. |
| | | Regional Promotions and Tourism | Redevelop My Rockhampton Website to go live by 30 September 2017 | Completed | Yes | The new website will be rolled out in Q3 and have a high functionality on calendar implementation and use. The calendar will also collaborate with Councils calendar as they will both run on the same format. | Website is live and constantly being updated and monitored by the Directorate. |
| | | Regional Promotions and Tourism | Review current regional branding and present findings to Council by 30 September 2017 | Yes | Yes | Branding workshops have taken place and first draft had been provided to Advance Rockhampton. There are some minor changes and will be presented to the Council table within Q2. | Brand Strategy is currently in its final design stages and will be presented to Management. |
| | | Regional Promotions and Tourism | Review and implement a regional visitor app by 31 December 2017 | Yes | Yes | The App is currently waiting for the implementation of the new Advance Rockhampton website to roll-out as the look and feel of this site will be incorporated into the App. Once the roll-out occurs the new app will be outsourced and delivered by Q3. | The APP is currently undergoing a new look and feel in time for Beef Australia 2018. Once Beef has passed a new framework will be undertaken to include regional Beacons. |
| 2.1.2.1 | Undertake a feasibility study for the development of a multipurpose sport and entertainment precinct | Regional Promotions and Tourism | Study to be finalised and endorsed by Council by 30 June 2018 | Yes | Yes | Stage 2 is currently being undertaken and be presented to Council by 30 March 2018. This will then form a document to present to higher bodies in relation to funding support. | Documents have been finalised and presented to Council and Local Members for consideration. |
| 2.1.2.2 | Deliver or support the staging of national, state, regional and local sporting events | Regional Promotions and Tourism | Develop a Capabilities Statement by 31 December 2017 which includes incentives for events linked to the Commonwealth Games | Yes | Yes | Currently being undertaken by Senior Economic Development staff members. | Currently being undertaken by Senior Economic Development staff members. |
| 2.1.3.1 | Review current multilayered marketing plans for Advance, Explore and Live Rockhampton | Regional Development and Promotions | Implement marketing plans by 30 June 2018 | Yes | Yes | Constant updating of marketing plans across the three levels of Economic Development branding. The second half of the financial year will see the team develop in depth advertising plans for the region once the Destination Management Plan has been carried out and implemented. | Constant updating of marketing plans across the three levels of Economic Development branding. The second half of the financial year will see the team develop in depth advertising plans for the region once the Destination Management Plan has been carried out and implemented. |

| Ref | Operational Action | Unit | Target | On Track | On Budget | Q2 Status Commentary | Q3 Status Commentary |
|---------|--|-------------------------------------|--|-----------|-----------|---|--|
| 2.2.1.1 | Work with key industry stakeholders to develop investment profile opportunities for national and international investors | Regional Development and Promotions | Industry stakeholder engagement and opportunities as per the Economic Development Action Plan update reports presented to Council on a quarterly basis | Yes | Yes | Holistic team view incorporating all levels of appropriate stakeholders. Work with key stakeholders is carried out through the year and across many platforms including one on one, Mayoral forums, Advance Rockhampton newsletters / updates, business forums and networking lunches. Senior Industry Officers continue to be in attendance and collaborate with stakeholders across the region including Local Content Leaders Networks, Bowen Basic Mining Club and EDA. | Holistic team view incorporating all levels of appropriate stakeholders. Work with key stakeholders is carried out through the year and across many platforms including one on one, Mayoral forums, Advance Rockhampton newsletters / updates, business forums and networking lunches. Senior Industry Officers continue to be in attendance and collaborate with stakeholders across the region including Local Content Leaders Networks, Bowen Basic Mining Club and Economic Development Australia (EDA). |
| | | | | Completed | Yes | International education focused delegation delivered include: 1. Ibusuki collaboration with a local school; 2. Korean Jockey Students; 3. Inbound Certificate IV Meat Processing Students - Korea | This was delivered in Q2; however, in addition to this the Study Rockhampton program will be launched in Q4. |
| | | | | Completed | Yes | Submission lodged with the State Government for the tailored process - Major Amendment to RRPS under the Planning Act 2016 to be approved. The lodgement of the major amendment to the State government is on track; however there is a lot of work still required. | Submission lodged with the State Government for the tailored process - Major Amendment to (Rockhampton Region Planning Scheme) RRPS under the Planning Act 2016 to be approved. The lodgement of the major amendment to the State government is on track; however there is a lot of work still required. |
| | | | | Yes | Watching | Feasibility Study will start in February and be completed by March 2018 in conjunction with a familiarisation tour of the region. | Feasibility Study draft has been presented to Council Officers and Management for review and feedback. It is anticipated this will be completed in six (6) weeks' time. |
| | | | | Completed | Yes | Continuation of the Certificate IV Business for Rockhampton Region businesses for an additional six months. | Continuation of the Certificate IV Business for Rockhampton Region businesses for an additional six months. |
| 2.2.2.2 | Support community training programs/education workshops held in the Region | Regional Development and Promotions | Finalise Industry Capability Network (ICN) training and business development courses and annual schedule by 30 September 2017 | Completed | Yes | Continuation of the Certificate IV Business for Rockhampton Region businesses for an additional six months. | Continuation of the Certificate IV Business for Rockhampton Region businesses for an additional six months. |

Regional Development and Promotions

Regional Development and Promotions

| Ref | Operational Action | Unit | Target | On Track | On Budget | Q2 Status Commentary | Q3 Status Commentary |
|---------|--|-------------------------------------|--|-----------|-----------|--|---|
| 2.2.3.1 | Support programs that encourage residents to transition away from social support options | Regional Development and Promotions | Consider options in budget planning to support employment programs in 2018/19 | Completed | Yes | Job readiness expo was delivered in late 2018. Over 1000 attendees with direct employment and training opportunities delivered on the day. This will be additionally advanced with our Live Rockhampton program which will roll out in conjunction with the new website. | Job readiness expo was delivered in late 2017. Over 1000 attendees with direct employment and training opportunities were delivered on the day. This will be additionally advanced with our Live Rockhampton program which will roll out in conjunction with the new website. |
| | | Regional Development and Promotions | Finalise the National Disability Insurance Scheme (NDIS) Strategy by 31 March 2018 | Yes | Yes | Senior Economic Development staff are currently undertaking with an anticipated finalisation date of the 31 March 2018. | The National Disability Insurance Scheme (NDIS) Strategy is in the final stage of design and will be presented to Council within the next six (6) weeks. |
| 2.4.2.1 | Encourage further development of industrial estates to support future growth of a wide range of industries both within and outside of the Region | Regional Development and Promotions | Update reports on industrial areas within the Rockhampton Region and present to Council on a quarterly basis | Watching | Yes | Overview currently being undertaken by Senior Economic Development staff. | Overview currently being undertaken by Senior Economic Development staff. |
| 2.5.1.1 | Deliver Newsmodo campaign 'Rockhampton is Open for Business' | Regional Promotions and Tourism | Council to adopt report by 31 October 2017 and recommendations implemented in accordance with the report | Completed | Yes | As per Q1 this is continuously being delivered in-house by the marketing team. This will be further developed with the additional resourcing in the Tourism sector. | Continues to be delivered by in-house staff. The implementation of our newsletter in addition to the new website is proving to be more beneficial than the Newsmodo program. |
| 2.5.1.2 | Deliver Advance Rockhampton forums | Regional Development and Promotions | Deliver at least four sessions | Completed | Yes | In addition to Q1: 1. Jobs Readiness Expo 2. Export Seminar 3. TIQ Educational and Regional Seminar | Has been delivered and plans for next financial year are currently being undertaken by Senior Economic Development staff. |
| 2.5.2.1 | Expand engagement with Asian market for business development opportunities | Regional Development and Promotions | Deliver one inbound delegation from Asia and one outbound Council delegation to Asia per annum | Completed | Yes | In addition to the results in Q1 Advance Rockhampton are set to host an additional 3 delegations from the Asia region within Q2. | In addition, in the following Quarters, Advance Rockhampton will be hosting several delegations over the Beef 2018 period, including a Mayors Breakfast, Regional Tours and investment briefings. |

Regional Development and Promotions

| Ref | Operational Action | Unit | Target | On Track | On Budget | Q2 Status Commentary | Q3 Status Commentary |
|---------|--|-------------------------------------|--|-----------|-----------|--|--|
| 2.5.4.1 | Provide a mechanism through the My Rockhampton to promote local businesses | Regional Development and Promotions | Include in website consolidation by 30 September 2017 | Completed | Yes | The new website look and feel has been approved and set to be rolled out in the next six weeks. Content is currently being updated to be integrated into the new site. | The site is now live and been integrated into the Open Cities format. The site will continue to be monitored and updated by the entire Directorate and website 'heros'. |
| | | Regional Promotions and Tourism | Include in website consolidation by 30 September 2017 | Completed | Yes | The new website look and feel has been approved and set to be rolled out in the next six weeks. Content is currently being updated to be integrated into the new site. | The site is now live and been integrated into the Open Cities format. The site will continue to be monitored and updated by the entire Directorate and website 'heros'. |
| 2.5.4.2 | Support local business to build capacity and encourage growth | Regional Development and Promotions | Complete Local Supply Chain Analysis by 30 June 2018 | Watching | Yes | Being undertaken by Senior Economic Development staff with due date of 30 June 2018 for completion. | Being undertaken by Senior Economic Development staff with due date of 30 June 2018 for completion. |
| 2.5.5.3 | Deliver capacity building workshops and small business/entrepreneurial training through key stakeholders | Regional Development and Promotions | Deliver four workshops and training courses per year | Completed | Yes | This was completed in Q1, however the programs under the Gear Up Rocky campaign will be continuing into Q2. | This was completed in Q1, however the programs under the Gear Up Rocky campaign will be continuing into Q2. |
| 2.6.1.2 | Explore further commercial opportunities by building Rockhampton's role and capacity as a logistics and forward deployment base | Regional Development and Promotions | Update reports to be presented to Council on a quarterly basis | Completed | Yes | This is consistently being undertaken by Senior Economic Development staff. In addition to the results in Q1 we have been working with local industry providers to increase capacity. | This is consistently being undertaken by Senior Economic Development staff. In addition to the results in Q1 we have been working with local industry providers to increase capacity. |
| 2.6.1.3 | Actively engage with the ADF/DOD to maintain current levels of military engagement and exercises and advocate for an increase in exercise activity | Regional Development and Promotions | Update reports to be presented to Council on a quarterly basis | Yes | Yes | Continue to meet and work with the ADF on a co-operative approach across the Region. Have advocated to the Federal Government for a stand alone 'Defence Terminal' to be located within Rockhampton. | Advance Rockhampton staff continue to meet and build relationships in this area. Currently we are working to ensure that the region benefits from developments at Shoalwater Bay and increase the capacity of supply in Rockhampton. |

Regional Development and Promotions

| Ref | Operational Action | Unit | Target | On Track | On Budget | Q2 Status Commentary | Q3 Status Commentary |
|---------|--|-------------------------------------|--|----------|-----------|---|---|
| | | | | Yes | Yes | | |
| 2.6.2.2 | Support the delivery of Beef Australia 2018 | Regional Development and Promotions | Completed by 30 May 2018 | | | The Directorate continues to engage with Beef Australia and is working alongside the exhibition on the following projects:- 1. International Trade - The Mayor and Advance Rockhampton will host international delegates to the exhibition, actively promoting our region and creating business to business opportunities. 2. RRC have taken three stands at the exhibition to promote tourism and Council operations. 3. CBD Activation - RRC are working closely with the exhibition to create linkages within the CBD and the exhibition. | The Directorate continues to engage with Beef Australia and is working alongside the exhibition on the following projects:- 1. International Trade - The Mayor and Advance Rockhampton will host international delegates to the exhibition, actively promoting our region and creating business to business opportunities. 2. RRC will boast both an Advance Rockhampton and a tourism exhibit at the 2018 event. 3. CBD Activation - RRC will deliver an 'Urban Paddock' to complement the Expo. This will be a great linkage to the CBD and feature music, entertainment and activities. |
| 2.6.2.3 | Undertake a feasibility study of water services in the Region including irrigated small cropping | Regional Development and Promotions | Present findings of the feasibility study to Council by 30 June 2018 | Yes | Yes | Regional Development staff have been working with the Strategic Projects team to further this project, this will also be further developed as part of the Agricultural Feasibility Study. This has progressed further and will be presented to Council. | Regional Development staff have been working with the Strategic Projects team to further this project. This will be further developed as part of the Agricultural Feasibility Study and will be presented to Council. |
| 2.6.3.1 | Maximise opportunities from the Adani Carmichael mining project | Regional Development and Promotions | Regular updates provided to Council with a formal report presented to Council on a quarterly basis | Yes | Yes | Constant updates provided to Council during monthly reporting process including specific Gear Up Rockhampton campaigns, relocation attraction is currently within the current website, however, will have a stronger presence with the new website rollout. | Advance Rockhampton Staff and General Manager continue to strengthen the relationship with Adani and the Carmichael Mining Project. Development of the workforce strategy for the region is underway. |
| 2.6.3.2 | Engage with the Resource Sector to identify and implement opportunities for the Region | Regional Development and Promotions | Report to Council on opportunities on a quarterly basis | Watching | Yes | Have been working closely with Carbine Resources and the Mt Morgan project to enhance employment within the region. Continuous and consistent engagement across the sector is carried out by Senior Economic Development staff and attendance at key stakeholder engagement such as the Queensland Resourcing lunches and events. | The Directorate is working on enhancing relocation and region marketing to assist incoming workers to the region, and continues to meet with key stakeholders in the mining sector. |
| 3.2.3.1 | Industry engagement and the provision of support for new energy generation options | Regional Development and Promotions | Update reports presented to Council on a quarterly basis | Watching | Yes | Currently not being undertaken by Economic Development staff and to be reported on during the next quarter. | Currently not a priority of the Directorate and will be looked at within the Operational Plan for 2018/19. |
| 4.1.1.1 | Provide timely and accurate responses to requests | Regional Development and Promotions | In accordance with unit's customer service standards or adopted service levels | Yes | Yes | Advance Rockhampton team continue to ensure that all enquiries are dealt with within a 48 hour time period. We have designated resources to specific generic emails across the Directorate to increase efficiencies. | Advance Rockhampton team continue to ensure that all enquiries are dealt with within a 48 hour time period. We have designated resources to specific generic emails across the Directorate to increase efficiencies. |
| 4.1.1.2 | Provide effective delivery of Council services | Regional Development and Promotions | In accordance with unit's customer service standards and service levels | Yes | Yes | Advance Rockhampton team continue to ensure that all enquiries are dealt with within a 48 hour time period. We have designated resources to specific generic emails across the Directorate to increase efficiencies. | Advance Rockhampton team continue to ensure that all enquiries are dealt with within a 48 hour time period. We have designated resources to specific generic emails across the Directorate to increase efficiencies. |

Regional Development and Promotions

| Ref | Operational Action | Unit | Target | On Track | On Budget | Q2 Status Commentary | Q3 Status Commentary |
|---------|---|-------------------------------------|--|----------|-----------|---|--|
| 4.4.1.1 | Update the Economic Development Action Plan to include engagement initiatives with this sector | Regional Development and Promotions | Economic Development Action Plan updated by 30 June 2018 | Watching | Yes | Being carried out throughout Directorate and will be incorporated into Advance Rockhampton Committee which is planned for the 29 January 2018. | A number of engagement programs across all sectors continue and are updated via the Advance Rockhampton committee report |
| 5.2.1.1 | Comply with legislative requirements | Regional Development and Promotions | Updates to be presented to Council in sectional monthly reports | Yes | Yes | This quarter the Directorate complied with all legislative requirements. Reports duly presented in monthly reports to Council. | This quarter the Directorate complied with all legislative requirements. Reports were presented in the monthly reports to Council. |
| 5.2.1.4 | Operational risks are monitored and managed in accordance with legislative requirements | Regional Development and Promotions | Risk registers are presented to Council on a quarterly basis | Yes | Yes | The quarter presented the Directorate with no operational risks as per the risk register. Reports duly presented in monthly reports to Council. | The quarter presented the Directorate with no operational risks as per the risk register. Reports were presented in monthly reports to Council. |
| 5.2.1.8 | Monitor and review non-compliance of legislative requirements | Regional Development and Promotions | Report on legislative non-compliance included in sectional reports presented to Council on a monthly basis | Yes | Yes | No non-compliances in the reporting period. | No non-compliances in the reporting period. |
| 5.3.1.1 | Workforce planning is reviewed to ensure that resourcing levels meet business needs in accordance with budget allocations | Regional Development and Promotions | Review workforce requirements in accordance with budget schedule | Yes | Yes | Reviewed throughout the quarter with General Manager and have made appropriate changes to the Directorate structure. | Reviewed throughout the quarter with the General Manager and have made appropriate changes to the Directorate structure and advised leadership team on structure, moving forward into the new financial year. |
| 5.3.2.1 | Continually review operational expenditure | Regional Development and Promotions | Identify at least one operational saving per section of responsibility | Yes | Yes | Events - it has been identified that there can be cost savings across the directorate by partnering with current events, local business and implementing sponsorship to off-set the overall expenditure. | River-festival - it was identified that cost savings could be brought to the Directorate by implementing a strong Sponsorship regime. This is to offset additional costs of the festival. |
| 5.4.2.6 | Pursue improved processes through all levels of Council | Regional Development and Promotions | Identify at least two improved processes per section of responsibility | Yes | Yes | As outlined in the workforce planning update, there have been changes in relation to the resourcing within the Directorate. This has taken out a line of management whereby officers are reporting to the Manager as a team. This process will put more emphasis on working together as a team and ensuring that time management is effective in the workplace. | The Directorate implemented an Administration staff hierarchy whereby they all report to the PA to the General Manager. This enables effective communication to both staff and managers to ensure work is being completed on time and effectively. |

Strategic Planning

| Ref | Operational Action | Unit | Target | On Track | On Budget | Q2 Status Commentary | Q3 Status Commentary |
|---------|--|--------------------|---|-----------|-----------|--|--|
| 1.4.2.2 | Ensure the CBD Redevelopment Framework includes opportunities for pedestrians and cyclists | Strategic Planning | Complete and lodge the major amendment to the Rockhampton Region Planning Scheme by 31 March 2018 | Yes | Yes | Submission lodged with the State Government for the tailored process - Major Amendment to RRPS under the Planning Act 2016 to be approved. The lodgement of the major amendment to the State government is on track, however there is a lot of work still required to meet this timeframe. It is expected that all content will be completed, along with an external review undertaken. Further policy direction may be required in relation to the creek catchment overlay mapping. | The Rockhampton Region Planning Scheme was not submitted to the State Government on 31 March 2018. Further work is required in relation to the creek catchment overlay mapping to define overland flow paths. This work is being undertaken by Strategic Infrastructure. It is expected that the work will be completed in May. In addition, work is continuing on refinement of provisions within the planning scheme resulting from the external consultant review undertaken in February and March. |
| | | Strategic Planning | Achievements of actions within the CBD Redevelopment Framework | Yes | Yes | Catalyst projects are being supported by Strategic Planning and the Centres Activation Coordinator. Work is continuing on the key catalyst projects as outlined in the CBD Redevelopment Framework. Further place making activities have been scheduled over the coming months. Currently all with the exception of 2 catalyst projects are underway (brand Rockhampton, and the cultural, arts experience is yet to commence), however a program outline is being developed for the Brand Rockhampton task. | Catalyst projects are being supported by Strategic Planning and the Centres Activation Coordinator. The process for branding Rockhampton City Centre is currently underway. |
| 2.2.3.1 | Support programs that encourage residents to transition away from social support options | Strategic Planning | Consider options in budget planning to support employment programs in 2018/19 | Yes | Yes | Where possible strategic planning will support the employment and development of skills for local residents. Importantly, many positions are specialised and therefore the achievement of this action may not always be possible. Translation from development assessment to strategic planning, has potential for career and skills development. | Strategic planning will support the employment and development of skills for local residents. Many positions are specialised and therefore the achievement of this action may not always be possible. Transition from development assessment to strategic planning has the potential for career and skills development, which is being investigated. |
| 2.3.1.2 | Provide incentives and strategies to support economic activity and business confidence within the CBD | Strategic Planning | CBD Redevelopment Framework endorsed by Council by 31 July 2017 | Completed | Yes | Action completed on 11 July 2017. Adoption of both the CBD Redevelopment Framework and the CBD Streetscape Design Manual. | Action completed on 11 July 2017. Adoption of both the CBD Redevelopment Framework and the CBD Streetscape Design Manual. |
| | | Strategic Planning | Develop a Place Making Strategy and Laneway Activation Plan for the CBD by 31 December 2017 | No | Yes | The process for undertaking this study has not commenced, and the timing to meet the 31 December 2017 has not been achieved. A portion of the budget has been allocated towards the Mount Morgan Façade Improvement Scheme. This project will therefore be delayed due to a reallocation of priorities. | This study will not commence this financial year. A portion of the budget has been allocated towards the Mount Morgan Façade Improvement Scheme. This project has therefore been delayed due to a reallocation of priorities. |
| 2.3.3.1 | Develop incentives and strategies to support economic activity and business confidence in centres outside of the CBD | Strategic Planning | Develop a Regional Centre Place Making Strategy by 31 December 2017 | No | No | No budget line item has been allocated to this study. The process for undertaking this study has not commenced due to resourcing constraints, and the timing to meet the 31 December 2017, therefore was not achieved. A project of this scale and type would need at least 9-12 months for completion and not 6 months as identified within the operational plan. | This study has not commenced, and will not be undertaken this financial year. This project has been delayed due to a reallocation of priorities. |

Strategic Planning

| Ref | Operational Action | Unit | Target | On Track | On Budget | Q2 Status Commentary | Q3 Status Commentary |
|---------|---|--------------------|---|----------|-----------|---|--|
| 2.6.2.1 | Ensure statutory land use instruments protect good agricultural land and do not unnecessarily constrain development | Strategic Planning | Review rural land use provisions as part of the Rockhampton Region Planning Scheme Major Amendment by 31 March 2018 | Yes | Yes | As part of the major amendment, which has now commenced, a review is currently underway in relation to the Agricultural Land Classification. Any necessary changes will be incorporated into the major amendment to the RRPS. | Updated mapping from the state government regarding Agricultural Land Classification has been incorporated into the Rockhampton Region Planning Scheme (RRPS) major amendment. The current provisions under the planning scheme allow for a variety of rural activities on rural land. |
| 3.1.1.1 | Ensure the Planning Scheme protects and enhances places of value | Strategic Planning | Review state mapping changes and SPARC review outcomes as part of the Rockhampton Region Planning Scheme Major Amendment by 31 March 2018 | Yes | Yes | The assessment of State Planning mapping changes is currently underway. Once the SPARC study is adopted by Council, the key strategic outcomes can be incorporated into the strategic framework of the planning scheme. Note some broad policy outcomes from the draft SPARC study have already been incorporated into the strategic framework of the planning scheme. | Pending the timing and adoption of the SPARC Study, relevant outcomes are to be incorporated into the Rockhampton Region Planning Scheme (RRPS) major amendment. Current draft strategic outcomes have already been considered within the major amendment. |
| 3.2.2.1 | Ensure the planning scheme supports the development of major renewable energy projects at suitable locations | Strategic Planning | Review renewable energy provision as part of the Rockhampton Region Planning Scheme Major Amendment by 31 March 2018 | Yes | Yes | As part of the major amendment, which has now commenced, a review will be undertaken of provisions related to renewable energy in early 2018. The review will be a desktop review only, there is insufficient budget and staff resource allocation to undertake a detailed review of this action. | A review has been undertaken on the current provisions. The planning scheme supports renewable energy, particularly throughout the rural areas. |
| 3.2.2.2 | Ensure the planning scheme responds properly to State Planning Policy or climate change advice and best science | Strategic Planning | Review updated advice, science and state planning policy on climate change adaptation and response as part of the Rockhampton Region Planning Scheme Major Amendment by 31 March 2018 | Yes | Yes | The major amendment has commenced. An assessment is currently underway against the policy provisions of the State Planning Policy and climate change principles. The review will be a desktop review only, there is insufficient budget and staff resource allocation to undertake a detailed review of this action. It is expected that this task will be completed within the required timeframe. | The planning scheme reflects the natural hazards and climate change study that was undertaken in 2010. Further review will be undertaken upon the conclusion of work being developed by the Environmental Sustainability section of Council. |
| 4.1.1.1 | Provide timely and accurate responses to requests | Strategic Planning | In accordance with unit's customer service standards or adopted service levels | Yes | Yes | Strategic planning over the quarter has provided a timely and accurate response to relevant requests. Within all customer service reports produced, strategic planning enquiries have been undertaken within the appropriate time period. | Strategic planning over the quarter has provided a timely and accurate response to relevant requests. Within all customer service reports produced, strategic planning enquiries have been undertaken within the appropriate time period. |

| Ref | Operational Action | Unit | Target | On Track | On Budget | Q2 Status Commentary | Q3 Status Commentary |
|---------|---|--------------------|---|----------|-----------|---|---|
| | | | | Yes | Yes | | |
| 4.1.1.2 | Provide effective delivery of Council services | Strategic Planning | In accordance with unit's customer service standards and service levels | | | Strategic planning over the quarter has provided the effective delivery of Council services, this includes all enquires being responded to within 1-2 days. In addition, the team are working with CBD businesses to ensure the effective delivery of programs such as the facade improvement scheme and outdoor dining platform pilot program. In relation to working across internal departments within Council, to ensure actions such as the major amendment to the planning scheme is met, the team work closely with other departments. | Strategic planning over the quarter has provided the effective delivery of Council services, this includes all external enquires being responded to within 1-2 days. Internal enquiries have also been dealt within appropriate timeframes. |
| | | | | Yes | Yes | | |
| 4.4.2.1 | Ensure statutory land use instruments achieve policy objectives | Strategic Planning | Commence implementation of CBD Redevelopment Framework after endorsement 31 July 2017 | | | Work is continuing on the key catalyst projects as outlined in the CBD Redevelopment Framework. Further place making activities have been scheduled over the coming months. The appointment of the centres activation coordinator, will also lead the implementation of the CBD Redevelopment Framework. Currently all with the exception of 2 catalyst projects are underway (Brand Rockhampton, and the cultural, arts experience is yet to commence). A process, however is being developed for the Brand Rockhampton project. | Work is continuing on the key catalyst projects as outlined in the CBD Redevelopment Framework, currently underway (Brand Rockhampton, and the cultural and arts experience is yet to commence). A process, however is being developed for the Brand Rockhampton project. |
| | | | | Yes | Yes | | |
| 4.4.3.1 | Ensure statutory land use instruments achieve policy objectives | Strategic Planning | Support Economic Development Queensland in completing the Inner City Living project by 30 June 2018 | | | Strategic Planning is working with Regional Services who are project manager for Council on this project. Negotiations are still underway regarding the proposal for the site. The timing of this project will primarily be led by Economic Development Queensland. | Strategic Planning is working with Regional Services who are the project manager for Council on this project. Negotiations are still underway regarding the proposal for the site. The timing of this project will primarily be led by Economic Development Queensland. |
| | | | | Yes | Yes | | |
| 4.4.4.1 | Ensure statutory land use instruments achieve policy objectives | Strategic Planning | Review ground floor provisions for commercial/retail development in the CBD Quay Street Precinct as part of the Rockhampton Region Planning Scheme major amendment by 31 March 2018 | | | The major amendment has now commenced. Provisions have been included related to ground floor commercial / office development in the Quay Street precinct (along Quay Lane). | These provisions have been incorporated into the major amendment. |
| | | | | Yes | Yes | | |
| 5.2.1.1 | Comply with legislative requirements | Strategic Planning | Updates to be presented to Council in sectional monthly reports | | | The specific legislative requirement for strategic planning is the amendment process under the Planning Act 2016. Currently the requirements in relation to the major amendment under the Planning Act 2016 are being complied with. All other legislative requirements such as WH&S etc are being complied with. | The specific legislative requirement for strategic planning is the amendment process under the Planning Act 2016. Currently the requirements in relation to the major amendment under the Planning Act 2016 are being complied with. All other legislative requirements such as WH&S are being complied with. |

Strategic Planning

| Strategic Planning | Ref | Operational Action | Unit | Target | On Track | On Budget | Q2 Status Commentary | Q3 Status Commentary |
|--------------------|---------|---|--------------------|--|----------|-----------|--|--|
| | 5.2.1.4 | Operational risks are monitored and managed in accordance with legislative requirements | Strategic Planning | Risk registers are presented to Council on a quarterly basis | Yes | Yes | Currently, there are no identified risks for strategic planning in relation to legislative requirements. Risk registers and online training of staff is occurring to ensure strategic planning manages any potential risks. | Currently, there are no identified risks for strategic planning in relation to legislative requirements. Risk registers and online training of staff is occurring to ensure strategic planning manages any potential risks. |
| | 5.2.1.8 | Monitor and review non-compliance of legislative requirements | Strategic Planning | Report on legislative non-compliance included in sectional reports presented to Council on a monthly basis | Yes | Yes | Legislative requirements within strategic planning are being met. There are no non-compliance issues to report on, in this quarter. | Legislative requirements within strategic planning are being met. There are no non-compliance issues to report on, in this quarter. |
| | 5.3.1.1 | Workforce planning is reviewed to ensure that resourcing levels meet business needs in accordance with budget allocations | Strategic Planning | Review workforce requirements in accordance with budget schedule | Yes | Yes | Recruitment of staff to fulfil all roles within strategic planning is currently occurring. Importantly, given the specialised nature of strategic planning, experience staff is difficult to recruit. All workforce wages are within budget, mainly due savings of vacant positions. Further needs may arise in the future, particularly in relation to community engagement with the role out of placemaking programs and the public consultation process for the major amendment to the planning scheme. | Recruitment of staff to fulfil all roles within strategic planning is currently occurring. Importantly, given the specialised nature of strategic planning, experience staff are difficult to recruit. All workforce wages are within budget, mainly due to savings because of vacant positions. Further needs may arise in the future, particularly in relation to community engagement with the role out of placemaking programs and the public consultation process for the major amendment to the planning scheme. |
| | 5.3.2.1 | Continually review operational expenditure | Strategic Planning | Identify at least one operational saving per section of responsibility | Yes | Yes | Financial position of strategic planning is within budget for the quarter. No further adjustments are required. Savings have been made in relation to staff wages, mainly because not all positions within the strategic planning team have been fulfilled. Currently, staff are working overtime to meet our operational plan objectives. | Financial position of strategic planning is within budget for the quarter. No further adjustments are required. Savings have been made in relation to staff wages, mainly because not all positions within the strategic planning team have been filled. Currently, staff are working overtime to meet our operational plan objectives. |
| | 5.4.2.6 | Pursue improved processes through all levels of Council | Strategic Planning | Identify at least two improved processes per section of responsibility | Yes | Yes | Continual improvement is occurring with Council's online planning scheme (RockePlan), with a program upgrade and further training in 2018. If errors occur with the online planning and mapping websites, strategic planning has been ensuring that these issues are amended. Any issues raised in relation to the planning scheme document from user groups (development assessment etc.) are noted and included as part of the major amendment register of changes. | Continual improvement is occurring with Council's online planning scheme (RockePlan), with a program upgrade and further training in 2018. If errors occur with the online planning and mapping websites, strategic planning has been ensuring that these issues are amended. Any issues raised in relation to the planning scheme document from user groups (development assessment etc.) are noted and included as part of the major amendment register of changes. |

| AVIATION SERVICES | | | | | | | |
|-------------------|--|-------------------------------|---|----------|-----------|--|--|
| Ref | Operational Action | Unit | Target | On Track | On Budget | Q2 Status Commentary | Q3 Status Commentary |
| 2.1.4.1 | Promote the Airport as the "Gateway to Northern Australia" | Aviation Services Directorate | Masterplan to be completed by 30 September 2017 | Yes | Yes | Awaiting adoption at the 30 January Ordinary Council meeting. | Finalise the EOI process for the Airport Masterplan. Final negotiations to be completed by 30 September 2018. |
| 2.1.4.2 | Identify and implement business development opportunities for the Airport | Aviation Services Directorate | Conduct a micro analysis of performance of airlines by 30 September 2017 | Yes | Yes | Further analysis to be completed in March 2018. | Conduct annual micro analysis of performance of airlines by 30 September 2018. |
| | | Aviation Services Directorate | Update reports on partner airline performance presented to Council on a quarterly basis | Yes | Yes | Lime Intelligence reporting has now been implemented and will deliver indepth passenger and airline analysis on a as required and requested basis provided to the Airport Committee monthly and Council quarterly. | Update reports on partner airline performance on a monthly basis. |
| | | Aviation Services Directorate | Six monthly passenger surveys | Watching | Watching | Survey to be completed on a 6 monthly basis. To be delivered by the Commercial Services Officer by end of March 2018. | Conduct an annual passenger survey by 30 September 2018. |
| 2.2.3.1 | Support programs that encourage residents to transition away from social support options | Aviation Services Directorate | Consider options in budget planning to support employment programs in 2018/19 | Watching | Watching | Considered and new staff member has now commenced. | Consider options in budget planning to support employment programs in 2019/20. |
| 2.5.3.1 | Prepare a strategy for a FIFO hub development within the Region | Aviation Services Directorate | Strategy presented to Council by 30 September 2017 | Watching | Watching | Awaiting execution of legal documents with Adani to then commence the implementation of the FIFO Hub. | Awaiting execution of legal documents with Adani. Then commence the implementation of the FIFO Hub. |
| 2.6.1.1 | Strengthen relationship with Singapore | Aviation Services Directorate | Successfully deliver Wallaby 17 by 30 November 2017 | Yes | Yes | Council has received numerous Singapore based delegations as a result of the Australian / Singaporean training initiative (ASMTI). | Council has received numerous Singapore based delegations as a result of the Australian / Singaporean training initiative (ASMTI). |
| 4.1.1.1 | Provide timely and accurate responses to requests | Aviation Services Directorate | In accordance with unit's customer service standards or adopted service levels | Yes | Yes | Ongoing deliverable. | Ongoing deliverable. |
| 4.1.1.2 | Provide effective delivery of Council services | Aviation Services Directorate | In accordance with unit's customer service standards and service levels | Watching | Watching | Ongoing deliverable. | Ongoing deliverable. |

