



ORDINARY MEETING

AGENDA

21 NOVEMBER 2017

Your attendance is required at an Ordinary meeting of Council to be held in the Council Chambers, 232 Bolsover Street, Rockhampton on 21 November 2017 commencing at 9.00am for transaction of the enclosed business.

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

CHIEF EXECUTIVE OFFICER
16 November 2017

Next Meeting Date: 12.12.17

Please note:

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

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1 OPENING

2 PRESENT

Members Present:

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

In Attendance:

Mr E Pardon – Chief Executive Officer

3 APOLOGIES AND LEAVE OF ABSENCE

Councillor Cherie Rutherford - Leave of Absence from 28 October 2017 to 30 November 2017

4 CONFIRMATION OF MINUTES

Minutes of the Ordinary Meeting held 7 November 2017

5 DECLARATIONS OF INTEREST IN MATTERS ON THE AGENDA

6 BUSINESS OUTSTANDING

Nil

7 PUBLIC FORUMS/DEPUTATIONS

7.1 QUEENSLAND BAG BAN CAMPAIGN

File No: 8029
Attachments: 1. Queensland Bag Ban Fact Sheet
Authorising Officer: Damon Morrison - Executive Coordinator to the Mayor
Ross Cheesman - Acting Chief Executive Officer
Author: Vikki Lawrie - Executive Assistant to the Mayor

SUMMARY

Ms Ebony Johnson, Project Coordinator at the National Retail Association has requested a meeting with Council to discuss the implementation of the Waste Reduction & Recycling Amendment Bill 2017 which will forbid retailers from providing or selling lightweight plastic bags (known as single-use singlet bags) from 01 July 2018.

OFFICER'S RECOMMENDATION

THAT the deputation from the National Retail Association regarding the Queensland Government ban on retailers from providing or selling lightweight plastic bags be received.

BACKGROUND

The Queensland Government has passed the Waste Reduction & Recycling Amendment Bill 2017 which will forbid retailers from providing or selling lightweight plastic bags (known as single-use singlet bags) from 01 July 2018.

This ban will affect all retailers that currently use some form of lightweight plastic bag – from grocery stores to fashion boutiques, from convenience stores to fast food outlets.

The National Retail Association (NRA) has partnered with the Queensland Government to help retailers navigate the new compliance issues, find alternative bag solutions and manage customer sentiment to ultimately minimise negative impacts on business.

Ms Ebony Johnson, Project Coordinator at the National Retail Association, is undertaking briefings to Local Councils throughout Queensland and would like to give a brief presentation to Council regarding the upcoming Plastic Bag Campaign.

QUEENSLAND BAG BAN CAMPAIGN

Queensland Bag Ban Fact Sheet

Meeting Date: 21 November 2017

Attachment No: 1



RETAILER TRANSITION PROGRAM

KEY FACTS

The Queensland Government will enforce a state-wide ban on single-use plastic bags from 1 July 2018.

The Queensland Government has passed the **Waste Reduction & Recycling Amendment Bill 2017** which will forbid retailers from providing or selling lightweight plastic bags (known as single-use singlet bags) from **1 July 2018**.

This ban will affect all retailers that currently use some form of lightweight plastic bag – from grocery stores to fashion boutiques, from convenience stores to fast food outlets.

The National Retail Association (NRA) has partnered with the Queensland Government to help retailers navigate the new compliance issues, find alternative bag solutions and manage customer sentiment to ultimately minimise negative impacts on your business.

ABOUT THE BAN

WHAT BAGS ARE BANNED?

The Queensland Government's ban will apply to all lightweight singlet-style plastic bags less than 35 microns thick, including biodegradable and degradable bags.

WHAT BAGS ARE ALLOWED?

The ban will not apply to the following bags:

- barrier bags without handles (typically used for fruit and vegetables)
- heavier-weight plastic bags (such as those used by department stores)
- bags that are integral to a product's packaging (such as a bread bag)
- fabric and 'green' bags (often used at supermarkets)
- paper or cardboard bags (often used in food outlets, pharmacies and convenience stores)
- kitchen tidy or bin liner bags.

WHY ARE BIODEGRADABLE BAGS BANNED?

While there has been considerable research into biodegradable plastics, studies suggest that biodegradable plastic bags do not break down any faster when ingested than a 'normal' petrochemical plastic bag and therefore may have the same impact on marine life and plastic pollution.

WHEN DOES THE BAN COME INTO EFFECT?

After extensive consultation with the retail industry, environment groups and other stakeholders over the past three years, the Queensland plastic bag ban will come into effect on 1 July 2018. Retailers will not be allowed to provide any banned bags from this date and fines will apply from this date.

WHAT ARE THE PENALTIES FOR NOT COMPLYING?

To ensure that all retailers are on an even playing field in regards to the ban, and that real change is accomplished, fines will apply after 1 July 2018 and could be over \$6000 per offence. In addition, retailers who ignore the bag ban may suffer consumer boycotts or media criticism.

W: www.qldbagan.com.au

E: qldbagan@nra.net.au

P: 1800 RETAIL (1800 738 245)



RETAILER TRANSITION PROGRAM

KEY FACTS

MANAGING THE BAN

The Queensland bag ban will affect all retailers who currently use lightweight, single-use plastic bags, including HDPE plastic, biodegradable, compostable, and degradable bags. If you currently use banned bags, you will need to plan, prepare and make changes over the next few months.

5 KEY STEPS TO MANAGE THE BAN

1. UNDERSTAND THE BAN

Queensland retailers will need to weigh up alternative bag options, brief their teams, educate customers and potentially change operational processes to manage the transition smoothly and avoid issues such as unused bag stock or customer complaints. Retailers of all sizes and types are encouraged to attend one of the **free NRA Workshops** being held across the state between July and December 2017.

2. CONSIDER OPTIONS & MAKE DECISIONS

Many retailers have been preparing to replace single-use plastic bags over the past ten years. Large retailers such as Bunnings, Aldi, IKEA and Australia Post have already replaced lightweight plastic bags with reusable alternatives. Recently, Coles and Woolworths announced they will cease using lightweight plastic bags nationwide from 1 July 2018.

Business owners and senior managers will need to weigh up the options available and make the decisions based on your business model and consumer base.

The **QLD Bag Ban website** provides detailed advice and information to assist retailers with answering key questions such as:

- Do I need to provide a bag?
- What alternatives are best for my business?
- Should I charge customers for bags?
- What business processes will need to change?
- What are other retailers doing in my category?

3. PREPARE YOUR TEAM

A critical element of managing the ban in your business will be to prepare and train your team, particularly those who have regular contact with customers, such as checkout operators and customer service staff.

Depending on the alternatives you choose to offer, you may also need to consider changes to packing processes, point-of-sale areas and displays, as well as workplace health and safety issues such as packing weights and manual handling. Access the free training kits and resources on the **QLD Bag Ban website**.

4. INFORM YOUR CUSTOMERS

The Queensland Government will run a large-scale educational campaign from late 2017 to educate and prepare customers for the impending ban, however retailers will need to be prepared to handle customer questions and objections. Access the free signage and displays on the **QLD Bag Ban website**.

5. MANAGE THE TRANSITION

When the ban comes into effect on 1 July 2018, retailers will no longer be able to offer single use plastic bags. Retailers are encouraged to access assistance and advice from the NRA including the free resources and training kits available on the **QLD Bag Ban website** as well as the **QLD Bag Ban Hotline** (1800 RETAIL).

W: www.qldbaggban.com.au

E: qldbaggban@nra.net.au

P: 1800 RETAIL (1800 738 245)

8 PRESENTATION OF PETITIONS

Nil

9 COMMITTEE REPORTS

9.1 PLANNING AND REGULATORY COMMITTEE MEETING - 14 NOVEMBER 2017

RECOMMENDATION

THAT the Minutes of the Planning and Regulatory Committee meeting, held on 14 November 2017 as circulated, be received and that the recommendations contained within these minutes be adopted.

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

Recommendation of the Planning and Regulatory Committee, 14 November 2017**9.1.1 MONTHLY OPERATIONS REPORT FOR PLANNING AND REGULATORY SERVICES - SEPTEMBER 2017****File No:** 1464**Attachments:**

1. Monthly Operations Report for Planning and Regulatory Services - September 2017
2. Traffic Light Report - September 2017

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

SUMMARY

The Monthly Operations Report for the Planning and Regulatory Services Section for September 2017 is presented for Councillor's information.

COMMITTEE RECOMMENDATION

THAT the Planning and Regulatory Services Monthly Operations Report for September 2017 be 'received'.

Recommendation of the Planning and Regulatory Committee, 14 November 2017**9.1.2 MONTHLY OPERATIONS REPORT FOR PLANNING AND REGULATORY SERVICES - OCTOBER 2017****File No:** 1464**Attachments:**

1. Monthly Operations Report for Planning and Regulatory Services - October 2017
2. Traffic Light Report - October 2017

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

SUMMARY

The Monthly Operations Report for the Planning and Regulatory Services Section for October 2017 is presented for Councillor's information.

COMMITTEE RECOMMENDATION

1. THAT the Planning and Regulatory Services Monthly Operations Report for October 2017 be 'received'; and
2. THAT Council extends its congratulations to Mr Thomas Gardiner upon being awarded the Planning Institute of Australia "Queensland Young Planner of the Year".

Recommendation of the Planning and Regulatory Committee, 14 November 2017**9.1.3 BUSINESS OUTSTANDING TABLE FOR PLANNING AND REGULATORY COMMITTEE**

File No: 10097
Attachments: 1. Business Outstanding Table
Authorising Officer: Evan Pardon - Chief Executive Officer
Author: Evan Pardon - Chief Executive Officer

SUMMARY

The Business Outstanding table is used as a tool to monitor outstanding items resolved at previous Council or Committee Meetings. The current Business Outstanding table for the Planning and Regulatory Committee is presented for Councillors' information.

COMMITTEE RECOMMENDATION

THAT the Business Outstanding Table for the Planning and Regulatory Committee be received.

Recommendation of the Planning and Regulatory Committee, 14 November 2017**9.1.4 RECONFIGURATION OF A LOT INCENTIVES POLICY**

File No: 7028

Attachments: 1. DRAFT - Reconfiguration of a Lot Incentives Policy (V2)

Authorising Officer: Steven Gatt - Manager Planning and Regulatory Services

Author: Tarnya Fitzgibbon - Coordinator Development Assessment

SUMMARY

Council is desirous of introducing an incentive for reconfiguration of a lot approvals, by allowing the developer to pay infrastructure charges on a per lot basis either when the lot is transferred or within two (2) years of the approval (whichever is the earlier). These infrastructure charges are listed as a rate against the property until they are paid, with no penalty interest being payable when paid within the two (2) year timeframe.

COMMITTEE RECOMMENDATION

THAT Council adopt the Reconfiguration of a Lot Incentives Policy.

Recommendation of the Planning and Regulatory Committee, 14 November 2017**9.1.5 DEVELOPMENT INCENTIVES****File No:** D/312-2012**Attachments:**

1. Streetscape Elevation
2. Final Report Rockhampton Accommodation
3. Development Incentives Application Form

Authorising Officer: Steven Gatt - Manager Planning and Regulatory Services**Author:** Tarnya Fitzgibbon - Coordinator Development Assessment

SUMMARY

Mercy Health and Aged Care has constructed a unit complex to enable visiting Doctors and patients to stay at a location beside the Mater Hospital.

COMMITTEE RECOMMENDATION

THAT Council adopts Option 2 as detailed in the report.

Recommendation of the Planning and Regulatory Committee, 14 November 2017**9.1.6 PARKING OCCUPANCY AND TURNOVER - PILBEAM THEATRE**

File No: 8041
Attachments: Nil
Authorising Officer: Steven Gatt - Acting General Manager Community Services
Author: Nishu Ellawala - Coordinator Local Laws

SUMMARY

This report provides an analysis of the parking occupancy and the current revenue and expenses of the parking infrastructure at the Pilbeam Theatre Car Park and the impact of the introduction of 2 hour free parking.

COMMITTEE RECOMMENDATION

THAT the Committee adopts Option 3 as detailed in the report.

Recommendation of the Planning and Regulatory Committee, 14 November 2017
9.1.7 D/93-2017 - DEVELOPMENT APPLICATION FOR A MATERIAL CHANGE OF USE FOR HEALTH CARE SERVICES AND OFFICE AND OPERATIONAL WORKS FOR AN ADVERTISING DEVICE

File No: D/93-2017

Attachments:

1. Locality Plan
2. Site Plan
3. Floor Plan
4. Elevation Plan

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

Author: Bevan Koelmeyer - Planning Officer

SUMMARY

Development Application Number: D/93-2017

Applicant: RD Virtue

Real Property Address: Lot 1 on RP603291, Parish of Rockhampton

Common Property Address: 224 Canning Street, Allenstown QLD 4700

Area of Site: 809 square metres

Planning Scheme: Rockhampton Region Planning Scheme 2015

Planning Scheme Zone: Low-Medium Density Residential Zone

Planning Scheme Overlays: Nil Applicable

Existing Development: Dwelling House

Existing Approvals: Various Building Permits related to the Dwelling House

Approval Sought: Development Permit for a Material Change of Use for Health Care Services and/or Office; and Operational Works for Advertising Devices

Level of Assessment: Impact

Submissions: One (1)

Referral Agency(s): Nil

Infrastructure Charges Area: Charge Area 1

Application Progress:

<i>Application Lodged:</i>	31 July 2017
<i>Confirmation Notice issued:</i>	16 August 2017
<i>Request for Further Information sent:</i>	Not Applicable
<i>Request for Further Information responded to:</i>	Not Applicable
<i>Submission period commenced:</i>	15 September 2017
<i>Submission period end:</i>	6 October 2017
<i>Council request for additional time:</i>	Not Applicable

<i>Government Agency request for additional time:</i>	<i>Not Applicable</i>
<i>Government Agency Response:</i>	<i>Not Applicable</i>
<i>Last receipt of information from applicant:</i>	<i>16 October 2017</i>
<i>Statutory due determination date:</i>	<i>5 December 2017</i>

COMMITTEE RECOMMENDATION

RECOMMENDATION A

THAT in relation to the application for a Development Permit for a Material Change of Use for Health Care Services and/or an Office and Operational Works for Advertising Devices, made by RD Virtue, located on Lot 1 on RP603291, Parish of Rockhampton, located at 224 Canning Street, Allenstown - Council resolves to Approve the application subject to the following conditions:

Part A – Material Change of Use for Health Care Services and/or an Office

1.0 ADMINISTRATION

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

<u>Plan/Document Name</u>	<u>Plan/Document Reference</u>	<u>Dated</u>
Site Plan	217-1224, Sheet No.1, Rev. 1	27 July 2017
Lower Floor Plan	217-1224, Sheet No.2, Rev. 1	27 July 2017
Elevations	217-1224, Sheet No.3, Rev. 1	27 July 2017
Elevations	217-1224, Sheet No.4, Rev. 1	27 July 2017

- 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/Building Works.

3.0 ACCESS AND PARKING WORKS

- 3.1 A Development Permit for Operational Works (access and parking works) must be obtained prior to the commencement of any access works on the development site.
- 3.2 All access 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).
- 3.3 All car parking and access areas must be paved or sealed to Council's satisfaction. Design and construction must be in accordance with the provisions of a Development Permit for Operational Works (access and parking works).
- 3.4 The existing access from Canning Street to the development must be upgraded to comply with the requirements of the *Capricorn Municipal Development Guidelines*.
- 3.5 All vehicles must ingress and egress the development in a forward gear.
- 3.6 A minimum of four (4) parking spaces must be provided on-site.
- 3.7 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"*.
- 3.8 Parking spaces must be line-marked in accordance with the approved Site Plan (refer to condition 2.1) and in accordance with the *Australian Standard AS2890 "Parking facilities"*. And the provisions of a Development Permit for Operational Works (access and parking works).

4.0 PLUMBING AND DRAINAGE WORKS

- 4.1 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 2002*, Council's Plumbing and Drainage Policies and the provisions of a Development Permit for Plumbing and Drainage Works.
- 4.2 Internal Plumbing and Sanitary Drainage of existing buildings must be contained within the lot it serves.

- 4.3 Alteration or relocation of internal sanitary drainage works associated with the existing building must be in accordance with regulated work under the *Plumbing and Drainage Act 2002*.
- 5.0 ROOF AND ALLOTMENT DRAINAGE WORKS
- 5.1 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.
- 6.0 SITE WORKS
- 6.1 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.
- 7.0 BUILDING WORKS
- 7.1 All external elements, such as air conditioners, must be adequately screened from public view, to Council's satisfaction.
- 7.2 A minimum 1.8 metre high solid screen fence must be erected along the side and rear boundaries of the development site and any adjoining residential properties. The fence must be constructed of materials and finishes that are aesthetically pleasing and commensurate with the surrounding residential area.
- 8.0 ASSET MANAGEMENT
- 8.1 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.
- 8.2 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.
- 9.0 ENVIRONMENTAL
- 9.1 An Erosion Control and Stormwater Control Management Plan prepared in accordance with the *Capricorn Municipal Design Guidelines*, must be implemented, monitored and maintained for the duration of the development works, and until all exposed soil areas are permanently stabilised (for example, turfed, hydromulched, concreted, landscaped). The plan must be available on-site for inspection by Council Officers whilst all works are being carried out.
- 10.0 ENVIRONMENTAL HEALTH
- 10.1 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"*.
- 10.2 Noise emitted from the activity must not cause an environmental nuisance.
- 10.3 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.
- 10.4 When requested by Council, nuisance monitoring must be undertaken and recorded within three (3) months, to investigate any genuine complaint of nuisance caused by noise, light or dust. An analysis of the monitoring data and a report, including nuisance mitigation measures, must be provided to Council within fourteen (14) days of the completion of the investigation.
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- 10.5 Air-conditioning units must be located so as not to cause a noise nuisance and maintained in proper working order at all times.
- 11.0 OPERATING PROCEDURES
- 11.1 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 Canning Street or William Street.
- 11.2 All waste storage areas must be:
- 11.2.1 kept in a clean and tidy condition; and
- 11.2.2 maintained in accordance with *Environmental Protection Regulation 2008*.

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.

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. Works in Road Reserve Permit

It is advised that a Works in Road Reserve Permit (including a fee for the vehicle crossover and compliant with *Standard Capricorn Municipal Development Guidelines, Standard Drawings*) may be accepted in place of the application for a Development Permit for Operational Works (access works).

NOTE 5. Infrastructure Charges Notice

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

Part B – Operational Works for Advertising Devices

12.0 ADMINISTRATION

- 12.1 The approved development must be completed and maintained generally in accordance with the approved plans and documents, except where amended by any condition of this development approval:

<u>Plan/Document Name</u>	<u>Plan/Document Reference</u>	<u>Dated</u>
Site Plan	217-1224, Sheet No.1, Rev. 1	27 July 2017

- 12.2 A set of the above approved plans are returned to you as the Consultant. The Consultant is to supply one (1) Approved set to the contractor to be retained on site at all times during construction.
- 12.3 Where there is any conflict between the conditions of this approval and the details shown on the approved plans and documents, the conditions of this development approval must prevail.
- 12.4 Where conditions require the above plans or documents to be amended, the revised document(s) must be submitted for approval by Council.
- 12.5 The Developer is responsible for ensuring compliance with this approval and the Conditions of the approval by an employee, agent, contractor or invitee of the Developer.
- 12.6 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 of the Council may be fulfilled in whole or in part by a delegate appointed for that purpose by the Council.
- 12.7 All conditions of this approval must be undertaken and completed to the satisfaction of Council, at no cost to Council.
- 12.8 Unless otherwise stated, all works must be designed, constructed and maintained in accordance with the relevant Council policies, guidelines and standards.
- 12.9 Any proposed changes to the approved stamped plans during the works will be generally considered minor amendments and require Council's approval. The stamped amended plans and a covering letter will be forwarded to the applicant.
- 13.0 OPERATING PROCEDURE
- 13.1 All signage must only display or advertise a matter associated with the primary purpose for which the premises are used, or the purpose stated in this approval.
- 14.0 ASSET MANAGEMENT
- 15.0 Any damage to, or alterations necessary, to electricity, telephone, water mains, sewerage mains, stormwater drains, and/or public utility installations resulting from the development or in connection with the development, must be undertaken immediately and completed at no cost to Council.
- 16.0 CONSTRUCTION AND MAINTENANCE
- 16.1 All signage must be installed flush with the fence and must not extend above the height of the fence at the location (refer to Condition 11) where the sign is affixed.
- 16.2 All signage must be maintained at all times on the premises by the owner to the same standard as it was when it was installed to ensure public safety and not adversely impact the visual amenity.
- 16.3 All Construction work and other associated activities are permitted only between 0630 hours and 1800 hours Monday to Saturday. No work is permitted on Sundays or public holidays. All requirements of the Environmental Protection Act 1994 and Environmental Protection Regulations 2008 must be observed at all times.

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.

NOTE 2. General Environmental Duty - *Environmental Protection Act 1994, sec.319*

A person must not carry out any activity that causes, or is likely to cause, environmental harm unless the person takes all reasonable and practicable measures to prevent or minimise the harm (the *general environmental duty*).

In deciding the measures required to be taken, regard must be had to, for example—

- (a) the nature of the harm or potential harm; and
- (b) the sensitivity of the receiving environment; and
- (c) the current state of technical knowledge for the activity; and
- (d) the likelihood of successful application of the different measures that might be taken; and
- (e) the financial implications of the different measures as they would relate to the type of activity.

NOTE 3. General Safety Of Public During Construction

The *Work Health and Safety Act* 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.

RECOMMENDATION B

THAT in relation to the application for a Development Permit for a Material Change of Use for Health Care Services and/or an Office and Operational Works for Advertising Devices, made by RD Virtue, located on Lot 1 on RP603291, Parish of Rockhampton, located at 224 Canning Street, Allentown. Council resolves to issue an Infrastructure Charges Notice for the amount of \$11,990.00.

Recommendation of the Planning and Regulatory Committee, 14 November 2017
9.1.8 D/77-2017 - DEVELOPMENT APPLICATION FOR A FOOD AND DRINK OUTLET

File No: D/77-2017

Attachments: 1. Locality Plan
2. Floor Plan

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

Author: Jonathon Trevett-Lyall - Planning Officer

SUMMARY

Development Application Number: D/77-2017

Applicant: The Olive Catering Group

Real Property Address: Lot 0 on GTP60042 and Lot 5 on GTP60042,
Parish of Rockhampton

Common Property Address: 116 William Street and 124 William Street,
Rockhampton City

Area of Site: 180 square metres

Planning Scheme: Rockhampton Region Planning Scheme 2015

Planning Scheme Zone: Low-Medium Density Residential Zone

Planning Scheme Overlays: Not applicable

Existing Development: Shop

Existing Approvals: Nil

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

Level of Assessment: Impact Assessable

Submissions: Seven (7) submissions

Referral Agency(s): Nil

Infrastructure Charges Area: Charge Area 2

Application Progress:

<i>Application Lodged:</i>	30 June 2017
<i>Acknowledgment Notice issued:</i>	12 July 2017
<i>Submission period commenced:</i>	18 September 2017
<i>Submission period end:</i>	9 October 2017
<i>Council request for additional time:</i>	24 October 2017
<i>Last receipt of information from applicant:</i>	16 October 2017
<i>Statutory due determination date:</i>	11 December 2017

COMMITTEE RECOMMENDATION

THAT in relation to the application for a Development Permit for a Material Change of Use for a Food and Drink Outlet, made by The Olive Catering Group, on land located at 116 William Street and 124 William Street, Rockhampton City, formally described as Lot 0 on GTP60042 and Lot 5 on GTP60042, Parish of Rockhampton, 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 of this approval must be undertaken and completed to the satisfaction of Council, at no cost to Council.
- 1.4 All conditions, works, or requirements of this approval must be undertaken and completed prior to the commencement of the use, unless otherwise stated.
- 1.5 Unless otherwise stated, all works must be designed, constructed and maintained in accordance with the relevant Council policies, guidelines and standards.

2.0 APPROVED PLANS AND DOCUMENTS

- 2.1 The approved development must be completed and maintained generally in accordance with the approved plans and documents, except where amended by any condition of this development approval:

<u>Plan/Document Name</u>	<u>Plan/Document Reference</u>	<u>Dated</u>
Location Plan	SK-001 Rev 1	22 June 2017
Existing Floor Plan of Previous Use and Proposed Alterations	SK-002 Rev 1	22 June 2017

- 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.

3.0 ASSET MANAGEMENT

- 3.1 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.
- 3.2 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.

4.0 OPERATING PROCEDURES

- 4.1 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 William Street or Kent Street.

- 4.2 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"*.
- 4.3 The loading and/or unloading of delivery and waste collection vehicles is limited between the hours of 0700 and 1800 Monday to Saturday and between the hours of 0800 and 1500 on Sundays. No heavy vehicles must enter the development site outside these times to wait for unloading/loading.
- 4.4 Noise emitted from the activity must not cause an environmental nuisance.
- 4.5 Operations on the development 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.
- 4.6 When requested by Council, nuisance monitoring must be undertaken and recorded within three (3) months, to investigate any genuine complaint of nuisance caused by noise, light or dust. An analysis of the monitoring data and a report, including nuisance mitigation measures, must be provided to Council within fourteen (14) days of the completion of the investigation.
- 4.7 All waste storage areas must be:
- 4.7.1 kept in a clean and tidy condition; and
 - 4.7.2 maintained in accordance with *Environmental Protection Regulation 2008*.

ADVISORY NOTES

NOTE 1. 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 2. Licensable Activities

Should an activity licensable by Rockhampton Regional Council be proposed for the development site, Council's Environment and Public Health Unit must be consulted to determine whether any approvals are required. Such activities may include food preparation, storage of dangerous goods or environmentally relevant activities. Approval for such activities is required before 'fit out' and operation.

Recommendation of the Planning and Regulatory Committee, 14 November 2017**9.1.9 D/32-2017 - DEVELOPMENT APPLICATION FOR A MATERIAL CHANGE OF USE FOR INDOOR SPORT AND RECREATION (PERSONAL TRAINING GYM)**

File No: D/32-2017

Attachments: 1. Locality Plan
2. Site Plan, Revised Parking Layout 170889-03

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

Author: Bevan Koelmeyer - Planning Officer

SUMMARY

Development Application Number: D/32-2017

Applicant: XO Fitness Centre Pty Ltd

Real Property Address: Lot 2 on RP619304, Parish of Rockhampton

Common Property Address: 121 Kent Street, Rockhampton City

Area of Site: 1,012 square metres

Planning Scheme: Rockhampton Region Planning Scheme 2015

Planning Scheme Zone: Low-Medium Density Residential Zone

Planning Scheme Overlays: Nil Applicable

Existing Development: Existing Workshop

Existing Approvals: Various Building Permits

Approval Sought: Development Permit for a Material Change of Use for Indoor Sport and Recreation (Personal Training Gym)

Level of Assessment: Impact Assessable

Submissions: One (1)

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

Infrastructure Charges Area: Charge Area 2

COMMITTEE RECOMMENDATION**RECOMMENDATION A**

THAT in relation to the application for a request for a Negotiated Decision Notice to Development Permit D/32-2017 for a Material Change of Use for Indoor Sport and Recreation (personal training gym), made by XO Fitness Centre Pty Ltd, on Lot 2 on RP619304, Parish of Rockhampton, located at 121 Kent Street, Rockhampton City, Council resolves that:

1. Conditions 1.5, 1.6, 3.1, 3.7 be deleted.

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) Access and Parking Works;

1.5.2 Plumbing and Drainage Works;

1.6 All Development Permits for Plumbing and Drainage Works must be obtained prior to the issue of a Development Permit for Building Works.

3.1 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.

3.7 Parking spaces must be line-marked in accordance with the Australian Standard AS2890 "Parking facilities" and the provisions of a Development Permit for Operational Works (access and parking works).

2. Conditions 3.2, 3.3 and 4.1 be amended by replacing:

3.2 All access and parking works must be designed and constructed in accordance with the *Capricorn Municipal Development Guidelines*, *Australian Standard AS2890 "Parking facilities"* and the provisions of a Development Permit for Operational Works (access and parking works).

3.3 All car parking and access areas must be paved or sealed to Council's satisfaction. Design and construction must be in accordance with the provisions of a Development Permit for Operational Works (access and parking works).

4.1 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 2002*, and Council's Plumbing and Drainage Policies.

With

3.2 All access and parking works must be designed and constructed in accordance with the *Capricorn Municipal Development Guidelines*, and *Australian Standard AS2890 "Parking facilities"* and must be approved, supervised and certified by a Registered Professional Engineer of Queensland.

3.3 All car parking and access areas must be paved or sealed to Council's satisfaction.

4.1 All internal plumbing and drainage works must be designed and constructed in accordance with the *Capricorn Municipal Development Guidelines*, *Water Supply (Safety and Reliability) Act 2008*, *Plumbing and Drainage Act 2002*, and Council's Plumbing and Drainage Policies.

3. Item 8 be amended by replacing:**FURTHER DEVELOPMENT PERMITS REQUIRED**

Type of development permit required	Subject of the required development permit
Operational Works	<i>Access and Parking Works</i>
Plumbing and Drainage Works	

With

FURTHER DEVELOPMENT PERMITS REQUIRED

NIL

RECOMMENDATION B

THAT in relation to the above changes, Council resolves to issue a Negotiated Decision Notice:

1.0 ADMINISTRATION

- 1.1 The Developer and his employee, agent, contractor or invitee is responsible for ensuring compliance with the conditions of this development approval.
- 1.2 Where these Conditions refer to “Council” in relation to requiring Council to approve or to be satisfied as to any matter, or conferring on the Council a function, power or discretion, that role may be fulfilled in whole or in part by a delegate appointed for that purpose by the Council.
- 1.3 All conditions, works, or requirements of this development approval must be undertaken and completed:
- 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 All works must be designed, constructed and maintained in accordance with the relevant Council policies, guidelines and standards, unless otherwise stated.
- 1.6 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:

<u>Plan/Document Name</u>	<u>Plan/Document Reference</u>	<u>Dated</u>
Plan Showing Revised Parking Layout Proposed over part of Lot 2 on RP619304	170889-03	23 June 2017
Proposed Gymnasium – Floor Plan	170216-02	26 February 2017

- 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 prompt commencement of the use.

3.0 ACCESS AND PARKING WORKS

- 3.1 All access and parking works must be designed and constructed in accordance with the *Capricorn Municipal Development Guidelines*, *Australian Standard AS2890 “Parking facilities”* and must be approved, supervised and certified by a Registered Professional Engineer of Queensland.

- 3.2 All car parking and access areas must be paved or sealed to Council's satisfaction.
- 3.3 All vehicles must ingress and egress the development in a forward gear.
- 3.4 All vehicular access must be via Kent Street, with all egress via Denison Lane only.
- 3.5 A minimum of six (6) car parking spaces must be provided on-site.
- 3.6 All vehicle operation areas must be illuminated in accordance with the requirements of *Australian Standard AS1158 "Lighting for roads and public spaces"*.

4.0 PLUMBING AND DRAINAGE WORKS

- 4.1 All internal plumbing and drainage works must be designed and constructed in accordance with the *Capricorn Municipal Development Guidelines, Water Supply (Safety and Reliability) Act 2008, Plumbing and Drainage Act 2002*, and Council's Plumbing and Drainage Policies.
- 4.2 Alteration or relocation of internal sanitary drainage works associated with the existing building must be in accordance with regulated work under the *Plumbing and Drainage Act 2002*.
- 4.3 Alteration, disconnection or relocation of internal plumbing and sanitary drainage works associated with the existing building must be in accordance with regulated work under the *Plumbing and Drainage Act 2002* and Council's Plumbing and Drainage Policies.

5.0 ROOF AND ALLOTMENT DRAINAGE WORKS

- 5.1 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.

6.0 ASSET MANAGEMENT

- 6.1 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.
- 6.2 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.

7.0 ENVIRONMENTAL HEALTH

- 7.1 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"*.
- 7.2 Noise emitted from the activity must not cause an environmental nuisance.
- 7.3 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.
- 7.4 When requested by Council, nuisance monitoring must be undertaken and recorded within three (3) months, to investigate any genuine complaint of nuisance caused by noise, dust or light. An analysis of the monitoring data and a report, including nuisance mitigation measures, must be provided to Council within fourteen (14) days of the completion of the investigation.
- 7.5 The hours of operations for the Indoor Sport and Recreation (personal training gym) on the development site must be limited to:

0515 hours to 1900 hours on Monday to Friday, and
0630 hours to 1900 hours on Saturday,
with no operations on Sundays or Public Holidays.

7.6 Roller doors are to be kept closed outside the hours of 7:00AM and 10:00PM.

8.0 OPERATING PROCEDURES

8.1 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 Kent Street or Denison Lane.

8.2 Operations on the development site must have no significant impact on the amenity of adjoining premises or the surrounding area due to the emission of light or noise.

8.3 Group class sizes are restricted to ten (10) members per class.

ADVISORY NOTES

NOTE 1. 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 2. Licensable Activities

Should an activity licensable by Rockhampton Regional Council be proposed for the premises, Council's Environment and Public Health Unit should be consulted to determine whether any approvals are required. Such activities may include preparation and sale of food to the public. Approval for such activities is required before 'fitout' and operation.

NOTE 3. Works in Road Reserve Permit

It is advised that a Works in Road Reserve Permit (including a fee for the vehicle crossover and compliant with Standard *Capricorn Municipal Development Guidelines, Standard Drawings*) may be accepted in place of the application for a Development Permit for Operational Works (access works).

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.

RECOMMENDATION C

THAT in relation to the application for a request for a Negotiated Decision Notice to Development Permit D/32-2017 for a Material Change of Use for Indoor Sport and Recreation (personal training gym), made by XO Fitness Centre Pty Ltd, on Lot 2 on RP619304, Parish of Rockhampton, located at 121 Kent Street, Rockhampton City, Council resolves to issue a Negotiated Infrastructure Charges Notice for the amount of \$1,047.99.

Recommendation of the Planning and Regulatory Committee, 14 November 2017**9.1.10 D/19-2017 - DEVELOPMENT APPLICATION FOR RECONFIGURING A LOT (TWO LOTS INTO FIVE LOTS) AND ACCESS EASEMENT**

File No: D/19-2017

Attachments: 1. Locality Plan
2. Site Plan-Proposed Subdivision Layout-R17006-001 Rev C

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

Author: Bevan Koelmeyer - Planning Officer

SUMMARY

Development Application Number: D/19-2017

Applicant: Vicki Heilbronn

Real Property Address: Lot 1844 on LIV40662 and Lot 485 on LIV40112, Parish of Murchison

Common Property Address: 277 Yeppoon Road and 66 Alfred Road, Parkhurst

Area of Site: 39.255 hectares

Planning Scheme: Rockhampton City Plan 2005

Planning Scheme Zone: Yeppoon Road Corridor Environmental Protection Area

Planning Scheme Overlays:

Bushfire Prone Land

Environmentally Sensitive Location (Remnant Vegetation)

Waterway Corridor

Existing Development: Dwelling house and ancillary domestic outbuilding

Existing Approvals: D/121-2016 (Approval for application of superseded planning scheme request)

Approval Sought: Development Permit for Reconfiguring a Lot for (two lots into five Lots) and an Access Easement

COMMITTEE RECOMMENDATION**RECOMMENDATION A**

THAT in relation to the application for a Development Permit for Reconfiguring a Lot for (two lots into five Lots) and an Access Easement, made by Vicki Heilbronn, located at 277 Yeppoon Road and 66 Alfred Road, Parkhurst, on Lot 1844 on LIV40662 and Lot 485 on LIV40112, Parish of Murchison Council resolves that:

1. Item 8 and Condition 2.1 be amended by replacing:

<i>Plan/Document Name</i>	<i>Plan Number</i>	<i>Dated</i>
<i>Flood Hazard Assessment</i>	<i>K3925-0002</i>	<i>21 February 2017</i>
<i>Proposed Subdivision Layout</i>	<i>R17006-001, Revision B</i>	<i>29 March 2017</i>
<i>Bushfire Hazard Assessment & Bushfire Management Plan</i>	<i>Version 2</i>	<i>10 March 2017</i>
<i>Regulated Vegetation Impact Assessment and Mitigation</i>	<i>Version 2</i>	<i>29 March 2017</i>

With

<u>Plan/Document Name</u>	<u>Plan/Document Reference</u>	<u>Dated</u>
Flood Hazard Assessment	K3925-0002	21 February 2017
Proposed Subdivision Layout	R17006-001, Revision C	10 October 2017
Bushfire Hazard Assessment & Bushfire Management Plan	Version 2	10 March 2017
Regulated Vegetation Impact Assessment and Mitigation	Version 2	29 March 2017

2. Condition 3.0 (inclusive) be inserted:**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 Lot 13 to Lot 14 (Stage One – two [2] lots); and

3.1.2 Lot 11 to Lot 12 (Stage Two – two [2] lots),

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

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

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

3. Conditions 4.1, 4.2, 4.3, 4.4 and 4.5 to be amended by replacing:

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

3.2 *All road works must be designed and constructed in accordance with the approved plans (refer to condition 2.1), Capricorn Municipal Development Guidelines, and relevant Australian Standards and Austroads Guidelines and the provisions of a Development Permit for Operational Works (road works).*

3.3 *Olive Street must be constructed to Rural Access standard from the intersection with McMillan Avenue to the access point for Lot 11.*

3.4 *McMillan Avenue must be designed and constructed as a half road construction, with a minimum width of 5.5 metres from the end of the existing seal to the intersection with Olive Street. The edge line of the new construction must match the alignment of the existing kerb and channel on the western side of McMillan Avenue. Council will accept a two-coat seal in accordance with the requirements of the Capricorn Municipal Development Guidelines in lieu of asphalt surfacing for this section of roadway, with no kerb and channel construction required in this instance.*

- 3.5 *The intersection of McMillan Avenue and Olive Street must be sealed with a minimum of a two-coat seal in accordance with the requirements of the Capricorn Municipal Development Guidelines such that it has a minimum width of 6.5 metres within the Olive Street road reserve and extends a minimum of ten (10) metres to the east along Olive Street.*

With

- 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 for Stage 2.
- 4.2 All road works for Stage 2 of the development must be designed and constructed in accordance with the approved plans (refer to condition 2.1), *Capricorn Municipal Development Guidelines*, and relevant *Australian Standards* and *Austrroads Guidelines* and the provisions of a Development Permit for Operational Works (road works).
- 4.3 As part of Stage 2, Olive Street must be constructed to a Rural Access standard from the intersection with McMillan Avenue to the access point for Lot 11.
- 4.4 As part of Stage 2 of the development, McMillan Avenue must be designed and constructed as a half road construction, with a minimum width of 5.5 metres from the end of the existing seal to the intersection with Olive Street. The edge line of the new construction must match the alignment of the existing kerb and channel on the western side of McMillan Avenue. Council will accept a two-coat seal in accordance with the requirements of the *Capricorn Municipal Development Guidelines* in lieu of asphalt surfacing for this section of roadway, with no kerb and channel construction required in this instance.
- 4.5 As part of Stage 2 of the development, the intersection of McMillan Avenue and Olive Street must be sealed with a minimum of a two-coat seal in accordance with the requirements of the *Capricorn Municipal Development Guidelines* such that it has a minimum width of 6.5 metres within the Olive Street road reserve and extends a minimum of ten (10) metres to the east along Olive Street.

4. Condition 5.4 be amended by replacing:

A new access must be constructed for proposed Lot 11 in accordance with the requirements of the Capricorn Municipal Development Guidelines.

With

A new access must be constructed for Lot 11 for Stage 2 of the development in accordance with the requirements of the *Capricorn Municipal Development Guidelines*.

5. Condition 9.1 to remain unchanged.

RECOMMENDATION B

THAT in relation to the application for a Development Permit for Reconfiguring a Lot for (two lots into five Lots) and an Access Easement, made by Vicki Heilbronn, located at 277 Yeppoon Road and 66 Alfred Road, Parkhurst, on Lot 1844 on LIV40662 and Lot 485 on LIV40112, Parish of Murchison Council resolves to Approve the application subject to the following conditions:

ADMINISTRATION

- 1.1 The Developer and his employee, agent, contractor or invitee is responsible for ensuring compliance with the conditions of this development approval.
- 1.2 Where these Conditions refer to "Council" in relation to requiring Council to approve or to be satisfied as to any matter, or conferring on the Council a function, power or discretion, that role may be fulfilled in whole or in part by a delegate appointed for that purpose by the Council.

- 1.3 All conditions, works, or requirements of this development approval must be undertaken, completed, and be accompanied by a Compliance Certificate for any operational works required by this development approval:
- 1.3.1 to Council's satisfaction;
 - 1.3.2 at no cost to Council; and
 - 1.3.3 prior to the issue of the Compliance Certificate for the Survey Plan, 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 issue of the Compliance Certificate for the Survey Plan, 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 Works;
- 1.6 All works must be designed, constructed and maintained in accordance with the relevant Council policies, guidelines and standards, unless otherwise stated.
- 1.7 All engineering drawings/specifications, design and construction works must be in accordance with the requirements of the relevant *Australian Standards* and must be approved, supervised and certified by a Registered Professional Engineer of Queensland.
- 1.8 The access to Lot 12 and Lot 13 must be via Easement B over Lot 485 and Easement C over Lot 13. Easement documents must accompany the Survey Plan for endorsement by Council, prior to the issue of the Compliance Certificate for the Survey Plan.

2.0 APPROVED PLANS AND DOCUMENTS

- 2.1 The approved development must be completed and maintained generally in accordance with the approved plans and documents, except where amended by any condition of this development approval:

<u>Plan/Document Name</u>	<u>Plan/Document Reference</u>	<u>Dated</u>
Flood Hazard Assessment	K3925-0002	21 February 2017
Proposed Subdivision Layout	R17006-001, Revision C	10 October 2017
Bushfire Hazard Assessment & Bushfire Management Plan	Version 2	10 March 2017
Regulated Vegetation Impact Assessment and Mitigation	Version 2	29 March 2017

- 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:
- 3.2.1 Lot 13 to Lot 14 (Stage One – two [2] lots); and

3.2.2 Lot 11 to Lot 12 (Stage Two – two [2] lots),

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

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

- 3.2 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 for Stage 2.
- 4.2 All road works for Stage 2 of the development must be designed and constructed in accordance with the approved plans (refer to condition 2.1), *Capricorn Municipal Development Guidelines*, and relevant *Australian Standards* and *Austrroads Guidelines* and the provisions of a Development Permit for Operational Works (road works).
- 4.3 As part of Stage 2, Olive Street must be constructed to a Rural Access standard from the intersection with McMillan Avenue to the access point for Lot 11.
- 4.4 As part of Stage 2 of the development, McMillan Avenue must be designed and constructed as a half road construction, with a minimum width of 5.5 metres from the end of the existing seal to the intersection with Olive Street. The edge line of the new construction must match the alignment of the existing kerb and channel on the western side of McMillan Avenue. Council will accept a two-coat seal in accordance with the requirements of the *Capricorn Municipal Development Guidelines* in lieu of asphalt surfacing for this section of roadway, with no kerb and channel construction required in this instance.
- 4.5 As part of Stage 2 of the development, the intersection of McMillan Avenue and Olive Street must be sealed with a minimum of a two-coat seal in accordance with the requirements of the *Capricorn Municipal Development Guidelines* such that it has a minimum width of 6.5 metres within the Olive Street road reserve and extends a minimum of ten (10) metres to the east along Olive Street.
- 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 WORKS

- 5.1 A Development Permit for Operational Works (access works) must be obtained prior to the commencement of any access works required by this development approval.
- 5.2 All access works must be designed and constructed in accordance with the approved plans (refer to condition 2.1), and *Capricorn Municipal Development Guidelines*, and the provisions of a Development Permit for Operational Works (access works).
- 5.3 The internal access to Lot 12 and Lot 13 must be constructed from the end of Alfred Road to the southern boundary of Lot 12. Construction must be a minimum of four (4) metres wide with a low flow pipe and concrete spillway with a one (1) year ARI immunity through the existing natural channel.
- 5.4 A new access must be constructed for Lot 11 for Stage 2 of the development in accordance with the requirements of the *Capricorn Municipal Development Guidelines*.
- 5.5 Flood height markers must be installed along the access to Lot 12 and Lot 13, for the full extent of the 1% Average Exceedance Probability inundation area.

6.0 PLUMBING AND DRAINAGE WORKS

- 6.1 On-site sewage treatment and disposal must be in accordance with the Queensland Plumbing and Wastewater Code and Council's Plumbing and Drainage Policies. This can be completed at the building works application stage.
- 6.2 On-site water supply for domestic and firefighting purposes must be provided and may include the provision of a bore, dams, water storage tanks or a combination of each. This can be completed at the building works application stage.

7.0 STORMWATER WORKS

- 7.1 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.

8.0 SITE WORKS

- 8.1 All earthworks must be undertaken in accordance with *Australian Standard AS3798 "Guidelines on earthworks for commercial and residential developments"*.
- 8.2 Site works must be constructed such that they do not, at any time, in any way restrict, impair or change the natural flow of runoff water, or cause a nuisance or worsening to surrounding land or infrastructure.
- 8.3 Vegetation must not be cleared unless and until written approval has been provided by Council. A Development Permit for Operational Works constitutes written approval, only for the purposes of clearing vegetation directly pertinent to the operational works that are the subject of the Development Permit.
- 8.4 All site works must be undertaken to ensure that there is:
- 8.4.1 no increase in upstream or downstream flood levels for all levels of immunity up to a one per cent (1%) Annual exceedance probability defined flood event;
 - 8.4.2 no increase in velocity profiles, for which no remedy exists to prevent erosion and/or scouring. In the event that modelling shows non-compliance with the above, works must be undertaken within the system to satisfy the above criteria for development; and
 - 8.4.3 a lawful point of discharge to which the approved works drain during the construction phase.

9.0 ELECTRICITY

- 9.1 Electricity services must be provided in accordance with the standards and requirements of the relevant service provider, prior to the issue of the Compliance Certificate for the Survey Plan.

10.0 TELECOMMUNICATIONS

- 10.1 Evidence that the new lots can be provided with telecommunications services from the relevant service provider must be provided to Council, prior to the issue of the Compliance Certificate for the Survey Plan.

11.0 ASSET MANAGEMENT

- 11.1 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.
- 11.2 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.

- 11.3 '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 issue of the Compliance Certificate for the Survey Plan. This information must be provided in accordance with the Asset Design and As Constructed Manual (ADAC).

12.0 ENVIRONMENTAL

- 12.1 Any application for a Development Permit for Operational Works must be accompanied by an Erosion and Sediment Control Plan that addresses, but is not limited to, the following:

- (i) objectives;
- (ii) site location and topography
- (iii) vegetation;
- (iv) site drainage;
- (v) soils;
- (vi) erosion susceptibility;
- (vii) erosion risk;
- (viii) concept;
- (ix) design; and
- (x) implementation,

for the construction and post-construction phases of work.

- 12.2 The Erosion Control and Stormwater Control Management Plan prepared by a Registered Professional Engineer of Queensland in accordance with the *Capricorn Municipal Design Guidelines*, must be implemented, monitored and maintained for the duration of the works, and until all exposed soil areas are permanently stabilised (for example, turfed, hydromulched, concreted, landscaped). The plan must be available on-site for inspection by Council Officers whilst all works are being carried out.
- 12.3 The development must be undertaken in accordance with the recommendations in the approved Bushfire Management Plan (refer to condition 2.1).
- 12.4 The maintenance of the fire management trail must be the responsibility of the owner of the land (the Developer) until the subdivision is accepted by Council as being 'off defects' whereupon it must be the responsibility of the relevant property owners. All future owners of the proposed lots must be advised by the Developer in writing of their responsibility to comply with the requirements of the approved Bushfire Management Plan (refer to condition 2.1).
- 12.5 All future buildings on the proposed lots must be constructed in accordance with *Australian Standard AS3959 "Construction of buildings in bushfire-prone areas"* and the approved Bushfire Management Plan (refer to condition 2.1). A property note to this effect will be entered against Lots 11, 12, 13 and 14.

ADVISORY NOTES

NOTE 1. 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 2. 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 3. Property Note (Bushfire)

All future buildings on the proposed lots must be constructed in accordance with *Australian Standard AS3959 "Construction of buildings in bushfire-prone areas"* and the approved Bushfire Management Plan.

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. Clearing within Road Reserve

An approval for a Tree Clearing Permit, issued by the Department of Environment and Heritage Protection in addition to the Operational Works (road works) permit, will be required when constructing the proposed new roads.

It is a requirement under the *Nature Conservation Act 1992* that an approved Tree Clearing Permit is obtained from the Department of Environment and Heritage Protection, prior to any tree clearing activities that are to occur within a road reserve that is under Council control.

NOTE 6. Provision for Sewer and Water services

Each lot must be provided with on-site sewerage treatment and disposal systems at the time of house construction. All systems must comply with the *Queensland Plumbing and Wastewater Code, Australian Standard AS1547:2012 "On-site domestic wastewater management"* and Council Plumbing and Drainage Policies. Sustainable Water sources including rainwater tanks, and a bore or small dam must be provided.

NOTE 7. Rural Addressing

Rural addressing must be provided to each lot in accordance with Council's rural addressing procedures.

9.2 PARKS, RECREATION AND SPORT COMMITTEE MEETING - 15 NOVEMBER 2017**RECOMMENDATION**

THAT the Minutes of the Parks, Recreation and Sport Committee meeting, held on 15 November 2017 as circulated, be received and that the recommendations contained within these minutes be adopted.

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

Recommendation of the Parks, Recreation and Sport Committee, 15 November 2017**9.2.3 REQUEST FROM DIGGERS MEMORIAL BOWLS CLUB FOR AN EXTENSION
TO LEASE TERM AND BOUNDARY ADJUSTMENT****File No:** 4231**Attachments:**

1. Letter from Diggers Memorial Bowls Club
2. Map of Janet Pajolas Park
3. Survey plan identifying leased areas for Diggers Memorial Bowls Club
4. Map identifying Diggers Memorial Bowls Club boundaries

Authorising Officer: Blake Hunton - Manager Parks
Colleen Worthy - General Manager Community Services**Author:** Sophia Czarkowski - Sports and Education Supervisor**Previous Items:** 9.5.3 - Freehold Lease and Trustee Lease renewals for Parks until 30 June 2018 - Parks, Recreation and Sport Committee - 22 Jun 2016 12.30 pm

SUMMARY

Diggers Memorial Bowls Club Inc holds a Trustee Lease over part of Janet Pajolas Park that expires on 02 February 2018. The Club is seeking an extension to the term of the lease and an increased lease area.

COMMITTEE RECOMMENDATION**THAT:**

1. Council extend the Trustee Lease term for Diggers Memorial Bowls Club Inc from five years to nine years with the new expiry date being 30 June 2027;
2. Council decline the request for a Trustee Lease boundary realignment to include an area for exclusive car parking for Diggers Memorial Bowls Club Inc as detailed in the report; and
3. Council approve that the land surplus to the Diggers Memorial Bowls Club Inc requirements connecting to Berserker Street not be included in the Trustee Lease area.

