



# ORDINARY MEETING

## AGENDA

**13 APRIL 2021**

*Your attendance is required at an Ordinary meeting of Council to be held in the Council Chambers, 232 Bolsover Street, Rockhampton on 13 April 2021 commencing at 9:00am for transaction of the enclosed business.*

*In line with section 277E of the Local Government Regulation 2012, it has been determined that it is not practicable for the public to attend Council meetings in person at the current time. Until further notice, Council meetings will instead take place via videoconference and will be livestreamed online.*

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

**CHIEF EXECUTIVE OFFICER**  
8 April 2021

Next Meeting Date: 27.04.21

**Please note:**

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

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## **1 OPENING**

- 1.1 Acknowledgement of Country

## **2 PRESENT**

Members Present:

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

In Attendance:

Mr E Pardon – Chief Executive Officer

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

## **4 CONFIRMATION OF MINUTES**

Minutes of the Ordinary Meeting held 23 March 2021

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

## **6 BUSINESS OUTSTANDING**

### **6.1 LIFTING MATTERS FROM THE TABLE**

**File No:** 11979  
**Attachments:** Nil  
**Authorising Officer:** Evan Pardon - Chief Executive Officer  
**Author:** Evan Pardon - Chief Executive Officer

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#### **SUMMARY**

*Items laid on the table require a report to be lifted from the table before being dealt with. This report is designed to lift the reports that have been laid on the table at previous meetings.*

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

THAT following matters be lifted from the table and dealt with accordingly:

- Rockhampton Grammar School Request for Renewal of Existing Trustee Lease for 30 Years in Support of the Capital Development Plan for Rugby Park
- Appointment of Representatives of Council to External Organisations

**7 PUBLIC FORUMS/DEPUTATIONS**

Nil

**8 PRESENTATION OF PETITIONS**

Nil

**9 COUNCILLOR/DELEGATE REPORTS****9.1 LEAVE OF ABSENCE FOR COUNCILLOR NEIL FISHER - THURSDAY 6 MAY TO MONDAY 10 MAY INCLUSIVE**

**File No:** 8294

**Attachments:** Nil

**Authorising Officer:** Emma Brodel - Senior Executive Assistant to the Mayor  
Damon Morrison - Manager Office of the Mayor  
Evan Pardon - Chief Executive Officer

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

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**SUMMARY**

*Councillor Neil Fisher is seeking leave of absence from Thursday 6 May to Monday 10 May 2021 inclusive due to being unable to take previous leave.*

**OFFICER'S RECOMMENDATION**

THAT Councillor Fisher be granted leave of absence from Thursday 6 May to Monday 10 May 2021 inclusive.

**BACKGROUND**

Councillor Neil Fisher has advised the Chief Executive Officer that he wishes to take leave of absence from Thursday 6 May to Monday 10 May 2021 inclusive. This leave of absence is due to being unable to take previous leave on 26 February to 2 March 2021.

**9.2 COUNCILLOR DISCRETIONARY FUND APPLICATION - COUNCILLOR ELLEN SMITH - MOUNT MORGAN RODEO ASSOC INC**

**File No:** 8295  
**Attachments:** Nil  
**Authorising Officer:** Emma Brodel - Senior Executive Assistant to the Mayor  
Damon Morrison - Manager Office of the Mayor  
Evan Pardon - Chief Executive Officer  
**Author:** Megan Careless - Executive Support Officer

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**SUMMARY**

*This report requests Council's consideration and approval for an allocation from Councillor Ellen Smith's Councillor Discretionary Fund towards an event being held by the Mount Morgan Rodeo Assoc. Inc.*

**OFFICER'S RECOMMENDATION**

THAT Council approves the allocation of \$100.00 from Councillor Ellen Smith's Councillor Discretionary Fund to the Mount Morgan Rodeo Assoc. Inc. towards the hire of toilets for their rodeo being held on 2 May 2021.

**BACKGROUND**

Mount Morgan Rodeo Assoc. Inc. are seeking financial assistance for the hire toilets for their rodeo being held on 2 May 2021. The rodeo is being held at the showgrounds, however the existing toilets that are permanently erected will not cater for the 1500 attendees expected.

Councillor Donna Kirkland has previously contributed \$250.00 from her Councillor Discretionary monies for the same purpose and Councillor Ellen Smith is seeking approval to make an additional donation towards the cost of hire of toilets for the event.

## 10 OFFICERS' REPORTS

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**ADVANCE ROCKHAMPTON – ECONOMIC DEVELOPMENT AND EVENTS***Councillor Portfolio – Mayor Williams*

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**10.1 2021 ROCKHAMPTON AGRICULTURAL SHOW TENDER/QUOTE CONSIDERATION PLAN**

**File No:** 6097  
**Attachments:** Nil  
**Authorising Officer:** Annette Pearce - Manager Tourism, Events and Marketing  
Greg Bowden - Executive Manager Advance Rockhampton  
**Author:** Bev Marston - Supervisor Events

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**SUMMARY**

*The purpose of this report is to seek approval under s230 of the Local Government Regulation (2012) for the procurement of various goods and services for the Rockhampton Agricultural Show 2021.*

**OFFICER'S RECOMMENDATION**

THAT the report be received and Council adopt the Tender/Quote Consideration Plan under s230 of the *Local Government Regulation*.

**COMMENTARY**

The Rockhampton Agricultural Show is one of the major events on the calendar for the Rockhampton Region. Whilst ensuring all demographics are catered for by offering a wide range of activities and entertainment options, Rockhampton Agricultural Show's main purpose is to deliver a unique experience that will be a major draw card for visitors to the Region. Rockhampton Agricultural Show needs to meet and exceed expectations and standards of other major shows across Australia.

The below elements play a vital role in ensuring that the Rockhampton Agricultural Show is at a high standard:

- Musicians
- Visual Art Performers
- Public Arts Program
- Staging, lighting and event dressing
- Firework displays
- Marketing and advertising
- Miscellaneous vendors
- Food, drink and market stalls

The following Tender/Quote Consideration Plan is out for the Rockhampton Agricultural Show co-ordination in 2021.

**LEGISLATIVE CONTEXT**

The Tender/Quote Consideration Plan has been prepared under Div 3 s230 of the Local Government Regulation (2012) – *Exceptions for medium-sized and large-sized contractual arrangements*.

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

(1) A local government may enter into a medium-sized contractual arrangement or large-sized contractual arrangement without first inviting written quotes or tenders if the local government-

- (a) decides, by resolution, to prepare a quote or tender consideration plan; and
- (b) prepares and adopts the plan.

(2) A **quote or tender consideration plan** is a document stating

- (a) the objectives of the plan; and
- (b) how the objectives are to be achieved; and
- (c) how the achievement of the objectives will be measured; and
- (d) any alternative ways of achieving the objectives, and why the alternative ways were not adopted; and
- (e) the proposed terms of the contract for the goods or services; and
- (f) a risk analysis of the market from which the goods or services are to be obtained."

**Tender Consideration Plan:****Objective:**

The objective of this plan is to seek approval for the procurement of various goods and services required for the 2021 Rockhampton Agricultural Show to deliver a unique experience that will be a major draw card for visitors to the Rockhampton Region.

How the objectives will be achieved and measured:

Category	Criteria	Process
Marketing and advertising	<ul style="list-style-type: none"> <li>A marketing plan will be designed to advertise all aspects of the show</li> </ul>	<ul style="list-style-type: none"> <li>EOI will be sent out to suppliers including those on the Marketing Services Register (where applicable)</li> <li>Where specific type of marketing/advertising is required e.g. targeted audience, justification will be provided on the purchase order.</li> </ul>
Fireworks/Lightshow	<ul style="list-style-type: none"> <li>Ability to deliver a light show or firework display and specifications based on theme potential sponsorship/partnership cost.</li> </ul>	<ul style="list-style-type: none"> <li>Invite multiple quotes</li> <li>Where it is not feasible to seek quotes for unique goods/services that justification will be provided (on the purchase order) as to why multiple quotes could not be obtained</li> </ul>
Entertainment - covers musicians, show performers, major draw card entertainment, and visual art performers, and helps build the atmosphere through-out the event.	<ul style="list-style-type: none"> <li>genre</li> <li>price</li> <li>audience potential</li> <li>draw card potential</li> <li>availability</li> <li>theme</li> <li>staging</li> <li>ratio of local acts to outside of region performers</li> </ul>	<ul style="list-style-type: none"> <li>Online EOI Form on Rocky Show website</li> <li>Major Show Entertainment providers approached and quotes requested.</li> <li>Information provided is matched against criteria.</li> <li>Where a specific type of entertainment is required cost will be evaluated alongside return on investment, audience reach and suitability.</li> </ul>

Stage, Audio, Lighting, Furniture and Event Dressing	<ul style="list-style-type: none"> <li>• Specific requirements for each area and stage based on suitability and theme</li> <li>• Ability to deliver set requirements</li> <li>• Budget</li> <li>• Bump in time frames.</li> </ul>	<ul style="list-style-type: none"> <li>• As per Council's preferred supplier arrangement</li> <li>• Where specific type of equipment is required justification will be provided (on the purchase order) as to why the preferred supplier arrangement was not used</li> </ul>
Food, Drink and Market Stall Holders	<ul style="list-style-type: none"> <li>• Genre</li> <li>• Price</li> <li>• Audience potential</li> <li>• Draw card potential</li> <li>• Availability</li> <li>• Theme</li> <li>• Staging</li> <li>• Standard of goods delivered</li> <li>• Licenses, permit and insurance as required by legislation.</li> </ul>	<ul style="list-style-type: none"> <li>• EOI email is sent to all database on file, local and outside the region.</li> <li>• Online EOI Form on Rocky Show website</li> <li>• Standard of goods plays a large role</li> <li>• Fees and Charges – as per Council report 21 January 2020</li> </ul> <p>Note: Some food, drink and market stall holders are included in the Showman's Guild contractual obligations</p>
For other ancillary Goods and Services as required for the Rockhampton Show (including operational requirements)	<ul style="list-style-type: none"> <li>• Ability to deliver set requirements</li> <li>• Budget</li> <li>• Bump in time frames.</li> </ul>	<ul style="list-style-type: none"> <li>• As per Council's preferred supplier list/register of pre-qualified suppliers (where applicable)</li> <li>• Where it is not feasible to seek quotes for unique goods/services that justification will be provided (on the purchase order) as to why multiple quotes could not be obtained</li> </ul>

#### Alternate ways of achieving the objectives:

The objectives of the plan could be achieved by issuing a number of traditional invitation to quote and /or Tenders, however due to the significant volume of goods and services, and the unique experience Council is delivering, this method is not considered practical.

#### Proposed Terms of the Contract:

The proposed terms of the Contract will be Council's Conditions of Order, where there is a higher value/higher risk procurement, the Contracts & Tenders team will be consulted to determine the most suitable terms of the Contract.

#### Risk Analysis of the market:

Due to the significant volume of goods and services required, there are a number of markets which need to be considered. In most instances, there are a large number of suppliers available to provide the required goods and services, with the exception of specialist goods and services.

#### **CONCLUSION**

It is recommended that Council adopts the proposed Tender/Quote Consideration Plan for the 2021 Rockhampton Agricultural Show.

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**AIRPORT GROWTH AND DEVELOPMENT****Councillor Portfolio – Councillor Fisher**

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No items for consideration

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**COMMUNITIES****Councillor Portfolio – Councillor Wickerson**

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**10.2 BEEF 2021 SHOWGROUNDS CURFEW**

**File No:** 10486  
**Attachments:** 1. Curfew Request Letter Beef 2021 [↓](#)  
**Authorising Officer:** Alicia Cutler - General Manager Community Services  
**Author:** John Webb - Manager Communities and Culture

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**SUMMARY**

*Beef Australia is requesting the Council amend the existing curfew of Rockhampton Showgrounds for selected nights between 2<sup>nd</sup> and 8<sup>th</sup> May 2021 from 10.30pm to 11pm or 12 midnight.*

**OFFICER'S RECOMMENDATION**

THAT Council approve the alteration of the Rockhampton Showgrounds event program curfew of 10.30pm to the stated times on following three evenings of Beef 2021

- Sunday 2<sup>nd</sup> May 11pm - dinner in marquee built on closed Exhibition Road
- Friday 7<sup>th</sup> May 11pm - function with music in Robert Schwarten Outdoor Pavilion
- Saturday 8<sup>th</sup> May 12 Midnight - Gala Ball with music in Robert Schwarten Outdoor Pavilion

**COMMENTARY**

Beef Australia are requesting an alternation to the standard 10.30pm event programming curfew that is in place for the Rockhampton Showgrounds in support of their event offering for Beef 2021.

*Sunday 2<sup>nd</sup> May 11pm. Exhibition Road*

This element is a function with no specific entertainment occurring within a built marquee that will be located on Exhibition Road. While not strictly within the Showgrounds it could be considered to part of the broader site activation. As this event has no programmed entertainment it presents a lower risk for disturbance.

*Friday 7<sup>th</sup> May 11pm Function Robert Schwarten Pavilion*

This element is a function with prerecorded music. A music speaker system will be set under the Robert Schwarten Outdoor Pavilion backing onto the indoor pavilion facing towards Graham Acton Way. This orientation is an optimal location and alignment to reduce the noise impact upon the surrounding residential area. The nature of the entertainment is prerecorded/DJ music.

*Saturday 8<sup>th</sup> May 12 midnight Gala Ball Robert Schwarten Pavilion*

This element is a Gala Ball with live and prerecorded music. The set up for this event will be the same manner and orientation as the Friday evening but with a live band and intermittent prerecorded music.



As the operator of an event with outdoor entertainment elements and liquor licensing requirements the mitigation of noise impacts is the responsibility of the event operator informed by their specific noise management plan.

## **BACKGROUND**

Rockhampton Regional Council have a standard 10.30pm curfew for event programming in the Rockhampton Showgrounds. This has been in place since the Council assumed operation of the site. The curfew is maintained with regular users such as the Rockhampton Saloon Car Club. In this instance race meet event activities at 10.30pm with only quite operational activity and patron movement happening beyond 10.30pm.

## **PREVIOUS DECISIONS**

Since 2015 significant events have been granted extensions beyond 10.30pm as follows -

Beef 2015 - Thursday 7<sup>th</sup> May 11pm, Friday 8<sup>th</sup> May 11pm, Saturday 9<sup>th</sup> May 11.30pm

Beef 2018 – Sunday 6<sup>th</sup> May 11pm, Friday 11<sup>th</sup> May 11pm, Saturday 11<sup>th</sup> May 11.30pm

One Hot Night (Busby Marou) – Fri 29 December 11.30pm

There have been numerous relaxations for similar events including Beef prior to 2015.

## **BUDGET IMPLICATIONS**

Nil

## **LEGISLATIVE CONTEXT**

Governed by Queensland Legislation.

## **LEGAL IMPLICATIONS**

As the event operator and occupier of the grounds Beef is liable for adherence to noise regulation standards.

## **STAFFING IMPLICATIONS**

Nil

## **RISK ASSESSMENT**

While legal and reputational risks will reside with Beef there may be reputational risks to Councils perceived good governance if there are significant noise complaints within the community. Conversely there may be reputational risks with broader community and stakeholders if restrictions affect the perceived success of the event.

## **CORPORATE/OPERATIONAL PLAN**

The facilitation of a successful Beef 21 at the Rockhampton Showgrounds support the following -

Community Corporate Plan Outcome –

1.2 Regional public places that meet our community's needs

Economy Corporate Plan Outcomes -

2.1 A destination sought for lifestyle, community events and tourism

2.2 Value add to the strengths of industry to deepen regional economic activity

Operational Plan Action -

2.1.1 Pursue tourism opportunities for the region that leverage existing assets that provides a strong platform for future visitor and economic growth for the Region

## **CONCLUSION**

That Council review the application for relaxation of curfew for identified dates within Beef 21 and considering the benefits of this event to the broader community balanced against the risks support the recommendation.

# **BEEF 2021 SHOWGROUNDS CURFEW**

## **Curfew Request Letter Beef 2021**

**Meeting Date: 13 April 2021**

**Attachment No: 1**

Hello Evan,

Re: Showgrounds Noise Curfew Extension

Planning is in full swing for our Beef Australia 2021 event to be held in May and we thank you again for your sponsorship and for your teams ongoing support in the lead up.

Evan we are seeking the following alterations to the standard 10.30pm event programming curfew that is in place for the Showground precinct.

Sunday 2<sup>nd</sup> May 11pm Exhibition Road

This element is a function with no specific entertainment occurring within a built marquee that will be located on Exhibition Road. While not strictly within the showgrounds it could be considered to be part of the broader site activation.

As this event has no programmed entertainment it presents a lower risk for disturbance.

Friday 7<sup>th</sup> May 11pm Function Robert Schwarten Pavilion

This element is a function with pre-recorded music. A music speaker system will be set up under the Robert Schwarten Outdoor Pavilion backing onto the indoor pavilion and facing out towards Graham Acton Way. This orientation is an optimal location and alignment to reduce the noise impact upon the surrounding residential area. The nature of the entertainment is pre-recorded/DJ music.

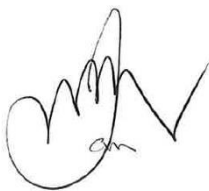
Saturday 8<sup>th</sup> May 12 midnight Gala Ball Robert Schwarten Pavilion

This element is a Gala Ball with live and pre-recorded music. The set up for this event will be the same manner and orientation as the Friday evening but with a live band and intermittent pr-recorded music.

Thank you for your consideration of this request.

Regards

Ian

A handwritten signature in black ink, appearing to be 'Ian', with a stylized, cursive script.

CEO  
Beef Australia

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**INFRASTRUCTURE****Councillor Portfolio – Mayor Williams**

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No items for consideration

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**PLANNING AND REGULATION****Councillor Portfolio – Councillor Smith**

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**10.3 D/138-2020 - DEVELOPMENT APPLICATION FOR A MATERIAL CHANGE OF USE FOR A RESIDENTIAL CARE FACILITY**

**File No:** D/138-2020

**Attachments:** 1. [Locality Plan](#)  
2. [Site Plan](#)

**Authorising Officer:** Tarnya Fitzgibbon - Coordinator Development Assessment  
Doug Scott - Manager Planning and Regulatory Services  
Alicia Cutler - General Manager Community Services

**Author:** Thomas Gardiner - Senior Planning Officer

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**SUMMARY**

**Development Application Number:** D/138-2020

**Applicant:** Multicap Limited

**Real Property Address:** Lot 59 on RP848298

**Common Property Address:** 76 Jardine Street, West Rockhampton

**Area of Site:** 1.29 hectares

**Planning Scheme:** Rockhampton Region Planning Scheme 2015 (version 2.1)

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

**Planning Scheme Overlays:** Steep Land Overlay

**Existing Development:** Vacant Land

**Approval Sought:** Development Permit for a Material Change of Use for Residential Care Facility

**Level of Assessment:** Impact Assessable

**Submissions:** One (1) properly-made submission and one (1) not-properly made submission

**Referral Agency:** Not applicable

**Infrastructure Charges Area:** Charge Area 1

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**OFFICER'S RECOMMENDATION**

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**RECOMMENDATION A**

THAT in relation to the application for a Development Permit for a Material Change of Use for a Residential Care Facility, made by Multicap Limited, located at 76 Jardine Street, West Rockhampton, described as Lot 59 on RP848298, Council resolves to provide the following reasons for its decision:

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**STATEMENT OF REASONS**

<b>Description of the development</b>	The proposed development is for a Material Change of Use for a Residential Care Facility	
<b>Reasons for Decision</b>	<p>a) The development is a low-rise residential care facility which is situated in proximity to parks and major community facilities;</p> <p>b) Assessment of the development against the relevant zone purpose, planning scheme codes and planning scheme policies demonstrates that the proposed development will not cause significant adverse impacts on the surrounding natural environment, built environment and infrastructure, community facilities, or local character and amenity; and</p> <p>c) On balance, the application should be approved because the circumstances favour Council exercising its discretion to approve the application even though the development does not comply with an aspect of the assessment benchmarks.</p>	
<b>Assessment Benchmarks</b>	<p>The proposed development was assessed against the following assessment benchmarks:</p> <ul style="list-style-type: none"> <li>• Low Density Residential Zone Code;</li> <li>• Access, Parking And Transport Code;</li> <li>• Landscape Code;</li> <li>• Stormwater Management Code;</li> <li>• Waste Management Code; and</li> <li>• Water and Sewer Code.</li> </ul>	
<b>Compliance with assessment benchmarks</b>	The development was assessed against all of the assessment benchmarks listed above and complies with all of these with the exception listed below.	
	<b>Assessment Benchmark</b>	<b>Reasons for the approval despite non-compliance with benchmark</b>
	Low Density Residential Zone Code	<p>PO18</p> <p>The proposed development is not located within 200 metres of a park, major hospital or public transport route. This does not comply with Acceptable Outcome 18.1.</p> <p>The site is located in proximity to a park and a major hospital. Capelec Park is located approximately 480 metres to the west of the site, while the Rockhampton Base Hospital is located approximately 400 metres to the east. It is considered that the proposed development is located within a reasonable distance of these activity nodes and is therefore appropriate for development on the site.</p> <p>As such, the proposed development is considered to comply with this Performance Outcome.</p>

Matters raised in submissions	Issue	How matter was dealt with
	Stormwater management and localised flooding	<p>Both submissions identified concerns with regard to increased stormwater run-off onto adjoining residential properties on Pearson Street. There are concerns that the development of the subject site will alter the existing stormwater channel, causing a worsenment to the surrounding residential properties.</p> <p>The site is partially subject to flood inundation and is situated in the Wandal and West Rockhampton Local Catchment Area. A Flood Impact Assessment was provided in response to Council's information request. This report demonstrated that the proposed development would not cause any actionable increase in stormwater or flooding impacts external to the site, including adjacent properties. The existing overland flowpath within the site will be modified to accommodate all catchment flow and stormwater from the development site.</p>
	Access related issues to properties on Pearson Street	<p>Both submissions identified concerns that the proposed development would affect access to the rear of properties located on Pearson Street, which adjoin the subject site. The submissions stated that these properties have enjoyed unrestricted access to the rear of their properties, through the subject site via an "easement". The proposed development will forfeit this previously unrestricted access.</p> <p>The subject site (Lot 59 on RP848298) does not contain any formal easement for access purposes for any adjoining properties on Pearson or Bradford Streets. Any vehicular access to these properties, through the subject site, would have been unlawful as it was not via a registered easement. Formal access to these adjoining properties is from Pearson and Bradford Streets. Establishing a formal access arrangement through the north of the subject site is also considered impractical given the existing overland flow path and localised flooding over this portion of the site.</p> <p>Further, the issue relating to loss of an implied access to the rear of these</p>

		properties is not considered a relevant matter in the assessment of the current development application.
<b>Matters prescribed by regulation</b>	<ul style="list-style-type: none"> <li>• The <i>Rockhampton Region Planning Scheme 2015</i> (version 2.1); and</li> <li>• The common material, being the material submitted with the application.</li> </ul>	

### **RECOMMENDATION B**

THAT in relation to the application for a Development Permit for a Material Change of Use for a Residential Care Facility, made by Multicap Limited, located at 76 Jardine Street, West Rockhampton, described as Lot 59 on RP848298, Council resolves to Approve the application subject to the following conditions:

#### **1.0 ADMINISTRATION**

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

## 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:

Drawing/report title	Prepared by	Date	Reference number	Rev
Site Master Plan	Thomson Adsett	15 December 2020	MCU 001	1
Stage 1 - Floor Plan and Elevation 4 x 1 Bed Fully Accessible + OOA	Thomson Adsett	9 February 2021	MCU 002	2
Stage 1 - Floor Plan and Elevation 2 Bed Robust Villa + OOA	Thomson Adsett	15 December 2020	MCU 003	1
Stage 1 – Proposed Floor Plan 2 Bed High Physical Villa +OOA	Thomson Adsett	9 February 2021	MCU 004	2
Stage 2 - Floor Plan and Elevation Short Term Accommodation + Admin	Thomson Adsett	9 February 2021	MCU 005	2
Stage 2 - Floor Plan and Elevation 2 x 2 Bed Duplex with OOA	Thomson Adsett	9 February 2021	MCU 006	2
Flood Impact Assessment and Stormwater Management Plan	McMurtrie Consulting Engineers	8 February 2021	J20065	R1V2

- 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 STAGED DEVELOPMENT

- 3.1 This development approval is for a development to be undertaken in two (2) discrete stages, namely:

3.1.1 Stage One (1); and

3.1.2 Stage Two (2);

in accordance with the approved plan (refer to condition 2.1).

The stages are not required to be undertaken in any chronological order.

- 3.2 Stage One (1) must be completed within 6 years from the date this approval takes effect. Stage Two (2) must be completed within 12 years from the date this approval takes effect.



- 3.3 Unless otherwise expressly stated, the conditions must be read as being applicable to all stages.

4.0 ROAD WORKS

- 4.1 A Development Permit for Operational Works (road works) must be obtained prior to the commencement of any road works required by this development approval.
- 4.2 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 *Austrroads Guidelines* and the provisions of a Development Permit for Operational Works (road works).
- 4.3 Jardine Street must be widened where required for the full frontage of the development site to match the existing kerb and channel alignment. Kerb and channel, pedestrian pathways and drainage infrastructure must be included.
- 4.4 All pathways and access ramps must be designed and constructed in accordance with *Australian Standard AS1428 "Design for access and mobility"*.
- 4.5 All pathways must incorporate kerb ramps at all road crossing points.
- 4.6 Traffic signs and pavement markings must be provided in accordance with the *Manual of Uniform Traffic Control Devices – Queensland*. Where necessary, existing traffic signs and pavement markings must be modified in accordance with the *Manual of Uniform Traffic Control Devices – Queensland*.

5.0 ACCESS AND PARKING WORKS

- 5.1 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.
- 5.2 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).
- 5.3 All car parking and access areas must be 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).
- 5.4 A new access to the development must be provided at Jardine Street.
- 5.5 All vehicles must ingress and egress the development in a forward gear.
- 5.6 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"*.
- 5.7 A minimum of twenty eight (28) parking spaces must be provided on-site. This includes twelve (12) covered car parking spaces and sixteen (16) visitor's parking spaces.
- 5.8 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"*.
- 5.9 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).
- 5.10 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"*.

- 5.11 Road signage and pavement markings must be installed in accordance with *Australian Standard AS1742.1 "Manual of uniform traffic control devices"*.
- 5.12 All vehicle operation areas must be illuminated in accordance with the requirements of *Australian Standard AS1158 "Lighting for roads and public spaces"*.
- 5.13 All internal pedestrian pathways must be designed and constructed in accordance with *Australian Standard AS1428 "Design for access and mobility"*.

#### 6.0 SEWERAGE WORKS

- 6.1 A Development Permit for Operational Works (sewerage works) must be obtained prior to the commencement of any sewerage works on the development site.
- 6.2 All sewerage works must be designed and constructed in accordance with the approved plans (refer to condition 2.1), *Capricorn Municipal Development Guidelines, Water Supply (Safety and Reliability) Act 2008, Plumbing and Drainage Act 2018* and the provisions of a Development Permit for Operational Works (sewerage works).
- 6.3 The development must be connected to Council's reticulated sewerage network.
- 6.4 A 225 millimetre diameter gravity sewerage main diversion and associated sewerage access chambers must be constructed in accordance with the approved plans (refer to condition 2.1). This non-trunk infrastructure is conditioned under section 145 of the *Planning Act 2016*.
- 6.5 Any proposed sewerage access chamber located within a park or reserve, or below a ten per cent (10%) Annual exceedance probability flood level, must be provided with bolt down lids.
- 6.6 The finished sewerage access chamber surface must be at a sufficient level to avoid ponding of stormwater above the top of the chamber. A heavy duty trafficable lid must be provided in the trafficable area.
- 6.7 Sewer connections located within trafficable areas must be raised or lowered to suit the finished surface levels and must be provided with heavy duty trafficable lids.
- 6.8 All works must be undertaken in accordance with *Queensland Development Code, Mandatory Part 1.4 "Building over or near relevant infrastructure."*
- 6.9 The development must comply with Council's Building Over/Adjacent to Local Government Sewerage Infrastructure Policy. Any permit associated with the Building Over/Adjacent to Local Government Sewerage Infrastructure Policy must be obtained prior to the issue of a Development Permit for Building Works.
- 6.10 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.

#### 7.0 WATER WORKS

- 7.1 All water works must be designed and constructed in accordance with the approved plans (refer to condition 2.1), *Capricorn Municipal Development Guidelines, Water Supply (Safety and Reliability) Act 2008, and Plumbing and Drainage Act 2018*.
- 7.2 The development must be connected to Council's reticulated water network.
- 7.3 Adequate domestic and firefighting protection must be provided to the development, and must be certified by an hydraulic engineer or other suitably qualified person.
- 7.4 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.
- 7.5 Easements must be provided over all water infrastructure located within private property. The easement location(s) and width(s) must be in accordance with the requirements of the *Capricorn Municipal Development Guidelines*.

**8.0 PLUMBING AND DRAINAGE WORKS**

- 8.1 A Development Permit for Plumbing and Drainage Works must be obtained for the proposed structure on the development site.
- 8.2 All internal plumbing and drainage works must be designed and constructed in accordance with the approved plans (refer to condition 2.1), *Capricorn Municipal Development Guidelines*, *Water Supply (Safety and Reliability) Act 2008*, *Plumbing and Drainage Act 2018*, Council's Plumbing and Drainage Policies and the provisions of a Development Permit for Plumbing and Drainage Works.