Aviation Services Directorate

| Ref | Operational Action | Unit | Target | On Track | On Budget | Q2 Status Commentary | Q3 Status Commentary |
|---------|---|-------------------------------|--|----------|-----------|--|--|
| 5.2.1.1 | Comply with legislative requirements | Aviation Services Directorate | Updates to be presented to Council in sectional monthly reports | Yes | Yes | Legislative compliance monitored during reporting period. | Legislative compliance monitored during reporting period. |
| 5.2.1.4 | Operational risks are monitored and managed in accordance with legislative requirements | Aviation Services Directorate | Risk registers are presented to Council on a quarterly basis | Yes | Yes | Operational risks monitored and action being taken to achieve targets within set timeframes. | Operational risks monitored and action being taken to achieve targets within set timeframes. |
| 5.2.1.8 | Monitor and review non-compliance of legislative requirements | Aviation Services Directorate | Report on legislative non-compliance included in sectional reports presented to Council on a monthly basis | Yes | Yes | No non-compliance in reporting period. | No non-compliance in reporting period. |
| 5.3.1.1 | Workforce planning is reviewed to ensure that resourcing levels meet business needs in accordance with budget allocations | Aviation Services Directorate | Review workforce requirements in accordance with budget schedule | Watching | Watching | Additional staffing requirements needed to deliver the Adani project. | Additional staffing requirements needed to deliver the Adani project. |
| 5.3.2.1 | Continually review operational expenditure | Aviation Services Directorate | Identify at least one operational saving per section of responsibility | Yes | Yes | Budget savings delivered across the airport management team. | Budget savings delivered across screening review. |
| 5.4.2.6 | Pursue improved processes through all levels of Council | Aviation Services Directorate | Identify at least two improved processes per section of responsibility | Watching | Watching | Final draft of the Airport Masterplan. | Released Masterplan EOI. |

Aviation Services Directorate

Rockhampton Airport

| Ref | Operational Action | Unit | Target | On Track | On Budget | Q2 Status Commentary | | | Q3 Status Commentary | | |
|--------------------------------------|---|---------------------|--|--|-----------|---|--|-------|--|--------|-----|
| 2.2.3.1 | Support programs that encourage residents to transition away from social support options | Rockhampton Airport | Consider options in budget planning to support employment programs in 2018/19 | Yes | Yes | Will consider options in accordance with budget planning in accordance business requirements. | | | Will consider options in accordance with budget planning and business requirements. | | |
| 4.1.1.1 | Provide timely and accurate responses to requests | Rockhampton Airport | In accordance with unit's customer service standards or adopted service levels | Yes | Yes | All requests responded to in accordance with the customer service standard of 10 days. | | | All requests responded to within the customer service standard of 10 days. | | |
| 4.1.1.2 | Provide effective delivery of Council services | Rockhampton Airport | In accordance with unit's customer service standards and service levels | Yes | Yes | Passenger Numbers | Target | YTD | Passenger Numbers | Target | YTD |
| | | | | Aircraft Movements | 0% | -4.38% | Aircraft Movements | 0% | -4.75% | | |
| | | | | Bird Strikes | 3/mth | 16 | Bird Strikes | 3/mth | 25 | | |
| | | | | Lost Time Days workplace injuries | 0 | 0 | Lost Time Days workplace injuries | 0 | 0 | | |
| | | | | Reported Public Injuries on Airport Precinct | 0 | 4 | Reported Public Injuries on Airport Precinct | 0 | 7 | | |
| | | | | Customer Requests Actioned | 100% | 100% | Customer Requests Actioned | 100% | 100% | | |
| | | | | Airline Engagement Meetings | Qtrly | 100% | Airline Engagement Meetings | Qtrly | 100% | | |
| Military Exercise Briefings Attended | 100% | 100% | Military Exercise Briefings Attended | 100% | 100% | | | | | | |
| 5.2.1.1 | Comply with legislative requirements | Rockhampton Airport | Updates to be presented to Council in sectional monthly reports | Yes | Yes | All legislative requirements achieved in the reporting period. | | | All legislative requirements achieved in the reporting period. | | |
| 5.2.1.4 | Operational risks are monitored and managed in accordance with legislative requirements | Rockhampton Airport | Risk registers are presented to Council on a quarterly basis | Yes | Yes | Operational risks monitored and action being taken to achieve targets within set timeframes. | | | Operational risks monitored and action being taken to achieve targets within set timeframes. | | |
| 5.2.1.8 | Monitor and review non-compliance of legislative requirements | Rockhampton Airport | Report on legislative non-compliance included in sectional reports presented to Council on a monthly basis | Yes | Yes | One out of date certification remains outstanding. | | | One out of date certification remains outstanding. | | |
| 5.3.1.1 | Workforce planning is reviewed to ensure that resourcing levels meet business needs in accordance with budget allocations | Rockhampton Airport | Review workforce requirements in accordance with budget schedule | Yes | Yes | Resourcing requirements will be reviewed as part of the 2018/19 budget planning processes. | | | Resourcing requirements will be reviewed as part of the 2018/19 budget planning processes. | | |
| 5.3.2.1 | Continually review operational expenditure | Rockhampton Airport | Identify at least one operational saving per section of responsibility | Yes | Yes | Continuing to review operational performance. | | | Continuing to review operational performance. | | |
| 5.4.2.6 | Pursue improved processes through all levels of Council | Rockhampton Airport | Identify at least two improved processes per section of responsibility | Watching | Watching | Completed EOI process for the Airport Pavement Project. | | | Completed review of airport cash collection processes. | | |

2017/18 OPERATIONAL PLAN PROGRESS REPORT – QUARTER THREE

Operational Plan Progress Report Summary - Quarter 3

Meeting Date: 15 May 2018

Attachment No: 3

OPERATIONAL PLAN REPORT SUMMARY

QUARTER THREE 2017-2018

OFFICE OF THE CEO

Together with the annual Australia Day Awards and Citizenship Ceremonies, the section coordinated the delivery of official openings of four major projects (First Turkey Mountain Bike Trails, SmartHub refurbishment works at Customs House, Mount Morgan Streetscape Redevelopment and Riverside Redevelopment.) Relevant Ministerial representation was secured from the Queensland Government and Federal Government for the official openings.

The Office of the Mayor logged 251 of 294 customer service requests on behalf of Mayor and Councillors for this reporting period. All requests were responded to by the Unit within the established timeframes.

Media and Communications

Strategies implemented within the Media and Communications Unit has resulted in Council's corporate Facebook page now exceeding 20,200 likes (20,300 followers) which for comparison purposes exceeds other CQ regional centres (both those with a greater population and a population less than Rockhampton's LGA.)

During the reporting quarter the Media and Communications Unit issued 71 media releases, 52 of which were proactively promoting Council activities and projects. 18 proactive videos were also produced during the same period consisting of edited content and Facebook Live events.

Directorate and Committee Support

A review has been carried out of Expenses Reimbursement and Provision of Facilities for Mayor and Councillors Policy and this will be submitted to Council for adoption. Requests for travel remain strong including international travel and group bookings. Staff travel remains consistently high and CEO has spoken with General Managers about the level of travel being undertaken, with monthly report to be provided to CEO and General Managers. Committee Agendas have been processed in accordance with timelines and uploaded to website as per legislative requirements.

CORPORATE SERVICES

Natural Resource Management Section

- The following achievements are worth noting:
- Environmental Sustainability Strategy developed to Stage 3 (Strategy Development) as planned.
- Making Sustainability Second Nature program launched.
- Instigated the Boomerang Bags initiative.
- Commenced the Nature Photography Competition for World Environment Day.

Corporate & Technology Section

In summary, the section's key performance service levels have been achieved or maintained for this reporting period, with the following achievements are worth noting:

- Average 85% of calls to the Customer Service call centre answered within 45 seconds – KPI = 75% of calls answered within 45s.
- Average 91% of customer queries addressed by Customer Service staff without referral to the sections – KPI = 90%.
- Average 96% of supplier invoices paid within supplier's agreed payment terms – KPI = 90%.
- Progress on Smart Technology Rollout – Councils smart technology rollout includes Smart LED lighting with integrated speaker system (remotely programmed), free public Wi-Fi, smart CCTV, pole and ground mounted digital banners and smart parking solution (sensors and parking wayfinding).
- Quay Street, East Street and Riverside Parkland - Smart poles, Wi-Fi and smart CCTV installation now completed.
- Quay Street – Installed three ground mounted interactive digital banners and 12 pole-mounted digital banners.
- Smart parking solution – 520 installed in Quay Street and the CBD, with a further 375 to be installed by June 2018 as part of Stage 2. Three digital wayfinding banners displaying parking availability will be installed in East and Quay Streets. Procurement is underway, with the system programming being finalised.

Workforce & Strategy Section

- In summary, the section's key performance service levels have been achieved or maintained for this reporting period, with the following achievements worth noting:
- An average completion time for requests for of 8.85 days against a customer service standard of 30 days.
- 100% of Policies reviewed within 10 working days.
- 100% of alleged corrupt conduct matters, public interest disclosures and administrative action complaints accessed and action initiated within 3 business days upon receipt of a complaint.
- Payroll accuracy recorded at 99.79%.
- All job applications acknowledged within 2 working days of the advertising close date.
- Unpaid Rates target is > 3% at lowest point. Target achieved at December was 2.66%.

Finances' section

In summary, the section's key performance service levels have been achieved or maintained for this reporting period, with the following achievements worth noting;

- Rates levied within target dates.
- Unpaid rates and charges were 2.66% at the lowest point of the period end against the target of 3%. This is very much a cyclical measurement.

External Audit

Council's external auditors undertook an interim audit as part of the 2017-18 Audit.

Budget

Budget preparations for the 2018-19 year have been progressing during the reporting period. The target date for adoption remains unchanged at 22 June.

COMMUNITY SERVICES**Directorate Unit**

The Unit is operating below budget, with 70% expended while 75% of the year has passed.

Internal changes have taken place during the quarter with a number of staff movements to cater for Cheryl Haughton's progression from annual leave to retirement and the resignation of Sharon Sommerville.

These changes resulted in the Facilities Management section reporting directly to the General Manager in the interim pending finalisation of Council's restructure process.

Communities & Facilities

Process mapping activities this quarter identified improvements in various administrative procedures across the section. The rostering system in the library was improved with the objective of reducing casual utilisation; as well as the process for statistic gathering which should see a more streamlined approach for reporting statistics to both the state library of Queensland and Council.

The Community Assistance Program continued to attract a steady flow of applications, with \$86,200 funded to eligible organisations this quarter.

Library and First 5 Forever outreach programs continued to attract new library members, with most in-branch programming attracting good visitor numbers as well. Participation in library programs during Q3 was 4,649 against the annual target of 1,000. Volunteer contact hours and home delivery statistics were slightly down this quarter due to the Christmas shutdown period however numbers are on track to meet targets by the end of Q4.

Child care utilisation remained below target this quarter due to local schools implementing new Kindergarten programs, with a number of families choosing to send their child to a registered Kindy program prior to attending Prep. Work commenced on a new marketing plan this quarter to increase the centre's visibility within the region through advertising and improved website design. This will allow easier access to centre information and enrolment for families. Casual utilisation was also significantly reduced this quarter by using permanent staff to cover absences and by moving children to different rooms while maintaining appropriate staff to child ratios.

The Facilities Management section has continued to track through its high level of work orders with a focus on resolving outstanding work orders and requests. For Quarter 3 the team received 2,615 work orders, an average of 42.2 work orders per business day. In the same quarter the team completed 1,946 work orders.

The Facilities Management section is working to ensure best value for money through the establishment of tenders/contracts for regular sourced goods and services including maintenance of back flow prevention devices, supply of chemicals, cleaning consumables and roof and gutter cleaning. These contracts should come online in Quarter 4.

Arts & Heritage Services

The Art Gallery has opened Collection Intervention, an exhibition drawn from the Rockhampton Art Gallery collection and curated with the input of local artists. The Art Gallery team continue to support CBD redevelopment with the delivery of the public artworks sculptures installed and ready for the lower bank opening. The Cultural Precinct project has reached another milestone with the completion of the business case and the schematic design, and is now proceeding on to the detailed design.

The 2018 See It Live program commenced at the Pilbeam Theatre featuring the world renowned Bangarra Dance Theatre. The annual community-based Music Theatre production of We Will Rock You was attended by almost 5,000 patrons over a six performance season.

The Heritage Village team have continued to enhance the offering onsite with the relocation of the former Rockhampton Base Hospital Post Office to the village being arranged and funded by the Friends of the Heritage Village.

Planning & Regulatory Services

The Biosecurity Plan has been finalised and was adopted in time with the operational plan requirements.

Other key documents such as the Enforcement Manual is on track and due to be completed for council adoption in May. Improved tracking and reporting systems for the 2018/19 year are currently in test stage.

Key audit issues such as Local Law Review, Developer Contributions, Audit and the Animal Management review including the new Animal Management Facility are being finalised and are on track to be completed by the end of financial year.

Parks Services

The unit operational budget expenditure is at 81 % which includes forward commitments which is in line with budget forecasting.

The Parks team have been working hard on median and park preparations for three key events;

- Beef Week
- Queens Baton relay
- ANZAC day.

Parks supervisors are using their IPADS and these are enabling staff to manage administration applications – pathway and riskware out in the field enabling more time to be with their staff ensuring the delivery of operational outcomes. Assessments of park assets such as; playground condition assessments has now gone electronic with park visual inspections.

- New GPS monitoring infrastructure is being rolled out with mowing slashers to give real time data on hectares mowed over the business week to support corporate knowledge on how well parks are performing against the mowing KPIs.
- Parks Mowing: A working group has been formed to holistically assess mowing from a safety and efficiency perspective. The group comprises of mower operators across the wider Parks teams and seeks to tap into the collective expertise of our operators.
- Trees: Improvements to Parks tree management currently being explored include; mobile apps for tree reports, improved decision making tools, and improved customer communication processes.
- Irrigation: With the ultimate goal of saving water and gaining efficiency, Nick Watson's irrigation team are exploring options with water saving technology: smart controllers, flow

sensors and rain sensors. In addition, Operations are in the process of forward planning capital renewal of irrigation systems across a number of key sites.

Staff development continues with a number of staff attending regional training conferences on park delivery services.

REGIONAL SERVICES

In summary, the section's key performance service levels have been achieved or maintained for this reporting period, with the following achievements worth noting;

Rockhampton Regional Waste and Recycling

- The existing record for LTI days (268) has been surpassed and currently sits at 328.
- The construction of the first cell of the Landfill expansion at Lakes Creek Road Landfill has commenced.
- The seven new single side-load waste collection vehicles have commenced operation.

Civil Operations

- Civil Operations crews are progressing with the Capital and Operational budgets.
- Cyclone Debbie Flood Damage claim has been lodged and approval is well underway.
- Rural Operations are on track to complete capital works as scheduled.
- Customer Response times are progressing well to meet the standard.

Engineering Services

- The floodplain management studies are progressing well with updated flood modelling available for a number of catchments and potential mitigation schemes being developed. All North Rockhampton catchments are essentially complete with work continuing on Mt Morgan.
- Flood hazard and stormwater management policies and mapping within the planning scheme are currently being reviewed. Updated policies and mapping are to be included in the major amendment for the planning scheme.
- The Emergency Dashboard has been implemented and is available on the Council website for the community to access relevant and up to date disaster information.
- Design Services have been completing a number of significant designs for external parties on top of the normal Council design program. Improvements in relation to access to drawings in the field, processes that allow other units to draft their own event site layouts and traffic management plans and data movement between Design and GIS Units are being implemented.

Project Delivery

- The section is delivering approximately \$41.6M of the capital program. To date \$24.4M has been actually expended. Which is approximately 60% of the annual budget spent over 9 months.
- The Riverbank Revitalisation project was completed.
- The business case for the Cultural Precinct has been submitted and approved by Arts Queensland. Detailed design development and the development approval process is underway.

ADVANCE ROCKHAMPTON

Advance Rockhampton is on track to meet all operational KPI's by the end of the financial year. The restructure and changing in resourcing did force some of the KPI's and their associated deadlines to be reassessed.

Events

Rockhampton is fast becoming the events Hub of central Queensland. The opening of the Riverside has furthered this direction and created a great space for Council, corporate and private events. The events team within Council continue to deliver events that are of high calibre and create a strong economic benefit to the community.

Marketing

Marketing continues to be delivered at high standards despite the time pressures and resourcing limitations. The Marketing team have also delivered the new MyRockhampton website within Q3 which will continue to be updated throughout Q4.

Tourism

This quarter saw a strong focus on the Tourism Action Plan (TAP). The TAP will begin to roll out in Q4 once it has been adopted by the Council table. The Tourism Team also attended launched the Drive Inland Promotions website during Q3 and attended Australian Tourism Data Warehouse (ATDW) Conference to promote all things 'Rockhampton'. Q4 will also see the roll out of a series of tourism and destination attraction videos for the region. These videos will be the basis for our TAP and tourism marketing moving forward.

Economic Development

The team are on track to complete all KPI's within the set parameters. The National Disability Insurance Scheme strategy is to be delivered by 30 March 2018. There have been over 14 inbound international delegations this financial year. The Study Rockhampton program was finalised during Q3 with the official launch to take place in Q4. This cluster will form the basis to drive collaborative education programs within the region and drive education tourism.

Strategic Planning

- External consultant review completed for major amendment to Rockhampton Region Planning Scheme.
- Rockhampton Region Planning Scheme final changes underway.
- Requirements under the operational plan in relation to the planning scheme have been incorporated into the major amendment.
- Refinement currently underway for overland flow paths as part of the creek catchment overlay mapping.

Centres Activation

The CBD team have been working hard to finalise and adopt the Smart Pole / Lighting Policy within Q3, which was adopted by the Council table. Beef Australia 2018 has also been a large driver for the CBD team, and the associated traffic that this event will bring to the area. Attractions, entertainment and activities combined in an Urban Paddock will be a highlight of the CBD and add an additional space for Beef 2018 attendees and Rockhampton residents.

- Shopfront window dressing completed for nominated businesses
- Construction underway for outdoor dining platforms
- Planter boxes within CBD installed

ROCKHAMPTON AIRPORT

All Operational Plan targets have been achieved for the reporting period.

Rockhampton Airport Pavement Project

The Expressions of Interest (EOI) process for the design and construction portion of the Rockhampton Airport Pavement Project has been completed and tender documents were issued to the three successful tenders in February 2018. The design and construct tender closed on the 28 March with one offer received. The tender evaluation process is underway.

Rockhampton Airport Masterplan

Engagement on the Rockhampton Airport Masterplan with the community, airport tenants and stakeholders has commenced. Methods of Engagement for the Masterplan will include;

- Briefing session/s
- Individual meetings with Stakeholders
- Media Releases
- Messaging via the airport website
- Messaging via Council's Facebook page
- Ongoing updates at the Rockhampton Airport via social media wall
- Brochure update for local communities
- Correspondence to target groups
- Public Notices

Military Exercises further on the Masterplan, the EOI's were released to assist with the development of the Masterplan, and these include;

- Defence Precinct expression of interest for facility development
- Freight Precinct expression of interest for facility development
- Fuel Precinct expression of interest for facility development
- The EOI's closed on the 6th April, with 7 responses.

Military Exercises

Planning commenced for various military exercises to be held throughout 2018 including Exercise Hamel and Wallaby. Various meetings and site visits with key stakeholders occurred during February and March.

11.4 PROPOSED GRACEMERE POSTCODE CHANGE

File No: 54

Attachments:

1. 23 April 2018 Letter from Australia Post to Rockhampton Regional Council [↓](#)
2. Submission to Australia Post [↓](#)
3. Letter of Support from Mr Barry O'Rourke MP - Member for Rockhampton [↓](#)

Authorising Officer: Evan Pardon - Chief Executive Officer

Author: Damon Morrison - Executive Coordinator to the Mayor

SUMMARY

Australia Post's response to Council's submission for a change in postcode for Gracemere from 4702 to 4700 pursuant to previous Council resolutions is presented for consideration.

OFFICER'S RECOMMENDATION

THAT the report be received and that notification of Australia Post's response and its inconsistency with community expectations be communicated to relevant stakeholders, including Australia Post and local members of the Queensland Government and Australian Government.

COMMENTARY

Australia Post has advised that on review of Council's submission, the organisation remains unsupportive of any change of postcode for Gracemere (including from the proposed change of 4702 to 4700.)

Australia Post has various prescribed obligations pursuant to the *Australia Postal Corporation Act 1989 (Cth)*. In deciding however on whether a new or existing postcode is to be allocated to a particular location, Australia Post policy provides for such a decision to be based on operational efficiency with factors including configuration of its delivery network, transportation connections and delivery arrangements to be taken into account.

Australia Post policy further provides that it "*may introduce, retire or change postcodes at any time at its absolute discretion to support operational requirements and provide enhanced service to (its) customers.*"

In response to Council's submission, Australia Post has indicated that it considers any proposed change of postcode for Gracemere from 4702 to 4700 would lead to "negative mail delivery outcomes to its customers."

BACKGROUND

In October 2015, Council wrote to Australia Post requesting the vacant postcode of 4708 be assigned to Gracemere, with Australia Post declining the request in November that year.

The issue was subsequently taken up by Gracemere Community Voice Association Inc. who presented a petition to Council which was tabled at its Ordinary Meeting on 7 February 2017.

Council resolved to progress the matter and subsequent meetings with Australia Post representatives saw the organisation reiterate its position that Gracemere would not receive its own postcode of 4708 but would accept a submission on a potential change from 4702 to 4700.

Following those meetings, Council consulted Gracemere Community Voice Association Inc which supported a survey of residents in order to demonstrate community support for a change of postcode.

The Gracemere Postcode Survey ran for 4 weeks through August 2017 and asked residents and business owners whether they wanted Gracemere's postcode to change from 4702 to 4700.

The survey included a mail out to 6,900 addresses, online through Council's website, on social media and in person at Gracemere customer service as well as on selected days throughout the month at the shopping centre.

A total of 1,924 responses were received with 69% of respondents indicating they support a change to Gracemere's postcode from 4702 to 4700.

The results of the Gracemere Postcode Survey were presented to Council in September 2017 and it was resolved to seek support from other levels of Government and for a formal submission to be lodged with Australia Post requesting a change of postcode for Gracemere from 4702 to 4700.

A letter of support was subsequently received from Mr Ken O'Dowd MP, Federal Member for Flynn and a formal submission lodged with the Chief Executive Officer of Australia Post. A subsequent letter of support received from Mr Barry O'Rourke MP, State Member is attached.

PREVIOUS DECISIONS

At its Ordinary Meeting on 7 February 2017, Council resolved:

"THAT the petition requesting a change of postcode for Gracemere be received, and that Council take the necessary steps to more formally consult the Community and progress the matter."

At its Ordinary Meeting on 12 September 2017, Council resolved:

"That Council receive the results of the survey and seeks support from other levels of Government and lodge a formal submission with Australia Post asking to change the postcode of Gracemere from 4702 to 4700."

CORPORATE/OPERATIONAL PLAN

Corporate Plan

1.5 – Inclusive, connected and informed community.

CONCLUSION

The Gracemere Postcode Survey conducted by Council demonstrated a clear, majority support from the Gracemere community to changing the postcode from 4702 to 4700. While all postcodes are managed by Australia Post and it is at its absolute discretion to change, retire, or introduce postcodes, the response from the organisation to Council's submission is not in alignment with community expectations as evidenced from earlier survey results and community consultation.

PROPOSED GRACEMERE POSTCODE CHANGE

**23 April 2018 Letter from Australia Post
to Rockhampton Regional Council**

Meeting Date: 15 May 2018

Attachment No: 1



23 April 2018

Cr Margaret Strelow
Mayor
Rockhampton Regional Council
PO Box 1860
Rockhampton QLD 4700

Dear Mayor

Gracemere's postcode

Thank you for the Rockhampton Regional Council's submission to Australia Post seeking to change Gracemere's postcode from 4702 to align with Rockhampton 4700.

I note the case put forward by the council and acknowledge the time and effort your residents took to sign your petition.

The team has investigated the postcode issue for Gracemere and looked through each of the claims so I can provide a full answer with evidence supporting our decision.

The submission from your council cited freight fees, delivery delays, high insurance premiums and higher home loans. I will seek to address each point.

The postcode system was set by Australia Post for the sole purpose to facilitate the efficient sorting and delivery of mail. If a change in postcode can improve the efficiency of delivery, we will consider a change. If a change in postcode hinders the efficient delivery for customers we will not support a change.

After reviewing, a change from 4702 for Gracemere would be detrimental for delivery for our customers. As a result Australia Post does not support changing the postcode.

In relation to delivery, we treat Gracemere 4702 as an enhanced service standard. It gets treated the same as mail sorted through to Rockhampton 4700 and 4701, however we keep it separate from Rockhampton mail so we can sort at a more granular level. Moving Gracemere into Rockhampton would create a larger sorting job. This would in fact make the delivery of mail into Gracemere and Rockhampton less efficient and slower.

Australia Post's fees for delivery for both letters and parcels into 4700, 4701 and 4702 are identical. All postcodes are zoned Q3 which is typical for a regional area. Changing Gracemere would not change Australia Post pricing.

We cannot control the freight charges by third party organisations and how they arrive at them.

While as an organisation we are often asked to change postcodes based on insurance pricing and higher home loans, we do not drive our allocation of postcodes based on how a third party chooses to use them.

In relation to insurance claims, Australia Post has approached the Insurance Council of Australia (ICA) on behalf of customers as to whether postcodes drive insurance premiums. The ICA refuted the claims and say risk zones transcend postcodes. Insurance companies use hazard risk mapping such as Cresta zones, mesh-block and proximity to bushland/flood areas to set their premiums and risk profiles at a street or property level.

As for higher home loans, there is evidence that suggests banks use postcodes to influence lending decisions. Unfortunately, to the detriment of many, third party organisations that do use postcodes for their own purposes, create undesirable outcomes for their customers because the postcode system isn't designed to be used for anything else but the delivery of mail.

After a thorough review of the Rockhampton Regional Council's submission to Australia Post on the Gracemere postcode, we do not support the request for change. We believe making a change would lead to a worse delivery experience for our customers while providing no net benefit.

I understand you may be disappointed with the response, however we cannot make changes to our network that will result in worse outcomes for customers.

Yours sincerely,



Rod Barnes
General Manager, Deliveries

Direct telephone: 03 9106 7131
Level 16, 111 Bourke Street Melbourne VIC 3000
Email: rod.barnes@auspost.com.au

PROPOSED GRACEMERE POSTCODE CHANGE

Submission to Australia Post

Meeting Date: 15 May 2018

Attachment No: 2

AUSTRALIA POST
SUBMISSION

CHANGE THE GRACEMERE POSTCODE



AUSTRALIA POST
SUBMISSION

CHANGE THE
GRACEMERE
POSTCODE



FOREWORD

Gracemere is a community calling out for change.

Gracemere is home to 12,000 residents who make up a very progressive, proactive, resourceful and determined community. Just 13 kilometres from Rockhampton, it is a place of great potential, opportunity and growth.

Gracemere shares its current 4702 postcode with more than 80 other localities in rural areas stretching for hundreds of kilometres from the Gracemere region. The 4702 postcode does not accurately represent the geographical proximity to Rockhampton (4700), the urban nature of the town or the communities of interest.

The Gracemere community is very passionate about their town and its future and believe the 4702 postcode is having a detrimental effect on the growth and development of the area. Gracemere residents consistently tell us they are faced with costly freight fees, delivery delays, high insurance premiums and higher home loans.

I am sure Australia Post assigned Gracemere its postcode with the best intentions to service that community. However now that the consequences of the 4702 postcode for Gracemere have been highlighted, and in light of the overwhelming support of the community to join Rockhampton's postcode, it would be remiss of Australia Post not to take action to rectify the situation.

This would be a wonderful opportunity for Australia Post to demonstrate they are responsive to their customers' concerns and, as a national organisation, are understanding of the issues facing regional Australia and supportive of giving regional communities the very best opportunity to flourish.

Council is committed to supporting the wishes of our Gracemere residents by calling upon Australia Post to change the Gracemere postcode to 4700 and look forward to working with Australia Post to implement this positive change.

Cherie Rutherford, Acting Mayor

TABLE OF CONTENTS

| | |
|--------------------------|-------|
| HISTORY | p. 4 |
| 4702 LOCALITIES | p. 6 |
| CALL FOR CHANGE | p. 8 |
| SURVEY | p. 10 |
| CONCLUSION | p. 12 |
| LETTERS OF SUPPORT | p. 13 |

AUSTRALIA POST
SUBMISSION

CHANGE THE
GRACEMERE
POSTCODE

HISTORY

Gracemere shares its current 4702 postcode with more than 80 other localities in rural areas hundreds of kilometres from the Gracemere region.

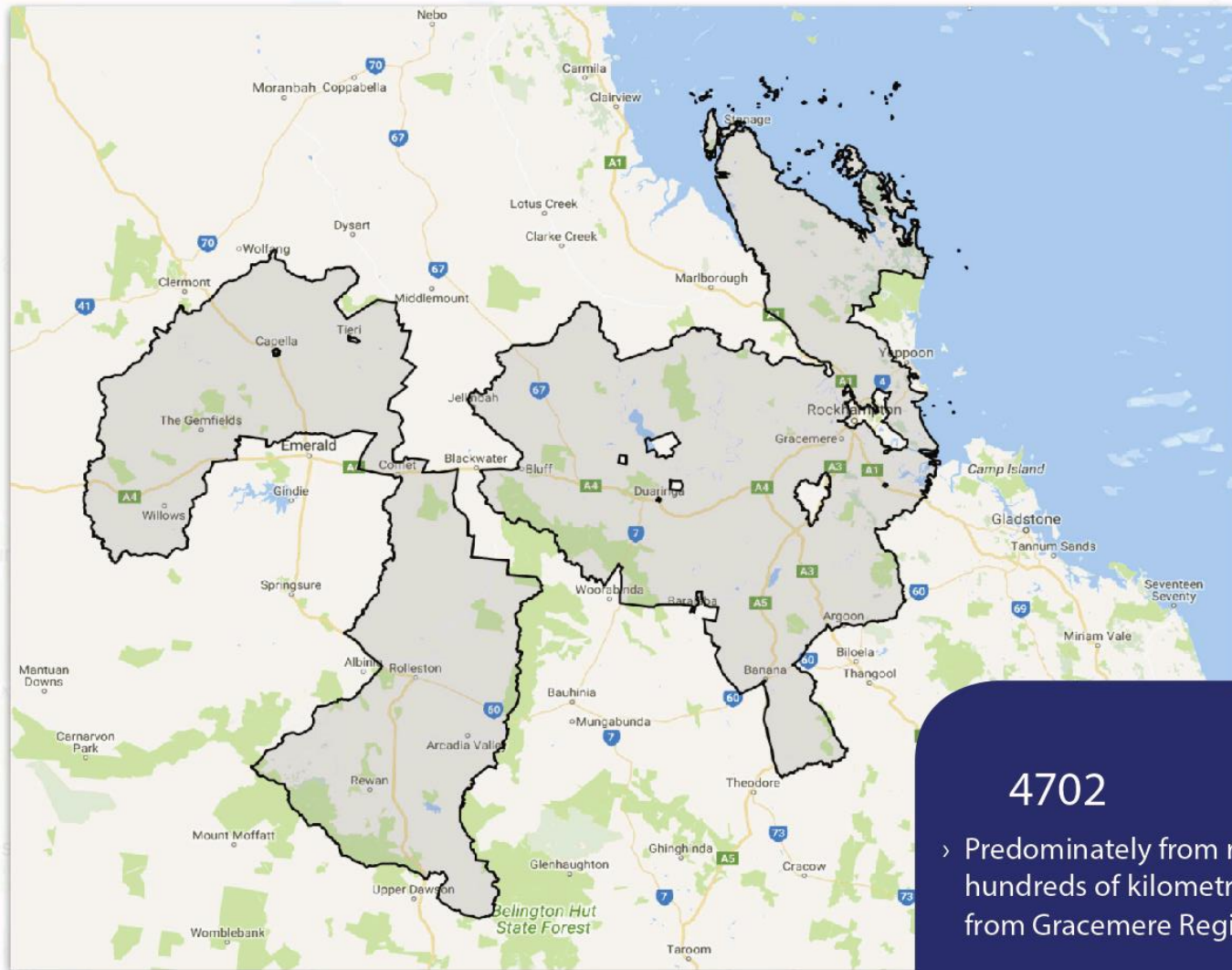
These localities range from Shoalwater Bay to Rewan and The Gemfields. Since the amalgamation of Rockhampton City Council and Fitzroy Shire Council in 2008, Gracemere has been a part of the Rockhampton Region. The distance between Rockhampton and Gracemere is only 13.9km. In contrast, the localities within 4702 stretch as far as 386km from Gracemere.