Recommendation of the Parks, Recreation and Sport Committee, 15 November 2017**9.2.4 GRANT APPLICATION - QUEENSLAND GOVERNMENT'S FEMALE FACILITIES PROGRAM**

File No:	12534
Attachments:	<ol style="list-style-type: none">1. Proposed facility for Rockhampton Netball Association Option One2. Proposed facility for Rockhampton Netball Association Option Two3. Proposed facility for Rockhampton BMX4. Proposed site layout for Rockhampton Cricket Grounds - change room upgrade5. Proposed floor plan for change room upgrades for Rockhampton Cricket Grounds
Authorising Officer:	Blake Hunton - Manager Parks Colleen Worthy - General Manager Community Services
Author:	Sophia Czarkowski - Sports and Education Supervisor
Previous Items:	11.4 - Grant Application - Queensland Government's Female Facilities Program - Ordinary Council - 12 Sep 2017 9.00 am

SUMMARY

Queensland Government released the Female Facilities Program, which aims to assist sport and recreation organisations and local government to develop functional and inclusive female change rooms and amenities that meet the current and future needs of sport and recreation participants. Council Officers sought support from Council to further investigate opportunities for an application from Council, this included:

- 1. Saleyards Park – upgrade to amenities and kiosk and construction of change facilities.*
- 2. Rockhampton Cricket Grounds – upgrades to existing change facilities.*
- 3. Jardine Park – upgrade of amenities to include baby change facilities.*
- 4. Underwood Park – development of change facilities.*
- 5. Norbridge Park – upgrades to amenities and change rooms.*

COMMITTEE RECOMMENDATION

THAT Council approves the submission of an application for the Female Facilities Program for up to \$500,000 for the Rockhampton Netball Association.

Recommendation of the Parks, Recreation and Sport Committee, 15 November 2017**9.2.5 BUSINESS OUTSTANDING TABLE FOR PARKS, RECREATION AND SPORT COMMITTEE**

File No: 10097
Attachments: 1. Business Outstanding Table
Authorising Officer: Evan Pardon - Chief Executive Officer
Author: Evan Pardon - Chief Executive Officer

SUMMARY

The Business Outstanding table is used as a tool to monitor outstanding items resolved at previous Council or Committee Meetings. The current Business Outstanding table for the Parks, Recreation and Sport Committee is presented for Councillors' information.

COMMITTEE RECOMMENDATION

THAT the Business Outstanding Table for the Parks, Recreation and Sport Committee be received.

Recommendation of the Parks, Recreation and Sport Committee, 15 November 2017**9.2.6 REPORT ON OPPORTUNITIES FOR SKATE PARK EVENTS FOR ROCKHAMPTON REGIONAL COUNCIL**

File No: 8044
Attachments: Nil
Authorising Officer: Blake Hunton - Manager Parks
Colleen Worthy - General Manager Community Services
Author: Sophia Czarkowski - Sports and Education Supervisor

SUMMARY

At the August 2017 meeting of Parks, Recreation and Sport Committee an urgent business item was raised regarding training and activities at skate parks with a further report detailing a number of options to be presented.

COMMITTEE RECOMMENDATION

1. THAT the report on opportunities for skate park events for Rockhampton Regional Council be received; and
2. THAT a Working Group be established to commence discussion around opportunities for skate park events.

Recommendation of the Parks, Recreation and Sport Committee, 15 November 2017**9.2.7 THE CATHEDRAL COLLEGE DEVELOPMENT OF KETTLE PARK**

File No:	374
Attachments:	<ol style="list-style-type: none">1. Proposed scheduled of use proposed by The Cathedral College2. Plans for the development of Kettle Park3. Letter of support from Brothers AFL4. Letter of support from Brothers Rugby League5. Letter of support from Brothers Rugby Union6. Letter of Support from CQ Touch Football Association7. Letter of support from Rockhampton Oztag8. Copy of report presented to Committee in November 20169. Copy of report presented in August 2017
Authorising Officer:	Blake Hunton - Manager Parks Colleen Worthy - General Manager Community Services
Author:	Sophia Czarkowski - Sports and Education Supervisor
Previous Items:	9.5.4 - The Cathedral College request for support for development of Kettle Park - Parks, Recreation and Sport Committee - 16 Nov 2016 12.30 pm 9.5.3 - The Cathedral College development of Kettle Park - Parks, Recreation and Sport Committee - 16 Aug 2017 12.30 pm

SUMMARY

On 16 November 2016 the Parks, Recreation and Sport Committee considered a request from The Cathedral College Rockhampton (TCC), trading as Roman Catholic Trust Corporation Diocese of Rockhampton. Council committed to provide 'in principle' approval to enter into a tenure agreement for 20 years over Kettle Park, 12 Elizabeth Street, Allenstown (being Lot 450 on R2665).

A further report was submitted to the Parks, Recreation and Sport Committee on 16 August 2017 and the matter was laid on the table. This report contains additional information regarding the proposal specifically in relation to hours of use and shared use arrangements.

COMMITTEE RECOMMENDATION**THAT:**

1. Council enter into a Trustee Lease with The Cathedral College Rockhampton, trading as Roman Catholic Trust Corporation Diocese of Rockhampton, for a period of 20 years as outlined in the report;
2. Council approve the demolition of the clubhouse as the asset is no longer required and is surplus to the requirements of the proposed tenant and that such demolition is carried out by The Cathedral College Rockhampton;
3. Council approve the demolition of the amenities block as the asset is no longer required and is surplus to the requirements of the proposed tenant and that such demolition is carried out by The Cathedral College Rockhampton;
4. Council dispose of the following assets to The Cathedral College Rockhampton:

- (a) Shade shelter and seating structures Numbers 1, 2, 3, 4 and 5;
 - (b) Park lighting and associated switchboards;
 - (c) Park furniture and fixtures including park benches and tap;
 - (d) Disused underground irrigation and water tanks;
 - (e) Cricket pitches and practice nets;
 - (f) Bollards and gates; and
5. Any secondary use after daylight hours will be subject to Council approval.

Recommendation of the Parks, Recreation and Sport Committee, 15 November 2017**9.2.8 PARKS OPERATIONAL REPORT - SEPTEMBER - OCTOBER 2017**

File No: 1464
Attachments: 1. Parks Monthly Report September- October
Authorising Officer: Colleen Worthy - General Manager Community Services
Author: Blake Hunton - Manager Parks

SUMMARY

This report provides information on the activities and services of Parks section for September and October 2017.

COMMITTEE RECOMMENDATION

THAT the report on the activities and services of Parks Section for September and October 2017 be received.

10 COUNCILLOR/DELEGATE REPORTS

Nil

11 OFFICERS' REPORTS

11.1 FRENCHVILLE STATE SCHOOL TRAFFIC

File No: 5252

Attachments:

1. Drawing - Changes to Intersection phasing at Beasley Street/Frenchville Road intersection
2. Drawing - Changes to line marking on Geordie Street

Authorising Officer: Angus Russell - Senior Executive Strategic Projects
Martin Crow - Manager Engineering Services
Peter Kofod - General Manager Regional Services

Author: Stuart Harvey - Coordinator Strategic Infrastructure

SUMMARY

Council has recently received correspondence regarding traffic and safety concerns at Frenchville School. This report proposes some potential works around the school area to improve traffic for parents and students.

OFFICER'S RECOMMENDATION

THAT Council endorse the proposed items for Officers to take to the Frenchville State School Principal for further discussion.

COMMENTARY

Council has received a series of complaints from residents and parents about the traffic congestion at Frenchville State School. Most recently, a vehicle ran a red light turning out of the School car park and almost hit a student crossing on the dedicated pedestrian phase. This has prompted the following report into school congestion and safety. It is important to highlight from the outset that the driver who drove through the red light was blatantly disobeying road rules and that poor driver behavior is difficult to correct with infrastructure.

Frenchville State School is a large state primary school with approximately 1026 students from prep to year 6. The school has seen significant growth from 2011 where the school had 865 students enrolled at the school. This significant number of students results in a significant volume of school traffic, particularly in the afternoon peak period. Students are predominantly picked up from the school's "Stop, Drop, and Go" set down facility at the intersection of Beasley Street and Frenchville Road, however the school does have a significant school frontage at Geordie Street and there is significant parking available around Joyce Harding Park.

Currently the operation of the set down facility cannot accommodate the demand of vehicles wishing to use it, which results in excessive queues on Frenchville Road. Site investigations have witnessed these queues extend along Frenchville Road as far as 200m. Vehicles wishing to turn into the facility remain in the through lane at the intersection, despite having a green light, as the set down facility queues block the left turn in at the Beasley St and Frenchville Road intersection. As a result of this, vehicles who wish to travel through the intersection and down Frenchville Road are forced to wait in the queue, or alternately drive into the right turn lane to drive through the intersection. Vehicles begin to queue in the through lane as early as 2.30pm which causes frustration for non-school related traffic on Frenchville Road. The excessive queue lengths from the school traffic occur within a 15-30 minute period in the afternoon. Although the traffic is congested along Frenchville Road it is not unsafe. It is only the irrational driving of frustrated road users that causes issues at the school.

Rockhampton Regional Council has worked closely with the school over many years and provided significant infrastructure at the school to date.

On several occasions officers have reviewed the schools traffic operations and proposed solutions; however the Beasley Street intersection and set down facility have a constrained footprint due to surrounding buildings and Frenchman's creek. It is important to note that significant infrastructure has been provided to the school over the years and yet traffic management problems still exist. This highlights the need to take a holistic approach to manage school traffic rather than a focus on infrastructure solutions.

Officers have been out to the school and have inspected both the set down facility and the Geordie Street frontage of the school. The following items may improve traffic flow at the school:

- **Intersection phasing at Beasley Street / Frenchville Road intersection.** The signals at Beasley Street and Frenchville Road currently have filtered right turn movements which force vehicles turning right out of the set down facility to give way to vehicles queued to enter it from Beasley Street. This can cause delay to vehicles exiting the set down facility which limits the flow of traffic into and out of the intersection. It is proposed to change the signal phasing to have a dedicated phase for all movements on the set down facility leg and then all movements on the Beasley Street leg to help clear vehicles out of the set down zone. This treatment would have to be trialed as accurate modelling of the intersection is not possible, due to the large volume of vehicles that remain stopped at the green light when waiting to enter the set down zone. A drawing of this proposed change can be found in attachment 1.
- **Changes to line marking on Geordie Street.** Inspection of the school during peak hours identified that there are inconsistencies in the treatments and zones implemented along this school frontage. As a result, the traffic flow is not optimal and there is a potential to improve this school frontage with some changes to signage and linemarking. The drawing in attachment 2 shows the proposed changes to Geordie Street that would move disabled parking spaces to a better location, improve bus facilities and introduce an additional 100m long "Stop, Drop and Go" set down facility on Geordie Street. The "Stop, Drop and Go" set down zone will formalize some of the current driver behavior and will result in the removal of some 15minute parking spaces on Geordie Street. The implementation of another set down zone will require supervision and operation from Frenchville School Staff as the set down zone itself will not operate effectively without management from the school. This has been the case with the set down zone at Beasley Street intersection and the school has managed it well.
- **Staggered finish times.** There may be a potential, given the size of the school, to explore staggered finish times for students. This is an item that has been raised with the school before and has been successful in large Brisbane schools with similar population sizes. This would be an administrative change by the school but DTMR Road Safety section would assist where possible. Alternately, a campaign to encourage some parents to pick up students later could be implemented as well in an attempt to spread out the number of vehicles at the school at one time. These options would complement the works proposed by Officers but would be the school's responsibility to implement.
- **Council involvement with Education Queensland regarding future planning.** Frenchville School has increased by a 3.5% p.a. growth rate for the past 5 years and continues to grow. This makes management of the school's traffic very difficult to predict. Council officers would welcome the opportunity to speak with the Principal and Education Queensland Staff to understand the states intentions for the school and help the School and Education Queensland to better manage their traffic movements.

BACKGROUND

Council has received a series of customer requests regarding traffic issues around Frenchville School. Officers have worked with the school over many years and have provided significant infrastructure to assist the school with managing their traffic. Officers have inspected the school site on several occasions and have provided some recommendations to take to the school for further discussion.

PREVIOUS DECISIONS

Nil

BUDGET IMPLICATIONS

The proposed works to change and amend signs and linemarking around the school can be implemented as part of the Road Safety Minor Works budget.

CORPORATE/OPERATIONAL PLAN

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

CONCLUSION

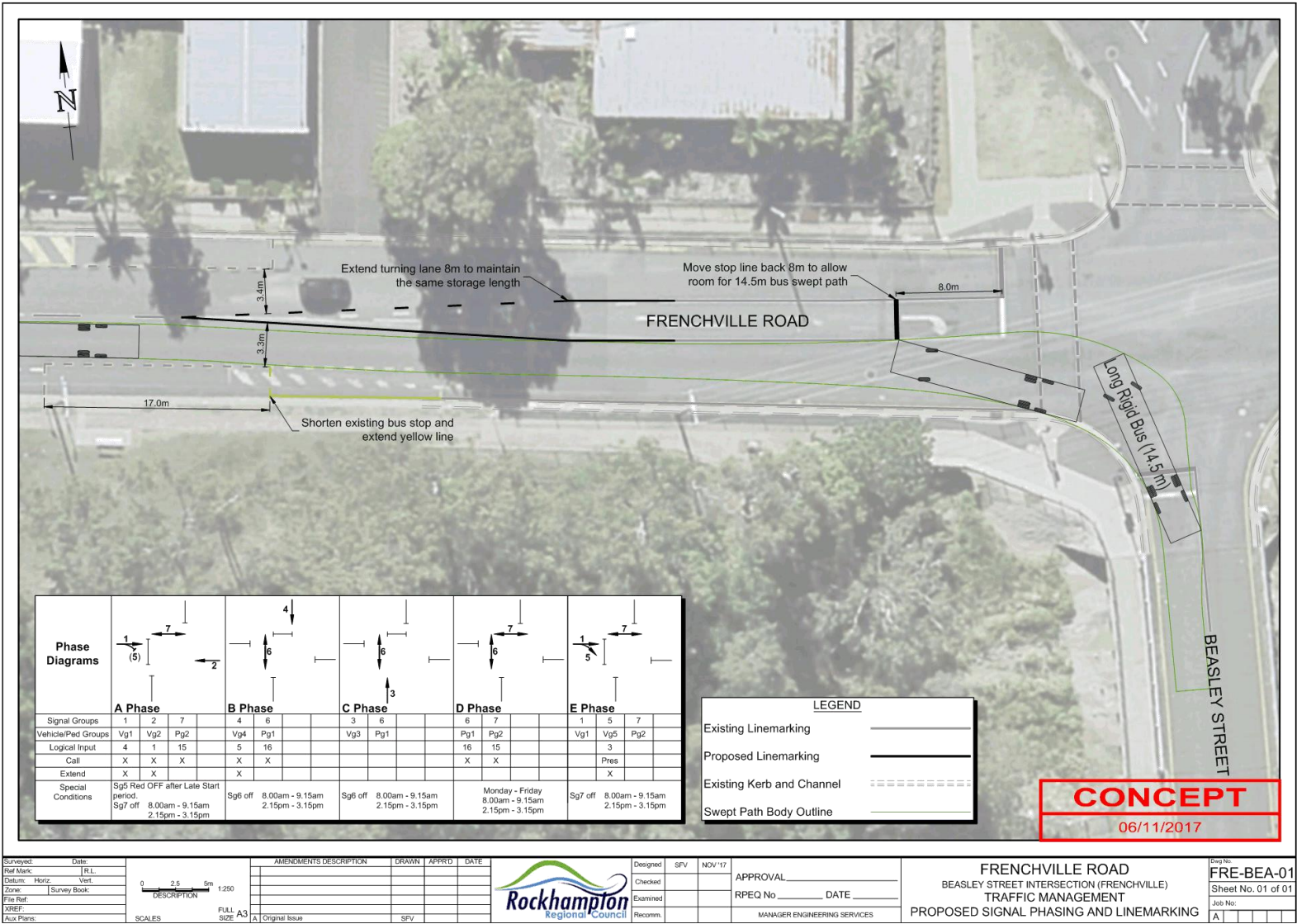
Officers have been to Frenchville School on several occasions to observe the traffic flow during peak times. This report seeks to provide some options to take to the school Principal for further discussion.

FRENCHVILLE STATE SCHOOL TRAFFIC

Drawing - Changes to Intersection phasing at Beasley Street/Frenchville Road intersection

Meeting Date: 21 November 2017

Attachment No: 1

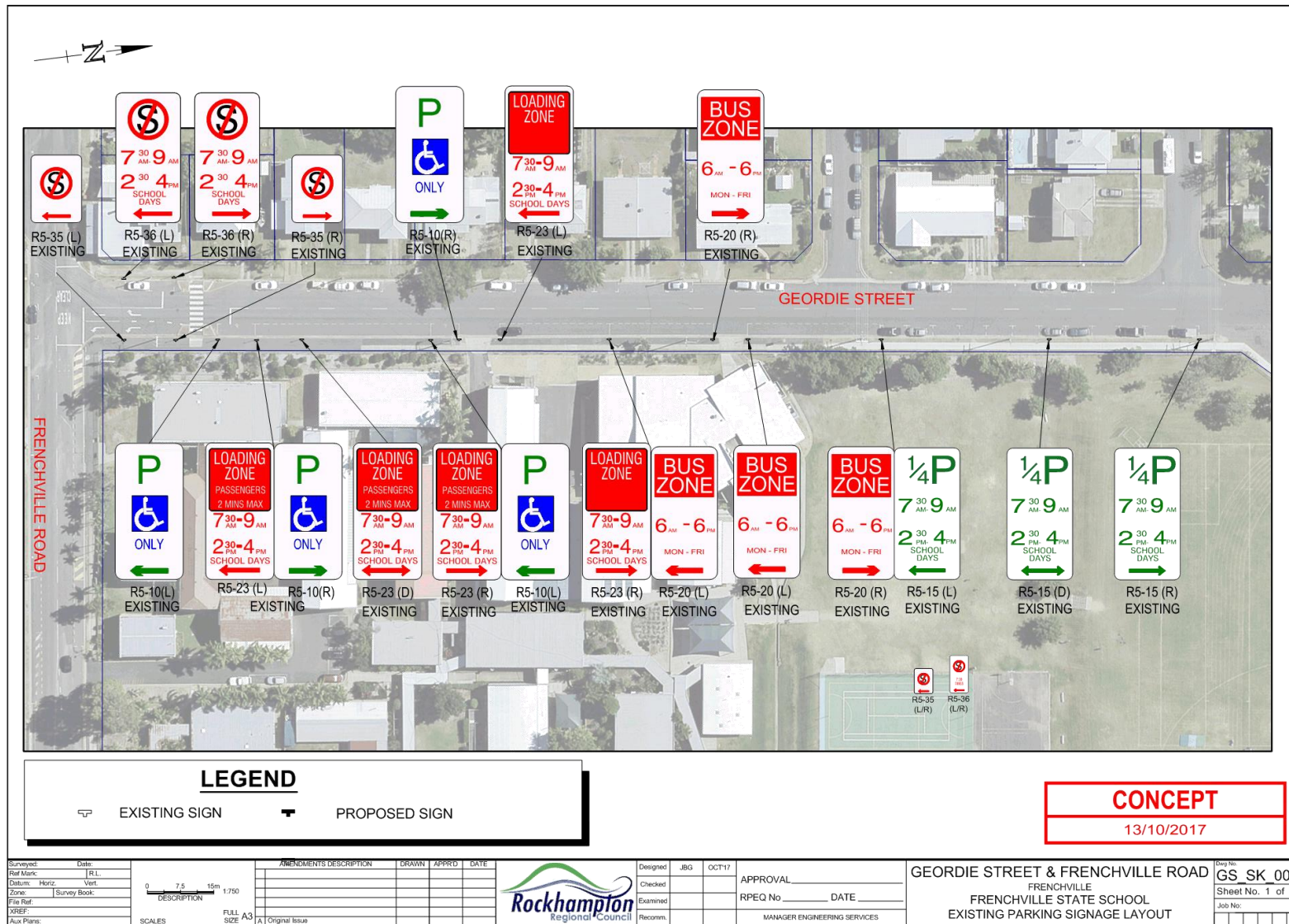


FRENCHVILLE STATE SCHOOL TRAFFIC

Drawing - Changes to line marking on Geordie Street

Meeting Date: 21 November 2017

Attachment No: 2



11.2 ADVANCE ROCKHAMPTON OPERATIONAL REPORT OCTOBER 2017

File No: 12614

Attachments: 1. Advance Rockhampton Monthly Report - October 2017

Authorising Officer: Chris Ireland - Manager Regional Development and Promotions
Tony Cullen - General Manager Advance Rockhampton

Author: Chris Ireland - Manager Regional Development and Promotions

SUMMARY

The monthly operations report for the Advance Rockhampton Unit over the month of October 2017 is presented for Councillor's information.

OFFICER'S RECOMMENDATION

THAT the Advance Rockhampton Operational Report for October 2017 be received.

COMMENTARY

The attached report provides details of the core areas of activity during October 2017 by the Advance Rockhampton Unit. These activities are continuation of tasks that have been allocated as a result of priorities driven throughout the Council and also regional economy.

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

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

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

BACKGROUND

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

CONCLUSION

It is recommended that Council receive the attached report.

**ADVANCE ROCKHAMPTON
OPERATIONAL REPORT
OCTOBER 2017**

**Advance Rockhampton Monthly Report
- October 2017**

Meeting Date: 21 November 2017

Attachment No: 1



Monthly Operations Report

Regional Development & Promotions, and Strategic Planning
October 2017

1. Highlights

Strategic Planning

1. Councillor workshop undertaken for the Rockhampton Region Planning Scheme Major Amendment
2. Commencement of Jo Horton – Centres Activation Coordinator

Regional Development and Promotions

1. Advance Rockhampton Mayor's Business Forums: "Live Rockhampton – Work Adani" were delivered to over 100 business attendees to outline opportunities emerging from the FIFO Hub win.
2. TIQ grant to launch and implement 'Study Rockhampton'
3. Drive Inland Promotions Association – development of website content
4. Wayfinding Implementation – Test sign at CJ Primer field has been installed
5. Mooncake Lanterns Festival – over 4,500 attendees

2. Innovations, Improvements and Variations

Regional Development and Promotions & Strategic Planning

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

3. Customer Service Requests

Response times for completing customer requests in this reporting period for October 2017



All Monthly Requests (Priority 3) Marketing 'Traffic Light' report October 2017

	Balance B/F	Completed in Current Mth	Current Month NEW Requests		TOTAL INCOMPLETE REQUESTS BALANCE	On Hold	Completion Standard (days)	Avg Completion Time (days) Current Mth		Avg Completion Time (days) 6 Months		Avg Completion Time (days) 12 Months		Avg Duration (days) 12 Months (complete and incomplete)
			Received	Completed										
Community Engagement	0	0	0	0	0	0	3	●	0.00	●	0.00	●	23.00	25.50
Marketing Enquiries	0	0	0	0	0	0	1	●	0.00	●	35.00	●	35.00	35.00





All Monthly Requests (Priority 3) Strategic Planning 'Traffic Light' report October 2017

	Balance B/F	Completed in Current Mth	Current Month NEW Requests		TOTAL INCOMPLETE REQUESTS BALANCE	On Hold	Completion Standard (days)	Avg Completion Time (days) Current Mth		Avg Completion Time (days) 6 Months		Avg Completion Time (days) 12 Months		Avg Duration (days) 12 Months (complete and incomplete)
			Received	Completed										
Strategic Planning Enquiry	1	1	1	0	1	0	3	●	0.00	●	3.83	●	3.18	2.33

4. Service Delivery

Regional Development and Promotions & Strategic Planning

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

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

Regional Development and Promotions & Strategic Planning Operational Plan Targets

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

6. Section Statistics / Updates

Strategic Planning Team

Completion Status	Deliverables
In process	Major amendment to Rockhampton Region Planning Scheme <ul style="list-style-type: none"> Workshop undertaken with Councillors to determine policy directions Work continuing on State Government submission for a tailored process to the major amendment (<i>Planning Act 2016</i>), which includes: <ul style="list-style-type: none"> Nature and details of major amendment; Outline of tailored process and justification; Draft project plan, resourcing and timing; Community engagement plan; and Determination of applicable State Interests Mapping review underway, including alignment between zones and strategic framework and State overlay mapping.
In process	Centres Activation Coordinator <ul style="list-style-type: none"> Recommencement of monthly place making activities Internal Council department and external engagement

- Determination of next steps in the revitalisation of the Rockhampton CBD and Mount Morgan

Regional Development Team**Economic Development**

Completion Status	Deliverables
In Progress	<p>“Gear Up Rocky” Initiative</p> <ul style="list-style-type: none"> • Completed a first cut for a series of business readiness videos and workbooks which will provide an on-line resource for the Region’s businesses. These videos will feature on the Advance Rockhampton website and will be promoted via social media. • Certificate IV in Small Business continues to be delivered by Small Business Solutions in Rockhampton. First set of Graduates provided accreditation. • Rockhampton announced as FIFO hub for the Adani / Carmichael project. Appropriate references now made to Gear Up Rocky and Advance Rockhampton material (newsletters, online reference material etc.). • Advance Rockhampton Mayor’s Business Forums: “Live Rockhampton – Work Adani” were delivered to over 100 business attendees to outline opportunities emerging from the FIFO Hub win. • Gear Up Rocky for Defence - Opportunities activity was launched with a targeted business meet and greet for visiting ST Logistics representatives. Potential opportunities for local business engagement and supply chain positioning were broadly introduced to local business attendees as ST Logistics outlined their potential interest in local projects (e.g. defence industry related supply and logistics). • Planning initiated for the Gear Up Rocky Jobs Readiness Expo (to be conducted 29 November 2017) to showcase the range of jobs emerging through increasing labour market activity in resources sector, NDIS rollout etc. • Engaged with key stakeholders including Adani, NDIS, Defence, health and others to scope out the Jobs Readiness Expo format and scope. <p>Planning initiated for a Rockhampton Labour Market Briefing (to be conducted on 28 November 2017). The briefing will involve the Dept. of Employment delivering an analysis of Rockhampton labour market circumstances and emerging opportunities to local stakeholders. The briefing will be planned to precede the Jobs Readiness Expo to be conducted the following day.</p>
In Progress	<p>Rockhampton Recreational Fishing Development Strategy</p> <ul style="list-style-type: none"> • Launched Australia’s first for a Council – the Rockhampton Recreational Fishing Voluntary Code of Practice. • Launched (through InfoFish) the Crystal Bowl Fitzroy Barramundi and Threadfin dashboards online to assist with the monitoring of fish stocks. • Presented to the Great Barrier Reef Marine Park Authority’s (GBRMPA) – Reef Guardian Program the Rockhampton Recreational Fishing Development Strategy. • Report endorsed by Council to take the next step in planning for modern boat facilities at Casuarina Creek and Inkerman Creek (Port Alma). • Received an offer for \$100,000 from the Department of Agriculture and Fisheries towards achieving outcomes in the fishing development strategy. • North Rockhampton Boat Ramp construction – pylons for the floating pontoon system are completed and works on the car park continuing.
In Progress	<p>Mount Archer Activation Master Plan</p> <ul style="list-style-type: none"> • First Turkey Mountain Bike Reserve upgrade including mountain bike trails, outdoor learning centre and other infrastructure close to completion. • Canopy Walk project (Fraser Park) underway. • Continuing work with the Darumbal people on interpretive signage and discovery trails.
In Progress	<p>Aquaculture Development</p> <ul style="list-style-type: none"> • Liaised with the Department of Agriculture and Fisheries (DAF) on refining potential aquaculture development area sites in the Rockhampton Region. • Expect DAF to provide a listing of sites and priorities to Council for consideration by

	either the end of 2017 or early 2018.
In Progress	Community Conversation Campaign <ul style="list-style-type: none"> Coordinated the delivery of community engagements in the areas of Bouldercombe, Wycarbah, Wandal and Depot Hill highlighting: <ul style="list-style-type: none"> What Council has completed in local areas over the last six months What Council it is planning to deliver in the next six months What Council's Regional and Economic Development agenda is Undertook planning and coordination for the delivery of engagements in November for the areas of Alton Downs, Gracemere, Mount Morgan, Norman Gardens and Koongal
In Progress	Carbine Resources Mount Morgan Gold and Copper Project <ul style="list-style-type: none"> Along with Senior Executive Trade & Investment, hosted an IE Singapore rep visit to Carbine Resources at the Mount Morgan Mine to introduce the project and discuss potential investment opportunities. Ongoing liaison with Carbine Resources, Qld Govt. reps and other stakeholders to progress the project.
In Progress	NDIS Strategy <ul style="list-style-type: none"> Further Engagement with stakeholders to inform and develop an NDIS Strategy for the imminent roll out of NDIS in the Rockhampton Region. Attended an NDIS / Workability Central Qld Forum to consider and begin planning for workforce requirements around the NDIS rollout.
In Progress	Study Rockhampton and relevant education delegations <ul style="list-style-type: none"> ED Team has won the grant from TIQ IET Team to launch and implement Study Rockhampton. 70% of total grant application was granted instead of 100%. As part of Study Rockhampton initiative, a Brisbane-event to promote Rockhampton has been implemented on 10 November at CQUniversity Brisbane Campus.
In Progress	Agricultural Investment Project <ul style="list-style-type: none"> CQG has begun their work and will provide an update of their scope on the pre-feasibility study in the next two weeks.
In Progress	Rockhampton Region METS servicing businesses <ul style="list-style-type: none"> Added further businesses to database Two notices sent to METS database
In Progress	Bowen Basin Mining Club <ul style="list-style-type: none"> Discussions regarding Galilee Basin November 24 lunch to be held in Mackay
In Progress	Singaporean investment in Rockhampton Region <ul style="list-style-type: none"> Two inspections with International Enterprise Singapore Two discussions with CIVMEC
In Progress	Defence activities <ul style="list-style-type: none"> Attended presentation by ST Logistics – 10 October 2017 Arranged for Graeme Mickelberg to attend investor presentation Presentation by potential investor – 30 October 2017
In Progress	Drive Inland Promotions Association <ul style="list-style-type: none"> Four discussions about the development of website content
In Progress	South Western Wireless <ul style="list-style-type: none"> Received signed licence and undertaking Arranged building handover on 25 October 2017
In Progress	Flat water course on Fitzroy River <ul style="list-style-type: none"> Discussion with Canoeing Queensland Further discussion with Fitzroy Rowing Club Discussion with Rockhampton Outriggers Canoe Club

	<ul style="list-style-type: none"> • Discussion with Rockhampton Dragon Boat Club • Discussion with Dragon Boat Queensland • Inclusion of finishing tower in SPARC report
Completed	Capricornia Business Awards 2017 <ul style="list-style-type: none"> • Planning for 2017 awards finalised with the event to be conducted on Friday 3 November 2017 at Rockhampton Leagues Club.
Completed	Smart Hub <ul style="list-style-type: none"> • Worked with Manager Corporate & Technical Services and Smart Hub Business Manager to consider and approve further business tenancy applications for the Smart Hub.
Completed	Independent Review into Regional Rural, Remote Education <ul style="list-style-type: none"> • Attended the Rockhampton Community Forum to consult on Independent Review into Regional, Rural, Remote Education. • Provided input to help inform the review on issues relevant to Rockhampton Region (e.g. tyranny of distance, access opportunities etc.).
Completed	Qld Local Content Leaders Network <ul style="list-style-type: none"> • Attended the Qld Local Content Leaders Network meeting in Brisbane. • Advance Rockhampton, Gear Up Rocky and successful Adani FIFO Hub bid were outlined as front line initiatives to help maximise local content outcomes.
Completed	Developers <ul style="list-style-type: none"> • Visit to Mackay for Bowen Basin Cluster Program launch • Two discussion with business regarding Bowen Basin Cluster Program • Attended two Advance Rockhampton Mayor's Business Forums • Discussion about Resources Ready program • Discussion with Gracemere developer • Two discussions with potential health investor • Presentation on perishable goods storage at Rockhampton Airport

Marketing, Tourism and Events

Completion Status	Deliverables
Overarching Marketing	
Ongoing	Wayfinding Implementation <ul style="list-style-type: none"> • Gateway Entrance Signage up at South Rockhampton, Bouldercombe X 2, Mount Morgan X 2 and Gracemere west side. • Test sign at CJ Primer field has been installed.
Completed	Advance Rockhampton Newsletter <ul style="list-style-type: none"> • Delivery of third edition of electronic newsletter • 479 Individuals. Fourth Edition will be extended to include Accommodation and Tourism providers.
Ongoing	Adani Campaign <ul style="list-style-type: none"> • Electronic Adani Announcement campaign targeting over 2000 recipients • Adword & Gorilla marketing campaign • Digital Billboards at Airport, Quay Street and Fitzroy and East
Ongoing	Electronic Communications <ul style="list-style-type: none"> • 11811 electronic communications sent in August • 479 for Advance Newsletter • 245 for Gear up Rockhampton • 2857 Adani related

	<ul style="list-style-type: none"> • 469 Job Readiness Expo • 2078 individual correspondence around road closures in the CBD
Completed	Art Gallery Website Transition <ul style="list-style-type: none"> • Transition of Art Gallery Website over into Seamless Open Cities • Collateral and Video's for trade delegations
Ongoing	Regional Promotions Websites <ul style="list-style-type: none"> • Information collation with GWI regarding updates to website. Basic update done to current website
Event	
Completed	Rockhampton River Festival 2018 <ul style="list-style-type: none"> • TEQ Grant Application Submitted
Completed	Mooncake Lanterns Festival <ul style="list-style-type: none"> • Over 4,500 attendees • Fireworks as part of Adani Announcement
Completed	Adani Briefing Sessions <ul style="list-style-type: none"> • Two briefing sessions held for Adani Announcement • Over 150 attendees across two sessions • 2857 correspondence sent regarding Adani announcement and sessions
Ongoing	Beef Australia 2018 <ul style="list-style-type: none"> • Attended community engagement committee
Completed	Spring Garden Competition <ul style="list-style-type: none"> • Winners announced as part of Tropicana • Over 120 category nominations over 49 individual applications
Completed	Tropicana <ul style="list-style-type: none"> • 2,500 attendees • 32 Stall Holders (not including RRC Sites)

7. Operational Plan Targets by Section

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

Legend for traffic lights



On track / completed










Ongoing / not completed in full







To be commenced















Strategic Planning




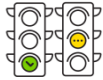










Operational Plan Ref	Action	Target	Status
1.4.2.2	Ensure the CBD Redevelopment Framework includes opportunities for pedestrians and cyclists	Complete and lodge the major amendment to the Rockhampton Region Planning Scheme by 31 March 2018	
		Achievements of actions within the CBD Redevelopment Framework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

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

Regional Development & Promotions

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





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

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



2.5.4.1	Provide a mechanism through the My Rockhampton to promote local businesses	Include in website consolidation by 30 September 2017	
2.5.4.2	Support local business to build capacity and encourage growth	Complete Local Supply Chain Analysis by 30 June 2018	
2.5.5.3	Deliver capacity building workshops and small business/entrepreneurial training through key stakeholders	Deliver four workshops and training courses per year	
2.6.1.2	Explore further commercial opportunities by building Rockhampton's role and capacity as a logistics and forward deployment base	Update reports to be presented to Council on a quarterly basis	
2.6.3.1	Maximise opportunities from the Adani Carmichael mining project	Regular updates provided to Council with a formal report presented to Council on a quarterly basis	
2.6.3.2	Engage with the Resource Sector to identify and implement opportunities for the Region	Report to Council on opportunities on a quarterly basis	
Operational Plan Ref	Action	Target	Status
3.2.3.1	Industry engagement and the provision of support for new energy generation options	Update reports presented to Council on a quarterly basis	
Operational Plan Ref	Action	Target	Status
4.4.1.1	Update the Economic Development Action Plan to include engagement initiatives with this sector	Economic Development Action Plan updated by 30 June 2018	

Directorate

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

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

All units of Council

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

8. Capital Projects

- Regional Signage

9. Operational Projects

As at period ended October 2017

Project	Planned Start Date	Planned End Date	Status	Budget Estimate	YTD actual (incl committals)
Nil					

10. Budget

Financial performance as expected for the reporting period October 2017.

11.3 COMMUNITY ASSISTANCE PROGRAM

File No: 12353
Attachments: Nil
Authorising Officer: Colleen Worthy - General Manager Community Services
Author: Cheryl Haughton - Manager Communities and Facilities

SUMMARY

An application from the Caribee Rocky Crocs Masters Swim Club for Minor Sponsorship assistance towards the 2018 Masters State Championships event is presented for Council consideration.

OFFICER'S RECOMMENDATION

THAT Council approves cash sponsorship of \$5,000 for the Caribee Rocky Crocs Master Swim Club towards the 2018 Masters State Championships event to be held from 14 – 17 March 2018.

COMMENTARY

The Caribee Rocky Crocs Master Swim Club has submitted an out of round application for assistance with the staging of the 2018 Masters State Championship event to be held from 14 – 17 March 2018.

This is an annual event hosted at various locations around the state, and usually attracts around 250 competitors. Caribee Rocky Crocs club in conjunction with Masters Swimming Queensland are staging the event in 2018, having previously successfully hosted the Championships in 2014. The event will be held at the Second World War Memorial Aquatic Centre, utilising both the 50 and 25m pools.

The club has requested cash sponsorship of \$7,487 from Council towards a proposed cost of \$20,388 for the event. The budget submitted details the major expenses being for venue hire and Lifeguards of \$7588; medals and trophies \$7,000; travel cost \$3,000; and equipment hire of \$1,500. However, the correspondence from Lane 4 notes that the lifeguard cost would not be incurred. This would reduce the overall cost of the event by \$4,992. The budget also notes that there is in-kind support from Council by way of PA equipment. No quotes or details are provided to substantiate costs other than venue and lifeguard hire.

The application was received too late for consideration in Round 1 of Community Assistance Program funding. As the closing date and decision process for Round 2 would not allow sufficient time for event planning, staff has worked with the club over a period of time for submission of this application.

Assessment

The application has been assessed against the following criteria from Council's adopted Minor Sponsorship procedure:

- Applicant's capacity to undertake the event including any experience with similar events and ability to obtain relevant approvals and permissions;
- Wide community need for the event and how this was determined;
- Community outcomes expected from the event, including number of participants;
- Positive promotional outcomes for the local area; and
- Value for money, including realistic budget and cost recovery, with quotes for all items to be funded

The assessment panel appointed in accordance with the adopted Procedure has recommended that sponsorship of \$5,000 be provided towards the event.

With the budget showing a projected income of \$10,000 from ticket sales, and the removal of the \$4,992 in lifeguard fees from the expenses, this sponsorship amount would allow the club to cover the costs of staging the event and still realise a small profit from it.

CONCLUSION

The application has been received out of round, but is presented for Council consideration as the Club needs to finalise arrangements for the event to be held.

Based on assessment of the information provided in the application it is recommended that cash sponsorship of \$5,000 be provided to assist with the staging of the event.

11.4 AUSTRALIA DAY GRANT PROGRAM FOR 2018**File No:** 5095**Attachments:**

1. Rotary Club of Mt Morgan
2. Gracemere Lions Club
3. Friends of the Heritage Village
4. Upper Ulam Recreation Grounds Inc.

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

SUMMARY

In 2013 Council resolved to establish an Australia Day Community Grants Program to assist local organisations to coordinate community based Australia Day celebration across the region. Applications for funding to support activities for Australia Day 2018 are now presented for Council approval.

OFFICER'S RECOMMENDATION

THAT Council:

- award a grant of \$3,000 to the Rotary Club of Mt Morgan to assist the group in presenting a community-focused Australia Day celebration in Mt Morgan in 2018;
- award a grant of \$7,630 to the Lions Club of Gracemere to assist the group in presenting a community-focused Australia Day celebration in Gracemere in 2018; and
- award a grant of \$2,500 to the Friends of the Heritage Village to assist the group in presenting a community-focused Australia Day celebration in Rockhampton in 2018;
- award a grant of \$1,870 to the Upper Ulam Recreation Grounds Inc to assist the group in presenting a community-focused Australia Day celebration in Bajool in 2018;

COMMENTARY

With Council having resolved in 2013, to establish an Australia Day Community Grants Program to assist local community-based organisations to present Australia Day events across the region, applications for funding to support activities for Australia Day 2018 are now presented for Council approval.

A media release calling for applications for funding was distributed to all media on 11 September 2017 and previous applicants were notified that the opportunity was open. A facebook post on the Rockhampton Regional Council page had a reach of 2925 people.

Completed application forms have been received from the Rotary Club of Mt Morgan for an event at Mt Morgan (\$3000 requested), from the Lions Club of Gracemere for an event in Gracemere (\$10,239 requested), from Upper Ulam Recreation Grounds Inc for an event at Bajool (\$1870 requested) and from the Friends of the Heritage Village for an event in Rockhampton (\$4800 requested). All applications are attached for committee members' information. It is recommended that the requested amounts of funding be granted to Upper Ulam Recreation Grounds Inc and Rotary Club of Mt Morgan. It is recommended that The Friends of the Heritage Village be awarded \$2500 to cover the specific expenses itemized on the submitted budget. It is recommended that the Lions Club of Gracemere be awarded the remaining amount of funds of \$7630. This will be the full available amount of \$15,000 allocated between four localities.

CONCLUSION

The four applications are presented for Council consideration.

After assessment of the applications it is recommended that all applications be awarded grants as listed above, expending the full available amount of \$15,000 between four localities.

AUSTRALIA DAY GRANT PROGRAM FOR 2018

Rotary Club of Mt Morgan

Meeting Date: 21 November 2017

Attachment No: 1

Australia Day Community Event Grants Application Form

Privacy Notice: Rockhampton Regional Council is collecting the personal information you supply on this form for the purpose of processing your application. Your personal details will not be disclosed to any other person or agency external to Council without your consent unless required or authorised by law.



This form is to be completed when applying for Council's Australia Day Community Event Grants. Funding is available to registered not-for-profit charity groups and organisations within the Region planning and staging an Australia Day event in their township.

P: 07 4932 9000 | E: enquiries@rrc.qld.gov.au | W: www.rrc.qld.gov.au | PO Box 1860 Rockhampton QLD 4700 | ABN: 59 923 523 766

Applicant Details			
Organisation name: <i>ROTARY CLUB OF MOUNT MORGAN</i>		ABN: <i>58116235409</i>	
Contact name: <i>Del</i>	<i>Rowley.</i>		
First	Middle	Last	
Residential address: [REDACTED]			
Postal address: (if different)			
Preferred contact number: [REDACTED]		Email: [REDACTED]	
Declaration			
I submit this form with the relevant supporting documentation as required. I declare that the details are correct to the best of my ability.			
Name: <i>Del Rowley</i>		Signature: <i>D Rowley</i> Date: <i>03/11/17.</i>	
Public Liability Insurance (please note a copy of your public liability insurance and indemnity statement must be provided)			
Name of insurer: <i>QBE \$50,000,000.00</i>		Policy number: <i>AQR008958 PLB.</i>	
Policy limit: <i>PUBLIC \$50,000,000</i> <i>PRODUCTS \$50,000,000</i>		Expiry date: <i>30th JUNE 2018.</i>	
Event Details			
Name: <i>Australia Day Celebrations</i>		Location: <i>Mount Morgan Dam.</i>	
Description of event: <i>The Rotary Club of Mount Morgan with the support of RRC provides a free family fun day of celebration for the community of the Mount Morgan Dam with the assistance of our past successful grants from RRC we have been able to provide a great, free, fun filled day for the community with 300 plus people taking advantage of the day. Free rides, face painting etc ice cream, lemonade</i>			
Event date: <i>26th January 2018</i>	Start time: <i>0900</i> <input checked="" type="checkbox"/> am / <input type="checkbox"/> pm	Finish time: <i>12.30</i> <input type="checkbox"/> am / <input checked="" type="checkbox"/> pm	
Event contact name: <i>Del Rowley</i>		Preferred contact number: [REDACTED]	
Anticipated attendance: <i>300.</i>		Has this event occurred before? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Target Audience: <i>Families from our community and visitors from surrounding Mount Morgan who indicated they would return again this year</i>			

What other groups or organisations have indicated a willingness to be involved in this event? (Please attach letters of support)

Members of MMPAD and the Rodeo Committee are also members of Rotary and have indicated their willingness to assist and to provide letters of support

Describe how your activity/event will complement and build on existing Australia Day activities:

This is the only Australia Day event in our town and is enjoyed by all who attend to celebrate this important occasion. Our Asian and Indigenous families also attend to celebrate.

Please indicate which of the following Australia Day objectives are met by your activity/event: (tick one or more boxes as appropriate)

☒ Inspires national spirit and enriches the life of the nation

☒ Embodies the Australia Day brand values of freedom, 'fair go', altruism, mateship, diversity, community and humility

☒ Acknowledges Australia Day for all Australians and any activity must reflect, encourage and enhance togetherness

☒ Acknowledge and pays respect to the ancient traditions and history of Australia's indigenous community

☒ Family, fun and free

☒ Ensures community participation in the planning and/or end enjoyment of the activity

Budget

Income		Expenditure	
Source	\$	Expense	\$
Organisation contribution	500.00	Permits/approvals	
Grant requested from RRC	3,000.00	Materials	4,000.00
Other grants or sponsorship (cash)		Contractors	
In-kind (please detail)	100.00	Venue Hire	166.35
<i>Volunteer Hours</i>		Catering	600.00
		Other (please list)	
		<i>Hire of soft serve ice cream machine</i>	100.00
		<i>Volunteer hrs @ \$28.00</i>	1400
Total income:	\$3600.00	Total expenditure:	\$6166.35

Supporting Documentation

Please remember to provide the following supporting documentation when submitting this form:

☒ Copy of organisation's public liability and indemnity insurance

☐ Letters of support from partner groups and organisations - *letters to follow*

**Broker:**

Aon Risk Services Australia Limited
 Postal Address & Enquiries care of:
 Mr Brenton Vicary
 Service Executive
 Aon Risk Solutions Australia Limited
 GPO Box 65
 Brisbane Qld 4001
 Aon Risk Solutions Australia Limited
 Telephone: (07) 3223 7433



Certificate of Currency

Policy Number	AQ R008958 PLB
Name of Insured	The Rotary Districts & Clubs of Australia
Type of Insurance	Public and Products Liability
Cover	QBE will pay in respect of Personal Injury or Property Damage first happening during the Period of Insurance and caused by an Occurrence within the Territorial Limits in connection with Your Business.
Limit of Liability	Public: \$50,000,000 any one Occurrence Products: \$50,000,000 any one Occurrence & in the aggregate for all injury or damage occurring during the Period of Insurance.
Territorial Limits	Anywhere in the World but subject to the Terms, Conditions and Exceptions of the Policy
Period of Insurance	From: 4.00pm on 30 th June 2017 to: 4.00pm on 30 th June 2018
Special Conditions	Subject to the existing Terms, Conditions and Exceptions of the Policy

Brisbane this 30th day of June 2017 Signed

QBE INSURANCE (AUSTRALIA) LIMITED
 ABN: 78 003 191 035
 AFS Licence No. 239545

2017-2018 Rotary Club_GPL Cofc

AUSTRALIA DAY GRANT PROGRAM FOR 2018

Gracemere Lions Club

Meeting Date: 21 November 2017

Attachment No: 2

Australia Day Community Event Grants Application Form

Privacy Notice: Rockhampton Regional Council is collecting the personal information you supply on this form for the purpose of processing your application. Your personal details will not be disclosed to any other person or agency external to Council without your consent unless required or authorised by law.

This form is to be completed when applying for Council's Australia Day Community Event Grants. Funding is available to registered not-for-profit charity groups and organisations within the Region planning and staging an Australia Day event in their township.

P: 07 4932 9000 | E: enquiries@rrc.qld.gov.au | W: www.rrc.qld.gov.au | PO Box 1860 Rockhampton QLD 4700 | ABN: 59 923 523 766



Applicant Details			
Organisation name: <u>Gracemere Lions</u>		ABN:	
Contact name:			
First: <u>Sharon</u>	Middle: [REDACTED]	Last: <u>McKernan</u>	
Residential address: [REDACTED]			
Postal address: (if different)			
Preferred contact number: [REDACTED]		Email: [REDACTED]	
Declaration			
I submit this form with the relevant supporting documentation as required. I declare that the details are correct to the best of my ability.			
Name: <u>Sharon McKernan</u>		Signature: <u>[Signature]</u>	Date: <u>25.10.17</u>
Public Liability Insurance (please note a copy of your public liability insurance and indemnity statement must be provided)			
Name of insurer: <u>Lloyds of London</u>		Policy number: <u>110962703</u>	
Policy limit: <u>1,000,000</u>		Expiry date: <u>1st September 2018</u>	
Event Details			
Name: <u>Gracemere Lions Australia Day</u>		Location: <u>Creditic Archway Park</u>	
Description of event: <u>Gracemere Lions Australia Day. Bridging all the community together. Marquee, chairs, rides, food vans, entertainment, free ice block & sausage sizzle for all kids.</u>			
<u>Fun, safe, fun filled afternoon for Gracemere & surrounds.</u>			
Event date: <u>26-1-18</u>	Start time: <u>4</u>	<input type="checkbox"/> am / <input checked="" type="checkbox"/> pm	Finish time: <u>9</u>
Event contact name: <u>Sharon McKernan</u>		Preferred contact number: [REDACTED]	
Anticipated attendance:		Has this event occurred before? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Target Audience: <u>All ages families & all races.</u> <u>Kids = rides, games, bby, drink</u> <u>teens = competitions</u> <u>adults = dance lessons, markets, singes, raffles.</u>			

What other groups or organisations have indicated a willingness to be involved in this event? (Please attach letters of support)

Sing Australia

Describe how your activity/event will complement and build on existing Australia Day activities:

We will be taking it late due to heat, to more people will attend
Water park will also be completed as a added attraction

Please indicate which of the following Australia Day objectives are met by your activity/event: (tick one or more boxes as appropriate)

☒ Inspires national spirit and enriches the life of the nation

☒ Embodies the Australia Day brand values of freedom, 'fair go', altruism, mateship, diversity, community and humility

☒ Acknowledges Australia Day for all Australians and any activity must reflect, encourage and enhance togetherness

☒ Acknowledge and pays respect to the ancient traditions and history of Australia's indigenous community

☒ Family, fun and free

☒ Ensures community participation in the planning and/or end enjoyment of the activity

Budget

Income		Expenditure	
Source	\$	Expense	\$
Organisation contribution Carnegie (1000) Simpsonville Recreation Centre (1000)	2000	Permits/approvals permits for this event	440 2300
Grant requested from RRC	10239.50	Materials shirts workshop for the table and Contractors catering supplied food generator for lights	100 1400 1250 250 1200
Other grants or sponsorship (cash)		Venue Hire chairs for community event	31 227.50
In-kind (please detail) performance 200 Police group Ambulance Puffie donated by local businesses		Catering catering refreshments Other (please list) ice for printing entertainment, drinks etc balloons, printing trophies addressing	600 200 20 20 400 100 500 200
Total income:	\$12239.50	Total expenditure:	\$12239.50

Supporting Documentation

Please remember to provide the following supporting documentation when submitting this form:

☒ Copy of organisation's public liability and indemnity insurance

☒ Letters of support from partner groups and organisations



Brendan O'Rourke
 191 Coome Street
 North Rockhampton Qld 4701
 Australia
 Phone: 0438527129

Quote: 49

Quote

Quote date: 03/10/2017

Bill to:
 Cash Sales

Expiry:
 02/11/2017

ITEM	DESCRIPTION	UNITS	UNIT PRICE	AMOUNT
Misc	Full PA system including JBL SRX, Driverack, Amps, Digital desk, Digital Multicore	Qty 1	0.00	0.00
EV 12 and Horn Foldback	EV 12 and Horn Foldback	Qty 2	0.00	0.00
Misc	Generator for audio	Qty 1	0.00	0.00
Misc	FOH operator	Qty 1	0.00	0.00
Misc	Rotunda lights WHITE X2	Qty 2	0.00	0.00
Misc	Marquee lights WHITE X2	Qty 2	0.00	0.00
Misc	Cable covers	Qty 1	0.00	0.00
Misc	Total price of job including setup and pack up	Qty 1	1,850.00	1,850.00

TOTAL: \$1,850.00
 No GST has been charged

Notes

I will have to meet up and talk to you as we now have a new massive generator.
 I would also like to talk to you about the lights lighting the whole area.