**9.0 STORMWATER WORKS**

- 9.1 A Development Permit for Operational Works (stormwater works) must be obtained prior to the commencement of any stormwater works required by this development approval.
- 9.2 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).
- 9.3 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.
- 9.4 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.
- 9.5 The installation of gross pollutant traps must be in accordance with relevant *Australian Standards* and all maintenance of the proposed gross pollutant traps must be the responsibility of the property owner or body corporate (if applicable).
- 9.6 Any application for a Development Permit for Operational Works (stormwater works) must be accompanied by engineering plans with details of any new drainage systems including retention systems, inlet and outlet structures, or the amendment and upgrading of existing drainage systems to implement the proposed drainage strategy.
- 9.7 Adequate scour protection measures must be provided for the proposed stormwater channel and all stormwater outlets.
- 9.8 The bio basin as identified on the approved plans (refer to condition 2.1) must be landscaped in accordance with Council's requirements. Any application for a Development Permit for Operational Works (stormwater works) must be accompanied by detailed plans and specifications for the proposed bio basin and the design must:
- 9.8.1 be suitable to the climate and incorporate predominately native species;
  - 9.8.2 maximise areas suitable for on-site infiltration of stormwater;
  - 9.8.3 incorporate shade trees; and
  - 9.8.4 demonstrate that all areas apart from garden beds are fully turfed or hydromulched.

**10.0 ROOF AND ALLOTMENT DRAINAGE WORKS**

- 10.1 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.
- 10.2 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).

- 10.3 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.
- 10.4 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.

#### 11.0 SITE WORKS

- 11.1 A Development Permit for Operational Works (site works) must be obtained prior to the commencement of any site works on the development site.
- 11.2 Any application for a Development Permit for Operational Works (site works) must be accompanied by an earthworks plan that clearly identifies the following:
  - 11.2.1 the location of cut and/or fill;
  - 11.2.2 the type of fill to be used and the manner in which it is to be compacted;
  - 11.2.3 the quantum of fill to be deposited or removed and finished cut and/or fill levels;
  - 11.2.4 details of any proposed access routes that are intended to be used to transport fill to or from the development site; and
  - 11.2.5 the maintenance of access roads to and from the development site so that they are free of all cut and/or fill material and cleaned as necessary.
- 11.3 All earthworks must be undertaken in accordance with *Australian Standard AS3798 "Guidelines on earthworks for commercial and residential developments"*.
- 11.4 Site works must be constructed such that they do not, at any time, in any way restrict, impair or change the natural flow of runoff water, or cause a nuisance or worsening to surrounding land or infrastructure.
- 11.5 If required, any retaining structures above one (1) metre in height that are not incidental works to a Development Permit for Building Works, must not be constructed unless separately and specifically certified by a Registered Professional Engineer of Queensland and must be approved as part of a Development Permit for Operational Works (site works).
- 11.6 If required, any retaining structures close to or crossing sewerage infrastructure must comply with *Queensland Development Code, Mandatory Part 1.4 "Building over or near relevant infrastructure."* The structure must be self-supporting and no additional load must be applied to Council's sewerage infrastructure.

#### 12.0 BUILDING WORKS

- 12.1 A Development Permit for Building Works must be obtained for the proposed structures on the development site.
- 12.2 Impervious paved waste storage areas must be provided in accordance with the approved plans (refer to condition 2.1) and the *Environmental Protection Regulation 2019* and must be:
  - 12.2.1 designed and located so as not to cause a nuisance to neighbouring properties;
  - 12.2.2 screened so as not to be visible from a public space;
  - 12.2.3 if required, provided with a suitable hosecock and hoses at the refuse container area, and washdown must be drained to the sewer and fitted with an approved stormwater diversion valve arrangement in accordance with the Sewerage Trade Waste provisions and the *Plumbing and Drainage Act 2018*.

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.

- 12.3 The finished floor level for habitable areas (refer to condition 2.1) must be a minimum of 500 millimetres above a one per cent (1%) Annual exceedance probability flood inundation level.
- 12.4 All non-habitable areas subjected to flood inundation during a one per cent (1%) Annual exceedance probability flood event, must be designed and constructed using suitable flood resilient materials.
- 12.5 All electrical and telecommunication services and utilities connected to the property, including electrical outlets, must be designed and installed at such a height that they are a minimum of 500 millimetres above a one per cent (1%) Annual exceedance probability flood level.

#### 13.0 LANDSCAPING WORKS

- 14.0 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 have low water dependency.

#### 15.0 ELECTRICITY

- 15.1 Electricity services must be provided to the development in accordance with the standards and requirements of the relevant service provider.

#### 16.0 TELECOMMUNICATIONS

- 16.1 Telecommunications services must be provided to the development in accordance with the standards and requirements of the relevant service provider.

#### 17.0 ASSET MANAGEMENT

- 17.1 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.
- 17.2 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.
- 17.3 '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)*.

#### 18.0 ENVIRONMENTAL HEALTH

- 18.1 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"*.
- 18.2 Noise emitted from the activity must not cause an environmental nuisance.
- 18.3 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.

**19.0 OPERATING PROCEDURES**

- 19.1 All construction materials, waste, waste skips, machinery and contractors' vehicles must be located and stored or parked within the development site. Storage of materials or parking of construction machinery or contractors' vehicles must not occur within Jardine Street.

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

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

**NOTE 2. 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**

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

**NOTE 5. Building Works**

Council will be a referral agency for the Building Works Permit where the development does not comply with the Queensland Development Code. This Development Permit does not constitute a referral agency response from Council for the Building Works Permit in relation to building envelopes and setbacks.

**RECOMMENDATION C**

THAT in relation to the application for a Development Permit for a Material Change of Use for a Residential Care Facility, made by Multicap Limited, located at 76 Jardine Street, West Rockhampton, described as Lot 59 on RP848298, Council resolves to issue an Infrastructure Charges Notice for the amount of \$302,102.00.

**BACKGROUND****PROPOSAL IN DETAIL**

The proposal is for the construction of a Residential Care Facility located at 76 Jardine Street, West Rockhampton. The facility will comprise ten (10) long-term accommodation units, and one (1) four (4) bedroom short-term accommodation unit, consisting of the following:

- Two (2), one (1) bedroom units with on-site overnight assistance (OOA);

- Two (2), one bedroom units with no OOA;
- Two (2), two (2) bedroom duplexes with OOA (four (4) units total);
- One (1), two (2) bedroom high physical support villa with OOA;
- One (1), two (2) bedroom robust villa with OOA; and
- One (1), four (4) bedroom short term accommodation facility with an administration office.

The facility will be an extension to the existing Residential Care Facility located on the adjoining lot (Lot 58 on RP848298).

Access to the site will be via a new crossover from Jardine Street. Each of the units are afforded with a single undercover car parking space each. The site layout also makes provision for 16 visitor car parking spaces.

### **SITE AND LOCALITY**

The subject site is located in the Low Density Residential Zone under the *Rockhampton Region Planning Scheme 2015* (version 2.1). Surrounding the site are predominantly low-rise Dwelling Houses. On the adjoining lot, immediately to the south of the subject site, is an existing Residential Care Facility.

Jardine Street provides the site with its only road frontage to the east. The subject site is located in Council's Priority Infrastructure Area.

### **PLANNING ASSESSMENT**

#### **MATTERS FOR CONSIDERATION**

This application has been assessed by relevant Council planning, engineering, environmental health, and other technical officers as required. The assessment has been in accordance with the assessment process provisions of the Development Assessment Rules, based on consideration of the relevant State Planning Policy; State Government guidelines; the Council's Town Planning Scheme, Planning Policies and other general policies and procedures, as well as other documents as considered relevant.

#### **Development Engineering Comments**

Support, subject to conditions.

#### **Public and Environmental Health Comments**

Support, subject to conditions.

#### **Other Staff Technical Comments**

Not applicable as the application was not referred to any other technical staff.

### **TOWN PLANNING COMMENTS**

#### **State Planning Policy 2017**

Section 2.1 of *Rockhampton Region Planning Scheme 2015* (version 2.1) noted the *State Planning Policy 2017* is integrated in the planning scheme. The State planning interests are therefore addressed as part of this assessment of the development against the *Rockhampton Region Planning Scheme 2015* (version 2.1).

#### **Central Queensland Regional Plan 2013**

The *Central Queensland Regional Plan 2013* is a statutory document which came into effect on 18 October 2013. The Regional Plan is identified as being appropriately integrated with the Planning Scheme and therefore an assessment against the Planning Scheme is taken to be an assessment against the *Central Queensland Regional Plan 2013*.

**Low Density Residential Zone**

The subject site is situated within the Low Density Residential Zone under the *Rockhampton Region Planning Scheme 2015* (version2.1). The purpose of the Low Density Residential Zone identifies that: -

- (a) development provides for predominantly single detached dwelling houses on individual lots of varying sizes and dual occupancies, maintaining a generally a low-rise, 1-2 storey built form and low density character with small scale, detached buildings;
- (b) residential development within the zone is of a type which primarily provides for the long-term accommodation of residents and not for short-term accommodation, except in the circumstances stated in (d);
- (c) low-rise multiple dwellings, relocatable home parks, residential care facilities and retirement facilities develop in the zone when they are situated in proximity (convenient walking distance) to parks, centres, major community facilities (hospital, university, etcetera) and have access to higher order roads (minor urban collector or higher) or public transport;
- (d) short-term accommodation only occurs where it:
  - (i) is established in an existing dwelling;
  - (ii) does not adversely impact on the amenity of the surrounding residential area;
  - (iii) maintains the appearance of an ordinary dwelling that is consistent with the intentions of the zone; and
  - (iv) is limited in scale and duration;
- (e) non-residential uses only occur within the zone where they:
  - (i) do not compromise the residential character and existing amenity of the surrounding area;
  - (ii) are small-scale and consistent with the surrounding urban form;
  - (iii) primarily function to service the needs of the immediate local residential community;
  - (iv) do not detract from the role and function of centres;
  - (v) do not result in the expansion of a centre zone; and
  - (vi) have direct access to higher order roads (minor urban collector or higher) and are in proximity to public transport;
- (f) no expansion of existing centres or industrial areas will occur into the low density residential zone. In addition, no additional local centres or higher order centres are required within the low density residential zone;
- (g) neighbourhood centres do not expand to service a wider local centre catchment. South Gracemere is to accommodate a neighbourhood centre commensurate with the population of the immediate catchment;
- (h) new proposed centres within greenfield areas are not intended to accommodate full-line supermarkets;
- (i) development maximises opportunities for surveillance, activation of street fronts, integration with surrounding streetscapes, and presents an attractive appearance to the street with variations in built form, shape and colour;
- (j) development maintains a high level of residential amenity having regard to traffic, noise, dust, odour, lighting and other locally specific impacts;



- (k) new residential developments are not located in proximity to existing incompatible uses such as rural uses, industrial uses and major community facilities without separation distances, landscaping and screening that minimise impacts on amenity in relation to noise, odour, dust, light, loss of privacy or other adverse impacts;
- (l) new residential developments are located and integrated with existing neighbourhoods;
- (m) development is sited and designed to respond to the region's climate (sustainable practices for maximising energy efficiency, water conservation and public/active transport use), local heritage features, natural landscape features and environmental constraints;
- (n) development provides connection to pathways, cycle ways, roads and public transport infrastructure commensurate with the needs of the use;
- (o) development is serviced by infrastructure that is commensurate with the needs of the use; and
- (p) the establishment of one (1) precinct within the zone where particular requirements are identified:
  - (i) Fitzroy River accommodation precinct; and
  - (ii) Residential stables precinct.

This application is consistent with the purpose of the Zone.

### Rockhampton Regional Planning Scheme Codes

The following codes are applicable to this application:

- Low Density Residential Zone Code;
- Access, Parking And Transport Code;
- Landscape Code;
- Stormwater Management Code;
- Waste Management Code; and
- Water and Sewer Code.

An assessment has been made against the requirements of the abovementioned codes and the proposed development generally complies with the relevant Performance Outcomes and Acceptable Outcomes. An assessment of the Performance Outcome/s which the application is in conflict with, is outlined below:

Low Density Residential Zone Code		
Performance Outcome		Officer's Response
PO18	<p>Development for a multiple dwelling, relocatable home park, residential care facility or retirement facility is located at highly accessible site:</p> <ul style="list-style-type: none"> <li>(a) that provide for the safety and convenience of people using the premises;</li> <li>(b) in proximity to centres of activity containing shopping, community facilities, and recreation and entertainment areas;</li> </ul>	<p>The proposed development is not located within 200 metres of a park, major hospital or public transport route. This does not comply with Acceptable Outcome 18.1.</p> <p>The site is located in proximity to a park and a major hospital. Capelec Park is located approximately 480 metres to the west of the site, while the Rockhampton Base Hospital is located approximately 400 metres to the east. It is considered that the proposed development is located within a reasonable</p>

	<p>(c) in proximity to public transport facilities and public transport routes; and</p> <p>(d) that can minimise impacts on local amenity and the local street network.</p>	<p>distance of these activity nodes and is therefore appropriate for development on the site.</p> <p>As such, the proposed development is considered to comply with this Performance Outcome.</p>
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Based on a performance assessment of the abovementioned codes, it is determined that the proposal is acceptable and generally complies with the relevant Performance Outcomes and where there is deviation from the codes, sufficient justification has been provided.

### **INFRASTRUCTURE CHARGES**

Adopted Infrastructure Charges Resolution (No. 5) 2015 for non-residential development applies to the application and it falls within Charge Area 1. The Infrastructure Charges are as follows:

Column 1 Use Schedule		Column 2 Charge Area	Column 3 Adopted Infrastructure Charge		Column 4 Adopted Infrastructure Charge for stormwater network		Calculated Charge
			(\$)	Unit	(\$)	Unit	
Essential Services	All uses as per AICN 5/14 Table 2.2.1	Areas 1	119	per m <sup>2</sup> of GFA			\$214,676.00
					8.50	per m <sup>2</sup> of impervious area	\$34,527.00
Total							\$249,203.00
Less Credit							\$21,000.00
<b>TOTAL CHARGE</b>							<b>\$228,203.00</b>

This is based on the following calculations:

#### **Stage 1**

- (a) A charge of \$101,864.00 for Gross Floor Area being 856 square metres;
- (b) A charge of \$23,689.50 for Impervious Area being 2,787 square metres (roof area, hardstand areas, access, and parking areas); and
- (c) An Infrastructure Credit of \$21,000.00, applicable for the existing allotment.

Therefore, a total charge of \$104,553.50 is payable for Stage 1.

#### **Stage 2**

- (a) A charge of \$112,812.00 for Gross Floor Area being 948 square metres; and
- (b) A charge of \$10,837.50 for Impervious Area being 1,275 square metres (roof area, hardstand areas, access, and parking areas).

Therefore, a total charge of \$123,649.50 is payable for Stage 2.

Therefore, a total charge of \$228,203.00 is payable and will be reflected in an Infrastructure Charges Notice for the development.

### **CONSULTATION**

The proposal was the subject of public notification between 15 February 2021 and 5 March 2021, in accordance with the requirements of the *Planning Act 2016* and the Development Assessment Rules, and (one) properly-made submission was received, and one (1) not properly-made submission was received.

The following is a summary of the submissions lodged, with Council officer comments:

Issue	Officer's Response
Stormwater management and localised flooding	<p>Both submissions identified concerns with regard to increased stormwater run-off onto adjoining residential properties on Pearson Street. There are concerns that the development of the subject site will alter the existing stormwater channel, causing a worsenment to the surrounding residential properties.</p> <p>The site is partially subject to flood inundation and is situated in the Wandal and West Rockhampton Local Catchment Area. A Flood Impact Assessment was provided in response to Council's information request. This report demonstrated that the proposed development would not cause any actionable increase in stormwater or flooding impacts external to the site, including adjacent properties. The existing overland flowpath within the site will be modified to accommodate all catchment flow and stormwater from the development site.</p>
Access related issues to properties on Pearson Street	<p>Both submissions identified concerns that the proposed development would affect access to the rear of properties located on Pearson Street, which adjoin the subject site. The submissions stated that these properties have enjoyed unrestricted access to the rear of their properties, through the subject site via an "easement". The proposed development will forfeit this previously unrestricted access.</p> <p>The subject site (Lot 59 on RP848298) does not contain any formal easement for access purposes for any adjoining properties on Pearson or Bradford Streets. Any vehicular access to these properties, through the subject site, would have been unlawful as it was not via a registered easement. Formal access to these adjoining properties is from Pearson and Bradford Streets. Establishing a formal access arrangement through the north of the subject site is also considered</p>

Issue	Officer's Response
	<p>impractical given the existing overland flow path and localised flooding over this portion of the site.</p> <p>Further, the issue relating to loss of an implied access to the rear of these properties is not considered a relevant matter in the assessment of the current development application.</p>

**CONCLUSION**

The proposed development is consistent with the intent of the Low Density Residential Zone. The facility is for a Residential Care Facility which is low-rise with a single storey built form, and low density character with small scale, detached buildings. It is considered that the proposed development will not compromise the residential character and existing amenity of the surrounding area. As such, the proposed development is recommended for approval.

**D/138-2020 - DEVELOPMENT  
APPLICATION FOR A MATERIAL  
CHANGE OF USE FOR A RESIDENTIAL  
CARE FACILITY**

**Locality Plan**

**Meeting Date: 13 April 2021**

**Attachment No: 1**

# D/138-2020 - Locality Plan



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**D/138-2020 - DEVELOPMENT  
APPLICATION FOR A MATERIAL  
CHANGE OF USE FOR A RESIDENTIAL  
CARE FACILITY**

**Site Plan**

**Meeting Date: 13 April 2021**

**Attachment No: 2**



1 4 BED SHORT TERM ACCOMMODATION + ADMIN  
1 : 100



2 STA NORTHERN ELEVATION FROM INTERNAL RD  
1 : 100



### SITE MASTER PLAN

MULTICAP  
78 JARDINE ST, ROCKHAMPTON

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adsett

STAGE 2 - FLOOR PLAN & ELEVATION  
SHORT TERM ACCOMMODATION + ADMIN

1 : 100 @ A1

09.02.2021

MCU 005

rev. 2



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**SPORTS, PARKS AND PUBLIC SPACES**  
*Councillor Portfolio – Councillor Rutherford*

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**10.4 ROCKHAMPTON GRAMMAR SCHOOL REQUEST FOR RENEWAL OF EXISTING TRUSTEE LEASE FOR 30 YEARS IN SUPPORT OF THE CAPITAL DEVELOPMENT PLAN FOR RUGBY PARK****File No:** 374**Attachments:**

1. Master Plan: Option 1 [↓](#)
2. Master Plan: Option 2 [↓](#)
3. Encroachment of Botanic Gardens Depicted [↓](#)
4. Reference Document - Dated 5th January 1921 [↓](#)
5. Master Plan: Option 3 [↓](#)
6. Rugby Park: Capital Development Plan [↓](#)
7. Benefits Overview [↓](#)
8. Darumbal Letter of Support [↓](#)
9. Capras Community Care: Prospectus [↓](#)

**Authorising Officer:** Aaron Pont - Manager Parks  
Alicia Cutler - General Manager Community Services**Author:** Justin Bulwinkel - Supervisor - Sports and Administration**Previous Items:** 8.4 - Rockhampton Grammar School's Draft Development Plan for Rugby Park - Parks, Recreation and Sport Committee - 25 Sep 2019 12.30pm

---

**SUMMARY**

*Rockhampton Grammar School have formally requested to renew its existing Trustee Lease Agreement from 1 January 2022 for a 30 year term over Rugby Park, L379 Blackall Street, The Range (being Lot 522SP120476).*

*Compliant with Special Condition 4 of their existing agreement, Rockhampton Grammar School submit the Final Capital Development Plan for Rugby Park to Council. This Development plan proposes Option 1 within the plan for Council consideration and support conditional to the renewal of Trustee Lease (No 718174698) term.*

**OFFICER'S RECOMMENDATION****THAT:**

1. Council endorse Master Plan Option 1 of The Rockhampton Grammar School's Capital Development Plan for Rugby Park, L379 Blackall Street, The Range to develop the facility into diversified sporting precinct; and
2. Council renew Rockhampton Grammar School's existing Trustee Lease over Lot 522SP120476 from 1 January 2021 for a period of 30 years as outlined in the report.

**COMMENTARY****Background**

The Rockhampton Grammar School own the land and building known as the Clubhouse on the rugby park site and currently lease the field area from Council (which is trustee land) which has the expiry date of 31/06/2021.

Under the existing terms of the lease the Grammar School have full access to the site, and must keep the fields unlocked to allow it to be public open space when not in use.

Rugby Park has traditionally been considered the home of Rugby Union in Rockhampton, and the School has continued and intends to uphold this position.

They have submitted development plans for the site, which are dependent upon securing a 30 year lease. There are a number of options, some which seek to extend the lease area into what is known as the Rockhampton Botanic Gardens future development area.

Site Characteristics:

Rugby Park is accessed via Blackall Street, The Range and is situated in close proximity to residential properties on the eastern boundary and borders the Rockhampton Botanical Gardens to the West. The site is deemed a large flat park covering an area of 8.42 Ha and is prone to flooding in areas.

Extended lease:

Attached is Rockhampton Grammar School's final submission pertaining to their Capital Development Plans designed to re-develop Rugby Park into a sporting precinct.

All options in the Capital Development Plan are contingent on Council support, DNRME and Qld Heritage approving the following:

- The provision of a Trustee Lease with an extended term of 30 years;
- Council support towards part/all of the Development Proposal, including minor
- encroachment into Botanic Gardens (to the West), permitting an extension to their existing lease area;
- DNRME support the submission of a Land Management Plan (LMP) which is required for such Development work on Rugby Park's Reserve; and adjustments to Botanic Gardens LMP
- QLD Heritage Applications, CMP (Conservation Management Plan) compliance.
- Development activities that directly impact the existing Kola Fodder plantation will remain restricted until such time as an alternative plantation has been secured/established.
- Officers support the proposed encroachment into the Rockhampton Botanic Gardens site due to the relatively minor size and impact of encroachment. Currently this part of the Gardens is undeveloped with no foreseeable plans for expansion. Seamless visual and functional integration of both sites should be considered a priority of future expansion of the Gardens.

Attachment 3 depicts the proposed encroachment into the Botanic Gardens with comments to note:

- Estimated area of 1.25 ha, equal to 3.78% of the Botanic Gardens entirety which is considered a minor encroachment, and at this stage does not appear to restrict future options for southern access to the Gardens.
- Subject to a more detailed design, the recommended development concept will require removal of a small percentage of existing Koala fodder plantation. To mitigate the potential future loss and future proof the fodder as a sustainable food source, an alternative plantation site is being proposed for 2021-22 budget submission. Additionally, development that requires removal of Koala fodder will be conditional to offset plantings being established.
- Attachment 4 (Paragraphs 4) illustrates a professional reference signed and dated 5 January 1921 by the Mayor and Town Clerk referring to George Simmons as Assistant Curator annexing Diggers Park from the Botanic Gardens. This reference may suggest the intended purpose of the extended lease area in question was originally planned to form part of Diggers Park. Please note the evidence is inconclusive due to the limited resources available.

Long Term Master Plan Option 1

The Rockhampton Grammar School's long-term objective is to create a sporting precinct to support the Schools extensive co-curricular programme, whilst creating a facility and resource that will directly benefit the wider Rockhampton sporting community and Schools.

The School is seeking an extended (minimal 30 year) Trustee Lease term along with an extended lease area to the West of the Park.

Attachment 1 (Master Plan: Option 1) Illustrates the proposed development with consideration for the extended Lease area inclusive of a flood levee. Plan provides a breakdown of project staging with indicative preliminary costings. If endorsed, long-term staged development will feature;

- Flood Mitigation
- Squaring of lease area to the West to allow room for Synthetic running track and three full sized fields.
- Synthetic Running Track
- 3 Rectangular Fields with lights
- Administration Building (office space, gymnasium and meeting rooms)
- Multi-purpose Facilities with amenities and match day facilities
- Storage Shed
- AV Upgrade for audio and Electronic Scoreboard
- Short Term Stay Option for RGS Families

If this option is not endorsed, the Capital Development Plan contains alternate proposals for Council's consideration. The key difference being the inclusion of the Synthetic Running Track.

Shared Use with Central Queensland Capras:

Since the School presented a Draft Development Plan to council in September 2019, a partnership with the CQ Capras has continued to develop, initiated to form mutual benefit to both organisations and the community. Their partnership in conjunction with successful development of Rugby Park as a sporting precinct would be fundamental to the ongoing operations and financial demands of the facility moving into the future.

The Capras continue to look for a home they can be proud of with a training facility, administration building and office space. This venue will provide the foundation for their Capras Community Care program for the local community and in particular, the minority groups within the community. For the School, this partnership provides a powerful connection with the community to maximise the use of the Rugby Park Sporting precinct for the School and the wider community (Attachments 7 and 9).

Peter White, CEO of the Central Queensland Capras has presented a 'Benefits' Paper (Attachment 9) supporting the Capital Development Plan proposed by the School unanimously.

Key Benefits of RGS – Capras partnership:

- Rugby Park will attract a multitude of community users that can benefit from the venue, providing opportunities to junior and senior sporting organisations but also provide an accessible resource to not for profit organisations and community groups such as Darumbal Enterprises, the traditional land owners.

Peter White has sought a letter of support for the Capital Development Plan from the Darumbal People Aboriginal Corporation knowing Rugby Park resides within Darumbal Country (Attachment 8).

- The Development of Rugby Park will present the opportunity for new partnerships to develop between organisations and community groups across Rockhampton region.

- Positive economic benefits will be realised by hosting Regional & State carnivals. All participants and supporters will require accommodation, catering, shopping needs etc. Tourism benefits will also be realised across the region.
- These benefits will impact positively for school & club-based rugby league, rugby union, touch football, soccer & cricket from throughout Central Qld, as well as numerous community groups.
- Rockhampton Region will benefit through job creation and economic benefits of drawing people into the region for sports carnivals and events.

The Rockhampton Grammar School and CQ Capra's propose to formalise their partnership with the development of Rugby Park, and will pursue opportunities to financially support the ongoing operation of the facility and assist in securing multi code sporting carnivals, events and competitions.

The Rockhampton Grammar School and CQ Capras intend to manage their partnership and agreed usage conditions over Rugby Park via a Memorandum of Understanding (MOU) or alike, not entering into any formal 'sublet agreement'. Infrastructure utilised by the CQ Capras will be owned and maintained by RGS, consistent with the current tenure conditions. On expiry of the Lease, if the Tenant leaves their property on the premises, then under the lease it will be deemed as abandoned and Council can deal with the property as it sees fit.

Despite this intended relationship with the Capras, the School have maintained that Rugby Park shall continue to remain the home of Rugby Union.

In 2017 Rockhampton Grammar School took over the existing Trustee Lease for Rugby Park and with it a condition set by Council to establish a Capital Development Plan by 30 June 2021. The School has since complied with this condition of their existing tenure as outlined in this report.

The Board of Trustees now seek Council support to renew tenure under the following terms with in-principle support towards the attached Capital Development Plan.

With Council support towards the Capital Development Plan, It is recommended that the current Trustee Lease (No 718174698) be renewed under the following terms and conditions to The Board of Trustees of The Rockhampton Grammar School:

Commencement Date:	1 July 2021
Expiry Date:	30 June 2051 (30 years)
Rental Fee:	Building Site Fee \$600 per annum (currently \$600 pa) Two grass fields existing, with a third proposed <b>Nil</b> per annum (currently nil p.a.)
Special Conditions:	The Trustee owns all existing infrastructure on the Premises; however the Trustee Lessee is responsible for all maintenance.  The Trustee Lessee will own all future Infrastructure developed on the Premises and be responsible for all maintenance.  The Trustee Lessee is responsible for all grounds maintenance including mowing, irrigation and upkeep of the surrounds.  The Trustee Lessee is responsible for payment of all utility charges (water connection, sewerage, waste, fire levy). The Trustee will supply a water usage of 17,000KL per annum. For water in excess of this will be at the Trustee Lessee's expense.  At all times when the premises is not in use by the Trustee Lessee, the Trustee Lessee must ensure that members of the community have access to the grounds for recreation purposes.

Further special conditions will be negotiated to ensure that the Development proceeds within a reasonable timeframe. Failure to meet this special condition may result in council varying the tenure term and details.

### **PREVIOUS DECISIONS**

On 10 November 2021 Council laid the matter on the table, subject to a site inspection and a workshop.

### **BUDGET IMPLICATIONS**

Rockhampton Grammar School has not requested any financial support from Council at this time and are proposing to fund all project work associated with the development of Rugby Park independently. No financial implications imposed on Council.

### **LEGISLATIVE CONTEXT**

Under Section 236 of the Local Government Regulation 2012 (Qld) Council has the ability to renew Leases to existing Tenants, provided that Council has decided, by resolution, that the exception applies to the leasing of valuable non-current assets (i.e. land) other than by tender or auction.

The proposed Capital Development Plan and 30 year Trustee Lease may be subject to the approval of DNRME, subject to provisions of the Land Act 1994. DNRME will also request the submission of a Land Management Plan to support the application.

### **LEGAL IMPLICATIONS**

It's proposed that a Trustee Lease is entered into in order to protect Council's rights & interests. Special Conditions will be establish to hold the Lessee accountable to their Development works to justify the extended lease period of 30 years.

### **STAFFING IMPLICATIONS**

The Rockhampton Grammar School are currently responsible for all ground maintenance undertaken at Rugby Park as per their existing agreement, this condition would continue to form part of their Trustee Lease agreement once the development work is completed.

There will be impacts to consider on Parks staff with the development of the Land Management Plans for the Botanic Gardens Reserve & Rugby reserve.

Property & Insurance can adequately manage the required legal documentation associated.

### **RISK ASSESSMENT**

The proposed developments to Rugby Park are considered beneficial to the community, with various school communities set to benefit from the facilities resources with Rockhampton Grammar school's commitment to ensure the facility continues to remain available and accessible to various community groups and sporting clubs.

The Proposal provides a significant improvement to accessible sporting facilities for the region.

Special lease conditions will be negotiated to ensure the School follow through with the intended development as intended.

### **CORPORATE/OPERATIONAL PLAN**

Proposed Capital Development Plan seeks to compliment and not compete with Council's key focus area Major Sports and Events Precincts.

### **CONCLUSION**

The long-term master plan for the facility will provide significant benefits for the Rockhampton community, providing access to;

- A synthetic running track, attracting various level of competition from other major regional cities who all have facilities for athletics within their communities.

- 3 rectangular fields, allowing the School and community groups like Capras and Darumbal to host regional and state level carnivals for school sport and club juniors and seniors which has significant financial benefits for the region.
- Female compliant change rooms, something the Region lacks across its existing sporting facilities.
- Industry standard training venue for CQ's Queensland Cup Rugby League team, the Capras.