At the request of the community in October 2015, Council wrote to Australia Post requesting the vacant postcode of 4708 be assigned to Gracemere. Australia Post declined the request in November of that year. Following these proceedings, Gracemere Community Voice Inc. presented a petition to Council earlier this year. The petition was tabled at the Council Meeting on 7 February, 2017 and requested that Australia Post includes Gracemere in the Rockhampton 4700 postcode. Council resolved at the meeting to progress the matter.

Following those meetings, Council consulted with Gracemere Community Voice which supported a survey of residents to demonstrate community support for a change of postcode. The Gracemere community responded with overwhelming support for the change. The change of Gracemere postcode from 4702 to 4700 is a necessary change for the advancement of an ever-growing community.

TIMELINE:

- October 2015 – Council requested Gracemere be assigned vacant postcode 4708
- November 2015 – Australia Post declined the request
- February 2017 – Gracemere Community Voice presented petition to Council
- August 2017 – Survey was conducted to include Gracemere in 4700 postcode
- September 2017 – Survey results were delivered at Council Meeting



4702

- › Predominately from rural areas hundreds of kilometres away from Gracemere Region

AUSTRALIA POST
SUBMISSION

CHANGE THE
GRACEMERE
POSTCODE

4702 LOCALITIES

WYCARBAH, QLD
WOOROONA, QLD
WOWAN, QLD
WILLOWS GEMFIELDS, QLD
WOOLEIN, QLD
WESTWOOD, QLD
WILLOWS, QLD
WALLAROO, QLD
ULOGIE, QLD
TUNGAMULL, QLD
THOMPSON POINT, QLD
THE GEMFIELDS, QLD
THE CAVES, QLD
TARRAMBA, QLD
STEWARTON, QLD
STANWELL, QLD

STANAGE, QLD
SOUTH YAAMBA, QLD
SMOKY CREEK, QLD
SHOALWATER, QLD
SAPPHIRE, QLD
RUBYVALE, QLD
ROSSMOYA, QLD
MACKENZIE, QLD
LOWESBY, QLD
MIDGEE, QLD
MARMOR, QLD
MIMOSA, QLD
MILMAN, QLD
MORINISH SOUTH, QLD
MORINISH, QLD
NINE MILE, QLD

MOUNT CHALMERS, QLD
PHEASANT CREEK, QLD
PARKHURST, QLD
PLUM TREE, QLD
PINK LILY, QLD
ROLLESTON, QLD
RIDGELANDS, QLD
GINDIE, QLD
GLENROY, QLD
GOGANGO, QLD
GOOMALLY, QLD
GOOVIGEN, QLD
GOOWARRA, QLD
GRACEMERE, QLD
JAMBIN, QLD
JARDINE, QLD



AUSTRALIA POST
SUBMISSION

CHANGE THE
GRACEMERE
POSTCODE

CALL FOR CHANGE

The Gracemere Postcode survey demonstrated a clear majority support from the Gracemere community to change the postcode from 4702 to 4700 with Gracemere Community Voice leading the call for change and strongly advocating for residents.

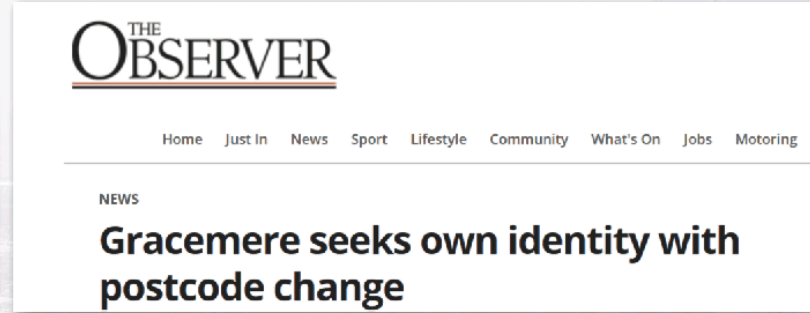
Gracemere residents are currently affected by longer delivery times and more expensive freight fees. The change of postcode will significantly benefit the community by addressing various postal and socio-economic issues. Residents are being financially burdened by higher home loans and insurance premiums. When determining applications, banks are considering over 80 far-ranging suburbs.

These issues have been raised with Council, and have led to the coordination of a survey by a petitioned request from Gracemere Community Voice. Of the 1,924 responses received, 1,337 residents submitted their request to have Australia Post include Gracemere in South Rockhampton's 4700 postcode.

By implementing the change of Gracemere postcode from 4702 to 4700, Australia Post will be taking a step in the right direction to better the community and offer a more reliable and efficient service. Including Gracemere in the 4700 postcode will help Australia Post fulfil their statutory obligation to ensure that performance standards meet the social, industrial, and commercial needs of the community, and ensure that their services are reasonably accessible on an equitable basis.

NEGATIVE IMPACTS:

- A two-day delivery disparity, compared to Rockhampton 13.9km away
- Higher freight costs
- Higher insurance premiums
- Higher house deposits



NEWS

Time is running out for Gracemere postcode change



IMPACTS

- › Two day delivery disparity
- › Higher delivery costs
- › Higher insurance premiums
- › Higher house deposits

AUSTRALIA POST
SUBMISSION

CHANGE THE
GRACEMERE
POSTCODE

SURVEY

In October 2015, Australia Post declined the movement for Gracemere to be assigned a vacant postcode. Following this decision, Gracemere Community Voice petitioned Gracemere residents to determine the support for a change of postcode.

This petition was delivered at a Council Meeting in February 2017. In August 2017, the Gracemere community was invited to have their say on whether the postcode should be changed from 4702 to 4700. Council coordinated this survey of Gracemere residents and businesses to ascertain the level of support before putting forward the application to Australia Post.

The survey included a mail out to 6,900 addresses, online through Council's website, on social media, in person at Gracemere customer service, and on selected days throughout the month, at the local shopping centre.

A total of 1,924 responses were received from Gracemere residents and businesses with 69% of respondents supporting a change of postcode from 4702 to 4700.

- Respondents in support of postcode change
- Respondents not in support of postcode change



AUSTRALIA POST
SUBMISSION

CHANGE THE
GRACEMERE
POSTCODE

CONCLUSION

As Gracemere continues to expand, it is imperative that Australia Post identifies the opportunity to support the community and their vision for change.

Allowing Gracemere to become a part of the South Rockhampton postcode presents Australia Post with a positive opportunity to uphold its values and obligations by respecting and improving the communities across Australia.

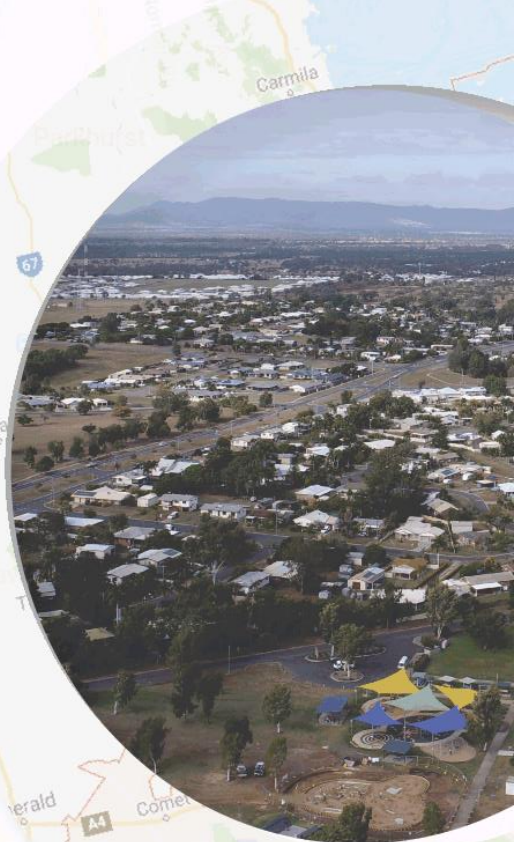
Gracemere has been consistently advocating for this change since 2015. There is a strong community vision for growth and improved services, and Australia Post is in a position to support that development.

Residents are burdened with delivery disparities, higher freight charges, higher insurance premiums, and higher house deposits. A change in post code is a step toward a more sustainable and connected community.

A survey was coordinated by Council at the request of Gracemere Community Voice. This survey received an overwhelming show of support for change. Of the 1,924 responses received, 1,337 residents demonstrated their vision to shape the future of their community.

Implementing the change of Gracemere postcode from 4702 to 4700 is crucial in supporting a positive transformation of the community.

LETTERS OF SUPPORT





Ken O'Dowd MP
Federal Member For Flynn

Mayor Margaret Strelow
Rockhampton Regional Council
PO BOX 1860
Rockhampton Q 4700

Dear Mayor Strelow,

Re: Gracemere Post Code Change

Thank you for your letter dated 5th December 2017, I fully support Council's submission to Australia Post to change the code from 4702 to 4700.

Please find attached a letter of support and I wish you well in your endeavours to change Gracemere post to 4700.

Yours sincerely,

Ken O'Dowd MP
Federal Member for Flynn

5 December 2017

To Whom it May Concern,

Letter of Support – Gracemere Postcode Change

Gracemere Community Voice Association Inc. proudly supports Rockhampton Regional Council's application to include Gracemere in the 4700 postcode.

Gracemere is continuously expanding and growing community. As a resident of over 50 years, and a business owner of over 30 years, I have watched Gracemere grow from a small country town to a great suburban community (a suburb of Rockhampton) I believe the status of the Locality is being undermined by it's postcode, impacting house prices in particular.

I thank Rockhampton Regional Council for supporting the wishes of the community and pursing this action to have our postcode changed.

Yours Sincerely

A handwritten signature in black ink, appearing to read 'Glen Lynch', written over a light blue horizontal line.

Glen Lynch

Gracemere Community Voice Inc.



PROPOSED GRACEMERE POSTCODE CHANGE

**Letter of Support from Mr Barry
O'Rourke MP - Member for
Rockhampton**

Meeting Date: 15 May 2018

Attachment No: 3

8577752 = 24/01/2018

**BARRY O'ROURKE MP**

Member for Rockhampton

Phone: (07) 4994 2100 Email: Rockhampton@parliament.qld.gov.au
Office: Shop 3, 7 Denham Street, Rockhampton Q 4700 Mail: PO Box 148, Rockhampton Q 4700

19 January 2018

Cr Margaret Strelow
Mayor
Rockhampton Regional Council
P O Box 1860
ROCKHAMPTON Q 4700

Dear Margaret,

Attached please find a supporting letter for your application to Australia Post to have the Gracemere postcode changed from 4702 to 4700.

I trust this will assist your application.

Kind regards

Barry O'Rourke MP
Member for Rockhampton

| | |
|---------------------------------|------------------|
| ROCKHAMPTON REGIONAL COUNCIL | |
| File: <u>6986</u> | Doc: _____ |
| Links: _____ | |
| Action Officer: _____ | |
| 24 JAN 2018 | |
| Task to: <u>227 MAYORS PPS.</u> | |
| GDAN: <u>6005</u> v: _____ | Ref: <u>102K</u> |
| Box No: _____ | Years: <u>5</u> |

Rockhampton Electorate includes the suburbs of: Allenstown, Berserker, Bouldercombe, Depot Hill, Fairy Bower, Frenchville, Gracemere, Kawana, Koongal, Nine Mile, Norman Gardens, Park Avenue, Parkhurst, Port Curtis, Rockhampton City, The Common, The Range, Wandal and West Rockhampton.

8577752 # 24/01/2018

**BARRY O'ROURKE MP**

Member for Rockhampton

Phone: (07) 4994 2100 Email: Rockhampton@parliament.qld.gov.au
Office: Shop 3, 7 Denham Street, Rockhampton Q 4700 Mail: PO Box 148, Rockhampton Q 4700

19 January 2018

Australia Post

Re: Changes to the Gracemere postcode

Dear Sir

I have been asked to add my support to the Rockhampton Regional Council's application to have the Gracemere postcode changed from the current 4702 to 4700.

Gracemere is approximately 7 kilometres from Rockhampton and has long been thought of as an outer suburb of Rockhampton with many of the residents of that area working and attending schools in Rockhampton. Joining Gracemere into the Rockhampton area postcode would be economically advantageous and strengthen community ties. It would be a positive step forward for our communities.

I urge you to consider favourably this application from the Rockhampton Regional Council.

Yours sincerely

A handwritten signature in black ink, appearing to read "Barry O'Rourke".

Barry O'Rourke MP
Member for Rockhampton

Rockhampton Electorate includes the suburbs of: Allenstown, Berserker, Bouldercombe, Depot Hill, Fairy Bower, Frenchville, Gracemere, Kawana, Koongal, Nine Mile, Norman Gardens, Park Avenue, Parkhurst, Port Curtis, Rockhampton City, The Common, The Range, Wandal and West Rockhampton.

11.5 SMART HUB 2018/20 OPERATIONAL PLAN AND PROPOSED FUNDING APPLICATION

File No: 11744
Attachments: 1. SmartHub Operational Plan 2018/20 [1](#)
Authorising Officer: Ross Cheesman - Deputy Chief Executive Officer
Author: Drew Stevenson - Manager Corporate and Technology Services

SUMMARY

The Rockhampton SmartHub has been in operation since May 2016, with the new home of the SmartHub in Customs House officially opened on 7 February 2018. This report presents the 2018 – 2020 SmartHub Operational Plan for Council's consideration and approval. Also included in this report is a proposed grant funding source necessary to achieve the range of identified programs over the next two years.

OFFICER'S RECOMMENDATION

THAT Council:

- a) Approves the SmartHub Operational Plan 2018/20; and
- b) Provides approval to apply for grant funding (up to a maximum \$500k) under the Federal Government Incubator Support program.

COMMENTARY

A key economic outcome of the Smart Way Forward Strategy is the establishment and operation of the SmartHub to stimulate and support the growth and success of the startup eco-system and small business community. The vision for the Smart Hub is 'A world-class destination where young startups and entrepreneurs thrive'. To continue the work towards achieving this vision, the SmartHub team has drafted a two year operational plan (attached) describing a range of programs and events targeting the ongoing development and support of the startup eco-system.

This report is intended to provide:

- An update on the achievements of the SmartHub to date;
- The summary highlights of the 2018/20 operational plan; and
- Details of the grant funding opportunity available under the Federal Government Incubator Support Initiative.

BACKGROUNDSmart Hub Status Update

From its early days of operation in 212 Quay Street to recent times in Customs House, the SmartHub has continued to support our region's startups and small businesses. This is seen through the following achievements:

- Customs House SmartHub officially opened on 9 February 2018. The fit-out of the bottom floor of the Customs House building, blending old-world architecture with the tech jobs of future, has been made possible by the foresight and support of the Council and State Government Building our Regions grant funding.
- Creation of the SmartHub brand and logo leading to an effective social media presence and marketing program.

- Hub '*sphere of influence*' Statistics:
 - Membership has grown from an initial three members to **30** members; this includes 20 resident in the Hub and 10 external members.
 - A summary breakdown of employment generated within the Hub is sitting at **46**, this includes 35 start-up founders and 11 additional employees.
 - Community awareness and engagement:
 - SmartHub mailing list is at 380;
 - 700 SmartHub followers on Facebook; and
 - Collaborative arrangements established with CQ University, Capricorn Chamber of Commerce, Startup Capricorn, Startup Gladstone, Office of the Chief Entrepreneur and a range of local businesses.
- The Startup Club, Startup Stars and Learn to Earn, Connect & Grow programs presented as part of the 2017/18 operational plan amounted to nine programs with 93 participants.
- Events breakdown:
 - Startup Weekends and GovHack – 104 participants.
 - Lunch & Learn – 215 attendees.
 - HotDesQ / Advance QLD supported events – 666 attendees.

Smart Hub 2018/20 Operation Plan Summary Highlights

The attached operational plan introduces the '*5 Pillars for Success*' for a successful thriving startup eco-system:

1. Talent – skilling the workforce, startups and small business;
2. Density – growing and increasing the number of talented thinkers, entrepreneurs and mentors;
3. Capital – foster experienced investors to mentor and coach fledgling businesses;
4. Culture – developing a productive entrepreneurial culture of role models giving back to the startup eco-system and sharing knowledge and experiences; and
5. Regulation / Government – Governments role in providing stable and supportive regulatory environment for entrepreneurs and investors.

In bringing together the *5 pillars of Success*, the plan describes 15 strategy elements spanning the five pillars. The plan introduces an ambitious range of events, activities and programs to run over the next two financial years. With the successful implementation of the plan and support of Council, CQ University, stakeholder groups and the startup community our combined efforts will go a long way to achieving our vision of *a world-class destination where young startups and entrepreneurs thrive*.

Proposed Grant Funding Federal Government Incubator Support Program

The Federal Government Entrepreneur's Program, Incubator Support Initiative is a \$23M grant funding program to assist Australian startups to develop the capabilities required to achieve commercial success in reaching international markets. The maximum funding over two years is \$500K and provides an incentive for regional areas with the co-contribution ratio of 65% contributed by the Federal Government.

It is proposed that Council applies for the full funding amount of \$769,230 over the two years of the program:

| Funding | % Funding | By Whom | Amount |
|----------------------------|----------------------|---|-------------------------|
| Fed Incubator Support | 65% | Fed Government | \$500,000 |
| SmartHub in-kind | 10% | RRC | \$76,923 |
| Other contribution | 10% | Other organisation / third party contribution | \$76,923 |
| SmartHub cash contribution | 15% | RRC | \$115,384 |
| <u>TOTAL</u> | | | <u>\$769,230</u> |

Some of the proposed programs:

- Developing developers program
- Startup Club
- Startup Onramp
- Accelerator Program
- Young Change Agents School Program and Young Change Agents Incubator Program
- Smart Child-preneur Program
- STEM related events
- Startup Weekends
- GovHack

Please refer to URL for more details regarding the Incubator Support Initiative.

<https://www.business.gov.au/assistance/entrepreneurs-programme/incubator-support-new-and-existing-incubators>

CONCLUSION

Although the SmartHub is still in its founding stages, and we have a lot more work to do, its potential to alter the future form of our region has been proven already. It is recommended that Council approve the SmartHub Operational Plan 2018/20 and provide approval to seek grant funding as detailed in this report and plan.

SMART HUB 2018/20 OPERATIONAL PLAN AND PROPOSED FUNDING APPLICATION

SmartHub Operational Plan 2018/20

Meeting Date: 15 May 2018

Attachment No: 1



SmartHub Operational Plan 2018-2020

Contents

| | | | |
|---------------------------------------|----|---------------------------------|----|
| Introduction | 2 | Implementation | 18 |
| SmartHub Vision | 3 | Talent | 18 |
| Progress Report..... | 4 | Density | 21 |
| Opening of The Smart Hub in Customs | | Capital | 23 |
| House | 4 | Culture | 24 |
| Unveiling of New Brand and Logo..... | 5 | Government..... | 25 |
| Sphere of Influence | 5 | 5 Pillars Impact Forecast | 27 |
| Programs and Events | 9 | 2018 – 2020 Goals | 28 |
| Summary of 2017/2018 Operational Plan | | 2020 | 28 |
| Activities | 10 | 2018 | 28 |
| Startup Club | 10 | Programs and Events | 28 |
| Startup Stars..... | 10 | Marketing..... | 29 |
| Learn to Earn, Connect and Grow | 11 | Measurement | 30 |
| School Collaboration Projects | 11 | Funding | 31 |
| Startup weekends and GovHack | 12 | Conclusion..... | 32 |
| Hot DesQ..... | 12 | SmartHub Team | 32 |
| The Future..... | 14 | Appendices | 33 |
| 5 Pillars for Success | 15 | | |
| Talent | 16 | | |
| Density | 16 | | |
| Capital | 16 | | |
| Culture..... | 17 | | |
| Regulation /Government | 17 | | |

Introduction

The Rockhampton Region has been transforming itself through the implementation of the award winning Smart Way Forward strategy. Rockhampton is not only a Smart Regional City, but also a vibrant, beautiful place to live. By utilising the region's strengths and embracing modern technology, Rockhampton Regional Council (RRC) aims to position Rockhampton as a Smart Regional Centre. Through the development of the cultural precinct within Rockhampton, the city will become an attractive place for creative, intelligent people to work from and combine their strengths, producing an exceptional environment of economic growth, new jobs and prosperity.

At the heart of this developing cultural precinct and Smart Way Forward Strategy lies the Rockhampton SmartHub.

SmartHub Vision

Technology companies are having a profound impact upon the modern world and disrupting the global economy. Considering this, it is unsurprising that a 2013 study commissioned by Google and conducted by Price Waterhouse Coopers concluded that the growth of the Australian technology sector is essential to the future success of the Australian economy. In addition to technology companies, it has become increasingly clear that startups have a direct impact on the cities they operate from and call home.

Rockhampton's vision is to be 'One Great Region'. For this to remain true into the future, it is important that Rockhampton stays current, innovative and bold; and that Rockhampton Regional Council (RRC) continues to create a highly liveable city with a vibrant economy.

One bold, visionary step already taken towards this end was the adoption and implementation of the Smart Way Forward Strategy by Council. As part of the Smart Way Forward Strategy, in 2016 RRC established the co-working facility 'SmartHub' in What was the temporary location at 212 Quay Street on the Fitzroy riverfront. It is becoming increasingly clear that the SmartHub is part of Rockhampton's future story, with its role in growing existing startups and attracting others to our region. In light of this, RRC is ready to adopt a bold vision for the SmartHub and wider startup community.

OUR VISION

Rockhampton Regional Council SmartHub:

A World-class Destination where young Startups and Entrepreneurs thrive

Progress Report

Since its establishment in May 2016 up until today, the SmartHub has strongly impacted upon the local community. The following content outlines the varied areas of influence and means by which the SmartHub has changed the shape of Rockhampton.

Opening of The Smart Hub in Customs House

Over the last 18 months incredible progress has been made, the most notable being the fit-out and launch of the SmartHub in the bottom floor of Customs House. This exceptional venture was possible due to the foresight and support of RRC and the Queensland State Government *Building our Regions* Grant Funding. Customs House was the centre for trade in years gone by, and is fittingly now home to the SmartHub, where Startups will drive future trade with international markets.



SmartHub Official Opening, from left to right: Minister Cameron Dick, Brittany Lauga, Barry O'Rourke, Mayor Margaret Strelow



SmartHub Co-Working Space

*SmartHub Board Room**SmartHub Hot Desks for Co-working*

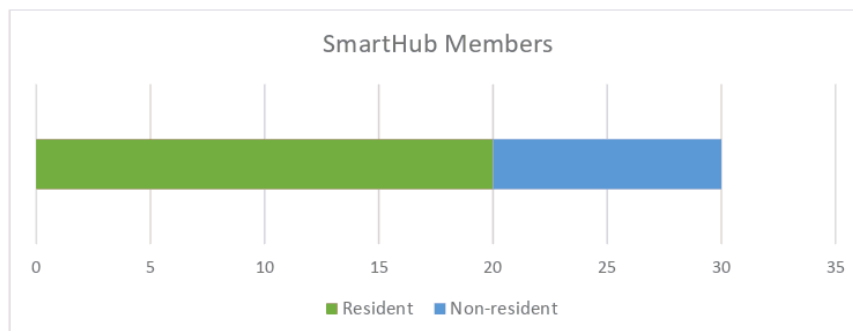
Unveiling of New Brand and Logo



The re-conception of the SmartHub's branding was a key step for accurately promoting the hub and clearly conveying what it stands for. The SmartHub is a professional, yet approachable place, focused on honesty, collaborative efforts and forward thinking. By creating a clear, strong logo and slogan, the SmartHub can cement its presence in the local and wider community.

Sphere of Influence

Membership



Membership has grown from an initial 3 members to 30 members, which includes 20 resident and 10 non-resident members as of 12 April 2018.

Current resident members of the Rockhampton SmartHub:

- Michael Green and Matthew Lawson, *Allied Business Group*
- Phil Martin, *BitPlex*
- Kaleb Roberts and Wendy Bishop, *Business With DIAMOND*
- CCIQ
- Wendy Maitland, *CQ Migration*
- Clay Cini, *EQLIVE*
- Janelle Tanzer, *Feel Good Naturopathy*
- Jonathan Maxwell, *Fox and Fire*
- Bec and Gideon Genade, *Gideon Town Planning*
- Chenai Boucher, *Hypo_Active Training*
- Steve Grant, *iHelp Business Coaching*
- Sarah-Joy Pierce, *Joyful Communications*
- Liam Fahey, *LAD Social*
- Brenda McConachy, *Mindful Money Solutions*
- Jan Anfruns, *Symbolise Your Goal*
- Melody Kowald, *The Digital Executive*
- Tanya Rutherford, *Learn 2 Learn*
- Matthew Doyle, *Tutt Holland*
- Jade Howard-Smith, *Two Green Stones*
- David Guinane, *Umanity*

Current non-resident members of the Rockhampton SmartHub:

- John Cook, *Biscuits and Milk*
- Kate Doust, *Doust Ideas*
- Josh Fox, *FOXLaw*
- Monique Teghe, *La Belle Fleur*
- Luke Geldard and Hoan Dang, *Luke Geldard Productions*
- Geoffrey and Sharon Bender, *Motor Themed Café/Eatery*
- Shantal Wallace, *Power HR Consulting*
- Wayne Hanrahan, *Pumped Sport*
- Faye Smith, *Ready Set Organise*
- Megan Gomez, *Rural Health Connect*

Please refer to Appendix 1: *SmartHub Member Profiles* for further information on current members, and to Appendix 2: *SmartHub Fee Schedule* for an outline of the different membership options offered by the SmartHub.

Employment Generated by Members

Every time a new business or Startup is created, a new job is created. The founder of that business creates one job for themselves at the inception of the business. It is also said that one of the jobs of every business owner or entrepreneur is to define and create 'work', things that need to be done by someone. As new businesses expand and generate cash flow, the business owners create more work, more tasks that need to be completed. It is at this magical point that a job is created.

Our own members have been going through this cycle and a variety of new jobs have been created as a result of business activity in the SmartHub. Each startup founder has created a job for him or herself, and in addition the following SmartHub members have employed team members since joining the hub.

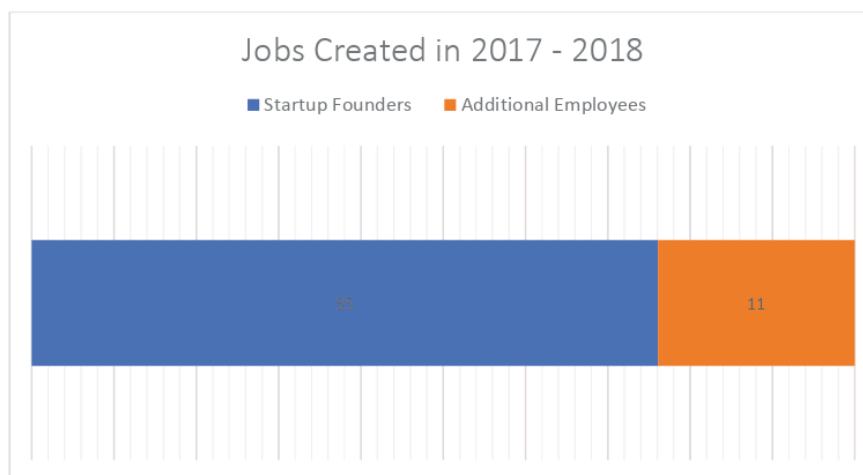
Allied Business Group – 5 new employees

Bitplex – 3 new employees

Gideon Town Planning – 1 new employee

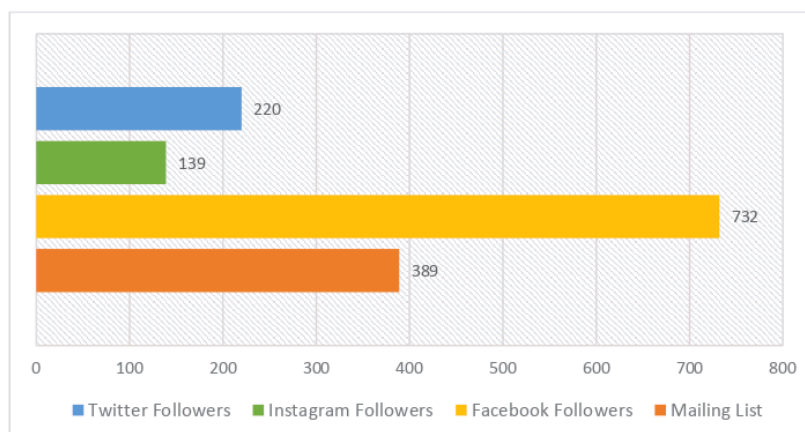
Business with Diamond – 1 new employee

Life After Dark – 1 new employee

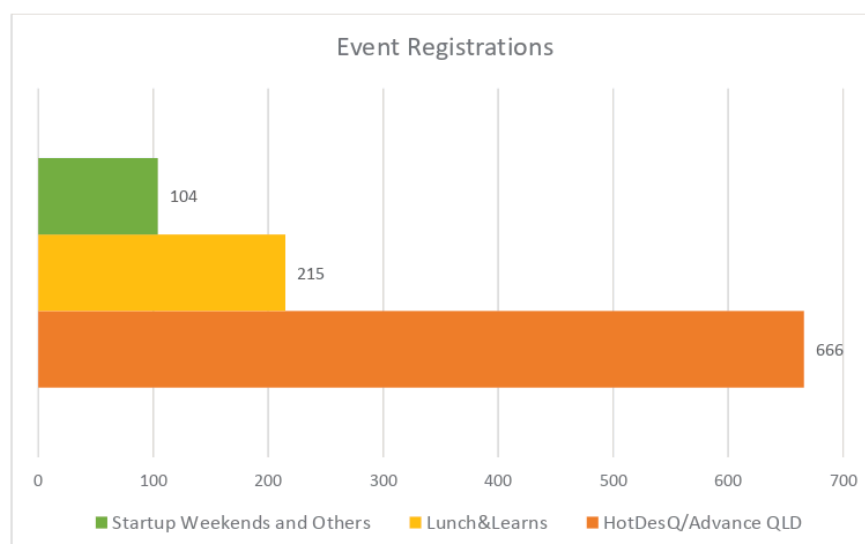
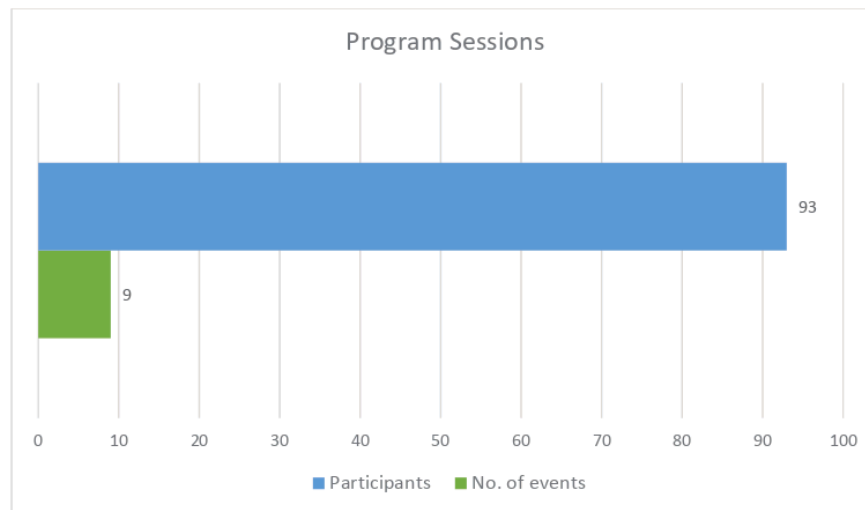


Community Awareness and Engagement - Databases and Partnerships

The SmartHub's mailing list has steadily grown since conception, now having reached 380 people. It is also clear that community awareness has increased exponentially. The SmartHub has successfully established a strong social media presence, with over 700 followers on Facebook alone. Involvement in community events has also increased. Business relationships and partnerships have been established and expanded with organisations such as Capricornia Chamber of Commerce, Startup Capricorn, Central Queensland University, Startup Gladstone, Office of the Chief Entrepreneur, local accountants, solicitors, Australia Post and more.



Programs and Events



Summary of 2017/2018 Operational Plan Activities



Startup Club

The Startup Club was implemented to support existing co-working space members and other startups in the Rockhampton community. The program also attracted additional members to RRC's SmartHub and fostered growth in the SmartHub's ecosystem. The program was facilitated by Bill McKeague, who utilised experience with the Lean Launchpad Approach to provide real world, hands-on learning about what it is like to plan and design a new business or new product or service.