WILD OCTOPUS
FAMILY THRILL

MEGA FIBREGLASS
SLIDE

TWIRLING TUBS

PIRATE SHIP

WATER BALLS

MECHANICAL
BULL/SURFBOARD

GLADIATOR DUEL
CHALLENGE

BUNGGY RUN

CHAIR-O-PLANES

MERRY-GO-
ROUND

TWISTER

JUMPING
CASTLE/SLIDE
COMBOS

MINI JEEPS (Self-
Drive Cars)

TRACKLESS TRAIN

WILLY THE WORM

LAUGHING
CLOWNS

FACE PAINTING

CLOWN &
BALLOON ART

FAIRY FLOSS

SNO CONES

POPCORN



Available for Hire

Birthday & Christmas Parties
Social Club Parties
School Fetes, fairs, Fun Days
Promotions & Festivals

Roy Johnson

PO Box 6387

Red Hill Mail Centre QLD 4701

0407 933 117

info@funtime-amusements.com.au

ABN: 93 221 724 534

QUOTE SHEET

28 September 2017

Please find the quote for amusements on the 26th January 2018 at Gracemere. Prices include GST Set up, operators for the amusement rides and pack up and travel. Insurance (20 Million Dollar Cover). Up to date log books and you are to provide power and water. All staff have working with children BLUE CARDS and are fully trained to run our amusement rides. All our rides come FULLY FENCED. We also meet the Australian Standard.

Merry Go Round
Jumping Castle
Rockwall
Bull
Lolly Bags

Price (incl GST) \$3300.00

Thank you
Roy Johnson

Please note once you confirm this quote this will be booked in and full payment is due

In the event of this event being cancelled the full amount is due and/or will not be refunded

BEFORE CHOOSING YOUR AMUSEMENT RIDE COMPANY PLEASE CHECK:

Your ride operator adheres to the Australian Standard 3533.

All amusement rides are to be operated with safety fencing with a locked gate.

To operate in QLD you must hold the relative Public Liability Insurance.

All inflatable amusements must operate with soft fall mats around the entry.

All Mechanical rides to be registered with Workplace Health & Safety Qld.

All inflatable rides to be inspected by a competent person annually

Inflatables with a platform over 3 metres to be inspected by an Engineer annually

All mechanical rides to be inspected by an Engineer annually.

Inflatables with a platform over 3 metres to be inspected by an engineer annually

All Amusements devices to have a log book with operator training, setup procedures, risk assessment and all relative paperwork for the ride.

Chubb Insurance Australia Limited,
Level 12, 720 Bourke Street
Melbourne, VIC, 3000
Australia ABN: 23 001 642 020
AFSL: 239687

G +61 3 9242 5111
F +61 3 9642 0909
www.chubb.com/au

24 August 2017

CHUBB

Certificate of Currency

Public and Products Liability

To Whom It May Concern

Policy Number:	01CL-173/19
Insured:	The International Association of Lions Clubs
Issuing Office:	Melbourne
Class:	Public and Products Liability
Policy Period:	From: 01 September 2017 at 4.00pm local standard time To: 01 September 2018 at 4.00pm standard time, subject to annual renewal
Cover:	Subject to the terms, exclusions, definitions, conditions and limitations of this Policy Chubb shall indemnify the Insured for all sums which the Insured shall be legally liable to pay compensation in respect of Personal Injury, or Property Damage, occurring within the Policy Territory during the Policy Period as a result of an Occurrence happening in connection with the business of the Insured
Limit of Liability:	AUD 1,000,000 Any One Occurrence and AUD 1,000,000 in the Aggregate
Participation:	Chubb Insurance – 100%

This is a Policy summary only. Full details of this Insurance appear on the Policy Document.



Signed for and on behalf of Chubb Insurance
Australia Limited.

Authorised Officer
Chubb Insurance Australia Limited.
ABN 23 001 642 020

Chubb Certificate of Currency – Public and Products Liability, Australia. 11/2016. © 2016 Chubb Insurance Australia Limited. Chubb®, its logos, and Chubb. Insured.SM are protected trademarks of Chubb.

1



JUA Underwriting Agency Pty Limited

AFSL 235411
ABN 70 001 506 405
AFSL 235411

P O Box 6003, KINCUMBER NSW 2251

Telephone: 02 4369 8317

Mobile: 0408 674 770

E-mail: insurance@lions.org.auWeb: www.lionsclubs.org.au/insurance

30 August 2017

CERTIFICATE OF CURRENCY
TO WHOM IT MAY CONCERN

This is to confirm that cover has been arranged as set out below and the Insurance is current to the date detailed.

INSURED: MULTIPLE DISTRICT 201 COUNCIL OF LIONS CLUBS INTERNATIONAL Inc. on behalf of ALL LIONS CLUBS, LIONESS CLUBS and LEO CLUBS in AUSTRALIA, PAPUA NEW GUINEA and NORFOLK ISLAND. (This includes bona fide Voluntary Workers of the Club.)

INSURER: Lloyds of London

CLASS: LEGAL LIABILITY to the GENERAL PUBLIC.

SITUATION: ANYWHERE in AUSTRALIA, PAPUA NEW GUINEA & NORFOLK ISLAND.

SUM INSURED: \$AUD 19,000,000 in EXCESS of \$AUD 1,000,000 provided under Policy # 01CL440469 issued by Chubb Insurance Australia Limited, Melbourne.

POLICY No.: 110962703

DUE DATE: 1st SEPTEMBER, 2018

This Certificate is issued as a matter of information only and does not amend, extend or alter the coverage afforded by the Policy. This Certificate is also issued subject to the terms, conditions, exclusions and endorsements of the Policy.

With Kind Regards

Garry Galvin
Authorised Representative - AFSL 001239538
Lions Australia Insurance Programme Consultant.

AUSTRALIA DAY GRANT PROGRAM FOR 2018

Friends of the Heritage Village

Meeting Date: 21 November 2017

Attachment No: 3

Australia Day Community Event Grants Application Form

Privacy Notice: Rockhampton Regional Council is collecting the personal information you supply on this form for the purpose of processing your application. Your personal details will not be disclosed to any other person or agency external to Council without your consent unless required or authorised by law.



This form is to be completed when applying for Council's Australia Day Community Event Grants. Funding is available to registered not-for-profit charity groups and organisations within the Region planning and staging an Australia Day event in their township.

P: 07 4932 9000 | E: enquiries@rrc.qld.gov.au | W: www.rrc.qld.gov.au | PO Box 1860 Rockhampton QLD 4700 | ABN: 59 923 523 766

Applicant Details			
Organisation name: Friends of the Rockhampton Heritage Village assocn			ABN: 68488314376
Contact name:	First	Middle	Last
		John	McBow
Residential address: [REDACTED]			
Postal address: (if different) [REDACTED]			
Preferred contact number		Email:	
[REDACTED]		[REDACTED]	
Declaration			
I submit this form with the relevant supporting documentation as required. I declare that the details are correct to the best of my ability.			
Name: John McBow		Signature: [Signature]	Date: 07/11/2017
Public Liability Insurance (please note a copy of your public liability insurance and indemnity statement must be provided)			
Name of insurer: RIBCO Pty Ltd ASR Underwriting Agency		Policy number: R18062471	
Policy limit: \$200000000		Expiry date:	
Event Details			
Name: Australia Day Celebrations		Location: Rockhampton Heritage Village	
Description of event:			
Event date: Sunday, January 28, 2018	Start time: 8.00	<input checked="" type="checkbox"/> am / <input type="checkbox"/> pm	Finish time: 1.30 <input type="checkbox"/> am / <input checked="" type="checkbox"/> pm
Event contact name: John McBow		Preferred contact number: [REDACTED]	
Anticipated attendance: 3000 - 5000		Has this event occurred before? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Target Audience: Good citizens of Rockhampton & surrounds including the Coast & their dependants			

What other groups or organisations have indicated a willingness to be involved in this event? (Please attach letters of support)

N

Describe how your activity/event will complement and build on existing Australia Day activities:

The emphasis is on enjoying what we do as Australians + having fun through this enjoyment.

Please indicate which of the following Australia Day objectives are met by your activity/event: (tick one or more boxes as appropriate)

☒ Inspires national spirit and enriches the life of the nation

☒ Embodies the Australia Day brand values of freedom, 'fair go', altruism, mateship, diversity, community and humility

☒ Acknowledges Australia Day for all Australians and any activity must reflect, encourage and enhance togetherness

☒ Acknowledge and pays respect to the ancient traditions and history of Australia's indigenous community

☐ Family, fun and free

☒ Ensures community participation in the planning and/or end enjoyment of the activity

Budget

Income		Expenditure	
Source	\$	Expense	\$
Organisation contribution		Permits/approvals	
Grant requested from RRC	\$4800	Materials	
Other grants or sponsorship (cash)		Contractors	
In-kind (please detail)		Venue Hire	
		Catering	
		Other (please list)	
		Donation	\$2200
		1 participant the	\$300
		non	\$4800
		10th activity	
Total income:	\$4800	Total expenditure:	\$4800

Supporting Documentation

Please remember to provide the following supporting documentation when submitting this form:

☒ Copy of organisation's public liability and indemnity insurance

☐ Letters of support from partner groups and organisations

AUSTRALIA DAY GRANT PROGRAM FOR 2018

Upper Ulam Recreation Grounds Inc.

Meeting Date: 21 November 2017

Attachment No: 4

Australia Day Community Event Grants Application Form

Privacy Notice: Rockhampton Regional Council is collecting the personal information you supply on this form for the purpose of processing your application. Your personal details will not be disclosed to any other person or agency external to Council without your consent unless required or authorised by law.

This form is to be completed when applying for Council's Australia Day Community Event Grants. Funding is available to registered not-for-profit charity groups and organisations within the Region planning and staging an Australia Day event in their township.

P: 07 4932 9000 | E: enquiries@rrc.qld.gov.au | W: www.rrc.qld.gov.au | PO Box 1860 Rockhampton QLD 4700 | ABN: 59 923 523 766



Applicant Details			
Organisation name: Upper Ulam Recreation Grounds Inc			ABN: 60497701927
Contact name:	Richard	Stevens	
	First	Middle	Last
Residential address:			
Postal address: (if different)			
Preferred contact number:		Email:	
Declaration			
I submit this form with the relevant supporting documentation as required. I declare that the details are correct to the best of my ability.			
Name: Dick Stevens		Signature: Dick Stevens	Date: 20/10/2017
<small>Digitally signed by Dick Stevens DN: cn=Dick Stevens, o=Rockhampton Regional Council Pty Ltd, ou=Rockhampton Regional Council, email=dick.stevens@rockhampton.qld.gov.au, c=AU Date: 2017.10.19 16:19:55 +1000</small>			
Public Liability Insurance (please note a copy of your public liability insurance and indemnity statement must be provided)			
Name of insurer: Ansvar Australia Insurance Ltd		Policy number: 044000563690	
Policy limit: 10,000,000		Expiry date: 05/07/2018	
Event Details			
Name: Australia Day Function		Location: Upper Ulam Rec Grounds	
Description of event: Celebrations for Australia Day - including water slides, jumping castle, cricket, ball games and bucking bull ride			
Event date: 26 January 2018	Start time: 11	<input type="checkbox"/> am / <input type="checkbox"/> pm	Finish time: 6 <input type="checkbox"/> am / <input type="checkbox"/> pm
Event contact name: Dick Stevens		Preferred contact number:	
Anticipated attendance: 70	Has this event occurred before? <input type="checkbox"/> Yes <input type="checkbox"/> No		
Target Audience: Upper Ulam local residents, surrounding families & general public.			

What other groups or organisations have indicated a willingness to be involved in this event? *(Please attach letters of support)*

Describe how your activity/event will complement and build on existing Australia Day activities:

Our activities and celebrations help the locals connect and get to know each other. It also provides a fun and enjoyable day in an area close to their homes and lifestyle.

The recent cyclone event was a good example of how people rallied together to help each other and gatherings such as these provide a good opportunity for sharing of ideas and resources that can be called upon when these natural events occur.

Please indicate which of the following Australia Day objectives are met by your activity/event: *(tick one or more boxes as appropriate)*

- ☐ Inspires national spirit and enriches the life of the nation
- ☐ Embodies the Australia Day brand values of freedom, 'fair go', altruism, mateship, diversity, community and humility
- ☐ Acknowledges Australia Day for all Australians and any activity must reflect, encourage and enhance togetherness
- ☐ Acknowledge and pays respect to the ancient traditions and history of Australia's indigenous community
- ☐ Family, fun and free
- ☐ Ensures community participation in the planning and/or end enjoyment of the activity

Budget

Income		Expenditure	
Source	\$	Expense	\$
Organisation contribution	250	Permits/approvals	63
Grant requested from RRC	1870	Materials	52
Other grants or sponsorship <i>(cash)</i>		Contractors	
		Venue Hire	160
		Catering	650
In-kind <i>(please detail)</i>		Other <i>(please list)</i>	
		Kids large bouncing castle	990
		Bucking Bull with operator	880
Total income:	\$ 2120	Total expenditure:	\$ 2795

Supporting Documentation

Please remember to provide the following supporting documentation when submitting this form:

- ☐ Copy of organisation's public liability and indemnity insurance
- ☐ Letters of support from partner groups and organisations

FACT SHEET

Australia Day Community Event Grant



Australia Day Community Event Grant

We come together as a nation on Australia Day to celebrate what's great about Australia and being Australian. It is the day to reflect on what we have achieved and what we can be proud of in our great nation. It is the day when we can commit to making our part of Australia an even better place in the future.

On January 26 each year, more than half of the nation's 22 million people attend either an organised community event or enjoy being around family and friends while celebrating our national day.

At its core, Australia Day is a day driven by communities, and the celebrations held in each town, suburb or city is the foundation of its ongoing success.

The Rockhampton Regional Council Australia Day Community Event Grants are aimed at enabling our region's communities to host events that promote the objectives of Australia Day* and in doing so, provide a vehicle by which people can unite and connect as Australians.

The grants program is:

- Open to community groups and not-for-profit charity organisations registered and in operation within the boundaries of the Rockhampton Regional Council local government area;
- Funding to plan and host an Australia Day event that is open to residents and visitors, without restriction;
- Aimed at enhancing community participation and connectedness;
- About inspiring new and imaginative ways for your community to celebrate what makes being an Australian great; and
- About recognising that the communities of the region have pride in their sense of identity.

The grants program is not:

- Recurrent funding;
- Available to organisations operating or registered outside the Rockhampton region;
- Available to any other group except registered not-for-profit community groups or organisations; or
- Available to schools or other educational institutions.

Preference will be given to:

- Groups and organisations who demonstrate an ability to use the funding to seed their event as a permanent annual fixture within their community;
- Applications that demonstrate a commitment to ensuring equity for all residents; and
- Groups and organisations that show a commitment to promoting connectedness among the region's communities and residents.

The Rockhampton Regional Council Australia Day 2018 Community Events Grants carry a total pool of \$15,000 to be shared between communities that demonstrate a willingness and ability to connect their residents by planning and staging an Australia Day event in their township.

The grants are available to not-for-profit charity groups and organisations registered and operating within Council's local government area boundaries.

Funding will be allocated in varying amounts, depending on the quality and number of applications received.

Council will consider favourably applications that show a whole-of-community willingness to support their Australia Day celebration and those that meet one or more of the Australia Day objectives, as outlined by the National Australia Day Council.

Applications must be received by Council no later than close of business on Friday 3 November 2017.

07 4932 9000 | enquiries@rrc.qld.gov.au | www.rrc.qld.gov.au

FACT SHEET

Australia Day Community Event Grant



Key Selection Criteria

Grant applications must meet the following criteria:

- Application must be completed in full;
- Activities must target the local community principally, involve community participation and increase participation in Australia Day;
- Applications must meet one or more of the Australia Day objectives;*
- Activities must represent value for money;
- Activities should take place on Australia Day – 26 January; ideally at a time which complements any other planned activity;
- The activity must be not-for-profit;
- Applications must be accompanied by an event plan that clearly shows the activities planned for the day;
- Applicants must comply with all regulatory approvals as far as food and licensing is concerned, and
- Applicants must carry their own public liability and indemnity insurance.

Key Dates

Applications open	Monday 11 September 2017
Applications close	Friday 3 November 2017
Applicants notified	Wednesday 22 November 2017
Summary of event to Council	Friday 23 March 2018

How much money is available?

A total grant pool of approximately \$15,000 is available for 2017. Council reserves the right to allocate all or portion of funding in 2017, depending on the number of quality applications.

Council will consider favourably applications that show a whole-of-community willingness to support their community's celebration.

An application does not guarantee a commitment of funding.

Contact Details

For further information please contact, Louise Hales on 4932 9000.

07 4932 9000 | enquiries@rrc.qld.gov.au | www.rrc.qld.gov.au

11.5 ROCKHAMPTON HOCKEY ASSOCIATION PROJECT

File No: 4199
Attachments: Nil
Authorising Officer: Ross Cheesman - Acting Chief Executive Officer
Author: Robert Holmes - Coordinator Parks Operations

SUMMARY

At the previous Council meeting (7 November 2017) reports providing an update to the Council on the current status of the Rockhampton Hockey Association (RHA) relocation project and the discussions with parties involved. This report provides further information on the discussions held and the Council's direction on the finalization of the agreed site for the expanded hockey facility for Rockhampton is sought.

OFFICER'S RECOMMENDATION

1. THAT the site at 5-71 Olive Street, Parkhurst no longer be identified as the preferred site for the construction of hockey facilities and associated infrastructure.
2. THAT Kalka Shades/Birdwood Park be endorsed as the location for the construction of expanded hockey facilities and associated infrastructure; and
3. THAT future reports on the Rockhampton Hockey Association Project and associated assistance for the Rockhampton Cricket Incorporated be presented to and through the Works for Queensland Project Control Group.

COMMENTARY

Rockhampton Hockey Association (RHA) approached Council in 2015 to commence discussions over the development of a second synthetic hockey field to increase its opportunity to hold national and international competitions. The second field was proposed to be constructed on the northern side of the existing artificial surface. Discussions regarding its final location were ongoing, at that time, due to the flooding issues at the site.

At the Council meeting held 8 August 2017, the Council considered a report providing an update of the Rockhampton Hockey Association (RHA) relocation project which proposed the RHA relocating to Olive Street, Parkhurst from its current location at Birdwood Park, Kalka. The aforementioned report provided a status of the project as well presenting a few alternate options for the current proposal. The outcome was that the Council required an additional report on the matter which was to be prepared following further consultation with the parties involved and further investigation of a number of the options presented. This report was presented to the Ordinary Council Meeting of 12 September 2017 and outlined the results of those further investigations and discussions with the Council subsequently resolving to further discuss and investigate the Werribee Street option which was subsequently rejected by the RHA. Subsequent discussions have been held with RHA and Rockhampton Cricket Incorporated (RCI) and the RCI have approached these discussions with a view to assisting the RHA to meet its needs; however, as anticipated, there will need to be some expenditure to assist the RCI to continue to meet its needs to meet the objectives of providing organized cricket competitions and the development of the game in the Rockhampton region.

BACKGROUND

As reported at the Council meeting held 7 November 2017, email correspondence was received following the meeting of 13 October advising the following:

Thank you again for your input at tonight's meeting, it was very much appreciated and definitely gave those present a clearer perspective of the process involved to date.

There was considerable and productive discussion after your departure with a final motion passed to reject council's option to relocate to Werribee Street in favour of the option to construct a second turf at Kalka Shades as per the original Get Playing Plus grant application at the North Eastern end, plus refurbishment of the existing turf and facilities and further flood mitigation work.

A majority vote was recorded with only three voting against the motion.

RHA have a management meeting on Monday 16th October and a formal letter will be sent to council advising the outcome of tonight's meeting.

Formal letter correspondence has now been received with subsequent discussions with RHA representatives with a view to settling on the wants and needs of hockey having regard for the budget available. These discussions will be ongoing and will include clarification of the scope.

One point that has been stressed by the RHA and has been acknowledged is the need for either significant remedial work or replacement of the existing artificial turf field at Kalka Shades. A decision at this meeting to endorse Kalka Shades as the location for the expanded hockey facility will assist in meeting that need. Such a decision will also allow Council officers to pursue more fully detailed estimates on the costs for the expanded hockey facility at Kalka Shades.

Rockhampton Cricket Incorporated position

There were preliminary discussions held with RCI in August 2017 and the outcome of that discussion was that it would not be impossible for RCI to work with a change to the configuration at Kalka; however, RCI indicated that it would not be in the best interests of its members. It was also indicated, that should such a situation eventuate, RCI would require assistance from the Council including the development of new amenities.

There have been subsequent discussions with RCI including a meeting on Friday 10 November 2017 whereat the RCI expanded on the impact of losing Field 5 at Kalka Shades and what they saw as solutions that would allow it to continue to meet its objectives whilst enabling RHA to meet its objectives. The matters in *italics* below are the comments and requests from the RCI with the preliminary responses and further details following the RCI comments.

Also, it should also be recognized that Kalka Shades was developed and provided for use as five (5) junior fields; however, over time, RCI have utilized these and reconfigured slightly to accommodate senior cricket at that location.

The loss of wicket 5 will result in turf wickets at Kalka reducing from 5 to 3 plus, one younger age field (if the wicket block is moved). Furthermore this substantially affects the strategic direction of cricket in Rockhampton given Kalka was viewed as a future 6 wicket complex (3 turf and 3 astro) to help grow junior cricket in Rockhampton and provide the only 6 wicket venue in Queensland (which would allow Rockhampton to have a strategic advantage to regularly host state under 12 cricket titles).

Required Turf wickets for the Rockhampton cricket competition are 9 turf fields every weekend. Currently there are 5 turf wickets at Kalka and 4 turf wickets at Rockhampton Cricket Grounds. The Kalka 5 wicket complex is also used for major fundraising events such as the annual corporate 20/20 competition, and Australia day weekend country carnival. The loss of these wickets substantially affects these events (and fund raising), but Rockhampton Cricket is prepared to work with Hockey to find a compromise.

The question was asked as to what the compromise maybe and it was indicated that the compromise was assistance from Council with the following.

Games are also played occasionally at the Yeppoon Show Grounds and Rockhampton Grammar School, but these turf wickets are not available permanently for Rockhampton Cricket. The loss of turf wickets at Kalka which are close to the canteen, will result in a loss of canteen revenue.

At a previous meeting, RCI advised that the Yeppoon Showground and Rockhampton Grammar School (RGS) were included in the nine (9) fields they need each week (for both senior and older juniors); however, the Yeppoon Showground was not always available due to other activities at that site and the RGS ground did not quite have the dimensions for a senior field with school infrastructure also in close proximity to the field. The minimum field needs for RCI was seven (7) senior fields and seven (7) junior fields. There is also a focus on using astroturf pitches for juniors, especially the younger ages, to assist in their enjoyment and development of skills.

The below is the requirements for cricket in Rockhampton to allow the continuation of the current junior and senior competition, and to allow for the growth of cricket in Rockhampton.

Lights at RCG 3 (so there is 2 fields under lights) to allow night games to be scheduled which will reduce the number of turf wickets required on a weekend. This will have the added advantage of encouraging more players to cricket as summer heat can be avoided through playing night games. The lights need to be to a suitable standard to allow games to proceed.

The provision of two (2) senior fields under lights will assist the RCI in accommodating the number of games each weekend including the ability to extend the playing times. This would see an additional senior field lit and the upgrade of lighting on the main field. The matter of lighting junior fields was also raised and this would allow juniors to play on Friday nights to meet the growing demand with the fields proposed to be made available.

The estimated cost to light a senior cricket field appropriately is in the order of \$250,000 and this would depend on what infrastructure may already be in place, what standard of lighting is required (senior or junior), etc.

Installation of 3 concrete wickets at McLeod Park between existing fields (45 metre boundaries). This will increase substantially the availability of astro-turf pitches in Rockhampton which are required for the significant growth being experienced by the under 12 age group, due to modified game formats and more consistent ball bounce offered by astro-turf wickets. This option also allows night time use of the wickets for introduction age groups and skills sessions at one venue on astro-turf wickets (an alternative to this could be Cricket using the 2 hockey pitches at Kalka on selected nights to run intro to cricket games and skills sessions?)

It would be proposed that Council's permission to enter into a licence with RCI for the use of McLeod Park and it is envisaged that this should be without too many issues; however, it is noted that there are a number of users at McLeod Park from time to time dependent on what's happening but the opposing seasons would be of benefit to accommodate RCI. It was also noted that existing light poles at McLeod Park may be able to be used for lighting of one (1) or two (2) junior fields at that location.

Estimates for the new junior wickets would be approximately \$5000 for concrete and astro-turf covering.

Removal of trees on the boundary line at wicket 3 at RCG, and cutting back of fig tree. Removal of existing old light pole.

This will be investigated and not too many issues are expected except one of the trees in that area is heritage listed.

Support for Rockhampton Cricket working towards independently maintaining turf wickets in Rockhampton. In the meantime a better system needs to be developed due to issues with current staff work output not reflecting agreed output under contract.

Council has not been made aware of any outstanding wicket maintenance issues other than a couple of minor issues which were currently being resolved.

RCI is keen to take the turf wicket maintenance over themselves; however, they will need to make it financially viable. It was suggested that this could transition over one season commencing at the start of next season.

Extension of machinery shed for 2 extra bays so that old cricket shed can be demolished.

RCI admitted that this request was added after initial discussions; however, it saw this as integral to their increased activities at the RCG. It was estimated that the addition of a one (1) bay 6m x 3m bay on the shed would be in the order of \$10,000.

Refurbishment of the turf wickets at Kalka for the remaining 3 wickets. 2 out of 3 remaining wickets are in poor condition, with the lost wickets of wicket 5 and part of 4 being the best wickets. Due to 2 of the remaining wickets being in the most flood prone areas, work may also need to be done to the fields to raise the wicket block slightly to make this the high point on each field.

Following clarification, it was noted that there should be no loss of any part of Field 4 at Kalka Shades due to this project. It was originally proposed to modify Fields 2 and 3 at Kalka Shades to incorporate three (3) astro-turf wickets; however, RCI were now looking at refurbishment of the turf wicket blocks on Fields 2 and 3.

Movement of the wicket block on Field 4 at Kalka to allow for an extra turf wicket (smaller field) to assist with future growth of cricket in Rockhampton and major social and corporate events (this is the preferred and cheaper option than another wicket block at the Rockhampton Cricket Grounds).

This comment/request was not relevant as the hockey project was not proposed to impact on Field 4.

Use of 5 Kalka fields until the end of the cricket season at the end of March.

Hockey recognize and agree with the need for Cricket to see out the current season with the fields currently available.

With ongoing issues at Victoria Park substantially affecting the under 12 cricket competition and the loss of fields for use in other competitions (school boys, country week), can Elizabeth Park be utilized as a back up astro-turf wicket .

This was to be further investigated having regard for other users, etc.; however, it was agreed by all that Victoria Park was problematic given the other users of the area especially those associated with Showground use.

As the above are only preliminary estimates and Council is awaiting further details, total likely expenditure involved in meeting the RCI's wants and needs have not been identified and this will be the subject of a future report to a relevant meeting.

Process going forward

Once a final decision has been made on the location, Council will be required to obtain a number of approvals both under its legislative powers and also the State Government's. These required approvals will include:

- Building Works Assessable against Planning Scheme
- Operational Works
- DNR

It is also suggested that going forward that the budget will need to be recognized by the major parties involved (RHA and RCI) and that there is a given budget and that the various need (and wants) will need to be balanced and compromised within those financial parameters.

PREVIOUS DECISIONS

There have been a range of Council resolutions on this matter; however, the following resolutions from August 2016 are the more pertinent to the current situation and are those which impact on the decision sought from this meeting.

Having regard to the content of the following resolutions, the Council is requested to rescind those resolutions, in part, to ensure that the project can proceed at the now preferred site as agreed by the parties involved.

THAT

1. Council accede that the location of the second artificial hockey playing surface to the south of the existing surface is not suitable due to the surrounding areas being adversely affected by flooding;
2. Council accede to the proposal to allocate a portion of land at 5 – 71 Olive Street, Parkhurst (being Lot 2 RP617657) for the purposes of the construction of hockey fields and associated infrastructure as outlined in the report;
3. Council authorise the Manager Parks to negotiate the final layout and plans with Rockhampton Hockey Association; and

Moved by: Councillor Wickerson

Seconded by: Councillor Rutherford

MOTION CARRIED UNANIMOUSLY

THAT,

1. Council authorise further investigations into the suitability of 5-71 Olive Street, Parkhurst (Lot 2 RP617657) to be developed as a sporting precinct; and
2. Council authorise Officers to commence the Material Change of Use process to deal with the land.

Moved by: Councillor Swadling

Seconded by: Councillor Wickerson

MOTION CARRIED UNANIMOUSLY

BUDGET IMPLICATIONS

The budget is \$4.95M less expenditure to date including design and applications costs in respect of the Olive Street site. This will be the total funding available and that will be the figure that will be the basis when progressing this project.

LEGISLATIVE CONTEXT

There are no additional legislative obligations on the Council from this project other than the conditions of the funding programs.

LEGAL IMPLICATIONS

None other than those arising from existing leases and licences with the sporting bodies involved and the agreement conditions from the funding organisations.

STAFFING IMPLICATIONS

Other than the project management and liaison with the sporting clubs, there should be no other implications on Council's staffing resources.

RISK ASSESSMENT

This direction sought in this report may present some risks in respect of criticism from some quarters about the way the Council has handled this matter; however, that criticism can be ameliorated through some explanatory media outlining the Council's efforts and objectives to see the RHA set up in a flood free environment.

CORPORATE/OPERATIONAL PLAN

Under the recently adopted 2017-2022 Corporate Plan and the theme of Community the objective is:

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

and the Operational Plan Activity is:

2017-2018 Operational Plan Activities

1.2.1 Ensure that a range of community meeting spaces, public venues and facilities are provided to service the needs and expectations of our community

CONCLUSION

This has been an ongoing issue that all parties would like to have seen resolved before now; however, in efforts to meet the needs of the RHA, it has not been a simple nor easy process. Whilst all would have preferred to see the hockey facilities and activities removed from a flood zone, this has not been possible having regard for the financial parameters and the unwavering requirements of RHA. It should also be noted that a proportion of the funding obtained by the RHA relies on the achievement of those wants and needs. That will also see an impact on the RCI's activities at Kalka Shades and efforts need to be made to ameliorate those impacts on RCI's objectives and activities.

Going forward, should the Council endorse the suggested recommendations, Council Officers should be able to expedite this project including negotiating with RHA and RCI to achieve compromises so that both organization can continue to meet their objectives in providing active sporting and recreation services to their members.

It is also suggested that with the settlement of the location for the hockey infrastructure that future reports on this matter should be through the Works for Queensland Project Control Group.

11.6 PROPOSED HOURS AND FEES ASSOCIATED WITH THE USE OF THE 42ND BATTALION MEMORIAL POOL WATER SLIDES

File No: 11795
Attachments: Nil
Authorising Officer: Colleen Worthy - General Manager Community Services
 Blake Hunton - Manager Parks
Author: Sophia Czarkowski - Sports and Education Supervisor

SUMMARY

42nd Battalion Memorial Pool water slides are scheduled to open in November 2017. This report contains the proposed operating hours and fees as presented by Aqualification and Fitness the current pool operator.

OFFICER'S RECOMMENDATION

THAT

1. Council approve the proposed operating hours for the water slides as outlined in the report;
2. Council approve the proposed water slide entry fees as outlined in the report commencing from 1 March 2018; and
3. Council does not authorise hire of the slides for exclusive use activities during the water slide operating hours

COMMENTARY

The 42nd Battalion Memorial Pool consists of a 50m pool, wading pool, mini golf course, jumping pillow, kiosk and amenities and is open to the public from 1 September to 30 April each year from 9am to 6pm Monday to Friday and from 10am to 5pm Saturdays, Sundays and public holidays.

November 2017 should see the opening of the water slides which have been funded through the Works for Queensland grant.

BACKGROUND

Proposed Operating Hours:

Aqualification and Fitness currently operate the 42nd Battalion Memorial Pool under lease and propose the following operational hours for the water slides:

	Summer Season - Regular	Summer Season - School Holidays
Monday	Closed	10am – 5:30pm*
Tuesday	3pm – 5:30pm	10am – 5:30pm*
Wednesday	3pm – 5:30pm	10am – 5:30pm*
Thursday	3pm – 5:30pm	10am – 5:30pm*
Friday	3pm – 5:30pm	10am – 5:30pm*
Saturday	11am – 4:30pm	11am – 4:30pm
Sunday	11am – 4:30pm	11am – 4:30pm
Public Holidays	11am – 4:30pm	11am – 4:30pm

**During peak usage periods, water slides may be shut for up to one hour between 1pm and 2pm for maintenance, cleaning and staff rotation.*

Additional activities including night rides are being considered on weekends along with a winter water slide activity both will be dependent on interest and uptake.

Proposed Slide Entry Fees:

The current entry fees will remain unchanged, however, the proposed additional fees for use of the water slides after 1 March 2018 are:

	Summer Regular (plus entry fee)	Season - School Holidays (plus entry fee)
Single Slide (per person)	\$1	\$1
Weekdays (per person per day)	\$6	\$8
Saturday, Sunday or Public Holidays (per person per day)	\$8	\$8
Saturday and Sunday Double Pass (per person)	\$12	\$12
School Holiday Double (any two consecutive days) (per person)	NA	\$12
Night Rides (per person per day)	\$5	\$5
Facility Hire – Slides (per hour)	\$200	\$200
Facility Hire – Slides (per day)	\$1,500	\$1,500
Facility Hire – Whole Facility (per hour)	\$300	\$300
Facility Hire – Whole Facility (per day)	\$2,000	\$2000

Hire of water slides for exclusive use:

It is proposed that hire of the water slides for exclusive use activities (e.g. parties, functions, school break ups) will not be permitted during operating hours.

Visitation:

Aqualification and Fitness has provided patronage projections that anticipate around 44,000 visitations per annum attributed to the water slides over the first two years.

Operation of water slides Christmas school holidays:

The free use of water slides is expected to draw large numbers of visitors to the 42nd Battalion Memorial Pool impacting on a number of areas of operations, including user safety and crowd control. The use of wrist bands and timed sessions will assist with dealing with these issues.

Operational Expenditure

Free entry until 28 February 2018 will negatively impact on Aqualification and Fitness and an additional retainer fee will be sought. Council Officers and Pool Operators are continuing discussions on the operational impact with a further report to be presented to Council regarding this matter.

BUDGET IMPLICATIONS

An additional retainer amount will be sought from Aqualification and Fitness in due course.

CONCLUSION

This report provides details on the operations of the water slides at 42nd Battalion Memorial Pool.

11.7 2018 QUEENSLAND MINING EXPO

File No: 11715

Attachments: 1. 2018 QME Prospectus
2. Latest floor plan

Authorising Officer: Chris Ireland - Manager Regional Development and Promotions
Tony Cullen - General Manager Advance Rockhampton

Author: Rick Palmer - Senior Executive Industry Engagement

SUMMARY

This report outlines the possibility of Council taking a booth at the 2018 Queensland Mining & Engineering Exhibition.

OFFICER'S RECOMMENDATION

THAT Council select a suitably sized site for its stand at the 2018 Queensland Mining & Engineering Exhibition.

COMMENTARY

The 2018 Queensland Mining & Engineering Exhibition is being held at the Mackay Showgrounds on 24-26 July 2018. Council has been a long term exhibitor at this expo, which offers excellent exposure to the resources sector.

A copy of the QME prospectus is attached to this report together with the latest copy of the floor plan.

The rental cost for a 6x3m site, such as site A334, will be \$14,625 inclusive of GST.

The cost of a 6x6m site, such as A212, will be \$23,366.20, but the exhibitor has to build their own stand rather than use the expo stand. The cost of a 6x6m site could easily exceed the cost of a double 6x3m site.

BACKGROUND

Council has attended the biennial Queensland Mining & Engineering Exhibition, which is held in Mackay, since 2006. This attendance has lifted Council's profile in the resources sector and provided Council with a good number of useful leads.

2018 QUEENSLAND MINING EXPO

2018 QME Prospectus

Meeting Date: 21 November 2017

Attachment No: 1



Queensland Mining &
Engineering Exhibition

THE HEART OF QUEENSLAND MINING & ENGINEERING

24 – 26 July 2018
Mackay Showground



EXHIBITOR PROSPECTUS

qldminingexpo.com.au

2016 EVENT HIGHLIGHTS



QME CONTENT SERIES

QME 2016 introduced the QME Content Series which explored new technical advancements across the METS supply chain saving time and money, the importance of asset management and examined the opportunities for cross industry collaboration.

"Australia is in the center of innovation along the value chain in the mining industry, and we have the technology, ideas and people to be competitive amongst countries such as the United States, Japan and Sweden"

Dr Ian Dover, General Manager of METS Ignited



THOUGHT LEADERSHIP PANEL

For the first time in QME history, the Thought Leadership Panel discussion delivered insightful commentary on the current industry and what needs to be done to keep it a viable industry moving forward.

We were honoured to have the Hon. Dr Anthony Lynham, Minister for State Development and the Minister for Natural Resources and Mines officiate the opening of the Thought Leadership Panel discussion. Dr Lynham was joined by a number of esteemed industry experts including World Coal Association's Chairman and Glencore's Group Executive - Coal Assets Mick Buffier, Peabody's Australian President Charles Meintjes, Infrastructure and Economic Policy Director for Queensland Resources Council, Andrew Barger and was facilitated by Lucas Dow, Partner Integrated Global Partners.



INDUSTRY ENGAGEMENT

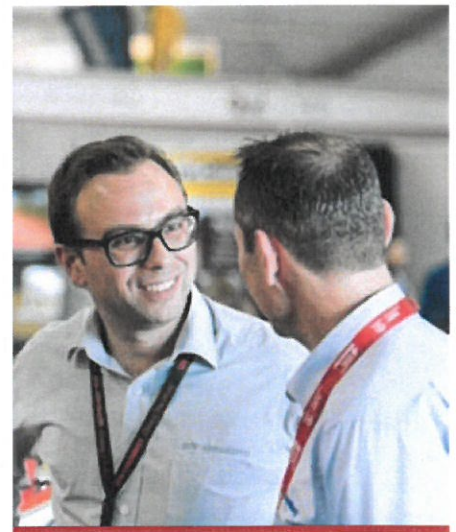
QME is focused on strategic partnerships with local council, State Government, key industry associations and key mining companies to create an event offering that goes beyond the tradition exhibition format.

This engagement shapes the event content and assists in developing an event offering that is tailored by the industry for the industry.



MINING AWARDS DINNER

The Bowen Basin Mining Club will be holding the Queensland Mining Awards Dinner 2018 on Wednesday 25 July 2018. The Queensland Mining Awards are designed to recognise project excellence and achievements unique to the highly competitive work environment of the resources sector. Awards winners will be recognised for the quality outcomes they provide to resources, exploration and production companies as well as for their commitment to innovation and the delivery of projects that are safer, smarter, faster and more efficient.



MARKETING ACTIVITIES

QME executes a multi-faceted marketing campaign designed to attract key visitor groups to the event. The campaign includes targeted email campaign segmented by job title, a direct mail campaign focused on the Bowen, Galilee and Surat Basins and a dedicated PR Campaign that targets trade and mainstream publications. QME features a business matching program that matches the areas of interest highlighted by the visitors during their registration process to companies exhibiting at QME.

SPOTLIGHT ON VISITORS



SUMMARY OF ATTENDANCE

Sources:
1. CAB Audit Report – QME 2016 2. Micromex Visitor Research – QME 2016 3. Micromex Exhibitor Research – QME 2016

	Tue 26 July	Wed 27 July	Thu 28 July		TOTAL
Visits	1,348	1,402	874	TOTAL VISITS	3,624
Revisits	–	177	173	TOTAL REVISITS	350
Daily Total	1,348	1,579	1,047	TOTAL VISITORS	3,974

SOME KEY STATISTICS



KEY COMPANIES ATTENDING QME

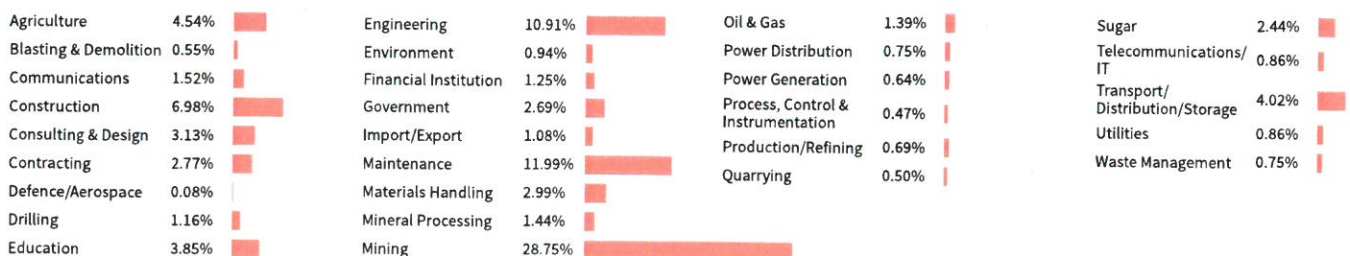
Anglo American
Aurecon
Aurizon
BHP
BMA
Caledon Coal
Coal India

Downer
Glencore
Leightons
Peabody Energy
Rio Tinto
Thiess
UGL

TRADE VISITOR ANALYSIS BY JOB FUNCTION



TRADE VISITOR ANALYSIS BY INDUSTRY CATEGORY





WHY EXHIBIT AT QME 2018?

The Queensland Mining Exhibition in 2018 will bring together buyers and suppliers from the QLD Mining Industry to Mackay and this is your opportunity to take advantage of this.

QME will give your business a unique opportunity to display product, deliver a message to a qualified audience, communicate with buyers and influencers, generate sales leads and build relationships with the people that matter to you.

Opportunities include ready to go stand packages, larger custom brand activations, outdoor space for machinery and heavy product and sponsorship packages. All opportunities available can be specifically customised to meet your objectives. Contact the team to see how QME can benefit your business.



CONTACT DETAILS

For more information or to book contact:

MICHAEL MCALISTER
Senior Account Manager
(02) 9422 2572
michael.mcalister@reedexhibitions.com.au

ANDY ORR
Account Manager
(02) 9422 2768
andrew.orr@reedexhibitions.com.au



qldminingexpo.com.au

Organised by



2018 QUEENSLAND MINING EXPO

Latest floor plan

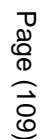
Meeting Date: 21 November 2017

Attachment No: 2



Contact: Andy Orr - Account Manager
Tel: (02) 9422 2768
email: andrew.orr@reedexhibitions.com.au

- Floor plan subject to change -
- Floor plan subject to approval -
QME18 P46 TM 3 November 2017



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

File No: 5883
Attachments: 1. Draft Revised Local Preference Policy
Authorising Officer: Ross Cheesman - Deputy Chief Executive Officer
Author: Drew Stevenson - Manager Corporate and Technology Services

SUMMARY

Presenting details of the annual goods and services spend analysis for the 12 months from 1 November 2016 to 31 October 2017. This report also includes the annual review of the Local Preference Policy for Council's consideration and adoption.

OFFICER'S RECOMMENDATION

THAT Council:

1. Receives the annual goods and services spend analysis report; and
2. Adopts the revised Local Preference Policy as attached to this report; noting the proposed amendments as summarised in this report.

COMMENTARY

It has now been three complete twelve month cycles with the 12% local preference weighting being applied to Council's procurement functions. This report will demonstrate the ongoing positive impact the Council's affirmative action to buying local has had on the local goods and services spend. As part of the Local Preference Policy revision in November 2016, Council approved the introduction of the '*Contractor Local Content*' conditions relating to the tendering of major construction projects greater than \$150K in value. This condition provides a further 10% weighting for tenderers providing details and nominating local suppliers and contractors for goods and services for use in projects to a minimum value of 30% of the contract sum.

This disclosure has provided more transparency of the suppliers and sub-contractors engaged in our major projects. More importantly, it demonstrates to tenderers how serious Council is about tenderers genuinely engaging with local businesses.

BACKGROUND

The spend analysis detailed in this report is based on Council's expenditure on goods and services for the 12 month period, 1 November 2016 to 31 October 2017.

Goods and Services Spend Analysis

During this current reporting period, Council spent \$94.6M on goods and services. Of that amount, \$71.3M has been spent within the RRC boundaries. That is, **76%** of Council's goods and services have been acquired from local businesses. An additional \$2.9M was spent within the CQROC (Central Queensland Region of Councils) boundaries:

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

Plant Hire, Trade Services and Roadmaking Materials

Further analysis of Council's goods and services expenditure in the areas of Hire of Construction Plant and Equipment, Trade Services and Roadmaking Materials shows that we have spent a total of \$24.2M, with \$23.3M (96%) spent on local businesses and locally supplied materials. These are the majority of our contracted small business operators.

Comparison to Previous Period

Analysis Period	Total Goods / Services	Total Local Spend	% Local	CQ Spend	Plant Hire, etc. Total	Plant Hire, etc. Local	Plant Hire, etc. CQ
*Nov 14 – Oct 15	\$95.1M	\$63.8M	67%	\$5.4M	\$23.7M	\$21.8M (92%)	\$1.9M
Nov 15 – Oct 16	\$77.3M	\$59.6M	77%	\$2M	\$24.6M	\$23.7M (96%)	\$900K
Nov 16 – Oct 17	\$94.6M	\$71.8M	76%	\$2.9M	\$24.3M	\$23.3 (96%)	\$901K

* NB: Results influenced by T.C. Marcia cleanup/recovery.

Local Preference Policy Review

The consistent results of the spend analysis demonstrates the positive impact the local preference policy is having on our local economy. As part of the annual policy review, feedback from internal consultation has resulted in some proposed minor changes seeking to clarify a number of policy conditions. The draft revised policy at Attachment 1 highlights the propose changes using track changes and are summarised as follows:

5.2 - Local Preference Evaluation and Weighting Criteria Table

- It is proposed the rating category for businesses based outside of Rockhampton Region, but employing people or using resources from within the RRC boundaries is amended to '5' with the CQ business rating being reduced to '3'. The rationale is that businesses employing local staff or engaging with local suppliers have a greater impact on the local economy than businesses operating within the adjacent council boundaries (CQROC).
- Two other minor deletions/additions in the table to assist in the interpretation of the categories.

5.5 – Contractor Local Content – Contracts Greater than \$150,000

An additional sentence is proposed to exclude this condition during the initial establishment of standing offer panel arrangements. During the initial establishment of standing offer arrangements in accordance with the Local Government Regulation (2012), it is often the case that the scope and quantities are not specified and therefore difficult for tenderers to know what their sub-contracting arrangements will be for a given project. Paragraph 5.5 is applicable for subsequent major projects made under the respective standing offer panel arrangements.

CONCLUSION

The goods and services spend analysis for the twelve month period, November 2016 to October 2017, has demonstrated Council's continued commitment to supporting the local economy with \$71.8M (76%) spent locally; including \$23.3M (96%) on Hire of Construction Plant and Equipment, Trade Services and Roadmaking Materials.

It is recommended that Council approve the Local Preference Policy as amended at Attachment 1.

ANNUAL GOODS AND SERVICES SPEND ANALYSIS AND LOCAL PREFERENCE POLICY REVIEW

Draft Revised Local Preference Policy

Meeting Date: 21 November 2017

Attachment No: 1

LOCAL PREFERENCE POLICY (ADMINISTRATIVE POLICY)

1 Scope:

This policy applies to the procurement of goods and/or services by Rockhampton Regional Council.

2 Purpose:

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

3 Related Documents:

Primary

Nil

Secondary

Local Government Act 2009

Local Government Regulation 2012

Purchasing Policy – Acquisition of Goods and Services

4 Definitions:

To assist in interpretation, the following definitions apply:

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

Corporate Improvement and Strategy use only

Adopted/Approved: ~~Adopted 22 November 2016~~
2016 DRAFT

Version: 4

Reviewed Date:

Department: Corporate Services

Section: Corporates and Technology Services

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<u>Standing Offer Arrangement</u>	<u>An agreement subject to specified terms and conditions whereby Council agrees to purchase our requirements of a specified number or range of goods, during a specified time period from the supplier at agreed prices or on an agreed price basis.</u>
-----------------------------------	---

5 Policy Statement:

Council is committed to the sound contracting principles of:

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

5.1 Development of Competitive Local Business and Industry

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

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

5.2 Local Preference Evaluation and Weighting Criteria

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

Criteria	Rating	Supporting Business
Business head office set up and run locally within the Rockhampton Region.	12	With the commitment to local businesses and economy.
Business branch operating locally within the Region, but with head office setup outside of the Rockhampton Region.	8	With commitment to local economy.
<u>Business based outside of the Region employing local staff and/or using local resources from within the Region.</u>	<u>5</u>	<u>Minor impact on local economy.</u>
Business head office set up and run outside of the Rockhampton Region but within the Central Queensland Region. The Central Queensland Region includes the local government areas of:	5 <u>3</u>	Within Central Queensland.

Corporate Improvement and Strategy use only

Adopted/Approved: ~~Adopted 22 November 2016~~
DRAFT

Version: 4

Reviewed Date:

Department: Corporate Services

Section: Corporates and Technology Services

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<ul style="list-style-type: none"> Banana Shire Council; Central Highlands Regional Council; Gladstone Regional Council; Livingstone Shire Council; and Woorabinda Aboriginal Shire Council. 		
Business based outside of the Central Queensland Region employing local staff and/or using local resources from within the Rockhampton Region but without a permanent local business branch.	3	Minimal impact on local economy.
Business operating outside of the Central Queensland Region.	0	

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

5.3 Local Preference Weighting for Major Contracts Greater than \$1M

In an effort to balance the sound contracting principles of value for money and developing competitive local business and industry, the minimum weighting for major contracts greater than \$1M will be **5%**.