For Rockhampton Grammar School to successfully achieve these long term goals, the School requires Council to approve a long term lease of 30 years, allowing time to development the facility and provide security against their investment.

The School also requests Council to consider their request to extend the lease area to the West of Rugby Park to support the development of the Regions first synthetic running track.

**ROCKHAMPTON GRAMMAR SCHOOL  
REQUEST FOR RENEWAL OF  
EXISTING TRUSTEE LEASE FOR 30  
YEARS IN SUPPORT OF THE CAPITAL  
DEVELOPMENT PLAN FOR RUGBY  
PARK**

**Master Plan: Option 1**

**Meeting Date: 13 April 2021**

**Attachment No: 1**



## LONG TERM MASTERPLAN

### EXTENDED LEASE



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## RUGBY PARK CAPITAL DEVELOPMENT PLAN

379 BLACKALL STREET  
THE RANGE, QLD 4700

for  
THE TRUSTEES OF THE  
ROCKHAMPTON GRAMMAR  
SCHOOL

DATE	DETAILS	INIT
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checked	RG	date
verified		date

scale



### SITE PLAN - LONG TERM MASTERPLAN

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1 : 2000	18.0091
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**ROCKHAMPTON GRAMMAR SCHOOL  
REQUEST FOR RENEWAL OF  
EXISTING TRUSTEE LEASE FOR 30  
YEARS IN SUPPORT OF THE CAPITAL  
DEVELOPMENT PLAN FOR RUGBY  
PARK**

**Master Plan: Option 2**

**Meeting Date: 13 April 2021**

**Attachment No: 2**



# SHORT TERM MASTERPLAN EXTENDED LEASE



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## RUGBY PARK CAPITAL DEVELOPMENT PLAN

379 BLACKALL STREET  
THE RANGE, QLD 4700

for  
THE TRUSTEES OF THE  
ROCKHAMPTON GRAMMAR  
SCHOOL

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### SITE PLAN - SHORT TERM MASTERPLAN EXTENDED LEASE

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**ROCKHAMPTON GRAMMAR SCHOOL  
REQUEST FOR RENEWAL OF  
EXISTING TRUSTEE LEASE FOR 30  
YEARS IN SUPPORT OF THE CAPITAL  
DEVELOPMENT PLAN FOR RUGBY  
PARK**

**Encroachment of Botanic Gardens  
Depicted**

**Meeting Date: 13 April 2021**

**Attachment No: 3**



**Encroachment of the Botanic Gardens Depicted - Rugby Park**



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**ROCKHAMPTON GRAMMAR SCHOOL  
REQUEST FOR RENEWAL OF  
EXISTING TRUSTEE LEASE FOR 30  
YEARS IN SUPPORT OF THE CAPITAL  
DEVELOPMENT PLAN FOR RUGBY  
PARK**

**Reference Document –  
Dated 5th January 1921**

**Meeting Date: 13 April 2021**

**Attachment No: 4**



ALL COMMUNICATIONS  
TO BE ADDRESSED  
TO THE TOWN CLERK.

*Town Hall  
Rockhampton*

5th. January 1921.

TO WHOM IT MAY CONCERN:

We have very great pleasure in stating that Mr.H.G.Simmons has been in the employ of the Council for a period of about Ten years.

Prior to his enlistment with the A.I.F.early in 1915 he filled various positions in the Botanic Gardens under his Father,Mr.R.Simmons,who is the worthy Curator of the Gardens.

On his return from abroad in the early part of 1919 he again took up a position in the Gardens as Assistant Curator.

During the period he was Assistant Curator portion of the Gardens Reserve was made into a separate Park and named Diggers Park. The work in connection with this Park was done by Returned Soldiers under the supervision of Mr.Simmons who carried it out to the entire satisfaction of the Council and the representatives of the Repatriation Department.

Mr.Simmons is severing his connection with the Gardens to take up a position as Curator of the Gardens at Suva,Fiji,and we wish him every success in his undertaking.

We are,

Yours faithfully,

*R.E. Hartley*

MAYOR.

*M. O'Leary*

TOWN CLERK.

**ROCKHAMPTON GRAMMAR SCHOOL  
REQUEST FOR RENEWAL OF  
EXISTING TRUSTEE LEASE FOR 30  
YEARS IN SUPPORT OF THE CAPITAL  
DEVELOPMENT PLAN FOR RUGBY  
PARK**

**Master Plan: Option 3**

**Meeting Date: 13 April 2021**

**Attachment No: 5**





## SHORT TERM MASTERPLAN

### EXISTING LEASE



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## RUGBY PARK CAPITAL DEVELOPMENT PLAN

379 BLACKALL STREET  
THE RANGE, QLD 4700

for  
THE TRUSTEES OF THE  
ROCKHAMPTON GRAMMAR  
SCHOOL

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### SITE PLAN - SHORT TERM MASTERPLAN EXISTING LEASE

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sheet no.	revision
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original sheet size - A1 (594mm x 841mm)

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**ROCKHAMPTON GRAMMAR SCHOOL  
REQUEST FOR RENEWAL OF  
EXISTING TRUSTEE LEASE FOR 30  
YEARS IN SUPPORT OF THE CAPITAL  
DEVELOPMENT PLAN FOR RUGBY  
PARK**

**Rugby Park: Capital Development Plan**

**Meeting Date: 13 April 2021**

**Attachment No: 6**



Submission for Rockhampton Regional Council

## **Capital Development Plan for Rugby Park**

**TRUSTEE LEASE- L379 BLACKALL STREET, THE RANGE QLD 4700**

21 September 2020

### **Submission Contents**

#### Written Submission

- Background
- Development Objectives
- Rugby Park's Development- Importance to Rockhampton
- Short Term Master Plan- Extended Lease
- Short Term Master Plan- Existing Lease
- Long Term Master Plan
- Indicative Project Staging
- Summary
- Appendix 1- Existing Facilities

#### Drawings

- Long Term Master Plan
- Short Term Master Plan- Extended Lease
- Short Term Master Plan- Existing Lease

**Background**

When the Rockhampton Grammar School took over the existing lease for Rugby Park in 2017, the Rockhampton City Council outlined that they would like to see a master plan for the site before the lease is renewed in July 2021. In June 2019, the School submitted to council a Draft Development Plan that outlined the following –

Existing Facilities	Current Rugby Park Usage
Existing Community Relationships	Proposed Rugby Park Development
Flood Issue	Town planning
Summary	Lease Documents

In subsequent meetings, the School has been asked to provide Council with a basic capital development plan for Rugby Park which forms the basis of this submission.

This submission is lodged in relation to a Trustee Lease between Rockhampton Regional Council (Lessor) and Board of Trustees of The Rockhampton Grammar School (Lessee). Lease details are as follows:

Leaseholder LEASE 'A' ON SP 294288 IN LOT 522 ON SP 120476. Title Reference 49010590.

Lease commencement date	01 January 2017
Expiry date	31 December 2021

**Development Objectives**

The School's long-term objective is to create a sporting precinct that can be a flagship of the School and provide significant support for the Schools extensive co-curricular programme, whilst creating a space that will benefit the wider Rockhampton community.

Since the School presented its Draft Development Plan with council in 2019, a partnership with the Capras has been initiated that will be mutually beneficial to both parties. The Capras are looking for a home they can be proud of with a training facility, administration building and office space. This venue will provide the foundation for their Capras Community Care program for the local community and in particular, the minority groups within the community. For the School, this partnership provides a powerful connection with the community to maximise the use of the Rugby Park Sporting precinct for the School and the wider community.

The Rockhampton Grammar School request that Council support the vision of the School by providing the School with a long-term lease, to create a sporting precinct at Rugby Park. Supporting the proposal is the School's long history of working with the community and providing RGS facilities to the wider community for sporting/cultural and emergency events as required. The extensive community use of the current facility in the short time the School has had the lease is a strong example of how the School works with the wider community on all its campuses. The unique partnership between the School and the Capras will provide opportunities for both groups to fulfill the potential of rugby park in becoming a sporting precinct Rockhampton can be proud of.

**Rugby Park's Development- Importance to Rockhampton**

The long-term master plan for the venue will provide significant benefits for the Rockhampton community, including –

- The synthetic running track brings Rockhampton level with other major regional cities who all have facilities for athletics within their communities.
- 3 rectangular fields will allow the School and community groups like Darumbal to host regional and state level carnivals for school sport and club juniors and seniors which has significant financial benefits for the region.
- Female compliant change rooms, this is something that has been lacking and is a necessity in Rockhampton.
- Industry standard training venue for CQ's Queensland Cup Rugby League team, the Capras.

**Short Term Master Plan- Extended Lease**

The Rockhampton Grammar School would like Rockhampton City Council to consider the increase of the lease space for Rugby Park to include the small parcel of land to the west which runs up to the existing fence line on the land from the corner of MacGregor street where the northern corner of the lease is straight down to the south to the Yeppen carpark.

This adjustment would allow the School to plan for long term development of a synthetic running track and three full sized rectangular football fields on the site.

The attached drawing - **Short Term Master Plan – Extended Lease**, provides an example of what this might look like.

**Short Term Master Plan- Existing Lease**

While the School is committed to completing the long-term master plan for Rugby Park, if the extended lease isn't an option for the Council at this stage, the school would like to continue developing this sporting precinct using the current lease. The current lease space could be manipulated to incorporate a grass running track and 3 rectangular fields, and the School could revisit the extended lease with Council in the future to enable the School to build the synthetic running track.

The attached drawing - **Short Term Master Plan – Existing Lease**, provides an example of what this might look like.

**Long Term Master Plan**

If the additional lease area could be approved, the School would then look to initiate Stage 1 of the long-term development of Rugby Park.

- Flood Mitigation
- Squaring of lease area to the West to allow room for Synthetic running track and three full sized fields.
- Synthetic Running Track
- 3 Rectangular Fields with lights
- Administration Building (office space, gymnasium and meeting rooms)
- Multi-purpose Facilities with amenities and match day facilities
- Storage Shed
- AV Upgrade for audio and Electronic Scoreboard
- Short Term Stay Option for RGS Families

The attached drawing - **Long Term Master Plan**, provides an example of what this might look like.

**Indicative Project Staging**

The following table provides a breakdown of proposed development stages and includes indicative costings which are included for information.

**Rugby Park Capital Development Plan- Stage 1**

Item	Considerations	Estimated Cost
Creating a third rectangular sporting field to the north of the main field and repositioning the second field to allow a 400m grass track in preparation for the synthetic track in the future	<ul style="list-style-type: none"> <li>• Repositioning the second field to allow room for synthetic running track in the future</li> <li>• This would require a change in lease boundary line to allow for the synthetic running track in the future</li> <li>• Mark out and develop grass athletics track</li> <li>• Ground works and development of the third field running east-west to the north of the main field</li> <li>• Third field creates options for tournaments and competitions</li> </ul>	\$300 000 Quote JRT Civil for third field earthworks
Administration Building (Primarily used by Capras and their community partners which includes RGS)	<ul style="list-style-type: none"> <li>• Administration building off MacGregor Street</li> <li>• Includes gym, office space and meeting rooms</li> </ul>	\$3 200 000 Quote Tapsell Consulting Engineers
Field Lighting for field to the north and upgrade to current main field	<ul style="list-style-type: none"> <li>• Supply and Installation for 2 Fields, 4 poles for Field 3 and upgrade to existing lighting on Field 1</li> <li>• The position of any light tower must consider the final master plan for the sporting precinct as they will be a permanent fixture.</li> <li>• LUX level requirements for this space</li> </ul>	\$550 000 Quote Sam Tresize, STT Electrical
Multi-Purpose Building on the Western Hill	<ul style="list-style-type: none"> <li>• Two levels</li> <li>• Bottom level – 6 x dressing rooms, canteen, umpires' room, meeting area.</li> <li>• Female compliant facilities</li> <li>• Top Level – Office Space, Multi-purpose spaces for gatherings/functions, viewing deck/options for main field.</li> </ul>	\$3 500 000 Quote Tapsell Consulting Engineers
Network Upgrade	<ul style="list-style-type: none"> <li>• Transformer Upgrade for the Site</li> </ul>	\$100 000 Quote Sam Tresize, STT Electrical

Once Stage 1 is complete, the School can investigate options to complete Stage 2, 3 and 4 of the project to move toward the Long Term Master plan for this sporting precinct.

**Rugby Park Capital Development Plan- Stage 2**

Item	Considerations	Estimated Cost
Flood Proof the Main Field	<ul style="list-style-type: none"> <li>Study and Engineering required prior to negotiating with Council the flood mitigation of the main field</li> </ul>	TBD
AV Upgrade to Main Oval	<ul style="list-style-type: none"> <li>Control centre in main clubhouse</li> <li>Speakers on light poles around main field</li> <li>Speakers to carry to second or third field</li> </ul>	\$50 000 Quote Sam Tresize, STT Electrical
Equipment Shed	<ul style="list-style-type: none"> <li>Grounds and Maintenance Storage Area</li> </ul>	\$20 000 Estimate

**Rugby Park Capital Development Plan- Stage 3**

Item	Considerations	Estimated Cost
Flood Proof Whole Facility	<ul style="list-style-type: none"> <li>Study and Engineering required prior to negotiating with Council the flood mitigation of the facility to enable a synthetic running track in stage 4.</li> </ul>	TBD
Scoreboard for the main field	<ul style="list-style-type: none"> <li>Position of scoreboard on the northern hill or in the corner where the old scoreboard was.</li> <li>Includes infrastructure required to get power to site.</li> </ul>	\$60 000, Quote from Big Screen Video + \$40 000 infrastructure est.
Small Seated Grandstand	<ul style="list-style-type: none"> <li>Western Hill to cater for 400 spectators</li> <li>Currently included in Multi-purpose Building but could be removed into a later stage as required.</li> </ul>	This is included in the above Quote

**Rugby Park Capital Development Plan- Stage 4**

Item	Considerations	Estimated Cost
Short Term Stay Options	<ul style="list-style-type: none"> <li>Investigate options to build short term stay options for RGS Parents or touring teams to stay during a competition. Sporting organisations could use this for elite training camps.</li> </ul>	Uncertain what this re-configuration might cost
Synthetic Running Track	<ul style="list-style-type: none"> <li>Building synthetic running track</li> <li>Lighting second field and synthetic running track</li> </ul>	\$6 000 000 Estimate

**Summary**

In summary, The Rockhampton Grammar School request the Rockhampton City Council to support the long term lease of Rugby Park and in doing so extend the lease area to enable the School to progress the vision for the long term master plan for this sporting precinct.

The long-term master plan for the venue provides significant benefits for the Rockhampton community including the following:

- The proposed development of the area would provide the School and the general community with significant improvement to accessible sporting facilities.
- A synthetic running track would bring Rockhampton level with other major regional cities who all have facilities for athletics within their communities.
- 3 rectangular fields would allow the School and community groups (like Darumbal) to host carnivals and events that bring people to Rockhampton.
- The provision of female compliant change rooms is something that has been lacking, and is a necessity in Rockhampton.
- The proposed development would provide an industry standard training venue for CQ's Queensland Cup Rugby League team, the Capras.
- The full extent of the development will involve significant expenditure, which, to be able to be justified, would require a long term lease and flood free status.

Todd Wells

Director of Co-Curriculum

The Rockhampton Grammar School

**APPENDIX 1****Existing Facilities (Extract from Draft Development Plan June 2019).**

The Trustees of The Rockhampton Grammar School have purchased freehold property and entered into a lease agreement with Rockhampton Regional Council of adjoining fields at Rugby Park, a part of Digger's Park at Normanby Street, The Range, South Rockhampton. (Trustee Lease LEASE 'A' ON SP 294288 IN LOT 522 ON SP120476)

The existing facilities on site include:

- Main sports field (with flood lighting, spectator seating and spectator grassed mounds).
- Secondary practice sports field.
- Main clubhouse – commercial kitchen, cold rooms, bar, function area upstairs and canteen area, toilets, storage room and office space downstairs.
- Change Rooms- team change rooms.
- Paved area - can be used to cook BBQs or a meeting area for teams after games.

The existing club house site is flood free, however the fields and most of the remaining lease area is flood prone.



EXISTING RUGBY PARK SITE





RUGBY PARK VIEW TOWARDS THE SOUTH SHOWING MAIN FIELD, SPECTATOR MOUND AND CLUB HOUSE



EXISTING RUGBY CLUB HOUSE BUILDING



MAIN FIELD VIEW LOOKING SOUTH



MAIN FIELD VIEW LOOKING NORTH



RGS WELCOME



RRU WELCOME

**Current Rugby Park Usage**

The following table indicates the number of individual participants in each sport utilising Rugby Park throughout 2018. This does not include spectators or community use of the venue for general walking/running through general access (i.e. not planned group activities). Estimate ratio of spectator to player is 1:1 for regular activities and 2:1 for large carnivals.

SUMMARY OF USE FOR 2018 (players only)		Player Numbers
School Sport	School Rugby Union - 20 Matches	1000
	Girls 7s Rugby Union - 24 Games	400
	Primary School League - 26 Matches	640
	Secondary School League - 32 Matches	1600
	RDSS / Capricornia Rugby Union Trials	100
	RGS Cross Country Championships	1000
	<b>Total - 4760</b>	
Club Sport	4 x Home Games for Frenchville Pioneers	400
	1 x Home Games for Brothers RU	100
	4 x Weekend Round for Capricornia Junior RU	400
	<b>Total - 900</b>	
School Training	Rugby League and Rugby Union Athletics and Touch	<b>Total - 1200</b>
Club Training	20 Sessions for Drovers RU	400
	Capricornia Junior RU Training - sporadic	200
	<b>Total - 600</b>	
<b>Total Number of Students using Rugby Park</b>		<b><u>7460</u></b>

POSSIBLE FUTURE USE OF RUGBY PARK		Player Numbers
Future Carnivals	Regional Rugby Championships - 6 Teams	150
	Rugby League Weekend - 8 Teams	200
	QSSS Rugby Union / League Championships - 10 Teams	250
	Bushrangers Muster - 16 Teams	400
	Confraternity Shield - 48 Teams	1200
	CQ Athletics Competitions	100
	Capricornia Senior Rugby Union	100
Future Connections	Linking with current local sporting organisations providing office space, training and competition facilities.	?

### Existing Community Relationships

Since The Rockhampton Grammar School purchased the Rugby Park clubhouse freehold blocks, and has taken over the lease of the surrounding sporting fields, the School has actively assisted local community groups to utilise the venue. While the facilities are used for the School's co-curricular programme, relationships have been established and developed with several community sporting groups. These include:

- Queensland Cricket - providing permanent office space and a training / meeting venue.
- Queensland Rugby Union – providing a venue for fixtures, coaching courses and meetings.
- Rockhampton District School Sport – The Rugby Park facility services schools from all education sectors (state and catholic), and not just The Rockhampton Grammar School. Friday afternoon primary school soccer and rugby league fixtures, secondary school sport, rugby league and rugby union fixtures, trial venue for a variety of sports. Day carnivals including Primary School Development Cup and Girls Rugby League Karen Murphy Cup.
- Capricornia School sport – Trial venue for rugby union and a training venue as required.
- Capras – Training venue as requested, once a week generally.
- Rugby Capricornia Juniors – Match days as requested in Term 2 and every Friday night Term 4.
- Drovers Rugby Union Club – Senior training venue 3 nights per fortnight plus match days as requested.
- Brothers Rugby Union Club – Junior and senior match days as requested.
- Frenchville Pioneers Rugby Union - Junior and senior match days as requested.
- Rugby Skills Academy – weekly training venue as requested.
- Warba Wangarunya Rugby League Carnival 2019 – This ran over 2 days and was a significant community event for the region. We are in the planning process for 2020.
- Regional Rugby Championships 2019 – RGS ran a weekend rugby union festival including travelling schools from Toowoomba, Sunshine Coast and Townsville as well as local schools for open, U15 and girls age groups. This will hopefully grow and become an annual event.

The Rockhampton Grammar School has already created significant community involvement in this space and would envisage further development of these associations by improving, adding to, and expanding the available facilities.

### Flood Issue

The main impediment to the development of the Rugby Park site as outlined above would be the flood inundation issue. The prevention of flooding by either the extension of the South Rockhampton Flood Levee, or an alternative to allow a separate levee to isolate Rugby Park would be needed.

The following engineering comments are provided to inform the discussion:

- The subject site is Lot 522 on SP120476, Digger's Park. It is often referred to locally as 'Rugby Park', and is located in the Rockhampton suburb of The Range, on the southern outskirts of Rockhampton adjacent to the Yeppen Lagoon. This area is subject to flood impacts when the Fitzroy River is in flood.
- As detailed in the survey pick-up compiled by Vision Surveys in Feb / Mar 2018, the existing ground levels in Digger's Park are generally between RL7.0m AHD and RL8.0m AHD. Note this is slightly lower than the contours on the RRC GIS Mapping website suggest. There are also two (2) discrete earth berms (for viewing and signage) adjacent to the existing main rugby field only, with top of berm levels in the order of RL10.0m AHD (western berm) and RL11.0m AHD (northern berm).
- As a result of the existing topography noted above, the site is subject to notable flood inundation when the Fitzroy River is in flood, sometimes for several days. Riverine flood events in 2011 and 2017 (and other flood events in previous years) affected the site, and caused notable impact to the playing fields and surrounding grassed areas as a result. The minimum 1% AEP riverine flood level on this site is RL9.165m AHD, and the maximum 1% AEP riverine flood level on this site is RL9.215m AHD, as detailed in the RRC Flood Search Property Report dated 15<sup>th</sup> March 2018. This means that the vast majority of the site is inundated in a 1% AEP riverine flood event, with approximately 1-2m of floodwater depth across the site.
- At present, the South Rockhampton Flood Levee (SRFL) is planned to terminate on the eastern side of the Bruce Highway, just south of Jellicoe St, generally to the east of Digger's Park. It is proposed that RRC consider providing flood protection to the subject site as an extension of the currently documented SRFL extents, with the anticipated construction method generally being a clay-core earth levee with a crest level in the order of RL9.715m AHD. This level is 0.5m above the maximum 1% AEP riverine flood level on this site, in order to provide an appropriate amount of freeboard and failure / breach protection. The proposed clay-core earth levee is generally proposed to be along the western and southern

boundaries of the subject site, to tie into existing adjacent embankments at MacGregor St and Normanby St / Blackall St. This would also require the local stormwater catchment that drains to this area, to be controlled and conveyed to a single collection point adjacent to the levee, in order to be pumped out through (or over) the levee wall in significant local rainfall events (regardless of whether there is a 1% AEP riverine flood event taking place or not). This discrete levee would protect the subject site from riverine flood conditions up to the maximum 1% AEP riverine flood level, therefore allowing higher standard built facilities and synthetic surface fields and athletics tracks to be considered and constructed. Without flood protection, such things cannot be considered due to the costly or irreparable damage that would result in a riverine flood event.

### **Town Planning**

The following town planning comments are provided for information:

The subject site (Rugby / Diggers Park) currently accommodates two sport fields and associated amenities (club house). In accordance with the Rockhampton Region Planning Scheme 2016 (RRPS 2016), the subject site is located within the *Sport and Recreation Zone*.

The draft development options, which include the expansion of the sporting and recreational facilities across the site aligns with *RRPS 2016*, in particular the purpose of the Sport and Recreation Zone Code which encourages the provision of a range of sport and recreation uses, well distributed throughout the urban areas and easily accessible by all members of the community. The subject site is connected to all essential services, and well connected to the urban road network.



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## LONG TERM MASTERPLAN

### EXTENDED LEASE



**thomson  
adsett**

Telephone +61 7 3840 9999  
bne@thomsonadsett.com  
128 Robertson Street  
Fortitude Valley  
Qld 4006 Australia  
thomsonadsett.com

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## RUGBY PARK CAPITAL DEVELOPMENT PLAN

379 BLACKALL STREET  
THE RANGE, QLD 4700

for  
THE TRUSTEES OF THE  
ROCKHAMPTON GRAMMAR  
SCHOOL

DATE	DETAILS	INIT
drawn	ELM	date AUGUST 2020
checked	RG	date
verified		date

scale



### SITE PLAN - LONG TERM MASTERPLAN

scale	project no.
1 : 2000	18.0091
sheet no.	revision
A1.04	

original sheet size - A1 (594mm x 841mm)

P:\RCS\18.0091\_14 - RCS Rugby Park Design Comp2\_Design18\_0091\_14 - RCS Rugby Park Design Comp2





# SHORT TERM MASTERPLAN

EXTENDED LEASE



thomson  
adsett

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379 BLACKALL STREET  
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for  
THE TRUSTEES OF THE  
ROCKHAMPTON GRAMMAR  
SCHOOL

no	date	details	int
drawn		date	
Author			
checked		date	
Checker			
verified		date	



### SITE PLAN - SHORT TERM MASTERPLAN EXTENDED LEASE

scale	project no.
1 : 2000	18.0091
sheet no.	revision
A2.04	

original sheet size - A1 (594mm x 841mm)

PROJECT: 18.0091\_14 - RGS Rugby Park Design Comp2\_Designs8\_Rev18.0091.14 - RGS Rugby Park Design Comp2

13/04/2021 1:02:06 PM



## SHORT TERM MASTERPLAN

### EXISTING LEASE



**thomson  
adsett**

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for  
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Author			
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verified		date	

scale



### SITE PLAN - SHORT TERM MASTERPLAN EXISTING LEASE

scale	project no.
1 : 2000	18.0091
sheet no.	revision
A3.04	

original sheet size - A1 (594mm x 841mm)

**ROCKHAMPTON GRAMMAR SCHOOL  
REQUEST FOR RENEWAL OF  
EXISTING TRUSTEE LEASE FOR 30  
YEARS IN SUPPORT OF THE CAPITAL  
DEVELOPMENT PLAN FOR RUGBY  
PARK**

**Benefits Overview**

**Meeting Date: 13 April 2021**

**Attachment No: 7**





# Why Rockhampton desperately requires a Multi-Purpose Sports Facility







## The Need

- The Rockhampton region is in dire need of a Multi-Purpose Sporting Facility to cater for the dramatic shortage of suitable and available sporting fields for Local, Regional and State competition level, training & playing use.
- Rockhampton (and Central QLD) are missing out on numerous multi code sporting carnivals, events and competition opportunities every year due to the lack of suitable facilities.
- The Rockhampton Region does not have two community accessible playing fields (rugby league / rugby union / soccer) available under lights at the same venue.
- Rockhampton Region does not have any female compliant dressing sheds to cater for female participation ie. rugby league, rugby union etc (while Emerald & Gladstone do).
- Rockhampton Junior & Senior Rugby league, Schools Rugby League, Soccer, Rugby Union etc. are unable to host Local, Regional or State Rugby League carnivals due to the lack of suitable facilities.
- The inclusion of a running track makes this a much more usable facility for athletics and adds another dimension for use in for school athletics carnivals, etc.



## The Need (continued)

- All carnivals require 3 playing fields, male & female change rooms, referees' room, canteen, broadcast box etc as well as available / suitable catering services. Suitable lighting is important as well.
- Central Qld's number 1 sporting organisation, the CQ Capras currently play at Browne Park & train at up to 6 other venue's where and when they are available. 4 senior teams (ISC, HDC & MM in the men's & the QRLW women's) as well as Academy's & Junior Capras (both male & female teams) train separately at various venues as well.



SITE LAYOUT  
SCALE 1 : 2000



## The Need (continued)



- The club that represents rugby league at the highest level throughout Central QLD (over 500 000 km<sup>2</sup>) does not have “a home”. No single facility is available that caters for the basic needs of the CQ Capras, rugby league and other sports (i.e., offices, meeting / training rooms, gym, training fields, dressing sheds etc) at one venue.
- Rugby Park has traditionally been the centre of Rugby Union in CQ and it will remain the home of Rugby. We view this as a multi-code venue so as to get maximum community benefit.







## The Solution & Benefits

After conducting extensive due diligence, it has become very clear that Rugby Park is the most suitable venue for a Multipurpose Facility in Rockhampton

- ✓ Rugby Park has the majority of required infrastructure currently in place, and is the most cost effective sporting development site to develop in Rockhampton
- ✓ The location, current usage, easy access, abundant parking and available land for expansion endorses Rugby Park as the best candidate
- ✓ Additional improvements will be built on Government land in flood safe areas, safe guarding the required investment
- ✓ The land is under lease to the Rockhampton Grammar School who is currently in consultation with the Council to sign a new long-term lease. In partnership with the Capras the proposed Capital Development Plan will see a partnership formed between the School (the lessee) and the Central Queensland Capras Rugby League Club (sub lessee). The School has already facilitated events to make use of the facilities by a large number of community groups including Darumbal Enterprises.





## The Solution & Benefits (continued)

- ✓ This will ensure a multitude of community users benefit from the venue and provide enormous benefits to junior and senior sporting organisations and thousands of participants, but also not for profit organisations and community groups such as Darumbal Enterprises, the traditional land owners.
- ✓ Rockhampton region will benefit enormously through job creation initially and then through the economic benefit of drawing people into the region for sports carnivals and events.
- ✓ Through a collective approach and formal partnership between the Rockhampton Grammar School & the Central QLD Capras, Rugby Park will offer all stakeholders the opportunity to benefit from a facility that will cater for everyone's needs. These benefits will be realised through additional sporting participation, community group usage, economic stimulus and job creation.





## The Solution & Benefits (continued)

- ✓ These benefits will impact positively for school & club-based rugby league, rugby union, touch football, soccer & cricket from throughout Central Qld, as well as numerous community groups.
- ✓ Positive economic benefits will be realised by hosting Regional & State carnivals (see following examples). All participants and supporters will require accommodation, catering, shopping needs etc. Tourism benefits will also be realised.
- ✓ This will ensure a multitude of community users benefit from the venue and provide enormous benefits to junior and senior sporting organisations and thousands of participants, but also not for profit organisations and community groups such as Darumbal Enterprises, the traditional land owners.
- ✓ Rockhampton region will benefit enormously through job creation initially and then through the economic benefit of drawing people into the region for sports carnivals and events.