The program provided coaching sessions to Startup Club members and regular business training and educational events which were presented by a range of

speakers and experts in the Rockhampton business network. A Facebook page was also established for RRC's SmartHub, enabling the promotion of the Startup Club and ensuring events were available to a wider business community. This program was co-funded by the Federal Government Incubator Support – Expert in Residence grant program.

Startup Stars

Startup Stars was a unique accelerator program in which five entrepreneurs were selected to take part in an intensive mentoring program run by expert Mark Phillips. Co-funded by the State Government Queensland Startup Events and Activities grant program, it was geared at enabling the entrepreneurs to rapidly scale their businesses to reach international markets. This program ran over a period of six months and saw the birth and acceleration of the following five Startups within our Region:

1. Rebecca Ballinger with her Kids Audio Books concept
2. Steve Moody with Handy-Catch – a unique invention allowing the easy capture of horses,
3. Bruce Partington promoting an app which enables businesses to establish their own professional web and social media presence
4. Stacey Hughes of SCOOD Nutrition – a nutrition program geared at jockeys
5. Simon Lever with a holistic solution to monitoring health among the elderly, enabling people to remain in their own home longer.

Three episodes of 'reality TV' were developed to promote this program on social media. These episodes can be viewed on YouTube via the following links.

Episode One <https://youtu.be/wuPpzZGawwU>

Episode Two https://youtu.be/c_hlopSZHBU

Episode Three <https://youtu.be/5Tc-K1w5SWA>

Learn to Earn, Connect and Grow

Learn to Earn, Connect and Grow was designed to promote and facilitate youth enterprise in Central Queensland. Created in partnership with Central Queensland University and the Capricornian, the program was directed at local youth to encourage them to remain in the Rockhampton region and explore entrepreneurship as a career path. In order to achieve this, the program involved an online course developed to teach local youth about entrepreneurship and innovation and hosted an experiential learning event for approximately 50 youth known as 3DS Startup Weekend.

Elize Hattin, SmartHub Business Manager, was a judge at the final pitch event. The pitches included ideas such as Virtual Driving Lessons and Swarm Drone mustering of cattle.

School Collaboration Projects

Hosted at the SmartHub during the December 2017 School Holidays, 12 budding entrepreneurs from across the Region took part in the Young Entrepreneurs Program. This program was sponsored by RRC, CQUniversity, Startup Capricorn and the Capricornian. This program had an experiential focus and was facilitated by various members of Learn to Earn Connect and Grow. The content covered in the Young Entrepreneurs Program included Product Ideation, Business Financials, Customer Avatars, and Sales and Marketing. The program concluded with teams selling their goods at the Christmas markets on Quay Street.



Startup weekends and GovHack

During 2017, the SmartHub in collaboration with CQU and Startup Capricorn hosted 2 Startup weekends and a very successful GovHack. The Startup weekends, a 54-hour event is designed to activate the community and saw 47 people participate. GovHack, a 46-hour event held simultaneously around Australia and New Zealand was led by Scott Thomas (CQU). During the weekend one of the teams produced a concept that won a National GovHack award, a great achievement as it is a very competitive arena.

Hot DesQ

Hot DesQ is an Advance Queensland initiative that attracts international Startups to Queensland. According to the Hot DesQ website, Hot DesQ is a startup relocation program, providing successful applicants with funding to base themselves in Queensland for a minimum of 6 months, to grow or expand their venture.

As well as receiving funding of up to \$100,000, Hot DesQ participants will also be embedded within an established startup community and be provided with free co-working space for 6 months, access to mentors, and support to achieve Hot DesQ Network points.

When the Hot DesQ program started, Rockhampton was not included as a location Hot DesQ recipients could choose to settle in. However, during 2017, under the leadership of Drew Stevenson, the SmartHub Team managed to secure a spot within the listing. The second round of Hot DesQ is in the finishing process and applications for the third round have not yet opened. It is anticipated that Rockhampton will welcome an International Startup to the SmartHub as part of future funding



(Left to right) Vince Loremia, Tye Adams and Matt Tomlins



(Left to right) Elize Hattin and Mark Sowerby –former QLD Chief Entrepreneur 2017

rounds. In August 2017, the SmartHub hosted three Hot DesQ recipients during a Lunch and Learn session. Pictured below are the Hot DesQ recipients taking part in a discussion panel. This event was received very favourably by the community.

The Future

Rockhampton Regional Council SmartHub:

A World-class Destination where young Startups and Entrepreneurs thrive

To achieve this bold vision, we turn to research to inform the decisions made whilst creating Rockhampton's startup ecosystem, an environment catered at enabling startups to thrive.

Note: A startup ecosystem is defined as being formed by people, startups in their various stages, and various types of organisations in a location (either physical or virtual), interacting as a system to create and scale new startup companies.

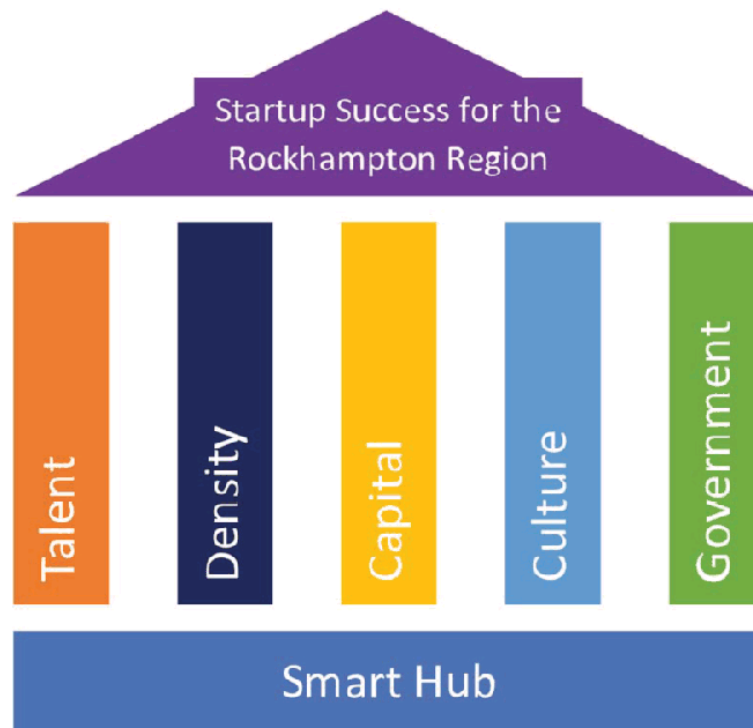
Research has been conducted in the following three ways:

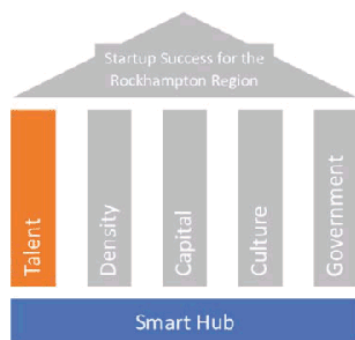
1. The operations of the SmartHub during 2017 provided an opportunity to gain a clear picture of the Rockhampton community and what is needed to pave the way forward. While running the daily operations of the SmartHub, interacting with members, facilitating events and programs, the results of these efforts were constantly evaluated. Ways to improve the usage of our limited resources, to heighten efficiency and effectiveness, and ultimately to expand achieved outcomes were continually pursued.
2. Elize Hattin, SmartHub Business Manager, travelled to Boulder Colorado and Silicon Valley as part of the Catalyst Queensland Ecosystem Leader's mission. The second Startup Community Leaders Mission was held in the United States during March 2018. The objective of this mission was to explore different models and programs that are providing support to startups, to build global awareness, uncover the best international practices and latest trends, and establish strong global connections to better support the startups in local Australian communities. During this mission Elize met fellow startup community leaders, including mentors, managers and staff from accelerators, co-working spaces, technology hubs, meetup groups, and other startup support organisations. As part of this event, Elize was also connected with the Australian expatriate community. This proved to be an invaluable experience and some of the strategies proposed will be modelled on what was learnt in the United States.
This venture was made possible by the generous financial support of Rockhampton Regional Council and Advance Queensland.
3. The third research method employed was to utilise literature. Specific studies are mentioned within the SmartHub plan, these can be found as an appended reading list under the title of References and Recommended Reading List.

5 Pillars for Success

By employing these modes of research, the following conclusions were drawn. Innovative ideas spring from everywhere, and entrepreneurs do not have to reside in Silicon Valley to conceive of the next Google or Facebook. Rather, learning from Silicon Valley and other successful startup environments such as Tel Aviv and London, cities and communities around the world are implementing successful startup strategies locally. According to research by UP Global, these successful strategies contain specific key ingredients which attract existing startups, allow others to be born, and to see them flourish.

These crucial ingredients, or pillars, required for constructing a vibrant, effective startup ecosystem are as follows: Talent, Density, Culture, Capital, and Regulatory Environments /Government

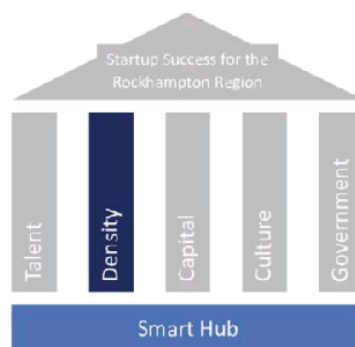




Talent

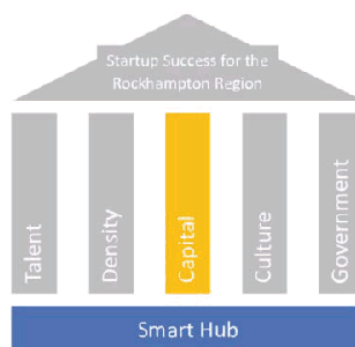
One essential ingredient for business growth is talent.

To build and sustain a workforce with the skills startups and existing businesses seek, it is critical to invest in the members of the community. Said investment involves creating flexible labour markets which are attractive to people with a variety of skills and experiences and fostering education for an IT workforce. It is also important to encourage innovation and promote diversity in the workplace.



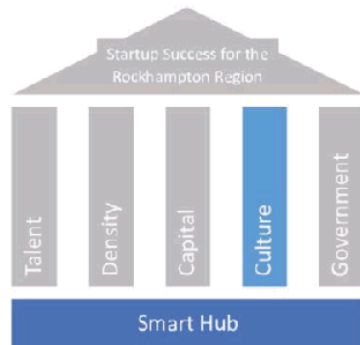
Density

Innovation is bred through the intersection of great minds. Increasing the density of talented thinkers and crafters unlocks the potential for successful ventures. Startup density can be encouraged by the establishment of physical hubs, increasing awareness in the media, building networks with mentors and facilitating links between businesses, research networks and other organisations.



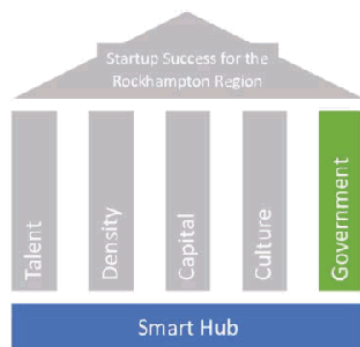
Capital

When businesses are in their formative stages and trying to scale up, it is well known that capital can have a profound impact upon their success. To aid startups in this field, experienced investors can coach fledgling businesses through their journey while policy makers introduce proactive measures which better enable startups to access the capital required to form and grow their businesses, and alternatively, present investors with tax incentives.



Culture

The culture upon which a business ecosystem is established is crucial to success. A productive entrepreneurial culture is formed by highlighting entrepreneurs as role models, focusing on the sharing of knowledge and skills, promoting startup jobs and encouraging communication in both private and public spheres. Another integral factor is acknowledging that failure is a crucial part of the learning process not to be shied away from.



Regulation /Government

Governments have a significant role to play in creating a stable and supportive regulatory environment for entrepreneurs and investors. In order to create said supportive environment, focus should be placed upon the ease with which parties can

- start and close businesses,
- patent protection which supports innovation,
- the maintaining of a global web,
- intermediary responsibility and safe harbours,
- the formalisation of alternative funding methods,
- investment in research and development.

Implementation

These five pillars form the foundational framework of this strategic plan for achieving our vision of producing a world-class ecosystem which enables startups to thrive. The following content briefly describes how these 5 ingredients will be cultivated, through the implementation of between one and three strategies for each. While the suggested timeframe for the implementation of these strategies is 2018 – 2020, I emphasise that this is an ongoing process that will extend well into the future. Brad Feld famously stated in his book, *Startup Communities*, building an ecosystem takes 20 years from today.



Talent

Rockhampton is home to many talented, intelligent and creative people.

Providing them with opportunities for upskilling and exposing them to the

Startup methodology and outlook is integral to success. In order to accomplish this, the following strategies have been devised for the running of a variety of pre-accelerator programs from the SmartHub.

Strategy 1- Developing Developers Program

Recruit people interested in, or working towards, becoming developers for a training program facilitated at the SmartHub. The effect of the program will be two-fold, both providing recruits with face-to-face interaction with local software developers and enabling SmartHub members to access training developers who can work alongside them on real, active projects.

Strategy 2 – Lean Launch Programs

Continue to run Lean Launch Programs to activate startups, build entrepreneurial capacity and instil startup methodology.

2.1 Startup Club with Bill McKeague

Following the success of the Startup Club program in 2017, Startup Club is the ideal strategy to continue to build talent in our region. Teaching and promoting the world-renowned and industry standard Lean Launch methodology, this program offers business owners a taste of the startup world and how to think differently about building a high growth, scalable business.

2.2 Startup Onramp with Colin Kinner

Startup Onramp is a 12-week training and mentoring program that gives new founders of high-growth startups the skills, advice and networks needed to launch and grow their company.

Strategy 3 – Accelerator Program

Following on from involvement in the Startup Club and Startup Onramp, Rockhampton startups will be ready to benefit from an Accelerator program. An Accelerator is a fixed-term, cohort-based program in which participating startups generally receive seed investment, mentorship and educational experience. Accelerator programs also typically culminate in a public pitch event or demonstration day. The SmartHub will source an appropriate program when startups have become ready for the phase of acceleration.

Strategy 4 – Youth Entrepreneurship

Develop young, particularly school age, entrepreneurs.

4.1 Young Change Agents with Margaret O’Brien

Jim Callan, Lecturer for Entrepreneurship at CQUniversity was instrumental in attracting Young Change Agents to Rockhampton. In collaboration with CQUniversity and Young Change Agents, the SmartHub hosted a planning day for this social entrepreneurship program with Margaret O’Brien (founder of Young Change Agents) in early 2018.

Young Change Agents is a social entrepreneurship program delivered at schools for youth aged from 10-18 years which enables them to see problems as opportunities. It provides them with the tools to think creatively, build skills in critical thinking and communication and empowers them to believe that they are capable of becoming entrepreneurs, leaders and world changers.

The Young Change Agents will deliver this program at four Rockhampton Schools during 2018, funded generously by Telstra. Following on from these four initial programs, a YINC program will be delivered at the SmartHub during school holidays in the second half of 2018. YINC is a mixture of masterclasses, activities, networking and group work including:

- a cycle of prototyping and customer validation that allows teams to iterate their solutions in line with customer needs
- engagement with mentors to create confidence and a transference of knowledge and skills
- exposure to industry experts, professionals and potential clients
- specific new learning topics including sales, partnership, marketing, legality, financing and risk
- showcases at the end of each 3-day session to allow teams to access support and reflect on their learning

4.2 Smart Child-prenuer (pilot) with Luis Arroyo

Smart Child-prenuer primarily aims to engage with one primary school and strengthen entrepreneurial capacity within grade 4 – 6 school students, to assist the development of Startup capacity and enhance the density of early start-uppers within the Rockhampton Ecosystem.

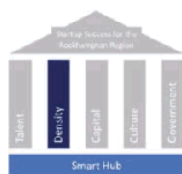
A similar pilot was successfully implemented in other areas of Central Queensland, in which:

- students actively participated and embraced the concept by turning ideas into profitable businesses (up to 50%) and also learned from failure and being flexible
- teachers not only provided effective support but also learned from the children's unlimited creativity (thus why the age group is so important)
- parents were actively involved in the process and came to understand what makes a successful startup and how to support the process
- the community directly benefited from micro-economic trading with great potential for expansion and,
- startup groups identified young entrepreneurial talent and business ideas with great 'exit' prospect

Once this pilot has been successfully delivered, the Smart Child-prenuer is a 'footprint' that can be duplicated across the Rockhampton region.

4.3 Participate in the STEM Program with schools throughout the region

The SmartHub hosts all STEM meetings and contributes to STEM Initiatives. A STEM community showcase event is planned and funded for 2018, through STEM funding during science week (August 2018).



Density

As previously explained, density is crucial for the cultivation of innovation and collaboration. Strategies for increasing density within the SmartHub and wider Rockhampton community are outlined below.

Strategy 5 – Airport Satellite SmartHub

Create a small satellite SmartHub at the airport to raise community awareness and attract new talent to the SmartHub. As entrepreneurs tend to travel a lot, for work and pleasure, the airport is an effective place to establish the presence of the SmartHub. The Airport SmartHub will provide a place for travellers to work, as well as to receive valuable information about Startups, business and the Rockhampton SmartHub.

Strategy 6 – Marketing

Increase awareness and marketing of Rockhampton's SmartHub. This will be achieved by collaborating with CQUniversity, Startup Capricorn Rockhampton and Bill McKeague to deliver monthly blogs, vlogs and podcasts which will be published by various organisations across numerous platforms to showcase Rockhampton as a startup destination.

Strategy 7 – Startup Weekends & GovHack

Through collaboration with Startup Capricorn and CQUniversity, a further series of Startup Weekends will be run from the SmartHub. Startup Weekends are 54-hour weekend events, during which groups of developers, business managers, startup enthusiasts, marketing gurus, graphic artists and more, pitch ideas for new startup companies, form teams around those ideas, and work to develop a working prototype, demo, or presentation by the Sunday evening. Startup Weekends are run internationally and will have the two-fold effect of building capacity within the region and attracting Startup Weekend enthusiasts to Rockhampton.

The annual GovHack event, held in collaboration with CQU will also run from the SmartHub.

GovHack is an open data hackathon held across Australia. GovHack is a catalyst to drive open data outcomes, stimulate innovation and demonstrate what can be achieved when we foster a supportive environment for creatives, entrepreneurs, government and industry to collaborate.

Rockhampton Regional Council could benefit from this weekend by sharing data and problems for the teams to utilise and work on during this event.

Strategy 8 – Create a Corporate Membership and Partnership arrangement with larger corporations

Co-working spaces globally have a diverse tenant base. Corporate organisations and government representatives hold tenancy in many co-working facilities across the globe. The reason corporate organisations want to be in such facilities is simply to be close to startups. They realise that startups use technology to create innovative solutions to business problems. Being part of the Startup ecosystem allows easy access to startups and also promotes communication between corporate entities and startup founders and team. The SmartHub will create and promote a Corporate membership program to enable these larger companies to occupy space in the SmartHub.

Strategy 9 – Membership Promotion

Increase SmartHub membership to 50 in 2018. The SmartHub is home to various Startup founders, entrepreneurs, and creative, talented people. By holding an open day and/or open week at the SmartHub, the right people can be encouraged to experience working from the SmartHub before committing to becoming a member. Free day and week passes will also be made available and promoted across social media to encourage new members and memberships.



Capital

In order to support businesses in their formative stages to successfully establish themselves within in the community and scale up, the following capital generating strategies will be employed.

Strategy 10 – Rockhampton Angel Group

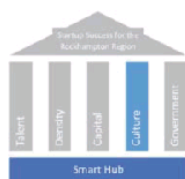
Facilitate the formation of a Rockhampton Angel Group in collaboration with founder Chris Harris. Business Angel Investors ('Angels') are typically high net worth individuals within a community who provide smaller amounts of finance (\$25,000 to \$500,000) in the form of equity investments done at an early stage. Angels usually contribute much more than pure finances – they have industry knowledge and contacts that they pass on to entrepreneurs, in addition to experience with starting and growing a company.

This strategy is already underway, having received \$20,000 funding from Advance Queensland for the establishment of Rockhampton's Angel Group. This venture is also supported by the Brisbane Angels' Angel Loop Run. The Brisbane Angels bring startups to Rockhampton monthly to pitch for investment. Rockhampton Startups will also commence pitching.

Steve Baxter of Queensland Chief Entrepreneur also contributes to our investor community through education and the provision of feedback to local Startups.

Strategy 11 – Pitch Training

Run pitch training for local startups to ensure that they are prepared for pitch events. A suitable program will be sourced to ensure our Startups are pitch and investment ready.



Culture

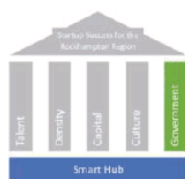
Rockhampton has a unique, promising culture which can be cultivated alongside successful international startup culture. The following strategies address key elements of the desired startup culture and ways in which these can be fashioned.

Strategy 12 – Celebrating Entrepreneurism

Continue to celebrate entrepreneurs and entrepreneurial activity within the Rockhampton region at every opportunity.

Strategy 13 - #FoundersFirst and #GiveFirst

Adopt and promote the international ecosystem culture of #FoundersFirst and #GiveFirst. The #FoundersFirst mindset involves organisations and parties within the community considering whether actions taken will be beneficial to entrepreneurs. It is important for the Rockhampton community to work together to foster a thriving startup ecosystem and sustain prosperous local ventures. Working in conjunction with #FoundersFirst is the concept of #GiveFirst, which revolves around acknowledging that in order to gain any sort of return, you must first give. For members of the community to benefit from local startups, they should be willing to aid them; making use of their specific capabilities, engaging with startups and anticipating their needs. The whole community, startups and established businesses alike, should embrace a willingness to learn, adapt and experiment in order to attain success for all.



Government

With the purpose of producing a supportive, stable environment for startups, the following regulatory measures would foster success.

Strategy 14 – WaterWise Model

Adopt the WaterWise Model, a procurement process that encourages engaging with startups to solve priority problems.

Regulatory barriers are difficult for startups to overcome, often being too substantial for startups to even make an attempt. Improving this would encourage more startup activity, and also have the benefit of solving real, current problems. The proposed solution to this issue, the WaterWise Model, was formed as follows.

The Water Board in Nevada developed a procurement process that allowed them to solve the very challenging problems they were facing in a unique and effective way. Nevada had been faced with over 17 years of drought and had very difficult and technologically challenging problems facing them. Existing methods of procurement and solution finding were not working, so a new model was devised. The first step was engaging stakeholders and developing detailed and specific conceptions of the problems that needed solving. These problems were prioritised and published on their website. The next step was to create an environment where startups could actually engage and participate in solving those problems. This sort of activity is normally impossible for startups, because the existing regulatory barriers are too high for startups to overcome. Through this process, startups were encouraged to make Nevada their home, and the density and culture elements of the startup ecosystem were significantly impacted upon. Most importantly it started solving their water and drought related problems far faster and more cost effectively than traditional procurement processes.

This process serves as a great model for introducing innovation within any organisation. The essence of the WaterWise Model is a core tenet of the Smart Way Forward Strategy: to engage with the community and businesses to articulate real-world problems and encourage SmartHub members and the startup ecosystem to collaborate to solve these problems.

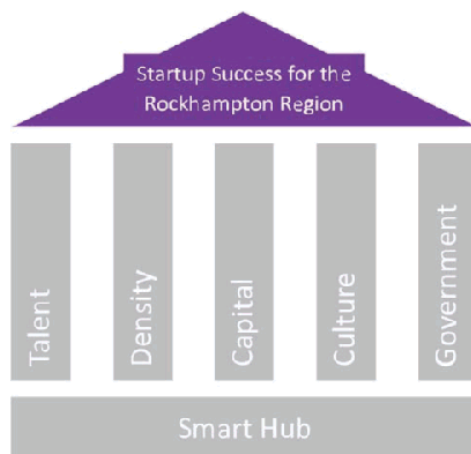
Strategy 15 – Government Policy

Contribute to the conversation about government policy for Startups whenever the opportunity is presented.



(Left to right) Megan Avart - Startup founder, Elize Hattin - Smart Hub Manager, Minister Kate Jones - Minister for Innovation

5 Pillars Impact Forecast



By implementing these strategies and building the 5 key pillars, Rockhampton will become home to a thriving ecosystem. This ecosystem will comprise smart and talented entrepreneurs, investors, mentors, accountants, lawyers, marketers, software developers and engineers, established businesses, universities and community organisations. This community will meet and interact regularly at the SmartHub and in other locations in our region. The culture will be #givefirst where people give of their time,

expertise and resources to ensure that startup founders are positioned to succeed (#foundersfirst). The interaction between these groups of people should result in thriving startups and a vibrant wider community.

Through the implementation of the strategies outlined above, it is anticipated that startups will gain strong starts, will find product-market fit in the international sphere, obtain Seed, Angel and Venture Capital investment, and quickly scale to reach an exit. An exit occurs when a startup is acquired by another company or listed on the stock exchange, this being when investors receive a return on their investment.

In a recent LinkedIn article titled, *Spinning up 'Regional' Entrepreneurship Ecosystems: and getting it to continue in the long term*, David McKeague addresses ecosystems which reach such a level of maturity.

In order for startups to be successful, McKeague writes, 'Entrepreneurs need to get more experienced — first time, second time, third time'. By employing the previous strategies, startups will grow regularly and rapidly alongside other startups and businesses, resulting in a full ecosystem which creates regular and repeatable exit deal flow.

To read the full article please visit <https://www.linkedin.com/pulse/spinning-up-regional-entrepreneurship-ecosystems-getting-mckeague>

2018 – 2020 Goals

2020

1. One or more Startup Success Stories as described in the LinkedIn article
2. Other Startups showing potential

2018

3. Fifty SmartHub Members
4. Larger active community of 500 people
5. 1000 people on our database

Programs and Events

A number of current activities and events will be continued and improved upon. These include:

- Lunch & Learns (open to community)
- Social Events (for SmartHub members)
- Accountant talks (for SmartHub members)
- Solicitor talks (for SmartHub members)
- Pitch Nights
- Investment Meetings
- Gov Hack
- Startup Weekends
- Youth Entrepreneur Programs – Young Change Agents (years 7 – 12) and Luis – (Years 4 – 6)
- STEM meetings and events
- Myriad
- Hot DesQ Hosts
- Beef Week
- Small Business Week
- Chief Entrepreneur visits

Please refer to Appendix 3 for a list of events scheduled as of April 2018.

Marketing

Several different avenues are to be employed for the continued marketing of the SmartHub and its accompanying programs. Firstly, it is envisioned for advertising to be displayed at the airport, including signs, a TV wall, and the satellite SmartHub. This will increase the reach of the SmartHub, given that a vast variety of people use the airport on a regular basis.

Several social media platforms will continue to be utilised to advertise events, programs and SmartHub facilities. Social media is becoming an increasingly important point of call in our technology-based society, allowing for large numbers of people to be reached, which results in high benefits for low costs.

Other forms of advertising will include television, radio and digital billboards. Once again, these will improve the awareness of and engagement with the SmartHub, with each advertising platform catering to different demographics.

Marketing of the SmartHub and related content is to be aided by the Advance Rockhampton marketing team.

Measurement

‘What gets measured gets improved’, 40 years ago, legendary management consultant Peter Drucker said these words, and to this day they remain exceptionally relevant.

It is important to measure the SmartHub’s results and impact across the local region and beyond. MeasureUp30 is a software solution crafted to address two main issues: the measurement of impact and outcomes of innovation investment, and the enabling of innovation programs and hubs to become more sustainable. The platform has been developed by Chad Renando, based on his experience managing the Ipswich innovation hub Fire Station 101, and is part of an initiative by the Office of the Queensland Chief Entrepreneur to map and measure the Queensland innovation ecosystem.

Through the platform, hubs create their impact, activities and outcomes dashboards through operational activity of the hub, including surveys, events and programs, and mentoring. Aggregate data from the hubs is also accumulated into a central database for reporting and to allow for benchmarking against other regions, industry sectors, and hub models (government, university, independent, corporate).

The platform is in beta release. Data is currently being received from hubs and programs for initial dashboard development and survey distribution. The plan is for initial onboarding leading into the Myriad festival in May, and wider rollout by Q3 2018.

Funding

Federal Government Funding is available in the form of Incubator Support Grants. This grant funding provides new and existing business incubators with grants of up to \$500,000 to assist Australian startups develop the capabilities required to succeed in international markets.

The Incubator Support initiative supports the Australian Government's commitment to:

- assist Australian startups to develop the capabilities required to achieve commercial success in international markets and realise their economic potential faster than they otherwise would, and
- to develop Australia's innovation ecosystem including in Australian regions.

The Rockhampton Regional Council SmartHub is eligible for funding as an innovative regional incubator with high potential for future trade success.

The SmartHub proposes to apply for the full funding amount of \$769,230 over 2 years.

The Federal Government funding grant allows for a 65% contribution with RRC and other organisations contributing 35%. Breakdown below:

| <i>Funding</i> | <i>Percentage of Funding</i> | <i>Be whom</i> | <i>Amount</i> |
|--------------------------------------|-------------------------------------|------------------------------|----------------------|
| Incubator Support | 65% | Federal Government | \$500,000 |
| SmartHub In-kind contribution | 10% | Rockhampton Regional Council | \$76,923 |
| Other contribution | 10% | Other Organisation | \$76,923 |
| SmartHub cash contribution | 15% | Rockhampton Regional Council | \$115,384 |

If the SmartHub is successful in its application, the funding will be used to execute the numerous strategies outlined in this document, including but not limited to

- ✓ Developing Developers Program
- ✓ Startup Club
- ✓ Startup Onramp
- ✓ Accelerator Program
- ✓ Young Change Agents School Program and YINC
- ✓ Smart Child-preneur Program
- ✓ STEM related events
- ✓ Startup weekends
- ✓ GovHack

Conclusion

Although the SmartHub is still in its founding stages, its potential to alter the future form of the Rockhampton region has already become clear. By increasing the effect radius and strengthening the impact of the SmartHub through the methods outlined within this document, Rockhampton will take another step towards becoming One Great Region in the future.

Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it's the only thing that ever has.

- Margaret Mead

SmartHub Team

Manager Corporate and Technology Services

Drew Stevenson

SmartHub Business Manager

Elize Hattin

SmartHub Administrator

Courtney Abell

SmartHub Business Trainee

Adelae Parry

Appendices

1. SmartHub Member Profiles
2. SmartHub Rates 2018
3. Events as of April 2018
4. References and Recommended Reading List

SMARTHUB MEMBERS AS AT APRIL 2018

RESIDENT MEMBERS

Allied Business Group | alliedbg.com.au

Allied Business Group delivers quality technology systems and support for Australian businesses. Allied Business Group removes the complexities and frustrations associated with technology by addressing common business problems. They focus on sustainable solutions that improve efficiency and lower overheads. Think to the future and adopt a technology strategy with Allied Business Group.



Matthew Lawson



Michael Green

Bitplex | bitplex.com.au

Bitplex is a strong local business creating world class software. They work alongside their clients to identify issues and frustrations associated with business tools and processes, then provide ideas on ways to move forward. They focus on solutions, not technology; the simpler the better. They can help with anything from automating spreadsheets, to creating your disruptive tech platform, to building the next flappy bird.



Phil Martin

Business with DIAMOND | businesswithdiamond.com.au

Business with DIAMOND (BWD) specialises in the management of subcontractor safety documentation. BWD recognises that subcontractors are great at doing the job they are experienced in; however, safety documents are complex to even the most experienced individuals. BWD provides a software solution for safety administration documentation needs.



Kaleb Roberts



Wendy Bishop

CCIQ – International Trade | www.cciq.com.au

As a Regional Certifying Body for Queensland, CCIQ provides advice to the Department of Home Affairs on RSMS Direct Entry stream employer nomination applications, using local area knowledge to advise the department in relation to the genuine need for the nominated position and terms and conditions of employment in accordance with certain specified requirements.



CQ Migration

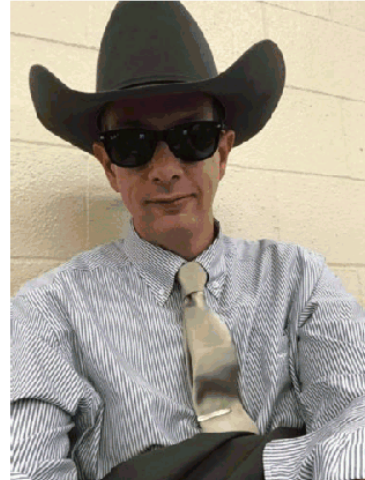
CQ Migration is a boutique Australian Migration Agency which aims to provide a personalised and accessible service to the people of CQ. They can assist with all aspects of visa and citizenship applications with the Department of Home Affairs and the Administrative Appeals Tribunal. Initial consultation to assess options and eligibility is free of charge. Focus is on family, employer-sponsored, student and humanitarian visas.



Wendy Maitland

EQLIVE

EQ LIVE is an online platform for equine sales and competition management across Australia. EQ LIVE has saved thousands of administration hours for our users through an incredibly easy platform for participating in horse events.