5.4 Locality Preference

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

5.5 Contractor Local Content – Contracts Greater than \$150,000

Council is committed to developing the regional economy; as such it is important that principal contractors can demonstrate their commitment to purchasing goods and services from suppliers/sub-contractors within the Region.

For contracts with a value of greater than \$150,000, the principal contractor must, as part of their tender submission, provide details of and/or nominate local suppliers and sub-contractors for the goods and services proposed for use in the project to a minimum value of 30% of the contract sum (excluding GST).

A weighting of **10%** applies for Contractor Local Content, with the following scoring allocation:

Criteria	Rating	Supporting Business
Tenderer provides details and nominates local suppliers and/or sub-contractors for goods and services for use in the project to a minimum value of 30% of the contract sum.	10	Demonstrated commitment to using local suppliers and sub-contractors.
Tenderer provides details and nominates local suppliers and/or sub-contractors for goods and services for use in the project to a value less than 30% of the contract sum.	5	Partial commitment to using local suppliers and sub-contractors.
Tenderer does not commit to using local suppliers and/or sub-contractors.	0	

Section 5.5 does not apply to the establishment of standing offer arrangements as the scope of work or quantities are unknown at the time.

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Adopted/Approved: ~~Adopted 22 November 2016~~
DRAFT

Version: 4

Reviewed Date:

Department: Corporate Services

Section: Corporates and Technology Services

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6 Review Timelines:

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

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

7 Responsibilities:

Sponsor	Chief Executive Officer
Business Owner	General Manager Corporate Services <u>Deputy Chief Executive Officer</u>
Policy Owner	Manager Corporate and Technology Services
Policy Quality Control	Corporate Improvement and Strategy

EVAN PARDON
CHIEF EXECUTIVE OFFICER

Corporate Improvement and Strategy use only

Adopted/Approved: ~~Adopted 22 November 2016~~
Version: DRAFT
Reviewed Date: 4

Department: Corporate Services
Section: Corporates and Technology Services
Page No.: Page 4 of 4

11.9 SMART WAY FORWARD STRATEGY IMPLEMENTATION PROGRESS REPORT**File No:** 12472**Attachments:**

1. Smart Way Forward InfoGraphic
2. Smart Way Forward Action Plan Implementation Status

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

SUMMARY

It has been just short of two years since the adoption of the Region's Smart Way Forward Strategy in December 2015. This report details the progress of the implementation of the Smart Way Forward Action Plan.

OFFICER'S RECOMMENDATION

THAT Council receives this Smart Way Forward Strategy implementation progress report.

COMMENTARY

The Smart Way Forward Strategy, our region's digital readiness strategy, was adopted in December 2015 following extensive community, business and Council consultation. The strategy takes into account the region's challenges and plays to its strengths, and is predicated on the use of technology and real-time data created by sensors and smart devices to help improve public services, grow employment, get the most out of our resources and provide a city where residents want to work, live and play. To that end, a major strategy element is the implementation of an innovation / co-working space focusing on the next generation of technology and steering towards the new technology based jobs.



The rest of this report will detail the progress on the implementation of the strategy's thirty six outcomes represented in the InfoGraphic at Attachment 1.

BACKGROUND

Following adoption, the thirty six strategy outcomes were coalesced into thirty three actions in the Smart Way Forward Action Plan and prioritised for implementation. Attachment 2 lists the strategy outcomes and provides implementation progress details. At the time of writing this report **67%** of the strategy outcomes have been completed, implemented ongoing, or are work in progress.

Some of the highlights include:

- **CBD Smart Technology and Hub Project** - Successful funding grant of \$2.27M from the State Government Building Our Regions (BOR) fund for the CBD Smart

Technology and Hub Project. Total project cost including BOR co-contribution is \$4.548M.

- **Economic Development Australia 2016 Awards** - The CBD Smart Technologies and Hub Project won the Digital Entrepreneur category of the Economic Development Australia 2016 Awards which were announced at the EDA National conference in Perth in October 2016.
- **Smart Hub** - Establishing an innovation / co-working space to encourage, attract and support startups. Council approved the smart hub business case and concept of operation on 10 May 2016 and the Rockhampton Smart Hub was launched on 19 May 2016, with two startup businesses moving into the space at the end of May.

Now twenty months later there are 22 startups in varying stages of development and growth. Several resident startups have matured to the point of hiring additional staff (achieving a strategy objective of creating new jobs). The Hub has morphed into a thriving little ecosystem with some of the businesses collaborating or seeking advice on their tech ideas.

- **Startup Events and Programs:**

Events:-

- 3 x Startup weekends – June and October 2017. 54 hour weekend event run in collaboration with CQ University and Startup Capricorn.
- 2 x GovHack weekends (2016 and 2017). Two of the three Capricorn teams in the 2017 event won International awards for their startup concepts.
- Smart Hub Lunch & Learn program – Monthly program designed to expand the capabilities and capacity of startup founders and small business owners. They exist to educate, inspire and facilitate real business growth. The monthly events have also included visits from the current and former QLD Chief Entrepreneur (Steve Baxter and Mark Sowerby).
- **Federal Government Smart Cities and Suburbs Roundtable** - Rockhampton was the only regional centre Australia wide to be invited to host a roundtable event, coordinated by the Department of Prime Minister and Cabinet in September 2016. The event encouraged input from Councils, business and the community on how the \$50M Smart Cities and Suburbs Funding Program could be designed to best meet the needs of the broader region. It was well attended with more than 60 participants from state and local government (Central Highlands, Gladstone, Livingstone and Rockhampton Councils), and Central Queensland businesses.

Programs:-

- **Startup Club** - The Startup Club program, facilitated by Mr Bill McKeague, involves formal coaching sessions using the Lean Launchpad approach. Lean Launchpad provides real world, hands-on learning about what it is like to plan and design a new business or new product or service. Council was successful in its funding application through the Federal Government Incubator Support – Expert in Residence grant. Council received \$15,325 towards the two programs scheduled for June to December 2017.
- **Startup Stars** - A Program to demonstrate that our region is the place to start and grow a successful business. Six selected entrepreneurs are currently participating in an intensive mentoring program run by a nationally recognised expert mentor Mr Mark Phillips (*Business in Bare Feet*). The program mentors and supports the entrepreneurs to rapidly scale their business to reach international markets.

Council was successful in its funding application through the QLD Government Advance QLD Startup Events & Activities grant, receiving

\$17,237 towards the 2017 Startup Stars program running through to January 2018.

- **New Smart Hub** – The fitout of the ground floor of Customs House for the region's new Smart Hub is progressing well, with the opening expected in late January 2018.
- **Riverfront and CBD Smart Technology** – This component of the CBD Smart Technologies and Hub Project involves the installation of smart poles, LED lighting, free public Wi-Fi, smart CCTV, digital signage and parking sensor technology on the riverfront and CBD. Some of the smart technology and communications infrastructure has also been built into the riverbank parkland area. The YouTube video showcases our smart technology as installed in Stage 1 – Quay and Denham Streets:
- <https://www.youtube.com/watch?v=REpwMA8VgUE>
- **Collaborative Partnerships** – As part of our strategy implementation we have established collaborative partnerships with the CQ University, Open Data Institute QLD, Startup Capricorn, State Government DSITI – HotDesQ, Smart Cities Council Australia New Zealand, and several other co-working spaces.
- **Open Data Publishing** - Development and implementation of Council's open data publishing framework and subsequent publishing of Council data in open, freely available formats for community use on an open data portal. Council's Citizen Dashboard project is also underway to present Council and community data in an interactive graphical format.
- **Free Public Wi-Fi** – The free public Wi-Fi has been successfully rolled out on Quay Street, at the Rockhampton Airport, Art Gallery, Pilbeam Theatre, libraries and the Visitor Information Centre. Areas under construction are East Street, Quay Street riverfront lower bank and Kershaw Gardens. We are also working with AARNet and CQ University to rollout Eduroam on the Quay Street / riverfront precinct (installation following completion of the Pier).

CONCLUSION

The excellent progress to date has been a result of the outstanding support and assistance from Council, community and business groups. Council's Advance Rockhampton department and Information Technology unit in particular have provided significant input into implementing the Smart Way Forward Strategy and continue to collaborate with the Smart Regional Centre Unit to ensure the best results for our region. With new developments and concepts nationally and internationally in the smart city space, the Advance Rockhampton department and Smart Regional Centre unit will continue to collaborate with Council, businesses and the community to ensure our strategy objectives remain relevant for our region.

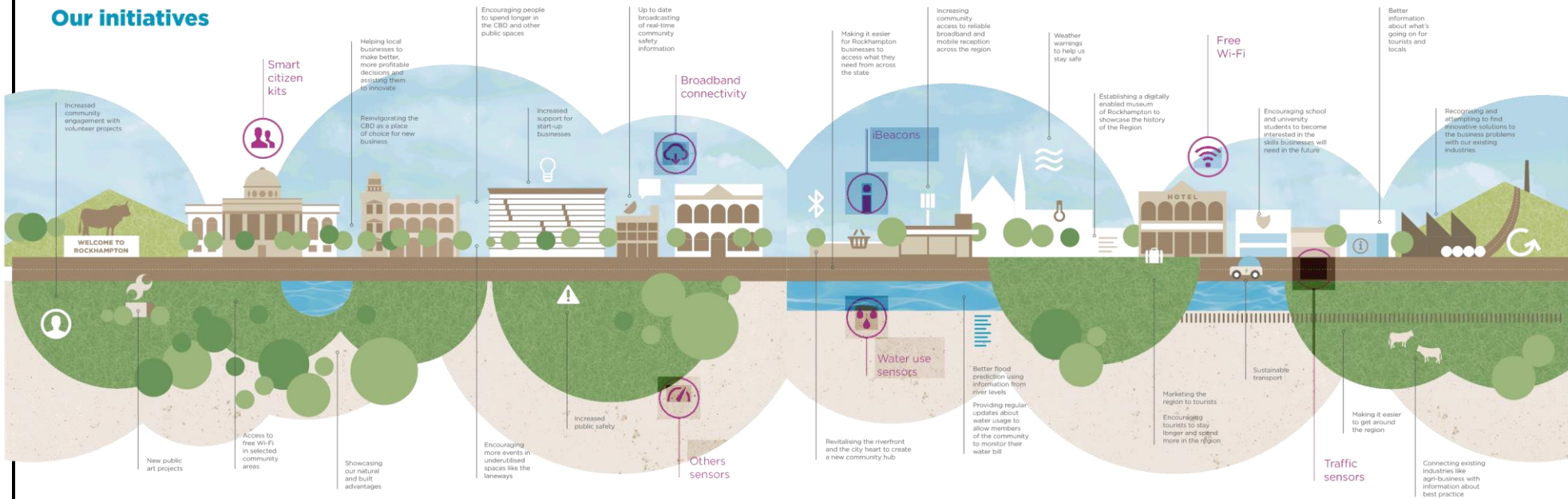
SMART WAY FORWARD STRATEGY IMPLEMENTATION PROGRESS REPORT

Smart Way Forward InfoGraphic

Meeting Date: 21 November 2017

Attachment No: 1

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SMART WAY FORWARD STRATEGY IMPLEMENTATION PROGRESS REPORT

Smart Way Forward Action Plan Implementation Status

Meeting Date: 21 November 2017

Attachment No: 2

Smart Way Forward Implementation Status Update – November 2017

#	Description	Benefit	Strategy Actions	Status
1.	Establish a Smart Hub on the riverfront in Quay Street.	Business growth and employment as a result of a single place for entrepreneurial people to access expertise, assistance, capital and networking opportunities.	<ul style="list-style-type: none"> Smart hub business case and concept of operation adopted - May 16. BOR 2 funding approved - Nov 16. Customs House approved as smart hub location - Feb 17. BEAT Architects awarded detailed design – Feb 17. Smart hub Op Plan 2017 approved - Mar 17. Smart hub fitout tender closed 28 Jul 17. Customs House Smart Hub opening expected Feb 18. 22 x Startups in temp Hub – 212 Quay – Nov 17. 	100% Ongoing to grow ecosystem
2.	Provide free or low cost space for education providers to enable businesses to become more digitally ready in the Smart Hub.	Businesses are better prepared to compete internationally for business based on having access to the Smart Hub and mechanisms to increase the digital readiness of their business.	<ul style="list-style-type: none"> Smart Hub Op Plan 2017, 3 activities: <ol style="list-style-type: none"> Learn, Earn & Grow. Startup Club. Startup Stars. Startup Club – Federal grant support. Two programs (Jun to Aug & Aug to Nov). Nine teams, 17 individuals. Startup Stars – State grant support. Program runs Jul to Dec. Seven startups. HotDesQ Host Round 2 Host. 22 x Startups in temp Hub – 212 Quay – Nov 17. 	100% Ongoing. Planned move to Customs House Dec 17
3.	Seek to sign a number of Memorandums of Understanding (MOUs) with major employers and peak bodies to provide a stream of real-world business problems to participants in the Smart Hub	Participants in the Smart Hub will have access not only to the usual support offered to startups, but also real-world business problems to address. The region will be able to leverage local expertise through strategic partnerships.	<ul style="list-style-type: none"> Smart MOU – RRC/CQU – Feb 16. Professional Co-operation MOU – RRC/CQU – Feb 16. Open Data MOU – Open Data Institute QLD – May 16. State Government DSITI – HotDesQ Rd2 – Jun 17. Bond Store Cultural Precinct Collaboration – RRC/CQU – work in-progress. Smart Cities Council – Aus/NZ. 	100% Ongoing as opportunity arise.
4.	Establish a mechanism to trial innovation arising from the Smart Hub in Council.	Provides a signal to the market and those interested in participating in the Smart Hub that Council is open to innovation and are leading by example.	<ul style="list-style-type: none"> Temp Hub – 212 Quay – operating from May 16. Staged GovHack 2016 & 2017 Startup Weekends – Jun & Oct 2017 	100% Ongoing activities and

Smart Way Forward Implementation Status Update – November 2017

#	Description	Benefit	Strategy Actions	Status
			<ul style="list-style-type: none"> Supported CQUniversity 3DS – Jun 17 HotDesQ Host Round 2 Smart technology video production – resident startup LGP – May 17 https://www.youtube.com/watch?v=REpwMA8VgUE	engagements
5.	Leverage our advantages to bring affordable, reliable internet connectivity to our region.	<p>Cheaper, more accessible internet for community, business and Council use.</p> <p>Enabling existing businesses to compete outside the region.</p> <p>Eliminating a disincentive for businesses and skilled people to move to Rockhampton.</p>	<ul style="list-style-type: none"> Mayor formed Community Telco Working Group formed – Jul 16. Objective was to investigate the viability of establishing a community Telco / ISP. Action out of the Group announced Dec 16 was that a group of ICT professionals will look at a local ISP. As a result of the activity of this group and NBN rollout, more competitive fee structures were made available (Jul 17) A private local consortium is working on launching a local ISP 	<p>100%</p> <p>Ongoing</p>
6.	Work with ODIQ to publish Council's data for community and business use.	<p>Business and community have access to data to foster innovation.</p> <p>Council has significantly increased its level of transparency.</p>	<ul style="list-style-type: none"> Open data framework and policy adopted – Mar 16. Established RRC presence on www.localdata.net.au portal – Mar 16 Published x 9 datasets – Apr 17 Citizen Dashboard project commenced Jun 17. Go-Live planned fourth quarter 2017. 	<p>100%</p> <p>Ongoing</p>
7.	Establish, in consultation with others in the community, a competition for local students to gain an interest in the skills of tomorrow.	<p>Students are exposed to open data, opportunities for development and encouraged to think innovatively.</p> <p>Local skills are increased in preparation for jobs of the future.</p>	<ul style="list-style-type: none"> This will be part of the CQU/Smart Hub Learn, Earn & Grow program targeting 16 to 25 year olds. Staged GovHack 2016 & 2017. Startup Weekends – Jun & Oct 2017. Supported CQUniversity 3DS – Jun 17. 	<p>75%</p> <p>Ongoing</p>
8.	Maintain a Rockhampton Smart Regional Centre brand to disseminate information about innovation relevant to our key industries.	A single one stop shop for businesses in the region to access information about how other businesses world-wide are innovating, allowing them to learn from mistakes and quickly and easily innovate to reduce costs, increase profitability or compete internationally.	<ul style="list-style-type: none"> The Smart Regional Centre brand has been established. Also working on establishing a Smart Hub brand. Successful social media marketing program running since Apr 17. 	100%

Smart Way Forward Implementation Status Update – November 2017

#	Description	Benefit	Strategy Actions	Status
9.	Partner with local governments within our supply chain to ensure that suppliers and businesses have access to the information they need to ensure that they can keep their businesses going when supply lines are compromised.	Increased resiliency of the supply chain, allowing local businesses to confidently get their goods to market or order components or raw materials from across our supply chain.	<ul style="list-style-type: none"> Established arrangement with CQ ROC CEO's providing support during disaster events. Local Disaster Management Dashboard – implementation scheduled Dec 17. Protocol in place for support offered by CEO to councils neighbouring CQ ROC. LDCC provides ongoing status updates on road infrastructure conditions within the Rockhampton region. 	75% Work in progress
10.	Install smart billboards at the entrances to the region to advertise local attractions and outline what's on in the region.	Improved community resilience based on increased access to community and public safety information. Increased attendance at community events based on improved access to information about what's on in the region.	<ul style="list-style-type: none"> Airport – Smart Billboard / Media Wall to be installed at the entry to the terminal early Dec 17 Southside VIC (Visitor Information Centre) sign is currently being quoted and built into the overarching masterplan of Curtis Park. 3 x ground mounted digital displays on Quay Street 12 x pole mounted digital banners on Quay Street 	70%
11.	Consider creating a mobile application in multiple languages to position the Visit Rockhampton Region brand internationally.	Increased public profile of Rockhampton for international tourists.	<ul style="list-style-type: none"> Development planned early Feb 18 following the rebranding workshop and new "Advance Rockhampton" has been delivered. Multilingual App planned to include Mandarin and Japanese languages as a minimum. 	Planning
12.	Establish a digitally enabled mobile museum of Rockhampton.	Increased tourism and an increase in visitor nights across the region.	<ul style="list-style-type: none"> Mobile museum and heritage trails are in the scope of the App development. 	Planning
13.	Appoint a committee to maintain the museum's digital information.	The mobile museum contains an appropriate quantity of quality information which is representative of the region and presented in a professional manner.	<ul style="list-style-type: none"> There are no plans for a committee at this stage. The Advance Rockhampton tourism team will consult widely with the community to ensure the benefits are maximised throughout the region; building on the current heritage information. 	50% Work in progress
14.	Engage with a contracted entity to provide local residents with advanced warning of severe weather	Increased community safety	<ul style="list-style-type: none"> Established Emergency Services communications protocol as part of LDCC disaster response. Established LDCC protocol for Council notifications via social media. Local Disaster Management Dashboard – implementation scheduled Dec 17. Supported by information from Citizen Dashboard project. 	85% Work in progress

Smart Way Forward Implementation Status Update – November 2017

#	Description	Benefit	Strategy Actions	Status
			<ul style="list-style-type: none"> Communication broadcast capability using Wi-Fi Analytics & Management Software for the public in the Council Wi-Fi zones. 	
15. & 35.	Engage with Queensland Government to ensure water sensors across the Fitzroy Basin provide sufficient information to support emergency management warnings. Trial installation of water sensors across the region	Increase community resilience due to increased community information about the likelihood of flood or overland water flow.	<ul style="list-style-type: none"> A funding application submitted by RRC to LGGSP for river monitoring upgrades at Laurel Bank was unsuccessful. It is possible that DNRM or BoM don't have much in interest in this based on previous discussions, and to some extent the Fitzroy River is relatively well monitored. The main interest is in having level monitoring in Alligator Creek as this stream is currently not monitored well and there is potential for rapid flows to arrive without notice from this sub-catchment. This will be considered for future monitoring. 	40% Work in progress.
16.	Establish a framework to display community safety information on smart billboards during an emergency.	Increased community safety.	<ul style="list-style-type: none"> This will be included in the LDCC communications plan for both digital banners and pre-recorded audio announcements. Information sourced from Local Disaster Management Dashboard. Protocols could be included in the draft <i>Use of Programmable Smart Technology Rockhampton CBD and Riverbank</i>. 	75% Work in progress.
17.	Install a large smart billboard in the CBD to display community information, and act as a central community focal point.	Increased spending in the CBD and increased attendance at events and use of public space based on availability of community information.	<ul style="list-style-type: none"> 3 x ground mounted interactive digital displays on Quay Street - Riverfront redevelopment. 12 x pole digital banners part of riverfront redevelopment – installed Quay and Denham Control and management protocol to be included in draft <i>Use of Programmable Smart Technology Rockhampton CBD and Riverbank</i>. 	100% Work in progress.
18.	Apply for funds through the RADF program to support community art pieces which use the smart infrastructure.	Increased community art and encouragement of Smart Art, leading to greater activation of underutilised spaces.	<ul style="list-style-type: none"> Annual RADF program in place. Ongoing encouragement to explore and create smart art RRC/CQU Bond Store – Quay Street Cultural Precinct Collaboration. 	90% Work in progress / ongoing
19.	Work with local arts companies to apply for funding from philanthropic sources for new digital public art.	Increased community art and encouragement of Smart Art, leading to greater activation of underutilised spaces	<ul style="list-style-type: none"> Laneways program – commenced Jun 17. Part of Lively Quay Street Activation grants program approved Aug 17 and scheduled for 	100% Work in

Smart Way Forward Implementation Status Update – November 2017

#	Description	Benefit	Strategy Actions	Status
			Summer 2017/18.	progress / ongoing.
20.	Issue expressions of interest for use of a public space like Quay Lane for purposes of commercial activity or community attraction.	Increased use of the laneways and other community spaces leading to greater activation of under-utilised spaces and increased employment on these types of activities.	<ul style="list-style-type: none"> Part of the Cultural Precinct development and laneway activation. Lively Quay Street Activation grants program approved Aug 17. Lively Quay Street Activation grants program EOI advertised Aug 17. Inaugural Lively Quay Street program scheduled for Summer 2017/18. 	100% Work in progress / ongoing.
21.	Work with Transport and Main Roads (TMR) to improve traffic flow.	More efficient traffic flow around Rockhampton, allowing locals to spend more time with family and removing a disincentive for people across Central and Western Queensland to come into Rockhampton.	<ul style="list-style-type: none"> EVP (Emergency Vehicle Priority) at Council traffic lights. Received letter from DTMR regarding rollout in Rockhampton (File 1926). STREAMS or SCATS implementation being considered to synch with DTMR lights. LGAQ - LG Sherlock project- LGAQ advocating for an open data / data sharing framework for State Government data and implementing a Data Lake for Councils to access 	25% Work in progress
22.	Undertake a cost-benefit study for the development of a smart parking map.	Better understanding of Rockhampton Region parking issues, potential improvements and the associated costs.	<ul style="list-style-type: none"> This is an inbuilt capability of the DCA parking sensor smart app. Stage 1 (508 sensors) smart parking solution rolled out Aug 17. Stage 2 (approx. 375 sensors) approved by Council Jun 17 – pending Fed funding. 	100% Stage 2 - Awaiting Fed funding outcome
23.	Develop a one stop shop to promote community and business activities across the region.	<p>Residents and visitors have access to a single reliable and current source of community information.</p> <p>An increase in visitor nights and funds spent by visitors in the Region.</p>	<ul style="list-style-type: none"> myrockhampton website – launched Feb 16 Project commenced Jun 17 to review format and presentation. Now in scope for incorporation into the new Advance Rockhampton website anticipated to be delivered in Feb 18. 	50% Work in progress
24.	Roll out an initial trial of both free Wi-Fi and investigate the use of the Eduroam system in the riverfront redevelopment area.	Increased community and student use of the riverfront, leading to more spending in the CBD.	<ul style="list-style-type: none"> Current free Wi-Fi areas include Quay Street, Pilbeam Theatre, Art Gallery, Rockhampton Airport, Libraries and Spire VIC. Other areas under construction – CBD (East & Denham St), Riverfront lower bank, Kershaw 	100% Ongoing expansion

Smart Way Forward Implementation Status Update – November 2017

#	Description	Benefit	Strategy Actions	Status
			<p>Garden and Mt Morgan St.</p> <ul style="list-style-type: none"> Meraki Access Points selected as the core technology. Assessing analytics and management software implemented to cover public Wi-Fi network. Implementation of Eduroam - ongoing discussions with AARNet and CQU on comms connectivity (planned finalising with construction of pier). 	
25.	Install smart closed circuit TV cameras and related technologies in known trouble spots around the region.	Increased community safety.	<ul style="list-style-type: none"> Part of CBD and riverfront redevelopment to replace existing cameras with new smart enabled cameras. Now installed on Quay St (Stages A, B, E & F) Planned for Riverfront lower bank (Stage 2), East, William, Denham streets, Victoria Pde, Kershaw Gardens and Mt Morgan St. Stage 3A - East Street (Fitzroy - William) construction commenced 31 Oct 17. 	<p>100%</p> <p>Ongoing expansion</p>
26.	Invest in a trial of smart water meters in the region.	<p>Decreased cost of water for consumers in trial area, resulting in a lower cost of living.</p> <p>More effective leak notification/detection</p> <p>Real time water usage in trial area.</p>	<ul style="list-style-type: none"> FRW is still working to define a test area within the distribution system for a smart water meter trial and some water accounting for improved System Leakage and Loss Management. However this is not a top priority given the many other capital and operational activities. A large roll-out of smart meters is not being considered at this time. 	Further planning required
27. & 28.	<p>Establish a mechanism to enable community groups to connect with people who may be interested in participating in particular community improvement projects.</p> <p>Embrace e-consultation, using social media and other technology to consult the community more often.</p>	Increased, broader community consultation resulting in Council making better informed decisions on how to best represent and respond to the community.	<ul style="list-style-type: none"> Council has established the Regional Voice which is a self-selected panel of community members who participate on consultations - approx. 790 members. Council undertakes bi-annual importance and satisfaction survey for all of its services, facilities and items infrastructure. For each community consultation an appropriate online means is used to either; inform, consult, involve, collaborate or empower. For example, social media is used to inform of consultation, online surveys are used to consult on a topic, online focus groups can be used to involve, 	<p>100%</p> <p>Ongoing</p>

Smart Way Forward Implementation Status Update – November 2017

#	Description	Benefit	Strategy Actions	Status
			online stakeholder tools are used to collaborate and online voting can be used to empower.	
29.	Explore other ways of receiving payment to ensure we continue to meet community expectations.	Council is responding to community expectations (re-assessing business as usual) and is open to innovative practices.	<ul style="list-style-type: none"> eServices direct payment options (ePathway). BPoint and BPay. 	100% Ongoing
30.	Install 100 iBeacons within the CBD.	Enables the Mobile Museum resulting in increased tourism. Promotion of local businesses, new ventures and attractions.	<ul style="list-style-type: none"> To be installed after the roll out of new Advance Rockhampton website and in-conjunction with the new mobile App in Feb / Mar 18. Wi-Fi analytics and management software will also provide some interactive capability. 	Work in progress with other task dependencies
31.	Publish a map of where the iBeacons are located for community and business use.	Encourages third party application of iBeacon data for use in the broader community to use and promote businesses.	<ul style="list-style-type: none"> Following the roll out of the mobile app in Mar 18 and published digitally on the new Advance Rockhampton website. 	0%
32.	Work with organisations who have existing sensors across Central and Western Queensland to determine how to access that data.	Gain access to a broad range of data for publishing in user friendly formats to keep the community and business informed.	<ul style="list-style-type: none"> This is within the scope of the Citizen Dashboard project. Local Disaster Management Dashboard implementation Dec 17. 	50% Work in progress
33.	Publish the amalgamated information on a one-stop-shop website.	Local businesses have access to a broad range of data collected from across the region. Increased utilisation of the data portal.	<ul style="list-style-type: none"> Will be published on the Citizen Dashboard 	50% Work in progress
34.	Install a small number of traffic sensors on Rockhampton roads	Improvements to traffic flow and congestion across the region based on real time flow data.	<ul style="list-style-type: none"> Engineering Services – still in consideration early planning stage. 	0%
36.	Purchase and distribute 20 devices (i.e. SmartCitizen kits) to provide real-time weather information to residents around the region.	Community has access to real-time information about weather across the region to inform decisions such as the use of the regions built and natural environment.	<ul style="list-style-type: none"> Feb 16 - ordered 5 x kits to assess operation (only received 3). Have been advised SmartCitizen Kit v2.0 will be available for purchase late 2017 No luck in researching affordable substitute 	25% Work in progress

11.10 COMMUNITY BENEFIT FUND

File No: 12534
Attachments: Nil
Authorising Officer: Tony Cullen - General Manager Advance Rockhampton
Author: Penelope-Jane Fry - Regional Development Advisor

SUMMARY

Rockhampton Regional Council has the opportunity to apply to the Queensland Government's Community Benefit Fund to seek funding to initiate the establishment of a trial Community Gym in Mount Morgan. This report recommends the project for submission.

OFFICER'S RECOMMENDATION

THAT Council apply to the Gambling Community Benefit Fund to seek \$35,000 in funding to initiate the establishment of a 12 month trial Community Gym in Mount Morgan.

COMMENTARY

The Advance Rockhampton Team has been monitoring conditions in Mount Morgan to identify gaps and opportunities that can be actioned to stimulate growth in economic activity and population.

This work has identified a gap and opportunity for a not-for-profit Community Gym to be established in one of the vacant shop fronts in Mount Morgan (on Morgan Street). An opportunity to secure funding to support the development and implementation of a Community Gym as a 12 month trial has been identified via the Gambling Community Benefit Fund.

The establishment and 12 month trial of the Community Gym would support two key strategic effort agendas of Council, being:

- 1. Revitalisation of Mount Morgan.**

In partnership with the State and Federal Governments, Rockhampton Regional Council has delivered strategic physical activation elements in the CBD of Mount Morgan to drive liveability and tourism revitalisation. This proposal would build on and add value to that work by providing a new asset that helps attract additional local visitors to the CBD while also improving the livability of Mount Morgan further.

- 2. Action against Community Consultation findings associated with the 'Sport, Parks, Active Recreation and Community Strategy' (SPARC Strategy).**

A key theme emerging from the consultation for this strategy has been 'Active Infrastructure', with a particular desire for efforts to improve opportunities for non-competitive participation in physical activities across the Region.

BACKGROUND**1. Gambling Community Benefit Fund**

The Queensland Government provides grants from \$500 to \$35,000 to not-for-profit groups and proposals through each round of the Gambling Community Benefit Fund. Round 95 of the fund is currently open, closing on the 30th November 2017.

Officers estimate that over \$10 million in tax revenue is secured by the Queensland Government each year, and this proposal would seek to secure a small share of that via applying to the Gambling Community Benefit Fund.

The fund has specified the 'purchase of equipment' as one of the top 2 priorities for funding.

2. Community Gym Planning and Model

In planning this proposal, the Advance Rockhampton Team have consulted Planning, Facilities, and Sport and Recreation expertise across Council in order to obtain advice on the best approach both for the planning of the proposed facility and for how to engage the community if Council approval is granted to proceed. The site option currently under investigation to host the trial Community Gym is the use of one of the currently vacant shop fronts in Morgan Street, within the CBD area between the Burnett Highway and East Street.

In regards to the 'Community Gym' model, multiple examples of Local Government facilities exist in Australia and internationally (e.g. UK). Within Australia, the key example that Officers have studied is the small Community Gym in the Shire of Shark Bay (Western Australia). The establishment of the Community Gym in the town of Dehnam was initiated by the Council to help rejuvenate the township and surrounding area, and its establishment was funded through grant funding. The community obtains gym membership for very affordable annual and casual membership rates, operating on a not-for-profit basis. The town has only 900 people with an aging population. The small gym they have established is proving highly successful in helping to engage and revitalise the community despite the small population. It has a card swipe access facility and memberships are available to purchase from Council online or over the counter. The simple gym has a cctv camera and is not staffed.

From the Shire Shark Bay case study, and other examples, the Advance Rockhampton Team has identified the Community Gym model as a potentially powerful initiative option to help revitalise the CBD of Mount Morgan. Casual memberships could offer a 'value add' for local accommodation providers to provide to visitors in lieu of their own gyms, and the facility would offer inexpensive access gym equipment for improved health outcomes within a community that doesn't currently have a commercial gym.

BUDGET IMPLICATIONS

The funding application would seek \$35,000 towards the costs of purchasing gym equipment to make it viable to initiate the trial, with a matching \$35,000 in-kind contribution of staff time in order to manage the planning and delivery of the trial Community Gym for Mount Morgan.

LEGISLATIVE CONTEXT AND LEGAL IMPLICATIONS

Rockhampton Regional Council will need to ensure that all legal and legislative obligations are met within the development and establishment of the Community Gym and its trial operations.

RISK ASSESSMENT

A full project risk assessment will be development for the project if Council approval is granted to proceed to initiate the project and associated funding application.

CORPORATE/OPERATIONAL PLAN

This proposal has been developed to deliver results against the Corporate Plan outcome 2.3 being "The redevelopment and activation of major urban places to attract investment and improved lifestyles" and the Operational Plan activities category 2.3.3 "Promote economic activity in centres outside of the CBD".

CONCLUSION

Rockhampton Regional Council has the opportunity to apply to the Queensland Government's Community Benefit Fund to seek funding to initiate the establishment of a trial Community Gym in Mount Morgan.

11.11 PROPOSED SUBMISSION: ADVANCE QUEENSLAND ROADMAP FOR THE SCREEN INDUSTRY**File No:** 5165**Attachments:**

1. Consultation Paper: 10-year Roadmap for the Screen Industry
2. Proposed Submission: 10-year Roadmap for the Screen Industry

Authorising Officer: Tony Cullen - General Manager Advance Rockhampton**Author:** Penelope-Jane Fry - Regional Development Advisor

SUMMARY

Rockhampton Regional Council has an opportunity to provide a submission in response to the 'Advance Queensland 10-year Roadmap for the Screen Industry Consultation Paper'.

OFFICER'S RECOMMENDATION

THAT Council endorse the proposed submission, as detailed in the report, to the Queensland Government in response to the 'Advance Queensland 10-year Roadmap for the Screen Industry Consultation Paper'.

COMMENTARY

The Queensland Government has released an 'Advance Queensland 10-year Roadmap for the Screen Industry Consultation Paper' in order to seek feedback and advice on how to grow the screen industry in Queensland.

Through the activities of both Advance Rockhampton and the Smart Hub, Rockhampton Regional Council have been actively supporting the growth of the Screen Industry both in the Region and within the wider market as part of the Region's role as the Capital of Central Queensland.

The attached proposed submission has been prepared to provide feedback in response to the Advance Queensland 10-year Roadmap for the Screen Industry Consultation Paper. In doing so, it also seeks to promote awareness of the outstanding opportunities the Rockhampton Region offers for businesses in the Screen Industry.

Submissions close on 8 December 2017. There is ample time for amendments to the proposed Rockhampton Regional Council submission, if requested by Council.

CONCLUSION


Rockhampton Regional Council has an opportunity to provide feedback to the Queensland Government on the 'Advance Queensland 10-year Roadmap for the Screen Industry'. This is an opportunity to continue advocating for growth in the industry within the Rockhampton Region, and within the broader area serviced by local industry leaders due to the role of the Rockhampton Region as the Capital of Central Queensland.

PROPOSED SUBMISSION: ADVANCE QUEENSLAND ROADMAP FOR THE SCREEN INDUSTRY

Consultation Paper: 10-year Roadmap for the Screen Industry

Meeting Date: 21 November 2017

Attachment No: 1

A photograph of a film set. In the foreground, a camera operator in a white shirt and blue jeans is operating a large professional video camera mounted on a dolly. Two other crew members are assisting. In the background, a large group of people in khaki uniforms are standing in formation. The set includes a wooden fence with spikes and a corrugated metal roof. A boom microphone is visible on the left, and a large speaker is on a pole in the background.

Advance Queensland 10-Year Roadmap for the Screen Industry Consultation paper

October 2017



**Queensland
Government**

Cover: On the set of 'Unbroken', produced and directed by Angelina Jolie, and shot at Fort Lytton Brisbane. Photo: David James © Universal Pictures.

Right: Crew photo from 'San Andreas'.

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Foreword

Queensland is making its mark in screen—one of the fastest growing global industries.

In recent years, our magnificent landscapes and highly skilled practitioners have attracted international blockbusters such as *Pirates of the Caribbean: Dead Men Tell No Tales*, *Thor: Ragnarok* and *Aquaman*.

We are leading the nation in working with new industry players such as Netflix and Stan to create original and local content, and reaching a global marketplace with our local productions and digital game development. Our production crews are rapidly gaining a worldwide reputation for their skill and professionalism.

The screen industry is a great fit with my government's \$420 million Advance Queensland initiative. The industry is a key player in building the new knowledge economy that is creating jobs and delivering better outcomes for communities across our state.

The skills and expertise developed in the screen industry are readily transferrable to other industries—video production is critical to communications and marketing, interactive games help deliver healthcare and Virtual Reality is transforming education and training.

Through storytelling, the screen industry also plays a vital role in the community. Productions such as *Tidelands*, *Harrow* and *The Second* are great examples of our strong industry ensuring our local stories are told here in Queensland and across the world.

The Advance Queensland 10-Year Roadmap for the Screen Industry consultation paper has been developed to ensure screen industry stakeholders, established and emerging practitioners, and the community have an opportunity to shape our growing and evolving industry.

I encourage you to have your say. Together, we can map out the best way to capitalise on our state's unique strengths and opportunities.



**The Honourable
Anastacia Palaszczyk MP**
Premier of Queensland
and Minister for the Arts





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Our vision

By 2028, Queensland's screen industry has doubled in value, is positioned globally, and makes a significant contribution to Queensland's economy and culture.

Questions to consider

.....
How does the draft vision align with your vision for the screen industry in Queensland?
.....

What do you think a successful Queensland screen industry would look like in 2028?

Queensland's screen industry is widely recognised for its growing economic and cultural contribution to the state.

The Queensland Government is committed to strengthening the industry, positioning the state as a national and global leader. A 10-year roadmap for the screen industry offers an exciting opportunity to capitalise on success and be a major contributor to Queensland's growth agenda.

This consultation paper is the first step towards a roadmap. It seeks to identify the opportunities and challenges the industry currently faces and to stimulate further discussion about how we grow the industry.

At its core, the roadmap will provide a shared vision for the Queensland screen industry, government and other stakeholders to strive toward.

Based on the feedback from this consultation paper, the final roadmap will outline a course of action over the next ten years to achieve this vision.



Advance Queensland

Advance Queensland is the government's \$420 million flagship innovation agenda, designed to enhance and develop Queensland's capacity to adapt and thrive in a period of rapid change. Advance Queensland aims to create a stronger economy—to harness our strengths and promote the development of a knowledge-based economy for the future.

Advance Queensland is leading a culture of innovation and entrepreneurship across Queensland, attracting great minds and investment in Queensland and supporting existing and emerging industries to harness new ideas and technologies. Advance Queensland programs are providing the support required to unlock the potential of business to innovate, turn great ideas into investable products and create jobs.

As part of its comprehensive innovation agenda, Advance Queensland is delivering 10-year roadmaps for industries with global growth potential. To date, these sectors have included Advanced Manufacturing, Biofutures, Biomedical, and Mining Equipment, Technology and Services.

Staff member Corey Ruha and customer Ahmad Popal at Holoverse Gold Coast.
Photo: ben vos productions.

Defining the screen industry

Broadly, the term 'screen' refers to narrative stories told through screen platforms. Traditionally, these platforms have been limited to film and television and content has been developed for passive consumption.

Digital technology and digital disruption have changed how 'screen' is defined.

Today our stories are interactive and consumed through multiple screens, for example smartphones, tablets, laptops and desktop computers. Apps such as Facebook and YouTube, game devices, and visual screen mediums such as Virtual Reality or Augmented Reality all provide new ways of engaging with stories, and ever-increasing choices about when, where and how we consume these stories. The stories may be short in length or long; they can belong to many genres, such as documentaries, drama, animation or comedy.

These changes mean the definition of 'screen' is evolving. 'Screen' now includes app development, interactive games and content, online digital content and subscription video on demand platforms, such as Netflix and Stan. The definition will continue to evolve with new innovations, technologies and platforms and the re-invention of the traditional platforms of film and television.

The diagram at right illustrates the many components of the screen industry.





National and global environment

Screen is a fast-moving global industry driven by technology and audience demand.

The screen industry is estimated to be worth more than \$653 billion globally and supports more than 6.5 million jobs directly related to television, movies and gaming.

Digital technology and increasing access to the internet are transforming our world. In 2014, smartphones overtook desktop devices as the primary tool for global internet consumption.

In 2015, more than half a billion (563 million) mobile devices and connections were added to the global mobile network and average smartphone usage grew 43 per cent.

Such widespread use of smartphones means demand for screen content is at an all-time high. Australians spend an average of 6.8 hours a day on mobile phones, tablets and computers.

Fifty-nine per cent of respondents surveyed by Deloitte in their Media Consumer Survey 2017 reported

watching television on any device is their preferred entertainment activity.

Fifty-nine per cent of respondents also reported binge watching (watching three or more consecutive TV episodes in a single sitting). In the United States, where streaming services have been available for longer, 73 per cent of survey respondents report binge watching. In Australia, subscription rates for subscription video on demand (32 per cent) surpassed subscription rates for Pay TV (31 per cent) for the first time in 2017.

The interactive game industry is considered one of the fastest growing industries globally. Gaming is expected to grow to more than US\$96 billion by 2018. The Australian video game industry is estimated to be worth \$2.958 billion and 47 per cent of Australians report being involved in some form of gaming.

Globally, Virtual Reality and Augmented Reality are maturing with the development of better devices

...as the industry evolves, Queensland's industry has grown rapidly and Queensland has begun to emerge as a key contributor to the global market.

Above: On the set of 'Unbroken' produced and directed by Angelina Jolie.

Questions to consider

How can Queensland become a leader of the national and global screen industry?

How can the broader economic benefits of a strong industry be realised?

Where does the sector need support and what kind of support is needed?

Are there actions the government can take to assist industry with developing the workforce for the screen industry?

and more meaningful software. One in four Australian homes is expected to have a Virtual Reality device by 2021, which equates to roughly 2.4 million units in just a few years.

Augmented Reality was behind the phenomenal take-up of Pokémon GO, which reached 50 million users in 19 days upon its release in 2016. Progressive businesses are now looking to identify how both Virtual Reality and Augmented Reality can be used to improve customer experiences, ensuring a growing market for the gaming sector.

To meet this demand, screen content is now generated at a rapid rate, requiring a highly skilled and adaptable workforce. The screen industry is well-positioned to meet this challenge. It is highly creative, intensely technical and characterised by constant innovation.

The skills in demand in the screen industry, such as technical skills, problem solving, critical thinking, creativity, innovation, verbal communication and interpersonal skills, will also be in high demand across the broader workforce by 2030. As businesses look to improve or re-invent their customer experience, the screen industry will play a critical role in developing the broader workforce of the future.

Screen already merges with other sectors of the economy beyond entertainment. Interactive screen platforms are being used to address the social challenges in a diverse range of areas including health, education and urban planning.

For example, *Rumble's Quest* is an interactive video game that measures child wellbeing and was developed by Griffith University. The game helps schools to measure the wellbeing of students, run particular interventions to give support and then take measurements to see if wellbeing has increased. The game is being trialled in Queensland schools.

There is also a growing interest in film and television locations as holiday destinations, enhancing the tourism sector. In Australia, 230,000 tourists visit or extend their stay each year as a result of viewing Australian film and TV content, generating around \$725 million in spending.

Recognising the screen industry's economic and cultural value, governments provide a range of policy frameworks to facilitate its growth. These policy frameworks vary significantly between countries and states, often reflecting the maturity of the industry in different jurisdictions and the priority given by the respective government. Differences in policy frameworks can also reflect the competitiveness of each country in the global industry.

Whilst still relatively small on a global scale, the value of the Australian industry has continued to grow in recent years. It is estimated the Australian screen industry contributes \$3 billion annually to the economy.

Historically, the industry has predominantly been based in Victoria and New South Wales with a particular focus on domestic film and television production and interactive games. However, Queensland's industry has grown rapidly and has begun to emerge as a key contributor to the global market.



Queensland industry snapshot

Queensland has a well-established, thriving screen industry that encompasses film, television, subscription video on demand and interactive platforms.

More than 340 film and video production businesses, post-production businesses and digital game businesses are in Queensland, employing more than 3000 people.

In 2016–17, Screen Queensland funded 37 screen productions that will generate an estimated \$214 million in Queensland Production Expenditure (QPE).

The 37 projects included 33 domestic productions (including 28 Queensland-based screen entities and five interstate screen entities working in Queensland), and four international productions.

Queensland is at the forefront of production on new screen mediums, producing Australia's first television series in Virtual Reality, the first to secure an Australian-made series for Netflix Originals and the first to partner with Stan to produce a full-length feature.

International blockbusters, film productions and television are regularly produced in Queensland. These generate much of the state's production expenditure and have flow on benefits to our local screen industry including permanent film infrastructure, equipment and opportunities for local practitioners.

Queensland's domestic industry is characterised by diverse and talented cast and crew. Our local talent and crews have been recognised with Academy Awards, Emmy Awards, British Academy of Film and Television Arts Awards (BAFTAs) and other international awards for their multi-platform content.

Queensland's interactive game industry specialises in online games and games for mobile devices that have been downloaded all around the world. There is also a growing interest

in the use of interactive games to address issues in other sectors including education and health.

Screen infrastructure and businesses are largely located in South East Queensland, however talented and skilled practitioners and companies based across the state have created smaller screen hubs that have attracted national and international productions.

The Queensland Government and local government councils are significant investors in the Queensland screen industry. The sector also seeks independent and private support.

Above: On the set of 'Secrets and Lies', filmed and produced by Brisbane-based production house, Hoodlum.

Queensland's screen industry

37 productions funded by Screen Queensland in 2016–17, generating an estimated **\$214 million** in Queensland Production Expenditure (QPE)

There are **341** film and video production and post-production businesses and digital game businesses in Queensland

In 2016–17, hosted **33 domestic productions** (including 28 Queensland-based screen entities and five interstate screen entities working in Queensland), and **four international productions**



37 film-friendly councils



Home to the **largest sound stage** in the southern hemisphere and the largest purpose-built **water tank** in Australia



First **Netflix Originals** series and **Stan** feature in Australia



More than **35 film festivals** across the state

12 international blockbusters in the past five years

\$573 million direct Queensland Production Expenditure in the past three years



Opportunities

Queensland's screen industry provides a solid foundation to build the 10-year roadmap and pave the way to achieving its vision. This foundation provides a number of opportunities to explore and translate into actions for inclusion in the roadmap.

Competitive advantage

Queensland has a strong domestic screen production sector producing high quality, culturally valuable content including animation, documentary, drama, comedy and interactive content across a range of digital platforms.

Queensland is home to the southern hemisphere's largest sound stage (3716 square metres or 40,000 square feet) and purpose-built water tanks. Located on the Gold Coast at the Village Roadshow Studios, the facilities have attracted international blockbusters including *Pirates of the Caribbean: Dead Men Tell No Tales*, *Thor: Ragnarok* and *Aquaman*.

Queensland's landscape includes a mix of desert, agricultural land, tropical rainforest, secluded beaches, small towns and sophisticated urban

environments that have featured in international and domestic screen productions.

This diverse environment, coupled with world-class facilities and a skilled professional workforce, provides Queensland with a competitive advantage when it comes to attracting new productions to the state.

To maximise our strengths of screen infrastructure, film locations and skilled practitioners, Queensland could explore what tools are required to translate our competitive advantages into a consistent production flow.

Education and skills

Queensland boasts award winning and talented creatives including producers, directors, cinematographers, writers, production designers, animatronic engineers, prosthetic artists, game programmers and designers, editors, talented cast and experienced crew who are multi-skilled, creative and professional with a range of international credits and awards.

Building on the industry's growing reputation of excellence, having an education and careers system that inspires and supports the next generation is a key opportunity for the next ten years.

To do this, we could look to increase our engagement with Queensland universities, vocational education and training providers and other institutions to ensure there are a range of qualification options available to students seeking to enter the screen industry.

We can also engage with education providers, along with emerging practitioners, to ensure our industry provides opportunities for Queenslanders from diverse backgrounds.

We can consider ways to showcase the range of roles and variable pathways into the screen industry to potential participants in the industry.

We can also consider how to engage our school-aged children as our future digital storytellers and creative minds.

Queensland's landscape includes a mix of desert, agricultural land, tropical rainforest, secluded beaches, small towns and sophisticated urban environments that have featured in international and domestic screen productions.

New screen platforms and technology

Queensland has been the first Australian jurisdiction to develop partnerships with YouTube, SBS and streaming service, Stan. World-class sound, post productions, Virtual Reality and interactive games studios and companies call Queensland home and have gained national and international recognition for their work. This places the Queensland screen industry at the forefront of investment in emerging technology and platforms through support and partnerships.

Through these partnerships and investment in screen integrated experiences, such as Virtual Reality and drones, Queensland is embracing changes in the screen industry.

This diversification has increased the type of content available for distribution, provided wider employment opportunities and developed a bigger audience for Queensland-produced content.

The growth in digital platforms presents an opportunity to examine new platforms and consider innovative approaches to participate in the evolving screen industry.

In embracing continuing change in platforms, Queensland could also assess the best mechanisms of support, to enable our industry practitioners to position themselves at the forefront of these new platform opportunities.

Drones are increasingly being used in the production of screen content. Used by Queensland production crews for a number of productions including blockbusters such as *Pirates of the Caribbean: Dead Men Tell No Tales*, *Thor: Ragnarok*, *Pacific Rim 2* and *Aquaman*, drones have made previously difficult shots much easier to accomplish.

Drones also present a variety of opportunities for independent screen makers. The size and affordability

of drone technology make them a viable tool for use in screen productions of all sizes. Building capability in the use of drones for screen production will continue to position Queensland screen practitioners favourably in the global market.

Strong industry partnerships

Collaboration and partnerships with established and emerging industry stakeholders and government agencies are supporting better outcomes for the screen industry and community through access to the best expertise, resources and networks.

Strong industry relationships have seen international events and conferences hosted in Queensland, bringing screen practitioners to the state, building Queensland's reputation as a screen hub and increasing tourism. Networks and new partnerships are also attracting business to the state, as well as supporting the export of Queensland content globally.

Continuing to develop partnerships like those with YouTube and Stan will enable our industry practitioners to connect with the platforms with the greatest reach. This enables our stories to gain new audiences and for our partners to see that Queensland is ready to deliver content to their audiences.

Promoting the diversity of Queensland

The telling of stories through film, television and other media is a key part of a community's way of representing itself, to itself and to others. While Queensland's competitive advantage has attracted numerous international productions to the state, the production of local screen content presents a unique opportunity to tell Queensland-specific stories, and represent Queensland's cultural diversity.

Above left: Series producer and cinematographer Nick Robinson filming a sea fan at Osprey Reef for Northern Pictures' 'Life on the Reef'. Photo: Jon Shaw.

Screen content can be a great catalyst for increasing tourism and promoting Queensland as a tourism destination.

Queensland’s screen industry already has a strong regional presence with many regional locations used for filming, regional festivals and a growing gaming sector. Investments by councils, universities and private enterprise have already led to the creation of local screen hubs in regional communities.