## The Solution & Benefits (continued)

- ✓ It will also allow the benefit of such partnerships between organisations in Rockhampton to be realised and promote the formation of like partnerships throughout the region







## Example: Annual Rugby League Carnivals unable to be hosted.

- Junior Capras Trials – Approx. 480 Players, Officials plus families.
- Junior Central Crows Carnival - 500 Players, Officials plus families.
- Junior State Carnival - 400 Players, Officials plus families.
- Central Regional 18's & 20's Carnival (Bundaberg, Gladstone, Rockhampton, Toowoomba, South West, South Burnett & QLD Outback) - 350 Players, Officials plus families
- Central Division A Grade Men & Women 47<sup>th</sup> Battalion (8 regions) – 400 Players, officials, families
- Under 12's Schoolboys State Carnival, Under 15's Schoolboys State Carnival
- 16-18's Boys Schoolboys State Carnival, 14-15's Girls QSS Girls Championships, 16-18's Girls Championship
- Confraternity Shield (rugby League & netball)

Other sporting playing, training & carnival users: Rugby Union, Cricket Queensland, Soccer, Touch Football & NRL/QRL Referee Division Program training.







**Darumbal People are the Traditional Custodians of the  
Rockhampton and Capricorn Coast Area. Darumbal  
Enterprises have fully endorsed the proposed facility at Rugby  
Park, and will utilise the facility for training (classes), meetings  
& Rugby League carnivals.**



**ROCKHAMPTON GRAMMAR SCHOOL  
REQUEST FOR RENEWAL OF  
EXISTING TRUSTEE LEASE FOR 30  
YEARS IN SUPPORT OF THE CAPITAL  
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PARK**

**Darumbal Letter of Support**

**Meeting Date: 13 April 2021**

**Attachment No: 8**

**DARUMBAL ENTERPRISES PTY LTD**

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02 July 2020  
Mr. Peter White  
Chief Executive Officer  
Central Queensland CAPRAS

Dear Peter

**APPROVAL TO THE PROPOSED CQ CAPRAS TRAINING FACILITY UPGRADE**

We write on behalf of the Darumbal People.

Darumbal People Aboriginal Corporation RNTBC (DPAC) is the determined Registered Native Title Body Corporate, the Trustee for the Native Title Rights for Darumbal Country and is responsible for the land matters in relation thereto, including by Law the Cultural Heritage. DPAC represents the rights and interests for Darumbal people.

The proposed CQ Capras Training Facility Upgrade is located within Darumbal Country.

This letter is to indicate our support and approval to what is being proposed. DPAC acknowledges receipt of the information provided relating to training & hosting local, regional & state carnivals and the DRAFT Sporting Complex drawings of the proposed facility (Rugby Park) provided by an office visit (Friday 12 June 2020) and supported by an email with documentation (Monday 15 June 2020).

We fully support the CQ Capras investment on Darumbal country with local employment, sport, development opportunities, education and wellbeing programs that provide vast community benefits. DPAC recognises that Rockhampton is in dire need of a venue that caters for the required needs (as you have documented) and recognises emerging opportunities between DPAC and CQ Capras in the years ahead such as Welcome to Country, connection to country and cultural-based activities. We appreciate the invitation by you to utilise your training / meeting rooms at available and agreed times and we encourage continued dialogue.

We also recommend Acknowledgement to Darumbal Country signage be installed at a highly visible location at the proposed facility and welcome opportunities to strengthen our Darumbal relations with your organisation into the future.

Yours sincerely

**Warren Malone**  
Chair  
Darumbal People Aboriginal Corporation RNTBC

**ROCKHAMPTON GRAMMAR SCHOOL  
REQUEST FOR RENEWAL OF  
EXISTING TRUSTEE LEASE FOR 30  
YEARS IN SUPPORT OF THE CAPITAL  
DEVELOPMENT PLAN FOR RUGBY  
PARK**

**Capras Community Care: Prospectus**

**Meeting Date: 13 April 2021**

**Attachment No: 9**



**PROVIDING SPECIAL SUPPORT  
FOR THOSE THAT ARE SPECIAL TO US**





## HERE FOR YOUR COMMUNITY

Capras Community Care is a Community Based Program that, in partnership with Local & Major Businesses and other like minded organisations, provides Support, Education, Wellbeing & Genuine Care for our local communities, with particular focus on our CHILDREN, who are our FUTURE.



02



The Capras Community Care Program consists of 5 separate programs, individually tailored to providing solutions to the specific needs.

**Regional Academy's Program**

**Indigenous Health & Wellbeing Program**

**All Abilities Program**

**Schools Capras Care Program**

**Community Support Program**





## REGIONAL ACADEMY'S PROGRAM

**The CQ Capras Regional Academy Program offers our regionally based players and coaches the opportunity to upskill and pursue their dreams without leaving the security of their family network at such a young age.**

Players (boys and girls) aged between 13 and 17 from throughout our regions, including Central West, Central Highlands, Rockhampton, Gladstone & Bundaberg, are invited to be a part of our Regional Academy Program. The latest Broncos training programs are implemented through our professional Capras & Broncos coaching staff.

This Pathway system allows our young players to remain in their own environment while receiving the same up to date coaching & development information as Brisbane based players. Managed by former NRL & Origin player Casey Maguire & overseen by Head Coach David Faiumu, we offer the best coaching available.







## REGIONAL ACADEMY'S PROGRAM

### FACT:

Our Regional Academy Pathways Program has assisted our Junior Capras to record their **best representative results** in more than a decade at last years Central Division Championships. Just 4 losses from 15 games played!

### FACT:

Our professional coaching staff cover more than **500,000km<sup>2</sup>**, which is the largest area in the state!

### FACT:

Most of our coaches have NRL, Origin and International football experience, AND are also **proud Central Queenslanders** who are passionate about opportunities for our local players.

### FACT:

Central Qld produces **more NRL & Origin** footballers than any other region in Australia.

### FACT:

Our region has the **highest** amount of registered rugby league players in QLD (7635), excluding schools!





## INDIGENOUS HEALTH & WELLBEING PROGRAM

The CQ Capras offer an Exclusive Health & Wellbeing Program which individually supports our indigenous kids during their senior school years, and into post-schooling life.

Alarming mortality rates for our indigenous Australians is highlighted through shorter life expectancy, higher rates of infant mortality, poorer health & wellbeing, and lower levels of education and employment.

Through a targeted 2 year Health & Wellbeing Program indigenous year 11 & 12 students are offered the opportunity to work collectively & individually to formulate a **Life Long Wellbeing Plan** that suits their individual needs. Key program pillars include; Finances, Physical, Relationships, Psychological, Community, Careers & Culture.

The program is presented by the CQ Capras and proudly supported by indigenous rugby league hero's and role models such as Preston Campbell, Jharal Yow Yeh, Matt Sing, PJ Marsh, Matt Bowen, John Doyle, Justin Hodges etc. (Subject to availability).





## INDIGENOUS HEALTH & WELLBEING PROGRAM



### FACT:

Indigenous Australians, on average, **live a decade less** than non-Indigenous Australians.

### FACT:

Indigenous children experience **1.7 times higher** levels of malnutrition than non-Indigenous children.

### FACT:

Hospitalisation rates for all chronic diseases (except cancer) are higher for Indigenous Australians than for non-Indigenous Australians from twice the rate for circulatory disease to **11** times the rate for kidney failure.

### FACT:

The Indigenous **suicide rate** is approximately **double** that of the general population. The most drastic increase occurring among young people **10-24** years old.

### FACT:

Indigenous prisoners represented **27%** of the total full-time adult prisoner population, whilst accounting for approximately 2% of the total Australian population aged 18 years and over. The detention rate for Indigenous children aged 10-17 years is **26 times** the rate for non-Indigenous youth, almost half of Indigenous males (**48%**) and **21%** of females aged 15 years or over had been formally charged by police over their life time.

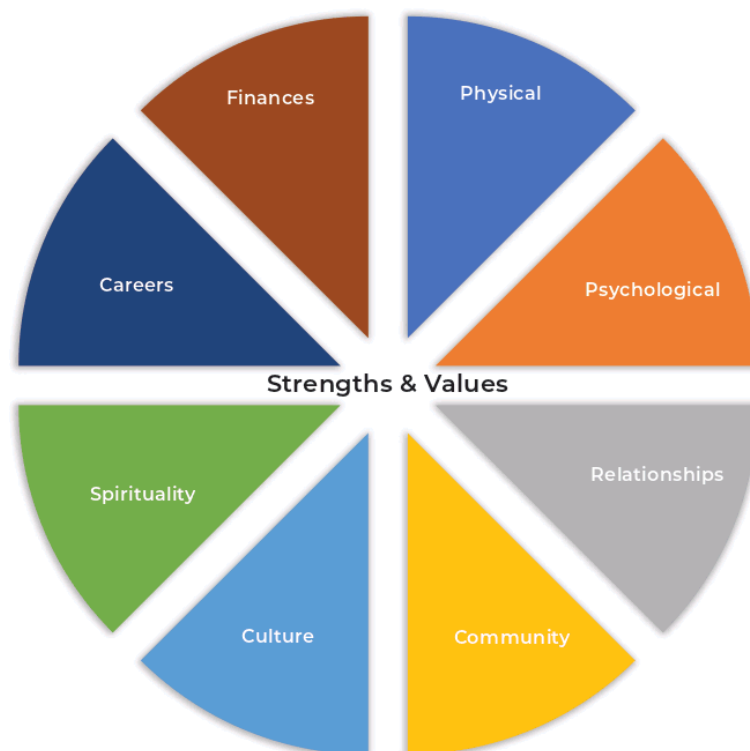
### FACT:

Approximately **38%** of Indigenous students do not finish year 12 or equivalent



## INDIGENOUS HEALTH & WELLBEING PROGRAM

CQ CAPRAS  
WELLBEING MODEL





## ALL ABILITIES PROGRAM

The CQ Capras offer All Abilities social fun activities tailored to the prospective client's individual abilities. We embrace the unique skills, capabilities and potential of every young person involved to encourage participation and interaction. In partnership with the Endeavour Foundation, our All Abilities program offers young Central Queenslanders the opportunity to learn new skills, meet new people in a safe, inclusive environment, with the focus on physical activity and, most importantly, fun!

- Football field fun days with the CQ Capras playing and coaching staff (both men and women)
- The All Abilities Program on-field coaching, basic ball skills and a fun no contact game. All participants from across all NDIS Program providers are invited and will receive a FREE CQ Capras pack including T-Shirt, football, water bottle, cap, bag, stickers etc.
- Endeavour Foundation Game Day experience – includes special invitations for all Endeavour clients to watch the CQ Capras play at Browne Park in a reserved grandstand seating.
- Capras player visitations to Special Education Schools & Classes, and Disability Providers, (Gladstone, Rockhampton & surrounding areas) share a strong message in regards to Health, Wellbeing and the importance of nutrition and fitness.







## ALL ABILITIES PROGRAM

### FACT:

Approximately **18.3%** of the Queensland population, or almost **1 in every 5** Queenslanders, are living with a disability

### FACT:

**5.7%** of all Australians have a profound, or severe, disability. **One-third** of those, aged 15 years and over, had completed year 12 or equivalent.

### FACT:

Almost **10%** aged 15 years and over have experienced discrimination in the previous 12 months because of their disability

### FACT:

We are proud to say that more than **20** CQ Capras players are employed as Special Need Careers





## SCHOOLS CAPRAS CARE PROGRAM

Our Schools Capras Care Program spans all secondary school age groups. It assists with educating and guiding our children in the smart (and nice) way to live, and treat others.

By identifying the pending dangers that we know will influence a negative outcome we are able to educate our kids, helping to eradicate these threats from their young lives, and in turn ensuring smart choices.

Our Capras School based Community Care Programs intent is to support our kids in identifying and responding positively to imposing social threats that have the potential to prevent them from living a wonderful, happy, long & healthy life.





## SCHOOLS CAPRAS CARE PROGRAM

Making Smart Choices based on EDUCATION and ACCEPTING SUPPORT are the foundations for positive change.

Drugs, Smoking, Alcohol, Obesity/Diet, Domestic Violence, Bullying, Gambling, Social Media Habits, Personal Hygiene and All Abilities activities are example focus areas of the program.

Our children are our future, and at the Capras we are **FULLY COMMITTED** to seeing our kids **GROW** and **FLOURISH** with support and education from positive role models.







## COMMUNITY SUPPORT PROGRAM

The CQ Capras are much more than a Football Club. We strongly believe in supporting our communities and donating as much time and effort as possible to helping others - particularly those less fortunate, or in need of support. Aged Care, Mental Health, Domestic Violence, Children's Health and Youth Services are just some of the needs we continually support.

### FACT:

More than **20** of our players have chosen to be support workers as their occupation, working throughout our community at NDIS businesses.

### FACT:

**NO** other sporting club, or not for profit organisations support our communities to the level the CQ Capras.

### FACT:

The CQ Capras are the **highest profile** sporting club throughout the Central Qld region.





## ABOUT THE CQ CAPRAS

The CQ Capras is the Premier Rugby League club in Central Queensland, proudly representing the whole region from Bundaberg and Gladstone in the south, Emerald, Blackwater & Longreach in the west to Marlborough in the north. The Capras compete in the state-wide Intrust Super Cup Competition which is the direct pathway to the NRL.

Senior representative teams from under 13's through to the ISC. We also have female teams from the under 14's, 16's and QRLW.

Through the CQ Capras Regional Academy Program we provide a pathway for aspiring junior players to remain in, and play their football in C.Q. The opportunity is there for them to represent the Junior Capras through to the Intrust Super Cup Level and then onto the NRL.

Our charter is to **"Provide Pathways to Excellence"** for our players.





## OUR PEOPLE, EXPERTISE & GENUINE CARE

### **Lionel Harbin** Wellbeing Manager, CQ Capras

- Current Wellbeing Manager for the CQ Capras
- Cert IV in Elite Athlete wellbeing
- Cert III in Fitness
- Zuu Fitness Level 2

Lionel has more than 20 years' experience in sport coaching and development, predominantly in Rugby League. He has worked in primary and secondary schools in England, Indigenous communities in WA, CQ region, Brisbane and Vanuatu.



### **Lionel will take on the responsibility of:**

- Overseeing the input to design program & reporting
- Delivery & liaison with stakeholders
- Liaison with community & service groups, project partners etc



## OUR PEOPLE, EXPERTISE & GENUINE CARE

### David Faiumu Head Coach, CQ Capras

- Bachelor of Exercise and Health
- Cert IV in Elite Athlete wellbeing
- Cert IV Trainer and Assessor (TAE40116)
- Cert IV in Fitness
- Former Qld RL Wellbeing Manager for Central Division (1M km<sup>2</sup> area)
- David is currently Head Coach at the CQ Capras. He has been a professional sportsperson (Rugby League) for more than 14 years, playing 240 first-grade professional rugby league matches in the NRL and European Super League. For the last four years he has helped to design and implement sport programs, and coached five-year-olds to 80-year-old men and women through various different physical activity programs - at professional, semi professional and amateur levels.
- David has worked in primary and secondary schools in England, Nth Queensland, CQ, New Zealand. He has also worked in his field in England, Western Australian Indigenous communities, the CQ region, Brisbane, and Vanuatu.





## MEDIA PARTNERS

The Capras Community Care Program will receive extensive, year-round exposure & coverage through social media platforms and traditional mediums. Our Media Partners & social media platforms will produce weekly news stories, editorial columns, interviews and up to date information regarding each of the 5 Programs. This coverage will provide vital inspiration for participants & their communities as well as exposure for our loyal partners & stakeholders.





## HOW YOU CAN HELP

Capras Community Cares' objective is to provide a sustainable, community minded support system delivered throughout the CQ Region. Utilising The CQ Capras brand, supported by our commercial stakeholders, and promoted through our media partners and social media platforms, Capras Community Care is an innovative Health & Wellbeing Program focused on the development of our next generation.

**If you believe your business would like to partner with the CQ Capras to positively contribute and support the future of our next generation, we would love to meet with you.**







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**WASTE AND WASTE TO RESOURCE IMPLEMENTATION****Councillor Portfolio – Councillor Latcham**

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**10.5 FOOD ORGANICS AND GARDEN ORGANICS (FOGO) FUNDING APPLICATION  
MARCH 2021**

**File No:** 13511  
**Attachments:** 1. FOGO Funding Application [↓](#)  
**Authorising Officer:** Peter Kofod - General Manager Regional Services  
**Author:** Michael O'Keeffe - Manager Rockhampton Regional Waste and Recycling

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**SUMMARY**

*A funding application has been submitted to the Queensland Department of Environment and Science to support the implementation of a kerbside organic service trial, scheduled to commence in October 2021. This report is requesting suitable endorsement from Council.*

**OFFICER'S RECOMMENDATION**

THAT Council endorse the attached funding application made to the Department of Environment and Science in support of the proposed organics kerbside bin service trial.

**BACKGROUND**

In February 2021, Council was invited by the Queensland Department of Environment and Science (the Department) to make a submission to the Food Organics and Garden Organics (FOGO) Kerbside Collection Trial grant funding.

Only Councils specifically invited were eligible to apply for this closed round of funding. Invitations were extended to:

- Lockyer Valley Regional Council
- Ipswich City Council
- Townsville City Council
- Rockhampton Regional Council

These Councils were selected on the basis that they were sufficiently advanced in their planning and decision making process to undertake a trial within the Department's required scope and timeframe.

The Department's intention in taking this particular approach is that having multiple Councils working together and in alignment with the State Government's guidance will lead to far better trial outcomes. The expectation is that the trial learnings will both inform government policy, as well as being made available to other Councils to inform their own service implementation.

**PREVIOUS DECISIONS**

In July 2020 Council indicated that, pending a full feasibility study being completed, their preference was to proceed with either a garden organics (GO) or food and garden organics (FOGO) kerbside bin service. RRWR were instructed to proceed with the development of a Business Case to make final recommendations in respect of final service configuration and costings.

A draft business case was presented at the Council workshop on 16th March 2021, on the back of which RRWR will be seeking Council's endorsement in the coming weeks to proceed with a kerbside trial, commencing 1<sup>st</sup> October and running for six months.



The funding application made to the Department directly supports this recommendation.

**BUDGET IMPLICATIONS**

The intention is to proceed with the organics trial regardless of the success or otherwise of this funding application. It is already budgeted for in the RRWR operational budget 2021-22.

This funding support would however significantly improve our budget position on this project, and would afford us the flexibility to implement a more nuanced scope of work. Furthermore, we will benefit from having access to data from other trials, which will only help to enhance and validate our own findings.

**CONCLUSION**

The learnings and benefits to be gained from the implementation of a comprehensive trial are very important for a project that has such wide reaching community impact as this.

By participating in this collaborative approach involving a partnership with the other Councils and the Department, the RRC trial, findings and ultimately the full implementation of a kerbside service will be significantly improved.

# **FOOD ORGANICS AND GARDEN ORGANICS (FOGO) FUNDING APPLICATION MARCH 2021**

## **FOGO Funding Application**

**Meeting Date: 13 April 2021**

**Attachment No: 1**

# FOGO Trial – Project Proposal

## Document Control

### DOCUMENT CONTROL

Prepared by:	George Meacham
Role:	Coordinator Strategy & Education
Team:	RRWR
Version number:	V1.0
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Status:	Final
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### DOCUMENT VERSION HISTORY

Version number	Date	Changed by	Nature of amendment
V1.0	12/03/2021	-	

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## 1. Executive Summary

In its Waste Strategy 2020-2030, Rockhampton Regional Council has made a commitment to “develop an organics business case” and based on the recommendations of this business case to “procure an organics kerbside collection service”.

Council estimates that of the 52,000 tonnes currently buried in landfill each year, an organics kerbside scheme can potentially divert in excess of 8,000 tonnes.

In July 2020, a pre-feasibility study was presented to Council, outlining a full range of possible kerbside service configurations, making recommendation on two preferred options.

The feasibility study (business case) phase is now near completion. An organics kerbside trial is the final component of this phase, allowing various assumptions to be tested directly in the local environment, prior to Council committing to a community wide roll out of its chosen solution.

The proposed trial will run for six months from October 2021 to March 2022. The focus of this trial will be to provide a suitable degree of certainty that the preferred service configuration can deliver against the following critical performance targets:

- A garden organics (GO) diversion rate of >95%
- A food organic (FO) diversion rate of > 50%
- A food and garden organic (FOGO) contamination rate of < 3%<sup>1</sup>
- Service cost per household

Three distinct sample groups consisting of 250 residences each will be selected from representative areas of our community to test GO, FOGO with caddy and bags provided and FOGO with caddy but no bags provided.

Data will be gathered using three principal methods:

- Three kerbside bin audits (baseline, mid trial and end of trial)
- Attitudinal surveys (baseline and end of trial)
- Visual bin checking program (ongoing throughout the trial duration)

Households found to be presenting incorrect bin content and/or not participating, as identified in the ongoing bin checking program, will be subject to a variety of targeted educational and communication interventions in order to evaluate those methods that are most effective at driving positive behaviour change.

In addition, this trial will be used to evaluate several operational risks and opportunities, including but not limited to:

- Initial bin delivery/removal/lid replacement cost and logistics
- Processing technology costs, risks and contractual options

This project plan is being presented to Council in March 2021, along with the supporting business case, seeking Council’s approval to proceed with this trial. The findings of this trial will then inform a final recommendation to be made to Council no later than June 2022 on configuration and timing of a full community service.

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<sup>1</sup> *Guidelines for Auditing Kerbside Waste in Victoria*, Sustainability Victoria, 2009 (p34 for definitions of Key Performance Indicators)

This project plan is also presented in support of the application for funding made to the Queensland Department of Environment and Science's Food Organics, Garden Organics Kerbside Collection Trial (FOGO Trial) on 12<sup>th</sup> March 2021.

## 2. Purpose

The purpose of this trial is to validate a series of critical assumptions underpinning the business case that will ultimately make a recommendation on the final scope and configuration of a community wide organics kerbside service for Rockhampton Regional Council.

The trial will seek to gather both empirical data focused on participation rates, yields and waste composition data, supported by a mix of quantitative and qualitative data around service delivery and customer satisfaction, as well as measuring behavioural responses to various targeted engagement and educational interventions.

We fully anticipate that the data generated from this trial will be suitable for sharing with other Councils to help them inform their own decision processes.

## 3. Background

Rockhampton Regional Council (RRC) made a commitment in its Waste Strategy 2020-2030 to research and implement a kerbside organics solution. In July 2020, Council was presented with a full options analysis (pre-feasibility project phase), detailing the full range of options potentially available and the relative risks and rewards of each.

The key criteria against which each option was evaluated was:

- Diversion from landfill
- Cost to ratepayer
- Operational & commercial risk profile

In addition, several scenarios were presented to explore the relative merits of the following:

- Regional v local processing solutions
- Optional v compulsory kerbside services
- Risk and uncertainty around Waste Levy charging regime from July 2022 onwards

Council subsequently identified two preferred service options, and instructed that a detailed business case (feasibility study) be prepared to support final internal approval to move to a community wide organic kerbside service.

The two preferred options currently under review are:

- **Garden Organics (GO):** introduce a fortnightly 240L garden organics (GO) bin, supported with a weekly 240L general waste service and fortnightly 240L commingled recycling service
- **Food and Garden Organics (FOGO):** introduce a weekly 240L food and garden organics (FOGO) bin, supported with a fortnightly 120L general waste service and a fortnightly 240L commingled recycling service

A draft business case is now complete and will be presented to a Council workshop on 16<sup>th</sup> March 2021. The key recommendation of the business case is that whilst both options are feasible, a FOGO service would yield more favourable overall returns.

In order to fully test the critical assumptions underpinning this recommendation, the business case further recommends that a detailed six month trial should now be undertaken. The preferred start date for this trial is 1<sup>st</sup> October 2021.



## 4. Business Case Summary

A full business case, whilst not as yet endorsed by Council, is in an advanced stage of development, being the outcome of a detailed feasibility study into the viability of an organic service. For each of a series of identified key success criteria (diversion from landfill, cost to ratepayer, carbon impact, and overall risk profile), the two preferred options have been compared with the business as usual position, using a cost benefit analysis model.

As with the pre-feasibility phase, the scope of this study has evaluated all three kerbside services as a single suite of services, so as to fully capture the whole of business impact of changing bin compositions, collection configurations and increased/decreased tonnes to landfill.

The remainder of this section provides a synopsis of this business case.

### 4.1 Diversion Potential

A garden organics (GO) service is forecast to recover in excess of 95% of the current kerbside garden organics, and would yield a diversion from landfill of 3,800 tonnes per annum (tpa). Published data<sup>2</sup> examining the audit results of 34 established kerbside services in NSW shows that all schemes recover in excess of 90% of garden organics and the average is 98%, indicating that GO diversion forecasts are highly predictable and low risk.

Drawing from the same analysis, prediction of food organic (FO) diversion presents much less certainty. Whilst an average recovery rate of 49% would divert a further 3,300 tpa, a poorly implemented scheme could see this drop as low as 2,200, whilst the very best schemes can recover 70%+ of available FO, which would yield 4,400+ tpa in RRC.

Our mid case business case forecast is therefore based on achieving 49% FO recovery (3,300 tpa), 3,800 tpa of GO, a total diversion of 7,100 tpa, based on our own kerbside compositions and tonnes.

### 4.2 Compulsory Service

The initial recommendation made during the pre-feasibility option analysis was that the community would likely respond well to an opt-out service where all residential properties within the defined collection area would be included by default, but could then choose to opt out. However, on more detailed analysis, it will now be recommended that the service be compulsory for all residential properties by default, within defined collection areas approximately equivalent to the current recycling collection areas. Some opt out provisions will be put in place, but will only be available to specific residential groups, for example, MUDs where bulk bin arrangements are in place.

### 4.3 Financial Considerations

A summary of the financial considerations taken into account in the business case are given below:

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<sup>2</sup> Analysis of NSW Kerbside Green Lid bin Audit Data Report, Rawtec Ltd. (March 2020)

Activity	one-off	one-off	annual	annual
	GO	FOGO	GO	FOGO
Trial	282,000	282,000		
Bin/caddy purchases & distribution	1,850,000	2,150,000		
Annualised one-off costs (over 10 years)			213,200	243,200
Supply of caddy bags			0	350,000
Collection costs			1,050,000	1,075,000
Processing costs			230,000	700,000
Disposal to landfill (reduction)			(448,400)	(837,800)
Waste levy (reduction)			(121,600)	(227,200)
Education, Audit, Monitoring			50,000	100,000
<b>Annual impact</b>			<b>973,200</b>	<b>1,403,200</b>
# of services			35,000	35,000
<b>Annual increase to ratepayer</b>			<b>\$ 27.81</b>	<b>\$ 40.09</b>

As can be seen, the FOGO option is more expensive, but yields a much greater diversion, with real potential to increase yields over time with good management.

#### 4.4 Non-Financial Considerations

Key amongst the non-financial considerations are:

- **Mission alignment** – the diversion of between 3,800 and 7,100 tonnes per annum from landfill is a critical component of our ambition to achieve zero waste by 2050.
- **Carbon footprint** – an external consultancy report was commissioned, which demonstrates that across our entire kerbside collections services, a carbon emissions reduction of 13% (2,738 tCO<sub>2</sub>-e pa) will be achieved with the introduction of a GO service, and of 45% (9,509 tCO<sub>2</sub>-e pa) with the introduction of a FOGO service. Whilst emissions from collection and processing are significant, the overwhelming carbon impact is in the burying of organic material in landfill, even accounting for the recently installed gas capture infrastructure.
- **Economic benefits** – it is a generally accepted metric across the whole resource recovery sector that recycling activities generate 3 times the jobs than landfill operations. The implementation of this scheme therefore can be reasonably forecast to generate between 7 and 10 additional jobs for our community. In addition to this, the multiplier impact of returning these valuable resources back into the productive economic cycle in the form of compost and soil improvement product will generate a further stimulus across the local economy, in particular in the agricultural and horticultural sectors.
- **Other environmental and social benefits** – there is a growing expectation across the community that we need to be working harder to protect the environment and reduce our use of virgin resources. Rockhampton Regional Council is taking a leadership role in respect of building a sustainable future, exemplified by recently being awarded the Queensland Sustainable Communities Tidy Towns 2020 title, which in large part was a recognition of consistent year on year 90%+ recovery rates for construction and demolition materials.

## 4.5 Risk Analysis

The key risks identified in the business case are given below:

Risk Factor	Discussion	Risk Mitigation	Residual Risk
Waste Levy beyond July 2022	The financial impact of the introduction of a new service is heavily contingent upon the savings that can be generated by diverting waste from landfill. The cost per tonne to landfill comprises of the operational cost to council plus the waste levy liability. There is no visibility of the waste levy or the MSW rebate beyond July 2022, making financial analysis heavily reliant on unverifiable forecasts.	Sensitivity analysis has been undertaken to demonstrate likely impact on ratepayers of best, mid and worst case scenarios in respect of the MSW rebate from July 2022 onwards.	Very High
Service cost escalation	RRC already has a very high utility charge for kerbside services when benchmarked against other QLD LGAs. There is therefore little appetite for any level of cost increase without proving substantial community and economic benefits. Similarly, costs cannot be allowed to escalate in future years as a result of poor project planning or execution.	Very robust financial modelling undertaken during feasibility phase.  Trial will help to validate several cost assumptions.	High
Low participation or low yields	Low participation will be detrimental to all the success criteria, with lower diversion, lower emissions saving, and higher cost accruing to ratepayer.	Investment is planned in education and communications strategies, in direct response to on ground data gathered via ongoing audit, monitoring and evaluation.  Trial will play important role in establishing participation and yield benchmarks and in the design of appropriate mitigation and reduction strategies.	Moderate
High contamination	High levels of contamination in the organic mix will lead to a lower value end product, lower diversion rates as contamination is disposed of to landfill, and potentially higher cost to ratepayer.	Investment in education, communications strategies, all in response to on ground data gathered via ongoing audit, monitoring and evaluation.  Trial will play important role in establishing contamination benchmarks and design of appropriate mitigation and reduction strategies.	Moderate
Processing risk	A major non-compliance or technological failure at the processing facility could lead to interruption of service, regulatory penalty, and increased costs.	Robust contractual arrangements will need to be put in place with chosen provider.  Trial will play important role in validating suitability of technologies and viability of scaled up operations.	Moderate

## 5. Trial Objective

The business case has identified the following service performance areas upon which the financial and operational viability of this service are heavily reliant:

- A garden organics (GO) diversion rate of > 95%

- A food organic (FO) diversion rate of > 50%
- A food and garden organic (FOGO) contamination rate of < 3%<sup>3</sup>
- Service cost per household

As such, the objectives of this trial are focused on establishing a clear understanding of the drivers that will directly impact these specific performance areas.