Clay Cini

Feel Good Naturopathy | feelgoodnaturopathy.com.au

Feel Good Naturopathy cares about the health and wellbeing of their clients. Janelle Tanzer specialises in ensuring people reach their full potential by investigating underlying health issues, identifying body systems that are not functioning properly and compiling a healthcare plan to bring homeostasis and well-being to the whole body, optimising health and longevity.



Janelle Tanzer

Fox and Fire | foxandfire.com.au

Fox and Fire is a creative design and video production business. They work directly with their clients to handcraft visuals, providing tailored videos and graphic design services to communicate a clear message and strong branding.

<mailto:wendy@businesswithdiamond.com.au>



Jonathan Maxwell

Gideon Town Planning | gideontownplanning.com.au

Gideon Town Planning, established by Gideon Genade is a town planning consultancy that draws on an extensive and diverse portfolio of residential, industrial, retail, rural, commercial and specialist development projects. They work with clients to develop ideas, create solutions and manage risk. They are experienced in providing advice regarding approval, costs and timing; followed by the preparation, lodgement and management of development applications through to approval.



Team Gideon Town Planning – Bec and Gideon

Hypo_Active Training

Hypo_Active Training is a fitness training service for ladies. Chenai Boucher aims to inspire women to achieve their best in life through education and fitness.



Chenai Boucher

iHelp Business Coaching | ihelpbusiness.com.au

iHelp Business Coaching Director Steve Grant understands that small business owners dream of success, want enjoyment in their lives, want less stress and frustration and more profit with less effort. With a wealth of experience in assisting businesses of all shapes and sizes, Steve can provide practical and real world business advice to help achieve goals. No matter what problems and issues a business faces, there is always a solution. iHelp will help "keep it simple"



Steve Grant

Joyful Communications | sarahjoyperce.com

Joyful Communications is Central Queensland's leading public relations and communications firm, headed up by Sarah-Joy Pierce. Specialising in industry, trade, government and corporate clients, Joyful Communications can adapt to nearly any communications challenge. From copywriting to public relations, marketing and communications strategy, Joyful Communications crafts words to make you smile.



Sarah-Joy Pierce

LAD Social

Life After Dark specialises in creating content for online marketing, working with their clients to design and develop campaigns using both photography and video. With a professional team of five, Life After Dark operates across Central Queensland and occasionally on international projects.



Liam Fahey

Mindful Money Solutions

Brenda McConachy from Mindful Money Solutions is passionate about helping people develop positive financial mindsets. With 15 successful and dedicated years as a mortgage broker servicing in Central Queensland and surrounding areas; Mindful Money Solutions offers experienced advice from a home loan specialist dedicated to helping you own your home sooner.



Symbolise Your Goal

Jan Anfruns is the founder of Symbolise Your Goal which is a cloud based application under-construction. The application translates business or personal goals into a digitally manufactured symbol or sound wave. This unique symbol can be 3D printed into wearable art and is a visual and tactile reminder of your aspiration or achievement.



Jan Anfruns

The Digital Executive

Melody Kowald is a digital marketing specialist with a unique background in product management, who helps businesses achieve growth and momentum. Her experience and expertise extends across many different digital platforms, having worked with over 200 blue-chip brands across almost every industry. Clients see Melody as a trusted partner and advisor who they integrate into long-term growth plans.



Melody Kowald

Learn 2 Learn | www.learntolearn.com

Tanya Rutherford helps build stronger teams and grows leaders. Their Learn2Learn program is designed to assist higher education students develop key behaviours, learning strategies and build resilient mindsets to improve grades, reduce stress and time wasting.



Tanya Rutherford

Tutt Holland | tuttholland.com

Tutt Holland empowers purpose-driven leaders and organisations to change the world. They provide holistic coaching and consulting services in life, business, and leadership strategic, with a dedicated and specialised focus on social enterprises, charities, not-for-profits, community organisations, and NDIS service providers.



TUTT HOLLAND
Business and Leadership
for World Changers



Matthew Doyle

Two Green Stones | www.twogreenstones.com

Two Green Stones is a Contemporary Fashion and Accessories label, founded, designed and developed by Jade Howard-Smith. Although not released yet, the label will produce and sell a Collection of unique Jewellery pieces and women's clothing featuring various handcrafted embellishments. Their label aims to reach higher end "Boutique" style retailers, e-commerce websites, including it's own online boutique store and also via social media platforms. Initially the brand will target the Australian designer market with the intention to expand globally over the coming years.



Jade Howard-Smith

Umanity

Umanity is a software platform that allows individuals and organisations to track their volunteering hours, monetary and blood donations. The app is free for individual accounts, anyone can create an account, post their good deeds, and invite and follow friends to see what good deeds their network does. Umanity also offers a paid subscription model for service clubs, not for profit organisations and enterprise accounts. The software offers management tools, including an administration dashboard, reporting features on the organisation yearly and lifetime contribution, reporting on member activity and effectiveness, reporting on programs run by the organisation, and management tools for adding new charitable events and fundraises and assigning members/volunteers to the events.



David Guinane

NON-RESIDENT MEMBERS

Biscuits and Milk

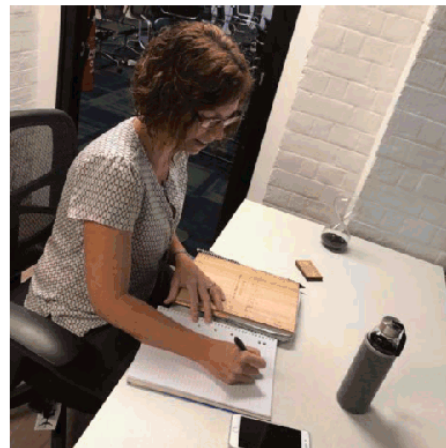
John Cook, founder of Biscuits and Milk is building software to aid in information management for those living with disability. It will collect, manage and share information for people living with disability in their lives. Improved information management leads to better therapy outcomes. Development is currently in progress with the MVP fully funded and the software will be launched in the coming months.



John Cook

Doust Ideas

Kate Doust creates unique and personalized laser cut products, forever looking for new products to create and new needs to meet. She originally started creating products for home décor, however is now moving towards Business Promotions and bulk sales such as Timber Book Covers, Chopping Boards, Coasters and Business Cards.



Kate Doust

FOXLaw | www.foxlaw.com.au

FOXLaw is an incorporated legal practice focused on business and property law along with wills and estate planning which has been operating for 5 years. Josh Fox was one of our Startup Club participants in 2017 and is in the process of creating an innovative conveyancing service which involves the development of an online conveyancing portal where clients can be educated throughout the conveyancing process and keep track of where they are up to as their transaction progress to add value for the client and reduce costs.



Josh Fox

La Belle Fleur

Monique Teghe has been operating her custom cake and baked goods business for 3 years. She was one of our Startup Club participants in 2017 and intends to develop her business by offering quality, preordered boxes of yummy treats delivered to the home or workplace on a regular basis and as fundraising options for schools and charities.



Monique Teghe

Luke Geldard Productions | lukegeldard.com

Luke Geldard Productions (LGP) is an advertising agency providing a full marketing service including all media channels (TV, radio, internet and print), TV commercial production, media buying, promotional videos, radio commercials, photography and social media marketing. LGP also facilitate print production and website production.



Luke Geldard



Hoan Dang

Motor Themed Café/Eatery

Geoffrey Bender and his wife Sharon have a business idea to open a motor themed café/eatery, a place that is family friendly with food and non-alcoholic drinks that is a muscle car and motorcycle destination. An experience for enthusiasts, interested people and groups to meet, have good food, talk and buy old / collectable car and bike parts, which could become a focal point for possibly motorsport in Mount Morgan, considering it is proposed that a car meeting be held there in the near future.

Power HR Consulting | www.powerhrconsulting.com

Shantal Wallace is an experienced Human Resources Consultant, on a mission to provide small businesses with the right tools, templates, and guidelines to make compliance a breeze. She can simplify HR Best Practice and remove all the corporate jargon in one-on-one training for owners and managers. With over 12 years' experience in employee relations, Shantal is passionate about family-owned and small businesses who don't have access to their very own expert.



Shantal Wallace

Pumped Sport

Pumped Sport is all about kids 'enjoying the game' by getting children excited, having fun and engaged with positive sporting experiences, children develop a love of physical activity and a lifelong interest in sport. Their unique range of interactive inflatables and innovative programs are designed to maximise children's enjoyment and skill development. Pumped Sport offer sports leagues, instructional programs and sporting events for boys and girls aged 3-12. Wayne Hanrahan's vision is to excite and engage children nationally with innovative sporting programs that inspire children to develop a lifelong interest in sport.



Wayne Hanrahan

Ready Set Organise

Ready Set Organise is a Professional Home Organising business where Faye Smith will help people to declutter their homes or just a specific part i.e. wardrobe, pantry, linen/medicine cupboard. The service is also targeted at people who are moving house who have work or parenting commitments and are too tired or time poor to unpack their belongings which results in them just unpacking the bare essentials and leaving everything else still in boxes. Faye will help these people by unpacking everything before they move in so they can start their new life free of having to face unpacking. The Intention is to provide office organisation services in the future.



Faye Smith

Rural Health Connect | www.ruralhealthconnect.com.au

Rural Health Connect is building a website and app that links people in rural Australia to psychologists via video conferencing technology and is set to launch mid 2018. Many rural Australians deal with stressful situations like drought, floods, isolation and fluctuating prices on a daily basis yet it can be extremely difficult if not impossible to access mental health services. This can cause people to lose hope, at times with devastating outcomes. Megan's platform will allow people to conduct sessions with psychologists from the privacy of their own home with no travel or wait time and no stigma.



Megan Gomez



SMARTHUB FEE SCHEDULE 20 February to 30 June

| GROUND FLOOR OF CUSTOMS HOUSE – 208 QUAY STREET, ROCKHAMPTON | | | | |
|---|---------------------|-----------|----------|--|
| Room no. Name/Type | Hourly Rate or part | Daily | Weekly | Inclusions |
| Green Room – seats up to 10 people | \$ 30.00 | \$ 150.00 | N/A | Wifi, smart board, green screen and lighting. |
| Annex /small event space – seats up to 40 people theatre style | \$ 35.00 | \$ 175.00 | N/A | Wifi, projector, chairs, whiteboard and smart board (if available). |
| Co-workstations – non permanent in Lounge and Central Room (12 available) | N/A | \$ 15.00 | \$ 30.00 | Wifi, printing (up to 100 pages per month), use of kitchen facilities, use of Green Room (as required/ available). |
| Office 4 (two desks with glass door) | N/A | \$ 35.00 | \$ 50.00 | |
| Co-workstations – permanent located in Ring Room (5 available) | N/A | N/A | \$ 40.00 | Smart Hub membership, 24 Hr access, Wifi, printing (up to 100 pages per month), use of kitchen facilities, use of Green Room and Annex (as required/ available). |
| Office 5 (two desks with glass door) – Adhoc usage available | N/A | N/A | \$ 50.00 | |
| Office 6 (two desks with glass door, with one window) | N/A | N/A | \$ 50.00 | |
| Office 1 (three desks, private room with two windows) | N/A | N/A | \$ 60.00 | |
| Office 2 (three desks, private room with window) | N/A | N/A | \$ 60.00 | |

| GROUND FLOOR AND LEVEL 2, 212 QUAY STREET, ROCKHAMPTON – SMARTHUB STAGE 2 | | | | |
|---|-------------------|-----------|-----------|--|
| Room no. Name/Type | Hourly Rate | Daily | Weekly | Inclusions |
| Small Meeting Rooms | \$ 15.00 | \$ 35.00 | N/A | Wifi, desk and chairs |
| Workshop Room (Level 2) | \$ 20.00 | \$ 100.00 | N/A | Wifi, table and chairs, projector and white board |
| Event Spaces (GF and Level 2) | \$ 20.00 | \$ 100.00 | N/A | |
| Boardroom (Level 2) | \$ 20.00 | \$ 100.00 | N/A | |
| All other offices (GF and Level 2) | N/A | N/A | \$ 100.00 | Smart Hub Membership, 24 Hr access, Wifi, use of kitchen facilities and meeting rooms as required/ available |
| SmartHub Membership | \$50.00 per month | | | Free in-house training and workshop sessions, monthly accountant and law talks, mentoring with our Business Coach (Elize Hattin), Wifi, printing (up to 100 pages per month), use of a non-permanent co-working station desk once a week, kitchen facilities, use of Green Room and Annex (as required/available). |

*All fees are inclusive of GST

An initiative of Rockhampton Regional Council

020518

SmartHub Rockhampton 07 4936 8444 | SmartHub@rrc.qld.gov.au | www.rrc.qld.gov.au



SMARTHUB EVENT CALENDAR 2018

APRIL

Tuesday 3rd – Accounting Talk – Evans Edwards
 FBT Basics for Business
Friday 6th – Monthly Member's lunch
Tuesday 10th – FairWork Ombudsman information session
Friday 13th – Angel Loop Monthly Investor Meeting
Tuesday 17th – Digital Marketing Workshop – Melody Kowald
Wednesday 18th – Ignite Ideas Fund Information Session
Tuesday 24th – 3AM Founders event
Thursday 26th – Lunch & Learn – Fox Law
 Different Business Structures
Friday 27th – Mastermind Meetup – Karyn & Bruce

MAY

Tuesday 1st – Accounting Talk – Evans Edwards
 Giving Away Equity in a Company
Friday 4th – Monthly Member's Lunch
Friday 11th – Angel Loop Monthly Investor Meeting
Tuesday 15th – STEM Meeting
Tuesday 15th – Law Talk – Fox Law
Wednesday 16th–18th – Myriad – representing Fitzroy
Tuesday 29th – Lunch & Learn – Elize Hattin & Aaron Birkby
 Preventing Failure in Business
Wednesday 30th – Mastermind Meetup – Karyn & Bruce
Thursday 31st – Small Business Week event

JUNE

Friday 1st – Monthly Members Lunch
Friday 1st–3rd – Startup Weekend
Tuesday 5th – Lunch & Learn – Evans Edwards
 Tax Time – EOFY
Friday 8th – Angel Loop Monthly Investor Meeting
Tuesday 19th – Law Talk – Fox Law
Wednesday 27th – Mastermind Meetup – Karyn & Bruce

Late June/Early July – Youth School Program

JULY

Tuesday 3rd – Accounting Talk – Evans Edwards
Friday 6th – Monthly Members Lunch
Friday 13th – Angel Loop Monthly Investor Meeting
Tuesday 17th – Law Talk – Fox Law
Tuesday 24th – Lunch & Learn – Brian Bartlett
 It's a Big Wheel
Wednesday 25th – Mastermind Meetup – Karyn & Bruce

AUGUST

Friday 3rd – Monthly Members Lunch
Tuesday 7th – STEM Meeting
Friday 10th – Accounting Talk – Evans Edwards
Friday 10th – Angel Loop Monthly Investment Meeting
Tuesday 14th – Law Talk – Fox Law
Thursday 16th – Pitch Night event
Tuesday 21st – Science Week related event
Wednesday 29th – Mastermind Meetup – Karyn & Bruce
Thursday 30th – Lunch & Learn – Simon & Jenni
 Workplace Safety

SEPTEMBER

Tuesday 4th – Accounting Talk – Evans Edwards
Friday 7th – Monthly Members Lunch
Friday 7th–9th – GovHack 2018
Friday 14th – Angel Loop Monthly Investor Meeting
Tuesday 18th – Law Talk – Fox Law
Thursday 20th – Lunch & Learn – Q & A Panel with HotDesQ
Wednesday 26th – Mastermind Meetup – Karyn & Bruce

September/October School Holidays – YINC Program

OCTOBER

Tuesday 2nd – Accounting Talk – Evans Edwards
Friday 5th – Monthly Members Lunch
Friday 12th – Angel Loop Monthly Investor Meeting
Tuesday 16th – STEM Meeting
Tuesday 16th – Lunch & Learn – Bronwyn Fenech
 Female Founders
Tuesday 23rd – Law Talk – Fox Law
Wednesday 31st – Mastermind Meetup – Karyn & Bruce

NOVEMBER

Friday 2nd – Monthly Members Lunch
Tuesday 6th – Accounting Talk – Evans Edwards
Friday 9th – Angel Loop Investor Meeting
Friday 9th–11th – Startup Weekend
Thursday 15th – Global Entrepreneur Week event –
 Pitch Night
Tuesday 20th – Law Talk – Fox Law
Thursday 22nd – Lunch & Learn – Joy Communications
 Importance of Public Relations
Wednesday 28th – Mastermind Meetup – Karyn & Bruce

DECEMBER

Tuesday 4th – Accounting Talk – Evans Edwards
Friday 7th – Monthly Members Lunch
Friday 7th – SmartHub Members Christmas Party
Tuesday 11th – Lunch & Learn – Steve Grant
 Goal setting for 2019
Friday 14th – Angel Loop Monthly Investor Meeting
Tuesday 18th – Law Talk – Fox Law

PROGRAMS *

Developing Developers Program
 Lean Launch Programs (Startup Club with Bill McKeague)
 Startup Onramp with Colin Kinner
 Smart Child-prenuer (pilot) with Luis Arroyo
 Pitch Training

*To be scheduled once Council Approval and Funding is obtained



References and Recommended Reading List

Resources for building an ecosystem:

1. Episode 9 Masters of Scale – The next Silicon Valley Is...? With Linda Rottenberg CEO of Endeavor's
<https://www.entrepreneur.com/topic/masters-of-scale>
2. Brad Feld - Kauffman Sketchbook - "StartupVille"
<https://www.youtube.com/watch?v=zXD5vt0xhyl&app=desktop>
3. Brad Feld – How to Build an Entrepreneurial Community
<https://www.entrepreneur.com/article/297031>
4. Book – The Rainforest - The Secret to Building the Next Silicon Valley by Victor W Hwang and Greg Horowitz
<https://www.amazon.com.au/Rainforest-Secret-Building-Silicon-Valley-ebook/dp/B007AUWLU0>

Optional Resources:

1. Listen to E08 - Terry Gold - Techstars Adelaide from Open the Pod Bay Doors in Podcasts.
<https://itunes.apple.com/au/podcast/e08-terry-gold-techstars-adelaide/id1246074250?i=1000390087948&mt=2>
2. Book – Startup Communities: Building an Entrepreneurial Ecosystem in your city by Brad Feld
https://www.amazon.com/Startup-Communities-Building-Entrepreneurial-Ecosystem/dp/1118441540/ref=pd_lpo_sbs_14_t_1?encoding=UTF8&psc=1&refRID=XHT3EEHVFK9XTSKTWE55

11.6 RRC/CQU - BOND STORE - QUAY STREET CULTURAL PRECINCT COLLABORATION UPDATE

File No: 12472

Attachments:

1. Draft MOU - RRC/CQU Bond Store Cultural Precinct Collaboration [↓](#)
2. Draft Lease - Bond Store - CQUniversity [↓](#)

Authorising Officer: Ross Cheesman - Deputy Chief Executive Officer

Author: Drew Stevenson - Manager Corporate and Technology Services

SUMMARY

At an earlier meeting, Council approved the exploration of a collaborative arrangement with CQUniversity in the Quay Street Cultural Precinct that would see the Bond Store fit-out as a technology space. The vision is to create an environment and opportunities for Art Gallery patrons, Smart Hub members and the University community to collaborate and innovate, ultimately enhancing employability outcomes and stimulating innovative creativity within the precinct. The Memorandum of Understanding and Bond Store lease have now been finalised and are presented for Council's consideration and approval.

OFFICER'S RECOMMENDATION

THAT Council approves:

- a) The Memorandum of Understanding for the RRC/CQUniversity Bond Store Quay Street Cultural Precinct Collaboration (as shown in Attachment 1 to the report); and
- b) The lease of the Bond Store to CQUniversity Australia, under s236(1)(b)(i) of the *Local Government Regulation 2012*, for the purpose of working with Council to establish a collaborative environment for the University community, Art Gallery patrons and Smart Hub members (as shown in Attachment 2 to the report).

BACKGROUND

As reported to Council on 25 July 2017, the CQUniversity Vice Chancellor and Senior Deputy Vice Chancellor and Vice-President had written to Council expressing interest in developing the Bond Store as a world class innovation Hub. Council subsequently provided in-principle approval to establish an RRC/CQUniversity Bond Store Quay Street Cultural Precinct Collaboration Memorandum of Understanding (MOU) and proceed to negotiate the draft Bond Store lease document.

Since that time Council officers have been working with CQUniversity representatives to finalise the drafting of the MOU and Lease documents. As shown at Attachments 1 and 2, the MOU and Lease negotiations are now concluded and presented for Council's consideration.

Summary of CQUniversity's Intended Use

As quoted from recent correspondence from CQUniversity's Senior Deputy Vice Chancellor and Vice-President, Alastair Dawson:

"Our intended purpose for the space is to create a digital disruption space which would enable our students to engage with industry in digital projects, but in a broad range display. It would include exhibition space and bring both our visual arts students together with our IT students. The space will be developed as a high technology digital space which will morph over time."

“When completed we will have a combined teaching/exhibition space, which can be viewed publicly, a collaboration space to connect students with community and design space that different student groups can work in with community. It will be free forming and develop as technology develops so that we have latest influences coming across in the centre.”

As part of the Lease negotiations, University representatives (Facilities, project management and IT) met with Council officers onsite several times to discuss heritage matters, fit-out plans and communication connections. Given this earlier due diligence it is expected that final design work will commence shortly after execution of the Lease. It is understood the University plans to commence the fit-out late 2018 / early 2019.

Key Elements of the Bond Store Lease

A summary of the key elements of the Lease are as follows:

- Initial 10 year lease term.
- \$1 peppercorn lease.
- Permitted Use - Offices related to the conduct of the activities associated with the development of a teaching, learning, innovation space within the Rockhampton Quay Street Cultural Precinct.
- The University does not plan to construct toilet facilities within the Bond Store. Therefore, the Bond Store patrons will use the precinct shared toilet facilities and share contracted cleansing costs.
- The University will carry out fit-out works as approved by relevant authorities and in accordance with relevant legislation.

PREVIOUS DECISIONS

Council Meeting 25 July 2017

THAT Council provides in-principle approval for the:

- a) Establishment of a Memorandum of Understanding for the RRC/CQUniversity Bond Store Quay Street Cultural Precinct Collaboration; and*
- b) Bond Store to be leased to the CQUniversity Australia, under s236(1)(b)(i) of the LG Regulation (2009), for the purpose of working with Council to establish a collaborative environment for students/researchers, Art Gallery patrons and Smart Hub residents.*

LEGISLATIVE CONTEXT

The proposed lease of the Bond Store falls under the category of the disposal / disposal of interest in a Council non-current asset as per the Local Government Regulation (2012), Section 236(1)(b)(i):

236 Exceptions for valuable non-current asset contracts

- (1) Subject to subsections (2) to (4), a local government may dispose of a valuable non-current asset other than by tender or auction if—*
 - (b) the valuable non-current asset is disposed of to—*
 - (i) a government agency;*
- (2) An exception mentioned in subsection (1)(a) to (e) applies to a local government disposing of a valuable non-current asset only if, before the disposal, the local government has decided, by resolution, that the exception may apply to the local government on the disposal of a valuable non-current asset other than by tender or auction.*

- (3) *A local government may only dispose of land or an interest in land under this section if the consideration for the disposal would be equal to, or more than, the market value of the land or the interest in land, including the market value of any improvements on the land.*
- (4) *However, subsection (3) does not apply if the land or interest in land is disposed of under subsection (1)(b), (1)(c)(ii) or (1)(f).*

CONCLUSION

This RRC/CQUniversity collaborative initiative aligns with the region's Smart Way Forward Strategy to increase economic development opportunities and improve the livability and sustainability of the region. The partnership with the University will build on existing strengths and embrace the realities of a technology-driven, knowledge-based economy to create the jobs and industries of tomorrow. The proposed lease of the Bond Store to the University, under s236(1)(b)(i) of the LG Regulation (2012), will provide a facility in the Quay Street Cultural Precinct that will encourage collaboration in the creative and digital industries for the Art Gallery, Smart Hub and University.

The Bond Store lease document and MOU are now presented for Council's consideration and approval.

RRC/CQU - BOND STORE - QUAY STREET CULTURAL PRECINCT COLLABORATION UPDATE

Draft MOU - RRC/CQU Bond Store Cultural Precinct Collaboration

Meeting Date: 15 May 2018

Attachment No: 1



Bond Store – Quay Street Cultural Precinct Collaboration
Memorandum of Understanding
between Rockhampton Regional Council and CQUniversity Australia

1. PURPOSE

Rockhampton Regional Council will support and collaborate with CQUniversity to develop and implement a facility within the Rockhampton cultural precinct on Quay Street focused on creative industries including multimedia, digital media/graphics, virtual reality/augmented reality and visual arts engagement, learning and research.

This collaborative initiative aligns with the Region's Smart Way Forward Strategy to increase economic development opportunities and improve the livability and sustainability of the region. The opportunity for Rockhampton to build a more diverse economy is real. This collaboration will build on existing strengths and embrace the realities of a technology-driven, knowledge-based economy to create the jobs and industries of tomorrow.

The purpose of the memorandum of understanding (MOU) is to establish the parameters for a collaborative partnership between the Rockhampton Art Gallery, Smart Hub and CQUniversity in the development of a teaching, learning, innovation space within the Rockhampton Quay Street Cultural Precinct.

2. OBJECTIVES

Rockhampton Regional Council and CQUniversity agree to:

- 2.1 Work together to create facilities and spaces in the Rockhampton Quay Street Cultural Precinct that will encourage and support collaboration and innovation in the arts and technology space.
- 2.2 Work together in a mutually beneficial way to create opportunities for CQUniversity students, Smart Hub startups and Art Gallery staff/patrons to freely collaborate and innovate.

3. EXECUTION

This memorandum of understanding:

- 3.1 Commences on signing and continues until terminated by six months' notice in writing;

Bond Store – Quay Street Cultural Precinct Collaboration: Memorandum of Understanding

3.2 Will be reviewed in December and June of year one with the option for annual review thereafter; and

3.3 May be renegotiated at any time during the period of the agreement.

Any changes to the Memorandum of Understanding must be documented with copies of the changes provided to both parties.

The respective organisation representatives responsible for the management and implementation of this Memorandum of Understanding are:

- a) CQUniversity – Senior Deputy Vice-Chancellor and Vice-President; and
- b) Rockhampton Regional Council – Chief Executive Officer.

4. **ROCKHAMPTON REGIONAL COUNCIL UNDERTAKES TO BE RESPONSIBLE FOR:**

- a) Engaging with CQUniversity to ensure the success of the cultural precinct collaboration.
- b) Leasing the building known as the Bond Store to CQUniversity under a peppercorn lease arrangement for \$1.00 per year for an initial term of 10 years.
- c) Liaising with CQUniversity to identify potential Smart Hub and Art Gallery programs and initiatives which could be referred to the CQUniversity students for teaching, learning, research and development.
- d) Provide appropriate resources in the Smart Hub and Art Gallery to support collaboration and innovation.

5. **CQUNIVERSITY UNDERTAKES TO BE RESPONSIBLE FOR:**

- a) Engaging with Rockhampton Regional Council to ensure the success of the cultural precinct collaboration.
- b) Provide investment into the building known as the Bond Store to establish it as a CQUniversity teaching, learning, research and collaboration facility.
- c) Develop courses and research programs that would lead to collaboration and innovation with the Smart Hub and Art Gallery.
- d) Provide appropriate resources to support collaboration and innovation with the Smart Hub and Art Gallery.

6. **INTENDED OUTCOMES**

- 6.1 Strengthening of the existing working relationship between CQUniversity and Rockhampton Regional Council for the positive enhancement of both organisations.

- 6.2 Providing the facilities, environment and opportunities for Art Gallery patrons, Smart Hub residents and CQUniversity students/researchers to collaborate and innovate; ultimately enhancing student employability outcomes and stimulating innovative creativity in the cultural precinct.

7. STRATEGIC FIT

- 7.1 Contributes to Rockhampton Regional Council's Smart Way Forward and broader Economic Development Strategies.
- 7.2 Increases CQUniversity engagement activity within the Rockhampton region.
- 7.3 Provides increased work placement and research opportunities across a diverse discipline range.

8. THE PARTIES AGREE THAT

- 8.1 This memorandum of understanding is not a legally binding document and its provisions do not create rights, obligations or duties for either party. It is, however, a record of the commitment of the parties to abide by the arrangements set out in this agreement
- 8.2 If the parties do determine that they will enter into specific projects together, these will be subject of contractual arrangements to be determined and mutually agreed.
- 8.3 Agreement to the principles of the partnership does not require, or permit any action that is not lawfully permitted.

9. GOVERNANCE

- 9.1 The partnership will be governed by the signatories to this memorandum.
- 9.2 Regular updates will be provided to senior management in both organisations.
- 9.3 Amendments to this memorandum may be made at any time with the mutual agreement of both parties.
- 9.4 Where issues arise among or between parties in relation to any matter covered in this agreement, the parties involved will discuss and attempt to resolve the issue promptly and in-confidence.
- 9.5 A party may withdraw from this memorandum by giving at least six months' notice in writing to the other party stating the date on which the withdrawal will be effective

Bond Store – Quay Street Cultural Precinct Collaboration: Memorandum of Understanding

10. SIGNATORIES

Signed on behalf of the participating partners.

On this day of 2018

10.1 ROCKHAMPTON REGIONAL COUNCIL

Name: **Cr Margaret Strelow** Signature:

Positions: Mayor

Name: **Mr Evan Pardon** Signature:

Positions: Chief Executive Officer

10.2 CQUNIVERSITY AUSTRALIA

Name: **Professor Scott Bowman** Signature:

Positions: Vice-Chancellor and President

Name: **Mr Alastair Dawson** Signature:

Positions: Senior Deputy Vice-Chancellor and Vice-President

**RRC/CQU - BOND STORE - QUAY
STREET CULTURAL PRECINCT
COLLABORATION UPDATE**

**Draft Lease - Bond Store -
CQUniversity**

Meeting Date: 15 May 2018

Attachment No: 2

QUEENSLAND LAND REGISTRY
Land Title Act 1994, Land Act 1994 and Water Act 2000

FREEHOLD LEASE

FORM 7 Version 6
Page 1 of 41

Dealing Number



OFFICE USE ONLY

Privacy Statement

Collection of this information is authorised by the Land Title Act 1994 the Land Act 1994 and the Water Act 2000 and is used to maintain the publicly searchable registers in the land registry and the water register. For more information about privacy in DNRM see the department's website.

| | | | |
|---|--------------------------------|---|---------------------------|
| 1. Lessor ROCKHAMPTON REGIONAL COUNCIL | | Lodger (Name, address, E-mail & phone number) Rockhampton Regional Council PO Box 1860 Rockhampton Qld 4700 Ph: 4936 8051 Email: PropertyInsurance@rrc.qld.gov.au | Lodger Code 660 |
| 2. Lot on Plan Description LOT 3 ON RP 619454 | | Title Reference 30575162 | |
| 3. Lessee Given names | Sumame/Company name and number | (include tenancy if more than one) | |
| CENTRAL QUEENSLAND UNIVERSITY | | | |
| 4. Interest being leased Fee simple | | | |
| 5. Description of premises being leased Part of the ground floor of the building situated on Lot 3 on RP619454 identified on the sketch herein as 'Lease C1' and part of the first floor of the building situated on Lot 3 on RP619454 identified on the sketch herein as 'Lease C2' | | | |
| 6. Term of lease Commencement date/event: Expiry date: and/or Event: #Options: Nil #Insert nil if no option or insert option period (eg 3 years or 2 x 3 years) | | 7. Rental/Consideration See attached Schedule | |
| 8. Grant/Execution The Lessor leases the premises described in item 5 to the Lessee for the term stated in item 6 subject to the covenants and conditions contained in the attached schedule. Option in registered Lease no. 713928029 has not been exercised. * delete if not applicable Witnessing officer must be aware of his/her obligations under section 162 of the Land Title Act 1994Signaturefull namequalification Witnessing Officer (Witnessing officer must be in accordance with Schedule 1 of Land Title Act 1994 eg Legal Practitioner, JP, C Dec) Execution Date Lessor's Signature | | | |
| 9. Acceptance The Lessee accepts the lease and acknowledges the amount payable or other considerations for the lease.Signaturefull namequalification Witnessing Officer (Witnessing officer must be in accordance with Schedule 1 of Land Title Act 1994 eg Legal Practitioner, JP, C Dec) Execution Date Lessee's Signature | | | |

QUEENSLAND LAND REGISTRY
Land Title Act 1994, Land Act 1994 and Water Act 2000

ANNEXURE

Form 20 Version 2
Page 2 of 41

Title Reference 30575162

8. Grant/Execution

The Lessor leases the premises described in item 5 to the Lessee for the term stated in item 6 subject to the covenants and conditions contained in the attached schedule

Witnessing officer must be aware of his/her obligations under section 162 of the Land Title Act 1994

Rockhampton Regional Council

.....signature

.....full name

.....qualification

(Witnessing officer must be in accordance with Schedule 1 of
Land Title Act 1994 eg Legal Practitioner, JP, C Dec)

Witnessing Officer

/ /

Execution Date

.....
Chief Executive Officer –
Evan Anthony Pardon

Lessor's Signature

9. Acceptance

The lessee accepts the lease and acknowledges the amount payable or other considerations for the lease.