Growing our regional capacity is key to telling our unique stories to share our cultural diversity. Exploring opportunities to develop and produce content locally is central to a sustainable statewide industry. These opportunities also include sharing Queensland’s unique Aboriginal and Torres Strait Islander stories.

Convergence of screen with other industries

Screen industries have the potential to support other industries through skill transfer and innovation. There are multiple opportunities where screen can be used to benefit other industries and sectors including:

- using interactive games to help address issues such as health and wellbeing, education and training. Collaboration already exists with industry, health professionals, universities, government and schools
- Virtual Reality in providing rehabilitation for patients or low impact training to athletes or safety training for construction industries.

Questions to consider

What other opportunities are there for the screen industry in Queensland?

How can the screen industry capitalise on Queensland’s diverse environment, world-class facilities and skilled workforce?

How can we support emerging practitioners to gain experience and build their creative portfolios?

How can we build capability in new technology for screen practitioners?

How can we continue to establish new and innovative partnerships within the industry?

What are the broader cultural benefits from the screen industry that need to be realised or explored over the next ten years?

How can we support the convergence of the screen industry with other industries and support cross-fertilisation of ideas and innovation?

How can we support the industry in regional Queensland?

How can we maximise opportunities for Queensland startups and small-to-medium enterprises (SMEs) to participate in supply chains for the global screen industry?

What is the potential for ‘spill-over’ benefits from the development of technologies in the screen industry to other industries in Queensland (and vice-versa)?

Tourism

Screen content can be a great catalyst for increasing tourism and promoting Queensland as a tourism destination, as great stories have a strong pull that can draw visitors to locations. Queensland can capitalise on the academic research on screen tourism to increase major economic benefits that film-induced tourism can bring through:

- establishing tourism campaigns based on screen locations
- working with producers early in pre-production, through to production, release and post-release to ensure Queensland locations are maximised for marketing potential
- enhancing visitor experiences by encouraging producers of interactive and immersive screen technologies to make their content available at major tourism locations.



Challenges

Retaining and continuing to develop a skilled and adaptable workforce will be critical to Queensland's success.

Queensland is well-positioned to build on its industry strengths and take advantage of opportunities. However, to do this the challenges experienced by the industry need to be addressed.

Maintaining competitiveness

Across the globe, there are thousands of talented creative content developers vying for business in an exceptionally competitive market. Hundreds of screen funding bodies compete to attract, secure and develop screen content. To remain competitive, Queensland needs to play to its strengths and continue to provide investment and support to gain a competitive edge over other jurisdictions.

Skilled and diverse workforce

Retaining and continuing to develop a skilled and adaptable workforce will be critical to Queensland's success. Both emerging and experienced practitioners will need access to opportunities within

the industry and pathways will be needed to provide practitioners with opportunities to diversify their skills and bring new perspectives to existing platforms.

New screen platforms and technology

As the definition of 'screen' continues to evolve with the introduction of new technologies, the size and scope of the screen industry will increase. Whilst this provides exciting opportunities for the sector, it may also lead to increased competition for limited resources, resulting in the need to prioritise opportunities (including inability to pursue all options).

Investment and incentives

Queensland and Australia have a large range of incentives and investment funds to attract and support the development of screen content. However, incentives and investment must keep pace with changes in global incentives and emergence of new technology.

Above: Sunset at the Royal Theatre, Winton. Photo: Maree Azzopardi.

The Australian Government has one of the lowest Location Offsets globally, making Australia less competitive in the attraction of international and high-value television. Incentives and funding vary significantly between screen mediums with limited support for newer and emerging mediums such as subscription video on demand and interactive games.

Infrastructure

Queensland is the second largest state in Australia, covering a total area of 1.73 million square kilometres. However, the vastness of Queensland geography means that the level and type of infrastructure available, cost to transport crew and access to skilled crew presents a challenge when it comes to working in the regions.

A growing screen industry may require additional infrastructure to sustain a constant pipeline of domestic and international work that can be dispersed across the state.

Protecting intellectual property

Online copyright infringement is a key concern for the screen industry globally and Australia has one of the highest rates of internet piracy of films and television shows.

While the Australian Government has recently introduced site-blocking legislation to address the issue, it is expected internet piracy will continue to be a challenge to screen practitioners’ earnings.

There are also growing concerns in the screen industry around cyber-attacks by hackers. Recent high-profile cyber-attacks on Netflix and Disney highlight the need to address this evolving threat.

Questions to consider

What other challenges does the screen industry face in Queensland and how can they be overcome?

How can the state maintain competitiveness in a rapidly growing global industry?

How do we provide career development opportunities for both emerging and established practitioners?

What kinds of investment and incentives are required to support the industry?

What kind of infrastructure is needed to support Queensland’s screen industry?

How can we protect the intellectual property of screen practitioners from internet piracy?

How can we ensure screen content produced in Queensland is safe from cyber-attacks?



Queensland Government support for the screen industry today

The \$30 million *Production Attraction Strategy* has attracted a pipeline of ‘blockbuster’ international screen productions and high-end television productions to Queensland...

The Queensland Government has invested in a range of initiatives and programs to support and grow the screen industry in the state.

The \$30 million *Production Attraction Strategy* has attracted a pipeline of ‘blockbuster’ international screen productions and high-end television productions to Queensland, including *Thor: Ragnarok*, *Aquaman*, *Tidelands* and *Harrow*.

The productions have significantly contributed towards the \$375 million Queensland Production Expenditure target, created employment and provided tourism and community benefits.

The world-exclusive *Marvel: Creating the Cinematic Universe* exhibition at Queensland Art Gallery | Gallery of Modern Art (QAGOMA) ran from 27 May to 3 September 2017. The exhibition attracted 269,000 visitors, making it QAGOMA’s most successful international exhibition and contributing to a record-breaking year (2016–17) for the gallery in terms of visitor numbers.

From 2018 to 2022, Australian television’s premiere event, the TV WEEK Logie Awards, will be held on the Gold Coast.

Above: Concept art for *Iron Man 2008: Iron Man study, flight with jets* by Adi Granov. Artwork featured in ‘*Marvel: Creating the Cinematic Universe*’, organised by the Queensland Art Gallery | Gallery of Modern Art. Image: © 2017 MARVEL.



These programs have the potential to support and grow the Queensland screen industry by creating new opportunities for innovators and firms to develop new technology and products for screen and strengthen regional capabilities.

Film festivals and events hosted in Queensland include:

- Brisbane International Film Festival
- Asia Pacific Screen Awards
- Gold Coast Film Festival
- Heart of Gold Film Festival
- Port Shorts Film Festival
- Queensland Touring Film Festival
- Travelling Film Festival
- Vision Splendid Outback Film Festival
- CILECT (The International Association of Film and Television Schools) Congress
- Asian Animation Summit
- interactive screen conference *Game On*.

Screen Queensland delivers a number of programs to support the Queensland screen industry including:

- the *Queensland Originals Program* partnership with ABC, SBS and Stan to provide production and development support for short films from new directors

- an attachment program to support early career Queensland-based screen professionals to work on large-scale film productions
- *Incubait*, which develops writing talent and strong scripts that will appeal to fans and financiers
- the *Gender Parity Program* to ensure appropriate female representation in key creative film roles
- the *Screen Queensland Aboriginal and Torres Strait Islander Strategy 2016–19* aims to advance the distinct storytelling voice of Indigenous Queenslanders
- *Screenworks*, which will work with local industry members in Far North Queensland to identify current and upcoming opportunities and make recommendations on future screen initiatives and programs
- short fiction funding, which is awarded to Queensland filmmaking teams providing the opportunity to develop, produce and market a seven-minute short film aimed at prestigious Australian and international festivals.

Above: Village Roadshow Studios on the Gold Coast. Photo: Neil McGregor.



Advance Queensland

Since 2015, the \$420 million Advance Queensland initiative has been driving innovation and economic growth in Queensland through a range of programs and partnerships designed to build capability, foster collaboration, attract investment, stimulate jobs growth and encourage an entrepreneurial culture.

These programs have the potential to support and grow the Queensland screen industry by creating new opportunities for innovators and firms to develop new technology and products for screen and strengthen regional capabilities.

Programs of interest to the Queensland screen industry include:

- The Advancing Regional Innovation Program, which is supporting regional innovation by lifting the capability of local businesses, connecting local efforts and leveraging key regional strengths
- The Business Development Fund, which provides early stage co-investment funding

to Queensland-based businesses that are commercialising research, or innovative ideas, products or services

- Hot DesQ, which attracts international and interstate entrepreneurs to broaden Queensland's global connections and grow the state's entrepreneurial sector
- Create Queensland, which provides creative YouTubers with funding, production resources and expert support to develop high-quality digital content, and reach new global audiences.

The Advance Queensland Ignite Ideas Fund supports startups and SMEs to commercialise market-ready innovative ideas. The fund has supported several innovative screen initiatives:

- The V2i Real-time platform is a next-generation virtual reality technology capable of visualising environments in a highly immersive way. The V2i platform has already found powerful applications in the real estate

industry and through ongoing improvements, the platform will offer new opportunities to develop immersive content and engage new audiences.

- Queensland software company Shorthand has received funding to develop a digital storytelling platform. Shorthand's tools for creating multimedia stories, without coding, provide anyone with a story to tell with the means to engage audiences in today's digital landscape.
- Children's storytelling app, KINDERGO is developed by Like a Photon Creative, and provides a reader-driven experience using different modes of reading with multiple levels of interaction. The app allowing kids to improve over multiple books and is already gaining momentum in the marketplace, including on Virgin Australia's inflight entertainment system.

Above: The largest purpose-built film water tank in Australia at Village Roadshow Studios.



The way forward

Our proposed 10-year vision for screen is that:

By 2028, Queensland's screen industry has doubled in value, is positioned globally, and makes a significant contribution to Queensland's economy and culture.

To support this vision, **three key objectives** are proposed:

- expanding the global reach of Queensland's screen industry
- supporting Queensland's diverse local screen practitioners
- building capability in the Queensland screen sector.

Questions to consider

.....
What other objectives could be included to achieve the vision?
.....

What other actions could the government take to support the Queensland screen industry?

Above: 'From Film to Fashion', a Manifold Media production. Original concept by Katie Orlowski and Adam Fowler.

A range of actions to ensure we meet these objectives and achieve the vision will be developed for inclusion in the final roadmap. These actions will allow the Queensland screen industry to build on its strengths, take advantage of opportunities and address existing and emerging challenges. Possible actions for each objective are tabled below:



Expanding the global reach of Queensland's screen industry

- Continue to build strong partnerships with international studios to support official co-production agreements and secure in-bound productions.
- Work with the Australian Government to ensure federal incentives and investment are competitive and support the needs of the Queensland screen industry.
- Work with the Australian Government to identify incentives and investment opportunities for the digital gaming industry in Queensland.
- Review investment mechanisms for the screen industry and explore new models to drive growth and returns to Queensland.
- Partner across the Queensland Government and with other levels of government to facilitate the convergence of screen with other industries and sectors.
- Explore social media and other promotional opportunities to position Queensland as a tourist destination through links to current and previous screen productions.
- Explore opportunities to attract further cinematic exhibitions to Queensland.



Supporting Queensland's diverse local screen practitioners

- Identify ways to support new Queensland screen content arising from interactive and immersive technology (including interactive games, Virtual Reality and Augmented Reality).
- Partner with new content creator platforms to provide further opportunities for Queensland practitioners to distribute their content nationally and globally.
- Explore opportunities to develop Queensland screen-specific industry events in association with existing events that support related industries.
- Work with distributors and exhibitors to identify ways they can support emerging screen practitioners to gain marketing and distribution experience and opportunities for the commercial screening of their works.
- Investigate ways to drive growth in Queensland's gaming industry.
- Facilitate improved dialogue between Queensland Government and the local digital gaming industry to explore service delivery opportunities.



Building capability in the Queensland screen sector

- Seek out opportunities to showcase the range of roles and variable pathways into the screen industry to potential participants.
- Explore available qualification options, in conjunction with education providers, to ensure there are a range of suitable options for students seeking to take part in the film industry.
- Develop regional strategies and initiatives to grow statewide capability in Queensland's regional screen industry.
- Continue to support Queensland practitioners and businesses to build their knowledge and gain experience in the screen industry.
- Ensure the screen industry reflects the diversity of Queensland's community through diversity initiatives, such as programs to support female practitioners and Aboriginal and Torres Strait Islander Queenslanders.
- Continue to attract key screen industry practitioner events and conferences to Queensland to build relationships, sector capability and attract investment.
- Work with industry to enhance access to government programs.
- Identify ways to support emerging practitioners and graduates to gain production credits.
- Increase industry engagement with Queensland universities to support emerging practitioners.
- Work with the Department of Education and Training to ensure school-aged children develop skills in digital storytelling and creative thinking.
- Support for Queensland startups and small-to-medium enterprises (SMEs) to research, develop and commercialise innovative products and services to supply the global screen industry.



Have your say

The Queensland Government is committed to collaborating with industry and other key stakeholders to develop a 10-year roadmap for the screen industry in Queensland.

A number of questions have been asked throughout this consultation paper to inspire your thoughts and ideas. In providing your feedback, you're welcome to answer some or all of these questions, depending on your interest and involvement in the industry.

You can have your say via:

Online: www.getinvolved.qld.gov.au

Email: screen@premiers.qld.gov.au

Post: Advance Queensland 10-Year Roadmap
for the Screen Industry Consultation

Strategic Policy
Department of the Premier and Cabinet
PO Box 15185, CITY EAST Q 4002

Consultation closes 8 December 2017.

By 2028, Queensland's screen industry has doubled in value, is positioned globally, and makes a significant contribution to Queensland's economy and culture.

Above: On the set of 'Our stories Our way', NITV.

PROPOSED SUBMISSION: ADVANCE QUEENSLAND ROADMAP FOR THE SCREEN INDUSTRY

Proposed Submission: 10-year Roadmap for the Screen Industry

Meeting Date: 21 November 2017

Attachment No: 2

ADVANCE *Rockhampton Region*

**Advance Queensland
10-Year Roadmap for the
Screen Industry
Consultation Paper**

Submission

13th November 2017

ADVANCE QUEENSLAND 10-YEAR ROADMAP FOR THE SCREEN INDUSTRY

Growing the Screen Industry using Rockhampton Region strengths and opportunities.

This document provides a review of key plans and strategies within the Screen Industry agenda, with a focus on identifying growth opportunities for the Rockhampton Region to contribute to state growth.

Key Messages

The Rockhampton Region is committed to driving jobs and growth in the Screen Industry both locally, and more broadly as the Capital of Central Queensland.

The *Advance Rockhampton Screen Industry* agenda is providing good direction and ambitious targets that set a strong mandate for growth, well aligned with Rockhampton Regional Council's own plans and efforts. The Rockhampton Region has commitments and a track record of success that aligns well with the proposed strategy, as adopted in the [Advance Rockhampton Economic Action Plan](#) and the Smart Way Forward Strategy.

In particular, the following key opportunities arise:

1. A Hub for the Screen Industry

The Rockhampton Region is about to relocate its Smart Hub into a facility that has undergone a new \$500,000 dedicated fit-out. The new facility includes a specialised green screen production room and other working space elements to support businesses engaged in film and television, app development, interactive games and content, online digital content and subscription video on demand platforms. It will also be supported by seamless high-speed internet connection that flows into the street and is already live in the CBD. The approach is supported and informed by collaboration with local tertiary and other education stakeholders, and with industry stakeholders.

With successful 'gov hack' events and multiple screen industry businesses within the existing Smart Hub facility, the start-up ecosystem is already particularly strong on app development and film production. The Rockhampton Region was awarded the [2016 National Excellence Award for supporting 'Digital Entrepreneurs'](#) by the Economic Development Australia industry association.

Thanks to Advance Queensland, screen industry businesses looking to relocate to Queensland from other states or nations are also eligible for up to \$100,000 in [HotDesQ](#) grant funding to assist with their costs if they move to the Rockhampton Region's Smart Hub. With this and even more to offer, reporting that Council is registered with Screen Queensland as a "[Film Industry Friendly Council](#)" and provides the required support could be perceived as an understatement.

2. A wider market with wider consensus:

The Rockhampton Region is not alone in dedicating resources to this agenda, representatives of the Queensland Government and also [Regional Development Australia](#) have both identified strong consensus between stakeholders in neighbouring regions on a desire to promote growth in the Screen Industry.

Strong connections between the proposed *Advance Queensland 10-year Roadmap for the Screen Industry* and the efforts of the Council and private sector teams in the Rockhampton Region is vital support and diversity growth in the Screen Industry across the state.

Case Study – The Rockhampton Region’s ‘Top 5 on 5 Rocky Film Initiative’

Pairing Rocky and film can now broaden your horizons beyond Balboa and Sly Stallone because ‘Rocky, Central Queensland’ is both bona fide film friendly and making inroads on the cinematographic scene.

1. COME CORRECT

COME CORRECT is a locally produced short film by an impressive cohort that spans from Rocky and Hollywood. Writer/Director Dominic Russell, his Co-Director brother, Hollywood actor, Alex Russell and Producer Zac Garven teamed up to shoot the short film in Rockhampton over three days in January. An outrageous comedy about a lovable lead character’s journey of rejection after ordering a low-brow drink in a high-brow bar, [Come Correct](#) is jam packed with action and humour with a sneaky love story weaved in on the side. Now in post-production phase, the team aims to enter Come Correct into a number of short film festivals following its planned Rockhampton premiere and Brisbane and Sydney screenings.

2. BUSHTV

BUSHTV is back! Tom Hearn and his popular [BushTV](#) stories are back home in CQ after many years of travelling. Tom started BushTV in Rocky almost 15 years ago and has since been around Australia more than five times making hundreds of stories with his crew of young Indigenous trainees. He proudly trained 150 young Indigenous media workers from all around Queensland and won the Reconciliation Award for his work. During NAIDOC Week in July 2017, Tom reused a special CQ project developed in collaboration with Darumbal man Trent White. In fitting with the NAIDOC theme ‘Our Language Matters’, Tom pieced together ‘Toonabah’ a song written in traditional Darumbal language.

3. BLUE EAGLE PRODUCTIONS

BLUE EAGLE PRODUCTIONS is a Rockhampton based production company. While they currently have a number of commercial projects on the go, excitingly they are also in post-production for their first feature film; [Lost & Found](#). Lost & Found was shot entirely in Rockhampton during September 2016 with an all local cast and crew. The story follows nine people through one week in their lives. New relationships are formed, current relationships tested and some do not get started. Lost & Found has been partly funded by the Regional Arts Development Fund.

4. THE LEGEND OF BEN HALL

PETER SZILVESZTER’S love affair with film began at the age of five after seeing ET on the big screen. As a director of photography, digital colourist and independent filmmaker, Peter has a passion for storytelling. With music videos for bands like The Short Fall under his belt, Peter has more recently moved his focus on to the world of movie making. After taking up the Director of Photography position on short films The Artifice and Come Correct he is now emerging as one of Australia’s newest and most exciting cinematographers for his first feature film, [The Legend of Ben Hall](#). Based on the last nine months of the infamous Australian bushranger Ben Hall and his gang, the film has attracted high acclaim for its award winning cinematography.

5. FILM FRIENDLY COUNCIL

Rockhampton has long held a reputation for being a city which is keen to put out the welcome mat for visitors and newcomers alike, so Rockhampton Regional Council ramped up the hospitality by becoming accredited with Screen Queensland as a ‘Film Friendly Council’ in October 2016. Screen Queensland is a State Government agency that supports a creative, innovative and successful screen industry through investing in development, securing production and delivering an active screen culture across the state.

“Utilising spaces like the Heritage Village, Capricorn Caves, Archer Park Rail Museum, Denison Boutique Hotel and Glenmore Estate, meant that we could capture the 'Wild West' and '1920s' without building any sets or relying on a green screen.

It was also great to have the support of the local Council and community - the people in the region made filming enjoyable and easy.

My team and I would recommend filming in Rockhampton to our peers and highly promote it to screen bodies like Screen Qld and Screen Australia for consideration and support.”

Producer Madeleine Kennedy from Mad Lane Productions



Published by Rockhampton Regional Council

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ADVANCE *Rockhampton*
Region

11.12 SUMMARY BUDGET MANAGEMENT REPORT FOR THE PERIOD ENDED 31 OCTOBER 2017

File No: 8148
Attachments: 1. Income Statement- October 2017
2. Key Indicator Graphs- October 2017
Authorising Officer: Ross Cheesman - Acting Chief Executive Officer
Author: Alicia Cutler - Chief Financial Officer

SUMMARY

The Chief Financial Officer presenting the Rockhampton Regional Council Summary Budget Management Report for the period ended 31 October 2017.

OFFICER'S RECOMMENDATION

THAT the Rockhampton Regional Council Summary Budget Management Report for the Period ended 31 October 2017 be 'received'.

COMMENTARY

The attached financial report and graphs have been compiled from information within Council's Finance One system. The reports presented are as follows:

1. Income Statement (Actuals and Budget for the period 1st July 2017 to 31 October 2017), Attachment 1.
2. Key Indicators Graphs, Attachment 2.

The attached financial statement provides Council's position after the first four months of the 2017/18 financial year. After the third month results should be approximately 33.3% of the adopted budget. All percentages for operational revenue and operational expenditure are measured against the adopted budget.

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

Total Operating Revenue is reported at 41% of adopted budget. Key components of this result are:

- Net Rates and Utility Charges are at 45% of budget. Council's rates and utility charges for the first six months ending 31 December 2017 of the financial year have been raised and were due on 30 August 2017.
- Private and recoverable works is at 22% of adopted budget. This is mostly due to the normal catch-up period between work completed and the billing cycle.
- Grants Subsidies and Contributions is slightly behind budget at 25%. This is largely due to the timing of receipt for second quarter funding payments on recurrent programs.
- Other Revenue is at 56% of budget. Insurance proceeds for Tropical Cyclone Debbie were received during October.
- All other revenue items are in proximity to the adopted budget.

Total Operating Expenditure is at 37% of the adopted budget with committals, or 32% of budget without committals. Key components of this result are:

- Contractors & Consultants are ahead of budget at 49% due to committals as actual expenditure to date is 24% of adopted budget when committals aren't included. Annual committals have been raised for services during the year.
- Materials and Plant is at 40% of budget. Similar to Contracts and Consultants, this result is heavily influenced by committals as actual expenditure is at 27% of budget.
- Asset Operational is ahead of the adopted budget at 47% including committals or 40% without committals as a number of annual insurance premiums have been paid.

- Administrative Expenses are at 54% of adopted budget with committals or 36% without committals as some annual licences have been paid.
- All other expense items are in proximity to the adopted budget.

The following commentary is provided in relation to capital income and expenditure, as well as investments and loans. The percentages reported for capital revenue and expenditure are measured against the adopted budget with carryovers i.e. including carry-over capital budgets from 2016/17.

Total Capital Income is at 41% of budget. During October Council received \$7.7M of grant funding including Building our Regions for Kershaw Gardens (\$2.5M) and Works for Queensland round 2 (\$4.5M).

Total Capital Expenditure is at 28% of the budget without committals. This represents an actual spend of \$33.8M as at 31 October 2017. During October \$9.4M was spent of the capital program. A large portion of capital projects are underway with \$47.8M of committals raised.

Total Investments are approximately \$114.8M as at 31 October 2017.

Total Loans are \$139M as at 31 October 2017 after the first quarter loan repayment was made during September.

CONCLUSION

After four months of the 2017/2018 financial year operational income is well ahead of budget due to the levying of the General Rates and Utility Charges for the six months ending 31 December 2017. Operational expenditure is on budget.

The capital program saw \$9.4M spent during October. It is anticipated that capital expenditure will continue to gain momentum over the coming months with the ongoing roll out of the capital works program for 2017/18.

SUMMARY BUDGET MANAGEMENT REPORT FOR THE PERIOD ENDED 31 OCTOBER 2017

Income Statement- October 2017

Meeting Date: 21 November 2017

Attachment No: 1



Income Statement
For Period July 2017 to October 2017
33.3% of Year Gone

	Adopted Budget	YTD Actual	Commitments	YTD Actuals (inc commitments)	% of Adopted Budget	
	\$	\$	\$	\$		
OPERATING						01 04
Revenues						
Net rates and utility charges	(138,867,139)	(62,407,867)	0	(62,407,867)	45%	A
Fees and Charges	(24,433,952)	(7,996,346)	0	(7,996,346)	33%	A
Private and recoverable works	(6,859,879)	(1,488,604)	0	(1,488,604)	22%	A
Rent/Lease Revenue	(3,029,760)	(940,613)	0	(940,613)	31%	A
Grants Subsidies & Contributions	(11,345,807)	(2,879,771)	0	(2,879,771)	25%	A
Interest revenue	(2,290,920)	(824,195)	0	(824,195)	36%	A
Other Income	(4,084,728)	(2,286,840)	10,777	(2,276,063)	56%	A
Total Revenues	(190,912,185)	(78,824,236)	10,777	(78,813,459)	41%	A
Expenses						
Employee costs	75,800,127	23,384,339	302,748	23,687,087	31%	A
Contractors & Consultants	17,266,762	4,142,019	4,282,152	8,424,171	49%	A
Materials & Plant	11,369,796	3,126,478	1,462,598	4,589,076	40%	A
Asset Operational	19,083,885	7,596,966	1,420,323	9,017,289	47%	A
Administrative expenses	12,932,949	4,615,651	2,353,498	6,969,149	54%	A
Depreciation	52,868,882	17,622,961	0	17,622,961	33%	A
Finance costs	7,942,283	2,719,165	0	2,719,165	34%	A
Other Expenses	1,138,777	402,331	1,591	403,922	35%	A
Total Expenses	198,403,461	63,609,909	9,822,911	73,432,820	37%	A
Transfer / Overhead Allocation						
Transfer / Overhead Allocation	(8,004,600)	(3,356,280)	0	(3,356,280)	42%	A
Total Transfer / Overhead Allocation	(8,004,600)	(3,356,280)	0	(3,356,280)	42%	A
TOTAL OPERATING POSITION (SURPLUS)/DEFICIT	(513,324)	(18,570,606)	9,833,688	(8,736,918)	1702%	A
CAPITAL	Adopted Budget	Revised Budget	YTD Actual	Commitments	YTD Actuals (inc commitments)	% of Revised Budget
Total Developers Contributions Received	(2,554,854)	(2,554,854)	(16,129)	0	(16,129)	1%
Total Capital Grants and Subsidies Received	(29,900,183)	(33,831,972)	(15,314,293)	0	(15,314,293)	45%
Total Proceeds from Sale of Assets	(1,000,000)	(1,000,000)	0	0	0	0%
Total Capital Income	(33,455,037)	(37,386,826)	(15,330,422)	0	(15,330,422)	41%
Total Capital Expenditure	118,039,150	119,623,635	33,861,400	47,829,024	81,690,424	68%
Net Capital Position	84,584,113	82,236,809	18,530,978	47,829,024	66,360,002	81%
TOTAL INVESTMENTS			114,800,493			
TOTAL BORROWINGS			139,157,946			

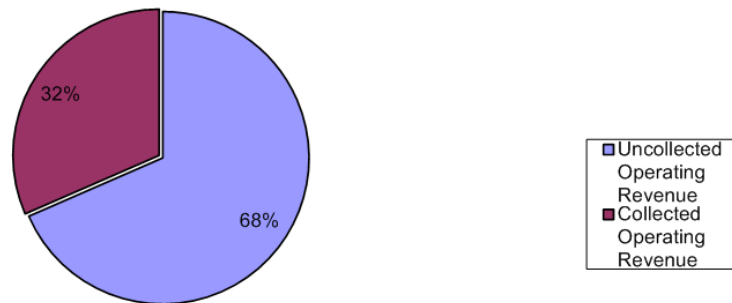
SUMMARY BUDGET MANAGEMENT REPORT FOR THE PERIOD ENDED 31 OCTOBER 2017

Key Indicator Graphs- October 2017

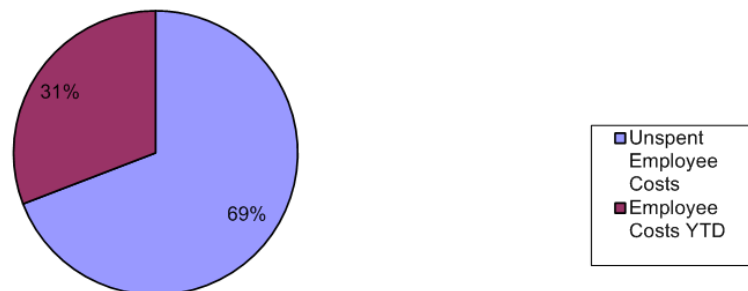
Meeting Date: 21 November 2017

Attachment No: 2

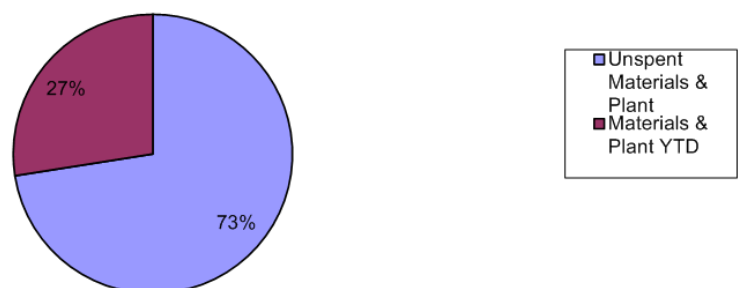
**Operating Revenue
(Excluding Net Rates and Utility Charges)
(33.3% of Year Gone)**

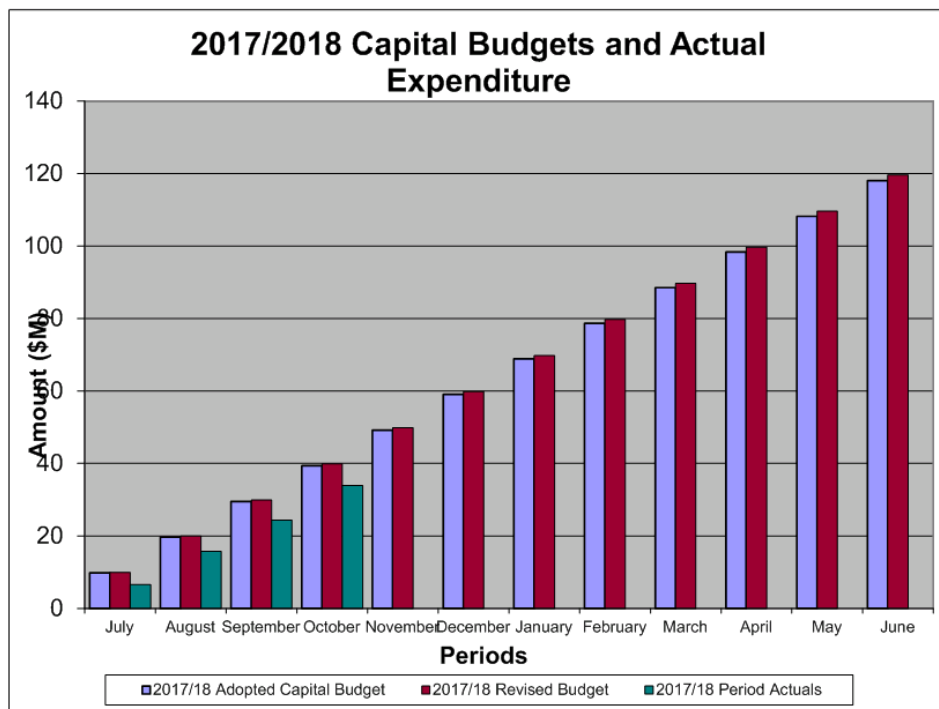
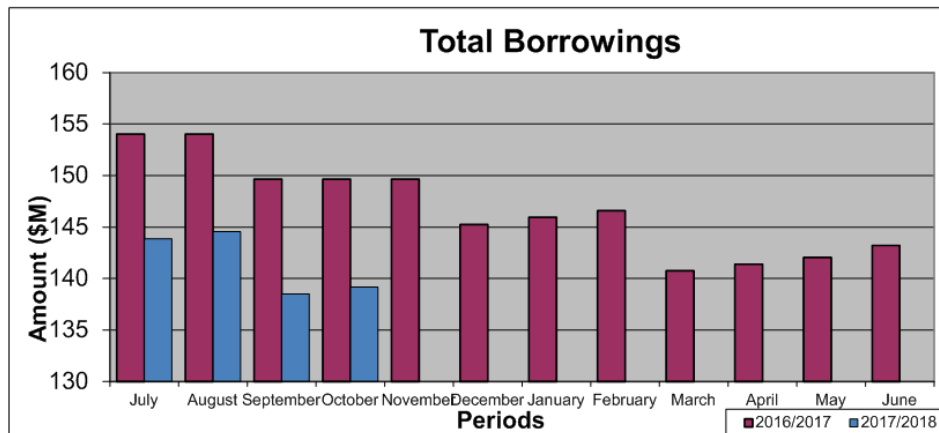
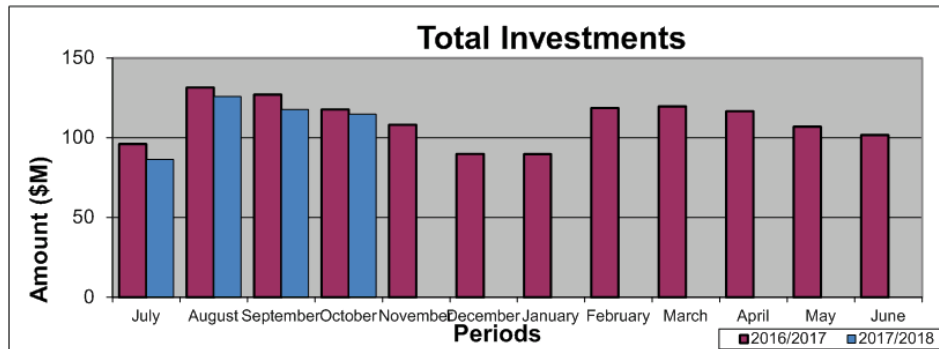


**Operating Employee Costs
(33.3% of Year Gone)**



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





**11.13 CORPORATE SERVICES DEPARTMENT - MONTHLY OPERATIONAL REPORT
OCTOBER 2017****File No:** 1392**Attachments:**

1. Finance Monthly Report - October 2017
2. Workforce & Strategy Monthly Report - October 2017
3. CTS Monthly Report - October 2017
4. Smart Hub Progress Report

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

SUMMARY

The monthly operations report for the Corporate Services department as at 31 October 2017 is presented for Councillor's information.

OFFICER'S RECOMMENDATION

THAT the Corporate Services Departmental Operations Report as at 31 October 2017 be "received".

COMMENTARY

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

**CORPORATE SERVICES
DEPARTMENT - MONTHLY
OPERATIONAL REPORT
OCTOBER 2017**

Finance Monthly Report - October 2017

Meeting Date: 21 November 2017

Attachment No: 1



Monthly Operations Report

Finance Section

October 2017

1. Highlights

Include any highlights or achievements that have occurred during the month.

Councils Financial Statements were certified by the Queensland Audit Office early October.

A budget revision has been collated and is now in the review stages. It is expected to workshop the Budget position towards the end of November.

Planning has commenced for the budget timing and scheduling for the upcoming financial year.

2. Innovations, Improvements and Variations

*(Operational Plan Ref: 5.3.2.1 Identify at least one operational saving per section of responsibility.
5.4.2.6 Identify at least two improved processes per section of responsibility)*

- A reduction in Billpay service charges was negotiated with Australia Post prior to contract renewal. Indicative saving \$15,000 p.a.
- Tailored Financials (Finance One) training for new Managers is available
- Allocation of Asset Management Plans in Conquest

3. Customer Service Requests

(Operational Plan Ref: 4.1.1.1 Provide timely and accurate responses to requests)

Response times for completing customer requests in this reporting period for July are within set timeframes.

4. Service Delivery

(Operational Plan Ref: 4.1.1.2 Provide effective delivery of Council services)

Service Level	Target	Current Performance	Service Level Type (Operational or Adopted)
Unpaid rates and charges are managed in accordance with the Revenue Management Policy, achieving an overdue balance of less than 3% at its lowest point.	<3%	5.50% achieved in October	Operational
Rates are levied within one week of dates stipulated in the Revenue Statement.	100%	100%	Operational

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

(Operational Plan Ref: 5.2.1.1 Comply with legislative requirements)

Legislative timeframes

Item	Due Date	Compliant	Status
Updates to be presented to Council in sectional monthly reports.	Ongoing	100%	
Council's annual financial statements are "unqualified"	31/10/17	100%	Complete
There are no internal controls as rated by the QAO deemed "ineffective".	31/10/17	95%	Awaiting final report from External Audit.
The timelines of the annual financial statements as rated by the QAO is not "untimely"	31/10/17	80%	There was a delay with asset information, but this will not lead to a delay in the total project.
The quality of financial statements is not rated "below average" by the QAO	31/10/17	100%	As per report to Audit Committee in early October.
Long Term Financial Forecast updated at each budget and budget revision.	Ongoing	100%	Undertaken at 17-18 Budget Adoption. Will be updated again during October.

Item	Due Date	Compliant	Status
Annual Operating Surplus Ratio between 0% & 10%	Ongoing	100%	Compliant at 17-18 Budget Adoption. 4.37% report in Annual Financial Statements
Annual Net Financial Asset/Liability Ratio not greater than 60%	31/10/17	100%	34.8% reported in 16/17 Annual Financial statements.
Annual Interest Cover Ratio between 0% & 5%	31/10/17	100%	2.77% in 17/18 Adopted Budget
Annual Debt Service Cover Ratio greater than two times	31/10/17	100%	2.2 times reported in Adopted Budget
Annual Review of asset management plans by 30 June 2018.	30/06/18	Yes	Planning has commenced
Annual asset sustainability ratio is greater than 90%	31/10/17	90%	86.45% reported in 16/17 Annual Financial Statements

6. Operational Plan Targets by Section

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

Operational Plan Ref	Action	Target	Status
5.2.1.8	Monitor and review non-compliance of legislative requirements	Report on legislative non-compliance included in sectional reports presented to Council on a monthly basis.	Nothing to report
5.3.2.4	Financial systems and processes are managed to meet the appropriate audit requirements and community expectation	The required asset revaluations are completed by 28 February 2018 and integrated into asset management and relevant financial plans.	0%
5.3.4.1	Conduct review of viability in keeping Rockhampton Region Waste and Recycling commercialised	Review undertaken and options presented to Council by 30 June 2018.	30%

7. Capital Projects

N/A

8. Operational Projects

N/A

9. Budget

Financial performance as expected for the reporting period.



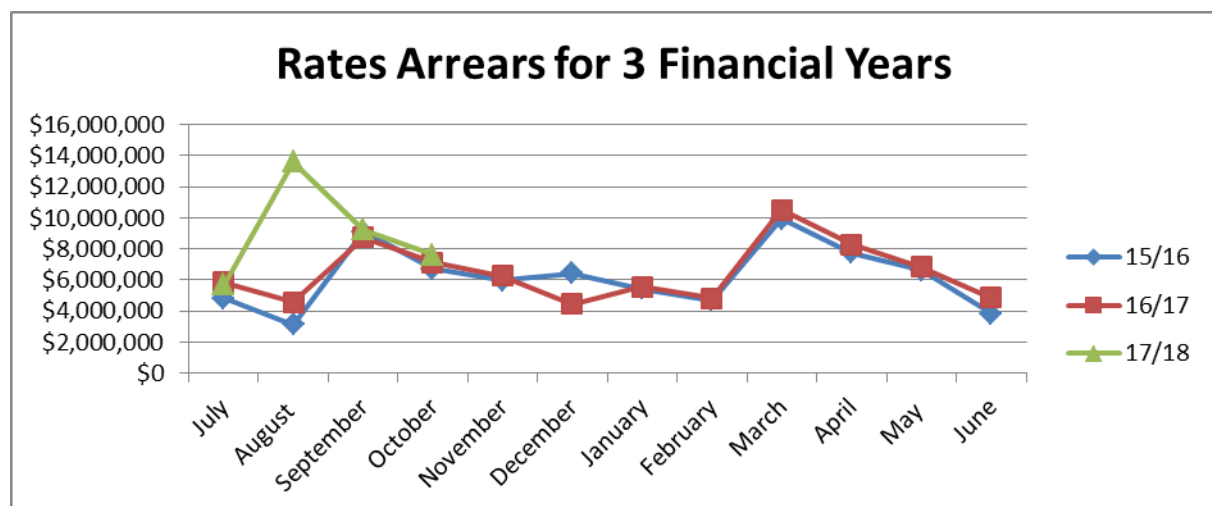
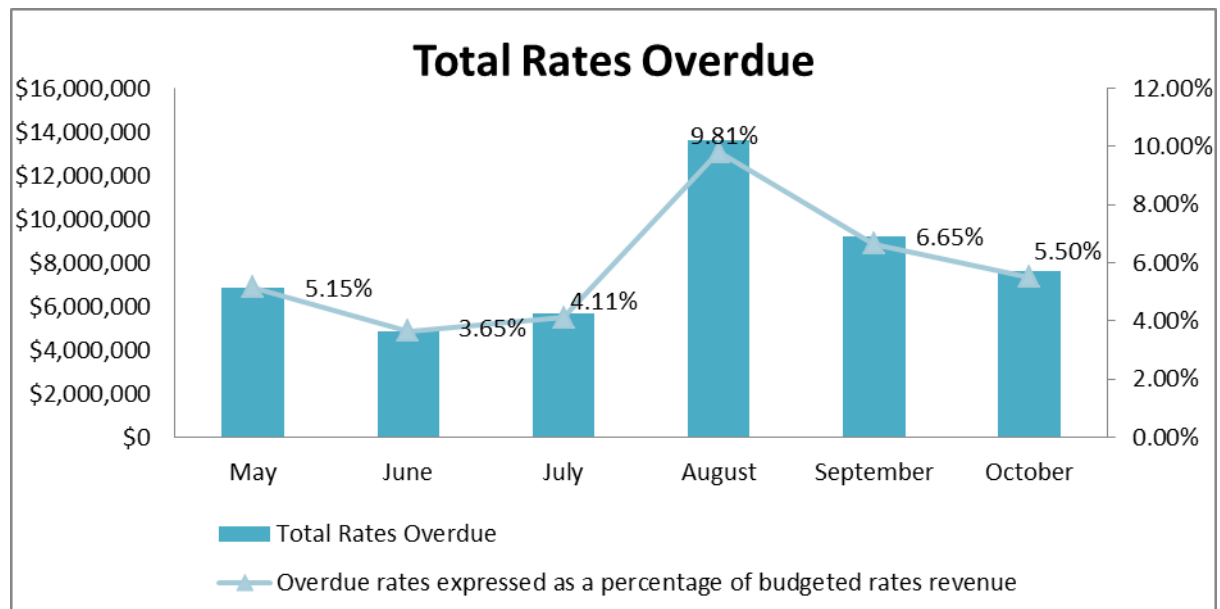
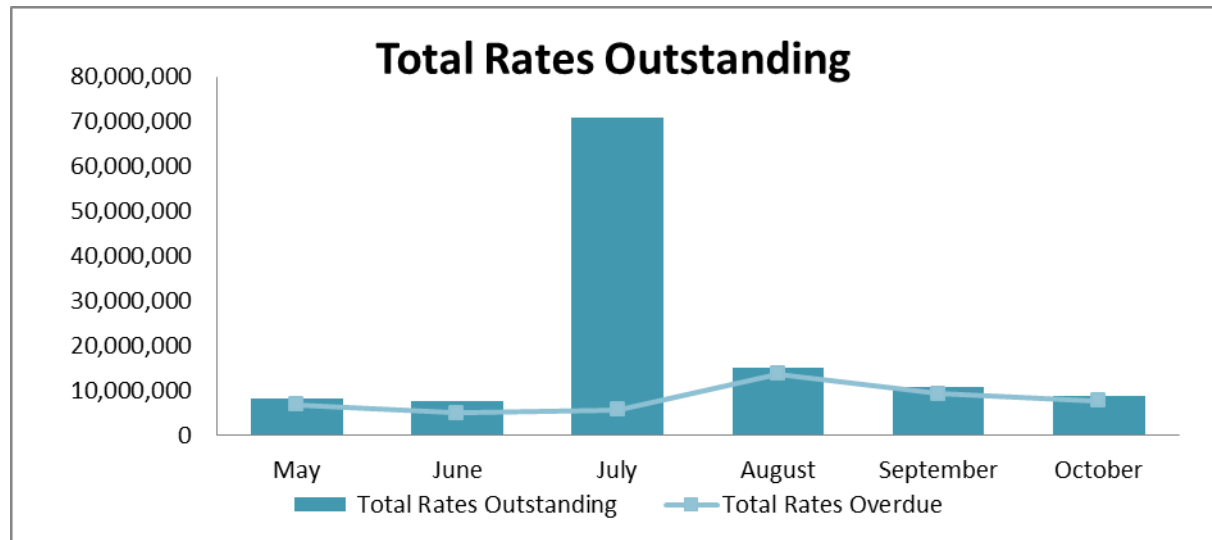
End of Month Job Costing Ledger - (Operating Only) - CORPORATE SERVICES

As At End Of October

Report Run: 07-Nov-2017 09:45:51 Excludes Nat Accts: 2802,2914,2917,2924

	Adopted Budget \$	Revised Budget \$	EOM Commitments \$	YTD Actual \$	Commit + Actual \$	Variance %	On target 33.3% of Year Gone
CORPORATE SERVICES							
FINANCE							
<u>Finance Management</u>							
Expenses	562,938	0	44,921	244,375	289,296	51% *	
Transfer / Overhead Allocation	0	0	0	277	277	0% *	
Total Unit: Finance Management	562,938	0	44,921	244,652	289,573	51% *	
<u>Accounting Services</u>							
Expenses	1,255,726	0	0	404,895	404,895	32% ✓	
Total Unit: Accounting Services	1,255,726	0	0	404,895	404,895	32% ✓	
<u>Financial Systems</u>							
Revenues	0	0	0	0	0	0% ✓	
Expenses	380,690	0	0	123,281	123,281	32% ✓	
Transfer / Overhead Allocation	600		0	555	555	92% *	
Total Unit: Financial Systems	381,290		0	123,836	123,836	32% ✓	
<u>Assets & GIS</u>							
Revenues	0	0	0	(1,361)	(1,361)	0% ✓	
Expenses	1,967,851	0	56,796	574,891	631,686	32% ✓	
Transfer / Overhead Allocation	37,251		0	12,186	12,186	33% ✓	
Total Unit: Assets & GIS	2,005,102		56,796	585,716	642,512	32% ✓	
<u>Rates & Revenue</u>							
Revenues	(446,132)	0	0	(159,767)	(159,767)	36% ✓	
Expenses	1,809,043	0	470,540	479,090	949,631	52% *	
Transfer / Overhead Allocation	750		0	0	0	0% ✓	
Total Unit: Rates & Revenue	1,363,661		470,540	319,323	788,863	58% *	
Total Section: FINANCE	5,568,717	0	572,257	1,678,422	2,250,678	40% *	
Total Department: CORPORATE SERVICES	5,568,717	0	572,257	1,678,422	2,250,678	40% *	
Grand Total:	5,568,717	0	572,257	1,678,422	2,250,678	40% *	

10. Section Statistics



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

The safety statistics for the reporting period are:

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

Risk Management Summary

All Finance's Risks are now ALARP.

**CORPORATE SERVICES
DEPARTMENT - MONTHLY
OPERATIONAL REPORT
OCTOBER 2017**

**Workforce & Strategy Monthly Report -
October 2017**

Meeting Date: 21 November 2017

Attachment No: 2



Monthly Operations Report

Workforce and Strategy Section

Period Ended October 2017

1. Highlights

Workforce and Strategy have been instrumental in driving the recruitment processes for the 18 new Apprentices and Trainees to join Council. Some will commence in 2017 with the bulk to commence in January 2018.

2. Innovations, Improvements and Variations

(Operational Plan Ref:

5.3.2.1 Identify at least one operational saving per section of responsibility

5.4.26. Identify at least two improved processes per section of responsibility)

Operational Savings	Action
Corporate Improvement & Strategy	
The cost of the documentation design being outsourced	Council's Corporate and Operational Plans were designed in-house.
Improved Process	Action
Workforce & Strategy Directorate	
Communications Committee (Aug 17)	Establishment of committee to identify and implement initiatives to improve communication across all of Council
Workforce and Strategy Administration (Aug 17)	Improvements made to recordkeeping processes, reducing paperwork and filing requirements for W&S and Records.
Human Resources & Payroll	
Payroll and HR (October 17)	Improvement in HR/Payroll process flow for: <ul style="list-style-type: none"> • Acting duties • Change of Hours
Safety & Training	
Drug & Alcohol Testing	New Drug & Alcohol testing provider can meet all requirements of both the corporate Drug & Alcohol Policy & Airport Drug and Alcohol Management Plan. Benefits include: <ul style="list-style-type: none"> • One company undertakes all the testing with will ensure consistency with the overall testing process and results • Mobile testing unit – this will eliminate the need to conduct the testing in the site lunch rooms and therefore considerably reduce lost time on the job. • Pre-employment two tests where required; now only one test is required. This will save time and is

	a cost saving.
Corporate Improvement & Strategy	
Corporate Delegations	Human Resource Delegations Policy replaced by Corporate Delegation Bands with delegation levels now included in relevant policy documents.

3. Customer Service Requests

(Operational Plan Ref: 4.1.1.1 Provide timely and accurate response to requests)

Response times for completing customer requests in this reporting period for October are within the set timeframes.

	Balance B/F	Completed in Current Mth	Current Month NEW Requests		TOTAL INCOMPLETE REQUESTS BALANCE	On Hold	Completion Standard (days)	Avg Completion Time (days) Current Mth	Avg Completion Time (days) 6 Months	Avg Completion Time (days) 12 Months	Avg Duration (days) 12 Months (complete and incomplete)
			Received	Completed							
Administrative Action Complaints	0	0	0	0	0	0	36	● 0.00	● 0.00	● 0.00	0.00
W&S - Complaints Management Process (NOT CSO USE)	1	1	8	5	3	0	30	● 3.20	● 11.38	● 10.16	8.72

COMMENTS

Matters are being addressed within the set timeframes.