Principal amongst these variables is the decision to introduce caddy bags or not. The trial will therefore aim to better understand the perceived barrier this decision might/might not create, the impact on participation, yield and contamination, offset against the financial impact of building in the ongoing cost of bags into the service model.

## 6. Summary Scope

The table below provides a summary of the major aspects of our preferred trial scope, full details and reasoning is outlined in more detail in the remainder of this plan.

	<b>Garden Organics</b>	<b>Food and Garden Organics, with caddy and bags provided</b>	<b>Food and Garden Organics, with caddy, no bags provided</b>
Trial sample size	250	250	250
Organics service	Fortnightly 240L GO	Weekly 240L FOGO	Weekly 240L FOGO
General waste service	Weekly 240L	Fortnightly 120L	Fortnightly 120L
Bin purchases required	250 x 240L organic bins	250 x 240L organic bins 250 x 120L waste bins 250 x 7L kitchen caddies	250 x 240L organic bins 250 x 120L waste bins 250 x 7L kitchen caddies
Kitchen caddy	No	Yes	Yes
Caddy bags	No	Yes	No
Processing solution	OWC	OWC and/or IVC (tbc)	OWC and/or IVC (tbc)
Sample locations	Representative samples, randomly selected from multiple suburbs		
Preferred trial duration	6 months (with costed option to extend)		
M&E plan	Waste audit, attitudinal surveys and ongoing visual bin checking program		
Audit frequency	Baseline, mid-trial and six months		
Communication & education interventions	Introductory brochure, FAQ resources, online/video tutorials, non-compliance bin stickers, targeted mailbox collateral, telephone follow up, personal visits		

Later in this report, two alternative scopes of work are presented and costed out, in order to support the requirements of the DES funding application.

## 7. Sampling Methodology

The following general rules are acknowledged in respect of establishing suitable samples for kerbside bin service trials<sup>4</sup>:

<sup>3</sup> *Guidelines for Auditing Kerbside Waste in Victoria*, Sustainability Victoria, 2009 (p34 for definitions of Key Performance Indicators)

- Samples should not be smaller than 200 households
- Each variable needs its own sample. Fewer variables is preferable so as not to over complicate the whole process
- When choosing the sample, representative households are the most important factor. A single suburb approach is not therefore necessarily the best approach

The trial will consist of a total sample of 750 residential properties, segregated into the following three sub-sample groups in order to test the identified variables.

Organic Option	GW Service	Kitchen System	Comment
GO 240L fortnightly	GW 240L weekly	-	Will test yield and contamination assumptions and performance in the GO only stream.
FOGO 240L weekly	GW 120L fortnightly	Caddy with bag	This is most expensive to implement, so will need to yield sufficient improvements in yield and/or contamination to justify additional expense.
FOGO 240L weekly	GW 120L fortnightly	Caddy without bag	This will be less expensive to implement, but only if yields and contamination can be kept within acceptable boundaries.

In order to ensure that the trial results reflect our community as a whole, representative sampling methodology will be employed using prevailing best practices in waste auditing<sup>5,6</sup>

The expectation at this stage is that the following basic methodology will be adopted for each of the three sub-sample groups:

- Representative sample areas will be identified across our community
- Within each of these sample areas, streets will be randomly selected and participating households identified
- The above procedure will be applied for each of the three sub-sample groups identified above

The practical implications on the final collection runs arising from this process will need to be considered in the final selection, as each sub-group will need to be collected and audited as a distinct sample set.

## 7.1 Sample Exceptions & Exclusions

Rockhampton region has identified approximately 3,000 (8%) dwellings within our current designated collection area that could be defined as Multi-dwelling Units (MUDs). Since this is a relatively small sample group, and due to the risk of mismeasurement of bins v households, the advice from our audit provider is that we should exclude MUDs from our sample set for this trial.

Of our current 35,000 commingled bin services, 2,900 (8%) are provided to commercial businesses. These have not been included in this trial. Whilst they might be expected to yield roughly similar GO recovery, it is very likely that many of these businesses are food retail and hospitality businesses, which would reasonably be expected to yield much higher

<sup>4</sup> *Food and Garden Organics Best Practice Collection Manual*, Dept. of Sustainability, Environment, Water, Population and Communities, Australian Government, 2012.

<sup>5</sup> *Guidelines for Conduction Household Kerbside Residual Waste, Recycling and Garden Organics Audits in NSW local Government Areas*, Department of Environment & Climate Change, NSW, 2008 (as amended with *Addendum*, 2010)

<sup>6</sup> *Guidelines for Auditing Kerbside Waste in Victoria*, Sustainability Victoria, 2009

quantities of FO. These properties are therefore excluded at this time, and will be analysed separately using primary and secondary sources.

## 8. Proposed Trial Timeline

The proposed trial duration is six months from October 2021 to March 2022. This timeline is proposed in line with the following:

- **Seasonality** – this duration is intended to capture an equal split of dry and wet weather, which will be a key determinant on feedstock, material weight and therefore the high and the low of collection capacities. If the weather does not do what we expect, then we will build in contingency into the trial to extend to ensure we capture suitable seasonal data.
- **Cost** – a 12 month trial term is estimated to increase the total direct delivery cost by over \$100,000.
- **Internal Resources** – in order to keep external costs within reasonable bounds, several members of the Waste & Recycling team will be dedicating significant time to delivery and management of this project, so extended duration will put increasing pressure on other areas of the business that are not able to be attended to in full during this project.
- **End Date** – by ensuring we can return to Council with a recommendation for final service configuration no later than June 2022, the project will stay on course to deliver a full program roll out commencing July 2023.

A summary timeline is provided below:

Project Phase	Task	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22
Approval & Scoping	DES funding approval (subject to BC approval below)																		
	Council's business case approval/resolution																		
	Trial scope finalised																		
	Final sample selections																		
Procurement	Purchase bins, caddies and bags																		
	Procure/engage collection contractor																		
	Procure/engage processing contractor																		
	Procure/engage trial audit contractor																		
Pre-trial set up	Pre-trial communications to participants																		
	Deliver bins, caddies & bags to residents																		
	Pre-trial audit/surveying																		
	Help desk set up																		
Implementation	Trial launch																		
	Ongoing surveying and bin checking program																		
	Mid point audit																		
	End point audit																		
Post project	Trial closure, final surveying																		
	Evaluation and analysis																		
	Final reporting																		

## 9. Project Governance & Technical Support

Whilst we are engaged in several ongoing conversations with potential delivery partners for this project, we are also bound by the statutory and internal rules governing procurement.

In some instances, dispensation under the Local Government Act S59 will be sought on the basis that there is only one viable provider, in all other instances we will need to pursue our normal competitive purchasing approach.

### 9.1 Audit Provider

EnviroCom Australia are currently engaged by Council to provide annual waste audits, having been engaged to deliver three audits over the period 2020-2022. The scope and design of this trial has therefore been undertaken with their technical advice, in particular the chosen sampling methodologies, audit scope and bin checking program design.

### 9.2 Collections Provider

Our current commingled kerbside service is delivered under contract by JJ Richards, whilst our current general waste kerbside service is delivered by an in-house Council team.

For the purposes of this trial, initial discussions have been held with JJ Richards to ensure we understand the operational factors and to establish cost estimates. No commitment to service provision have however been made.

### 9.3 Organic Processing

Council currently contracts NuGrow to process the self-haul green waste feedstock that is disposed of at our waste facilities. This contract handles 16,000 tonnes per annum. The green waste is processed at their fully licenced site here in the region, where it is mixed with other commercial feedstocks including liquid waste in open windrows.

We have had preliminary discussions with NuGrow on feasibility of both trial quantities and full scale service quantities of FOGO, and we are confident that they would have the capacity, permits and technology to facilitate this trial.

We have also entered into preliminary discussions with several other potential providers, including Apollo Waste Management, currently delivering local commercial food waste collection and processing services via partnerships with Cleanaway, JJ Richards and Veolia, and several other vendors.

### 9.4 Bin Infrastructure

We have sought detailed quotes and technical advice from several establishes suppliers, including our current kerbside bin suppliers Sulo and our previous caddy suppliers Sustainable Separation Systems.

### 9.5 Internal Staffing Resources

The following internal staff have had time allocated to this project and thus incorporated into project schedule and budget.

Internal Position	Summary Project Contribution	Allocated Hours
Manager RRWR	Project oversight and management	20
RRWR Coordinator Strategy & Education	Project management & on-ground delivery support	150
RRWR Education Officer	Project design and on-ground delivery support	290
RRC Media & Communications Officer	Media and communications support	30
RRWR Coordinator Collection Services	Collections and service delivery management	80
RRWR Collections Team Leader	Collections and customer service supervision	25
RRWR Collections Operator/Driver	Bin delivery and on-ground support	25



RRWR Casual	Bin checking program on-ground delivery	100
RRWR Volunteer	Bin checking program on-ground delivery	100

## 10. Kitchen Caddies & Bags

The sealed lid caddy has been chosen on advice from established providers. Whilst a vented side caddy is available and cheaper to purchase, it locks the household into always requiring a caddy bag. The sealed lid caddy does not require a bag, so whilst it is a bigger upfront cost, it offers flexibility to the householder to not use bags.

Council is currently undecided in respect of the supply of caddy bags. There is strong published evidence that the provision of bags significantly improves yield (making it easy for households to overcome the “yuk” factor) and reduces contamination (less inclination to use plastic bags). However, they represent a very significant ongoing operating cost to Council, estimated at between \$350,000 and \$500,000 per annum.

Other issues associated with each option:

- blanket supply of bags is both expensive and wasteful, as many residents don't want them, don't use them or don't participate in the scheme
- not providing bags has been shown to significantly reduce participation and to lead to increased contamination as residents choose to bag their food waste up in plastic bags
- managing the supply of bags presents its own logistical challenges, Council facilities will need to be stocked, ordering services need to be managed and so on
- however, relying on private retailers to provide appropriate bags also carries risk that not all available bags are genuinely compostable and ratepayers might not respond well to being asked to purchase their own bags

A primary focus in the design of this trial therefore is to gather evidential data to evaluate the relative merits of caddy bags, and what impact it has on these two key performance measures.

In the final evaluation, Council would like a clear roadmap on how it intends to approach caddy bags, which is likely going to fall into either of:

- Not providing bags at all
- Providing bags initially, but then gradually reducing levels of provision via various possible tactics:
  - Continuing to offer free bags, but resident has to collect from designated Council facilities e.g. libraries
  - Online order and delivery provided, at Council's cost
  - Slowly reducing provision of bags e.g. provide free annual allocation but not sufficient to last the year
  - Directing residents to recommended private retailers<sup>7</sup>

## 11. Project Delivery

As highlighted above, the project will utilise a combination of internal staff and external contractors. The key components of the service delivery will include:

<sup>7</sup> WRAP Household food waste collections guide Section 4: Caddies and liners, WRAP, London, 2009

- Pre-trial procurement
- Pre-trial communication
- Baseline audit
- Baseline attitudinal survey
- Bin delivery
- Service delivery
- Bin checking program
- Mid-trial
- Six month (post-trial) audit
- Post trial attitudinal survey
- Data analysis, evaluation and reporting
- Post-trial activities

### **11.1 Project Procurement**

As highlighted earlier, the following contracted in services will need to be procured, either via competitive tender process or using the sole source provisions as allowable under s235 of the Local Government Regulation 2012 where applicable.

Key procurement contracts will include:

- Purchase of bins, caddies and bags
- Collection services (if choose not to use internal collection team)
- Processing services
- Audit services

### **11.2 Pre-Trial Communications**

Prior to commencement of the trial, selected participants will be informed that they have been selected, and their obligations will be outlined to them.

Separate communications will be prepared for each of the three sub-sample groups.

An important part of the messaging here will be that this is a trial and is being provided at no additional cost to the participants.

As part of this phase of the project:

- This component will include the establishment of a suitable team of customer service operatives, trained to answer queries
- Community wide communications will be scheduled to coincide so that non-participants are also made aware of the project so as to avoid confusion or misunderstanding

More details on the project communications is given in the next section.

### **11.3 Waste Audit**

A full scope of work will be developed in order to procure a suitable supplier for the audit work. Once engaged, this scope will be formulated into a full audit plan that will guide the audit activities for the duration of the trial. This plan will include:

- Data boundaries
- Material classifications
- Sampling methodologies, size and scope
- Confidentiality, privacy and security
- OH&S requirements
- Sorting facilities arrangements
- Collection arrangements
- Quality assurance requirements
- Specifications around final documentation and presentation

Audits will be conducted at the following points across the trial period:

- Initial audit will take place prior to trial commencing to establish the baseline data for each of the sample groups
- Mid trial audit will take place after 10-13 weeks (will be scheduled to avoid the Christmas/New Year holiday period)
- End of trial audit will take place at completion of trial period/six month point

Each of these audits will be designed to capture compositional data, weights and estimated volumes.

Particular focus will be given to the following:

- Detailed compositional data on contamination in the organic stream
- Detailed compositional data on the residual organics left in general waste bin
- Set out rates

Compositional data will be collected and collated in line with the AWD coding structure and the mandatory data collection guidelines provided by DES under the FOGO Collection Trial Program.

Logistically, our preferences are as follows:

- Audits will take place over the course of a single week
- Audits will occur on the day that coincides with both organic and general waste bin collections

It is acknowledged that for the purposes of the FOGO Trail funding program, DES have laid down in some detail their expectations and requirements in respect of audit data. As such, this plan has deliberately left the following audit specifications open to negotiation at this time:

- Audit sample sizes – current advice from EnviroCom is that within the parameters of this trail, samples of 90-100 from each sub-sample group should deliver 90% certainty
- Aggregate v separate/paired bin approach
- Final protocols in respect of how to consolidate/report data on non-presenting households, extreme outliers, etc.

### **11.4 Bin checking Program**

For the duration of the trial, a small team of volunteer/casual staff will undertake a visual bin checking program, intended to deliver the following outcomes:

- Identifying frequency and severity of bin contamination, which will
- Provide an opportunity to implement a specific intervention, prompting
- A series of follow up inspections to measure to what extent the behaviour has been changed

The interventions that will be tested over the course of the 26 weeks will include:

- Bin stickers
- Corrective information presented in mailbox
- Follow up phone calls
- Follow up face to face meetings
- Access provided to online resources/live forum events
- Withdrawal of bin service for repeated offenders

The bin checking program will require the recruitment, training and supervision of a small, dedicated team. The supervision of this team will come from the Waste & Recycling Strategy & Education team, who will also assist with the on-ground delivery. The preference is to recruit volunteers into this team, but if that proves unfeasible, budget allocation has been made for 100 hours of casual employment.

### **11.5 Attitudinal Surveys**

As a minimum, the trial participants will be requested to complete a baseline survey prior to trial commencement, and a corresponding end of trial survey. We also anticipate there being an opportunity to undertake mid trial survey(s) to engage with the participants.

The content of the attitudinal surveying is yet to be fully scoped out, but will address the following areas:

- Awareness of the issues of food waste
- Support/enthusiasm for this service
- Appetite to pay
- Preferred communication channels for instructions and guidance
- Ease of use of service
- Barriers to using the service
- Opportunities to improve the service

Additional scoping of the attitudinal survey will be completed to align with DES requirements should the FOGO trial funding application be successful.

## 11.6 Bin Delivery

The bin infrastructure to be delivered to trial participants is given below:

Item	Units	Total Budgeted Cost*	Specifications
240L wheelie bin	750	\$39,615	With lime green lid
120L wheelie bin	500	\$18,950	Replacement for current 240L general waste bin
7L kitchen caddy	500	\$2,310	Sealed lid caddies Printed lids showing allowable items
Compostable caddy bags	75 per household	\$5,130	Printed to show allowable items Certified compostable

\*total budgeted costs shown above includes delivery to the participating property.

The delivery will be undertaken over an estimated 10 day period immediately in advance of trial start date.

Full user instructions will be delivered to each household at the same time that the bin, caddy and bags are delivered.

Whilst this will be relatively easy for the 750 participants of this trial, the full roll out to 35,000 households is clearly going to entail much more onerous logistics, so the trial will be an opportunity to fully appraise what the full roll out might entail.

## 11.7 Service Delivery

Collection services will be undertaken by either an external contractor or our internal collection team, the decision contingent upon a review of impact on operational capacity and cost once final run schedule has been determined.

The intention is that all trial households will be serviced consistent with their current service i.e. serviced on same day of the week as current service and that fortnightly services will be scheduled on the opposite collection day to their current commingled collection days.

The collected organic materials will be processed at a designated facility, which will be specifically contracted to receive the materials generated by this trial.

The choice of appropriate processing technology will be a negotiated decision with the chosen contractor, being either of:

- Open windrow composting
- Aerated/covered windrow composting
- In-vessel composting

This trial will provide an opportunity to test the applicability of one or more of these solutions, depending upon the arrangements with chosen contractor. A critical component of testing the processing solution will be to evaluate expectations around contamination, including:

- The nature of contamination (plastic bags, containerised food, non-eligible materials, hazardous materials, etc.)
- The solutions required to sort/remove contamination
- The impact on the quality and value of the end product

### **11.8 Data Analysis & Reporting**

Internal staff time will be allocated to the ongoing and post-project collation and evaluation of the gathered data and findings from the trial. This data will include:

- Audit data
- Bin checking program data
- Attitudinal survey data
- Customer service enquiry data
- Website, social media and other online resource analytics data
- Service delivery cost data

The collation of this information is anticipated to require a six to eight week window at the completion of the project to allow sufficient time to collate and present the findings to all stakeholders, which will include DES, Council, internal decision makers, trial participants and the wider community.

It is anticipated that based on the evidence gathered, recommendations will be able to be made in respect of:

- Final preferred service configuration
- Full cost to council
- Final pricing to ratepayer
- Level of participation and enthusiasm from community
- Anticipated diversion from landfill
- Anticipated operational impacts arising from implementation of full service
- Procurement requirements for full service roll out
- Recommended phasing of service roll-out across the community
- Best fit education and communications approach to be use
- Key risks identified and mitigation strategies to be employed

### **11.9 Post-trial Activities**

The post-trial activities will include:

- Collection of bin infrastructure
- Re-instatement of regular collection services
- Post-trial communications to participants
- Sharing of final project evaluation with stakeholders and wider community

## **12. Education & Communications Plan**

One of the key outcomes of this trial is to test the effectiveness of the education and communications methods employed to introduce the new service to participants.

A structured and phased communications plan will be developed to directly support this trial.

Initial communications will begin to be rolled out several weeks in advance of trial commencement, will be ongoing throughout the trial, and ending with the sharing of the findings with relevant stakeholders.

In the first instance, a whole of community communications will be required to announce the proposed trial. This will ensure that:

- There is whole of community awareness that it is a trial that is being undertaken
- That only a small number of residents will be involved
- What information we intend to gather and how it will inform future service roll-out
- How the participants will be selected

Selected participating households will receive a targeted communication and education campaign, which will comprise of a combination of approaches including:

- Initial communication informing them that they have been selected, explaining the purpose and scope of the trial and their role in it, and that it will come at no additional cost
- Mail out/hand delivery of detailed service user pack explaining how their new temporary service will work
- Face to face delivery of bin infrastructure and caddy bags, which will include printed “dos and don’ts” instructions on kitchen caddies, kerbside bin lids and caddy bags.
- Ongoing access to informational resources including:
  - Invitation to attend pop-up sessions for bin use demonstrations
  - Online digital resources/video shorts/live forums
  - Web links to FAQ resources etc.
- Targeted bin stickering, mailbox drops and telephone follow up to address contamination and other identified issues

A customer service process will be put in place for the duration of the trial, so any participants who don’t understand the process or have additional questions to raise are directed to suitably qualified members of the team and receive correct information. This will also be an opportunity to record and collate queries to inform key areas where either the introductory information failed or where the issue was not foreseen.

If budget permits, for the duration of the trial each sample group will participate in additional data gathering via periodic surveying and small focus group workshops.

A post-trial communications process will close out the trial for all participating residents, ensuring that all participants know that the trial has ended and that normal service configuration is to be resumed, to thank them for their participation, as well as to share and celebrate findings of the trial.

## 12.1 Education & Communications Resourcing Requirements

A large proportion of the internal staff time allocated to this project will be delivering the educational and communications components of this trial, in particular:

Internal Position	Summary Project Contribution	Allocated Hours
RRWR Coordinator Strategy & Education	Project management & on-ground delivery support	150
RRWR Education Officer	Project design and on-ground delivery support	290
RRC Media & Communications Officer	Media and communications support	30



Budget allocation has also been made for the design, content development and printing of educational resources and collateral, including:

- Instruction brochure
- Frequently Asked Questions
- Caddy label design
- Bag printing design
- Video/online resources
- Customer service scripts
- Bin stickers
- Mailbox letters & follow up collateral

## **13. Monitoring & Evaluation Plan**

The Monitoring and Evaluation Plan (M&E Plan) will be developed in order to ensure that there is a logical link from the data being gathered and the desired evaluation outcomes.

### **13.1 Trial Purpose**

The purpose of this trial from an evidential perspective is to test the following:

- To test assumptions on diversion/yield of organics
- To test assumptions on contamination rates
- To test assumptions on service delivery costs
- To establish the most effective engagement/education interventions so as to achieve desired project outcomes

### **13.2 Primary Data Sources**

The primary sources of data for this trial will be:

- Waste audits
- Attitudinal survey
- Visual bin checking program
- Service delivery data
- Customer service enquiries
- Online analytics
- Financial cost information

### **13.3 Empirical Analysis & Evaluation**

Waste audits and operational data (e.g. weighbridge readings, collection metrics) will be the data source for monitoring performance against the key performance measures.

The following are our identified key performance measures:

Performance being Measured	Proposed Metric
Tonnes diverted <sup>8</sup>	Kilograms per household per week (kg/hh/wk) of eligible organic materials captured in organic bin
Contamination Rate	Kilograms per household per week (kg/hh/wk) non-eligible materials captured in organic bin
Contaminated Bins <sup>9</sup>	% of organics bins found to be grossly contaminated during visual inspection or bin audits
Capture Efficiency	Eligible organics captured in organic bin as a % of total eligible organics captured in all bins
Set out Rates	No. of bins being presented in a given collection round

Additionally, data will be collated to inform a range of other operational performance metrics that will influence the final project evaluation, including:

- truck load capacity and compaction rates
- collection service efficiency
- estimates of cost per bin lift
- bin delivery logistics

### 13.4 Qualitative Analysis & Evaluation

Qualitative data will be gathering and used to evaluate a range of soft factors.

In terms of operational performance:

- What issues arose in service roll-out/commencement?
- What resources were actually required to delivery service?
- What new risks and opportunities arose as a result of the trial?
- What organic processing issues arose?
- Did the trial prove/disprove the viability of taking the service to community scale?

In terms of participation and community buy-in:

- Participation trends over trial period i.e. increasing or waning enthusiasm for service
- Contamination trends over trial period e.g. increased/decreased incl. of plastic bags
- Behavioural drivers of bin contamination, bagging/containerisation of food, etc.
- The lifestyle drivers that determine households behaviours
- The impact of price incentive on changing behaviours
- User perceptions including ease of use, inconvenience factors, etc.

In terms of engagement and communications interventions:

<sup>8</sup> Analysis of NSW Kerbside Green Lid bin Audit Data Report, Rawtec Ltd. (March 2020)

<sup>9</sup> Optimising Kerbside Collection Systems, Sustainability Victoria, (2017)

- What interventions worked/did not work in response to non-participation
- What interventions worked/did not work that were aimed at increasing yields
- What intervention worked/did not work in response to identified contamination
- What was the attitude to the service proposition at beginning of trial
- What was the attitude to service proposition at end of trail

## 14. Financial Arrangements

### 14.1 Alternative Trial Options

Whilst Council has a clear preference in terms of trial duration, for the purposes of the DES funding application, this has costed out three alternative trial options:

- **Six month preferred trial** – as laid out in this plan
- **12-month trial** –same delivery model as above but over 12 months rather than six
- **Six month reduced scope** – having been reduced in respect of:
  - internal technical support time (Education Officer, Media team, management supervision)
  - existing stock of 140L bins to be used rather than purchase of preferred 120L general waste bins
  - mid trial waste audit removed
  - on-ground bin checking program hours reduced by half

The table below shows the comparable difference in price:

Activity	Trial Option 1	Trial Option 2	Trial Option 3
	<i>Preferred 6 month trial</i>	<i>12 month trial</i>	<i>6 month trial with reduced scope</i>
Education & communications	21,433	23,134	16,113
Bin infrastructure purchase and roll out	71,511	71,511	52,561
Collections	83,249	166,498	83,249
Processing	11,492	24,543	11,492
Waste auditing	72,530	72,530	50,030
Monitoring and evaluation	16,227	24,453	12,227
Data analysis & reporting	5,314	5,314	5,314
<b>Total Budget</b>	<b>281,756</b>	<b>387,983</b>	<b>230,986</b>

*Of which:*

Internal staff resources	41,022	54,413	36,452
External cost	240,734	333,570	194,534

General comments:

- Cost of the preferred trial option is \$282K, this could be reducing to \$230K under the stripped back trial option.
- Of this, \$41K is internal staff time, leaving external cost of trial at \$241K
- An estimated \$76K of the budget could be spent this financial year, being the upfront purchase of bins, caddies, caddy liners and educational collateral

A detailed budget schedule is provided in Appendix 2 of this plan.

## **14.2 External Funding Opportunities**

The Department of Environment and Science (DES) and RRC have been in preliminary discussions with a view to Council making an application for funding to be allocated on an invitation basis.

The funding will support a small number of participating councils to work collaboratively with DES to run a series of trials. These trials will provide data and analysis that can then inform both the participating council's service roll-out, as well as informing the Queensland Government's upcoming Organic Waste Action Plan and other policy drivers in this space.

RRC is keen to participate in this collaborative approach. We would welcome the opportunity to share our own data/findings and to similarly share in the learnings of other councils. We are in a good position in terms of our decision framework, we believe our community is keen to embrace this service, and we have in-house resources and strong management systems in place that can directly support this project.

## **15. Community Support**

Council undertook community engagement in 2019 in developing the Waste Strategy 2020-2030, which contains a clear commitment to an organic bin services. We received only positive feedback in relation to this objective.

Also in 2019, as part of a budget engagement workshop, a selection of 100 local residents were asked their opinions on several waste issues, including their support or otherwise for an organic service and their willingness to pay. Whilst a significant majority said they supported a third bin, there was a split decision on willingness to pay for the service.

We are confident that across the key stakeholder groups in our community, there is a general acceptance that this is a positive initiative, provided it is implemented in a fiscally responsible manner.

## 16. Trial Risk Assessment

The following table provides a summary of the risk assessment undertaken in respect of this trial (as opposed to the full service risk assessment presented earlier in this report).

Risk Factor	Discussion	Risk Mitigation	Residual Risk
Failure to secure project funding	Funding this trial entirely out of council budget will be a very tough ask at this time with budget constraints imposed by Covid currently curtailing any new expenditure. Whilst a reduces scope is possible, it will significantly decrease the assurance that this trial is seeking to bring, thus increasing long term risk of project failure.	Reduced cost project plan has been prepared.  We will look for alternative funding support as they arise.	High
Weather or disaster events	There is always a risk that a weather event or other disaster event could significantly compromise or invalidate the data/trail.	This risk cannot effectively be removed, so the option to extend the trial will be built into our planning to allow for events outside of our control.	High
Procurement risk	We will need to move fast on a range of procurement contracts including bin purchases, processing services and potentially collection services.	Initial discussions are ongoing with all the key players, but there is only so far you can take these discussions within allowable procurement processes.	Moderate
Operational failure	Bin infrastructure not delivered on time, collection runs fail to collect materials as per trial scope, processing facility fails to suitably deal with organic materials.	Timely procurement and well scoped out technical specifications and contracts will be prepared. RRC has strong capacity in this space.	Moderate
Communications failure	Planned education materials and communication strategies fail to cut through and lead to wholesale confusion and lack of buy-in across the trial participants.	Best practices from other jurisdictions are being adopted and copied where possible  Significant resources have been directly allocated to this component of the project, so if required, resources can be quickly marshalled to address emerging issues.	Moderate

## Appendix 1: Waste Stream Analysis

RRC can draw on strong primary data gathered over the course of the last few years, which has informed our baseline expectations of what this service can potentially deliver.

As well as overall tonnage figures for our existing kerbside services, we have gathered detailed compositional data from three concurrent annual kerbside bin audits between 2018 and 2020. From this data, we are able to establish strong estimates of our current kerbside waste stream:

- Kerbside general waste currently going to landfill is 22,000 tonnes per annum
- Of this, approximately 6,000 tonnes is compostable food organics, and a further 3,500 tonnes is recoverable garden organics (an estimated 43% of the general waste bin is potentially compostable organics)

By using our own waste stream data alongside published performance data taken from existing organic kerbside services across Australia, we are able to forecast the potential performance expectations of an organics service.

For example, the 2020 Rawtec analysis of 38 NSW organic collection services shows the following headline results:

- Recovery of garden organics is on average 98%, ranging from 89-99%
- Recovery of food organic is on average 44%, ranging from 5%-78%<sup>10</sup>

Applying this data to RRC waste stream and chosen service configurations would indicate that our best case performance would yield 8,000 tonnes per annum of FOGO recovery, or 36% of the general waste stream. A low end performance would be around 5,500 tonnes of recovery per annum, 25% of the general waste stream.

Since it is certainly true that performance achieved in one region is not necessarily transferable to another region, a primary objective of the trial will be to test these theoretical expectations with real data to tease out any local nuances and provide final recommended service configuration.