.....signature

.....full name

.....qualification

(Witnessing officer must be in accordance with Schedule 1 of
Land Title Act 1994 eg Legal Practitioner, JP, C Dec)

Witnessing Officer

/ /

Execution Date

.....
Vice-Chancellor
Central Queensland University
Lessee's Signature

QUEENSLAND LAND REGISTRY
Land Title Act 1994, Land Act 1994 and Water Act 2000

SCHEDULE

Form 20 Version 2
Page 3 of 41

Title Reference 30575162

REFERENCE SCHEDULE

- Item 1: **Term:**
10 years
- Item 2: **Rent**
\$1 (excluding GST) per annum
- Item 3: **Review Date(s) (including option periods) (CPI/Market/Fixed):**
- (a) **CPI Review Dates**
Not applicable
 - (b) **Market Review Dates**
Not applicable
 - (c) (i) **Fixed Increase Dates**
Not applicable
 - (ii) **Fixed Increase Percent**
Not applicable
- Item 4: **Minimum Increase Percentage**
100% (means rent not to decrease)
- Item 5: **Agreed Proportion**
Not applicable
- Item 6: **Permitted Use**
Offices associated with the conduct of the activities associated with the development of a teaching, learning, innovation space within the Rockhampton Quay Street Cultural Precinct.
- Item 7: **Insurance - Public Risk**
\$20,000,000.00
- Item 8: **Option Periods**
Nil
- Item 9: **Bank Guarantee**
Not Applicable
- Item 10: **Guarantors**
Not Applicable

QUEENSLAND LAND REGISTRY
Land Title Act 1994, Land Act 1994 and Water Act 2000

SCHEDULE

Form 20 Version 2
Page 4 of 41

Title Reference 30575162

Item 11: Landlord's Address for Notices

Address: PO Box 1860, Rockhampton Qld 4700
Facsimile number: 1300 225 579
Email Address: PropertyInsurance@rrc.qld.gov.au

Item 12: Tenant's Address for Notices

Address: Central Queensland University
Facilities Management, Building 37
Bruce Highway
ROCKHAMPTON NORTH QLD 4701
Email Address: director-facilities-management@cqu.edu.au

Item 13: Address of Premises:

208 Quay Street, Rockhampton, Qld 4700

QUEENSLAND LAND REGISTRY
Land Title Act 1994, Land Act 1994 and Water Act 2000

SCHEDULE

Form 20 Version 2
Page 5 of 41

Title Reference 30575162

1 INTERPRETATION**1.1 Terms and Reference Schedule**

- (1) Terms in **bold** in the Reference Schedule have the meaning shown below the term.
- (2) Item numbers refer to those in the Reference Schedule unless stated otherwise.
- (3) No provision in this Lease may be construed adversely to a party solely on the ground that the party was responsible for the preparation of this Lease or that provision.

1.2 Definitions

- (1) **Agreed Proportion** means the percentage in Item 5.
- (2) **Airconditioning Equipment** means any airconditioning equipment in the Premises.
- (3) **API** means the Australian Property Institute (Inc) Queensland Division.
- (4) **Authority** means any court, or any state or federal government, local government, statutory or public authority, instrumentality or body or any other person having jurisdiction over the Land or any part of the Land or anything in relation to the Land.
- (5) **Bank Guarantee** means an unconditional and irrevocable undertaking by an Australian bank for the amount in Item 9 on terms acceptable to the Landlord and does not have an expiration date.
- (6) **Business Day** means any day other than a Saturday, Sunday or public holiday in the city or town where the Land is situated.
- (7) **Building** means all buildings and improvements on the Premises excluding the Existing Structures.
- (8) **Certificate of Classification** has the same meaning as in the *Building Act 1975* (Qld).
- (9) **Claim** means any claim, action, proceeding, damage, cost, loss, expense or liability, whether present, unascertained, immediate, future or contingent.
- (10) **Common Areas** means the areas of the Land designated for common use by the Landlord.
- (11) **Commencement Date** means the day inserted in Item 6 of the Form 7.
- (12) **Contamination** means the existence of any hazardous contaminant, pollutant or chemical waste (howsoever described in any applicable Law, regulation or guidelines issued or adopted by any Authority).
- (13) **CPI** means the Consumer Price Index (All Groups) for Brisbane published by the Australian Bureau of Statistics. If that index no longer exists, "CPI" means an index that the president of the API decides best reflects changes in the cost of living in the relevant city in which the Premises are located.
- (14) **Default Event** means:
 - (a) a party becoming Insolvent; or
 - (b) a party who is an individual dying or becoming of unsound mind or being declared bankrupt; or
 - (c) a party which is a partnership having a change in its Constitution; or

QUEENSLAND LAND REGISTRY
Land Title Act 1994, Land Act 1994 and Water Act 2000

SCHEDULE

Form 20 Version 2
Page 6 of 41

Title Reference 30575162

- (d) any similar procedure or event whether (where appropriate) in respect of the whole or any part of the relevant party's assets; or
- (e) the reasonable likelihood of any of those procedures or events occurring.
- (15) **Default Rate** means a percentage interest rate per annum equal to the prime lending rate charged by the Landlord's bank plus 5%.
- (16) **Designated Toilets** means the toilets and associated amenities located on the Land as designated by the Landlord from time to time.
- (17) **Environmental Laws** means all Laws and regulations, environmental protection policies, and directions, standards and guidelines of any Authority regulating or otherwise relating to the environment, including without limitation any Law relating to land use, planning, heritage, coastal protection, water catchments, pollution of air or waters, noise, soil or ground water contamination, chemicals, waste, use of hazardous or dangerous goods or substances, building regulations, public and occupational health and safety, or noxious trades.
- (18) **Equipment** means all plant and equipment serving part of the Premises.
- (19) **Existing Structures** means any buildings and improvements situated on the Premises owned by the Tenant at the Commencement Date.
- (20) **Expiry Date** means the day inserted in Item 6 of the Form 7.
- (21) **Financial Year** means 1 July to 30 June.
- (22) **Fitout Works** means any works carried out by the Tenant in accordance with clause 6.
 - (a) replacing all floor coverings in the Premises; and
 - (b) treating as previously treated all internal surfaces of the Premises by painting, staining, polishing or otherwise to a specification approved by the Landlord.
- (23) **GST** means GST within the meaning of the GST Act.
- (24) **GST Act** means the A New Tax System (Goods and Services Tax) Act 1999 (as amended).
- (25) **Heritage Act** means the *Queensland Heritage Act 1992* (as amended)
- (26) **Insolvent** includes the appointment of a liquidator, receiver or administrator, dissolution, official management, winding up, deregistration, assignment for the benefit of creditors or compromise, arrangement (formal or informal), composition or moratorium with creditors generally of any class of creditors, scheme of arrangement, deed of company arrangement, insolvency and ceasing to carry on business.
- (27) **Land** means the property described in Item 2 of the Form 7.
- (28) **Landlord** means the party described in Item 1 of the Form 7.
- (29) **Landlord's Agents** means any agent, employee or contractor of the Landlord.
- (30) **Landlord's Property** means any property owned by the Landlord in or on the Land.
- (31) **Landlord's Services** means all Services provided on the Land excluding:

QUEENSLAND LAND REGISTRY
Land Title Act 1994, Land Act 1994 and Water Act 2000

SCHEDULE

Form 20 Version 2
Page 7 of 41

Title Reference 30575162

- (a) Services separately metered to the Premises; and
 - (b) Services separately metered to any other tenancy on the Land.
- (32) **Law** means all acts or statutes for the time being enacted and all rules, regulations, by-laws, notices, requisitions or orders made to or under any act or statute from time to time by any Authority.
- (33) **Legislative Requirement** means anything required by Law.
- (34) **Local Government Act** means Local Government Act 2009.
- (35) **Memorandum of Understanding** means the Bond Store – Quay Street Cultural Precinct Collaboration Memorandum of Understanding entered into by the Landlord and Tenant on [date].
- (36) **Premises** means the premises described in Item 5 of the Form 7 and includes the Landlord's Property in the Premises.
- (37) Intentionally Deleted
- (38) **Redecoration** includes:
- (a) treating as previously treated all internal surfaces of the Premises by painting, staining, polishing or otherwise to a specification approved by the Landlord; and
 - (b) replacing all floor coverings which in the opinion of the Landlord are worn or damaged and in need of replacement.
- (39) **Renewed Lease** means a Lease of the Premises for the relevant period set out in Item 8 on the terms set out in clause 17.
- (40) **Rent** means the amount in Item 2 as varied under this Lease.
- (41) **Services** means all gas, electricity, telephone, water, sewerage, fire prevention, ventilation, airconditioning, hydraulic, elevator and security services and all other utilities, services or systems.
- (42) **Tenant** means the party described in Item 3 of the Form 7.
- (43) **Tenant's Agents** means any employee, agent, licensee, sub-tenant, contractor, invitee or any person for whom the Tenant is responsible.
- (44) **Tenant's Improvements** means all fixtures in the Premises owned by the Tenant, including floor coverings.
- (45) **Tenant's Items** means all equipment, stock and other chattels in the Premises owned by the Tenant other than Tenant's Improvements.
- (46) **Tenant's Property** means all fixtures, fittings, equipment, stock and other articles in the Premises owned by the Tenant and includes the Existing Structures and Tenant's Items.
- (47) **Tenant's Services** means all Services provided in the Premises.
- (48) **Term** means the period from the Commencement Date to the Expiry Date (both inclusive).
- (49) **Termination Date** means the Expiry Date or the date of earlier termination of this Lease.

QUEENSLAND LAND REGISTRY
Land Title Act 1994, Land Act 1994 and Water Act 2000

SCHEDULE

Form 20 Version 2
Page 8 of 41

Title Reference 30575162

- (50) **Use Standard** means that the Contamination is remedied to a standard that is acceptable to the relevant Authority for the continued use of the Premises for the Permitted Use or any other similar commercial use proposed by the Landlord.
- (51) **Valuer** means a person who:
- (a) is a certified practising valuer, of not less than 5 years standing, of the Australian Institute and active in the relevant market at the time of appointment; and
 - (b) has at least 3 years experience in valuing the kind of premises leased by this Lease.
- (52) **WHS Legislation** means legislation relating to health and safety at work including:
- (a) the Work Health and Safety Act 2011 (Qld); and
 - (b) the Work Health and Safety Regulation 2011 (Qld).

1.3 Reference

- (1) Reference to:
- (a) the singular includes the plural and the plural includes the singular;
 - (b) legislation or regulations include any modification or re-enactment of them, and any instrument, regulations or orders issued under them;
 - (c) words importing a gender include every other gender;
 - (d) more than one person or party is to all or any of those persons or parties;
 - (e) a thing includes the whole or any part of that thing;
 - (f) the parties or a party mean the Landlord and/or the Tenant; and:
 - (i) unless expressly stated otherwise, include the Guarantor;
 - (ii) include that party's executors, administrator, successors (including any entity resulting from a permitted amalgamation), permitted assigns and substitutes.
 - (g) a "person" or a word denoting an individual, person, firm, partnership, association (whether or not incorporated), corporation, authority, government, government agency or any other body or entity (in each case whether or not having separate legal personality), includes any of them;
 - (h) any agreement or document is to that agreement or document as amended or replaced from time to time;
 - (i) any authorities, associations and bodies are to any authority, association or body established in its place and/or as nearly as may be succeeding to its powers or functions;
 - (j) month or monthly means calendar month or calendar monthly;
 - (k) a right includes a remedy, authority or power.

QUEENSLAND LAND REGISTRY
Land Title Act 1994, Land Act 1994 and Water Act 2000

SCHEDULE

Form 20 Version 2
Page 9 of 41

Title Reference 30575162

- (2) Where a provision in this Lease requires the consent or approval of the Landlord:
 - (a) the Landlord may impose reasonable conditions on that consent or approval; and
 - (b) the consent or approval of any mortgagee of the Landlord and any superior landlord is also required.
- (3) If a word or phrase is defined, its other grammatical forms have a corresponding meaning.
- (4) A covenant not to do anything includes an obligation not to permit that thing to be done and to use best endeavours to prevent that thing being done by a third party.
- (5) The expression "\$" or the word "dollars" means Australian Dollars.
- (6) Where this Lease requires anything to be done or any time period expires on a day which is not a Business Day, then the thing may be done on and the time period is extended until the next Business Day.
- (7) One clause does not limit the effect of another.
- (8) Where anything is permitted in an emergency, the opinion of the Landlord as to the existence or non-existence of an emergency is conclusive.
- (9) Every obligation by the Tenant includes an obligation by the Tenant to ensure that each of the Tenant's Agents comply with that obligation.
- (10) If a party consists of more than one person, this Lease binds them jointly and each of them severally.
- (11) Headings are for convenience only and do not form part of this Lease or affect its interpretation.
- (12) A reference to a clause, paragraph, schedule or annexure is to a clause or paragraph of, or schedule or annexure to, this document, and a reference to this document includes any schedule or annexure.
- (13) A reference to time is to Queensland, Australia time.
- (14) A word or expression defined in the Corporations Act has the meaning given to it in the Corporations Act.
- (15) The meaning of general words is not limited by specific examples introduced by including, for example or similar expressions.

2 RENT AND OTHER PAYMENTS**2.1 Payments**

The Tenant must pay the Landlord the Rent

- (a) without demand by equal monthly instalments in advance on the first day of each month and if necessary the Rent will be apportioned for any broken period;
- (b) with the first payment to be made on the Commencement Date.

2.2 Other Payments

- (1) The Tenant must pay the Landlord:

QUEENSLAND LAND REGISTRY
Land Title Act 1994, Land Act 1994 and Water Act 2000

SCHEDULE

Form 20 Version 2
Page 10 of 41

Title Reference 30575162

- (a) the Rent;
 - (b) the Landlord's reasonable expenses incurred in obtaining the consent of the Landlord's mortgagee to the Lease and costs of survey fees associated with registration of the Lease;
 - (c) all duty assessed on this document or in relation to this transaction;
 - (d) the costs of registering the Lease;
 - (e) costs of any plan necessary to register the Lease;
 - (f) the Landlord's reasonable legal costs and expenses of and incidental to the negotiation, preparation and execution of this Lease capped at a maximum of \$2,500.00 excluding GST;
 - (g) all reasonable costs and expenses incurred by the Landlord in relation to any notice given to the Tenant in accordance with this Lease, lawful determination or attempted determination of this Lease, the surrender of this Lease, the granting of any consents, proceedings lawfully brought by the Landlord to enforce the Tenant's performance and obligations under this Lease;
 - (h) any reasonable additional or unusual charges and expenses incurred by the Landlord at the request of the Tenant;
 - (i) any tax or levy in the nature of a goods and services tax or consumption tax or other tax levied directly on or relating to the receipt of payments including Rent incurred by the Landlord during the Term;
 - (j) the Landlord's reasonable expenses incurred incidental to a request by the Tenant for the Landlord's consent under this Lease;
 - (k) the Landlord's reasonable expenses incurred incidental to a request by the Tenant for a variation to this Lease;
 - (l) any other payments arising from the Tenant's use of the Premises.
- (2) The Tenant acknowledges that the Landlord in exercising its powers as local government under the Local Government Act is entitled to claim from the Tenant a rate levied by a local government on the Land.

2.3 Electricity, gas and water and other charges

The Tenant must promptly pay all assessments for electricity, gas, telephone, water consumption charges, cleaning and trade waste relating to the Premises to:

- (a) the relevant supplier if directly assessed; or
- (b) the Landlord if supplied by it, and:
 - (i) if the Landlord is the supplier, then it may not charge more than the tariff which would have been payable if supplied directly by the relevant authority to the Tenant;
 - (ii) the Landlord may require the Tenant to purchase supplies from it under this clause.

2.4 Airconditioning

The Tenant must:

QUEENSLAND LAND REGISTRY
Land Title Act 1994, Land Act 1994 and Water Act 2000

SCHEDULE

Form 20 Version 2
Page 11 of 41

Title Reference 30575162

- (a) pay all costs (including capital repair or replacement) associated with the operation of the Air-conditioning Equipment etc.;
- (b) maintain the Airconditioning Equipment in the Premises strictly in accordance with the manufacturer's standard and in good working order and condition throughout the Term and pay all costs associated with maintaining, repairing or replacing the Airconditioning Equipment including capital replacement of plant or major component parts;
- (c) enter into and keep in force during the Term a comprehensive monthly maintenance, repair and replacement contract in respect of the Airconditioning Equipment with responsible specialists in maintenance, repair and replacement work approved by the Landlord.

2.5 Premises charges

- (1) The Tenant must pay, on time:
 - (a) for Services separately metered or provided to the Premises;
 - (b) all rates, taxes, charges and imposts imposed directly on the Premises, the Tenant's business, the Tenant's Property or the Tenant's occupation of the Premises.
 - (c) all expenses directly attributable to the operation, maintenance or repair of:
 - (i) any lifts or escalators in the Building;
 - (ii) the Building; or
 - (iii) the Premises,excluding repairs and maintenance to the structural integrity of the Building or to the Landlords Services other than any item forming part of the Tenant's Fitout;
 - (d) the costs of fire protection and prevention to the Premises;
 - (e) costs of Premises security, including personnel required to secure the Premises.
- (2) The Tenant must make all payments under clause 2.5 promptly to the relevant assessing authority if assessed directly against the Tenant but otherwise to the Landlord upon receipt of an invoice.

2.6 Insurance and Management

Within 14 days of receipt of an invoice, the Tenant must pay the Landlord:

- (a) the Landlord's insurance premiums in respect of the Premises;
- (b) Intentionally Deleted

2.7 Interest

If the Tenant is late in paying the Landlord any money, the Landlord may charge the Tenant daily interest on any late payments at the Default Rate per month or any part of a month. All interest charged must be paid on demand.

Title Reference 30575162

3 RENT REVIEWS**3.1 CPI Review**

Where CPI Review Dates are inserted in Item 3(a) the Rent must be reviewed on each CPI Review Date to an amount represented by A where:

$$A = \frac{B}{C} \times D$$

Where B = the CPI for the quarter ending immediately before the relevant CPI Review Date;

C = the CPI for the quarter 1 year before the quarter in B; and

D = the Rent payable immediately before the CPI Review Date.

3.2 Market Review

- (1) Where Market Review Dates are inserted in Item 3(b) the Rent must be reviewed in each Market Review Date to an amount equal to the current market rent for the Premises at the commencement of the year under review.
- (2) The current market rent must be agreed upon between the Landlord and the Tenant and if agreement on the current market rent is not reached by one month after commencement of the year under review, must be determined by a Valuer, acting as an expert and not an arbitrator, to be agreed upon by the Landlord and the Tenant or failing agreement, as nominated by the President of the API at the request of the Landlord or Tenant.
- (3) In arriving at a decision, the Valuer must take no account of:
 - (a) any increase in rental value of the Premises attributable at the review date of any improvements to the Premises carried out by the Tenant by way of fit out; or
 - (b) any decrease in rental value of the Premises attributable at the review date to incentive payments, special concessions, rent-free period, fit out contributions and similar benefits provided by the Landlord.
- (4) When arriving at their decision the Valuer must state whether or not the Rent is inclusive or exclusive of GST.
- (5) The costs of the Valuer must be borne equally by the Landlord and the Tenant.

3.3 Fixed Review

Where Fixed Increase Dates are inserted in Item 3(c)(i) then from and including each Fixed Increase Dates the Rent increases by the corresponding percentage set out in Item 3(c)(ii).

3.4 Rent Not to Decrease

If after any review under clause 4 the new rent would be less than the rent payable by the Tenant for the year immediately before the relevant review date, then the new rent will be the same rent as paid by the Tenant for the year immediately before that review increased by the percentage set out in clause 3.

QUEENSLAND LAND REGISTRY
Land Title Act 1994, Land Act 1994 and Water Act 2000

SCHEDULE

Form 20 Version 2
Page 13 of 41

Title Reference 30575162

3.5 Payment of Rent Prior to Review

- (1) Until a determination of Rent is made, the Tenant must pay the Rent payable before the date of the relevant review.
- (2) Any variation in Rent resulting from a review takes effect on the relevant review date.
- (3) Within 14 days of a determination, the Landlord must refund any overpaid Rent or the Tenant must pay any shortfall.

4 USE OF THE PREMISES**4.1 Use of Premises**

- (1) The Tenant must bring the Premises into active and bonafide use for the Permitted Use and for no other purpose.
- (2) The Landlord does not warrant the Premises are suitable for any purpose or may be used for the Permitted Use.

4.2 Conduct

The Tenant must not:

- (a) allow the Premises to be used for annoying, offensive or illegal acts which cause annoyance, nuisance, grievance, damage or disturbance to the occupants of adjacent premises or to the Landlord;
- (b) hold or permit to be held any auction or similar sale in the Premises;
- (c) use any form of power other than gas or electric current or gas supplied through meters;
- (d) overload the Landlord's Services or the Tenant's Services;
- (e) damage the Landlord's Property;
- (f) alter the Premises, install any partitions or equipment or do any building work;
- (g) Intentionally Deleted
- (h) Intentionally Deleted
- (i) knowingly use or allow the Landlord's Property to be used for any purpose other than those for which they were designed;
- (j) interfere with any drains, water supply, gas, electrical, plumbing, airconditioning equipment or other Services or any of the Landlord's Property;
- (k) prepare or cook for sale or other commercial purpose any food on the Premises, unless carried out for fundraising purposes;
- (l) use any apparatus which radiates heat;
- (m) bring any heavy machinery, plant or equipment onto the Premises unless it is reasonably necessary for the Permitted Use and in any case must not overload the floors, walls or ceilings;

QUEENSLAND LAND REGISTRY
Land Title Act 1994, Land Act 1994 and Water Act 2000

SCHEDULE

Form 20 Version 2
Page 14 of 41

Title Reference 30575162

- (n) make holes, deface or damage floors, walls or ceilings or other parts of the Premises;
- (o) Intentionally Deleted
- (p) use or install any product or property in the Premises likely to cause damage;
- (q) use or permit to be used any of the elevators, escalators or travelators in the Building to carry any bulky goods or equipment unless they are designated by the Landlord for that purpose
- (r) keep flammable substances on the Premises (except in the ordinary course of its business).

4.3 Consent

- 1) The Tenant may seek the Landlord's written consent to any of the matters in clause 4.2(b), 4.2(c), 4.2(f), 4.2(g) and 4.2(i) to 4.2(q) which can be granted at the Landlord's discretion.
- 2) In relation to signage:
 - (a) The Landlord consents to the Tenant's erection of signage in the interior of the Premises.
 - (b) The Tenant may erect signage on the exterior of the Premises after obtaining the written consent of the Landlord which may be withheld at the Landlord's absolute discretion.
 - (c) The Tenant must ensure the requirements of the *Queensland Heritage Act 1992* are complied with when erecting signage.
 - (d) The Tenant must remove its signage prior to expiry and make good any damages to the Premises.

4.4 Tenant's Obligation

- (1) The Tenant must:
 - (a) obtain and maintain all permits or consents required from any government authority to carry on the Permitted Use in the Premises;
 - (b) obey all reasonable directions and rules given by the Landlord relating to use of the Common Areas;
 - (c) obey any rules made by the Landlord relating to the operation, safety, use, occupation and management of the Land;
 - (d) upon becoming aware of commencement immediately notify the Landlord of any damage to, defect or disrepair in the Landlord's Services, the Tenant's Services or the Landlord's Property ;
 - (e) immediately notify the Landlord of any infectious diseases notifiable to the relevant Health Authority occurring on the Premises of which it is aware;
 - (f) immediately provide the Landlord with copies of all notices, which it is required to serve on or receive pursuant to any legislation relating to the Premises;
 - (g) at the expiration or sooner determination of the Term return all keys of the Premises to the Landlord;
 - (h) lock all exterior doors and windows of the Building when the Building is not being used;
 - (i) pay all charges, assessments or impositions which may be levied in respect of the Premises during the Term and arising as a result of the use and occupation of the Premises by the Tenant.
- (2) The Tenant must not, by any act or omission, cause the Landlord to be in breach of the Heritage Act.

QUEENSLAND LAND REGISTRY
Land Title Act 1994, Land Act 1994 and Water Act 2000

SCHEDULE

Form 20 Version 2
Page 15 of 41

Title Reference 30575162

4.5 Certificate of Classification

- (1) If the Landlord gives the Tenant a Certificate of Classification, the Tenant must display that certificate in the Premises in accordance with the Building Act 1975 (Qld).
- (2) If the Tenant has obtained a Certificate of Classification, the Tenant must display that certificate in addition to the certificate mentioned in clause 4.5(1), in the Premises in accordance with the Building Act 1975 (Qld).
- (3) The Tenant must comply with any conditions contained in any Certificate of Classification relating to the Premises.

4.6 Public use of toilets

- (1) The parties acknowledge the Designated Toilets on the Land are a shared facility between the Tenant and other users of the Land.
- (2) The Landlord will engage a contractor to :
 - (a) keep the Designated Toilets stocked with toilet paper, soap and hand towels; and.
 - (b) regularly clean the Designated Toilets.
- (3) The Tenant must reimburse the Landlord on half of its costs of engaging the contractor referred to in clause 4.6(2) within 14 days of receiving a tax invoice.
- (4) The Tenant is responsible for any damage to the Designated Toilets and associated fittings and fixtures caused by the Tenant or Tenant's Agents.

4.7 Industrial bins

If required by the Landlord the Tenant must provide industrial bins for litter of a size and number determined by the Landlord.

4.8 Intentionally Deleted**5 MAINTENANCE AND REPAIR****5.1 Repair**

The Tenant must:

- (a) keep the Premises (having regard to the condition of the Premises immediately following the completion of the Tenant's Fitout Works), including all signage, in good repair and condition except for fair wear and tear, and structural defects and/or repairs;
- (b) fix any damage caused by the Tenant or Tenant's Agents;
- (c) repair, maintain or replace all glass in the Premises, the doors locks windows and window fittings, all broken, faulty or blown light tubes and associated electrical apparatus in the Premises;
- (d) keep the Tenant's Services in good repair and condition except for fair wear and tear;
- (e) keep the Premises free from vermin;

QUEENSLAND LAND REGISTRY
Land Title Act 1994, Land Act 1994 and Water Act 2000

SCHEDULE

Form 20 Version 2
Page 16 of 41

Title Reference 30575162

- (f) Intentionally Deleted

5.2 Cleaning

The Tenant must:

- (a) keep the Premises clean and tidy, consistent with the nature of the business conducted on the Premises;
- (b) keep the Tenant's Property clean and tidy;
- (c) pay the costs of cleaning all blockages in pipes that originate in the Premises where the blockage is between their origin and their entry into any trunk drain;
- (d) Intentionally Deleted
- (e) Intentionally Deleted

5.3 Landlord's Right to Inspect, Read Meters and Repair

- (1) The Tenant must allow the Landlord (with or without its contractors) access to the Premises, at any time without notice, for the purpose of accessing, inspecting or carrying out repairs to the Switchboard.
- (2) The Tenant acknowledges the Landlord will retain keys to the Premises in order to access the Premises under clause 5.3(1).
- (3) Upon giving the Tenant 2 days notice, the Landlord may inspect, read any meter located in the Premises or carry out repairs, maintenance, or building work in or around the Premises at any reasonable time. In an emergency, the Landlord may enter at any time without giving the Tenant notice.
- (4) The Landlord may carry out any of the Tenant's obligations under this Lease if the Tenant does not carry them out on time or as reasonably directed by the Landlord. If the Landlord does so, then the Tenant must pay the Landlord's expenses.
- (5) The Landlord in exercising its rights under this clause 5.3 must use reasonable endeavours to minimise disturbance to the Tenants use and enjoyment.

5.4 Service pipes

The Landlord is entitled to the uninterrupted passage of Services from and to other parts of the Land or any adjoining property through the pipes in the Premises, and the Landlord and Landlord's Agents may after reasonable prior notice (or no notice in cases of emergency) enter the Premises to construct and maintain any pipes.

5.5 Tenant's Works

- (1) Subject to the express provision contained in Clause 6.1, the Tenant must not carry out any building work without the Landlord's consent. The Landlord cannot unreasonably refuse to give its consent if:
 - (a) the Landlord approves the Tenant's drawings and specifications for the works;
 - (b) the Tenant and the Landlord agree on the type, quality, colour and size of the materials to be used;
 - (c) the Landlord reasonably approves of the Tenant's builder.

QUEENSLAND LAND REGISTRY
Land Title Act 1994, Land Act 1994 and Water Act 2000

SCHEDULE

Form 20 Version 2
Page 17 of 41

Title Reference 30575162

- (2) The Tenant must:
- (a) pay for any work approved under clause 5.5(1);
 - (b) ensure any work approved under clause 5.5(1) complies with the provisions of the Heritage Act or any other Legislative Requirements;
 - (c) indemnify the Landlord against all injury or damage to the Premises or the Building caused by those works;
 - (d) maintain the works including the structural integrity of works; and
 - (e) pay the Landlord's reasonable costs and expenses in relation to the proposed or actual works, whether or not any approval is granted for the works.
- (3) If the Premises or Building is damaged by the Tenant, the Tenant's agents, customers or employees, the Tenant must:
- (a) notify the Landlord immediately, and
 - (b) pay all costs associated with the Landlord repairing the damage caused. These costs include but are not limited to any fines or penalties payable under the Heritage Act.

5.6 Heritage Act

- (1) The Tenant acknowledges the Premises and Building is listed on the Queensland Heritage Register under the Heritage Act.
- (2) The Tenant acknowledges that any work, alterations or additions carried out in the Premises or Building must comply with the requirements of the Heritage Act.
- (3) The Tenant must comply with the requirements of the Heritage Act and must not do anything inconsistent with the Landlord's requirements under the Heritage Act.

5.7 Landlord's Fitout

If the Landlord has provided any fitout to the Premises then:

- (a) that fitout is Landlord's Property;
- (b) the Tenant must not damage any fitout provided by the Landlord or install any additional fitout without the consent of the Landlord which must not be unreasonably withheld;
- (c) if during the Term of this Lease or any renewed term, the Tenant requires any fitout by the Landlord to be replaced for reason other than fair wear and tear, the Landlord or the Tenant with the Landlord's consent will replace that fitout at the cost of the Tenant.

6 TENANT'S FITOUT WORKS**6.1 Fitout Works**

- (1) The Tenant must not commence the Fitout Works until the Tenant has:
 - (a) Intentionally Deleted

QUEENSLAND LAND REGISTRY
Land Title Act 1994, Land Act 1994 and Water Act 2000

SCHEDULE

Form 20 Version 2
Page 18 of 41

Title Reference 30575162

- (b) Intentionally Deleted ;
- (c) obtained all necessary approvals and permits from each relevant Authority necessary or in the reasonable opinion of the Landlord, desirable to allow the Fitout Works to be lawfully carried out; and
- (d) received written notice from the Landlord (which may be withheld at the Landlord's absolute discretion) that the Tenant may commence the Fitout Works.

6.2 Intentionally Deleted

6.3 Authority Approvals and Permits

- (1) The Tenant must, before commencing the Fitout Works, at its cost:
 - (a) obtain and keep current all necessary approvals and permits from each relevant Authority and
 - (b) ensure the requirements of all relevant Legislative Requirements including the Heritage Act are met.

6.4 Carrying out Fitout Works

- (1) In carrying out the Fitout Works, the Tenant must:
 - (a) carry out the works, promptly, at its cost and in a good and workmanlike way by a registered builder having adequate insurance cover approved by the Landlord;
 - (b) not damage the Building and only use materials
 - (c) take all necessary actions and precautions to ensure that the duties imposed on the Tenant and the Tenant's builder under the *Work Health and Safety Act 2011* (Qld) are satisfied and, if required by the Landlord, provide the Landlord with details of the actions and precautions taken by the Tenant and the Tenant's builder to fulfil those duties;
 - (d) comply with the reasonable requirements of the Landlord concerning the Fitout Works;
 - (e) case all reasonable endeavours to complete the work without undue delay or interruption
 - (f) ensure the Fitout Works comply with the provisions of the Heritage Act or any other Legislative Requirements;
 - (g) indemnify the Landlord against all injury or damage to the Premises or the Building caused by those works;
 - (h) maintain the Fitout Works in good repair and condition (having regard to the condition of the fitout following completion of the Tenant's Fitout Works) but excluding fair wear and tear.
- (2) Nothing in this Lease makes the Landlord responsible for any repairs or maintenance in connection with the Fitout Works.

QUEENSLAND LAND REGISTRY
Land Title Act 1994, Land Act 1994 and Water Act 2000

SCHEDULE

Form 20 Version 2
Page 19 of 41

Title Reference 30575162

6.5 Completion of Works

- (1) Not later than 14 days after completion of the Fitout Works, the Tenant must give to the Landlord all unconditional certificates from each relevant Authority confirming that all Fitout Works are complete and comply with all relevant Legislative Requirements and that the Premises may be lawfully occupied for the Permitted Use under the Lease if applicable.