4. Service Delivery

(Operational Plan Ref: 4.1.1.2 Provide effective delivery of Council Services)

Service Level	Target	Current Performance	Service Level Type (Operational or Adopted)
Corporate Improvement and Strategy			
Policies reviewed within 10 working days	100%	100%	Operational
Industrial Relations and Investigations			
Assess and initiate action of corrupt conduct matters, public interest disclosures and administrative action complaints within 3 business days upon receipt of a complaint.	100%	100%	Operational
Human Resources and Payroll			
Employee pays processed and paid within 3 working days after the period end date	100%	100%	Operational
Payroll accuracy	100%	99.88%	Operational
Acknowledge job applications within 2 working days of the advertising close date. (as per policy/procedure)	100%	100%	Operational
	Sept 2017	Oct 2017	YTD
Number of job applications processed for current reporting period	529	137	666
Number of positions advertised for current reporting period	25	21	72

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

(Operational Plan Ref: 5.2.1.1 Comply with legislative requirements)

Legislative Compliance and Standards

Legislative Compliance Matter	Due Date	% Completed	Comments
Corporate Reporting			
2017/18 Operational Plan quarterly status report	October 2017	90%	The data for the 1 st quarter report as at 30 September 2017 has been received from all Departments and the draft report has been forwarded to GM's for approval. The report will be presented at the last Ordinary Council meeting in November 2017.
2018/19 Operational Plan	30 June 2018	0%	Plan to be prepared and adopted with the 2018/19 budget. Planning

Legislative Compliance Matter	Due Date	% Completed	Comments
			to commence late January 2018.
Safety			
Update of Workplace Health & Safety documents to meet the new legislative requirements		Ongoing	Updates to documents are ongoing in accordance with legislative changes.
Report breaches of the Workplace Health & Safety Act and Regulation as necessary to the division within specified legislative timeframes	Immediately after becoming aware that a notifiable incident has occurred	100%	Nil
Workplace Health and Safety Audit (WHSQ External Audit)	2017	95%	Audit completed 11-13 October 2017. Waiting to receive report.
WHS Infringement Notices issued to Council are remedied within required timeframes	As per notice	100%	Improvement Notice received on the 6 October for failing to ensure safe systems of work associated with the contact of a HV underground electrical service on 7 September 2017. Notice closed on 17 October, which was actioned within the required timeframe.

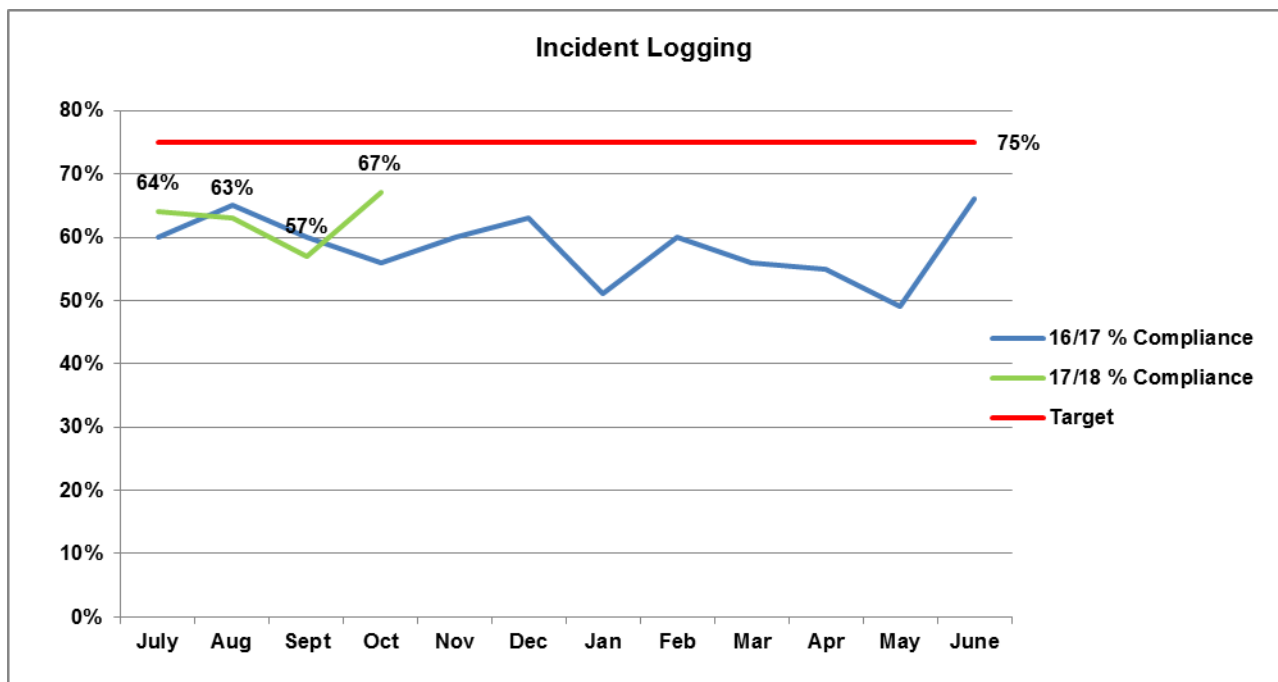
Risk Management Summary (excludes risks accepted/ALARP):

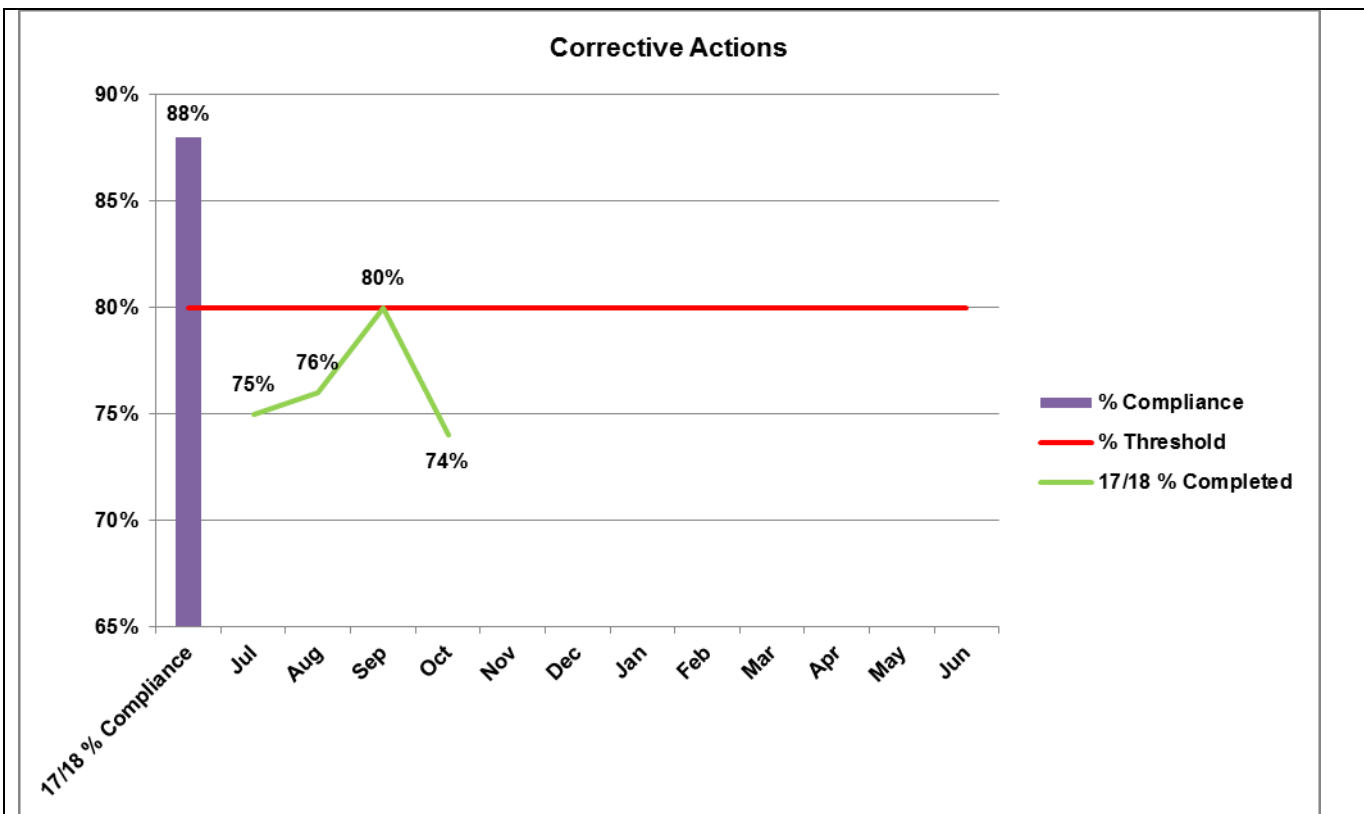
Potential Risk	Current Risk Rating	Future Control & Risk Treatment Plans	Due Date	% Comp	Comments
Corporate Risks					
A legislatively compliant SafePlan is not implemented, monitored and reviewed effectively, for the whole of council, its workers and contractors, to achieve the acceptable compliance level with annual WH&S audits resulting in: increased worker injuries, legislative breaches/legal action, reputational damage, reduced service levels, increased costs and non-compliance with a key council objective.	Low	Work continues to rectify the actions from the 2016 Safety Audit. Rectifications resulting from the Workplace Health & Safety system audit will be addressed and assessed in the annual internal audit of the Workplace Health & Safety system.	April 2018	82%	53 recommendations from the 2016 LGW Audit. 30 are complete, 17 are in progress, 6 have not yet commenced.

6. Operational Plan Targets by Section

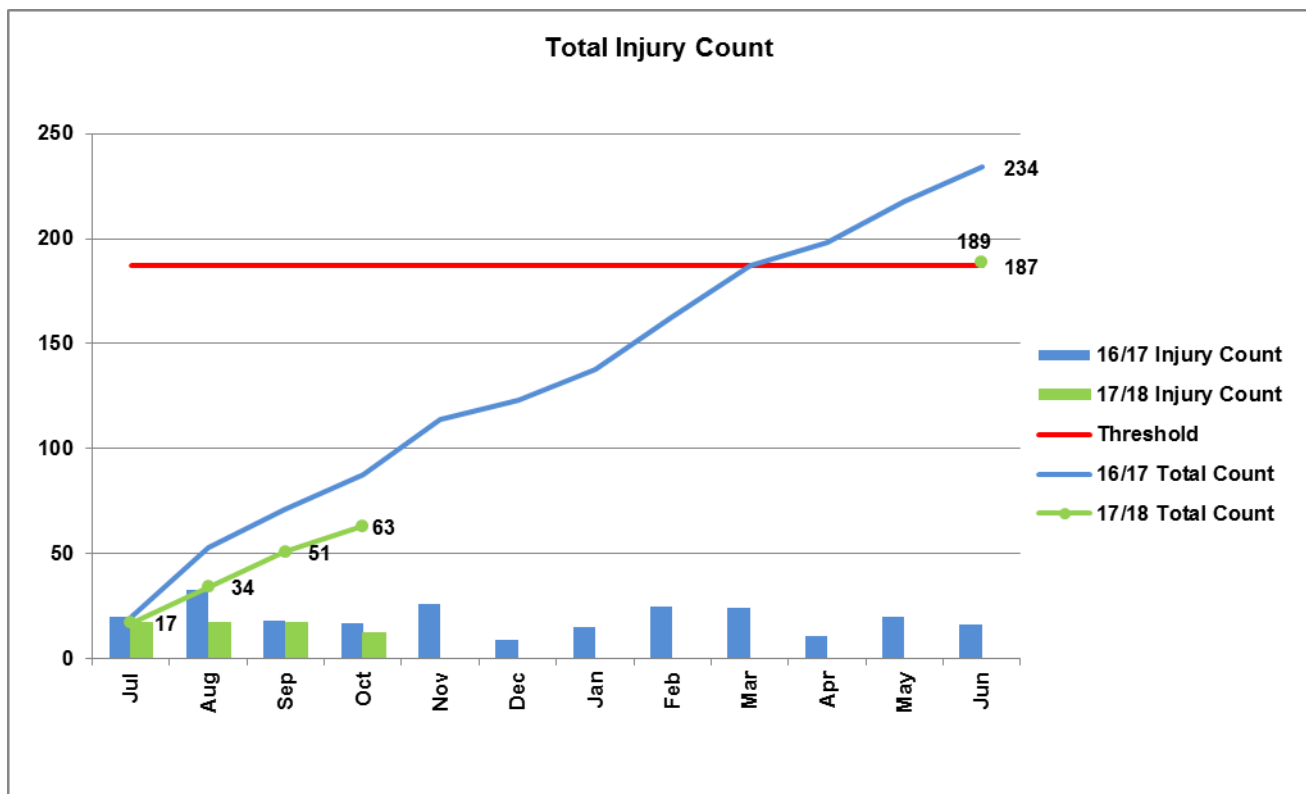
The following Operational Plan actions and targets are required to be reported to Council on a monthly basis. This data will also form part of the Operational Plan quarterly report to Council:

Operational Plan Ref	Action	Target	Status		
1.3.4.1	Provide a safety management system that minimises the risk to all people and property	Achievement of KPIs in accordance with the Workplace Health & Safety Management System Plan	Specific KPI targets and actual performance detailed below and shown in graphical form		
KPI	Incidents logged in Riskware by end of next business day	17/18 Target	75%	Actual	67%

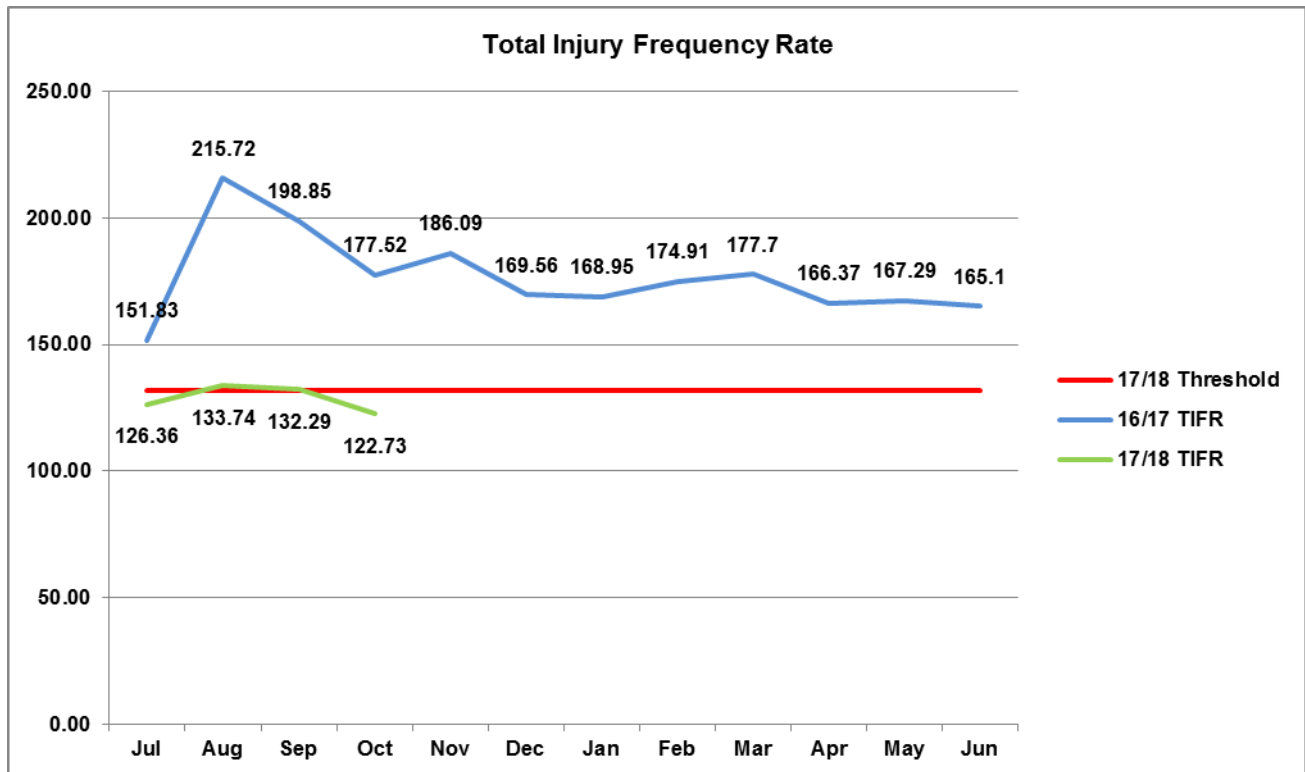




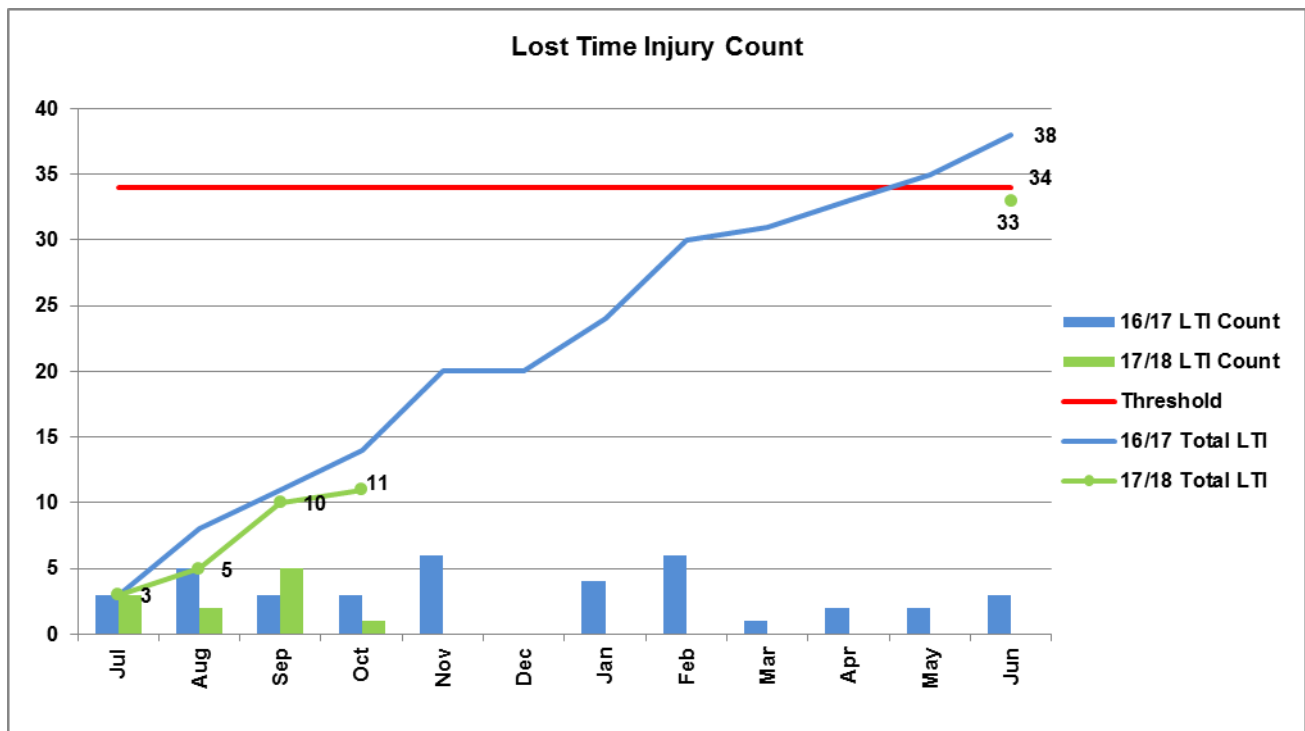
KPI	Total Injury Count	17/18 Target	187	Actual (YTD)	63
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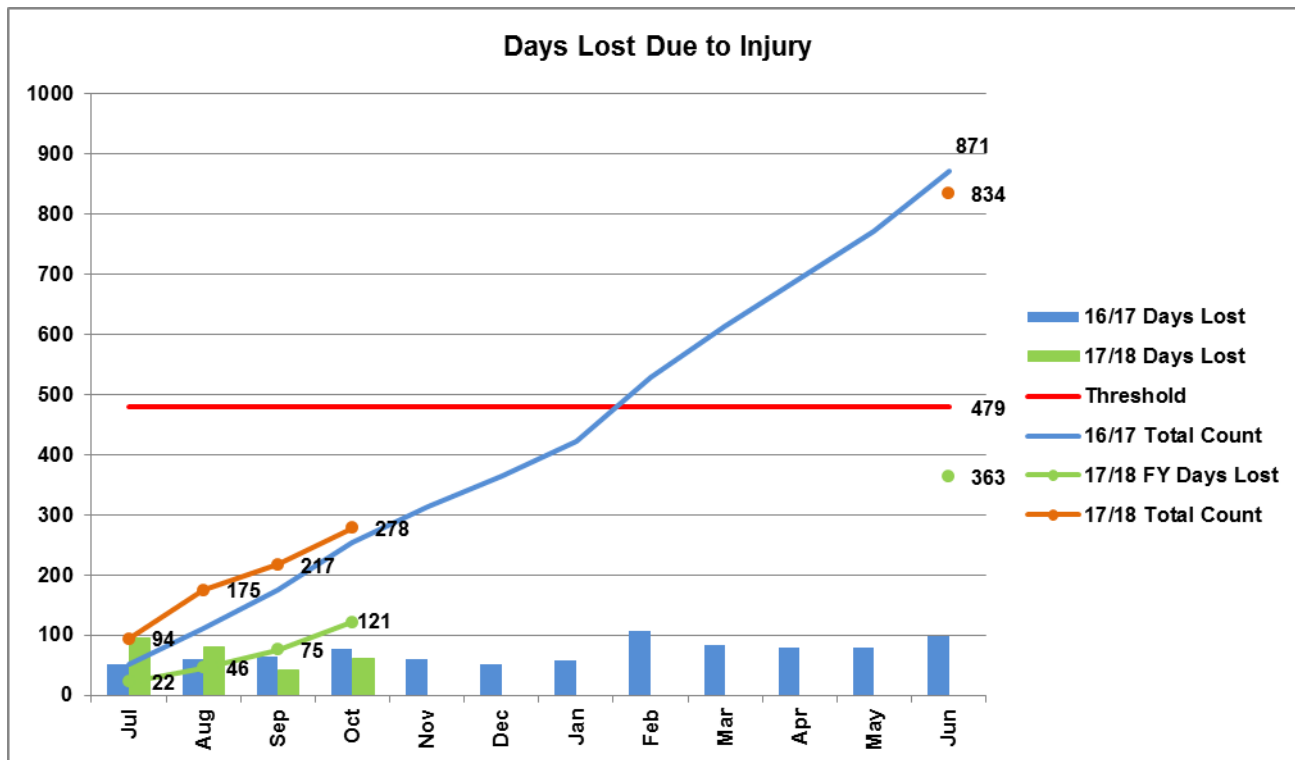
KPI	Total Injury Frequency Rate	17/18 Target	132.08	Actual	122.73
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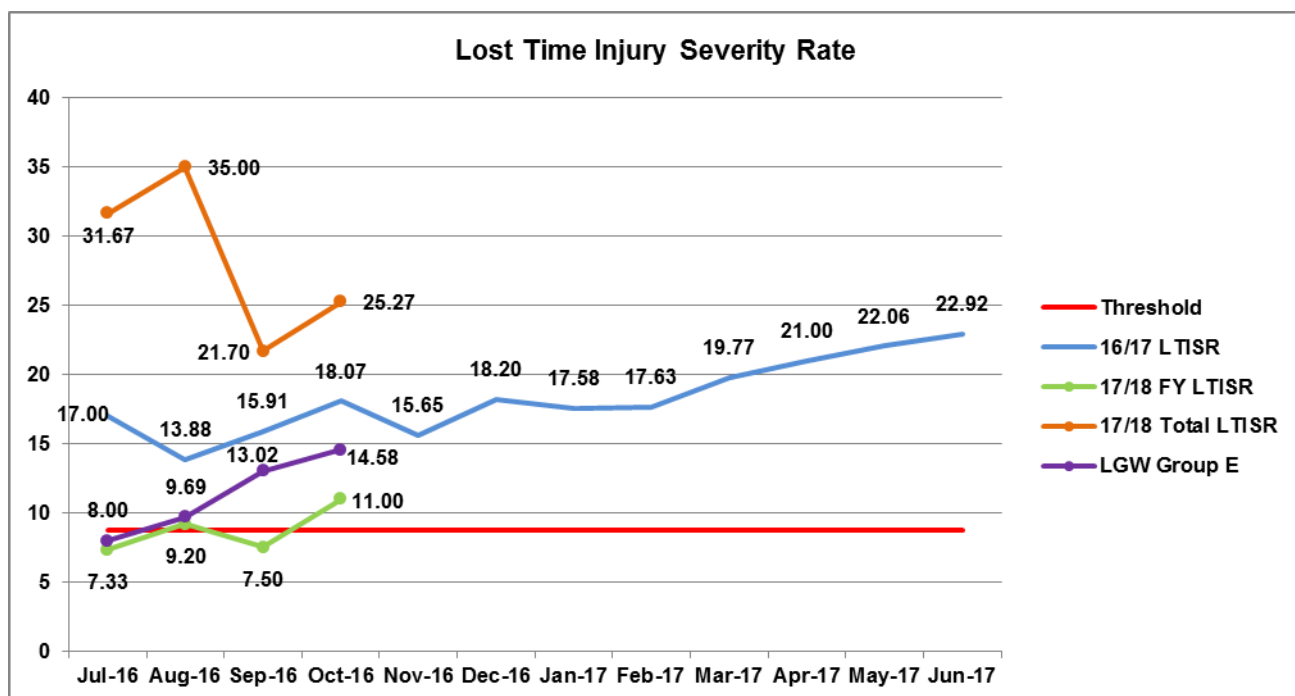
KPI	Lost Time Injury Count	17/18 Target	34	Actual (YTD)	11
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KPI	Lost Time Injury Frequency Rate	17/18 Target	24.13	Actual	21.43																																																				
<div><p>Lost Time Injury Frequency Rate</p><table><thead><tr><th>Month</th><th>16/17 L TIFR</th><th>17/18 L TIFR</th><th>LGW Group E</th></tr></thead><tbody><tr><td>Jul</td><td>22.77</td><td>22.30</td><td>3.40</td></tr><tr><td>Aug</td><td>32.56</td><td>19.67</td><td>7.37</td></tr><tr><td>Sep</td><td>30.81</td><td>27.00</td><td>8.50</td></tr><tr><td>Oct</td><td>28.24</td><td>21.43</td><td>8.98</td></tr><tr><td>Nov</td><td>32.65</td><td></td><td></td></tr><tr><td>Dec</td><td>27.57</td><td></td><td></td></tr><tr><td>Jan</td><td>29.38</td><td></td><td></td></tr><tr><td>Feb</td><td>32.19</td><td></td><td></td></tr><tr><td>Mar</td><td>29.46</td><td></td><td></td></tr><tr><td>Apr</td><td>27.73</td><td></td><td></td></tr><tr><td>May</td><td>26.86</td><td></td><td></td></tr><tr><td>Jun</td><td>26.81</td><td></td><td></td></tr></tbody></table></div>						Month	16/17 L TIFR	17/18 L TIFR	LGW Group E	Jul	22.77	22.30	3.40	Aug	32.56	19.67	7.37	Sep	30.81	27.00	8.50	Oct	28.24	21.43	8.98	Nov	32.65			Dec	27.57			Jan	29.38			Feb	32.19			Mar	29.46			Apr	27.73			May	26.86			Jun	26.81		
Month	16/17 L TIFR	17/18 L TIFR	LGW Group E																																																						
Jul	22.77	22.30	3.40																																																						
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Mar	29.46																																																								
Apr	27.73																																																								
May	26.86																																																								
Jun	26.81																																																								
KPI	Days Lost due to Injury	17/18 Target	479	Actual (YTD)	278																																																				



KPI	Lost Time Injury Severity Rate	17/18 Target	8.71	Actual	11.00
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The total Lost Time Injury Severity Rate (**17/18 Total LTISR**) data includes lost days incurred from injuries sustained in the previous financial year whereby the FY (**17/18 FY LTISR**) and LGW Group E data only includes lost days from injuries sustained in the current financial year.

Operational Plan Ref	Action	Target	Status
4.3.3.1	Implement a rehabilitation fitness for work program	90% of workers on fit for work programs are placed within their own department	Progressing at 100%
5.2.1.5	Manage employee complaints and grievances in accordance with legislation and policy requirements.	100% actioned in accordance with Council policy and procedure	All complaints received within the reporting period have been assessed and actioned pursuant to applicable statutory and policy obligations.
5.4.4.2	Implement improved internal communication strategies to ensure all staff are informed.	Staff newsletter is distributed to all staff on a monthly basis	Progressing at 100%

7. Capital Projects

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

8. Operational Projects section

As at period ended **October** – 33.3% of year elapsed

Project	Planned Start Date	Planned End Date	Status	Budget Estimate	YTD actual (incl committals)
Corporate Improvement and Strategy					
Create a system to automate the delegation and authorisation process (5.4.2.3)	July 2017	30 June 2018	Data has been entered into a master spreadsheet. The automated process within external and internal registers has been designed and implementation has now begun. Discussions continue with LGAQ in relation to a new delegation process they are in the process of developing.	Labour Only	Labour Only for W&S
Simplify and streamline the approval process - Develop a Delegations Policy, incorporating Corporate Delegation Bands. (5.4.2.4)	July 2017	30 December 2017	Drafting of the Delegations Policy is in progress. Corporate Delegation Bands are being relocated from the Corporate Delegations Reference Table and incorporated into relevant policy documents. Approximately 45% of delegated authority/powers have been processed.	Labour Only	Labour Only for W&S
Strategic Framework Project	July 2017	30 June 2018	Currently researching the governance framework of other	Labour Only	Labour Only for W&S

Project	Planned Start Date	Planned End Date	Status	Budget Estimate	YTD actual (incl committals)
(5.2.1.2)			Councils.		
Ensure legislative updates are communicated and implemented in areas on responsibility - Undertake a legislative compliance review project (4.2.2.2)	July 2017	30 June 2018	A scope is being developed for endorsement. Arrangements are being made with LGAQ to trial a demonstration of their legislative compliance program.	Labour Only	
Industrial Relations and Investigations					
Undertake Certified Agreement negotiations that consider the application of the new Queensland Local Government Industry Award – State 2017 and the <i>Industrial Relations Act 2017</i> (5.4.2.2)		30 June 2018	Industrial Relations Project: Management meetings have progressed. Planning and preparations of management's preferred certified agreement position and costing models are continuing.	Labour Only	Labour Only for W&S
Human Resources and Payroll					
Aurion Project (5.4.3.1)		30 June 2018	Aurion web recruitment now in Test environment and initial familiarisation and training being delivered to W&S HR and Admin staff on 2 November 2017	Funded by IT	W&S Labour only when supporting testing processes & installation
Implement programs that support leadership development (4.3.2.1) - Development and implement mentoring program and performance review system by 30 June 2018		30 June 2018	My Plan for officers award employees launched in July for use in 17/18 year. Our Plan for external staff to be implemented in 2018	Labour Only	Labour Only for W&S
Safety and Training					
WHS Data Management System (1.3.4.1)			16 issues still outstanding logged with PAN. Work continues on actioning these items and regular catch-up meetings re-commenced with vendor.	Funded by IT	W&S Labour only when supporting testing processes & installation
Implement programs that support leadership development (4.3.2.1) - Deliver leadership program every six months			Program has recently been updated to ensure currency of information delivered. The next round of the program is scheduled for delivery in February 2018	Labour Only	Labour only for W&S

9. Budget

Financial performance as expected for the reporting period



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

As At End Of October

Report Run: 01-Nov-2017 08:40:23 Excludes Nat Accs: 2802,2914,2917,2924

	Adopted Budget \$	Revised Budget \$	EOM Commitments \$	YTD Actual \$	Commit + Actual \$	Variance %	On target 33.3% of Year Gone
CORPORATE SERVICES							
WORKFORCE & STRATEGY							
<u>Human Resources and Payroll</u>							
Expenses	1,431,756	1,411,756	64,195	408,977	473,172	33% ✓	
Transfer / Overhead Allocation	11,126	11,126	0	3,788	3,788	34% ✗	
Total Unit: Human Resources and Payroll	1,442,882	1,422,882	64,195	412,765	476,960	33% ✓	
<u>Safety & Training</u>							
Revenues	(42,500)	(42,500)	0	(143,038)	(143,038)	337% ✓	
Expenses	1,167,500	1,167,500	100,953	334,214	435,167	37% ✗	
Transfer / Overhead Allocation	(20,410)	(20,410)	0	(3,872)	(3,872)	19% ✗	
Total Unit: Safety & Training	1,104,590	1,104,590	100,953	187,304	288,257	26% ✓	
<u>Corporate Improvement & Strategy</u>							
Revenues	0	0	0	(231)	(231)	0% ✓	
Expenses	376,640	376,640	10,000	87,956	97,956	26% ✓	
Total Unit: Corporate Improvement & Strategy	376,640	376,640	10,000	87,725	97,725	26% ✓	
<u>Workforce & Strategy Management</u>							
Expenses	785,243	805,243	26,477	216,843	243,320	31% ✓	
Transfer / Overhead Allocation	0	0	0	(44)	(44)	0% ✓	
Total Unit: Workforce & Strategy Management	785,243	805,243	26,477	216,799	243,276	31% ✓	
<u>Investigations and Industrial Relations</u>							
Expenses	304,945	304,945	10	84,366	84,376	28% ✓	
Total Unit: Investigations and Industrial Relations	304,945	304,945	10	84,366	84,376	28% ✓	
Total Section: WORKFORCE & STRATEGY	4,014,301	4,014,301	201,635	988,959	1,190,594	30% ✓	
Total Department: CORPORATE SERVICES	4,014,301	4,014,301	201,635	988,959	1,190,594	30% ✓	
Grand Total:	4,014,301	4,014,301	201,635	988,959	1,190,594	30% ✓	

10. Section Statistics

Establishment – Workforce and Strategy

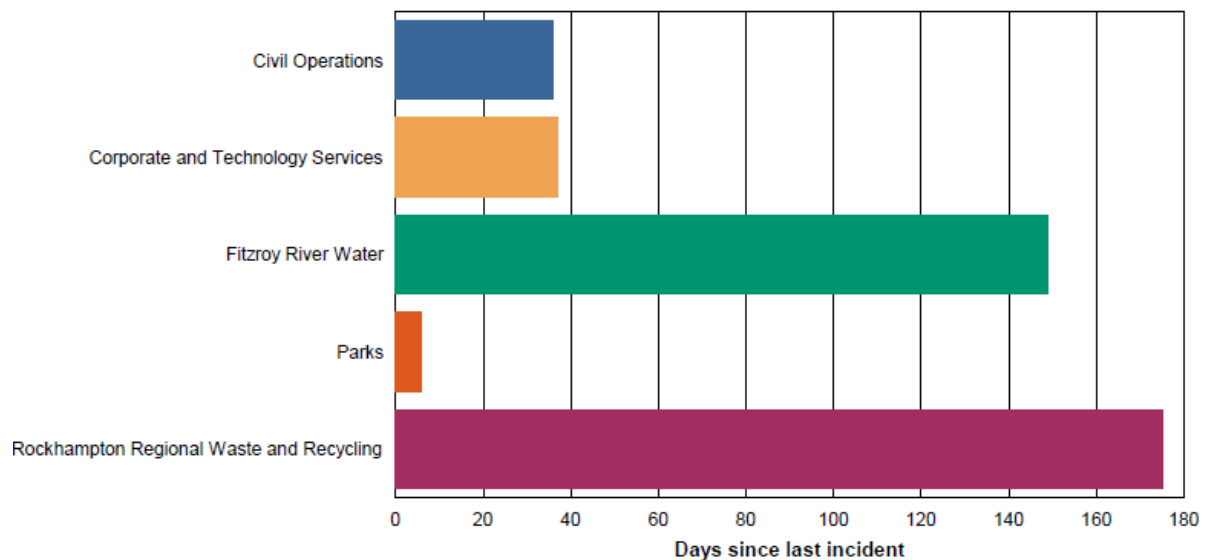
FTE Positions	Period	Workforce & Strategy
Starting Point	1 January 2014	30.05
Same Time Previous Year	31 October 2016	33
Previous Month	30 September 2017	34
Current Month	31 October 2017	34.39

11. Whole of Council Statistics

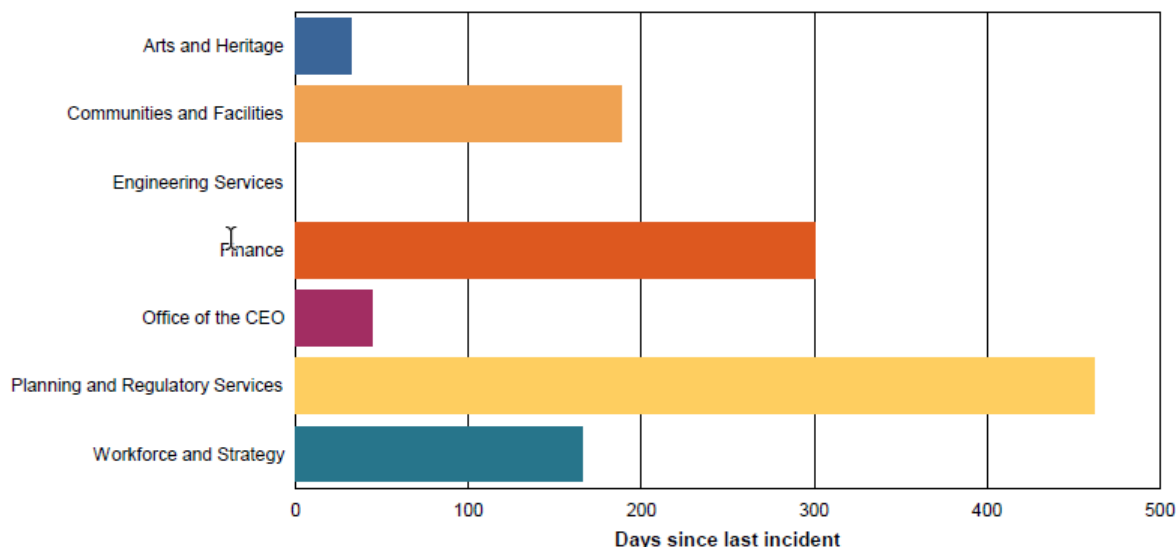
Safety Statistics

The following graphs show the number of lost time injury free days since the last workplace incident by section. These results reflect our employee's commitment to safety and recognise the organisations effort in the implementation of safe work practices.

Lost time injury free days as at 31 August 2017 (sections identified as High Risk)



Lost time injury free days as at 30 September 2017 (Sections identified as Low Risk)



Establishment

Establishment – Whole of Council

FTE Positions	Period	Council
Starting Point	1 January 2014	838.9
Same Time Previous Year	31 October 2016	888.5
Previous Month	30 September 2017	917.73
Current Month	31 October 2017	917.01

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

FTE positions include 35 supplementary positions (excluding trainees, apprentices and casuels) which have been created for a number of reasons including: short term projects, co-op students and funded positions. All of these positions have an end date and will reduce the FTE once the tenure has been completed.

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

Apprentices	Trainees
13	17

Changes to Council Establishment

- 1 established Electrician position created in Community Services to provide electrical services to sections within Council who currently engage contract Electricians.
- 1 Maintenance and Livestock Assistant position in Community Services was converted from a part time to full time therefore increasing establishment.
- 1 Warehouse Trainee within Corporate Services had an adjustment to their FTE hours due to a previous user error.

- 1 part time Project Officer was transferred from Community Services to Corporate Service to provide a holistic service to all of Council.
- 1 Community Engagement Officer was transferred from the Office of the CEO to Corporate Services due to the creation of the Natural Resource Management Section.
- 1 Manager Airport was abolished in the now abolished department, Regional Development and Aviation.
- Due to the creation of the Advance Rockhampton and Aviation Services departments 48 positions were transferred from the Office of the CEO and Regional Development and Aviation departments:

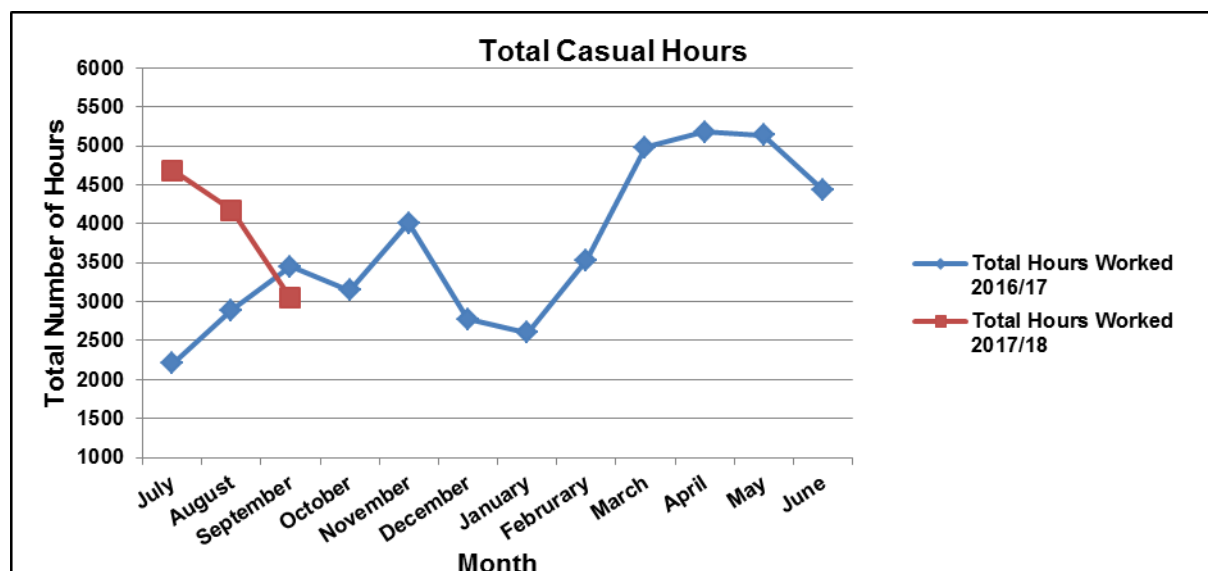
FTE Positions Internal / External Split

The percentage split for approved full time equivalent positions excluding casual positions and including approved vacancies currently sits at 58.2% (533.69) internal and 41.8% (383.32) external. The internal definition is based on staff appointed in accordance with RRC's Internal Certified Agreement and it should be noted that there are a number of supervisors and technical staff on this award that work predominately in the field.

	Feb 2014	Sept 2017	Oct 2017
External	371.91	383.06	383.32
Internal	465.68	534.67	533.69
TOTAL	837.44	917.73	917.01

Casual Hours – September 2017 (reported one month in arrears)

All casual hours worked will now be reported one month in arrears so that actual hours worked can be accurately reported. There are currently a total of 61 casuals actively employed by Council of which 45 were engaged during the reporting period. The engaged casual employees collectively have worked the total number of 3043.81 hours during the month of September 2017.



Casual Hours by Section –September 2017 (reported one month in arrears)

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

in casual hours is a result of many of the casual employees being successful in fulltime employment with Council.

Section	Unit	Commentary	No. of hours	Percentage of cost recovery
Arts and Heritage	Art Gallery	To assist with the delivery of ongoing programs. Expenditure is in some cases offset by earned income but not directly recovered.	200	0%
Arts and Heritage	Heritage Services	Assist in Food and Beverage roles for catered function - all wages costs are generally recovered as a fee for service operation.	251.58	100%
Arts and Heritage	Major Venues	Casual staff used by hirers, wages costs in box office and production departments are fully recovered.	740.25	104.8%
Communities and Facilities	City Child Care Centre	Backfilling for staff sick leave to maintain required child to staff ratios.	25.5	
Communities and Facilities	Client Services	Backfilling for leave in order to maintain library opening hours and delivery of Tech Savvy Seniors sessions.	238.25	
Communities and Facilities	Facilities	Backfilling for sick leave and extended leave without pay for cleaning staff	169.4	
Parks	Parks and Visitor Services	Cemeteries: Covering employee on Suitable Duties Plan to maintain appropriate service levels Zoo: Covering leave/RDOs and maintaining appropriate levels of care and management of the collection Kershaw: Backfilling employees on Suitable Duties Plans and leave.	573.77	
Parks	Parks Administration	Backfilling for staff absences in order to maintain suitable service levels.	108.5	
Planning and Regulatory Services	Health and Environment	Backfilling for staff absences.	149.75	
Corporate Services	Workforce and Strategy	Backfilling vacancies within the area.	5.5	
Corporate and Technology	Property and Insurance	Backfilling vacancy and carrying out the administrative duties of vacant position.	129	
Corporate Services Directorate		Coordinating enterprise bargaining agreement negotiations.	34	

Section	Unit	Commentary	No. of hours	Percentage of cost recovery
Regional Development and Promotions	Regional Promotions and Tourism	Assisting with content writing required for Council's website, myRockhampton publication and Outbrain news stories.	20	
Office of the Mayor	Media and Engagement	Backfill absences during key civic events as well as priority council business within the Engagement Unit in order to progress the Gracemere Post Code Survey in a timely manner as requested by Council.	16	
Office of the Mayor	Councillor Support	Backfilling for staff absences.	33.75	
Fitzroy River Water	Network Operations	Backfilling for long term sick leave.	157.75	
Rockhampton Regional Waste and Recycling	Directorate	Assisting with back log of work.	60.5	
Rockhampton Regional Waste and Recycling	Collections	Casual pool collections driver to cover sick leave and long term sick leave absences.	130.31	
TOTAL			3043.81	

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

Volunteer Hours by Section – October 2017

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

Section	Unit	No. of Hours
Arts & Heritage	Art Gallery	1854.5
Arts & Heritage	Heritage Village	4491
Arts & Heritage	Pilbeam Theatre	433.25
Communities & Facilities	Libraries	193
Parks	Rockhampton Zoo	127
TOTAL		7098.75

Work Experience Placements – October 2017

Work Experience Applications Received During the Month of October 2017		2
Placement Type	Section	Placed
Theatre	Pilbeam Theatre	Yes
Art Gallery	Art Gallery	Yes
Work Experience Placements Occurring During the Month of October 2017		0
Placement Type	Section	Dates
Nil		

**CORPORATE SERVICES
DEPARTMENT - MONTHLY
OPERATIONAL REPORT
OCTOBER 2017**

CTS Monthly Report - October 2017

Meeting Date: 21 November 2017

Attachment No: 3



Monthly Operations Report

Corporate and Technology Services
October 2017

1. Highlights

Smart Hub Quarterly Newsletter

The Smart Hub newsletter attached at the end of this report details the activities undertaken and planned for October to December 2017.

Smart Way Forward Strategy Implementation Progress

It has been just short of two years since the adoption of the Region's Smart Way Forward Strategy in December 2015. Assessment of the progress of the Smart Way Forward Action Plan implementation shows that **62%** of the strategy outcomes have been completed, implemented ongoing, are work in progress or at planning stage.

Annual Goods and Services Spend Analysis – 01 Nov 16 to 31 Oct 17

The annual goods and services spend analysis has demonstrated Council's continued commitment to supporting the local economy with \$71.8M (76%) spent locally; including \$23.3M (96%) on Hire of Construction Plant and Equipment, Trade Services and Roadmaking Materials.

2. Innovations, Improvements and Variations

ITS Project Updates

- Aurion Web Recruitment project to provide an online platform for Council employees and members of the public allowing for electronic job application submission and assessment. Solution now developed, with user testing in progress in the Aurion 'Test' environment. Council project staff are now working on the transition plan for migration into the Aurion 'Production' environment ready for 'go-live'.
- Asset Lifecycle Management project to replace the existing asset management corporate software with a solution to provide a lifecycle approach to asset management. This is a significant strategic project that will involve all Council departments and provide access to Council's corporate asset system in the field via mobile technology. Project stakeholders are currently in the early planning stages finalising scope, resourcing requirements and timeframes.
- Smart Parking Solution project – The installation of parking sensors in on-street parking bays that communicate wirelessly within Council's Wi-Fi network to provide improved enforcement systems, the ability (via a smart device application) to connect drivers with parking information regarding available parking spaces, and provide transport data for better urban management and planning. The majority of Stage 1 sensors have been installed (with the exception of Bolsover Street – to be installed following resurfacing), with acceptance testing currently underway.

3. Customer Service Requests

Response times for completing customer requests in this reporting period for October

	Balance B/F	Completed in Current Mth	Current Month NEW Request		TOTAL INCOMPLETE REQUESTS BALANCE	On Hold	Completion Standard (days)	Avg Completion Time (days) Current Mth	Avg Completion Time (days) 6 Months	Avg Completion Time (days) 12 Months	Avg Duration (days) 12 Months (complete and incomplete)
			Received	Completed							
Accounts Payable Enquiry	0	0	1	1	0	0	2	● 3.00	● 3.75	● 2.57	0.80
Bookings Enquiry	0	0	1	0	1	0	5	● 0.00	● 2.85	● 2.61	0.69
Insurance: Mower / Slasher / Whipper / Snipper	0	0	1	1	0	0	90	● 4.00	● 14.20	● 11.08	11.00
Insurance: Personal Accident / Injury	0	0	0	0	0	0	120	● 0.00	● 12.20	● 41.67	43.61
Insurance: Public Liability / Property Damage Public Property	1	1	3	0	2	1	90	● 0.00	● 12.48	● 18.56	15.98
Leased Premises - General Enquiry	1	1	0	0	0	0	5	● 0.00	● 1.50	● 1.17	1.17
Rates Searches	13	13	133	112	21	0	4	● 3.04	● 3.02	● 2.31	2.34

4. Service Delivery

Service Level	Target	Current Performance	Service Level Type (Operational or Adopted)
IT support services provided within service levels outlined in the IT Service Catalogue.	95%	92%	Operational
Ensure availability of system up-time during core business hours (excluding planned outages).	99%	100%	Operational
Maintain the ratio of customer queries satisfied by Customer Service Officers, without referral to departments.	80%	91%	Operational
Customer Service Call Centre answering 75% of incoming calls within 45 seconds.	75%	84%	Adopted
Process records on the day of receipt as per Recordkeeping Charter.	95%	100%	Operational
Ensure supplier payments are made within stated trading terms.	90%	78%	Operational
Ensure top 100 suppliers by dollar value under formal purchasing agreements (contracts).	90%	96%	Operational
Maximise Council property occupancy rates.	98%	100%	Operational
Ensure tenanted properties in any month, have current lease agreements and public liability insurance.	80%	87%	Operational
Process insurance claims within procedural timeframes.	100%	100%	Operational

5. Compliance

Legislative Compliance	Legislative Reference	Compliance %
Process Right to Information/Information Privacy (RTI/IP) applications within legislative timeframes (Op Plan Ref - 5.2.1.7.)	RTI Act (2009) IP Act (2009)	100%
Manage centralised tendering and contracting functions in accordance with legislative requirements and Council policy.	LG Reg (2012) Pt 3 & 4	100%
Ensure staff purchasing activity is compliant with legislation and policy.	LG Reg (2012) Pt 3 & 4	100%

Safety Statistics

The safety statistics for the reporting period are:

	First Quarter		
	Oct	Nov	Dec
Number of Lost Time Injuries	0	0	0
Number of Days Lost Due to Injury	12	0	0
Total Number of Incidents Reported	0	0	0
Number of Incomplete Hazard Inspections	0	0	0

Risk Management Summary

Section Risk Register (excludes risks accepted/ALARP)

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

6. Operational Plan Targets by Section

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

Operational Plan Ref	Action	Target	Status
2.2.4.1	Council purchases are in line with the Local Preference Policy guiding tender/quote evaluations.	Annual local goods/services spend analysis $\geq 70\%$ local.	Annual review due November 2017 Review period 1 Nov 16 to 31 Oct 17.