The schedule below provides a summary of the estimated tonnes that will be generated by this trial:

	Option 2: GO	Option 3: FOGO
FO Diversion	-	67
GO Diversion	78	78
<b>Total Organic Diversion</b>	<b>78</b>	<b>145</b>
FO Efficiency Rate	0%	49%
GO Efficiency Rate	98%	98%
<b>FOGO Efficiency</b>	<b>35%</b>	<b>64%</b>
<b>Contamination Rate</b>	<b>2.8%</b>	<b>2.8%</b>
<b>Organic Diversion per household (kg/hh/pw)</b>	<b>2.30</b>	<b>4.26</b>

<sup>10</sup> Analysis of NSW Kerbside Green Lid bin Audit Data Report, Rawtec Ltd. (March 2020)

## Appendix 2: Detailed Budget Schedule

Summary category	Item description	Calculations and notes	Expenditure source	UoM	Unit cos	Trial option 1		Trial option 2		Trial option 3	
						Preferred 6 month trial		12 month trial		6 month trial with reduced scope	
						Units	Total co	Units	Total co	Units	Total co
Education & communications	RRWR Coordinator Strategy & Education	program oversight	Internal staff resources	hours	77.94	50	3,897	50	3,897	35	2,728
Education & communications	RRWR Education Officer	content and campaign development	Internal staff resources	hours	56.68	200	11,336	200	11,336	150	8,502
Education & communications	RRC Senior Media & Communications Officer	content and campaign development	Internal staff resources	hours	56.68	30	1,700	60	3,401	20	1,134
Education & communications	Introduction packs - collateral design & printing	pantry card, caddy stickers, etc.	External cost	Brochure pack	5.00	750	3,750	750	3,750	750	3,750
Education & communications	Public facing comms	Paid advertising	External cost	Service	1.00	750	750	750	750	-	-
Bin infrastructure purchase and roll out	240L bins with lime green lids incl. freight & distribution	Quoted bin price	External cost	Bin price	52.82	750	39,615	750	39,615	750	39,615
Bin infrastructure purchase and roll out	120L bin with red lidi incl. freight & distribution	Quoted bin price	External cost	Bin price	37.90	500	18,950	500	18,950	-	-
Bin infrastructure purchase and roll out	Kitchen caddies	Quoted bin price	External cost	Caddy price	4.62	500	2,310	500	2,310	500	2,310
Bin infrastructure purchase and roll out	Compostable bags	2 rolls of 52 bags (4 bags pw/hh)	External cost	Bag roll price	5.13	1,000	5,130	1,000	5,130	1,000	5,130
Bin infrastructure purchase and roll out	Freight costs for caddies and bags	Quoted price	External cost	Freight	1,893.00	1	1,893	1	1,893	1	1,893
Bin infrastructure purchase and roll out	RRWR Coordinator Collection Services	logistics management	Internal staff resources	hours	77.94	10	779	10	779	10	779
Bin infrastructure purchase and roll out	RRWR Collections Team Leader	distribution of bins, collateral, etc.	Internal staff resources	hours	56.68	25	1,417	25	1,417	25	1,417
Bin infrastructure purchase and roll out	RRWR Collections Operator/Driver	distribution of bins, collateral, etc.	Internal staff resources	hours	56.68	25	1,417	25	1,417	25	1,417
Collections	Fortnightly GO service	Estimated at two half days per fortnight	External cost	Hourly rate	152.60	104	15,870	208	31,741	104	15,870
Collections	Weekly FOGO service	Estimated at four half days per week	External cost	Hourly rate	152.60	416	63,482	832	126,963	416	63,482
Collections	RRWR Coordinator Collection Services	management costs	Internal staff resources	hours	77.94	50	3,897	100	7,794	50	3,897
Processing	GO and FOGO processing charges	Estimated gate fee	External cost	Gate fee	100.00	97	9,650	193	19,300	97	9,650
Processing	Manager RRWR	contract management	Internal staff resources	hours	106.28	10	1,063	20	2,126	10	1,063
Processing	RRWR Coordinator Strategy & Education	data collecting and analysis	Internal staff resources	hours	77.94	10	779	40	3,117	10	779
Waste auditing	Representative sampling, aggregated audit method	External contractor one-off cost	External cost	Audit price	22,500.00	3	67,500	3	67,500	2	45,000
Waste auditing	RRWR Coordinator Strategy & Education	contract management	Internal staff resources	hours	77.94	30	2,338	30	2,338	30	2,338
Waste auditing	RRWR Coordinator Collection Services	logistics management	Internal staff resources	hours	77.94	20	1,559	20	1,559	20	1,559
Waste auditing	RRWR Education Officer	on-ground logistics	Internal staff resources	hours	56.68	20	1,134	20	1,134	20	1,134
Monitoring and evaluation	Technical support on survey design, collateral, etc.	External design, printing, etc.	External cost	Service	4,000	1	4,000	1	4,000	-	-
Monitoring and evaluation	Volunteer/Casual Employee PPE and onboarding	External purchases	External cost	Unit	500.00	2	1,000	4	2,000	2	1,000
Monitoring and evaluation	RRWR Coordinator Strategy & Education	program oversight & management	Internal staff resources	hours	77.94	20	1,559	40	3,117	20	1,559
Monitoring and evaluation	RRWR Education Officer	on-ground supervision & delivery	Internal staff resources	hours	56.68	50	2,834	100	5,668	50	2,834
Monitoring and evaluation	RRWR Casual	on-ground delivery	External cost	hours	28.34	100	2,834	200	5,668	100	2,834
Monitoring and evaluation	RRWR Volunteer	on-ground delivery	Internal staff resources	hours	-	100	-	200	-	100	-
Monitoring and evaluation	Development and delivery of attitudinal survey	Design and distribution costs	External cost	Service	4,000.00	1	4,000	1	4,000	1	4,000
Data analysis & reporting	RRWR Coordinator Strategy & Education	data analysis & reporting	Internal staff resources	hours	77.94	40	3,117	40	3,117	40	3,117
Data analysis & reporting	RRWR Education Officer	data analysis & review	Internal staff resources	hours	56.68	20	1,134	20	1,134	20	1,134
Data analysis & reporting	Manager RRWR	final review and oversight	Internal staff resources	hours	106.28	10	1,063	10	1,063	10	1,063
<b>Total</b>							<b>281,756</b>		<b>387,983</b>		<b>230,986</b>



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**WATER AND SUPPORTING A BETTER ENVIRONMENT**  
**Councillor Portfolio – Councillor Kirkland**

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No items for consideration

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**BUDGET, GOVERNANCE AND OTHER MATTERS**

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**10.6 SMARTHUB OPERATIONAL PLAN 2021 - 2023**

**File No:** 11744

**Attachments:**

1. Draft SmartHub Operational Plan 2021 - 2023 [↓](#)
2. SmartHub Op Plan 2021-2023 Plan on a Page [↓](#)

**Authorising Officer:** Ross Cheesman - Deputy Chief Executive Officer

**Author:** Drew Stevenson - Manager Corporate and Technology Services

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**SUMMARY**

*The Rockhampton SmartHub has been in operation since May 2016, successfully providing mentoring support and business development support for small business entrepreneurs and startups throughout the region and the broader business community. This report presents the 2021 to 2023 SmartHub Operational Plan, including the proposed strategy initiatives, for consideration and approval.*

**OFFICER'S RECOMMENDATION**

THAT Council approves the SmartHub Operational Plan 2021 – 2023.

**COMMENTARY**

A key economic outcome of the Smart Way Forward Strategy has been the establishment and operation of the Rockhampton SmartHub to stimulate and support the growth and success of the startup eco-system and small business community. The vision for the SmartHub is to be '***The home of entrepreneurs (people in business) and to provide all the resources required for business success***'. To continue the work towards achieving this vision, the SmartHub team has drafted an operational plan for the next two years (see attachments) describing a range of strategy initiatives targeting the ongoing development and support of small business entrepreneurs and startups.

This report is intended to present the plan and summarise:

- The achievements of the SmartHub to date;
- The research and evidence ('science') supporting the need for businesses to innovate and the comparative status of this progress (or lack of) in the regions; and
- The proposed 2021 / 23 strategy initiatives.

**BACKGROUND**SmartHub Status Update

From its early days of operation in 212 Quay Street and subsequent permanent home in Customs House, the SmartHub has continued to support our region's small business entrepreneurs and startups. This is demonstrated by the outstanding results and achievements including:

- Completion of the hugely successful home grown Turbo Traction Lab program. This unique 16 week hands-on, lab style startup business accelerator program, jointly funded by Council, the federal government and Bevan Slattery, saw 35 businesses (40 participants) grow their businesses over the three-lab program. The 40 participants came from the local and CQ region, and from as far as Victoria and NSW.
- Two CQ METS (Mining Equipment, Technology and Services) Ignited accelerator programs for businesses looking to provide goods and / or services associated with the mining and resources industry.
- A series of youth entrepreneur and Female Founder programs; and
- An extensive range of weekly and monthly business development and support events.

Hub Statistics (2018 to 2020):

- Membership increased from 35 to 100 members.
- The broader SmartHub community has grown by over 200%, including social media – 1,906 and mailing list subscribers – 1,467.
- Between July 2019 and May 2020, 35 SmartHub members responding to a survey contributed in excess of \$9.2M in revenue to the local economy. Considering the business diversity of the balance of the SmartHub members (approx. 65), the total revenue result is predicted to be significantly greater than \$9.2M.
- 155 jobs created as reported by the same survey respondents.
- 253 events and meetings were hosted, with 6,078 attendees (in-person or online).
- 92 startups pitched at events.

Data Analysis of the Region and Innovation Status

Data analysis of the region, from a series of independent sources detailed in the plan, clearly highlights the need for innovation in business, as it affords better financial performances, higher labour and capital productivity, and increased market shares. Alternatively, without innovation, businesses risk losing market position and revenue to more forward-thinking and agile competitors.

In response to COVID-19 stressors, a number of businesses have implemented innovative solutions, however, these were predominantly new to firm only and not new to the community or industry as a whole. Overall, regional Queensland businesses show room for improvement when it comes to innovation, particularly in regards to adopting technology for business practices and utilising collaboration.

Research also revealed that the predominant obstacles to entrepreneurship in regional Queensland are the perceived lack of opportunities, followed by the fear of failure.

Strategic Objectives

Based on the research and the successes of earlier plans, the following strategic objectives have been proposed to guide the plan's strategic initiatives:

- Encourage and facilitate the creation of new commercial enterprises in the Rockhampton Region; and
- Encourage new and existing businesses to show growth, viability, sustainability and profitability, through the adoption of innovation and technology, as well as participation in the region's innovation ecosystem.

SmartHub Operational Plan 2021 - 2023 – Strategy Initiatives Summary**A: Continue the Current Operations of the SmartHub**

The SmartHub functions as an answer to the challenges highlighted by research, as it opens up pathways of opportunity and mitigates a number of risk factors.

**B: Implement Pearson Model Initiatives**

The following initiatives are based on Dr Pearson's framework (refer Plan), which builds upon the previously employed 5 Pillars Framework to provide a more comprehensive approach to the establishment of an innovation ecosystem.

- Leadership, Collaboration and Connectivity
  1. Create a Community-Based Steering Group
- Ideas
  1. Host 'Ideas' Events
- Growth Support
  1. Provide Early-Stage Business Coaching/Mentoring
  2. Run Accelerators, Incubators and Other Programs
- Culture and Infrastructure
  1. Establish RRC Innovation Awards
- Market Access
  1. Launch the SmartHub Club
  2. Encourage Corporate Membership and Sponsorship
- Talent
  1. Enlarge Mentoring Program
  2. Facilitate and Support Youth Entrepreneurship
  3. Expand CQUniversity Internship Program
- Financial Capital
  1. Establish Capital Networks

**C: Other Initiatives**

1. Marketing
  - 1.1. Incorporate Customer Value Journey
  - 1.2. Launch SmartHub Website
  - 1.3. Audit Social Media Channels
  - 1.4. Establish Facebook Community Group
2. Membership
  - 2.1. Run Referral Program

**SmartHub Goals – 2021 / 2022**

A range of goals have been set for the 2021 / 2022 financial year to measure the success of the plan. These goals will be reviewed at regular intervals, with new / updated goals being set for the next financial year.

**2021 / 2022 SmartHub Operational Goals:**

- 140 SmartHub members;
- 3,000 mailing list subscribers;
- 80 external bookings;
- High events attendance rates;
- Increased awareness and credibility in local community;
- Changed mindset of local business community;
- The promotion of SmartHub members;
- Increased revenue;
- Increased social media activity and engagement;
- An online presence that is credible, interesting, includes story-telling, and is valuable to the target market; and
- Positive awareness in local, state, national, international government and entrepreneurial community.

**PREVIOUS DECISIONS**

At the 15 May 2018 Ordinary Council Meeting, Council approved the SmartHub Operational Plan 2018 – 2020.

**BUDGET IMPLICATIONS**

The SmartHub operations and Plan strategy initiatives expenses will be covered in the Smart Regional Centre annual operating budget and grant funding opportunities as approved by Council.

**LEGISLATIVE CONTEXT**

Nil applicable

**LEGAL IMPLICATIONS**

Nil applicable

**STAFFING IMPLICATIONS**

SmartHub operations and plan strategy initiatives will be facilitated by the existing SmartHub staff and supported by Corporate & Technology management.

**RISK ASSESSMENT**

The SmartHub strategy initiative risks have been assessed and adequate controls are in place to achieve the plan objectives.

**CORPORATE/OPERATIONAL PLAN**

2.2.3 Deliver capability building initiatives that encourage business and industry development. Develop and implement activities in-line with Council's Economic Development Strategy and SmartHub Operational Plan.

**CONCLUSION**

Given the outstanding success stories driven and facilitated by the SmartHub since opening in May 2016, the decision to invest in and support the development of our region's small business community clearly validates the foresight of this Council and the organisation as a whole.

In order to continue the great work of the SmartHub and the team, it is recommended that Council approves the SmartHub Operational Plan 2021 – 2023.

# **SMARTHUB OPERATIONAL PLAN 2021 - 2023**

## **Draft SmartHub Operational Plan 2021 - 2023**

**Meeting Date: 13 April 2021**

**Attachment No: 1**



# SmartHub Operational Plan

## 2021 – 2023

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## **Executive Summary**

The vision of the SmartHub is to be the home of entrepreneurs (people in business) and to provide all the resources required for business success. Since the conception of the SmartHub in 2016, attention has been focused on laying firm foundations and activating the local ecosystem. In order to further build the region's economy, increase jobs and stay abreast of the various changes in the world, the focus for the future will be on fortifying the local innovation ecosystem and implementing innovation-based initiatives.

### **2018-2020 Results**

- Membership has grown by 185%, from 35 to 100 members;
- Broader community has grown by over 200% (Facebook page likes/follows increased to 1,906; mailing list subscribers at 1,467);
- Between July 2019 and May 2020, 35 SmartHub members responding to a survey contributed in excess of \$9.2M to the local economy;
- Over 155 jobs have been created;
- 253 meetings and/or events were hosted and saw 6,078 people attend or engage online; and
- 92 Startups pitched at events.

### **Data Analyses of the Region and Innovation**

Data analysis of the region, from a series of independent sources, clearly highlights the need for innovation in business, as it affords better financial performances, higher labour and capital productivity, and increased market shares. Alternatively, without innovation, businesses risk losing market position and revenue to more forward-thinking and agile competitors.

In response to COVID-19 stressors, a number of businesses have implemented innovative solutions, however, these were predominantly new to firm only and not new to the community or industry as a whole. Overall, Regional Queensland businesses show room for improvement when it comes to innovation, particularly in regards to adopting technology for business practices and utilising collaboration.

Research also revealed that the predominant obstacles to entrepreneurship in Regional Queensland are the perceived lack of opportunities, followed by the fear of failure.

### **Strategic Objectives 2021-2023**

1. Encourage and facilitate the creation of new commercial enterprises in the Rockhampton Region; and
2. Encourage new and existing businesses to show growth, viability, sustainability and profitability, through the adoption of innovation and technology, as well as participation in the region's innovation ecosystem.

### **Future Strategy Initiatives**

#### **A: Continue the Current Operations of the SmartHub**

The SmartHub functions as an answer to the challenges highlighted by this research, as it opens up pathways of opportunity and mitigates a number of risk factors.

**B: Implement Pearson Model Initiatives**

The following initiatives are based on Dr Pearson's framework, which builds upon the previously employed 5 Pillars Framework to provide a more comprehensive approach to the establishment of an innovation ecosystem.

1. Leadership, Collaboration and Connectivity
  - 1.1. Create a Community-Based Steering Group
2. Ideas
  - 2.1. Host 'Ideas' Events
3. Growth Support
  - 3.1. Provide Early-Stage Business Coaching/Mentoring
  - 3.2. Run Accelerators, Incubators and Other Programs
4. Culture and Infrastructure
  - 4.1. Establish RRC Innovation Awards
5. Market Access
  - 5.1. Launch the SmartHub Club
  - 5.2. Encourage Corporate Membership and Sponsorship
6. Talent
  - 6.1. Enlarge Mentoring Program
  - 6.2. Facilitate and Support Youth Entrepreneurship
  - 6.3. Expand CQUniversity Internship Program
7. Financial Capital
  - 7.1. Establish Capital Networks

**C: Other Initiatives**

1. Marketing
  - 1.1. Incorporate Customer Value Journey
  - 1.2. Launch SmartHub Website
  - 1.3. Audit Social Media Channels
  - 1.4. Establish Facebook Community Group
2. Membership
  - 2.1. Run Referral Program



**SmartHub Operational Plan 2021 – 18 Strategic Initiatives**

## Introduction

The Rockhampton Region has been described as a vibrant, welcoming, and connected community which takes pride in its history, creativity, and overall stability. The Rockhampton Region's vision is to be 'One Great Region', which comprises a sustainable economy with sustainable employment and population growth. This overarching ambition is the driving force behind the Rockhampton Regional Council (RRC) SmartHub.

Since the conception of the RRC SmartHub in 2016, the focus has been on laying firm foundations and activating the local innovation ecosystem.

A small snapshot of what has been achieved is:

- Between July 2019 and May 2020, SmartHub members contributed in excess of **\$9.2 million to the local economy**; and
- During the last three years, over **155 jobs have been created**.

The foundations are set, and attention now shifts towards gaining momentum, fortifying the local ecosystem, and leading the SmartHub towards maturity. This will ensure the SmartHub continues to significantly contribute to Rockhampton's broader vision of being One Great Region.

To achieve this goal, this operational plan outlines how the SmartHub originated and reached its previous goals, the SmartHub's future strategies, and leading resources in the innovation sector supporting these strategies.

## The SmartHub's Origin

On 8 December 2015, a pivotal meeting was held by the Rockhampton Regional Council. This meeting saw the adoption of *The Smart Way Forward Strategy*, a Smart City strategy intended to equip the region for the future, by changing the way RRC manages, delivers services, and supports the local community. This strategy covered the adoption of new technology, infrastructure changes, and the use of data in managing the city.



At this time, it was clear action was needed to prepare the local business community for the problems and opportunities resulting from globalisation, cultural change, and new wave technologies. To help the business community plan more strategically and respond to these changing conditions, the following action was included in *The Smart Way Forward Strategy*:

"We will establish a Smart Hub, a one-stop shop business centre on the riverfront in Quay Street."

**Increased economic development of the region, boosting jobs and supporting local business.**

**INCREASED SUPPORT FOR START-UP BUSINESSES**

Recognising that the startup business of today will be the employers of tomorrow, Council will provide increased support for start-up businesses.

We will do so by establishing a Smart Hub, a one-stop shop business centre on the riverfront in Quay Street. This hub will bring together all of the vital ingredients to ensure the chance that people who are starting a business will succeed. They include:

- affordable workspace
- collaboration and learning opportunities with others in the same situation
- internet connectivity
- opportunities for mentoring
- help with writing
- opportunities for developing capability statements and about business plans
- access to funding opportunities

**"We will establish a Smart Hub, a one stop shop business centre on the riverfront in Quay Street."**

**What does this mean for Rockhampton?**

- New business opportunities and innovation resulting from the development of a Smart Hub.

**To enhance the Smart Hub, Council will:**

- Facilitate collaboration with peak industry bodies such as Queensland Restaurant Council, AgFarms and Grow2Go. Community major local providers such as Kurston, schools, TAFE, libraries, private and others to provide a stream of business programs to the hub for the participants to solve.
- Establish a mechanism to hire a number of solutions arising from the Smart Hub per year.

The Smart Hub will also provide space for businesses in the region to meet about ways in which they can reach new markets, reduce costs and grow their businesses using technology and innovation.

While there are a number of programs already in existence, what is missing are not real solutions and there is a high level of duplication between the content offered in these programs while other more advanced content is not offered.

Council will partner with all groups which provide these services to ensure that all levels are being covered and provide a free or low cost space in the Smart Hub for them to do so.

Council will also seek a memorandum of understanding (MOU) with the University to encourage students from Rockhampton and other campuses including Bundaberg, Emerald, Gladstone, Mackay and Ipswich to put their education into practice using facilities within the Smart Hub.

This resulted in the birth of the RRC SmartHub in 2016. The SmartHub is a co-working space located in Custom's House on the riverbank, where much of Rockhampton's Smart City technology has been installed. It is the physical place where entrepreneurs and business people are supported in creating modern businesses with local and even global reach. The SmartHub's vision is to be the 'Home of the Entrepreneur' – the place where people in business can find all the necessary elements to succeed in business.



*The SmartHub, located in  
Customs House on the riverbank*

As businesses often fail due to the lack of financial capital as well as the right human connections and networks; it was quickly acknowledged that in addition to creating a physical home for local entrepreneurs, it was also important to create a community for them to belong to, and a network through which they might access capital, technology and other necessary resources. This sort of network which the local business community both contributes to and benefits from, is termed an innovation ecosystem.

Creating an innovation ecosystem is an ambitious goal, and thus a plan incorporating global best practice alongside local resources and knowledge was necessary. This in turn led to researching and developing a 3-year plan in 2017.

### **The Research Phase**

During the research phase, three important actions were undertaken:

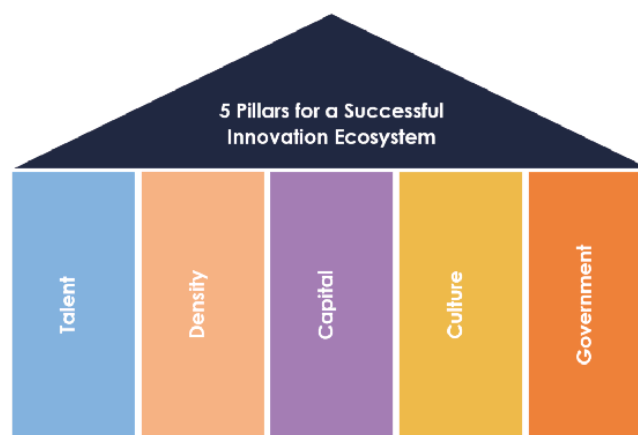
1. Reviewing academic literature – by looking to existing research on creating co-working spaces and innovation ecosystems;
2. Learning from those before us – SmartHub developers travelled to Silicon Valley and Boulder Colorado to visit co-working spaces; wherein programs, methodologies and best practices were examined; and
3. Identifying challenges – Programs, events, startup weekends, as well as coaching and mentoring programs were operated within the community to discover the current greatest challenges faced and responses to these.

These three activities yielded this conclusion: Innovative ideas spring from everywhere, and entrepreneurs need not reside in Silicon Valley to conceive the next big company.

Rather, learning from Silicon Valley and other successful startup environments around the world, cities and communities, like Rockhampton, can implement successful ecosystem building strategies locally.

After reaching this conclusion, the research findings were collated into a comprehensive plan to aid in achieving this vision: To create a home for local entrepreneurs and build an innovation ecosystem for them to belong to.

The UP Global framework was selected for building Rockhampton's innovation ecosystem. According to UP Global's research, vibrant, successful innovation ecosystems contain five specific key ingredients, or what is termed 'pillars'. The construction of these five pillars, outlined below, formed the foundation of the SmartHub's 2018 - 2020 operational plan.



#### Talent

To utilise talent in the local community it is necessary to create flexible labour markets, including an IT workforce, that are attractive to people with a variety of skills and experiences. 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.

#### Capital

When businesses are in their formative stages and trying to scale up, capital can have a profound impact upon their success.



### Culture

The culture upon which an innovation 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.

### Government Regulation

Governments have a significant role to play in creating a stable and supportive regulatory environment for entrepreneurs and investors.

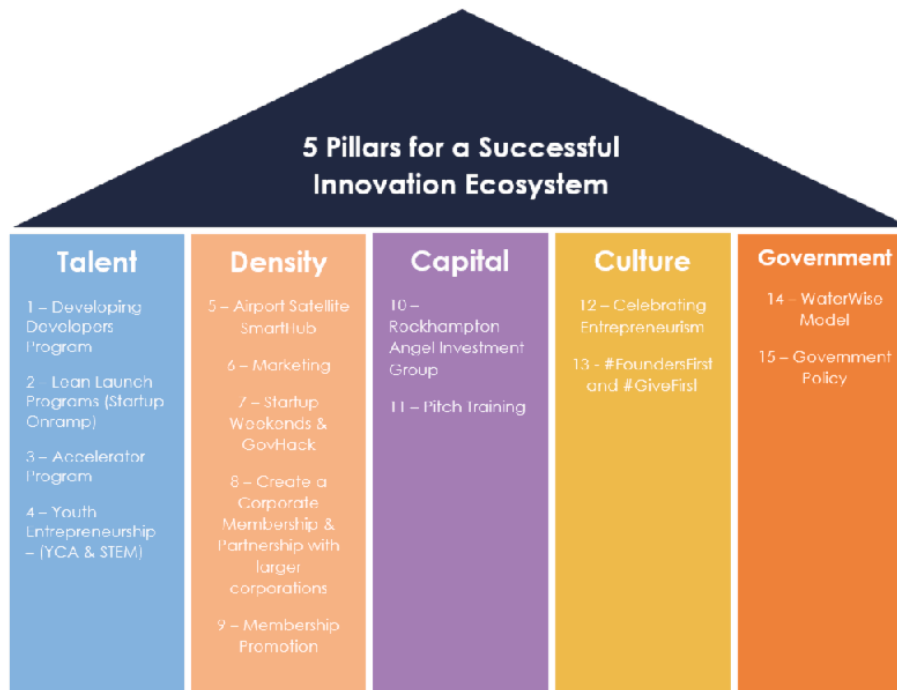
### Implemented Strategies

It was recognised that success would emerge from executing a sophisticated plan broken down into simple actionable steps, and thus it was set out to build the five pillars by formulating and applying 15 strategies which directly related to them.

These 15 strategies which have been implemented over the past three years are as follows:

1. A Developers program – *Talent Pillar*.
2. The Lean Launch Program – *Talent Pillar*.
3. Running an Accelerator program – *Talent Pillar*.
4. Youth Entrepreneurship programs – *Talent Pillar*.
5. Establishing the Satellite SmartHub at the airport – *Density Pillar*.
6. Effective marketing of the SmartHub and Startups – *Density Pillar*.
7. Running Startup Weekends and GovHack – *Density Pillar*.
8. Creating and managing different membership options, including corporate – *Density Pillar*.
9. Membership promotion and building the membership base – *Density Pillar*.
10. Establishment and support of the Angel investment group called the Rockhampton Angels – *Capital Pillar*.
11. Delivering pitch training – *Capital Pillar*.
12. Celebrating entrepreneurship at every opportunity – *Culture Pillar*.
13. Creating and maintaining a FoundersFirst and GiveFirst culture – *Culture Pillar*.
14. Establishing procurement pathways for startups with RRC – *Government Pillar*.

15. Participating in, supporting and informing Government initiatives where possible –  
*Government Pillar.*



The results achieved over the past three years have validated this approach. In addition to membership and the wider community which identifies with the SmartHub growing considerably, significant government and private sector funding and partnerships have been attracted. More impressive still are the outcomes achieved by SmartHub members, with numerous business owners building viable and profitable commercial enterprises, creating jobs, and solving problems both locally and globally.

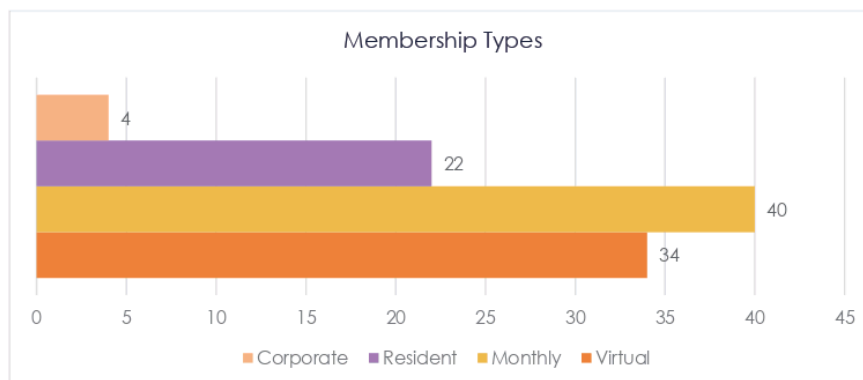
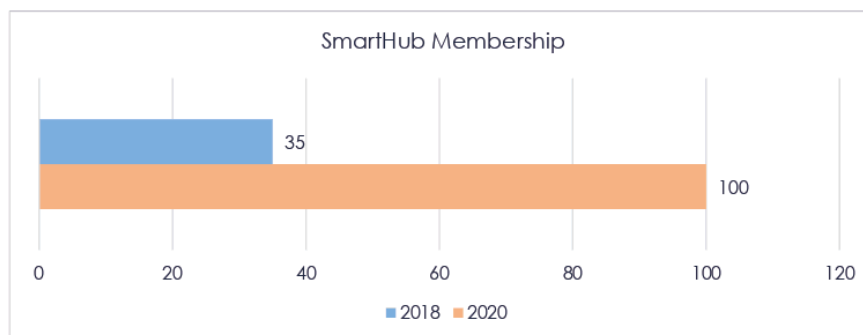
## Progress Report

### 2018 – 2020 Operational Plan Results

As outlined in the 2018 – 2020 Operational Plan, the SmartHub aimed to reach 50 members, have a broader active community of 500 people and attain 1000 contacts on the database list. By the close of 2020 the SmartHub had far surpassed these objectives, now totalling 100 paying members and a broader community of nearly 5000 people.