6.6 Intentionally Deleted**6.7 Termination for Delay**

- (1) If the Tenant has not completed the Tenant's Fitout Works within 18 calendar months from the Commencement Date then the Landlord may terminate this lease with no further claim against the Tenant.

7 ASSIGNMENT AND SUBLETTING**7.1 Dealing with Lease**

The Tenant may only assign, sublet, mortgage, charge or deal with the Lease or the Premises with the Landlord's consent which must not be unreasonably withheld.

7.2 Landlord's Consent

The Landlord must give its consent to any dealing referred to in clause 7.1 if:

- (a) the Landlord is satisfied that the new tenant is suitable, respectable, responsible and financially secure and is capable of carrying out the Tenant's obligations under this Lease;
- (b) the Tenant and the new tenant signs any agreement and gives any security which the Landlord reasonably requires;
- (c) the Tenant complies with any other reasonable requirements of the Landlord;
- (d) the Tenant is not in breach of the Lease;
- (e) the Tenant pays the Landlord's reasonable costs and expenses of giving its consent including legal costs and registration fees;
- (f) the Tenant pays the Landlord all duty assessed in relation to the transaction;
- (g) the Tenant delivers to the Landlord an executed deed in a form required by the Landlord by which the Tenant acknowledges it remains liable to perform its obligations under this Lease.

7.3 Corporation

If the Tenant is a corporation, any change in the shareholding or composition of the board of directors altering the effective control of the board is an assignment of this Lease and must be dealt with in accordance with this Lease unless it is a listed Public Company or a subsidiary of a listed Public Company.

QUEENSLAND LAND REGISTRY
Land Title Act 1994, Land Act 1994 and Water Act 2000

SCHEDULE

Form 20 Version 2
Page 20 of 41

Title Reference 30575162

8 LANDLORD'S RIGHTS AND OBLIGATIONS**8.1 Head Lease or Other Interests**

The Tenant must allow any person having any estate or interest in the Premises superior to or concurrent with the Landlord to exercise the powers to enter and view the Premises and to carry out repairs renovations maintenance and other work and otherwise to exercise or perform their lawful rights or obligations.

8.2 Intentionally Deleted**8.3 Licences For Use of Common Areas**

The Landlord can grant to any person a licence to use any part of the Common Areas (other than toilets) provided such licence must not substantially adversely affect the Tenant's rights under this Lease.

8.4 Quiet Enjoyment

Provided the Tenant complies with the terms of this Lease the Tenant can peaceably hold and enjoy the Premises during the continuance of this Lease without any interruption by the Landlord or any other person lawfully claiming under the Landlord.

8.5 Insurance

The Landlord must insure the Building (but excluding all additions to the Premises carried out by the Tenant and the Tenant's Property) for its full replacement value and unless the insurance becomes void or voidable through or by reason of some default by the Tenant keep it insured.

8.6 Maintenance

The Landlord must keep the Common Areas tidy and in good repair and must maintain the structural integrity of the Premises (excluding the Tenant's Property).

8.7 Fixtures, fittings and equipment

The Landlord must do everything reasonable to ensure the Landlord's Services and Landlord supplied fixtures, fittings and equipment operate efficiently during normal working hours but the Landlord is not liable if they do not.

8.8 Directory Boards

Any directory boards provided by the Landlord are under its control.

8.9 Consent of Mortgagee

- (1) This Lease is conditional on the written consent of any mortgagee of the Land.
- (2) If the mortgagee's consent is not obtained for any reason, other than the Landlord's default, within a reasonable time after the commencement of the Term, the Landlord may terminate this Lease without compensation to the Tenant.
- (3) The Landlord and the Tenant must sign a deed containing the reasonable terms and conditions of mortgagee's consent.

QUEENSLAND LAND REGISTRY
Land Title Act 1994, Land Act 1994 and Water Act 2000

SCHEDULE

Form 20 Version 2
Page 21 of 41

Title Reference 30575162

8.10 Rights, powers, duties and obligations as local or statutory authority

- (1) While Rockhampton Regional Council is the Landlord, the Tenant acknowledges that the Landlord is the local government for the Land.
- (2) Nothing in this Lease shall prejudice or affect the Landlord's rights, powers, duties and obligations in the exercise of its functions as a local or statutory authority.
- (3) Nothing in this Lease will oblige the Landlord to do anything that compromises its rights, powers, duties and obligations as a responsible local or statutory authority.
- (4) the Tenant acknowledges while Rockhampton Regional Council is the Landlord of the premises, the Tenant is the "owner" of the Premises with respect to the payment of rates and charges under the *Local Government Act 2009*.
- (5) For the purposes of clause 12.4, the Tenant irrevocably appoints the Landlord and the Chief Executive Officer of the Landlord to be the true and lawful attorney of the Tenant to act at any time after the power to take back possession of the Premises has been exercised.

9 RISK**9.1 Tenant accepts risk**

- (1) The Tenant occupies and uses the Premises at the Tenant's risk.
- (2) To avoid doubt, the Tenant agrees that except to the extent the Landlord or Landlord's Agents being negligent or in breach of the lease the Landlord is not responsible for any:=
 - (a) damage to the Tenant's Property for any reason;
 - (i) loss of profits resulting from damage, even if the damage occurs by reason of:
 - (ii) any defect in the construction of the Premises, any of its Equipment or any of its Services; or
 - (iii) any act or omission by an of the Landlord's Agents or any member of the public; or
 - (b) loss or damage caused by the malfunction or interruption of any Services;
 - (c) loss or damage suffered by the Tenant because the Landlord does or fails to do something relating to the Premises, unless the Tenant gives the Landlord written notice to fix that act or omission and the Landlord unreasonably fails to do so,

and the Tenant releases the Landlord from any Claim in relation to such matters.

9.2 Indemnity

Without limiting the generality of clause 9.1 the Tenant indemnifies and holds indemnified the Landlord and Landlord's Agents from and against all Claims for or in respect of which the Landlord may sustain or incur or for which the Landlord or Landlord's Agents shall or may be or become liable whether during or after the Term in respect of or arising from:

- (1) **Breach of Covenant** - Loss, damage or injury to property or person from or contributed to by the neglect or default of the Tenant to observe or perform any of the covenants, conditions and restrictions on the part of the Tenant whether positive or negative expressed or implied.

QUEENSLAND LAND REGISTRY
Land Title Act 1994, Land Act 1994 and Water Act 2000

SCHEDULE

Form 20 Version 2
Page 22 of 41

Title Reference 30575162

- (2) **Misuse** - Negligent use or misuse, waste or abuse by the Tenant or Tenant's Agents of any of the Services on the Land.
- (3) **Escape of Harmful Agent** - Overflow or escape of water, fire, gas, electricity, contaminant or any other harmful agent whatsoever in or from the Premises caused or contributed to by any act or omission on the part of the Tenant or Tenant's Agents.
- (4) **Failure to Notify** - Failure of the Tenant to notify the Landlord of any defect of which it is aware in the Premises whatsoever.
- (5) **Use of Premises** - Loss damage or injury from any cause whatsoever to property or person caused or contributed to by the use of the Premises by the Tenant or Tenant's Agents.
- (6) **Personal Injury** - Any personal injury sustained by any person in or about the Premises or on the Land howsoever caused other than the wilful or negligent act or omission of the Landlord or Landlord's Agents.
- (7) **Existing Structures** - any loss, damage or injury to property or person caused or contributed to as a result of the Existing Structures being located on the Premises.

9.3 Insurance

- (1) At all times during the continuance of this Lease the Tenant must effect and keep current:
 - (a) a public liability insurance policy in respect of the Premises having endorsement to include the risks and indemnities contained in clause 9.2 in an amount set out in Item 7 or any higher amount that the Landlord may from time to time reasonably require the Tenant by notice to effect for of any single claim, accident or event, with an insurance office or company approved by the Landlord (such approval not to be unreasonably withheld);
 - (b) a policy of insurance in the names of the Landlord and the Tenant for their respective interests to cover:
 - (i) the full reinstatement replacement costs of plate glass in the Premises;
 - (ii) special industrial risks (if any) due to the specific Permitted Use of the Premises by the Tenant (if any),with an insurance office or company approved by the Landlord (such consent not to be unreasonably withheld);
 - (c) worker's compensation including employer's liability insurance (unlimited cover);
 - (d) insurance on all improvements installed in the Premises by the Tenant.
- (2) The Tenant when requested by the Landlord must give the Landlord:
 - (a) a duplicate copy of each such policy immediately it is effected;
 - (b) a copy of the receipt issued for payment of each premium within 5 Business Days of it being paid;
 - (c) a copy of the certificate of currency when requested.
- (3) For the purpose of this Clause 9.3 the Landlord accepts that the Tenants existing cover with AON (extending to all campuses) is sufficient

QUEENSLAND LAND REGISTRY
Land Title Act 1994, Land Act 1994 and Water Act 2000

SCHEDULE

Form 20 Version 2
Page 23 of 41

Title Reference 30575162

9.4 Notice of Accident

The Tenant must give the Landlord prompt notice of any accident in or want of repair to the Premises or Common Areas or defect in any of the Services which it is aware.

9.5 Conduct Voiding Insurance

The Tenant must not knowingly do or permit to be done or omit to do any act in the Premises or on the Common Areas which may render void or voidable any insurances on the Building or that may cause the rate of premium on any such insurance policies to be increased or be liable to be increased and the Tenant must do or permit to be done immediately upon request by the Landlord, everything necessary to ensure the continuance of any insurances effected by the Landlord.

10 DEFAULT AND TERMINATION**10.1 Essential Terms**

The essential terms are:

- (a) Payments [clause 2.1];
- (b) Use of Premises [clause 4.1];
- (c) Conduct [clause 4.2];
- (d) Tenant's Obligations [clause 4.4];
- (e) Repair [clause 5.1];
- (f) Cleaning [clause 5.2];
- (g) Comply with the Heritage Act [clause 5.6]
- (h) Obtain consent before assignment, subletting, mortgaging or charging [clause 7.1].

10.2 Default

The Tenant is in default of this Lease if:

- (a) it breaches an essential term of this Lease;
- (b) it repudiates its obligations under this Lease;
- (c) a Default Event occurs in respect of the Tenant;
- (d) its interest under this Lease is attached or taken in execution under any legal process; or
- (e) it does not comply with any other term of this Lease within a reasonable time after receiving notice from the Landlord to do so.

10.3 Termination of Tenancy

- (1) If the Tenant is in default and does not remedy the default within the time stated in any notice from the Landlord, the Landlord may do any one or more of the following without prejudice to any other right which it may have against the Tenant:

QUEENSLAND LAND REGISTRY
Land Title Act 1994, Land Act 1994 and Water Act 2000

SCHEDULE

Form 20 Version 2
Page 24 of 41

Title Reference 30575162

- (a) by notice to the Tenant, convert this Lease to a month to month tenancy on the terms of this Lease as far as they can be applied to a monthly tenancy;
- (b) by notice to the Tenant, terminate the Lease and take possession of the Premises;
- (c) recover from the Tenant any loss suffered by the Landlord due to default of the Tenant;
- (d) exercise any of its other legal rights.

- (2) The Landlord must take reasonable steps to mitigate its loss.

10.4 Damages

If the Landlord terminates this Lease under clause 10.3, or this Lease is otherwise determined (whether or not for breach of an essential term), the Landlord may recover from the Tenant:

- (a) any Rent or other moneys due at the Termination Date;
- (b) the amount by which Rent exceed what is or is likely to be received from another tenant to whom the Premises are re-let for the period between the Landlord's early termination and the Expiry Date;
- (c) any other amount necessary to compensate the Landlord for early termination including:
 - (i) costs of:
 - (A) maintaining the Premises;
 - (B) recovering possession of the Premises;
 - (C) re-letting, including necessary Redecoration or alteration of the Premises
 - (ii) legal costs;
 - (iii) real estate commissions, charges and fees.

10.5 Difference in Rent

For the purposes of clause 10.4(b):

- (a) the Tenant must show that the Premises are likely to be re-let and the likely Rent;
- (b) to the extent that the likely Rent cannot be proved exactly, it will be assumed they will increase yearly by 5% on each anniversary of the Commencement Date.

10.6 Landlord's rights when Tenant abandons Premises

- (1) If the Tenant abandons the Premises, the Landlord may, without being treated as having terminated this Lease or accepted its surrender:
 - (a) show the Premises to prospective tenants;
 - (b) restore, clean and secure the Premises;
 - (c) deal with any of the Tenant's Items left in the Premises.

QUEENSLAND LAND REGISTRY
Land Title Act 1994, Land Act 1994 and Water Act 2000

SCHEDULE

Form 20 Version 2
Page 25 of 41

Title Reference 30575162

- (2) The Tenant will be treated as having abandoned the Premises if it ceases to carry on its Permitted Use of the Premises for 5 Business Days in a row, exclusive of University campus holidays, without the Landlord's consent.

11 EARLY TERMINATION**11.1 Termination by Notice**

At any time after the expiration of the fifth year of the lease Term, then either party may terminate this Lease by providing six months written notice to the other party.

12 EXPIRY OF TERM**12.1 Tenant's Obligations**

Subject to clause 12.2, on expiry of the Term or earlier termination the Tenant must:

- (a) vacate the Premises in good repair and clean condition fair wear and tear being acceptable;
- (b) remove the tenants movable furniture and chattels and equipment (but excluding fixtures, floor coverings cabling and Air-conditioning Equipment) from the Premises
- (c) repair any damage caused by removal of the Tenant's Items;
- (d) return all keys, security passes and cards held by the Tenant or Tenant's Agents; and
- (e) if requested by the Landlord, paint internal walls of the Premises with two coats of quality paint in a workmanlike manner in colours approved in writing by the Landlord.

12.2 Tenant's Improvements

On expiry of the Term or earlier termination, the Tenant's ownership of the Tenant's Improvements immediately passes to the Landlord who may deal with the Tenant's Improvements as it thinks fit without being liable to account to the Tenant.

12.3 Failure to Remove Tenant's Items

If the Tenant does not remove the Tenant's Items on expiry or earlier termination in accordance with clause 12.1, the Landlord may:

- (a) remove and store the Tenant's Items at the Tenant's risk and expense; or
- (b) treat the Tenant's Items as being abandoned, in which case title in the Tenant's Items passes to the Landlord who may deal with it as it thinks fit without being liable to account to the Tenant.

12.4 Intentionally Deleted**13 MONTHLY TENANCY****13.1 Monthly Tenancy**

If the Tenant continues to occupy the Premises after the Expiry Date in accordance with this Lease:

- (a) the Tenant does so as a monthly tenant on the same conditions as at the last day of the Term; and

QUEENSLAND LAND REGISTRY
Land Title Act 1994, Land Act 1994 and Water Act 2000

SCHEDULE

Form 20 Version 2
Page 26 of 41

Title Reference 30575162

- (b) either party may terminate the monthly tenancy by giving to the other one month's notice expiring on any day.
- (c) If the Tenant continues to occupy the Premises as a monthly tenant on the anniversary of the Expiry Date then the Rent must be reviewed on each anniversary of the Expiry Date as if the anniversary is a CPI Review Date.
- (d) the rent payable for the monthly tenancy will be the amount of the Rent payable monthly under this Lease immediately before the Expiry Date increased by 10%, payable in advance.

14 DAMAGE AND DESTRUCTION**14.1 Rent Reduction**

If the Premises (excluding the Tenant's Property) is damaged or destroyed and the Tenant or Tenant's Agents have not caused or contributed to such damage or destruction and as a result the Premises are wholly or partially unfit for use or the Tenant cannot gain access to the Premises then from the date that the Tenant notifies the Landlord of the damage or destruction until the date that the Premises are again fit for use and accessible the Landlord:

- (a) must reduce the Rent and any other money payable to the Landlord by a reasonable amount depending on the type and extent of damage or destruction; and
- (b) cannot require the Tenant to clean, repair or maintain until the Premises are fit for use and accessible.

14.2 Tenant May Terminate

The Tenant may terminate this Lease by 30 days notice to the Landlord unless:

- (a) within 3 months of the event causing damage or destruction, the Landlord notifies the Tenant that the Premises will be reinstated; and
- (b) carries out reinstatement works within a reasonable time having regard to the extent of the damage.

14.3 Landlord May Terminate

If the Landlord considers the damage to the Premises renders it impractical or undesirable to reinstate the Premises, it may terminate this Lease by giving notice to the Tenant.

14.4 No Obligation to Rebuild

The Landlord is not obliged to restore the Premises according to the former specifications so long as the layout and dimensions of the Premises is not substantially different.

14.5 Dispute Resolution

- (1) The Tenant is entitled to dispute the reasonableness of any reduction of rent and other moneys.
- (2) Any dispute as to the extent and reasonableness of any reduction in rent and other moneys must be determined by an independent Valuer appointed by the president of the API at the request of either party.
- (3) In making the determination, the appointed Valuer acts as an expert and the determination is final and binding on both parties.

QUEENSLAND LAND REGISTRY
Land Title Act 1994, Land Act 1994 and Water Act 2000

SCHEDULE

Form 20 Version 2
Page 27 of 41

Title Reference 30575162

- (4) The cost of the determination must be paid by the parties equally unless otherwise decided by the appointed Valuer.

14.6 Antecedent Rights

Termination under clause 14 or any other provision of this Lease does not affect either parties' accrued rights before termination.

14.7 Resumption

If any part of the Premises is taken for a public purpose and the Premises are unable to be used as a result, the Landlord or the Tenant may terminate this Lease by giving 1 month's notice to the other.

15 SALE BY LANDLORD

- (1) Before transferring any interest in the Land, the Landlord must obtain a signed deed from the transferee containing covenants in favour of the Tenant that the transferee will be bound by the terms of this Lease and will not transfer its interest in the Land unless it obtains a similar deed from its transferee.
- (2) If the Landlord sells the Premises, the Landlord is automatically without further written agreement relieved of liability arising under this Lease in respect of anything occurring after completion of the sale.

16 GENERAL

16.1 Landlord May Rectify

If the Tenant does not perform any obligation under this Lease the Landlord may perform that obligation as agent of the Tenant and the full cost to the Landlord of performing that obligation is payable by the Tenant to the Landlord on demand.

16.2 Waiver Negatived

Failure by the Landlord or Tenant to exercise any power or right under this Lease can not be such to be construed or deemed a waiver of the relevant power or right unless it is in writing.

16.3 Entire Agreement

- (1) The terms and conditions set out in this Lease contain the entire agreement between the parties and supersedes any prior agreement or understanding.
- (2) The Tenant acknowledges it
- (a) has not been induced to enter into this Lease by any representation, verbal or otherwise, made by or on behalf of the Landlord that is not set out in this Lease; and
- (b) is entering into the Lease for commercial reasons and understands that certain terms of the Lease may be more favourable to the Landlord.

16.4 Severability

If any provision of this Lease or its application to any person or circumstance is or becomes unenforceable, illegal or void the remaining covenants are not affected and each covenant of this Lease is enforceable to the greatest extent permitted by Law.

QUEENSLAND LAND REGISTRY
Land Title Act 1994, Land Act 1994 and Water Act 2000

SCHEDULE

Form 20 Version 2
Page 28 of 41

Title Reference 30575162

16.5 Obligations of Parties

The respective covenants and obligations of the parties as set out in this Lease whether positive or negative must be construed as if each such obligation or covenant is a separate and independent covenant made by one party in favour of the other party and continuing (unless the context otherwise requires) throughout the Term and for so long as it remains to be performed.

16.6 Statutes and Regulations

Reference to statutes regulations ordinances or by-laws are deemed to extend to all statutes regulations ordinances or by-laws amending consolidating or replacing the same.

16.7 Governing Law

This Lease must be governed by and construed in accordance with the law of the State of Queensland.

16.8 Saturdays, Sundays and Public Holidays

If under this Lease the day on or by which any act, matter or thing must to be done is a Saturday, Sunday or a public holiday that act matter or thing must be done on the next succeeding day which is not a Saturday, Sunday or public holiday.

16.9 Inspection by purchaser or prospective tenant

The Tenant must:

- (a) allow the Landlord to exhibit on the Premises notices advertising the Premises or any part of it for sale or for letting; and
- (b) at all reasonable times on prior reasonable notice permit the Landlord to show the Premises to prospective purchasers; and
- (c) within the 6 month period immediately before the Expiry Date, permit the Landlord to:
 - (i) show the Premises to prospective tenants at all reasonable times and on prior reasonable notice; and
 - (ii) exhibit on the Premises where the Landlord thinks fit the usual 'To Let' notices.

16.10 Property Law Act 1974

The obligations and powers implied in leases by sections 105 and 107 of the *Property Law Act 1974* are negated. All other obligations on the part of the Tenant implied by the *Property Law Act 1974* are not negated but are modified to the extent that they are inconsistent with the provisions of this Lease.

17 OPTION FOR FURTHER TENANCY**17.1 Exercise of Option**

If further terms have been inserted in Item 8 the Landlord must grant a Renewed Lease of the Premises to the Tenant for each further term inserted in Item 8 if the Tenant:

- (a) gives notice to that effect to the Landlord not more than 6 months and not less than 3 months before the Term expires; and
- (b) has not breached any of the essential terms of this Lease set out in clause 10.1.

QUEENSLAND LAND REGISTRY
Land Title Act 1994, Land Act 1994 and Water Act 2000

SCHEDULE

Form 20 Version 2
Page 29 of 41

Title Reference 30575162

17.2 Terms of Renewed Lease

The Renewed Lease must be on the same terms as this Lease except:

- (a) the term will be that specified for the relevant Option in Item 8;
- (b) the date of commencement will be the day after expiry of the Term;
- (c) the rent will be an amount determined under clause 3.2 as if the last day of the Term was a Market Review Date;
- (d) the amount of public liability insurance in Item 7 will be an amount reasonably required by the Landlord;
- (e) the Bank Guarantee in Item 9 will be an amount reasonably required by the Landlord;
- (f) clause 17 will be omitted from the Renewed Lease when no relevant further terms remain in Item 8 or the Tenant does not comply with clause 17.1.

17.3 Dispute

If rent is not determined at the commencement date of the Renewed Lease, the Tenant must pay the Rent and any adjustment will be made on determination of the relevant rent.

18 BANK GUARANTEE**18.1 Delivery of Bank Guarantee**

If a Bank Guarantee has been inserted in Item 9 the Tenant must deliver to the Landlord before the Date of Commencement the Bank Guarantee.

18.2 Calling on Bank Guarantee

If the Tenant does not comply with any of its obligations under this Lease, the Landlord may call on the Bank Guarantee.

18.3 Replacement Bank Guarantee

If the Landlord makes demand on the Bank Guarantee the Tenant must provide a replacement Bank Guarantee equal to the amount claimed by the Landlord.

18.4 Expiry of Bank Guarantee

If the Landlord has not made demand on the Bank Guarantee, then the Landlord must return the Bank Guarantee to the Tenant within 2 months of expiration of the Term unless:

- (a) the Landlord has started proceedings against the Tenant; or
- (b) the Tenant is holding over.

18.5 Breach/Sale

If:

- (a) at any time the Tenant breaches its obligations under this Lease, the Landlord may call up all or any part of the Bank Guarantee necessary in the Landlord's opinion to compensate the Landlord for any Claim

QUEENSLAND LAND REGISTRY
Land Title Act 1994, Land Act 1994 and Water Act 2000

SCHEDULE

Form 20 Version 2
Page 30 of 41

Title Reference 30575162

arising from that failure, and any such action by the Landlord is not a waiver of the Tenant's failure and will not limit any other right or remedy of the Landlord in respect of it;

- (b) any part of the Bank Guarantee is called up by the Landlord and this Lease remains on foot, the Tenant must immediately provide to the Landlord a Bank Guarantee for the additional amount or a replacement Bank Guarantee for the full amount;
- (c) the Landlord sells its interest in the Premises the Landlord may transfer the Bank Guarantee to the new owner and from the transfer is released from all legal responsibility to the Tenant for it; and
- (d) if:
 - (i) the Landlord's interest in the Premises is assigned or transferred; and
 - (ii) the Tenant has provided a Bank Guarantee pursuant to this clause 18 which is not capable of assignment,

then the Tenant must provide a replacement Bank Guarantee in favour of the Landlord's assignee in substitution for the original Bank Guarantee.

19 NOTICES**19.1 Notice in writing**

A notice connected with the Lease (Notice) has no legal effect unless it is in writing.

19.2 Service of Notice

- (1) In addition to any other method of service provided by law, the Notice may be:
 - (a) sent by prepaid ordinary post to the address for service of the addressee; or
 - (b) sent by facsimile to the facsimile number of the addressee; or
 - (c) delivered at the address for service of the addressee; or
 - (d) sent by email to the email address for service of the addressee.
- (2) If the Notice is sent or delivered in a manner provided by clause 19.2(1)(a), it must be treated as given to and received by the party to which it is addressed:
 - (a) if sent by post from within Australia to an address in Australia, on the 5th Business Day (at the address to which it is posted) after posting;
 - (b) if sent by facsimile before 5pm on a Business Day at the place of receipt, on the day it is sent and otherwise on the next Business Day at the place of receipt; or
 - (c) if otherwise delivered before 5pm on a Business Day at the place of delivery, upon delivery, and otherwise on the next Business Day at the place of delivery.
- (3) A facsimile is treated as given and received if at the end of the transmission the sender's facsimile machine issues a report confirming the transmission of the number of pages in the Notice.

Title Reference 30575162

- (4) If a Notice is served by a method which is provided by law but is not provided by clause 19.2(1) or 19.27.1(1), and the service takes place after 5pm on a Business Day, or on a day which is not a Business Day, it must be treated as taking place on the next Business Day.
- (5) The Landlord's address for service and facsimile number are set out in Item 11.
- (6) The Tenant's address for service and facsimile number are set out in Item 12.
- (7) A party may change its address for service or facsimile number by giving Notice of that change to the other party.

20 GOODS AND SERVICES TAX**20.1 GST Expressions:**

Where words and expressions used in this clause 20 are defined in the GST Act they shall have the same meaning as those words and expressions in the GST Act.

20.2 Amounts otherwise payable do not include GST

Except where express provision is made to the contrary, and subject to this clause 20, the consideration payable by any party under this lease represents the value of any taxable supply for which payment is to be made.

20.3 Liability to pay GST

Subject to clause 20.5, if a party makes a taxable supply in connection with this lease for a consideration, which, under clause 20.2 or clause 20.4, represents its value, then the party liable to pay for the taxable supply must also pay, at the same time and in the same manner as the value is otherwise payable, the amount of any GST payable in respect of the taxable supply.

20.4 Reimbursements

If this lease requires the Tenant to pay, reimburse or contribute to an amount paid or payable by the Landlord in respect of an acquisition from a third party for which the Landlord is entitled to claim an input tax credit, the amount required to be paid, reimbursed or contributed by the Tenant will be the value of the acquisition by the Landlord plus, if the Landlord's recovery from the Tenant is a taxable supply, any GST payable under clause 20.3.

20.5 Tax invoice

A party who has a right to payment under clause 20.3 must give the party liable to pay for the taxable supply a valid tax invoice in accordance with the GST Act.

21 TRUSTS**21.1 Trustee Tenant**

If the Tenant at any time is acting in the capacity of trustee of any trust (in this clause 21.1 "the Tenant's Trust"), then whether or not the Landlord has notice of the Tenant's Trust:

- (a) this Lease extends to all rights of indemnity which the Tenant has against the Tenant's Trust and the Tenant must not release any right of indemnity or commit any breach of trust or be a party to any other action which might prejudice a right of indemnity;
- (b) the Tenant warrants that it has power and authority to enter into this Lease;

QUEENSLAND LAND REGISTRY
Land Title Act 1994, Land Act 1994 and Water Act 2000

SCHEDULE

Form 20 Version 2
Page 32 of 41

Title Reference 30575162

- (c) the Tenant will be at all times personally liable to the Landlord for the due performance of the Tenant's obligations under this Lease;
- (d) the Tenant must not without the Landlord's consent allow any of the following to happen:
 - (i) the replacement of the Tenant as sole trustee of the Tenant's Trust;
 - (ii) any variation of the terms of the Tenant's Trust;
 - (iii) any distribution of capital of the Tenant's Trust;
 - (iv) any resettlement of the Tenant's Trust property; and
- (e) it will be a breach of this Lease if the Tenant is guilty of any breach of the Tenant's Trust, or ceases to be the sole trustee of the Tenant's Trust.

22 ENVIRONMENTAL ISSUES**22.1 Tenant's Obligations**

Subject to clause 22.2, the Tenant must not:

- (a) cause or allow Contamination of any area in or under or emanating from the Land;
- (b) permit the release and discharge of anything which results in Contamination of any area in or under or emanating from the Land;
- (c) breach any Environmental Laws;
- (d) do anything which would result in any Authority issuing any notice, direction or order requiring any clean up, decontamination, remedial action or making good under any Law;
- (e) store, bring on to, use or release "hazardous materials" or "dangerous goods" (as those terms are defined in the Dangerous Goods Safety Management Act 2001 (Qld)) on the Land;
- (f) manufacture, produce or carry on any activity which creates or leads to the creation of any "hazardous materials" or "dangerous goods" (as those terms are defined in the Dangerous Goods Safety Management Act 2001 (Qld));

22.2 Environmental Laws

The Tenant must comply with:

- (a) Environmental Laws and other Laws; and
- (b) the requirements of any relevant Authority regulating or controlling Contamination of the Land provided the Tenant is not required to perform structural alterations unless they are required as a result of the Tenants particular use of the Premises, any works carried out by the Tenant or any breach of this Lease by the Tenant.

22.3 Remediation of Land

If the Tenant causes Contamination of any area in or under or emanating from the Land, the Tenant must, immediately and at its own cost:

QUEENSLAND LAND REGISTRY
Land Title Act 1994, Land Act 1994 and Water Act 2000

SCHEDULE

Form 20 Version 2
Page 33 of 41

Title Reference 30575162

- (a) remedy that Contamination to the Use Standard; and
- (b) obtain and give to the Landlord all evidence reasonably required by the Landlord (including reports of appropriately qualified independent experts) that paragraph (a) has been complied with.

22.4 Indemnities

The Tenant indemnifies the Landlord against any liability, loss or cost which the Landlord may incur arising directly or indirectly from:

- (a) any breach of any Environmental Law in respect of the Land; and/or
- (b) the presence of any Contamination in, under or emanating from the Land (including any remediation works, fines, penalties, proceedings, costs, expenses, liabilities and Claims whatsoever which may be brought or incurred in relation to, or in respect of, the Contamination),

except to the extent caused or contributed to by persons other than the Tenant or the Tenant's Agents or the Contamination can be demonstrated to have been present on the Land prior to the Commencement Date.

23 GUARANTEE AND INDEMNITY**23.1 Guarantee and indemnity**

In consideration of the Landlord entering into this Lease with the Tenant at the request of the Guarantor (which the Guarantor acknowledges), the Guarantor:

- (a) guarantees to the Landlord the punctual:
 - (i) payment by the Tenant of all moneys due to the Landlord under this Lease; and
 - (ii) performance by the Tenant of the Tenant's obligations to the Landlord under this Lease; and
 - (iii) performance by the Tenant of the Tenant's obligations under any judgment or award relating to this Lease,(together "Guaranteed Obligations"); and
- (b) indemnifies the Landlord for any breach by the Tenant of the Guaranteed Obligations,
(together with the other covenants given by the Guarantor in this clause 23 "Guarantor's Obligations").

23.2 Guarantor's obligations

Each of the Guarantor's Obligations:

- (a) is a principal obligation and is not ancillary or collateral to any other obligation; and
- (b) may be enforced against the Guarantor as sole and principal debtor and without the Landlord first taking any proceedings against the Tenant; and
- (c) is a continuing guarantee and indemnity for all of the Guaranteed Obligations; and
- (d) is irrevocable and remains in full force and effect until discharged.

QUEENSLAND LAND REGISTRY
Land Title Act 1994, Land Act 1994 and Water Act 2000

SCHEDULE

Form 20 Version 2
Page 34 of 41

Title Reference 30575162

23.3 Joint and several liability

Where there is more than one person constituting the Guarantor, the obligations and liabilities of each of those persons are joint and several.

23.4 Liability not affected

The liability of the Guarantor under the guarantee and indemnity in this clause 23 ("this guarantee and indemnity") is absolute and not affected by any act, omission or thing which might release or otherwise exonerate the Guarantor from any of the Guarantor's Obligations, including:

- (a) the grant to the Tenant or any other person of any time, waiver or other concession; or
- (b) the Landlord taking, failing to take, enforcing, failing to enforce or releasing any security in respect of the Guaranteed Obligations;
- (c) any transaction or arrangement between the Landlord and the Tenant, the Guarantor or any other person;
- (d) a Default Event occurring in respect of the Tenant or any other person;
- (e) the Landlord exercising or refraining from exercising any rights or remedies conferred on the Landlord by law, these terms, or any other agreement with any person or otherwise;
- (f) the variation, extinguishment, unenforceability, release, abandonment or transfer of this Lease, or any security now or in the future held by the Landlord from the Tenant, the Guarantor or any other person;
- (g) any of the Guaranteed Obligations being or becoming wholly or partially illegal, void, voidable or unenforceable;
- (h) the failure by the Landlord to give notice to the Guarantor of any default by the Tenant in the performance of the Guaranteed Obligations;
- (i) a variation of this Lease;
- (j) a transfer or assignment of the Tenant's interest in this Lease;
- (k) the Landlord terminating this Lease;
- (l) where there is more than one Guarantor:
 - (i) the failure of any of them to execute this Lease; or
 - (ii) the granting of this guarantee and indemnity by any of them being or becoming illegal, void, voidable or unenforceable; or
 - (iii) this guarantee and indemnity ceasing to be binding on any of them; or
 - (iv) the Landlord releasing any of them from their obligations under this guarantee and indemnity;
- (m) the Landlord obtaining a judgment against the Tenant or any other person of the amount from time to time owing by the Tenant; or
- (n) the liability of the Tenant ceasing for any reason.