Operational Plan Ref	Action	Target	Status
2.4.1.1	Implement Council's Smart Way Forward Strategy Action Plan	Complete installation of smart technology (lighting, CCTV, parking, digital banners and free public wi-fi) by 31 May 2018	Stages 1 a, b, f & g completed Stages 1 c & d under construction Stage 2 – under construction Stage 3a – construction commenced 31 Oct 17 Stage 3b – design completed, awaiting project price. Stage 3c & d – detailed design in progress.
2.5.5.1	Design and fitout the Customs House Smart Hub	Construction completed and Smart Hub opened by late Dec 17.	Work commenced Sep 25.
2.5.5.2	Implement the annual Smart Hub Operational Plan	Facilitate three smart hub programs: 1. Learn to Earn, Connect and Grow 2. Startup Club 3. Startup Stars	Startup programs progressing on schedule. Startup Club # 1 – final pitch Completed mid-Aug Startup Club # 2 – commenced Oct. Startup Stars – commenced Jul, end date Jan 18.
4.3.1.1	Implement ICT Strategic Plan 2015/20, including the eServices Strategy and IT Mobility	Achievement of 2017 - 18 targets as detailed in the ICT Strategic Plan	Strategy actions implementation progressing as scheduled.

7. Capital Projects

As at period ended **October** – **33%** of year elapsed

Project	Planned Start Date	Planned End Date	Status	Adopted Budget	YTD actual (incl committals)
CORPORATE & TECHNOLOGY CAPITAL WORKS PROGRAM					
Fleet Asset Renewal Program (CP440)	1 Jul 17	30 Jun 18	Asset renewal program progressing on schedule	\$6,682,000	\$4,562,399
IT Asset Renewal & Upgrade Program (CP230)	1 Jul 17	30 Jun 18	IT Asset capital program progressing as directed by ISSG	\$1,250,000	\$489,846
Smart Hub – Customs House – Fitout (CP235)	Jan 17	Dec 17	Work scheduled to commence mid-Sep 17.	\$508,000	\$615,711
Contract award on schedule for mid-August, with work expected to commence late August/early September. BOR funding grant = \$250K					
CBD & Riverfront Smart Technology (CP235)	Dec 16	Jun 18	Stage 1B completed Stage 1 C&D – work in progress Stage 2 (lower bank) – work in progress Stage 3A (East St – Fitzroy to William St) – contract awarded Stages 3 B, C & D – detailed design in progress	\$4,235,000	\$1,319,603
BOR funding grant = \$2.02M					

8. Operational Projects

As at period ended **October** – **25%** of year elapsed

Project	Planned Start Date	Planned End Date	Status	Budget Estimate	YTD actual (incl committals)
Startup Club programs (1 and 2)	Jun 17	Dec 17	First Startup Club program No. 2 commenced Oct to Dec 17 (\$15,325 Federal grant funding).	\$30,650	\$15,000
Startup Stars	Jul 17	Dec 17	Program commenced in July, with Seven startup teams (\$17,237 Advance QLD grant funding).	\$34,474	\$23,987

9. Budget

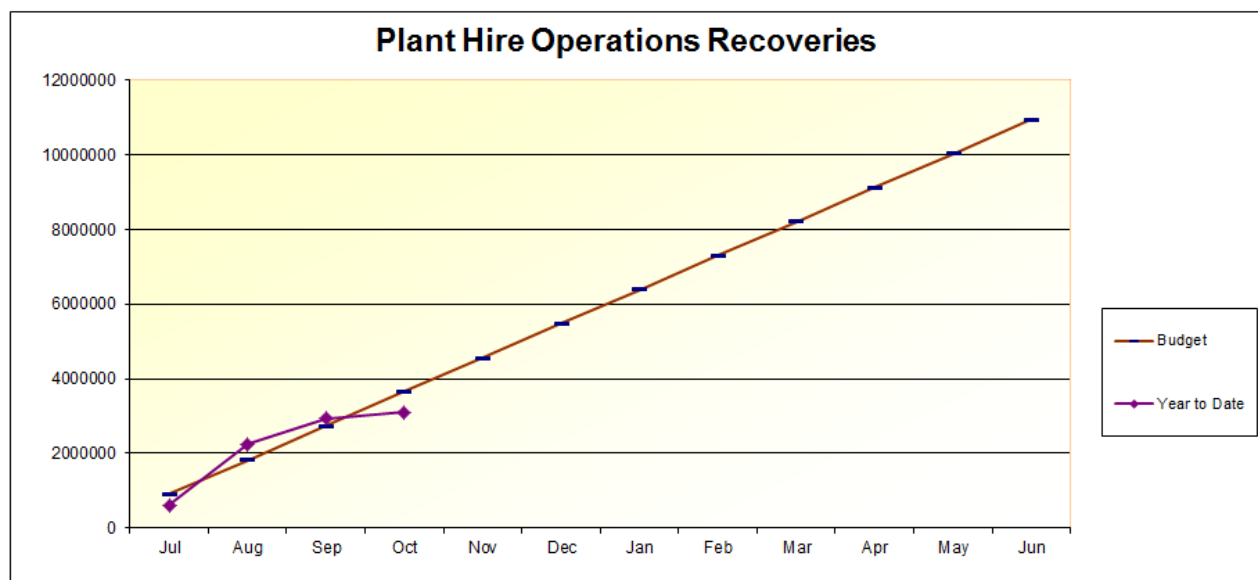
Financial performance as expected for the reporting period

	Adopted Budget \$	Revised Budget \$	EOM Commitments \$	YTD Actual \$	Commit + Actual \$	Var %	On target 33% of Year Gone
CORPORATE AND TECHNOLOGY							
<u><i>Fleet</i></u>							
Revenues	(263,000)	(263,000)	0	(120,613)	(120,613)	46%	✓
Expenses	11,703,938	11,703,930	800,197	4,365,821	5,166,018	44%	✗
Transfer / Overhead Allocation	(17,419,500)	(17,419,500)	0	(6,091,469)	(6,091,469)	35%	✓
Total Unit: Fleet	(5,978,562)	(5,978,570)	800,197	(1,846,261)	(1,046,064)	17%	✗
<u><i>Property & Insurance</i></u>							
Revenues	(421,782)	(424,899)	0	(100,593)	(100,593)	24%	✗
Expenses	3,129,686	3,420,808	28,113	2,334,743	2,362,855	75%	✗
Transfer / Overhead Allocation	9,000	9,000	0	2,028	2,028	23%	✓
Total Unit: Property & Insurance	2,716,904	3,004,909	28,113	2,236,178	2,264,291	83%	✗
<u><i>Corporate & Technology Management</i></u>							
Expenses	913,341	663,341	21,556	202,497	224,053	25%	✓
Transfer / Overhead Allocation	0	555	0	614	614	0%	✗
Total Unit: Corporate & Technology Management	913,341	663,895	21,556	203,110	224,666	25%	✓
<u><i>Information Systems</i></u>							
Revenues	(25,000)	(22,500)	0	(6,149)	(6,149)	25%	✗
Expenses	6,831,822	7,202,356	253,129	3,138,552	3,391,681	50%	✗
Transfer / Overhead Allocation	19,399	19,399	0	4,468	4,468	23%	✓
Total Unit: Information Systems	6,826,221	7,199,255	253,129	3,136,871	3,390,000	50%	✗
<u><i>Procurement & Logistics</i></u>							
Revenues	0	(186)	0	(186)	(186)	0%	✓
Expenses	1,781,875	1,781,841	40,140	575,225	615,364	35%	✗
Transfer / Overhead Allocation	(14,244)	(14,244)	0	(4,713)	(4,713)	33%	✗
Total Unit: Procurement & Logistics	1,767,631	1,767,411	40,140	570,325	610,465	35%	✗
<u><i>Customer Service</i></u>							
Revenues	(201,000)	(201,000)	0	(52,826)	(52,826)	26%	✗
Expenses	1,680,435	1,680,532	4,866	542,733	547,598	33%	✓
Transfer / Overhead Allocation	0	0	0	270	270	0%	✗
Total Unit: Customer Service	1,479,435	1,479,532	4,866	490,177	495,042	33%	✗
<u><i>Smart Regional Centre</i></u>							
Revenues	(18,000)	(18,000)	0	(2,454)	(2,454)	14%	✗
Expenses	315,856	344,971	14,993	100,120	115,113	36%	✗
Transfer / Overhead Allocation	0	228	0	343	343	0%	✗
Total Unit: Smart Regional Centre	297,856	327,199	14,993	98,008	113,001	38%	✗
Total Section:	8,022,826	8,463,632	1,162,992	4,888,409	6,051,401	75%	✗

10. Whole of Council Statistics

Fleet Services

Ensure internal plant hire operations deliver budgeted net surplus.



Plant Hire Operations Budget (Surplus)	\$ 10,947,538
Year to Date (Surplus)	\$ 3,107,556

Procurement & Logistics

Contracts Awarded for October – 7

TEN12728 - Provision of Drug and Alcohol Testing - The Drug Detection Agency (Qld) - SOR
QUO12789 - Technical Support for Rockhampton Regional Road and Transport Group - GW Read Pty Ltd - \$50,000
TEN12794 - RPQS Supply of General Civil Construction Services - Panel Arrangement - SOR
QUO12826 - Replacement of Air Conditioning Package at City Hall - BPM Cowrick Pty Ltd - \$33,995
QUO12832 - Site Investigation of 143 and 135 Alma Street - Butlers Partners (Regional) Pty Ltd - \$36,036
QUO12833 - Identification and Site Survey of 143 and 135 Alma Street - VSB Surveys Pty Ltd - \$3,800
TEN12757 - RPQS Hire of Road Reclaimers/Spreader Trucks - Panel - SOR

Tenders / quotes in progress: **30**

Customer Requests Completed Monthly & Top 5 Customer Requests												
	November	December	January	February	March	April	May	June	July	August	September	October
Requests Logged	3011	2565	3241	3235	3912	2884	2742	3521	3429	3907	3221	3074
Same month Completed	2449	1839	2525	2564	2929	2180	2914	2870	2671	3112	2570	2275
% completed same month	81%	71%	77%	79%	75%	75%	77%	81%	77%	79%	79%	74%
Completed Total for Month	3041	2383	2973	3121	3379	2194	3742	3656	3417	3848	3337	3016
Total Pending	1195	1419	1704	1844	2331	2107	2158	1992		1778	1850	1864
Top 5 Requests for Month	An/Dog W/Leak D/Plan P/Gen W/Ani	W/Leak An/Dogr T/Trim W/Animal D/Plan	W/Leak An/Dogr P/Gen T/Trim W/Animal	W/Leak D/Plan T/Trim An/Dogr P/Gen	T/Trim W/Leak S/Blockage Bin RRC Misc Road	W/Leak P/Gen Misc Road O/Grown An/Dog	P/Gen Food Eng W/Leak An/Dogr W/Animal	Food Eng W/Leak An/Dogr Wan Ani Pk Gen	An/Dog Food Eng W/Animal W/Leak P/Gen	AN/Dog W/Animal P/Gen W/Leak M/Maint	AN/Dog W/Animal P/Gen W/Leak M/Maint	AN/Dog W/Animal P/Gen W/Leak D/Plan

Total uncompleted customer requests up to 3 months old:	1328	Conquest Work Order & Investigation Long Term up to 3 months old:	375
Total uncompleted customer requests between 3 to 6 months old:	174	Conquest Work Order & Investigation Long Term between 3 to 6 months old:	126
Total uncompleted customer requests greater than 6 months old:	361	Conquest Work Order & Investigation Long Term greater than 6 months old:	325

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

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

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

Key:	T/Trim - Tree Trimming	Pk Gen - Parks General Request	An/Dogr - Dog Registration Enquiry
	M/Maint - Meter Maintenance	Food Eng - Food Enquiry	W/Leak - Water Leak
	Bin RRC - Replace Bin RRC	D/Plan - Duty Planner (New Enq)	S/Blockage - Reactive Sewerage Block

CORPORATE SERVICES DEPARTMENT - MONTHLY OPERATIONAL REPORT OCTOBER 2017

Smart Hub Progress Report

Meeting Date: 21 November 2017

Attachment No: 4

SmartHUB

Rockhampton

Progress Report from October – December 2017

OUR CURRENT SMART HUB MEMBERS

The Smart Hub Rockhampton currently has 22 members as listed below and we are receiving new enquiries and submissions for consideration and review by the working group on a regular basis.

- Allied Business Group – information technology services
- BitPlex Pty Ltd – custom application designer
- Business with Diamond – business assistants to tradies
- CQ Equipment Sales – quality used machinery sales
- CQ Migration Pty Ltd – migration agent
- EQ Live – online horse sales & camp draft management
- Feel Good Naturopathy – web-based naturopathy
- Gideon Town Planning – town planning agency
- Hypo_Active Training – personal trainer
- iHelp Business Coaching -business coach
- Joyful Communications – public relations marketing
- Life After Dark Pty Ltd – photography, video services and social media consulting
- Luke Geldard Productions – advertising agency /digital production
- Mindful Money Solutions – mortgage broker
- Chamber of Commerce Industry QLD
- Rural Health Connect – online remote mental health solution
- SCOOD – correct weight nutrition program for jockeys
- Square Peg Learning and Training – student educator
- Symbolise Your Goal – consultant and mentor
- The Digital Executive – digital marketing specialist
- TM Rutherford – leadership and social change specialist
- Tutt Holland – business coach



The current location at 212 Quay Street is almost reaching capacity with 5 newly approved members (included above) set to move in over the coming weeks. We have now started utilising the spare office spaces upstairs and the offices on the ground floor of the building to accommodate these startups and small businesses.

WHAT'S BEEN HAPPENING AT THE HUB



Courtney Abell started as the Smart Hub Administrator in September which is a new position at Council to assist Elize Hattin, our Smart Hub Manager with the everyday running of the Smart Hub including managing the members' licence agreements, assisting with program delivery, event management and project work.

Mid October our members got to meet Anna Guenther from PledgeMe which was the first crowdfunding platform in New Zealand. She is one of Advance Queensland's HotDesQ Round 2 recipients and was happy to answer any questions our startups had about what crowdfunding options are available and how they could help their businesses.



On a Friday afternoon in October, the Smart Hub hosted a 'meet and greet' get together in the boardroom for its members and team to socialise, welcome new members and to catch up with our existing ones. In the near future we intend to coordinate a range of social activities through a private Facebook Group for Smart Hub Members only to provide networking opportunities and to help create a culture within the Hub community including coffee catch ups, monthly birthday morning teas, weekly lunches, trivia nights and Friday after work drinks.

Training

The Smart Hub runs regular training and workshop events including internal sessions with our members and monthly lunch and learns open to the public on relevant topics for startups and small business people.

Recently we had accountants from Evans Edwards & Associates talk to our members about 'managing cash flow in the first few years' and they will be returning late November for another session. We have Michael Page running an 'Elevator Pitch' workshop early November and participants are currently in the pre-preparation stages of this training.



Early October we had Sara McCartney, business coach and trainer from Master Results host our Lunch and Learn about having the right 'Mindset for Business'. We have Linda McCall and Mark Phillips from Business in Bare Feet running our November session on 'Growth Hacking your Business' and one of our new Smart Hub Members, Sarah-Joy Pierce from Joyful Communications presenting in December on 'How to Apply Public Relations to Regional Business'.

Events

Early October we hosted our second TechStars Startup Weekend in collaboration with the CQUniversity and Startup Capricorn. The 3 day event was facilitated by David Masefield from Startup Toowoomba, bringing together 5 teams of enthusiastic people with a food related business idea. After numerous mentoring sessions, customer discovery and hours of extensive research they were able to advance on their ideas and pitch their presentations to our panel of expert judges.



The winning teams won some fantastic prizes including 6 month Smart Hub memberships, Startup Club membership, 12 month Rural Collective Membership, Marketing from FM Studios, Entrance into the Microsoft BizSpark program and sessions with Microsoft AU for commercialisation purposes.

Mid-October Simon Horne from Angel Loop brought their Investor Pitch Roadshow to Rockhampton which gave our Rockhampton Angel Investment Group the opportunity to see pre-screened pitches from Brisbane startups with actual deal leads. We are hosting the second meeting on 10th November and one of our Smart Hub members, EQ Live will be pitching at this meeting.



The last week in October we hosted two events with the newly appointed Chief Entrepreneur of Queensland, Steve Baxter. Thursday evening was for a small group of people associated with our Rockhampton Angel Investment Group who had the opportunity to speak one on one with Steve and ask any questions they had about investing in startups and building their investment group in the region.



Friday's event was organised in collaboration with Startup Capricorn and was fully booked, with 200 guests attending a Q&A lunch and learn session with Steve Baxter on 'How to Build Your Business by Building Relationships'. This was an interactive session where audience members could ask Steve any business related questions they had and he openly shared some very valuable knowledge, advice and experiences.

Programs

We are currently running the following 3 programs from the Smart Hub:

Startup Club

Round 2 of our 7 week Lean Launchpad Startup Club program facilitated by Berkley University trained business expert Bill McKeague, commenced mid-October with 20 local people participating who are eager to learn how to progress their businesses. We will get to hear their pitches on the final night of the program on 7th December.



Startup Stars

This 6 month program facilitated by Business Mentors Mark Phillips and Linda McCall from Business in Bare Feet will run until early January 2018 and our 7 participants are working hard to advance their businesses to reach international markets.

Learn 2 Earn - Connect & Grow

In collaboration with the CQUniversity we are trialling a number of programs in schools to reach youth and teach them about business and entrepreneurship. The committee is currently planning a school holiday workshop program to run in early December.

SMART HUB MARKETING

We are working with our marketing account manager to improve our social media presence on Facebook and LinkedIn by posting more frequently and encouraging engagement with our followers. Over the last month we have had significant increases in organic page views and post engagements and a steady increase in page likes and followers on Facebook.

Page Likes

October 1 - October 28

97

Page Likes ▲ 28%



Page Views

October 1 - October 28

432

Total Page Views ▲ 129%



Post Engagements

October 1 - October 28

4,988

Post Engagement ▲ 112%



Page Followers

October 1 - October 28

98

Page Followers ▲ 29%



These statistics should only continue to improve with the implementation of the marketing/communications plan for the Smart Hub consisting of daily posts such as Monday Motivators, Smart Hub Member Profiles, Thursday Tips and sharing of relevant content for small business owners and startups, e.g. Lunch and Learns, training workshops, government grants, events and meetups.

Our Smart Hub subscriber mailing list is currently at 300 and continues to grow everyday with people providing their details through our website, via email and through our Facebook page.

WHAT'S TO COME FOR OUR INNOVATION / CO-WORKING SPACE

We are working with IT to establish an online booking system on our website for our event spaces, boardroom, workshop and meeting rooms to allow people external to Council to be able to check availability and reserve these spaces.

Our new premises for the Smart Hub in the bottom floor of Customs House is currently under construction and is set to open early next year.

There have been discussions with Steve Baxter and his office about holding a Pitch Night in February which we would hope could coincide with the grand opening of our new premises. This will be an exciting opportunity for our local startups and entrepreneurs and we already have interest from people who are keen to pitch at this event.

In the new year we are expecting visits from more of Advance Queensland's HotDesQ Round 2 recipients with Marita Cheng from Aubot and Mark Zmarzly from Hip Pocket already expressing interest in coming to our region.

CONTACT / FOLLOW SMART HUB

Contact Elize and Courtney



smarthub@rrc.qld.gov.au



1300 22 55 77 or 07 4932 9000



Search for Smart Hub Rockhampton on Facebook

https://www.facebook.com/pg/SmartHubRockhampton/about/?ref=page_internal



<https://www.rockhamptonregion.qld.gov.au/ForBusiness/The-Smart-Hub>

11.14 COUNCIL DELEGATIONS TO CHIEF EXECUTIVE OFFICER**File No:** 12660**Attachments:**

1. Instrument of Delegation - Water Supply (Safety & Reliability) Act 2008
2. Instrument of Delegation - Building Act 1975
3. Instrument of Delegation - Local Government Act 2009
4. Instrument of Delegation - Environmental Protection Regulation 2008

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

SUMMARY

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

OFFICER'S RECOMMENDATION

THAT:

1. Council resolves as per section 257 of the *Local Government Act 2009* to delegate to the Chief Executive Officer, the exercise of powers contained in schedule 1 of the Instruments attached to this report:
 1. *Water Supply (Safety and Reliability) Act 2008*;
 2. *Building Act 1975*; and
 3. *Local Government Act 2009*;
2. Council resolves as per section 518(1)(b) of the *Environmental Protection Act 1994* to delegate its powers as the 'administering authority' to the Chief Executive Officer, the exercise of powers contained in schedule 1 of the Instrument of Delegation attached to this report:
 4. *Environmental Protection Regulation 2008*
3. Council resolves as per section 518(2)(b) of the *Environmental Protection Act 1994* to permit the sub-delegation of the 'administering authority's' power to Council officers.
4. These powers must be exercised subject to any limitations contained in schedule 2 of the attached Instruments of Delegation.

COMMENTARY

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

Listed below are the titles of the Acts and the relevant sections that have been identified as either new or additional delegable powers to be delegated from Council to the position of the Chief Executive Officer (CEO) in the Instruments of Delegation.

Changes to Existing Delegable Powers**Attachment 1 - Water Supply (Safety and Reliability) Act 2008 ('WSSR')**

The WSSR has been amended by the *Water Legislation (Dam Safety) Amendment Act 2017* and the *Planning (Consequential) and other Legislation Amendment Act 2016*. The amendment has resulted in changes to delegable powers.

The addition of sections 36(2)(c), 52(3)(b), 352HB(1), 352HB(2), 352Q(1), 352T(2)(a), 352T(2)(b), 381(1), 399B(1), 399B(2), 399B(4), 399C(3)(a) and 399C(3)(b). The removal of sections 193(1), 303(3)(e), 352G(1), 352G(4), 352T(3)(a), 352T(3)(b), 391(3) and 392. Sections 237(1) to 242(3) have been strikethrough as not applicable as Council has no recycled water schemes proposed to be supplied under the scheme to augment a supply of drinking water. Section 562(2) has been recommended to remain with Council, the power is to appeal a decision in relation to operational work applications for the construction of a dam or is carried out in relation to a dam, because of the work, the dam must be failure impact assessed.

Attachment 2 - Building Act 1975 ('BUIA')

The BUIA has been amended by the *Planning (Consequential) and other Legislation Amendment Act 2016*, resulting in the addition of section 54(2). As the BUIA hasn't been amended since 2013 a full review has been undertaken with Coordinator Building, Plumbing and Compliance and Acting General Manager Community Services. Sections 246X(1) and 246X(2) relating to the designation of transport noise corridors have been recommended to remain with Council. Section 249(2), the power to require the demolishing or removing of a building or structure, has also been recommended to remain with Council. A general limitation in this regard has also been added to Schedule 2 – Limitations to the Exercise of Power.

Attachment 3 - Local Government Act 2009 ('LOGA')

The LOGA has been amended by the Revenue and Other Legislation Amendment Act 2016, resulting in the addition of section 221(2)(a) to delegable powers to take into account the changes surrounding superannuation contributions for local government employees, and the removal of section 219(2). Sections 69(2)(a) and 69(2)(b) regarding closing of roads have also been added, along with section 138AA(3)(b), the power to give a reasonable entry notice.

Attachment 4 - Environmental Protection Regulation 2008 ('ENPR')

The ENPR has been amended by the *Planning (Consequential) and other Legislation Amendment Regulation 2017*, resulting in minor wording changes to the delegable powers, section 19B, as a result of the new Planning Act 2016.

BACKGROUND

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

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

PREVIOUS DECISIONS

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

Legislation	Meeting Date
<i>Water Supply (Safety and Reliability) Act 2008</i>	26 May 2015
<i>Building Act 1975</i>	11 June 2013
<i>Local Government Act 2009</i>	8 September 2015
<i>Environmental Protection Regulation 2008</i>	26 October 2016

LEGISLATIVE CONTEXT

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

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

Section 518 of the *Environmental Protection Act 1994* allows Council to delegate its powers to an appropriately qualified entity, being the Mayor, standing committee or chairperson of a standing committee, CEO or an employee having the qualifications, experience or standing appropriate to exercise the power.

To further streamline the decision making process, section 518 of the *Environmental Protection Act 1994* allows the CEO to sub-delegate the powers (including those delegated to him by Council) to another Council employee where appropriate.

LEGAL IMPLICATIONS

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

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

CONCLUSION

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

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

COUNCIL DELEGATIONS TO CHIEF EXECUTIVE OFFICER

Instrument of Delegation – Water Supply (Safety & Reliability) Act 2008

Meeting Date: 21 November 2017

Attachment No: 1



INSTRUMENT OF DELEGATION

Water Supply (Safety and Reliability) Act 2008

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

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

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

Schedule 1

Water Supply (Safety and Reliability) Act 2008 ("WSSR")**CHAPTER 2 - INFRASTRUCTURE AND SERVICE****Part 3 - Service Providers****Division 1 - Regulation of service providers****Subdivision 1 – Application for registration**

Entity power given to	Section of WSSR	Description
Service provider	20(1)	Power to apply for registration as a service provider.
Relevant infrastructure owner	21(1)(c)(ii)	Power to give written consent.

Subdivision 2 – Changing registration details

Entity power given to	Section of WSSR	Description
Service provider	23(1)	Power to apply to change the service provider's details of registration in the service provider register
Service provider	23A(2)	In the specified circumstances, power to give the regulator notice of the change in the approved form.

Subdivision 3 – Transferring registration

Entity power given to	Section of WSSR	Description
Current infrastructure owner	25A(1)	In the specified circumstances, power to give the regulator notice (the transfer notice) of the proposed transfer.

Subdivision 4 – Cancelling registration other than for transfer

Entity power given to	Section of WSSR	Description
Service provider	26(2)	Power to give notice of the possible stoppage.
Service provider	26(8)	In the specified circumstances, power to give notice of the stoppage.
Service provider	28(1)	In the specified circumstances, power to apply to the regulator to have the provider's registration cancelled.
Service provider	28(4)(b)	In the specified circumstances, power to verify information included in the application, or the additional information provided under section 28(4)(a), by statutory declaration.

Division 2 – General powers of service providers and authorised persons

Entity power given to	Section of WSSR	Description
Service provider	33(2)	In the specified circumstances, power to give a person a notice asking the person stated in the notice, why the person's unauthorised connection should

		not be disconnected.
Service provider	33(4)	In the specified circumstances, power to be satisfied regarding whether an unauthorised connection should be disconnected.
Service provider	34(2)	In the specified circumstances, power to give an owner a notice to do work within a reasonable time stated in the notice, to: <ul style="list-style-type: none"> (a) rectify the equipment; or (b) remove the vegetation or other thing.
Service provider	35(1)	Power to decide the position of a meter on infrastructure supplying water to premises, and to approve the installation of that meter in the position decided.
Service provider	36(2)(b)	In the specified circumstances, power to give an occupier at least 14 days notice of the entry and the purpose of the entry.
Service provider	36(2)(c)	In the specified circumstances, the power to decide that urgent action needs to be taken to protect the service providers infrastructure at the place.

Division 3 - Power to restrict water supply

Entity power given to	Section of WSSR	Description
Water service provider <u>outside the SEQ Region</u>	41(1) ¹	Power to consider it necessary, to restrict: <ul style="list-style-type: none"> (a) the volume of water taken by or supplied to a customer or type of customer; or (b) the hours when water may be used on premises for stated purposes; or (c) the way water may be used on premises.
Water service provider	41(3)	Power to apply a restriction imposed under section 41(1) to water taken from a rainwater tank connected to the service provider's reticulated supply.
Water service provider	43(1)	Power to give notice of a service provider water restriction to anyone affected by it in the way you consider appropriate having regard to the circumstances in which the service provider water restriction is imposed.
Water service provider	44(1)	Power to shut off a water supply to premises for a time reasonably necessary for work to be performed on the service provider's infrastructure, including a property service.
Water service provider	44(2)	In the specified circumstances, power to give to anyone likely to be affected by shutting off the water supply at least 48 hours notice of the intention to shut off the water supply, advising the reasons for shutting it off, and for how long it will be shut off.
Water service provider	44(3)	In the specified circumstances, power to shut off water supply, without notice, if there is: <ul style="list-style-type: none"> (a) a serious risk to public health; (b) a likelihood of serious injury to persons or damage to property; or (c) another emergency.
Water service provider	44(4)	In the specified circumstances power to give, to anyone likely to be affected by the action: <ul style="list-style-type: none"> (a) notice of the action; and (b) the reasons for the action; and (c) if the action is continuing when the notice is given - notice about how long the action will continue.

¹

The power to impose such a restriction is only available if it is made under one of the circumstances specified in Section 41(2).

Division 4 - Authorised persons

Entity power given to	Section of WSSR	Description
Service provider	45(1)	Power to appoint a person to be an authorised person if: (a) satisfied the person has the necessary expertise or experience to be an authorised person; or (b) the person has satisfactorily finished training approved by the service provider.
Service provider	45(2)	Power to be satisfied that the person: (a) can perform the functions of an authorised person safely; and (b) can, while performing those functions, mitigate any risks to public health and safety.

Division 6 - Water efficiency management plans

Entity power given to	Section of WSSR	Description
Water service provider	52(2)	Upon written direction of the chief executive, under section 52(1) power to give a customer, or type of customer, a written notice: (a) to prepare a plan (a water efficiency management plan); and (b) to give it to the water service provider within the reasonable time stated by the chief executive.
Water service provider	52(3)(a)	In the specified circumstances, power to give a customer, or type of customer, a written notice, to prepare a plan (also a water efficiency management plan).
Water service provider	52(3)(b)	Power to decide the reasonable period within which the customer, or type of customer, must provide the plan (also a water efficiency management plan).
Water service provider	54(1)	For deciding whether or not to approve a water efficiency management plan, power to require the customer to give additional information about the plan within a reasonable period.
Water service provider	54(2)	Power to approve, with or without conditions, or refuse to approve a water efficiency management plan: (1) if additional information is not required – within 60 business days after receiving the plan; or (2) if additional information is required – within 60 business days of when the information is received or should have been given, whichever is earlier.
Water service provider	54(3)	In the specified circumstances, power to give the customer an information notice.
Water service provider	54(5)	Power to extend the period of 20 business days mentioned in section 54(4).
Water service provider	57(2)	Upon the direction of the chief executive, power to give a customer, or type of customer, a written notice requiring the customer to: (a) amend an approved water efficiency management plan and give it to the water service provider within the reasonable time stated by the chief executive; or (b) prepare a new water efficiency management plan and give it to the water service provider within the reasonable time stated by the chief executive.
Water service provider	58(1)	Power to be satisfied that: (a) for a customer, or a type of customer, production output or water consumption has increased significantly; or (b) the cost effectiveness of implementing an approved water efficiency

		management plan is likely to have changed significantly; or (c) there is or there is likely to be a severe water supply shortage.
Water service provider	58(2)	Subject to being satisfied under section 58(1), power to give the customer a written notice requiring the customer to: (a) amend the plan and give it to the water service provider within the reasonable time stated by the water service provider; or (b) prepared a new water efficiency management plan and give it to the water service provider within the reasonable time stated by the water service provider.
Water service provider	59(2)	Power to decide a request from a customer under section 59(1).
Water service provider	60(1)	Power to be satisfied or reasonably believe that a customer to whom an approved water efficiency management plan applies has not complied with the plan.
Water service provider	60(2)	In the specified circumstances, power to give the customer a notice, requiring the customer to comply with the plan within the reasonable time stated in the notice.
Water service provider	61(1)	Power to ensure a customer to whom an approved water efficiency management plan applies reviews the plan when the water service provider considers it appropriate.

Part 4 - Service Providers Obligations**Division 1 - Drinking water quality management*****Subdivision 2 - Drinking water quality management plans***

Entity power given to	Section of WSSR	Description
Drinking water service provider	95(1)	Power to apply to the regulator for approval of a drinking water quality management plan.
Drinking water service provider	99A(1)	In certain circumstances, power to agree with the regulator to amend the providers approved drinking water quality management plan.
Drinking water service provider	100(2)	Power to apply to the regulator for approval of a proposed amended drinking water quality management plan.
Drinking water service provider	102(2)	Power to inform the regulator of noncompliance and the circumstances that gave rise to the noncompliance.
Drinking water service provider	102(3)	Power to give the regulator notice of the following in the approved form: (a) the noncompliance and the circumstances that gave rise to the noncompliance; (b) any action taken, or to be taken, by the provider to correct the noncompliance; and (c) the measures the provider will take to prevent the noncompliance in the future.
Drinking water service provider	102A(2)	In the specified circumstances, power to immediately inform the regulator of the prescribed incident.
Drinking water service provider	102A(3)	In the specified circumstances, power to give the regulator notice of the following in the approved form: (a) the prescribed incident and the circumstances that gave rise to the incident;

		(b) any action taken, or to be taken, by the provider relating to the prescribed incident; and (c) the measures the provider will take to prevent the prescribed incident happening again in the future.
Drinking water service provider	103(2)	Power to give a notice to the owner of water storage or other infrastructure to ask the owner to give the drinking water service provider information reasonably requested about the quality of water in the water storage or infrastructure.
Service provider	107(2)(b)	In the specified circumstances, power to apply to the regulator for approval of an amended plan.
Service provider	109(1)	Power to sign a statutory declaration on behalf of the service provider.

Division 3 – Customer service standards

Entity power given to	Section of WSSR	Description
Service provider	115(3)	Power to consider submissions made to the provider about the proposed customer service standard.

Division 5 - Reporting for particular financial years

Entity power given to	Section of WSSR	Description
Service provider	142(2)(a)	Power to prepare a drinking water quality management plan report.
Service provider	142(2)(b)	Power to give the regulator a copy of the drinking water quality management plan report.
Relevant infrastructure owner	142C(2)	In the specified circumstances, power to provide written agreement to a drinking water quality management plan report.

Division 6 - Water for fire fighting

Entity power given to	Section of WSSR	Description
Service provider	145(1)	Power to permit a person to take water from a fire fighting system or a service provider's hydrant.

Part 5 - Service Areas**Division 3 - Access to services in service areas**

Entity power given to	Section of WSSR	Description
Service provider	166(3)	In the specified circumstances, power to impose conditions on the installation of water storage tanks and pumps.

Division 4 - Connecting to particular registered services

Entity power given to	Section of WSSR	Description
Service provider	167(2)	In the specified circumstances, power to advise an owner of any work that is considered reasonably necessary to be carried out on premises and any reasonable connection fee to enable the premises to be connected to the infrastructure.

Service provider	168(1)	Power to, by notice given to the owner of premises in the service area, require the owner to carry out works for connecting the premises to a registered service.
Service provider	168(2)(c)	In the specified circumstances, power to agree to an extension of the period within which the work must be completed.

Division 5 - Restricting domestic water supply

Entity power given to	Section of WSSR	Description
Service provider	169(1)	Power to give a notice to an owner or occupier of domestic premises not to contravene a restriction or to pay a rate or charge for a service.
Service provider	169(2)	Power to decide the minimum level of water necessary for the health and sanitation purposes of the owner or occupier.

Part 6 - Trade Waste and Seepage Water Approvals

Entity power given to	Section of WSSR	Description
Sewerage Service Provider	180(1)	In the specified circumstances, power to give a person: (a) an approval to discharge trade waste (a trade waste approval) into Council's sewerage infrastructure; and (b) an approval to discharge seepage water (a seepage water approval) into Council's sewerage infrastructure.
Sewerage Service Provider	180(3)	Power to consider the effect of the proposed discharge on any existing or potential re-use of waste water or sludge.
Sewerage Service Provider	180(4)	Power to be satisfied: (a) having regard to the amount, type and strength of the proposed discharge, the discharge will not harm the sewerage or the health and safety of anyone working on the sewerage; and (b) the sewage treatment plant to treat the discharge is capable of treating the discharge to an acceptable standard.
Sewerage Service Provider	180(5)	In the specified circumstances, power to be satisfied the proposed discharge into the sewerage is consistent with the plan.
Sewerage Service Provider	181(1)	Power to give a trade waste approval or seepage water approval on conditions.
Sewerage Service Provider	182	Power to suspend or cancel a trade waste approval or a seepage water approval (the proposed action) if satisfied any of the specified circumstances applies.
Sewerage Service Provider	183(1)	In the specified circumstances, power to give an approval holder a show cause notice about the proposed action.
Sewerage Service Provider	183(2)	Power to consider submissions made in response to a show cause notice, to be satisfied the proposed action should be taken, and then to: (a) if the proposed action was to suspend the approval for a stated period - suspend the approval for not longer the proposed suspension period; or (b) if the proposed action was to cancel the approval - either cancel the approval or suspend it for a period.
Sewerage Service	183(3)	In the specified circumstances, power to give the approval holder an information notice about the decision.

Provider		
Sewerage Service Provider	183(4)	Power to consider any submissions and, if not satisfied the proposed action should be taken, the power to give the approval holder a notice about the decision.
Sewerage Service Provider	184(1)	In the specified circumstances, power to suspend or cancel an approval without giving a show cause notice, if further action is considered necessary: (a) in the interests of public health or safety; or (b) to prevent environmental harm; or (c) to prevent damage to Council's sewerage system.
Sewerage Service Provider	184(2)	In the specified circumstances, power to cancel a trade waste approval given by the sewerage service provider.
Sewerage Service Provider	184(3)	In the specified circumstances, power to give the approval holder an information notice about the action.
Sewerage Service Provider	185(2)	Power to give a notice to the approval holder to amend a trade waste approval to ensure that it is consistent with conditions mentioned in section 185(1)(a).

Part 7 - Offences

Entity power given to	Section of WSSR	Description
Service provider	191	Power to give written consent to a person connecting to, or disconnecting from, the service provider's infrastructure.
Service provider	192(1)	Power to give written consent to a person interfering with a service provider's infrastructure.
Service provider	192(2)	Power to give written consent to a person building over, interfering with access to, increasing or reducing the cover over, or changing the surface of land in any way causing ponding of water over an access chamber for, a service provider's infrastructure.
Service provider	193(1)	Power to give written consent to a person discharging trade waste into a service provider's infrastructure.
Service provider	193(3)	Power to give written consent to a person discharging water from an ornamental pond, a swimming pool or the filtration system of a swimming pool into a service provider's infrastructure.
Service provider	195(1)	Power to give written approval to a person taking water from a service provider's infrastructure.
Service provider	195(2)	In the specified circumstances, power to give written approval to a person taking water from a supply pipe on premises for use off the premises.

CHAPTER 3 - RECYCLED WATER MANAGEMENT**Part 1A - Recycled Water Schemes****Division 1 – Registration**

Entity power given to	Section of WSSR	Description
Relevant entity for a recycled water scheme	196AA(1)	Power to apply for registration of the scheme.

Division 2 – Changing registration details

Entity power given to	Section of WSSR	Description
Relevant entity for a recycled water scheme which is registered under Chapter 3, Part 1A, Division 2	196AD(1)	Power to apply to change the details of the registration recorded in the register.
Relevant entity for a recycled water scheme which is registered under Chapter 3, Part 1A, Division 2	196AE(1)	Power to apply to cancel the registration if the recycled water is no longer supplied under the scheme.

Part 2 - Recycled Water Management Planning

Entity power given to	Section of WSSR	Description
Recycled water provider	202(1)	Power to apply to the regulator for approval of a recycled water management plan.
Recycled water provider	203(1)(b)	Power to sign a statutory declaration verifying the information included in the plan, or any additional information given under section 203(1)(a).
Recycled water provider	208(2)	Power to give regulator notice of a stoppage or proposed stoppage of the production or supply of recycled water, in accordance with the circumstances of that section.
Recycled water provider	208(5)	Power to, as soon as practicable, give the regulator notice of the stoppage or proposed stoppage of the production or supply of recycled water under a scheme and otherwise in the circumstances of that section.
Recycled water provider	209(1)	Power to obtain the regulator's agreement to amend the recycled water management plan for the scheme.
Recycled water provider	212(2)	Power to apply to the regulator for approval of the proposed amended recycled water management plan.
Recycled water provider	212(3)	Power to exercise the delegable powers (if any) contained in sections 202(2), (3) and (4), and sections 203 to 208 as if a reference in the sections to: <ul style="list-style-type: none"> (a) the recycled water management plan were a reference to the amended recycled water management plan; and (b) the plan were a reference to the amended plan.
Relevant entity for the recycled	215(1)	If a recycled water management plan has been suspended, power to apply to the regulator for an approval to resume supply of recycled water under the scheme.

water scheme		
Recycled water provider	215(3)	Power to exercise the delegable powers (if any) contained in sections 203 and 204 as if a reference in the sections to: (a) the recycled water management plan were a reference to the suspended recycled water management plan; and (b) the plan were a reference to the suspended plan.
Recycled water provider	215(7)	Power to exercise the delegable powers (if any) contained in sections 202(2), (3) and (4), and sections 203 to 208 as if a reference in the sections to: (a) the recycled water management plan were a reference to the amended recycled water management plan; and (b) the plan were a reference to the amended plan.

Part 3 - Notice About Permanently Stopping Supply of Recycled Water

Entity power given to	Section of WSSR	Description
Recycled water provider	230(2)	Power to give a notice to the regulator of a proposed stoppage at least 30 days before the supply of recycled water is stopped.
Relevant entity for the critical recycled water scheme (if relevant)	230(4)	Power to give the regulator notice of the proposed stoppage at least 60 days before supply of the recycled water is stopped.
Relevant entity for the critical recycled water scheme (if relevant)	230(6)(b)	Power to sign a statutory declaration verifying the information included in the notice, or any additional information given under section 230(6)(a).
Recycled water provider	230(9)	Power to give the regulator notice of a stoppage of recycled water under recycled water scheme within 5 days after the supply stops.

Part 4 - Validation Programs

[This part applies to a recycled water scheme if recycled water is proposed to be supplied under the scheme to augment a supply of drinking water.]

Entity power given to	Section of WSSR	Description
Recycled water provider	237(1)	Power to apply to the regulator for approval of a validation program.
Relevant entity for the critical recycled water scheme (if relevant)	238(1)(b)	Power to sign a statutory declaration verifying the information included in the program, or any additional information given under section 238(1)(a).
Relevant entity	242(2)	Power to apply to the regulator for approval of the proposed amended validation program.

Recycled water provider	242(3)	Power to exercise the delegable powers (if any) contained in sections 237(2) and sections 238 to 241 as if a reference in the sections to: (a) the validation program were a reference to the amended validation program; and (b) the program were a reference to the amended program.
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Part 6 - Reviews and Audits of Recycled Water Management Plans

Entity power given to	Section of WSSR	Description
Recycled water provider	259(2)(b)	In the specified circumstances, power to apply to the regulator for approval of the amended plan.
Scheme manager	259(4)	In the specified circumstances, power to apply to the regulator for approval of the amended recycled water management plan for the scheme.
Recycled water provider	259(6)	Power to exercise the delegable powers (if any) contained in sections 202(2), (3) and (4), and sections 203 to 208 as if a reference in the sections to: (a) the recycled water management plan were a reference to the amended recycled water management plan; and (b) the plan were a reference to the amended plan.

Part 7 - Reporting Requirements

Division 4 - Connecting to registered services

Entity power given to	Section of WSSR	Description
Alerting entity	270(2)	In the specified circumstances, power to immediately inform the regulator and, if another entity is the responsible entity for the noncompliance, the responsible entity, of the noncompliance and the circumstances that gave rise to the noncompliance.
Responsible entity for the non-compliance	270(4)	Power to give the regulator notice of the following: (a) the noncompliance and the circumstances that gave rise to the noncompliance; (b) any action taken, or to be taken, by the entity to correct the noncompliance; and (c) the measures the entity will take to prevent the noncompliance in the future.
Alerting entity	271(2)	In the specified circumstances, power to immediately inform the regulator and, if another entity is the responsible entity for prescribed incident, the responsible entity, of the prescribed incident.
Alerting entity	271(4)	In the specified circumstances, power to give the regulator notice of: (a) the prescribed incident and the circumstances that gave rise to the prescribed incident; (b) any action taken, or to be taken, by the entity relating to the prescribed incident; and (c) the measures the entity will take to prevent the prescribed incident happening again in the future.

Part 8 - Declaration of critical recycled water schemes

Entity power given to	Section of WSSR	Description
Entity to whom a	303(3)(e)	Power to give the regulator a written submission about the proposed

notice of the regulator's intention to make a decision		
Entity to whom a notice of the regulator's intention to make a decision	303(4)(e)	Power to give the regulator a notice about who the provider and entities agree is the scheme manager.
Relevant entity for a critical recycled water scheme	306(1)	Power to consider the scheme should not be a critical recycled water scheme, and to ask the regulator to review the making of the declaration.
Recycled water providers/entity declared to be part of the scheme	307(2)	In the specified circumstances, power to give the regulator notice of who is the scheme manager.

Part 10 - Miscellaneous

Entity power given to	Section of WSSR	Description
Scheme manager for a multiple-entity recycled water scheme	333(2)	In the specified circumstances, power to, by notice, require a recycled water provider or other declared entity for the scheme to give the scheme manager, within a stated reasonable period, information the scheme manager reasonably requires to comply with the scheme manager's obligations under this Act.

CHAPTER 4 – REFERABLE DAMS AND FLOOD AND DROUGHT MITIGATION**Part 1 - Referrable Dams****Division 2A – Emergency Action Planning and Reporting*****Subdivision 1 – Preliminary***

Entity power given to	Section of WSSR	Description
Owner of a referable dam	352F	Power to prepare an emergency action plan for a dam under subdivision 3 and to give it to the chief executive for approval.

Subdivision 3 – Preparation of emergency actions plans

Entity power given to	Section of WSSR	Description
Owner of a	352G(1)	Power to give an emergency action plan for a dam to the chairperson of the relevant disaster management group for the plan.
Owner of a referable dam	352G(4)	Power to prepare a written response (a Disaster Management Review Response).

Local government	352HB(1)	Power to assess and decide whether the emergency action plan is consistent with its disaster management plan.
Local government	352HB(2)	Power to consult with its local group for the plan.

Subdivision 6 – Reviewing emergency action plans

Entity power given to	Section of WSSR	Description
Owner of a referable dam	352O(2)(c)(ii)	Power to give an emergency action plan for a dam to the chief executive.
Owner of a referable dam	352P	The power, before 1 October each year to: <ul style="list-style-type: none"> (a) review the approved emergency action plan for the dam; and (b) give to the chief executive: <ul style="list-style-type: none"> (i) a notice stating whether or not the owner proposes an amendment to the plan because of the review; and (ii) if the owner proposes an amendment – a copy of the plan including the proposed amendment.

Subdivision 7 – Amending emergency action plans

Entity power given to	Section of WSSR	Description
Owner of a referable dam	352Q(1)	Power to ask the chief executive to amend the approved emergency action plan for the dam to: <ul style="list-style-type: none"> (a) correct a minor error; or (b) make another change that is not a change of substance.

Subdivision 9 – Emergency event reporting

Entity power given to	Section of WSSR	Description
Owner of referable dam	352T(2)	Power to prepare a report (an emergency event report) and to give it to the chief executive.
Owner of referable dam	352T(2)(a)	Power to consider when the dam hazard giving rise to the event is no longer a material risk to persons or property.
Owner of referable dam	352T(2)(b)	Power to agree a further period in writing with the chief executive.
Owner of referable dam	352T(3)(a)	Power to reasonably consider a hazard no longer poses a risk to the dam.
Owner of referable dam	352T(3)(b)	Power to reasonably consider that a hazard no longer poses a risk to the safety of persons or property.
Owner of referable dam	352U(3)	Power to prepare a report (an emergency event interim report) and to give it to the chief executive officer in accordance with section 352U(2).

Division 3 – Safety Conditions For Existing Referable Dams

Entity power given to	Section of WSSR	Description
Owner of a referable dam	354(3)(b)	Power to agree with the chief executive, an extended period for deciding safety conditions.

Subdivision 2 – Chief Executive may give direction or take action about failure of dam

Entity power given to	Section of WSSR	Description
Owner of land on which a dam is situated / operator of a dam	359(3)	Power to comply with a notice issued under section 359(1).
Owner of land on which a dam is situated / operator of a dam	359(4)	Power to give to the chief executive officer, a notice that the person intends to remove the dam.

Part 2 - Flood Mitigation Manuals and Reporting**Division 2 – Preparation of Flood Mitigation Manuals**

Entity power given to	Section of WSSR	Description
Owner of a referable dam	371C	Power to prepare a flood mitigation manual for a dam under division 2 and to give it to the minister for approval.

Division 3 – Approving Flood Mitigation Manuals

Entity power given to	Section of WSSR	Description
Owner of a referable dam	371H(2)	Power to prepare a new flood mitigation manual and give it to the minister in compliance with a notice given under section 371H.

Division 4 – Amending and Reviewing Flood Mitigation Manuals

Entity power given to	Section of WSSR	Description
Owner of a referable dam	372(2)	Power to amend a flood mitigation manual for a dam in compliance with a notice issued under section 372(1).
Owner of a referable dam	373	Power to: (a) review and, if necessary, update a flood mitigation manual; and (b) give a copy of it to the minister for the minister's approval under division 3.

Division 5 – Renewing Flood Mitigation Manuals

Entity power given to	Section of WSSR	Description
Owner of a referable dam	374(2)	Power to prepare a new flood mitigation manual for a dam and give it to the minister for approval.

Division 6 – Annual Preparedness Report

Entity power given to	Section of WSSR	Description
Owner of a	375	Power to after 1 August and before 1 September each year:

referable dam		(a) prepare a report (an annual preparedness report) under division 6 about the level of preparedness of the dam for a flood event under a flood mitigation manual; and (b) give the report to the chief executive.
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Division 8 – Authorising Alternative Operational Procedures

Entity power given to	Section of WSSR	Description
Owner of a referable dam	378	Power to reasonably consider that: (a) an operational strategy under a flood mitigation manual for a dam does not provide or adequately provide for the flood event; (b) to achieve an objective under the flood mitigation manual and to respond effectively to a flood event that is necessary to: (i) disregard an operational procedure under the manual (the existing procedure); and (ii) observe a different operational procedure (the alternative procedure).
Owner of a referable dam	379(1)	Power to give the chief executive the information referred to in that section (the authorisation request information).
Owner of a referable dam	379(2)	Power to give the chief executive the authorisation to request information orally.
Owner of a referable dam	379(3)	Power to give the authorisation request information in writing as soon as practicable after giving the chief executive the information orally.
Owner of a referable dam	381(1)	Power to make reasonable efforts to contact the chief executive to give the chief executive the authorisation request information for the alternative procedure.
Owner of a referable dam	381(4)	Power to, as soon as practicable after failing to contact, or losing contact with, the chief executive, record the authorisation request information in writing and give it to the chief executive.
Owner of a referable dam	381(6)	Power to form the reasonable belief that the chief executive is no longer able to respond to the owner for the purpose of subsection (2).

Division 9 – Flood Event Reporting

Entity power given to	Section of WSSR	Description
Owner of a referable dam	383(2)	Power to prepare a report (a flood event report) under division 9 and give it to the chief executive.
Owner of a referable dam	383(2)(b)	Power to agree to a further period in writing with the chief executive.
Owner of a referable dam	384(3)	Power to comply with a notice given to the owner of the dam under section 384(2).