### Membership

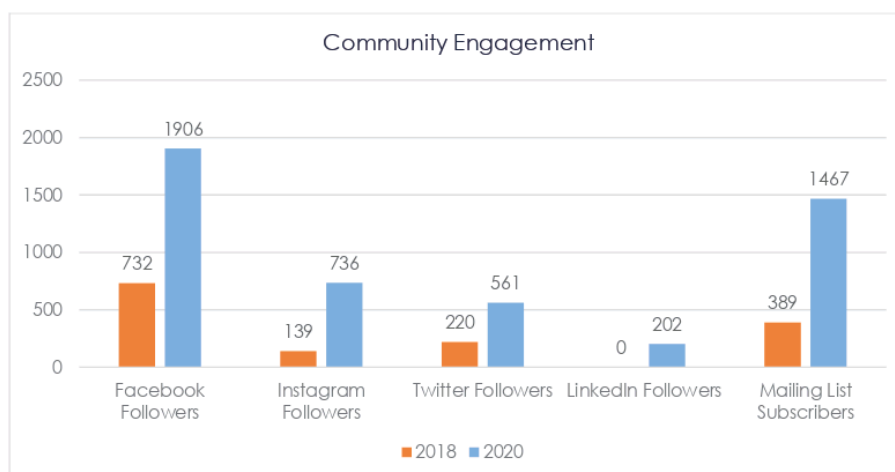
Since the adoption of the operational plan in 2018, SmartHub membership has grown by 185% from 35 to 100 members.



Please refer to the *SmartHub Fee Schedule* (Appendix 1) for an outline of the different membership options offered by the SmartHub.

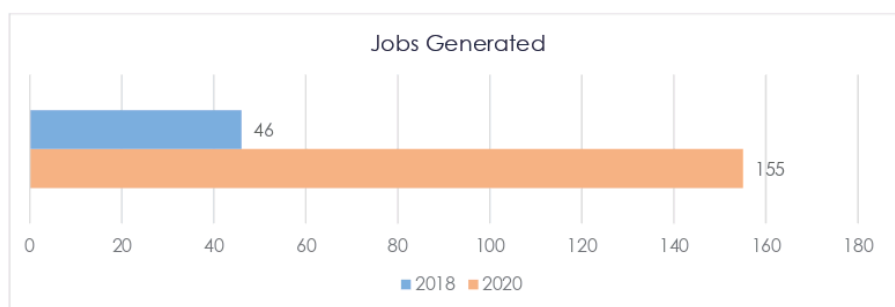
### Community Awareness and Engagement

In the past two years, the SmartHub's broader community has grown by over 200%. Now totalling 1,467 mailing list subscribers, it is clear that community awareness and engagement has significantly increased. The SmartHub's media presence has also grown exponentially, with Facebook followers and page likes more than doubling, and significant increases occurring in Instagram and Twitter followers. In addition, the SmartHub page on the Rockhampton Regional Council website has received more than 5,200 visits. The following graph reflects these changes in community engagement over the past two years.



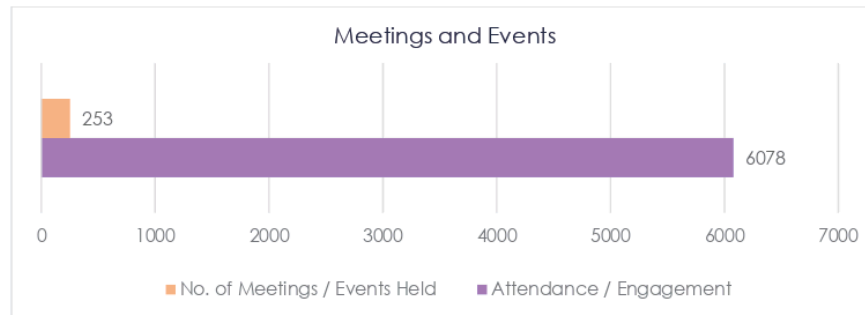
### Employment and Revenue Generated

35 SmartHub Members recently responded to a survey covering the period from July 2019 to May 2020. These members indicated that they had contributed \$9.2M in revenue and expenses to the local economy, and created 155 jobs. When the diversity and balance of SmartHub membership is taken into consideration, the local economic impact is predicted to be significantly greater than the indicated \$9.2M.



### Programs and Events

From July 2019 to June 2020, 253 meetings and/or events were hosted by the Rockhampton SmartHub (both in person and online), and saw 6,078 people attend or engage with these events.



These programs and events included:

- Monthly Lunch & Learn Sessions;
- Weekly Facebook HubLive Sessions;
- Turbo Traction Lab Program;
- Startup Weekend;
- Annual GovHacks;
- CQ METS Accelerator Program;
- Chief Entrepreneur Visit;
- Female Founders Initiative Launch;
- Mental Health Week Event;
- 'Living in the Gap' with Keynote Speaker Brad Twynam;
- Government Visits: QLD Trade & Investment Commissioner to Taiwan;
- Minister for Housing, Public Works, Digital Technology & Sport;
- Presentation by the DDG for Innovation – Advance Queensland;
- Angel Investment Meetings;
- Virtual Meetups and Accountability Sessions;
- Digital Readiness Program; and
- Get it Done in Business Series.

92 startups also pitched at these events.

### Standard SmartHub Operations

These programs and events ran in conjunction with the SmartHub's standard operations, which involved providing co-working spaces and exceptional customer service, event management, social media engagement, and business coaching. Efforts were also made to increase the SmartHub's reach in the local community, to collaborate with other parties (such as CQUniversity, Young Change Agents and Toastmasters), and to recruit new members.

### SmartHub COVID-19 Response

Due to the unforeseen effects of the COVID-19 epidemic, 2020 also saw the formation and implementation of new, innovative plans to deliver the objectives outlined in the 2018 – 2020 Operational Plan. On top of ensuring COVID safe practices, these initiatives also involved mental health support, pivoting, training in diversification, and assistance in transitioning into online practices. A number of existing programs and events were also adapted to operate in the online space.

Refer to the *SmartHub COVID-19 Plan* (Appendix 2) for a more comprehensive overview of the updated plan.

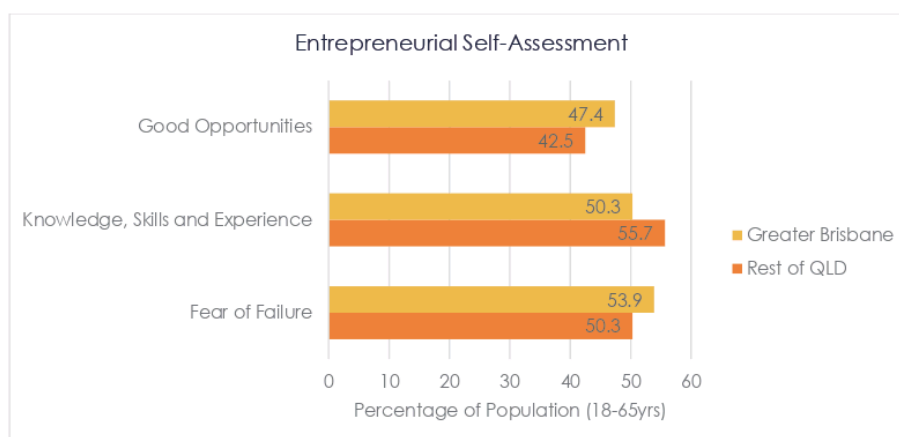
## Data Analyses of the Region

### GEM Data

The following statistics are derived from the Global Entrepreneurship Monitor (GEM) Australia, which provides estimates of entrepreneurial activity and perceptions for Australia, states and selected regions (Moyle and Renando, n.d.). This data is not specific to the Rockhampton region but rather reflective of regional Queensland more generally and/or Queensland as a whole. This data was obtained from 5000 computer-assisted telephone interviews and 5000 online responses collected from across Australia in 2019.

According to the GEM, 53% of Queenslanders who participated in the Entrepreneurial Self-Assessment stated that they have the knowledge, skill and experience required to start a new business. However, only 44.8% foresaw that there would be good opportunities locally for starting a business, and 52.1% stated that they would not start a business for fear it might fail.

For Queenslanders outside of the Greater Brisbane region, only 42.5% foresaw good opportunities to start a business in their region (versus 47.4% for Greater Brisbane), and thus were less likely to consider starting a business within the next three years. This is despite a higher percentage (55.7%) feeling that they have the knowledge, skills and experience required to start a new business, and less (50.3%) fearing failure. These statistics convey that a significant obstacle to entrepreneurship in regional Queensland is the perceived lack of opportunity, followed by fear of failure.



In Queensland, an estimated 1.6% of the population are startups, which is a lower percentage than all other states bar Tasmania. Queensland entrepreneurs are also currently less likely to generate 20+ jobs and more likely to not be employing than other Australian entrepreneurs. However, their expectations for job growth in the next 5 years is similar to the rest of Australia.

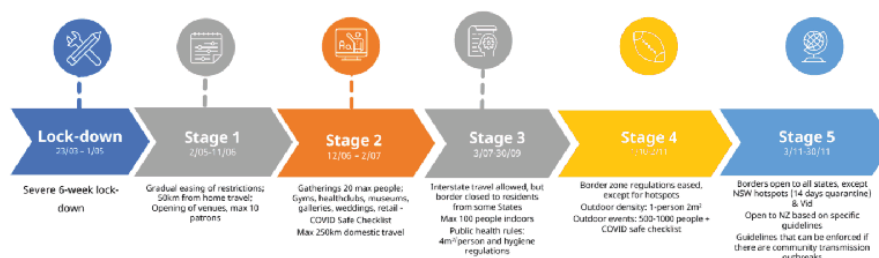


The GEM also revealed that currently 65% of Queensland businesses are not innovative. Innovative businesses are viewed as change agents as they introduce new products, services or technologies to the market, whether this be to the people in the area in which they live, to their country, or to the world.

### QRIB Data

The Queensland Regional Innovation Benchmark (QRIB) Business Innovation Survey (Scheepers, 2021) was conducted by Dr Scheepers and her team from the University of the Sunshine Coast in 2020. Data for Central Queensland, including Rockhampton, was collected from August to October 2020, during which time stage 3 and 4 restrictions were in place.

### 2020 Context and data collection

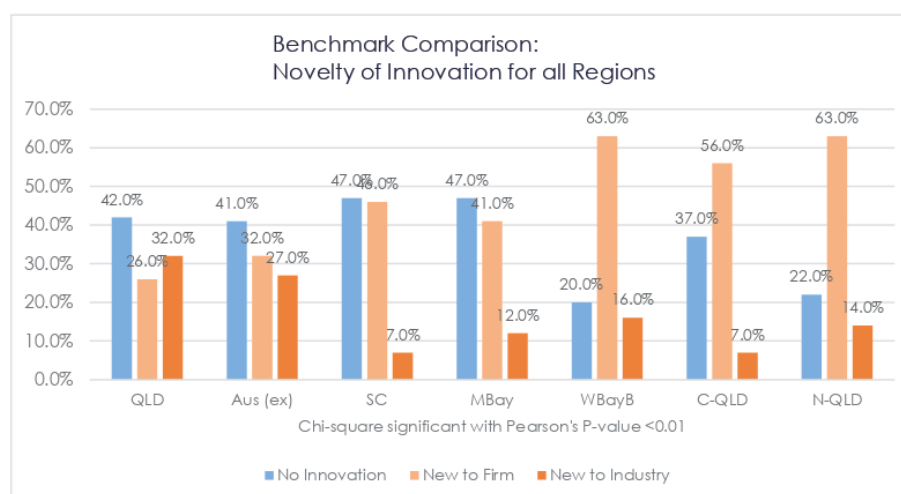


The RRC SmartHub worked collaboratively with the University of the Sunshine Coast under a program funded by Advance Queensland, and thus a number of SmartHub members and associates from the broader community participated in this research. The following table provides contextual information on the businesses and owners who participated in the survey.

	Sunshine Coast	Moreton	Wide Bay Burnett	Fitzroy (Central & Rockhampton)	North (Townsville)	QLD	AUS (rest)
<b>Responses</b> Total no = 2090	8%	5%	8%	4%	3%		48%
<b>Gender</b> Male: Female	36 : 64	38 : 62	45 : 55	61 : 39	33 : 67	71 : 29	68 : 32
<b>Firm Size</b> Micro (1-4) Small (5-19) Med (20-199) Large (200+)	95% 4% 1% 0%	89% 2% 2% 0%	94% 5% 1% 0%	87% 12% 1% 0%	88% 9% 3% 0%	89% 9% 2% 0.2%	86% 10% 3% 0.2%
<b>Firm Age</b> Less than 3yrs 3-5 6-10 11-20 20+ yrs	12.1% 20.9% 19.9% 23.3% 19.9%	8.0% 18.8% 27.7% 24.1% 13.4%	10.5% 17.3% 15.5% 25.5% 25.9%	31.3% 20.5% 9.6% 15.7% 12.0%	6.2% 24.6% 73.7% 16.9% 29.2%	5.7% 6.5% 18.1% 26.4% 41.6%	4.4% 10.2% 16.9% 28.4% 38%

In comparison with the GEM statistics, according to the QRIB Business Innovation Survey, approximately 60% of Queensland businesses are innovative. More specifically, 62.7% of participants from the Central Queensland region were identified as innovators. Qualitative responses suggest that this high level of innovation is a result of businesses adapting to COVID-19 stressors during 2020.

However, as displayed in the graph below, only 7% consisted of innovations new to the industry, while the majority (56%) was new to that specific firm only. Innovations new to the specific firm refers to businesses adopting existing technology and procedures developed by other parties, as opposed to developing their own innovative solutions which are new to the industry.



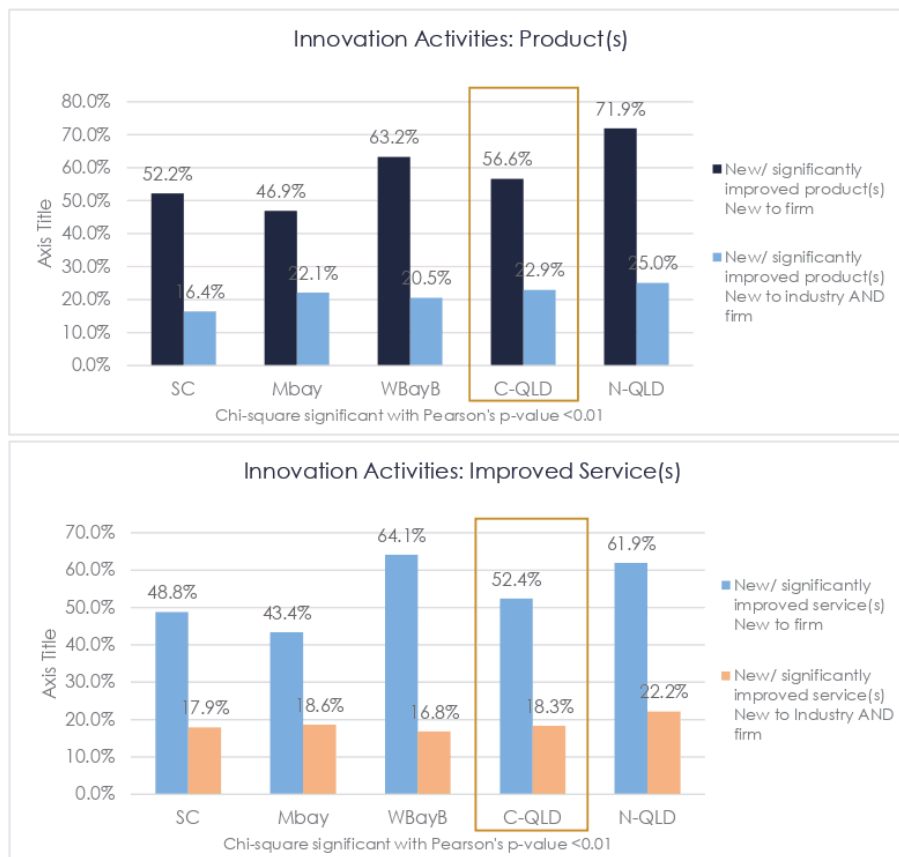
When the novelty of the innovation is considered, the findings for Queensland as a whole are similar to those of the GEM, with only 32% of businesses presenting as innovative for their industry or community as a whole.

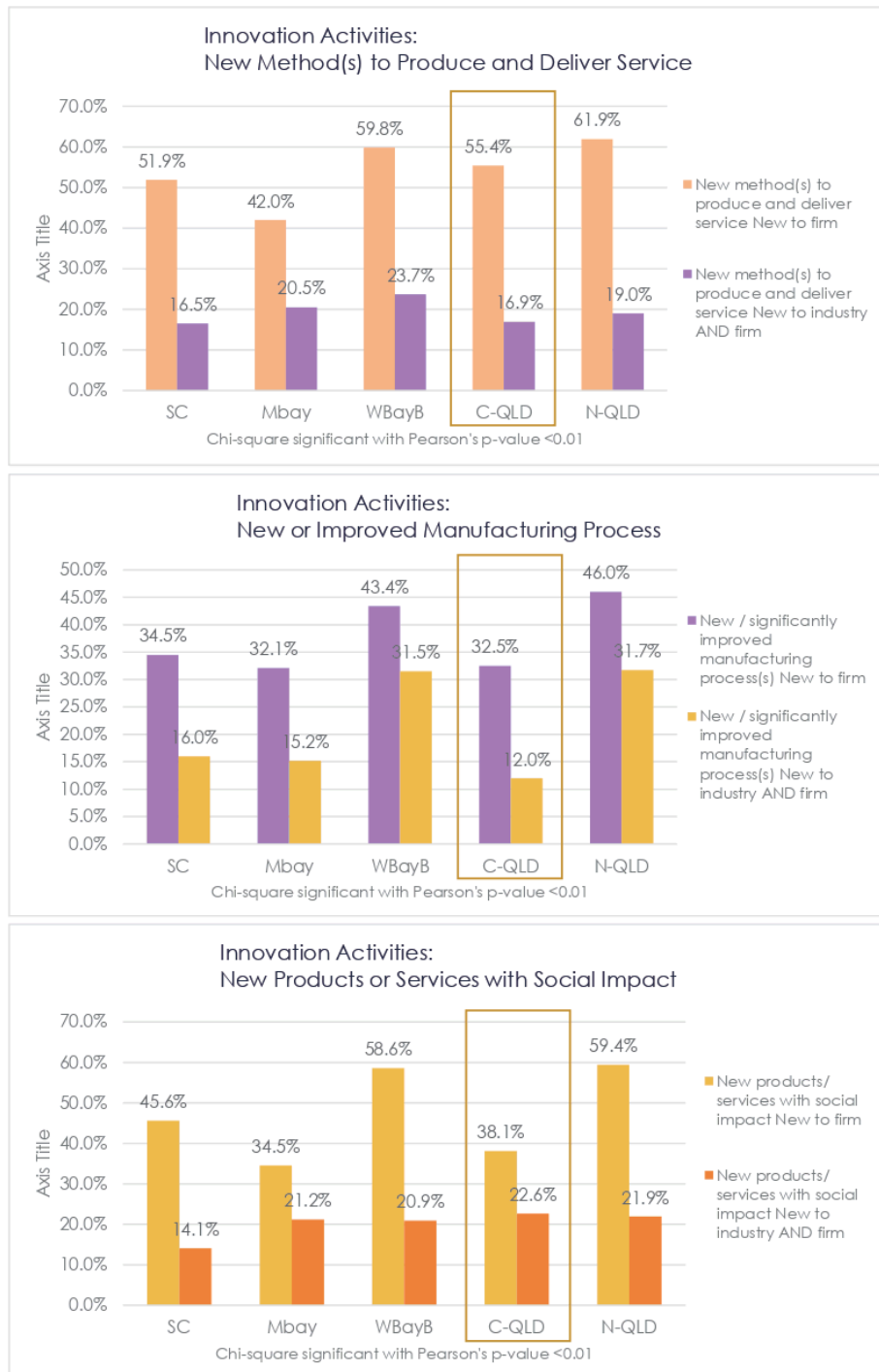
Regardless of novelty, however, findings indicate that innovation in general results in better financial performance, with innovators reporting significantly higher sales from new products or services and higher profit growth more generally. Innovators also display higher labour and capital productivity and increased market shares compared to non-innovators.

As part of the survey, firms were also asked to report on the categories of their innovation.



The following graphs break down the types of innovation and the level of novelty reported by survey participants.



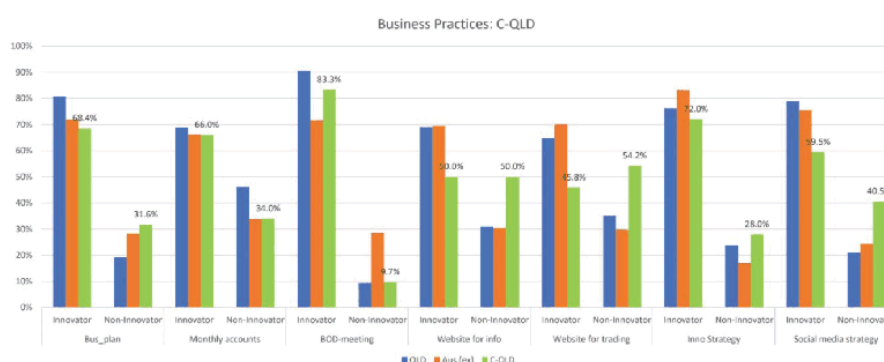


The QRIB survey revealed that most firms adopt innovations after they have been developed by organisations. Central Queensland businesses in particular are significantly more likely to use information sources when innovating. These sources may be from customers, suppliers or within the firm, as well as specialised sources such as government or research institutes, and trade associations or chambers of commerce.

The majority of Central Queensland businesses are also aware of support programs, including networking, self-help business tools, mentoring, and grants. Access to this support is generally gained through accountants, mentors or specialist agencies.



### Business practices: Central Qld firms



As indicated in the graph above, only 72% of Central Queensland innovators have an innovation strategy, while approximately 60% have a social media strategy. In contrast to the promising innovation results for the Region, the adoption of digital technology for business practices was generally low. Out of all the regions, Central Queensland showed the lowest number of innovators using a website for information sharing and trading. At a mere 50%, this indicates a potential area for improvement.

Survey findings additionally revealed that 21.7% of innovators collaborate, compared to 26.3% of non-innovators. Collaboration can afford a number of advantages, including expanding the range of products and services available to customers, providing access to new markets, and expanding expertise and the development of specialist products or services. In light of this, collaboration should be further encouraged for both innovator and non-innovator businesses alike.

## The Future

### Innovation

The world is constantly changing, and as a result, the way in which business is done must also change. While the Rockhampton region requires economic growth, employment growth and population growth, this should not be sought after at any expense. Rather, it must be considered how this growth can be achieved in a sustainable way that uplifts everyone, considers the environment, and leaves no parties behind. For this reason, it is necessary to utilise the innovation process, which provides a framework for sustainable growth.

According to KPMG (2021), innovation is no longer just a buzzword, but more than ever, it is a crucial element in fuelling business growth, driving productivity, and maintaining market shares. Organisations today face a market of constant instability and disruption, due to significant changes in customer demographics and behaviours, technology, and regulations. This situation not only provides opportunities for businesses to find new ways to grow, but rather demands an innovative response from them. Without innovation, businesses risk losing market position and revenue to more forward-thinking and agile competitors.

The QRIB research outlined earlier further proves this. As stated, innovation affords better financial performances, with significantly higher sales from new products or services and higher profit growth more generally. Innovators also display higher labour and capital productivity and increased market shares compared to non-innovators. As such, in order for the local community to grow sustainably, it must be acknowledged that innovation is the way of the future.

The 2018–2020 Operational Plan focused on laying the foundations of an innovation ecosystem. This was a crucial first step towards preparing the Rockhampton region for the future. Moving forward, it will be necessary for the SmartHub to build upon these results and continue to expand its reach across the region. In doing so, the SmartHub will encourage the region's businesses and industries to grow, through the adoption of an innovative mindset and approach.

### What Is an Innovation Ecosystem?

Although innovation has been defined many ways, it is generally acknowledged to be the fruition of creativity. The New Zealand Government describes innovation as "the creation, development and implementation of a new product, process or service, with the aim of improving efficiency, effectiveness or competitive advantage" (Hudson, 2014).

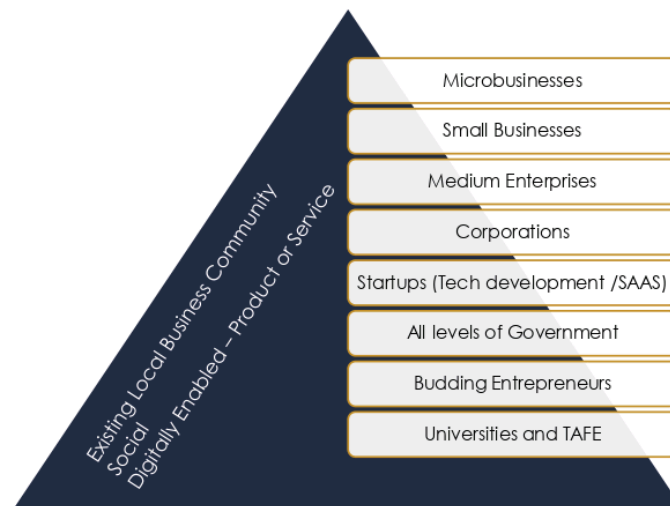
Innovation ecosystems are predominantly viewed as loosely interconnected networks of companies and other entities that coevolve through shared technologies, knowledge, or skills, and who work collaboratively and competitively to develop new innovations (Moore, 1993 cited in Granstrand & Holgersson, 2020).

According to MassChallenge (Millard, 2018), innovation ecosystems create an active flow of information and resources which enable ideas to transform into reality, thereby building a process through which more innovators and entrepreneurs can develop and launch solutions to solve real-world problems, faster. MassChallenge also asserts that innovation ecosystems create economic stability and diversification, as well as providing the means for resource sharing and creating expertise in new areas.

### Who Forms Part of an Innovation Ecosystem?

(Who is the SmartHub for?)

The following are market segments involved in developing a healthy innovation ecosystem.



Please refer to *Innovation Ecosystem Segments* (Appendix 3) for definitions of the respective sectors.

As previously mentioned, the vision of the SmartHub is to be the home of entrepreneurs (people in business) and to provide all the resources required for business success. Since the conception of the SmartHub in 2016, attention has been focused on laying firm foundations and activating the local ecosystem. In order to further build the region's economy, increase jobs and stay abreast of the various changes in the world, the focus for the future will be on fortifying the local innovation ecosystem by implementing the following strategic goals and initiatives.

This operational plan is designed to achieve two strategic objectives:

- ## Future Framework

IDEAS

FINANCIAL CAPITAL

GROWTH SUPPORT

LEADERSHIP COLLABORATION CONNECTIVITY

CULTURE & INFRASTRUCTURE

MARKET ACCESS

TALENT



This framework was developed by Dr Sarah Pearson, Deputy Director-General for Innovation at Advance Queensland, and has been implemented by the Canberra Innovation Network (CBRIN) with vast success. Through Dr Pearson's strategy, the CBRIN has developed programs that enable budding entrepreneurs and SMEs to build on their ambition and reach their full potential, by connecting leading experts and mentors with founders to deliver world-class innovation programs which uncover ground-breaking ideas and solve real-world challenges (Canberra Innovation Network, n.d.).

The Pearson Model builds upon the UP Global (5 Pillars) Framework, which was employed previously, to create a more comprehensive approach to the establishment of an innovation ecosystem.

#### Ideas

A diversity of ideas as well as diversity in the people engaging with these ideas are important catalysts for innovation, business and economic growth.

#### Growth Support

Once ideas are conceptualised, networks of support provide a pathway to grow these ideas and bring them to fruition.

#### Culture and Infrastructure

In the previous UP Global Framework, emphasis was made on highlighting entrepreneurs as role models and encouraging the sharing of information.

The Pearson Model greatly adds to this dimension by acknowledging the need for the wider community to embrace innovation, and the necessity of having infrastructure which supports innovators. This addition is based on research which indicates that culture and infrastructure well-suited for both work and play provide the ideal conditions for creatives and entrepreneurs to develop ideas.

#### Market Access

Without routes to market, innovative ideas cannot flourish. For this reason, it is imperative that local networks be connected to the market, back export programs, support company absorption and offer global 'landing' and 'launching' pads.

#### Talent

Talent was another aspect touched on by the UP Global Framework which has been expanded in the Pearson Model.

This new strategy provides a list of key talent sectors which should not be neglected including:

- Experienced mentors, entrepreneurs, business people, creators and investors;
- Individuals in the STEM field ;
- Creatives;
- Higher Education and VET;
- Entrepreneurship training and wannabe entrepreneurs; and
- Internships.

### Financial Capital

Capital was another pillar acknowledged in the previous UP Global Framework. However, this new strategy makes distinctions between the pathways in place for early-stage and more developed businesses, services and products.

### Leadership, Collaboration and Connectivity

Underpinning all these other aspects is leadership, collaboration and connectivity. In order for the SmartHub to further establish itself and for Rockhampton to reach new heights, these qualities are essential.

All the aforementioned aspects relate to the UP Global pillar of Density. Weaved throughout the Pearson Model is an acknowledgement of the need to bring various parties together. Whether this be through the strengthening of financial and collaborative networks, the development of supportive infrastructure, or the establishment of diverse programs and events which encourage the intersection of various sectors.

## Strategy Initiatives

### A: Continue the Current Operations of the SmartHub

The first initiative for 2021 is to continue the current operations of the SmartHub. As stated in the data analysis of the region, people are generally apprehensive about starting a new business due to the fear of failure and/or perceived lack of opportunities. The SmartHub functions as an answer to the challenges highlighted by this research, as it enables people who wish to be in business to overcome them and mitigates a number of risk factors.

The SmartHub ensures that interested parties receive support through access to specialised knowledge, talent and services; consistent mentoring and coaching; access to investment opportunities; and aid in developing ideas into viable business models.

Moving forward, the SmartHub will continue to operate as a world-class co-working facility that provides first-rate customer service to its growing membership base and executes the various strategies outlined in the 2018-2020 Operational Plan.