QUEENSLAND LAND REGISTRY
Land Title Act 1994, Land Act 1994 and Water Act 2000

SCHEDULE

Form 20 Version 2
Page 35 of 41

Title Reference 30575162

23.5 Liquidation/bankruptcy of the Tenant

If the Tenant enters into liquidation, or being an individual enters into bankruptcy:

- (a) the Guarantor will not be entitled to prove in the liquidation/bankruptcy in competition with the Landlord; and
- (b) the Guarantor authorises the Landlord to:
 - (i) prove for all moneys owing to the Landlord by the Tenant which the Tenant or any other person has paid under this Lease; and
 - (ii) retain, carry into a suspense account and appropriate at the Landlord's discretion any dividends received in the liquidation/bankruptcy and all other moneys received in respect of the Guarantee Obligations until the Landlord has been paid in full in respect of the Guaranteed Obligations;
- (c) the Guarantor waives in favour of the Landlord all rights against the Landlord and the Tenant and any other person or assets, to the extent necessary to give effect to this guarantee and indemnity;
- (d) and the liquidator or trustee in bankruptcy disclaims this Lease, the Guarantor must accept from the Landlord a lease of the Premises on the same terms as this Lease for a period equal to the remaining unexpired Term.

23.6 Payment on demand

Any amount due from the Guarantor to the Landlord under this Lease must be paid by the Guarantor on demand.

23.7 Preference

The liability of the Guarantor under this guarantee and indemnity extends to all amounts which have been paid to the Landlord by the Tenant, but which the Landlord is obliged to repay on the grounds of preference or otherwise.

23.8 Default by Guarantor

The Guarantor must indemnify the Landlord for any breach by the Guarantor of the Guarantor's Obligations.

23.9 Law affecting debts

The provisions of any current or future law providing for the postponement of debts or affecting the exercise of creditors' rights are expressly excluded and do not apply to this guarantee and indemnity, to the extent permitted by law.

23.10 Warranties

The Guarantor warrants that:

- (a) there is a benefit accruing to the Guarantor as a result of the Tenant entering into this Lease with the Landlord; and
- (b) the Guarantor has not taken, and will not take, any security from the Tenant in connection with this guarantee and indemnity.

23.11 Variation of Guaranteed Obligations

This guarantee and indemnity covers the Guaranteed Obligations as amended or replaced, with or without notice to or the consent of the Guarantor.

QUEENSLAND LAND REGISTRY
Land Title Act 1994, Land Act 1994 and Water Act 2000

SCHEDULE

Form 20 Version 2
Page 36 of 41

Title Reference 30575162

23.12 GST on guarantee and indemnity

If GST is imposed on any supply made by the Landlord or in connection with this guarantee and indemnity:

- (a) the Guarantor must pay the amount of that GST to the Landlord (in addition to the amount of the relevant supply) at the same time the Guarantor is required to make payment for the relevant supply under this guarantee and indemnity; and
- (b) the Landlord will, if necessary, deliver to the Guarantor a tax invoice for the supply in a form which complies with the GST Act.

23.13 Renewal of Lease

If the Tenant exercises an option to renew this Lease, this guarantee and indemnity automatically extends to that further lease.

23.14 Effect

This guarantee and indemnity takes effect immediately on its signing and continues to be of full effect whether or not the Lease is later registered under the Land Title Act 1994. In this clause 23 "Lease" includes any equitable lease, agreement for lease, or periodic tenancy arising upon execution or acceptance of the instrument to which this guarantee and indemnity is contained.

23.15 Transfer

If the Landlord transfers the Landlord's rights under this Lease, the Landlord's rights under this guarantee and indemnity are transferred with it.

24 MEMORANDUM OF UNDERSTANDING

- 24.1 The Landlord and Tenant acknowledge and agree with the terms of the Memorandum of Understanding.
- 24.2 During the Term, the Tenant must use the Premises consistent with the terms of the Memorandum of Understanding, provided that in the event of any conflict this Lease will prevail
- 24.3 The Tenant acknowledges that but for the terms of the Memorandum of Understanding, the Landlord would not have entered into this Lease with the Tenant.

QUEENSLAND LAND REGISTRY
Land Title Act 1994, Land Act 1994 and Water Act 2000

SCHEDULE

Form 20 Version 2
Page 37 of 41

Title Reference 30575162

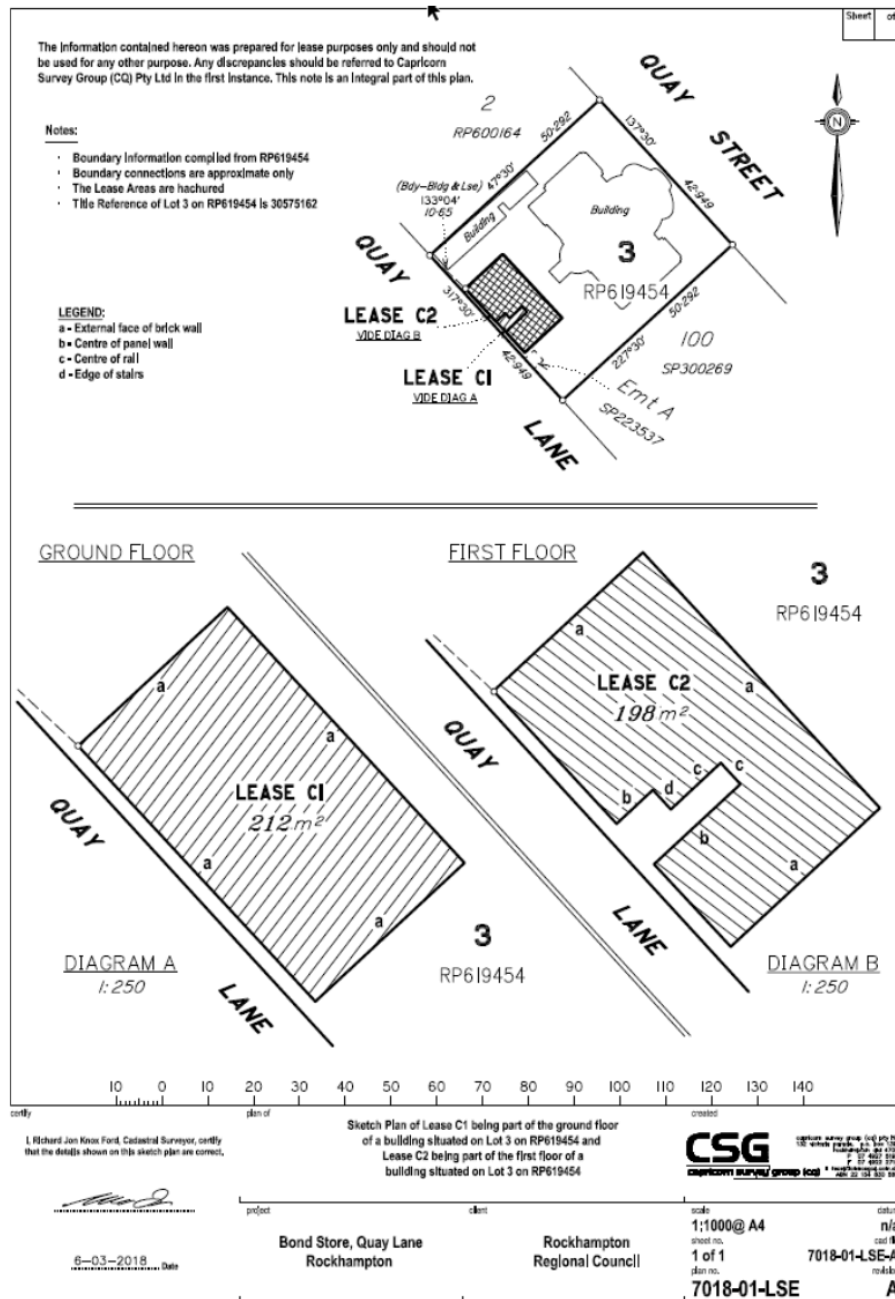
SKETCH PLAN

QUEENSLAND LAND REGISTRY
Land Title Act 1994, Land Act 1994 and Water Act 2000

SCHEDULE

Form 20 Version 2
Page 38 of 41

Title Reference 30575162



QUEENSLAND LAND REGISTRY
Land Title Act 1994, Land Act 1994 and Water Act 2000

SCHEDULE

Form 20 Version 2
Page 39 of 41

Title Reference 30575162

| | | |
|----------|---|-----------|
| 1 | INTERPRETATION | 5 |
| 1.1 | TERMS AND REFERENCE SCHEDULE | 5 |
| 1.2 | DEFINITIONS | 5 |
| 1.3 | REFERENCE | 8 |
| 2 | RENT AND OTHER PAYMENTS | 9 |
| 2.1 | PAYMENTS | 9 |
| 2.2 | OTHER PAYMENTS | 9 |
| 2.3 | ELECTRICITY, GAS AND WATER AND OTHER CHARGES | 10 |
| 2.4 | AIRCONDITIONING | 10 |
| 2.5 | PREMISES CHARGES | 11 |
| 2.6 | INSURANCE AND MANAGEMENT | 11 |
| 2.7 | INTEREST | 11 |
| 3 | RENT REVIEWS | 12 |
| 3.1 | CPI REVIEW | 12 |
| 3.2 | MARKET REVIEW | 12 |
| 3.3 | FIXED REVIEW | 12 |
| 3.4 | RENT NOT TO DECREASE | 12 |
| 3.5 | PAYMENT OF RENT PRIOR TO REVIEW | 13 |
| 4 | USE OF THE PREMISES | 13 |
| 4.1 | USE OF PREMISES | 13 |
| 4.2 | CONDUCT | 13 |
| 4.3 | CONSENT | 14 |
| 4.4 | TENANT'S OBLIGATION | 14 |
| 4.5 | CERTIFICATE OF CLASSIFICATION | 15 |
| 4.6 | PUBLIC USE OF TOILETS | 15 |
| 4.7 | INDUSTRIAL BINS | 15 |
| 4.8 | PROHIBITION ON SALE OF DRINKS & FOODSTUFFS | 15 |
| 5 | MAINTENANCE AND REPAIR | 15 |
| 5.1 | REPAIR | 15 |
| 5.2 | CLEANING | 16 |
| 5.3 | LANDLORD'S RIGHT TO INSPECT, READ METERS AND REPAIR | 16 |
| 5.4 | SERVICE PIPES | 16 |
| 5.5 | TENANT'S WORKS | 16 |
| 5.6 | HERITAGE ACT | 17 |
| 5.7 | LANDLORD'S FITOUT | 17 |
| 6 | TENANT'S FITOUT WORKS | 17 |
| 6.1 | FITOUT WORKS | 17 |
| 6.2 | LANDLORD'S APPROVAL | 18 |
| 6.4 | CARRYING OUT FITOUT WORKS | 18 |
| 6.5 | COMPLETION OF WORKS | 19 |
| 6.6 | COSTS | 19 |
| 6.7 | TERMINATION FOR DELAY | 19 |
| 7 | ASSIGNMENT AND SUBLETTING | 19 |
| 7.1 | DEALING WITH LEASE | 19 |
| 7.2 | LANDLORD'S CONSENT | 19 |
| 7.3 | CORPORATION | 19 |
| 8 | LANDLORD'S RIGHTS AND OBLIGATIONS | 20 |
| 8.1 | HEAD LEASE OR OTHER INTERESTS | 20 |
| 8.2 | RULES | 20 |
| 8.3 | LICENCES FOR USE OF COMMON AREAS | 20 |
| 8.4 | QUIET ENJOYMENT | 20 |

QUEENSLAND LAND REGISTRY
Land Title Act 1994, Land Act 1994 and Water Act 2000

SCHEDULE

Form 20 Version 2
Page 40 of 41

Title Reference 30575162

| | | |
|-----------|--|-----------|
| 8.5 | INSURANCE | 20 |
| 8.6 | MAINTENANCE | 20 |
| 8.7 | FIXTURES, FITTINGS AND EQUIPMENT | 20 |
| 8.8 | DIRECTORY BOARDS | 20 |
| 8.9 | CONSENT OF MORTGAGEE | 20 |
| 8.10 | RIGHTS, POWERS, DUTIES AND OBLIGATIONS AS LOCAL OR STATUTORY AUTHORITY | 21 |
| 9 | RISK..... | 21 |
| 9.1 | TENANT ACCEPTS RISK | 21 |
| 9.2 | INDEMNITY | 21 |
| 9.3 | INSURANCE | 22 |
| 9.4 | NOTICE OF ACCIDENT | 23 |
| 9.5 | CONDUCT VOIDING INSURANCE | 23 |
| 10 | DEFAULT AND TERMINATION | 23 |
| 10.1 | ESSENTIAL TERMS | 23 |
| 10.2 | DEFAULT | 23 |
| 10.3 | TERMINATION OF TENANCY | 23 |
| 10.4 | DAMAGES | 24 |
| 10.5 | DIFFERENCE IN RENT | 24 |
| 10.6 | LANDLORD'S RIGHTS WHEN TENANT ABANDONS PREMISES | 24 |
| 11 | EARLY TERMINATION..... | 25 |
| 11.1 | TERMINATION BY NOTICE | 25 |
| 12 | EXPIRY OF TERM..... | 25 |
| 12.1 | TENANT'S OBLIGATIONS | 25 |
| 12.2 | TENANT'S IMPROVEMENTS | 25 |
| 12.3 | FAILURE TO REMOVE TENANT'S ITEMS | 25 |
| 12.4 | POWER OF ATTORNEY | 25 |
| 13 | MONTHLY TENANCY | 25 |
| 13.1 | MONTHLY TENANCY | 25 |
| 14 | DAMAGE AND DESTRUCTION | 26 |
| 14.1 | RENT REDUCTION | 26 |
| 14.2 | TENANT MAY TERMINATE | 26 |
| 14.3 | LANDLORD MAY TERMINATE | 26 |
| 14.4 | NO OBLIGATION TO REBUILD | 26 |
| 14.5 | DISPUTE RESOLUTION | 26 |
| 14.6 | ANTECEDENT RIGHTS | 27 |
| 14.7 | RESUMPTION | 27 |
| 15 | SALE BY LANDLORD | 27 |
| 16 | GENERAL..... | 27 |
| 16.1 | LANDLORD MAY RECTIFY | 27 |
| 16.2 | WAIVER NEGATIVED | 27 |
| 16.3 | ENTIRE AGREEMENT | 27 |
| 16.4 | SEVERABILITY | 27 |
| 16.5 | OBLIGATIONS OF PARTIES | 28 |
| 16.6 | STATUTES AND REGULATIONS | 28 |
| 16.7 | GOVERNING LAW | 28 |
| 16.8 | SATURDAYS, SUNDAYS AND PUBLIC HOLIDAYS | 28 |
| 16.9 | INSPECTION BY PURCHASER OR PROSPECTIVE TENANT | 28 |
| 16.10 | PROPERTY LAW ACT 1974 | 28 |
| 17 | OPTION FOR FURTHER TENANCY | 28 |
| 17.1 | EXERCISE OF OPTION | 28 |
| 17.2 | TERMS OF RENEWED LEASE | 29 |
| 17.3 | DISPUTE..... | 29 |

QUEENSLAND LAND REGISTRY
Land Title Act 1994, Land Act 1994 and Water Act 2000

SCHEDULE

Form 20 Version 2
Page 41 of 41

Title Reference 30575162

| | | |
|-----------|--|-----------|
| 18 | BANK GUARANTEE | 29 |
| 18.1 | DELIVERY OF BANK GUARANTEE | 29 |
| 18.2 | CALLING ON BANK GUARANTEE | 29 |
| 18.3 | REPLACEMENT BANK GUARANTEE | 29 |
| 18.4 | EXPIRY OF BANK GUARANTEE | 29 |
| 18.5 | BREACH/SALE | 29 |
| 19 | NOTICES | 30 |
| 19.1 | NOTICE IN WRITING | 30 |
| 19.2 | SERVICE OF NOTICE | 30 |
| 20 | GOODS AND SERVICES TAX | 31 |
| 20.1 | GST EXPRESSIONS: | 31 |
| 20.2 | AMOUNTS OTHERWISE PAYABLE DO NOT INCLUDE GST | 31 |
| 20.3 | LIABILITY TO PAY GST | 31 |
| 20.4 | REIMBURSEMENTS | 31 |
| 20.5 | TAX INVOICE | 31 |
| 21 | TRUSTS | 31 |
| 21.1 | TRUSTEE TENANT | 31 |
| 22 | ENVIRONMENTAL ISSUES | 32 |
| 22.1 | TENANT'S OBLIGATIONS | 32 |
| 22.2 | ENVIRONMENTAL LAWS | 32 |
| 22.3 | REMEDIATION OF LAND | 32 |
| 22.4 | INDEMNITIES | 33 |
| 23 | GUARANTEE AND INDEMNITY | 33 |
| 23.1 | GUARANTEE AND INDEMNITY | 33 |
| 23.2 | GUARANTOR'S OBLIGATIONS | 33 |
| 23.3 | JOINT AND SEVERAL LIABILITY | 34 |
| 23.4 | LIABILITY NOT AFFECTED | 34 |
| 23.5 | LIQUIDATION/BANKRUPTCY OF THE TENANT | 35 |
| 23.6 | PAYMENT ON DEMAND | 35 |
| 23.7 | PREFERENCE | 35 |
| 23.8 | DEFAULT BY GUARANTOR | 35 |
| 23.9 | LAW AFFECTING DEBTS | 35 |
| 23.10 | WARRANTIES | 35 |
| 23.11 | VARIATION OF GUARANTEED OBLIGATIONS | 35 |
| 23.12 | GST ON GUARANTEE AND INDEMNITY | 36 |
| 23.13 | RENEWAL OF LEASE | 36 |
| 23.14 | EFFECT | 36 |
| 23.15 | TRANSFER | 36 |
| 24 | MEMORANDUM OF UNDERSTANDING | 36 |

11.7 BOUNDARY REALIGNMENT - 460 NORMAN ROAD

File No: 1680

Attachments:

1. **Aerial Map**[↓](#)
2. **Previous Development Approval D-836/2004**[↓](#)

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

Author: Kellie Anderson - Coordinator Property and Insurance

SUMMARY

Coordinator Property & Insurance reporting on a proposed boundary realignment to address encroachments at Judd's Park, 460 Norman Road.

OFFICER'S RECOMMENDATION

THAT the Chief Executive Officer (Coordinator Property & Insurance) be authorised to resubmit the boundary realignment application (D-836/2004) to rectify encroachments relating to 460 Norman Road (Lot 1 on RP608019) and that the costs be shared equally with the owner of 480 Norman Road (Lot 2 on SP114045), Lighthouse Baptist Church Rockhampton.

COMMENTARY

Part of Judd's Park is located on Council freehold land located at 460 Norman Road, Norman Gardens (Lot 1 on RP608019).

Attachment 1 shows the current encroachment that involves Judd's Park. Council is encroaching on the adjoining land owned by the Lighthouse Baptist Church Rockhampton (172m²), 480 Norman Road (Lot 2 on SP114045). The Lighthouse Baptist Church is also encroaching on Council's land (433m²) as shown in the map.

The Lighthouse Baptist Church was of the understanding that these encroachments were resolved some time ago.

A development application for a boundary realignment was submitted by R E Harris, on behalf of Lighthouse Baptist Church and the approval was granted in 2004 (see Attachment 2)

It was discovered by Council Officers that the conditions of application D-836/2004 (Boundary Realignment) were never fulfilled as the required survey plan was never submitted to Council. The two year approval period has now expired. Therefore, a new application for a boundary realignment is required to be submitted.

As both parties are encroaching upon one another, it is proposed that a new development application for a boundary realignment be submitted, but that both Council and the Lighthouse Baptist Church share the costs equally, as both parties equally benefit from this matter being resolved. It is estimated that the cost to each party would be approximately \$3000 which includes Council fees of approximately \$2115 in total. Council's contribution would need to be funded from the Parks budget. The Lighthouse Baptist Church has agreed to share these costs.

PREVIOUS DECISIONS

Council has previously agreed to the boundary realignment by approving Development Application D-836/2004

BUDGET IMPLICATIONS

Council's contribution to the costs of the boundary realignment would need to be funded from the Parks Section budget.

CONCLUSION

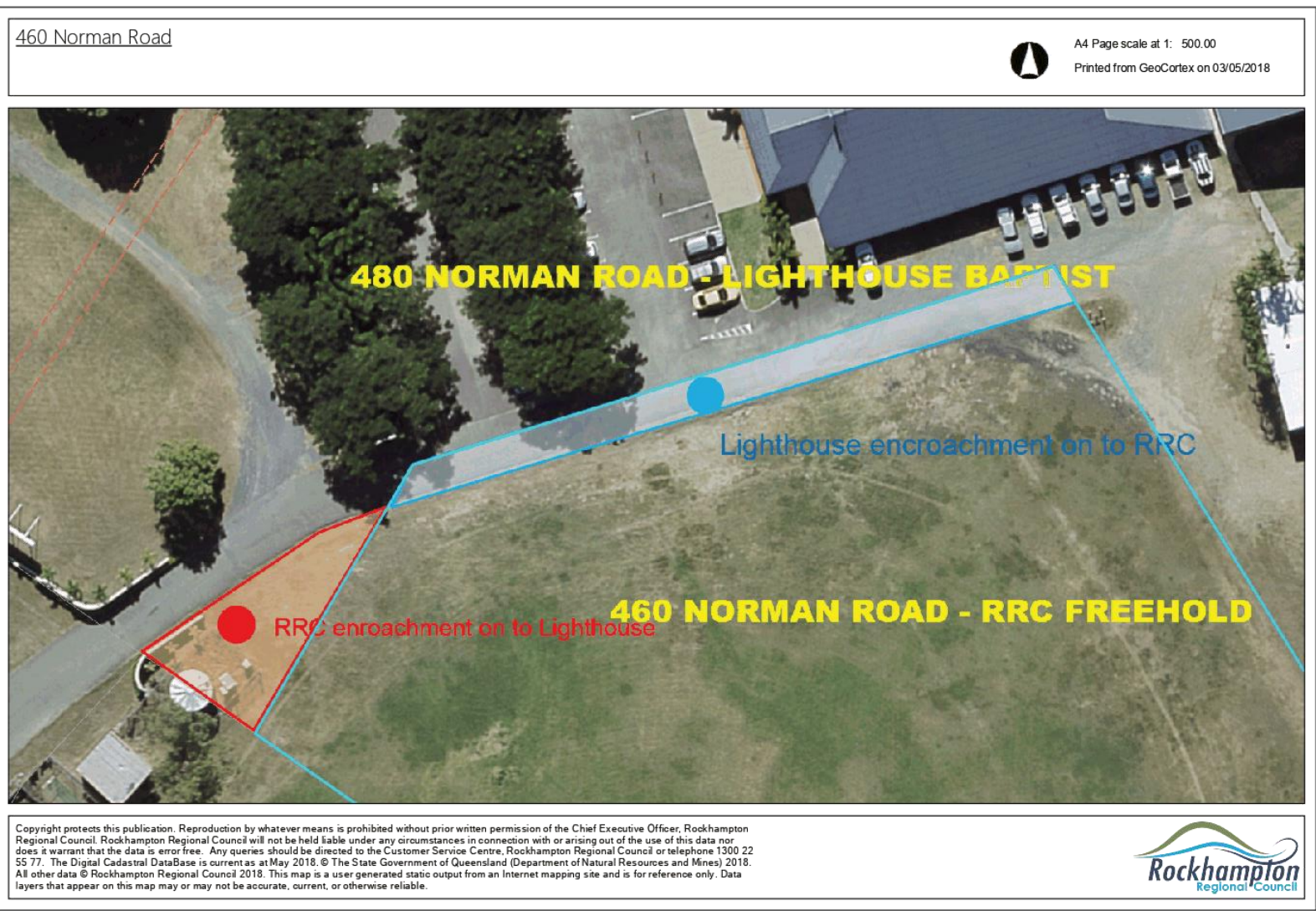
It is recommended that Council proceed with the boundary realignment and share the costs equally with the Lighthouse Baptist Church Rockhampton.

BOUNDARY REALIGNMENT 460 NORMAN ROAD

Aerial Map

Meeting Date: 15 May 2018

Attachment No: 1



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BOUNDARY REALIGNMENT 460 NORMAN ROAD

**Previous Development Approval
D-836/2004**

Meeting Date: 15 May 2018

Attachment No: 2

Our Ref: D-836/2004
Your Ref:
Enquiries: Rod Lindsay
Telephone: 4936 8361
Facsimile: 4936 8435
Email: lindsayr@rcc.qld.gov.au

12 July 2004

R E Harris
PO Box 5281
CQ MAIL CENTRE QLD 4702

Dear Sir/Madam

**INTEGRATED PLANNING ACT 1997
DECISION NOTICE**

With reference to your application for development approval D-836/2004, I wish to advise that your application has been assessed and was approved on 12 July 2004 subject to conditions.

The particulars of this decision notice are as follows.

A PROPERTY DESCRIPTION AND OWNER DETAILS

Property Description

Site Address: Judds Park, 460 Norman Road, Norman Gardens
QLD 4701
Real Property Description: L1 RP608019

Owner Details

Name(s): Rockhampton City Council
Postal Address: PO Box 243
ROCKHAMPTON QLD 4700

Property Description

Site Address: NORMAN PARK CHRISTIAN SCHOOL, 480
Norman Road, Norman Gardens QLD
Real Property Description: L2 SP114045

Owner Details

Name(s): Lighthouse Baptist Church Rockhampton
Postal Address: 480 Norman Road, Norman Gardens QLD

B APPROVAL TYPE

Development Description

Reconfiguring a Lot: Boundary realignment to correct encroachment

| Application and Approval Type | Development Permit | Preliminary Approval | Currency Period |
|-------------------------------|--------------------|----------------------|-----------------|
|-------------------------------|--------------------|----------------------|-----------------|

- 2 -

D-836/2004
12 July 2004

| | | | |
|-------------------------------|-------------------------------------|--------------------------|---------|
| Carrying out Operational Work | <input type="checkbox"/> | <input type="checkbox"/> | N/A |
| Reconfiguring a Lot | <input checked="" type="checkbox"/> | <input type="checkbox"/> | 2 Years |

The following drawings/plans are approved subject to the conditions as set out in section D of this Decision Notice. An approved copy is attached;

Proposal Plan amendment A dated 25/03/2003 submitted by McKeagues Surveying Consultants.

C REFERRAL AGENCIES

| Concurrence Agencies | Advice Agencies |
|----------------------|----------------------|
| No agency identified | No agency identified |

D CONDITIONS

ASSESSMENT MANAGER CONDITIONS

General Conditions

Development must be carried out in accordance with the requirements of all relevant Acts, Regulations, Local Laws and Policies.

This development approval relates only to the aspect(s) of development applied for and summarised in Part B of this notice, any changes to this development will require further approval.

Development Engineering Conditions

1. Compliance with requirements of Chapter 37 of Council's Local Laws, Integrated Planning Act 1997 as amended, the Town Planning Scheme for the City of Rockhampton and the Australian Model Code for Residential Development (AMCORD);
2. Lodgement of a final plan of survey in accordance with the following subsections and conforming to this approval and the plan submitted with the application.

General Conditions

3. Payment of any rates or charges or any expenses being a charge over that land under any Act that will be outstanding at the time of submission of the plan for signing and sealing;
4. Survey Plan not to be signed or sealed until all fees are paid, all conditions of approval have been complied with, and all works in association with the subdivision have been completed to the satisfaction of the Chief Executive Officer or his appointed representative.

E FURTHER DEVELOPMENT PERMITS REQUIRED

Nil

- 3 -

D-836/2004
12 July 2004

Please note that it is the responsibility of the applicant and owner to ensure that all necessary development permits have been obtained and that the development complies with all other statutory requirements (eg. disability discrimination legislation).

F RIGHTS OF APPEAL (excluding plumbing and drainage works)

Under the Integrated Planning Act 1997, the applicant and the referral agency have a right of appeal against this decision to the Planning and Environment Court (section 4.1.27), or a Building and Development Tribunal, (sections 4.2.9, 4.2.10). A copy of the relevant provisions is attached.

If you have any queries regarding this decision notice please contact Rod Lindsay for further assistance on (07) 4936 8361 during business hours.

Yours faithfully

David Mason
Director Development Environment & Health

- 4 -

D-836/2004
12 July 2004*Extracts from the Integrated Planning Act 1997***Appeals by applicants**

4.1.27. (1) An applicant for a development application may appeal to the court against any of the following-

- (a) the refusal, or the refusal in part, of a development application;
- (b) a matter stated in a development approval, including any condition applying to the development, and the identification of a code under section 3.1.6;⁶⁸
- (c) the decision to give a preliminary approval when a development permit was applied for;
- (d) the length of a currency period;
- (e) a deemed refusal.

(2) An appeal under subsection (1)(a) to (d) must be started within 20 business days (the "applicant's appeal period") after the day the decision notice or negotiated decision notice is given to the applicant.

(3) An appeal under subsection (1)(e) may be started at any time after the last day a decision on the matter should have been made.

Appeals by applicants

4.2.9.(1) An applicant for a development application may appeal to a tribunal against any of the following-

- (a) the refusal, or the refusal in part, of a development application;
- (b) a matter stated in a development approval, including any condition applying to the development, but not including the identification of a code under section 3.1.6;⁸⁹
- (c) the decision to give a preliminary approval when a development permit was applied for;
- (d) the length of a currency period;
- (e) a deemed refusal.

(2) An appeal under subsection (1)(a) to (d) must be stated within 20 business days (the "applicant's appeal period") after the day the decision notice or negotiated decision notice is given to the applicant.

(3) An appeal under subsection (1)(e) may be stated at any time after the last day a decision on the matter should have been made.

Appeal by advice agency

4.2.10.(1) An advice agency may, within the limits of its jurisdiction, appeal to a tribunal about the giving of a development approval if the development application involves code assessment for the aspect of building work to be assessed against the Building Act 1975.

(2) The appeal must be stated within 10 business days after the day the decision notice or negotiated decision notice is given to the advice agency.

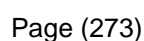
How appeals to the court are started

4.1.39.(1) An appeal is started by lodging written notice of appeal with the registrar of the court.

Contact Details

Contact details for the District Court in Rockhampton are as follows;

Postal Address: P O Box 300, Rockhampton 4700
Telephone: 4938 4568
Facsimile: 4927 5463



12 NOTICES OF MOTION

Nil

13 QUESTIONS ON NOTICE

Nil

14 URGENT BUSINESS/QUESTIONS

Urgent Business is a provision in the Agenda for members to raise questions or matters of a genuinely urgent or emergent nature, that are not a change to Council Policy and can not be delayed until the next scheduled Council or Committee Meeting.

15 CLOSED SESSION

In accordance with the provisions of section 275 of the *Local Government Regulation 2012*, a local government may resolve to close a meeting to the public to discuss confidential items, such that its Councillors or members consider it necessary to close the meeting.

RECOMMENDATION

THAT the meeting be closed to the public to discuss the following items, which are considered confidential in accordance with section 275 of the *Local Government Regulation 2012*, for the reasons indicated.

16.1 Leasing 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.

16.2 Proposed sale of 630 Montgomerie Street

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

16.3 Legal Matter

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

16 CONFIDENTIAL REPORTS

16.1 LEASING MATTER

File No: 11232, 12070
Attachments: 1. Summary of Proposal
Authorising Officer: Drew Stevenson - Manager Corporate and Technology Services
Ross Cheesman - Deputy Chief Executive Officer
Author: Kellie Anderson - Coordinator Property and Insurance

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

SUMMARY

Coordinator Property & Insurance reporting on a leasing matter.

16.2 PROPOSED SALE OF 630 MONTGOMERIE STREET**File No:** 1680**Attachments:**

1. Aerial Map
2. Adjoining Owner consultation
3. Map - Contours & Services

Authorising Officer: Drew Stevenson - Manager Corporate and Technology Services
Ross Cheesman - Deputy Chief Executive Officer**Author:** Kellie Anderson - Coordinator Property and Insurance

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

SUMMARY

Coordinator Property & Insurance reporting on request to purchase 630 Montgomerie Street.

16.3 LEGAL MATTER**File No:** 11359**Attachments:** 1. Draft Licence and Indemnity Agreement**Authorising Officer:** Peter Kofod - General Manager Regional Services**Author:** Andrew Collins - Manager Program Delivery

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

SUMMARY

Manager Program Delivery reporting on a legal matter.

17 CLOSURE OF MEETING