## B: Implement Pearson Model Initiatives

Over the next three years, the SmartHub's current operations will be augmented by implementing the following initiatives based upon Dr Pearson's Model.



### 1. Leadership, Collaboration and Connectivity

In order to foster leadership, collaboration and connectivity in the Rockhampton region; it is necessary for leaders to step up and engage with the community, to forge the way ahead, strengthen connections between parties and establish pathways of collaboration.

#### 1.1 Create a Community-Based Steering Group

Innovation cannot be owned by the SmartHub, but rather must be part of the fabric of the whole community. It is for this reason that the formation of a community-based steering group is proposed. Steering groups generally act as advisory bodies and are typically made up of senior stakeholders and experts that provide guidance and leadership. A steering group for innovation in the Rockhampton Region will entail local leaders working together to encourage the community to take charge of innovation. It will also increase leadership, collaboration and connectivity across the region.

A steering group that includes individuals from a variety of different sectors can make sure that all the relevant voices are heard. Rockhampton's steering group should include representation from the Rockhampton Regional Council, Livingstone Shire Council, Advance Rockhampton, the local business community and industries, CQUniversity, the Regional Innovation Network, Chamber of Commerce, Man Hub, ATIC, Queensland Government and other interested parties.



## 2. Ideas

Ideas are critical in forging an innovation ecosystem, as these are the seeds that grow into innovative products and services. Capitalising on an idea requires easy sharing and collaboration between parties. Some existing structures that excel at the forming and sharing of ideas are research and education entities, entrepreneurial communities, innovation labs, and innovative companies.

Community-run events can also accelerate idea creation and development, such as hackathons, challenges and open data events.

### 2.1 Host 'Ideas' Events

The SmartHub intends to host a number of events to encourage ideation as well as validation of ideas. These events will include:

- Startup Weekends;
- GovHack; and
- Ideation days.



## 3. Growth Support

Growing a business is challenging, which is why having the right supporting knowledge, strategy and team makes a big difference. Business growth can be supported through accelerator and incubator programs, access to mentor networks, training in diverse areas (such as attracting capital, entrepreneurship, sales and marketing), connection with professional service providers, provision of technical, legal and

R&D support, and admittance to networking events.

### 3.1 Provide Early-Stage Business Coaching/Mentoring

SmartHub facilitators will meet with people who have business ideas and provide coaching, mentoring, introductions to appropriate parties and networks, access to educational resources, and information about grants and other sources of capital.

### 3.2 Run Accelerators, Incubators and Other Programs

The SmartHub also proposes to implement a number of programs in the coming years. These include, but are not limited to:

- The next version of the Turbo Traction Lab;
- Accelerators and Incubators, with potential focus on female founders;
- A training program for basic web development skills;
- Digital marketing programs; and
- Business masterclasses presented by Elize Hattin and/or other facilitators.



## 4. Culture and Infrastructure

Currently, the wider Rockhampton community is generally apprehensive about entrepreneurship and other forms of innovation. Moving forward, it will be critical to foster more favourable outlooks on innovation, and to encourage diverse groups and individuals to engage in the process. The more open the community is to entrepreneurship, the more people will give it a go, and the more success will follow.

A thriving ecosystem is one that readily promotes and celebrates success. Combined with supporting entrepreneurship, design, and production, this creates a positive national and international reputation.

Infrastructure is also imperative in maximising the chances of success, including through the following areas:

- High liveability to attract people to the region;
- Co-working spaces to support creativity and sharing ideas;
- High-speed Internet availability; and
- Testing and prototyping, and pilot scale facilities.

For culture and infrastructure to successfully develop in this way, government policies and regulations must also be supportive of innovation and diminish as many roadblocks as possible. Policies and regulations need to make innovation *easier* and *more* attractive, rather than discourage it.

Many of these elements for culture and infrastructure development are already underway through the existing operations of the SmartHub and the continued infrastructure improvements across the region.

#### 4.1 Establish RRC Innovation Awards

The culture of the SmartHub and wider community is being transformed into one that readily promotes and celebrates success and innovation. To support this, it is proposed to establish the annual RRC Innovation Awards.

The Innovation Awards will provide a platform for:

- Celebrating innovation and innovators in the region;
- Encouraging the existing business community to think and act more innovatively;
- Running innovation workshops to assist businesses in developing innovation strategies and discovering the financial and strategic benefits of innovation; and
- Educating existing businesses on the innovation framework, processes, and innovative thinking.

The SmartHub proposes to run an annual Innovation Awards night to focus on, celebrate and showcase innovations in the region, in collaboration with Advance Rockhampton and the community-based steering group.



#### 5. Market Access

Due to the COVID-19 epidemic, there has been a 'shrinking' in thinking and the business community has become more apprehensive about pursuing large-scale projects and aiming for global opportunities. In addition to ensuring that routes to market are firmly established, it will also be necessary to address this mindset which holds parties back from utilising these pathways.

### 5.1 Launch the SmartHub Club

The SmartHub Club is a new initiative, wherein SmartHub members will be encouraged to collaborate, form strategic alliances, distribute business opportunities to each other, and improve market access for all. Through the club, the SmartHub's diverse membership base will formalise the collaborative process, attend monthly networking and pitching events, and be encouraged to promote each other and refer clients.

### 5.2 Encourage Corporate Membership and Sponsorship

Existing industries and enterprises have developed deep connections with their markets, which presents ample room for innovation. By encouraging greater representation and engagement from these sectors, both in the SmartHub and broader Innovation Ecosystem, innovation overall can be increased. Potential innovation challenges and opportunities for corporate members, and the possibility of delivering in-house corporate innovation workshops will also be explored.



## 6. Talent

It is critical that various parties with talent and specialist skills have easy access to and collaboration with one another, as this will equip parties to bring ideas off the drawing-board and into reality, as well as to up-scale and expand businesses.

### 6.1 Enlarge Mentoring Program

The SmartHub has a formidable mentoring program, wherein seasoned entrepreneurs and people in business are offered a position from which they can give back and become mentors. Increasing the number of mentors and facilitating mentor-mentee relationships will ensure the continued growth of business capacity, skills and development of local talent.

### 6.2 Facilitate and Support Youth Entrepreneurship

The SmartHub will continue to collaborate with the STEM Hub, CQUniversity, ATIC, ACS and other interested parties to host programs, events and other initiatives, such as Teacher PD days and youth business programs. These will be geared at encouraging the development of youth entrepreneurship and ensuring a pipeline of future talent.

### 6.3 Expand CQUniversity Internship Program

The SmartHub plans to expand the CQUniversity Internship program to the School of Business and Law, in addition to continued support of the placement of IT students as interns within SmartHub members' businesses.



### 7. Financial Capital

During all stages of a company's growth, its access to capital is critical. Capital can be secured through angel investment, venture capital, government incentives and programs, micro-loans, private equity, social bonds, crowdfunding and bank loans.

### 7.1 Establish Capital Networks

In order to better establish local pathways for capital access, the SmartHub will:

- Continue to build the Rockhampton Angel Investment Group;
- Facilitate introductions to the Rockhampton Angels, Brisbane Angels and Venture Capital Firms; and
- Build a referral network with banks and accountants.

## C: Other Initiatives

### Marketing

Moving forward, it will be essential to share the story of the SmartHub and its members, as well as to influence the community's mindset and culture to readily embrace innovation. For this reason, one of the main areas of development in the future will be marketing.

With improved marketing, it is anticipated that not only will a broader population become aware of the SmartHub, but also come to understand its role as a local government initiative and see the various opportunities it affords the local community. Increased marketing will also take us one step closer to the goal of seeing more growth spring from the SmartHub – generating business growth, job growth and even population growth.



In the past, social media platforms, such as Facebook, Instagram, Twitter and LinkedIn, were utilised as the predominant form of marketing. These platforms were used to promote events and programs and share information. Facebook in particular was focused heavily upon to live-stream events and information sessions, including weekly HubLive interviews and monthly Lunch & Learn sessions. General promotion of the SmartHub and specific program campaigns were also marketed through radio, social media channels and digital billboard advertising.

Moving forward, marketing of the SmartHub and all related programs and events will continue to be in collaboration with the *Advance Rockhampton Marketing Team*.

### 1. Incorporate Customer Value Journey

Marketing will now strive to incorporate the *Customer Value Journey* at every touch point, with specific strategies implemented at each stage to move prospects through the process. This will result in the continued growth of the SmartHub, further promotion of awareness, and an expansion of the positive impact on the local business community and economy.

The eight steps of the *Customer Value Journey Framework* are as follows:



### 2. Launch SmartHub Website

Another operation which will improve marketing and significantly enhance the SmartHub's online presence is the launch of [www.smarthubrockhampton.com.au](http://www.smarthubrockhampton.com.au) in March 2021. This website dedicated solely to the SmartHub will become a valuable resource centre for local businesses and the startup community. This site will serve as the centre of the SmartHub's digital presence and be a gateway through which traffic can access various social media outlets, event and program details and targeted marketing campaigns.

**3. Audit Social Media Channels**

Alongside launching the SmartHub's personal website, a detailed audit of social media channels will also be undertaken and used to initiate optimisation.

**4. Establish Facebook Community Group**

A new Facebook community group page will be established to support engagement with the local business and startup community.

**Marketing Goals**

Several goals have been set to guide marketing efforts for the next 12 months. These goals will be reviewed at regular intervals, and new goals will be set every 12 months.

The goals for 2021 are:

- 140 SmartHub members;
- 3,000 mailing list subscribers;
- 80 external bookings;
- High event attendance rates;
- Increased awareness and credibility in local community;
- Changed mindset of local business community;
- The promotion of SmartHub members;
- Increased revenue;
- Increased social media activity and engagement;
- An online presence that is credible, interesting, includes story-telling, and is valuable to the target market; and
- Positive awareness in local, state, national, international government and entrepreneurial community.

PLAN GOALS 2021



### Membership

As previously outlined, one ambitious goal for 2021 is to have 140 paying members of the SmartHub. In order to get a head-start on this, it is proposed to run an incentivised referral program.

#### **1. Run Referral Program**

As current SmartHub members are the greatest benefactors of the SmartHub, they are also its greatest advocates. For this reason a referral program will be established. This program will serve not only as an opportunity to increase awareness of the SmartHub, but will also allow the membership base to contribute to the growth of a healthy innovation ecosystem that benefits the local economy.

### Conclusion

It is clear that the world is constantly changing. This new era has seen unprecedented digitalisation and significant shifts in lifestyle habits. Like any change, this encompasses both great challenges and great opportunities.

Imagine a future where Rockhampton retains the constituent elements of the past while embracing the best of the future. Imagine a flourishing tourism industry, various cafes and restaurants becoming established, better fishing facilities, and social media strategies that successfully connect customers with what they need and want. Imagine if local industries remained viable and profitable because they moved with the times. Imagine other regions learning from the innovations developed in Rockhampton.

The SmartHub is one opportunity born from these unprecedented times that can play a crucial role in seeing this future become a reality. As an important part of RRC's *Smart Way Forward Strategy*, the SmartHub will continue to grow from strength to strength, ensuring that the local community remains educated, equipped, adaptable and ready for future success.

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## Appendices

### 1: SmartHub Fee Schedule

# SMARTHUB FEE SCHEDULE

1 July 2020 - 30 June 2021

MEMBERSHIP TYPE	Weekly*	Monthly*	Inclusions
Monthly	N/A	\$51.00	Free in-house training and workshop sessions, information sessions, business mentoring, Wi-Fi, printing (up to 100 pages per month), use of a non- permanent co-working station desk once a week, kitchen facilities, use of meeting rooms and annex (as required/ available)
Virtual (eligible if you live more than 100Klm from the SmartHub or don't require office space weekly)	N/A	\$96.00 (paid yearly)	Coaching via zoom, Accountability, Problem Solving and member networking sessions via zoom, use of the space when in Rockhampton (as required/ available)
Co-workstations - non permanent	\$30.00	\$132.00	SmartHub membership, 24hr access, Wi-Fi, printing (up to 100 pages per month), use of kitchen facilities, meeting rooms and annex (as required/ available)
Co-workstations – permanent resident	\$41.00	\$176.00	The same space every time you work from the Hub. SmartHub membership, 24h access, Wi-Fi, printing (up to 100 pages per month), use of kitchen facilities, meeting rooms and annex (as required/ available)
Resident (Private Office Space – two desks)	\$51.00	\$220.00	Private office space with door, SmartHub membership, 24hr access, Wi-Fi, printing (up to 100 pages per month), use of kitchen facilities, meeting rooms and annex (as required/ available)
Resident (Private Office Space – three desks)	\$61.00	\$264.00	Private office space with door, Smart Hub membership, 24hr access, Wi-Fi, printing (up to 100 page per month), use of kitchen facilities, meeting rooms and annex (as required/ available)
Corporate (rate that applies to established companies)	N/A	\$200.00	SmartHub membership, 24hr access, Wi-Fi, printing (up to 100 pages per month), use of kitchen facilities, meeting rooms and annex (as required/ available) Does not include desk space

All fees are inclusive of GST

## 2: SmartHub COVID-19 Plan

Due to the effects of COVID-19, our implementation strategy had to be amended and the following plan was developed.

### Goals:

1. Continue to deliver value to our members.
2. Retention of current membership base.
3. Position the SmartHub as an online leader in the wider business community by delivering quality information and support.
4. Maintain Health and Safety standards – Healthy team, healthy members and healthy building.
5. Be flexible and adaptable.

### Priority Activities:

1. Deliver daily Virtual co-working event.
2. Deliver one on one support through telephone / virtual coaching.
3. Increase our social media activity, engagement and presence through delivering webinars, podcasts, Facebook Live events, email campaigns and newsletters.
4. Complete our new website.
5. Complete our Member's welcome pack and induction video (dependent on access to the SmartHub).
6. Build our email subscriber list.
7. Market and deliver METS Accelerator Program virtually.
8. Deliver Turbo Traction Lab and Virtual Demo Night.
9. Manage the EOI process for US travel trip.
10. Chief Champions for a day – Date TBC in April in collaboration with the Queensland Chief Entrepreneur.
11. CQU internship program implementation.
12. CQU Advance Technology and Innovation Centre (ATIC) collaboration.
13. Collaborate with Advance Rockhampton Economic Development team to deliver in-kind support to the business community. Engage in cross-promotion of events and services.
14. Complete the implementation of the booking system for internal booking of the boardroom, small meeting office and Microsoft SurfaceHub.
15. Implement marketing plan.

### Programs Underway 2020-2021:

- a. CQ METS Accelerator Program; and
- b. Digital Business Capability Program.

### 3: Innovation Ecosystem Segments

#### Microbusinesses

A microbusiness is generally defined as either a non-employing business or one which employs between 1 and 4 persons, and which has a total business income of less than \$2 million.

#### Small Businesses

Small businesses are defined by the Australian Bureau of Statistics as employing less than 20 persons, while the ATO outlines that small businesses generally make between \$2 million and \$10 million per annum.

#### Medium Enterprises

Medium enterprises are generally considered to be those hiring between 20 and 199 persons, and having a turnover between \$5 million and \$50 million.

#### Corporations

Larger companies are generally expected to employ at least 200 persons. Corporations are publicly traded, allowing for greater numbers of shareholders, and it is also likely for them to trade abroad or have a registered presence in other parts of the world.

#### Startups

A startup is a high growth company which typically serves an international market and has a scalable business model.

#### Government

Building an innovation ecosystem is an endeavour which requires support from local, state and federal government.

#### Budding Entrepreneurs

A budding entrepreneur is someone who shows interest in entrepreneurship. They are likely to only be in the early stages of development yet already showing promise or potential.

#### Universities and TAFE

University and TAFE involvement in innovation ecosystems is necessary as these parties are predominantly responsible for educating and training up talent, as well as initiating research in various fields.



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An initiative of Rockhampton Regional Council



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# **SMARTHUB OPERATIONAL PLAN 2021 - 2023**

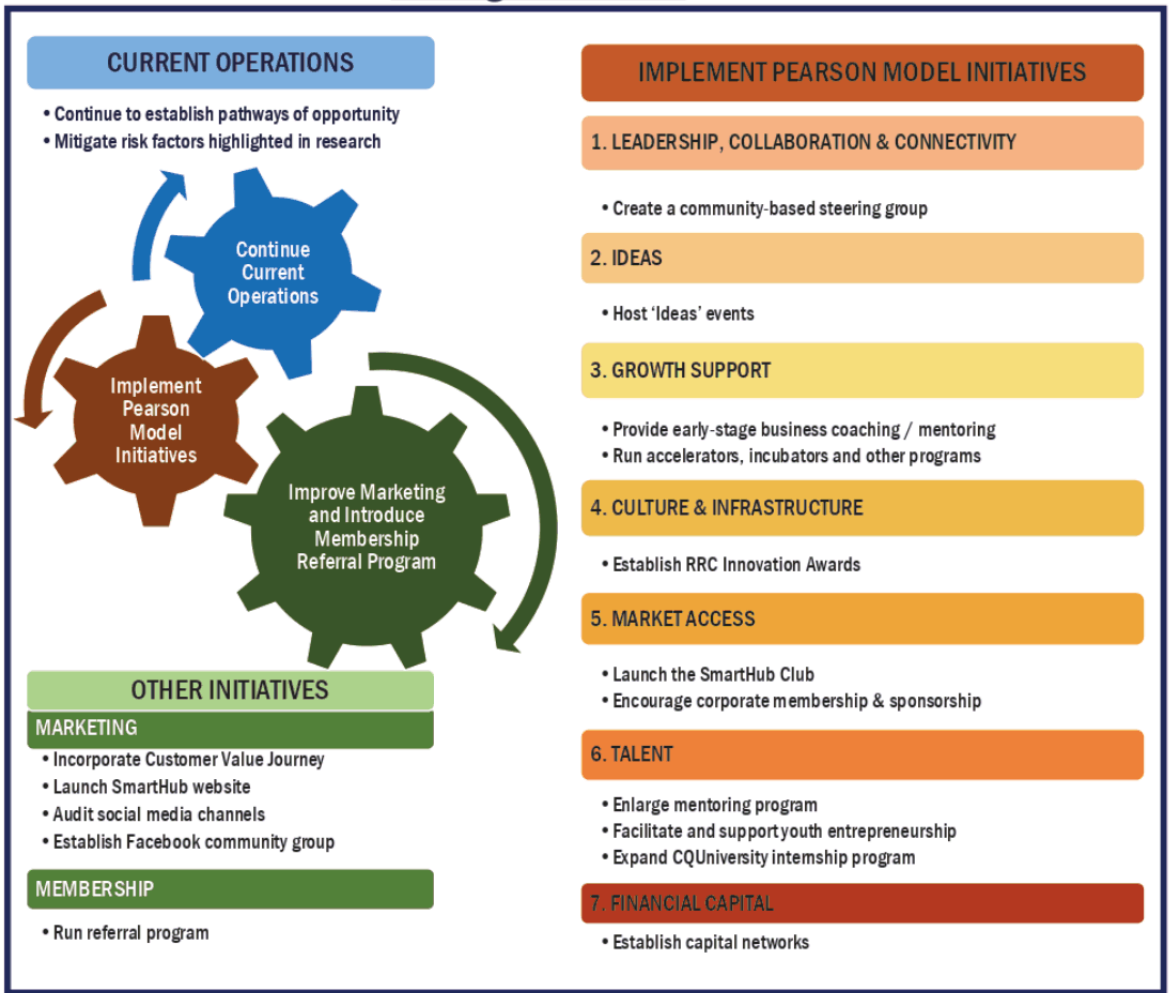
## **SmartHub Op Plan 2021-2023 Plan on a Page**

**Meeting Date: 13 April 2021**

**Attachment No: 2**



## Strategic Initiatives



# SmartHub Operational Plan 2021 – 2023

Plan on a Page

## Goals

- 2021 / 2022 SmartHub Operational Goals**
- 140 SmartHub members;
  - 3,000 mailing list subscribers;
  - 80 external bookings;
  - High events attendance rates;
  - Increased awareness and credibility in local community;
  - Changed mindset of local business community;
  - The promotion of SmartHub members;
  - Increased revenue;
  - Increased social media activity and engagement;
  - An online presence that is credible, interesting, includes story-telling, and is valuable to the target market; and
  - Positive awareness in local, state, national, international government and entrepreneurial community.



**10.7 COUNCILLOR PORTFOLIO VACANCY & TITLES**

**File No:** 4321  
**Attachments:** 1. **Current Councillor Portfolios**[↓](#)  
**Authorising Officer:** Evan Pardon - Chief Executive Officer  
**Author:** Ross Cheesman - Deputy Chief Executive Officer

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**SUMMARY**

*Following the resignation of the former Mayor there is a vacancy in the Advance Rockhampton – Economic Development and Events Portfolio. In addition Council has requested that the titles of the Portfolios be reviewed. This report seeks to appoint this vacancy and consider the Portfolio titles as well as Assistant Portfolio Councillors.*

**OFFICER'S RECOMMENDATION**

1. THAT Council alter the Portfolio title names to the following:

- Advance Rockhampton
- Waste and Recycling
- Airport
- Transport and Drainage
- Planning and Regulation
- Sport and Parks and Public Spaces
- Communities
- Water and Environmental Sustainability

2. THAT Councillor \_\_\_\_\_ be appointed as the Advance Rockhampton Portfolio Councillor.

**COMMENTARY**

Following the resignation of the former Mayor there is a vacancy as the Advance Rockhampton – Economic Development and Events Portfolio Councillor. In addition Council has requested that the names of the titles of the Portfolios be reviewed.

It was requested at the November Council meeting that feedback be submitted of which some has been received. The suggested new title names reflect this feedback and are thought to provide a more specific title however they can be altered to something preferred by Council as a whole.

**BACKGROUND**

It was first raised to review the Portfolio title names in November 2020. It was thought more prudent to report back to Council once the by-election processes were completed. As an outcome of the by-elections there is now one vacancy being the Advance Rockhampton – Economic Development and Events Portfolio Councillor.

Additionally the Councillor Portfolio Policy permits the appointment of Assistant Portfolio Councillors. To date only Advance Rockhampton – Economic Development and Events has an assistant being Councillor Williams with a special responsibility for Tourism. Council could further consider this at the meeting if they wish.

The current Portfolio title names and appointees are included in the attachment.

**PREVIOUS DECISIONS**

The current Portfolio title name and appointments were made on 14 April 2020. On 27 October 2020 Council decided to continue with the current portfolio model.

**BUDGET IMPLICATIONS**

Nil

**LEGISLATIVE CONTEXT**

Nil

**LEGAL IMPLICATIONS**

Nil

**STAFFING IMPLICATIONS**

Nil

**RISK ASSESSMENT**

Nil

**CORPORATE/OPERATIONAL PLAN**

Nil

**CONCLUSION**

Due to the conclusion of the recent by-elections there is now a vacancy for the Advance Rockhampton – Economic Development and Events Portfolio Councillor (title name may change). In addition Council can take this opportunity to alter the Portfolio title names and appoint further Assistant Portfolio Councillors.

# **COUNCILLOR PORTFOLIO VACANCY & TITLES**

## **Current Councillor Portfolios**

**Meeting Date: 13 April 2021**

**Attachment No: 1**

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



**10.8 APPOINTMENTS OF REPRESENTATIVES OF COUNCIL TO EXTERNAL ORGANISATIONS**

**File No:** 10072  
**Attachments:** Nil  
**Authorising Officer:** Evan Pardon - Chief Executive Officer  
**Author:** Damon Morrison - Manager Office of the Mayor

**SUMMARY**

*This report seeks the appointment of Councillors to represent Council on a number of external organisations.*

**OFFICER'S RECOMMENDATION**

THAT Council appoint members to represent Rockhampton Regional Council on external organisations, associations or bodies as below:

Organisation	Council Representative
Rockhampton Museum of Art Philanthropy Board	
Queensland Futures Institute	
Regional Capitals Australia	
Rockhampton Regional Roads and Transport Group	
University of Queensland Rural Clinical School Community Advisory Committee	
GKI Progress Association Inc	

**COMMENTARY**

At the commencement of each term of Council, appointments to a range of external organisations are made. The former Mayor was previously appointed by Council to represent it on the:

- Rockhampton Museum of Art Philanthropy Board (formerly the Art Gallery Philanthropy Board);
- Queensland Futures Institute;
- Regional Capitals Australia;
- Rockhampton Regional Roads and Transport Group;
- University of Queensland Rural Clinical School Community Advisory Committee (formerly the CQ Health Community Consultant Committee).

Aside from the Rockhampton Regional Roads and Transport Group, of which the Mayor was previously appointed by Council, the remaining organisations, associations and bodies do not currently have formal Councillor representation to them.

In addition, an invitation for Mayor to join the recently formed GKI Progress Association has been received.

**PREVIOUS DECISIONS**

At its ordinary meeting of 14 April 2020 Council resolved to appoint members to represent Rockhampton Regional Council on organisations, associations or bodies as below:

<b>Organisation</b>	<b>Council Representative</b>
Art Gallery Trust	Mayor Strelow
Australian Local Government Women's Association	Councillor Smith
CQ Airport Group	Councillor Fisher
Capricorn Pest Management Group	Councillor Smith Councillor Kirkland
Capricornia Domestic & Family Violence Steering Committee	Councillor Wickerson
Fitzroy Basin Association	Councillor Kirkland
Fitzroy Partnership for River Health	Councillor Kirkland
Fitzroy River Restocking Group	Councillor Williams
Great Barrier Reef Marine Park Authority/Reef Guardian	Councillor Kirkland
Leichhardt Way/Drive Inland Promotions Association	Councillor Williams
Local Authority Waste Management Advisory Committee	Councillor Fisher Councillor Latcham
Queensland Futures Institute	Mayor Strelow
Regional Arts Development Fund Committee	Councillor Wickerson
Regional Capitals Australia	Mayor Strelow
Rockhampton Regional Roads and Transport Group	Councillor Williams Mayor Strelow
Safe Night Rockhampton CBD Precinct Inc	Councillor Wickerson
CQ Health Community Consultant Committee	Mayor Strelow

On 23 February 2021 Council resolved that the matter lay on the table pending declaration of election results by the Electoral Commission of Queensland following the upcoming Division 3 by-election.

**BUDGET IMPLICATIONS**

Any membership fees associated with representation to those organisations under consideration have been paid for the 2020/2021 financial year from Council's current operational budget.

**LEGISLATIVE CONTEXT**

There are no legislative implications associated with Council representation on external organisations.

**LEGAL IMPLICATIONS**

Decisions made by external organisations are not binding on Council in the absence of a formal Council resolution.

**STAFFING IMPLICATIONS**

There are no implications to Council permanent staffing levels arising from this report.

**RISK ASSESSMENT**

Low risk of any adverse implications to Council.

**CORPORATE/OPERATIONAL PLAN**

Corporate Plan 2017-2022 – Section 5.1 Productive partnerships with all levels of government and relevant stakeholders

**CONCLUSION**

Council has existing representation on a number of organisations, associations and bodies and it is recommended that Council determine its ongoing representation and appoint members as appropriate.

## 11 NOTICES OF MOTION

### 11.1 NOTICE OF MOTION - COUNCILLOR DONNA KIRKLAND - REHABILITATION OF A RESIDENTIAL PATHWAY EFFECTED BY COUNCIL WORKS IN WACKFORD STREET, PARK AVENUE

**File No:** 8308

**Attachments:** Nil

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

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#### SUMMARY

*Councillor Donna Kirkland has indicated her intention to move a Notice of Motion at the Ordinary Council Meeting on 13 April 2021 relating to Council's endorsement to seek a report to be presented to Council regarding the rehabilitation of a residential pathway effected by council works in Wackford Street, Park Avenue.*

#### COUNCILLOR'S RECOMMENDATION

THAT a report be presented to the next Council meeting in relation to the remediation of property footpaths in Wackford Street, Park Avenue following recent works undertaken by Council.

#### BACKGROUND

Between 2018 and September of 2020, Wackford Street was the subject of major operational works for flood mitigation and drainage reconstruction works. As a part of these works, several properties on the southern side of Wackford Street, all received considerable disruption and changes to the topography and gradient of their property verges/pathways and driveways. The majority of properties previously effected by impacting floodwaters were on the northern side of Wackford Street and all works completed appear to have resolved the flooding issues.

One resident has previously lodged complaints relating to the differences in their property frontage and gradient during and since the completion of works. The resident, claims their property was never effected by the previous flooding, has had significant alterations to the front verge of the property, detracting from the original front aspect of the property and adding gradient as a part of the mitigation measures.

These complaints have been lodged under Council's Complaints Management Process by the resident. This also led to the complaint being submitted to the Office of the Queensland Ombudsman (Ombudsman) with the Ombudsman ruling that council was not at fault. The outcomes of the Ombudsman's report were communicated to the resident on the 7<sup>th</sup>, 22<sup>nd</sup> and 30<sup>th</sup> September 2020.

The abovementioned resident of Wackford Street contacted myself on 21 December to raise the subject again as they considered the result was not satisfactory. The resident has requested Council provide a small section of retainer and garden, to level out the gradient to reflect more consistently the manageable verge that existed prior to the Council Works.

It is understood other Councillors have also been contacted by the resident between December 2020 and January 2021.

Operationally there is a reluctance to provide any further works to the property as the standard remediation has been met and anything further may set a precedent. In addition the matter has been dealt with via Council's Complaints Management process and the Ombudsman's Office.

The resident claims this is a disadvantage incurred by themselves who prior to all works had no impacts from the flooding that triggered the need for significant mitigation actions in the street. Whilst all necessary measures of obligation have been met by council, I believe that

consideration should be extended to alleviate the inconvenience brought upon the resident. Consequently I am seeking Council's support in having a report from Council officers in regards to the details relating to this matter including the provision of assistance for appropriate remediation and in particular the remediation as sought by the resident mentioned in this report who has lodged official complaints.

## **12 QUESTIONS ON NOTICE**

Nil

## **13 URGENT BUSINESS/QUESTIONS**

*Urgent Business is a provision in the Agenda for members to raise questions or matters of a genuinely urgent or emergent nature, that are not a change to Council Policy and can not be delayed until the next scheduled Council or Committee Meeting.*

## **14 CLOSURE OF MEETING**