Part 3 - Declaring Temporary Full Supply Levels To Mitigate Flood Or Drought

Division 2 – Obtaining Information And Advising Minister

Entity power given to	Section of WSSR	Description
Owner of a referable dam	391(3)	Power to
Owner of a referable dam	392	Power to consult with the chief executive.

Part 4 - Reducing Full Supply Level for Safety Purposes

Entity power given to	Section of WSSR	Description
Dam owner	399B(1)	Power to form the belief, based on the advice of a registered professional engineer, that there is an unacceptable risk of a failure of a dam if it operates at the full supply level stated in the resource operations licence for the dam.
Owner	399B(2)	Power to reduce the full supply level of the dam to the level (the reduced full supply level) that lowers the risk of a failure of the dam to a level acceptable to the owner, having regard to the advice of the registered professional engineer.
Owner	399B(4)	Power to consider and include in a notice: <ul style="list-style-type: none"> (a) the reasons why it is necessary to operate the dam at the reduced full supply level; and (b) the period for which it is necessary to operate the dam at the reduced supply level.
Owner	399C(3)(a)	Power to decide and include in a report when the owner intends to allow the dam to return to the full supply level stated in the resource operations licence for the dam.
Service provider	399C(3)(b)	Power to consider and decide and include in a report: <ul style="list-style-type: none"> i. the impacts the reduced full supply level has had on the provider's customers since its reduction; ii. the likely future impacts on customers for the period for which the provider proposes to keep the dam at a reduced full supply level; and iii. the impacts the reduced full supply level has had or is likely to have on achieving the water plan outcomes for a water plan under the Water Act.

CHAPTER 5 – INVESTIGATIONS AND ENFORCEMENT MATTERS**Part 5A - Particular Provisions to Monitor Relevant Service Providers****Division 2 – Improvement plans**

Entity power given to	Section of WSSR	Description
Service provider	446(2)	Power to make an improvement plan.
Service provider	447	Power to make an improvement plan.

Part 8 - Notices of Cost Recovery**Division 1 – Show cause notices**

Entity power given to	Section of WSSR	Description
Person given a show cause notice, or a copy of a show cause notice	463(1)(d)	Power to make submissions about the show cause notice.

Part 9 - Enforcement Proceeding

Entity power given to	Section of WSSR	Description
Service provider	475(2)(b) and (c)	Power to start a proceeding for a stated provision.
Service provider	475(5)	Power to give the chief executive notice of the proceeding.
Service provider	476(1)	Power to commence a proceeding for an enforcement order on behalf of the service provider.

CHAPTER 6 – OFFENCES, EVIDENTIARY MATTERS AND LEGAL PROCEEDINGS**Part 3 - Legal Proceedings for Offences**

Entity power given to	Section of WSSR	Description
Person / Service provider	496	Power to give notice to the chief executive of a proceeding.
Person	498(1)	Power to commence a proceeding on behalf of the service provider.

CHAPTER 7 – REVIEWS, APPEALS AND ARBITRATION**Part 1 - Preliminary**

Entity power given to	Section of WSSR	Description
Interested person for an original decision	512(1)	Power to apply for an internal review of an original decision.
Recipient of a submitter notice	513(3)	Power to make written submissions on the internal review application to the reviewer.

Part 3 - Appeals and external Reviews

Entity power given to	Section of WSSR	Description
Interested person who applied for an internal review of the original decision	517(1)	Power to appeal against or apply for an external review of the review decision under this section.

Part 4 - Arbitration

Entity power given to	Section of WSSR	Description
Interested person who applied an internal review of the	524(2)	Power to, if dissatisfied with a decision, give the authority under the <i>Queensland Competition Authority Act 1997</i> a notice (a dispute notice) applying for arbitration on the decision.

original decision		
Application for arbitration	524A(2)	Power to apply for a stay of a review decision to a court with jurisdiction to hear the proceeding.
Interested person who gave dispute notice	526	Power to withdraw the dispute notice at any time before the authority makes its decision on the dispute.

CHAPTER 8 - MISCELLANEOUS

Part 2 - Relationship with Planning Act

Entity power given to	Section of WSSR	Description
Person	562(2)	Power to appeal against a decision about the application to the Land Court.

Part 3 - Other Miscellaneous Provisions

Entity power given to	Section of WSSR	Description
Water service provider	573	Power to make guidelines to provide guidance to persons about preparing a water efficiency management plan.

CHAPTER 10 – OTHER TRANSITIONAL PROVISIONS

Part 8 - Transitional Provisions for *Electricity and Other Legislation Amendment Act 2014*

Entity power given to	Section of WSSR	Description
Administering authority	670(2)	Power to amend the CSG environmental authority to include public health conditions.
Administering authority	670(3)	Power to consider an amendment necessary or desirable.
Administering authority	671(2)	Power to amend the CSG environmental authority to include public health conditions.
Administering authority	671(3)(a)	Power to consider the amendment necessary or desirable.

Schedule 2

Limitations to the Exercise of Power

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

COUNCIL DELEGATIONS TO CHIEF EXECUTIVE OFFICER

Instrument of Delegation – Building Act 1975

Meeting Date: 21 November 2017

Attachment No: 2



INSTRUMENT OF DELEGATION

Building Act 1975

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

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

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

Schedule 1

Building Act 1975 ("BUIA")**CHAPTER 4 – BUILDING ASSESSMENT PROVISIONS AND ASSESSING BUILDING DEVELOPMENT APPLICATIONS****Part 1 - Laws and Other Documents Applying to Building Work****Division 1 – General Provisions about the Laws and Documents Applying to Building Work**

Entity power given to	Section of BUIA	Description
Local government	37(2)	Power to give a building development approval for the work if the approval is given under the building assessment provisions in force immediately before the amendment.

Part 2 - Persons Responsible for Assessing Building Development Applications

Entity power given to	Section of BUIA	Description
Local government	51(2)	In the specified circumstances power to: <ul style="list-style-type: none"> (a) receive, assess and decide the application; (b) appoint or employ a private certifier or another building certifier to perform building certifying functions for: <ul style="list-style-type: none"> (i) the application; and (ii) if the building development approval applied for is granted—the building work.
Local government	52	In the specified circumstances power to issue the building development approval applied for only if: <ul style="list-style-type: none"> (a) a local government building certifier has carried out the building assessment work for the application; and (b) the building certifier is appropriately licensed to carry out the building assessment work.
Local government	53(2)	In the specified circumstances power to accept and, without further checking, rely and act on the certificate or other document: <ul style="list-style-type: none"> (a) the original application; (b) another building development application for all or part of the building work under the original application.
Local government	54(2)	In the specified circumstances, power to, without further checking, rely and act on the document for the purpose of making the document publicly available.

Division 4 – Power of Particular Replacement Assessment Managers to Decide Status of Development Assessment Process under Planning Act

Entity power given to	Section of BUIA	Description
Assessment manager	55(3)	In the specified circumstances power to resume or start the application process at any stage of the development assessment process under the Planning Act the assessment manager considers appropriate.

Part 4 - Requirements for and Restrictions on Assessing or Approving Building Development Applications

Entity power given to	Section of BUIA	Description
Assessment manager	63	Power for the assessment manager to approve a building application subject to the requirement in Part 4 as follows: (a) the fire safety management plan accompanying the application complies with the <i>Fire and Rescue Service Act 1990</i> , section 104FC, or (b) the building work involves an alternative solution, for performance requirements under the BCA, that includes a fire safety management procedure as a condition of the occupation and use of the building and the fire safety management plan adequately reflects the procedure.
Assessment manager	65(2)	Power for the assessment manager to approve the building application (subject to conditions) if each registered holder of the easement or covenant has consented to the building work.
Assessment manager	66(2)	Power for the assessment manager to approve the building application if the special structure: (a) complies with the building assessment provisions; and (b) reasonably provides for all of the following: (i) the safety of persons using the structure if there is a fire (including, for example, means of egress); (ii) the prevention and suppression of fire; (iii) the prevention of the spread of fire; (iv) the health and amenity of persons using the structure.
Assessment manager	67(3)	In the specified circumstances power for the assessment manager to approve the building application if subsections (3)(a) and (3)(b) have been complied with.
Assessment manager	68(3)	Power for the assessment manager to approve a building application if the building certifier has decided the alterations do not unduly reduce the following: (a) the existing level of fire protection for persons accommodated in, or using, the building or structure; (b) the existing level of resistance to fire of the building or structure; (c) the existing safeguards against spread of fire to adjoining buildings or structures; (d) the existing level of emergency egress from the building or structure.

Part 5 - Conditions of Building Development Approvals

Division 1 - Conditions Taken to be Imposed

Entity power given to	Section of BUIA	Description
Local government	71(8)	Power to consult with any other entity the local government considers appropriate in deciding the application.
Local government	71(9)	Power to decide the application.
Local government	71(11)	Power to give the applicant and the assessment manager for the building work notice of the decision.
Assessment manager	74(2)(b)	Power to require the person installing the service to give a copy of the notices to the assessment manager when they are given to QFRS.

Division 2 – Conditions that may be Imposed

Entity power given to	Section of BUIA	Description
Assessment manager	80(2)	Power to include a condition that all, or a stated part, of the building or structure must comply with the building assessment provisions in force when the approval was granted.

Part 7 - Provisions about Lapsing of Building Development Approvals and Related Matters**Division 1 – Building Work for Demolition or Removal**

Entity power given to	Section of BUIA	Description
Local government	92(2)	Power to in the specified circumstances take action considered necessary to complete the building work.
Local government	92(5)	In the specified circumstances power to authorise the use of all or part of any security given to the local government for the carrying out of the building work.
Local government	93(1)	Power to, at any time, having regard to the progress of the building work, refund or release part of any security.

Division 2 – Other Building Work

Entity power given to	Section of BUIA	Description
Assessment manager	95(1)(a) and (b)	Power for assessment manager to give a reminder notice.

CHAPTER 5 – INSPECTIONS, BUILDING CLASSIFICATION, AND THE USE OF BUILDINGS**Part 4 - Restrictions on the Use of Buildings**

Entity power given to	Section of BUIA	Description
Assessment manager	117(2)	Power to be satisfied that only building work of a minor nature is needed before a certificate of classification can be given for the building.

CHAPTER 6 – PROVISIONS ABOUT CERTIFIERS AND OTHER BUILDING CERTIFIERS**Part 4 - Complaint, Investigations and Disciplinary Proceedings Relating to Building Certifiers****Division 3 – Show Cause Notice for Disciplinary Proceedings**

Entity power given to	Section of BUIA	Description
Local government	206(1)	Power to: (a) form the reasonable belief proper grounds exist for applying to the tribunal to start a disciplinary proceeding against a building certifier; (b) before making the application give the building certifier a notice (a show cause notice).
Local government	207(2)	Power to: (a) consider any representations made about a show cause notice; (b) decide to: (i) take no further action; or (ii) apply to the tribunal to start a disciplinary proceeding against

		the building certifier.
Local government	207(3)	Power to give a building certifier written notice of the decision and the reasons for the decision.

CHAPTER 7 – FIRE SAFETY FOR BUDGET ACCOMMODATION BUILDINGS

Part 3 - Budget Accommodation Buildings Built, Approved or Applied for, before 1 January 1992

Entity power given to	Section of BUIA	Description
Local government	221(2)(a)	Power to consult with any other entity considered appropriate in deciding an application for a longer period for conformity with a fire safety standard.
Local government	221(2)(b)	Power to grant an application for a longer period for conformity with a fire safety standard if satisfied undue hardship would be caused to the budget accommodation building's occupants if the application were refused.
Local government	221(3)	Power to grant an application for a longer period for conformity with a fire safety standard with or without the reasonable conditions considered appropriate.
Local government	221(4)	Within 20 business days after receiving an application for a longer period for conformity with a fire safety standard, the power to: <ul style="list-style-type: none"> (a) decide the application; and (b) give the budget accommodation building's owner written notice of the decision.
Local government	222(2)	Within 20 business days after receiving an application for advice as to conformity with a fire safety standard, the power to: <ul style="list-style-type: none"> (a) decide if the building conforms with the fire safety standard; and (b) give the building owner written notice of the decision.

Part 4 - All Budget Accommodation Buildings

Entity power given to	Section of BUIA	Description
Local government	228(2)	Subject to subsection (1), the power to, at least once every 3 years, inspect the building to ensure the owner of the building is complying with Chapter 7, Part 4 in relation to the building.

CHAPTER 7A – FIRE SAFETY FOR RESIDENTIAL CARE BUILDINGS BUILT, APPROVED OR APPLIED FOR, BEFORE 1 JUNE 2007

Part 4 - Assessment of residential care buildings

Entity power given to	Section of BUIA	Description
Local government	231AL(1) ²	Where a written application is made by the owner of an RCB to obtain a fire safety (RCB) compliance certificate or certificate of classification, power to approve a later day for obtaining the certificate
Local government	231AL(3)	When approving a later day under section 231AL(1), power to: <ul style="list-style-type: none"> (a) consult with QFRS; and (b) any entity considered appropriate in deciding the application; and (c) grant the application if it is satisfied undue hardship would be cause to

² Section 231AK(a)(iii) provides that the date must be later than 1 September 2014 but not later than 1 September 2015 and section 231AK(b)(iii) provides that the date must be later than 1 September 2016 but not later than 1 September 2017.

		the occupants of the RCB if the application were refused.
Local government	231AL(4)	Power to grant the application and impose reasonable conditions considered appropriate.

CHAPTER 8 – SWIMMING POOL SAFETY

Part 2 - Compliance with pool safety standard and other matters about pool safety

Division 3 – Exemptions from compliance with pool safety standard - disability

Subdivision 1 – Applying for exemption and deciding application

Entity power given to	Section of BUIA	Description
Local government	236	Power to require an applicant to give the local government medical evidence to support an application.
Local government	237(1)	Power to consider the application and within 5 business days after the application is made: (a) grant the exemption; or (b) refuse to grant the exemption.
Local government	237(3)	Power to grant an exemption on the reasonable conditions it considers necessary or desirable to prevent a child from accessing the pool.
Local government	238(1)	Power to give applicant written notice that an exemption has been granted
Local government	238(2)	Power to give applicant an information notice about refusal of exemption or conditions imposed on exemption.

Subdivision 2 – Ending and revocation of exemptions

Entity power given to	Section of BUIA	Description
Local government	242(1)(b) ³	In the specified circumstances power to be satisfied 1 or more of the following applies: (i) the decision on the application for the exemption was based on a false or misleading particular given by an applicant; (ii) the exemption has ended under section 241 of the Building Act 1975; (iii) the exemption was subject to conditions and there has been a contravention of a condition.
Local government	242(2)	In the specified circumstances, the power to give an applicant a show cause notice inviting the applicant to show cause why a decision should not be revoked.
Local government	242(3)	Power to: (a) consider any representations made under a show cause notice; and (b) give a further notice (a revocation notice) to the applicant, revoke a decision previously given.

³ Section 242(1)(b) only applies where the Local Government has, under section 237, granted an exemption.

Division 4 – Exemption from compliance with pool safety standard - Impracticality

Subdivision 1 – Applying for exemptions and deciding applications

Entity power given to	Section of BUIA	Description
Local government	245A	Power to require the owner of a regulated pool to give further information to establish that compliance with the part of the pool safety standard is not practicable.
Local government	245B(1)	Power to consider the application and decide to: (a) grant the exemption; or (b) refuse to grant the exemption.
Local government	245B(2)	In deciding the application, power to consider: (a) whether compliance with the part of the pool safety standard may require the owner to: i) move or demolish a building or part of a building; or ii) change the location of size of the regulated pool; or iii) remove vegetation protected from removal under an Act or a local law; (b) the cost of the barrier or work required to ensure the pool complies with the part of the pool safety standard, having regard to the nature of any existing barriers for the pool; (c) other matters considered relevant.
Local government	245B(3)	Subject to section 245B(5), power to grant an exemption on reasonable conditions considered necessary or desirable to prevent a young child from accessing the pool.
Local government	245C(1)	If exemption is granted, power to give the applicant a written notice of the exemption.
Local government	245C(2)	If the exemption is refused, or conditions imposed, power to give the applicant an information notice about the decision.

Subdivision 2 – Revocation of exemptions

Entity power given to	Section of BUIA	Description
Local government	245E(2)	Power to give the owner of regulated pool a show cause notice as to why the decision should not be revoked.
Local government	245E(3)	After considering any representations made under the show cause notice, power to issue a revocation notice to the owner, to revoke the decision previously given.

Part 3 - Inspections of Regulated Pools and the Giving of Pool Safety Certificates

Division 2 – Functions of Local Government for Inspections of Regulated Pools

Entity power given to	Section of BUIA	Description
Local government	246AE(2)	Power for an employee or agent of the local government to enter land on which a regulated pool is situated to inspect the pool.
Local government	246AF(2)	After complying with section 246AG, power to cancel a pool safety certificate.
Local government	246AG(1)	Power to give the owner of a regulated pool a show cause notice before cancelling a pool safety certificate under s246AF(2).

Local government	246AG(5)	Subject to 246AG(4), power to: (a) consider submissions; and (b) (decide whether to cancel the pool safety certificate.
Local government	246AG(6)	If the Local Government decides not to cancel the safety certificate, power to give notice to the owner of that decision.
Local government	246AG(7)	If the Local Government decides to cancel the pool safety certificate, power to give the owner an information notice about that decision.

CHAPTER 8B – TRANSPORT NOISE CORRIDORS

Part 2 - Designation by Local Governments

Entity power given to	Section of BUIA	Description
Local government	246X(1)	A local government may by gazette notice designate land as a transport noise corridor.
Local government	246X(2)	A local government may designate land under (1) only if: (a) the land is within: i) 100m if a road under its control; or ii) A distance of more than 100m but not more than 200m of a road under its control, if the noise level caused by traffic on the road at the distance has been measured and approved by the CEO.

CHAPTER 9 – SHOW CAUSE AND ENFORCEMENT NOTICES

Entity power given to	Section of BUIA	Description
Local government	248(1) ⁴	Power to give a notice (an enforcement notice) to the owner of a building, structure or building work if the local government reasonably believes the building, structure or building work: (a) was built before the commencement of this section without, or not in accordance with, the approval of the local government; or (b) is dangerous; or (c) is in a dilapidated condition; or (d) is unfit for use of occupation; or (e) is filthy, infected with disease or infested with vermin.
Local government	248(2)	Power to give an enforcement notice to a person who does not comply with a particular matter in this Act.
Local government	248(3)	Subject to section 248(4), the power to give a person a show cause notice.
Local government	249(1)	In the specified circumstances power to require a person to do any of the following: (a) to apply for a development permit; (b) to do, or not to do, another act to ensure building work complies with the approval of the local government given before the commencement of this section; (c) to repair or rectify the building or structure; (d) to secure the building or structure (whether by a system of support or in any other way); (e) to fence off the building or structure to protect persons;

⁴

S.169(4) of the *Planning Act 2016* prohibits a Local Government from delegating its power to give an enforcement notice ordering the demolition of a building if it is also the private certifier.

		(f) to cleanse, purify and disinfect the building or structure; (h) to comply with this Act for a particular matter.
Local government	249(2)	Power to require a person to demolish or remove the building or structure only if the local government reasonably believes that it is not possible and practical to take steps to comply with subsection (1)(c) to (f).

CHAPTER 10 – GENERAL PROVISIONS

Entity power given to	Section of BUIA	Description
Local government	256(2)(d)	Power to make a complaint against the Building Act for an offence under section 245G(1).
Local government	256(2)(e)	Power to make a complaint for an offence against section 245K, 245L or 246AR(2) of the Building Act.
Local government	256(2)(f)	Power to make a complaint for an offence against section 246AD(2) or 246AJ(4) of the Building Act.
Local government	256(2)(g)	Power to make a complaint for an offence against section 246AP(2) of the Building Act.
Local government	256(2)(h)	Power to make a complaint for an offence against Chapter 8, part 4, division 5, subdivision 2 (excluding section 246ATH(2)) of the Building Act.
Local government	256(2)(h)	Power to authorise a person to make a complaint for an offence against Chapter 8, part 4, division 5, subdivision 2 (excluding section 246ATH(2)) of the Building Act.
Local government	256(2)(i)	Power to make a complaint for an offence against Chapter 8, part 5 of the Building Act.
Local government	256(2)(i)	Power to authorise a person to make a complaint for an offence against Chapter 8, part 5 of the Building Act.
Local government	256(2)(k)	Power to make a complaint for another offence against the Building Act.
Local government	256(2)(k)	Power to authorise a person to make a complaint for another offence against the Building Act.

CHAPTER 11 – SAVINGS AND TRANSITIONAL PROVISIONS

Part 1 - Transitional Provisions for Local Government Act 1993

Entity power given to	Section of BUIA	Description
Local government	262(3)	In the specified circumstances power to at any time, and subject to such reasonable conditions as considered appropriate, extend the time for an owner to comply with section 235 if: (a) the owner files a written application for an extension with the local government while a previously given extension is still in force; and (b) the local government is satisfied that compliance within the time provided for in the previously given extension would cause the owner financial hardship.

Part 2 - Transitional Provisions for Building and Integrated Planning Amendment Act 1998

Entity power given to	Section of BUIA	Description
Local government	266	<p>Power to decide that a building or structure is:</p> <ul style="list-style-type: none">(a) dangerous; or(b) in a dilapidated condition and unfit for use of or occupation; or(c) filthy; or(d) is infected with disease; or(e) is infested with vermin. <p>to allow for the alteration or removal of a building otherwise lawfully constructed before the commencement of the section.</p>

Schedule 2

Limitations to the Exercise of Power

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

COUNCIL DELEGATIONS TO CHIEF EXECUTIVE OFFICER

Instrument of Delegation – Local Government Act 2009

Meeting Date: 21 November 2017

Attachment No: 3



INSTRUMENT OF DELEGATION

Local Government Act 2009

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

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

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

Schedule 1

Local Government Act 2009 ("LOGA")**CHAPTER 3 - THE BUSINESS OF LOCAL GOVERNMENT****Part 1 - Local Laws****Division 2 - Making, recording and reviewing local laws**

Entity power given to	Section of LOGA	Description
Local government	29(1)	Power to decide local government process for making a local law to the extent that the process is not inconsistent with this part.

Division 5 - Miscellaneous

Entity power given to	Section of LOGA	Description
Chief Executive Officer	38B(9)	Power to ask the police commissioner to give the chief executive officer information about noise abatement directions given to persons in the local government area.

Part 3 - Roads and other infrastructure**Division 1- Roads**

Entity power given to	Section of LOGA	Description
Local government	61(1)	Power to give the owner of land the local government wants to acquire, a notice of intention to acquire land.
Local government	61(5)	Power to give permission to an owner to erect, place, re-erect, replace or repair any structure or part of a structure on the land.
Local government	62(6)	Power to reasonably require information to decide the claim.
Local government	62(7)	In the specified circumstances, power to give the claimant written notice of Council's decision on the claim.
Local government	64(4)	Power to agree on compensation for the acquisition of the land.
Local government	65(1)	Power to decide not to proceed with the realignment of a road or part of a road after giving a notice of intention to acquire land.
Local government	65(3)	Power to serve notice of Council's decision on all owners of land who were served with the notice of intention to acquire land.
Local government	65(4)(a)	Power to withdraw the notice of intention to acquire land.
Local government	65(4)(b)	Power to lodge with the registrar of titles for registration a notice of Council's decision not to proceed with the realignment of the road, or part of the road.
Local government	66(4)	Power to agree on an amount of compensation.
Local government	67(1)	Power to acquire land that adjoins a road for use as a footpath.
Local government	67(2)	In the specified circumstances, power to decide whether any of the rights specified in this subsection are appropriate.
Local government	67(3)	Power to consider necessary structural alterations to the structure, room or cellar.

Local government	68(4)	Power to object to the opening or closing of the road.
Local government	69(1)	In certain circumstances, power to close a road.
Local government	69(2)(a)	Power to close a road during a temporary obstruction to traffic.
Local government	69(2)(b)	Power to close a road if it is in the interests of public safety.
Local government	69(2)(c)	Power to decide that it is necessary or desirable to close a road for a temporary purpose in the circumstances specified.
Local government	69(4)	Power to do everything necessary to stop traffic using the road after it is closed.
Local government	69(5)	If a road is closed to traffic for a temporary purpose, power to permit the use of any part of the road on the conditions considered appropriate.
Local government employee or contractor	70(3)	In the specified circumstances, power to: (a) make an agreement with the owner or occupier of the land; or (b) give the owner or occupier of the land at least 3 days written notice.
Local government	70(4)	In the specified circumstances, power to give the owner or occupier of the land oral notice of the matters mentioned in subsection (3)(b).
Chief Executive Officer	70(6)(b)	Power to allow a later time for receipt of a claim for compensation.
Local government	70(7)(a)	Power to make an agreement with a person for the amount of compensation.
Local government	71(2)	Power to give the owner or occupier advice about the permanent level of the road.
Local government	71(4)(a)	Power to make an agreement with the owner or occupier, or their successor in title, for the amount of compensation.
Local government	72(1)(b)	Power to consider that the conduct of the activity is having, or will have, a significant adverse impact on a road in the local government area.
Local government	72(2)	Power to require the entity which is conducting an activity to provide information, within a reasonable time, that will enable the local government to assess the impact of the activity on the road.
Local government	72(3)	After assessing the impact of the activity on the road, power to do one or more of the following: (a) give the entity a direction about the use of the road to lessen the impact; (b) require the entity: (i) to carry out works to lessen the impact; or (ii) to pay an amount as compensation for the impact.
Local government	74(2)	Power to consider appropriate particulars to be shown on the register of roads.
Local government	75(2)	For the specified reasons, power to give written approval.
Local government	75(4)	Power to decide the conditions of an approval under subsection (2).

Division 2 - Stormwater drains

Entity power given to	Section of LOGA	Description
Local government	77(1)	Power to, by written notice, require the owner of a property to connect a stormwater installation for the property to the local government's stormwater drain in the way, under the conditions and within the time stated in the notice.
Local government	77(3)(b)	Power to give approval for the connection to a local government stormwater drain.
Local government	77(4)	Power to impose conditions on approval for the connection, including about the way the connection must be made.
Local government	78(4)	Under the specified circumstances, power to, by written notice, require the owner of the property to perform the work stated in the notice, within the time stated in the notice.
Local government	78(5)	For a notice provided in subsection (4), power to decide a time that is reasonable.
Local government	79(4)(e)(i)	Power to approve the maximum temperature for a substance.

Part 4 - The business of indigenous local governments**Division 2 – Managing Trust Land**

Entity power given to	Section of LOGA	Description
Trustee Council	85(6)	Power to give written notice of the reasons for the proposed decision to the community forum.

Part 5 - Caretaker period arrangements

Entity power given to	Section of LOGA	Description
Local government	90B(2)	Power to consider it is necessary to make a major policy decision in the public interest, and power to apply to the Minister for approval to make the decision.

CHAPTER 4 - FINANCES AND ACCOUNTABILITY**Part 1 - Rates and charges**

Entity power given to	Section of LOGA	Description
Local government	95(3)(a)	Power to sign and lodge for registration a request to register a charge over the land on behalf of the local government.
Chief Executive Officer	95(3)(b)	Power to sign a certificate that states there is a charge of the land for overdue rates and charges.
Chief Executive Officer	95(5)(b)	Power to sign a certificate that states the overdue rates and charges have been paid.

CHAPTER 5 - MONITORING AND ENFORCING THE LOCAL GOVERNMENT ACTS**Part 1 - Local governments****Division 3 – Action by the Minister**

Entity power given to	Section of LOGA	Description
Local government	120(5)	Power to make submissions within the time specified in the notice.

Part 2 - The public**Division 1 - Powers of authorised persons**

Entity power given to	Section of LOGA	Description
Local government	133(3)	Power to give, or make a reasonable attempt to give, the occupier of the property a written notice that informs the occupier of the following: (a) the intention to enter the property; (b) the reason for entering the property; (c) an estimation of when the property will be entered.
Local government	133(4)	Power to give, or make a reasonable attempt to give, written notice to the occupier within a reasonable time before the property is to be entered.
Local government	137(2)(a)	Power to agree on an amount of compensation for a person who has incurred damage or loss because of the exercise or purported exercise of a power under this division.

Division 2 - Powers of other persons

Entity power given to	Section of LOGA	Description
Local government	138(4)	Power to authorise a local government worker.
Local government	138AA(3)(b)	Power to give reasonable entry notice.
Local government	140(1)(a)	Power to give a remedial notice to the owner of a property.
Owner or Owner's agent	140(2)	Power to enter property at the times stated in the reasonable entry notice and take the action that is required under the remedial notice.
Local government	142(6)	In the specified circumstances, power to give the person who failed to take the action, written notice of the amount of the debt.
Local government	143(1)	Power to form a belief that there is no reasonably practicable way of obtaining materials other than by removing the materials from the relevant land.
Person	146(1)	Power to enter the property in accordance with a Court order made under this section.
Person	146(2)	Power to apply to a Magistrate for a Court order.
Local government	147(3)(a)	Power to agree on an amount of compensation for a person who has incurred damage or loss because of the exercise or purported exercise of a power under this division.

Part 3 - Investigation of local government records**Division 3 – Investigations by local government**

Entity power given to	Section of LOGA	Description
Chief Executive Officer	148F(2)	Power to make all inquiries the Chief Executive Officer considers to be reasonable to find out whether and to what extent the register or record is incorrect/power to direct an authorised person to make such enquiries.
Chief Executive Officer	148G(2)	Power to, in the circumstances in subsection (1) require a person to give information or produce a document, or direct an authorised person to require a person to give information or produce a document.

CHAPTER 6 - ADMINISTRATION**Part 2 - Councillors****Division 3 - Vacancies in councillor's office**

Entity power given to	Section of LOGA	Description
Chief Executive Officer	162(1)(e)	Power to give leave.
Chief Executive Officer	166(6)	In the specified circumstances, power to request the political party to advise the full name and address of its nominee.
Chief Executive Officer	166(8)	Power to, within 14 days after the office become vacant, invite nominations.

Division 6 - Conduct and performance of councillors

Entity power given to	Section of LOGA	Description
Entity dealing with the complaint under this division	176A(2)	The power to decide not to take any further action in relation to a complaint about the conduct of a person who is no longer a councillor in the prescribed circumstances.
Entity that makes a decision under subsection (2)	176A(3)	The power to give to an entity that made the complaint, and the accused person, a written notice that states: (a) No further action will be taken in relation to the complaint; and (b) The reasons for the decision.

Part 5 - Local government employees**Division 1 – Chief Executive Officer**

Entity power given to	Section of LOGA	Description
Local government	195	Power to appoint an acting Chief Executive Officer during period when the Chief Executive Officer or the Deputy Chief Executive Officer is absent from duty or cannot, for another reason perform the Chief Executive Officer's responsibilities, limited to a maximum of four weeks.

Division 3 - Common provisions

Entity power given to	Section of LOGA	Description
Local government	198(2)	Power to make an agreement with other local governments that an employee may be employed by more than one local government.

CHAPTER 7 - OTHER PROVISIONS**Part 2 - Superannuation****Division 3 – Superannuation contributions for particular employees**

Entity power given to	Section of LOGA	Description
Local government	219(2)	Power to declare an employee to be a permanent employee by a written notice given to the super board.
Local government	221(2)(a)	Power to make an agreement with an employee that it is exempt, on the grounds of the employee's financial hardship, from paying all or a stated part of the contributions payable under section 220A(2) by the employee.

Part 4 - Legal provisions

Entity power given to	Section of LOGA	Description
Local government	236(1)	The power to sign a document on behalf of a local government.
Local government	240(1)	Power to authorise in writing another employee, other than the chief executive officer, to: <ul style="list-style-type: none"> (a) give instructions and act as the authorised agent for the local government; and (b) sign all documents for the local government.
Local government	250(1)(b)	Power to authorise an employee, other than the Chief Executive Officer, to: <ul style="list-style-type: none"> (a) verify a copy of a local government document.

Part 6 - Other provisions

Entity power given to	Section of LOGA	Description
Local government	262(2)	In the specified circumstances, power to do anything that is necessary or convenient for performing the responsibilities.
Chief Executive Officer	265A(1)(b)	Power to authorise an employee of a local government to conduct searches of registers or documents about the land in the land registry.
Local government	268A	The power to decide the way in which a local government will conduct a voluntary poll of electors in its area.

Schedule 2

Limitations to the Exercise of Power

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

COUNCIL DELEGATIONS TO CHIEF EXECUTIVE OFFICER

Instrument of Delegation - Environmental Protection Regulation 2008

Meeting Date: 21 November 2017

Attachment No: 4



INSTRUMENT OF DELEGATION

Environmental Protection Regulation 2008

Under section 518(1)(b) of the *Environmental Protection Act 1994*, **Rockhampton Regional Council** resolves to delegate the exercise of the powers contained in Schedule 1 to the Chief Executive Officer.

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

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

Schedule 1

Environmental Protection Regulation 2008 ("ENPR")**CHAPTER 3 – ENVIRONMENTALLY RELEVANT ACTIVITIES (ERAs)****Part 1 - Environmentally Relevant Activities – General Matters****Division 3A – Development Application relating to concurrence ERAs**

Entity power given to	Section of ENPR	Description
Local Government (as Assessment Manager or Referral Agency)	19B	In assessing the application, Power to consider the following assessment benchmarks: a) an environmental objective assessment against the environmental objectives and performance outcomes stated in schedule 5, part 3, table 2; b) the standard criteria; c) if the concurrence ERA is to be carried out in a strategic environmental area – the impacts of the activity on the environmental attributes for the area under the <i>Regional Planning Interests Act 2014</i> .

CHAPTER 4 - REGULATORY REQUIREMENTS**Part 2 - Regulatory Requirements for all Environmental Management Decisions**

Entity power given to	Section of ENPR	Description
Administering Authority	51(1)	When making an environmental management decision relating to an activity, other than a prescribed ERA, power to: a) carry out an environmental objective assessment (to be carried out in accordance with Schedule 5, Part2) against the environmental objective and performance outcomes mentioned in schedule 5, part 3, tables 1 and 2; b) consider the environmental values declared under this regulation; ba) if the activity is to be carried out in a strategic environmental area – consider the impacts of the activity on the environmental attributes for the area under the <i>Regional Planning Interests Act 2014</i> ; c) consider each of the following under any relevant environmental protection policies: (i) the management hierarchy; (ii) environmental values; (iii) quality objectives; (iv) the management intent; and d) consider the matters of national environmental significance.
Administering Authority	51(2)	For an environmental management decision relating to a prescribed ERA, power to: a) carry out an environmental objective assessment (to be carried out in accordance with Schedule 5, Part2) against the environmental objective and performance outcomes mentioned in schedule 5, part 3, table 1; and b) consider the matters mentioned in subsection (1)(b), (ba) and (c).
Administering Authority	52(1)	When making an environmental management decision relating to an activity, power to consider imposing conditions about the specified matters.
Administering Authority	53(1)	When making an environmental management decision relating to an activity, power to consider whether to impose conditions about the release of contaminants from the activity on the receiving environment.

Administering Authority	53(2)	Power to consider the specified matters when considering whether to impose a monitoring condition.
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Part 3 - Additional Regulatory Requirements for Particular Environmental Management Decisions

Entity power given to	Section of ENPR	Description
Administering Authority	58(2)	When making an environmental management decision relating to an activity that involves, or may involve the release of water or waste to a referable wetland or a significant coastal wetland for treatment, power to refuse to grant the application after considering the specified matters.
Administering Authority	63(2)	When making an environmental management decision relating to an activity that involves, or may involve, the release of waste directly to groundwater, power to refuse to grant the application after consideration of the specified matters.

CHAPTER 5 – MATTERS RELATING TO ENVIRONMENTAL MANAGEMENT AND ENVIRONMENTAL OFFENCES

Part 9 - Waste Tracking

Division 4 – Miscellaneous

Entity power given to	Section of ENPR	Description
Waste Handler	81U(1)(b)	Power to enter a written agreement with another person (the agent) to do the thing for the waster handler.
Person	81W(1)	Power to apply to the administering executive for approval of a particular way of giving prescribed information to the administering authority under division 3.
Person	81X(1)	Power to apply to the administering executive for a consignment number for a number of matters.
Person	81Y(1)	Power to apply to the administering authority for an exemption for the transportation of trackable waste to this part applies.

CHAPTER 5A – WASTE MANAGEMENT BY LOCAL GOVERNMENTS⁵

Part 2 - Waste Management in Local Government Areas

Division 1 – Storage of general waste

Entity power given to	Section of ENPR	Description
Local Government	81ZF(1)(b)	Power to require the owner or occupier of relevant premises in the local government area, to supply at the relevant premises, enough waste containers, other than standard general waste containers, to contain the general waste produced at the relevant premises.
Local Government	81ZF(2)	Power to consider reasonable, the number of standard general waste containers required at the relevant premises.
Local	81ZG(1)(a)	Power to require the occupier of the relevant premises to store general waste

⁵ Section 81ZS – Devolution – Waste Management in Local Government Areas – Act, 514, the administration and enforcement of Part 2 is devolved to each local government for its local government area.
 Section 81ZT – Devolution – Receiving and Disposing of Waste – Act, 514, the administration and enforcement of Part 3, to the extent it relates to a waste facility owned, operated or otherwise controlled by a local government, is devolved to the local government.
 Section 81ZU, Chapter 5A expires on 1 July 2018.

Government		at the relevant premises in another type of waste container other than a standard general waste container.
Local Government	81ZH(1)(a)	Power to require a waste container supplied for the premises to be kept at a particular place at the premises.
Local Government	81ZH(2)(a)	Power to arrange to collect waste from the container at the place.
Local Government	81ZI(2)	Power to require the prescribed person to ensure certain things are supplied at the premises.
Local Government	81ZI(2)(a)(i)	Power to require the level of an elevated stand for the holding of all waste containers.
Local Government	81ZI(2)(a)(ii)	Power to require drainage of an imperviously paved area where all waste containers can be placed.

Division 2 – Removal of General Waste

Entity power given to	Section of ENPR	Description
Local Government	81ZJ(2)	Power to give a written notice to the occupier of the relevant premises stating a number of matters listed in s81ZJ(2)(a) – (c).
Local Government	81ZK(2)(a)	Power to approve and give written approval to the owner or occupier of the relevant premises for depositing or disposing of the waste.
Local Government	81ZK(2)(b)	Power to impose conditions on the approval.

Division 3 – Storage and treatment of industrial waste

Entity power given to	Section of ENPR	Description
Local Government	81ZL(1)	Power to require the occupier of the relevant premises where there is industrial waste to do a number of things as set out in section 81ZL(1)(a) – (c).
Local Government	81ZL(1)(a)	Power to require the number of industrial waste containers to be supplied at the premises for storing the waste at the premises safely, efficiently and without causing a nuisance.
Local Government	81ZL(1)(b)	Power to require the occupier of the relevant premises to keep the waste containers at a place at the premises.
Local Government	81ZL(4)	Power to approve a type of container as an industrial waste container for the storing of industrial waste at the premises within the local government area.
Local Government	81ZM	Power to require the occupier of the relevant premises where there is industrial waste to treat the waste to a standard.
Local Government	81ZM	Power to approve the standard to treat waste for the occupier of the relevant premises where there is industrial waste.

Part 3 - Receiving and Disposing of Waste

Entity power given to	Section of ENPR	Description
Waste Facility Owner or Operator	81ZQ(1)	Power to consent to the matters set out in section 81ZQ(1)(a) – (c).
Waste Facility Owner or	81ZR(2)(b)	Power to give reasonable instructions to a person to deal with waste.

Operator		
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CHAPTER 8 - FEES**Part 3 - Annual Fees****Division 2 - Reduced Annual Fees in Particular circumstances*****Subdivision 3 - Offences and Record Keeping***

Entity power given to	Section of ENPR	Description
Administering Authority	133	Power to require the holder of a relevant authority to pay the authority the difference between the annual fee and the reduced annual fee.

CHAPTER 9 - REPEAL, TRANSITIONAL AND SAVINGS PROVISIONS**Part 2 - Transitional and Savings Provisions****Division 2 - Transitional Provisions about Environmentally Relevant Activities*****Subdivision 1 – General***

Entity power given to	Section of ENPR	Description
Administering Authority	150(3)	In the specified circumstances, as soon as practicable after commencement, power to: (a) give the holder of the registration certificate a notice stating that, under this regulation, the activity is no longer an environmentally relevant activity; and (b) from the anniversary day of the registration certificate, the holder no longer needs a registration certificate to carry out the activity.
Administering Authority	151(2)	In the specified circumstances, as soon as practicable after commencement, power to give the holder of a relevant authority a notice stating that: (a) under this regulation, the activity is still an environmentally relevant activity; (b) the provision of schedule 2 applicable to the holder's activity; (c) from the anniversary day of the relevant authority, the holder is taken to have a relevant authority to carry out the activity mentioned in the provision of schedule 2 applicable to the holder's activity.
Administering Authority	153(2)	In the specified circumstances, as soon as practicable after commencement, power to give the holder of an environmental authority a notice stating that: (a) under this regulation, the activity is still an environmentally relevant activity; (b) the provision of schedule 5 or 6 applicable to the holder's activity; (c) from the anniversary day of the former environmental authority, the holder is taken to have an environmental authority to carry out the activity mentioned in the provision of schedule 5 or 6 applicable to the holder's activity.

Schedule 2

Limitations to the Exercise of Power

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

11.15 2017/18 OPERATIONAL PLAN QUARTER ONE PROGRESS REPORT**File No:** 8320**Attachments:**

1. Operational Plan 2017-18
2. Operational Plan Progress Report as at 30 September 2017
3. Operational Plan Progress Report - Summary as at 30 September 2017

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

SUMMARY*Coordinator Corporate Improvement and Strategy presenting:*

1. *The amended Rockhampton Regional Council's Operational Plan for the financial year 2017-18 for adoption pursuant to s174(4) Local Government Regulation 2012; and*
2. *The 2017-2018 Operational Plan progress report for quarter 1 as at 30 September 2017, pursuant to s174(3) Local Government Regulation 2012.*

OFFICER'S RECOMMENDATION

THAT:

1. Rockhampton Regional Council Operational Plan for financial year 2017-18 be adopted; and
2. 2017-2018 Operational Plan progress report for quarter 1 as at 30 September 2017 be 'received'.

COMMENTARY

Council's Operational Plan for financial year 2017-18 was adopted on 11 July 2017.

In September 2017, Council adopted organisational structure changes resulting in the formerly known Regional Development & Aviation Department being divided into the newly formed Aviation Services and Advance Rockhampton Departments. Council's Operational Plan now requires updating to reflect these organisational changes. The amended Operational Plan for financial year 2017-18 is attached (Attachment 1).

The Operational Plan progress report for the period 1 July to 30 September 2017 is presented for Council's consideration (Attachment 2).

The performance report displays actual performance against quarterly targets using a new reporting format. The report records the status of each Operational Plan target using a 'completed', 'on track' and 'watching' mechanism. In addition, the report includes progress comments from responsible managers.

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

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

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

PREVIOUS DECISIONS

The 2017-18 Operational Plan was adopted at the Special Council Meeting on 11 July 2017.

LEGISLATIVE CONTEXT

Section 174(4) *Local Government Regulation 2012* states:

A local government may, by resolution, amend its annual operational plan at any time before the end of the financial year.

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

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

CONCLUSION

The amended Rockhampton Regional Council Operational Plan 2017-2018 is attached for Council consideration.

The 2017-2018 Operational Plan progress report for quarter 1 as at 30 September 2017 has been prepared in accordance with legislation.

2017/18 OPERATIONAL PLAN QUARTER ONE PROGRESS REPORT

Operational Plan 2017-18

Meeting Date: 21 November 2017

Attachment No: 1

ROCKHAMPTON REGIONAL COUNCIL OPERATIONAL PLAN 2017 - 2018

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WHAT IS AN OPERATIONAL PLAN?

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

1. Community
2. Economy
3. Environment
4. Service Excellence
5. Local Government Leader

Council's 2017-2022 Corporate Plan sets the direction and priorities for our organisation, identifying expectations that the community desires within the Region and what Council will do to achieve these. Services, operations and projects conducted by Council are established based on the goals and outcomes identified in the Corporate Plan.

Each unit within Council aligns to at least one action within the Operational Plan. Employee's specific responsibilities and deliverables are then derived from these actions.

HOW IS PROGRESS REPORTED?

The Operational Plan provides the basis for reporting on progress towards Council's Corporate Plan strategies. Progress reports on achieving Operational Plan activities are presented to the Council on a quarterly basis.

Each unit also provides a further detailed monthly update report, to the relevant Council or Committee meeting. This report directly aligns to the unit's Operational Plan requirements.



1. Community

OUR GOAL

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

RELATED STRATEGIES AND PLANS

- Active Transport Plan
- Animal Management Strategy
- Conservation Management Plan
- Customer Service Standards
- Floodplain Management Strategy
- Local Disaster Management Plan
- Local Government Infrastructure Plan
- Mount Archer Activation Strategy
- Natural Hazards Risk Assessment
- Recreational Fishing Strategy
- Rockhampton Region Planning Scheme
- Wayfinding Strategy
- Workplace Health and Safety Management System Plan

Regional Infrastructure and Facilities

1.1 Safe, accessible, reliable and sustainable infrastructure and facilities

1.1.1 Maintain high quality infrastructure				
Reference	Operational Action	Target	Department	Section
1.1.1.1	Operate, maintain and repair infrastructure as detailed in the annual maintenance programs	Delivery of the annual operating budget to 95%	Regional Services	Fitzroy River Water Civil Operations Rockhampton Regional Waste and Recycling
			Community Services	Parks
1.1.1.2	Deliver the annual capital works program	Budget expenditure greater than 95%	Regional Services	Fitzroy River Water Civil Operations Rockhampton Regional Waste and Recycling Program Delivery
			Community Services	Parks
1.1.1.3	Ensure safe and reliable operation of raw water storages	Compliance with state legislation and national guidelines	Regional Services	Fitzroy River Water
1.1.1.4	Ensure safe and reliable treatment and supply of drinking water	Compliance with Customer Service Standards, state legislation and national guidelines	Regional Services	Fitzroy River Water
1.1.1.5	Ensure safe and reliable transport and treatment of sewage	Compliance with Customer Service Standards, state legislation and national guidelines	Regional Services	Fitzroy River Water
1.1.1.6	Ensure safe and reliable supply of non-potable water	Compliance with state legislation and national guidelines	Regional Services	Fitzroy River Water

1.1.2 Provide effective and efficient infrastructure services

Reference	Operational Action	Target	Department	Section
1.1.2.1	Ensure infrastructure survey and design processes for Regional Services are conducted in a timely and efficient manner	Ensure capital project designs are available for final checking at least 30 business days prior to programmed commencement of works	Regional Services	Engineering Services
		On average, survey and design costs are less than 5% of the estimated project cost	Regional Services	Engineering Services
1.1.2.2	Provide an effective quality assurance system which supports the civil design function	No major non-conformances identified in the annual audit	Regional Services	Engineering Services
1.1.2.3	Effective delivery of major infrastructure projects	Project completed on time and budget	Regional Services	Program Delivery
1.1.2.4	Conduct an annual review of the 10 year forward works program for roads, pathways, stormwater, flood mitigation, water and sewerage new and upgrade projects	Annual review completed with 2018/19 budget submission	Regional Services	Engineering Services

1.1.3 Develop plans that support the delivery of trunk infrastructure and service future development

Reference	Operational Action	Target	Department	Section
1.1.3.1	Conduct an annual review of the Schedule of Works for Transport, Stormwater, Water and Sewerage Trunk Infrastructure Projects	Annual review completed by 31 March 2018	Regional Services	Engineering Services
1.1.3.2	Develop governance arrangements for the ongoing management of the Capricorn Municipal Development Guidelines	Governance arrangements documented and endorsed by Council by 30 June 2018	Regional Services	Engineering Services
1.1.3.3	Develop a Strategic Infrastructure Plan	Strategic Infrastructure Plan endorsed by Council by 30 June 2018	Regional Services	Directorate
1.1.3.4	Develop and implement a strategic plan for the Region's open space, parks and streetscapes that improves amenity and encourages/ increases physical activity and builds communities	SPARC adopted by Council by 31 December 2017	Community Services	Parks
		Implement development actions in accordance with SPARC objectives and guidelines	Community Services	Parks

1.1.4 Maintain Council buildings and facilities

Reference	Operational Action	Target	Department	Section
1.1.4.1	Undertake required statutory maintenance	Compliance standards met	Community Services	Communities and Facilities
1.1.4.2	Clean and maintain Council buildings	Buildings cleaned and maintained in accordance with the priority rating schedule and budget allocation	Community Services	Communities and Facilities
1.1.4.3	Develop and implement conservation management plans for heritage listed buildings	Conservation Management Plan review conducted in accordance with schedule	Community Services	Communities and Facilities
1.1.4.4	Completion of a new animal pound facility at Gracemere	Completed in accordance with project schedule	Community Services	Planning and Regulatory Services



1.2 Regional public places that meet the community's needs

1.2.1 Ensure that a range of community meeting spaces, public venues and facilities are provided to service the needs and expectations of our community				
Reference	Operational Action	Target	Department	Section
1.2.1.1	Provide venues suitable for community use	All venues are compliant with statutory requirements	Community Services	Communities and Facilities
1.2.1.2	Manage and maintain major parks, aquatic centres and sports facilities	All parks and facilities managed in accordance with management plans and contractual agreements	Community Services	Parks
1.2.1.3	Provide quality arts and cultural facilities throughout the Region	Deliver 100% of the See It Live program at the Pilbeam Theatre	Community Services	Arts and Heritage
		Community long-term use spaces at the Walter Reid Cultural Centre are 100% tenanted	Community Services	Arts and Heritage
		Deliver 100% of the Rockhampton Art Gallery program	Community Services	Arts and Heritage
1.2.1.4	Provide quality regional cemeteries to provide burial and memorialisation services	Cemeteries have high community satisfaction with service provided resulting in less than five complaints annually	Community Services	Parks
1.2.1.5	Continued implementation of the Kershaw Gardens Restoration and Redevelopment Project	Completion of planned works as scheduled by 30 June 2018	Community Services	Parks
1.2.1.6	Facilitate Works for Queensland projects	Completion of projects in accordance with schedule	Community Services	Parks
1.2.1.7	Ensure the project steering group governance model is utilised when identifying needs and developing and delivering built infrastructure solutions	All significant projects to be designed and developed through a project control group/ project steering group governance model	Regional Services	Program Delivery

Safety

1.3 Safe places for our community

1.3.1 Public safety initiatives and emergency services and systems are in place to prevent crime and respond effectively if required				
Reference	Operational Action	Target	Department	Section
1.3.1.1	Maintain and monitor CCTV systems	System maintained in accordance with schedule	Community Services	Communities and Facilities
1.3.2 Public safety initiatives that enhance public amenity and lifestyle				
Reference	Operational Action	Target	Department	Section
1.3.2.1	Prevention of disease and adverse impact of domestic animals	Implement actions in accordance with the Animal Management Guidelines	Community Services	Planning and Regulatory Services
		Implement public health programs in accordance with schedule	Community Services	Planning and Regulatory Services
1.3.3 High risk events are identified and threat specific responses are developed				
Reference	Operational Action	Target	Department	Section
1.3.3.1	Natural and man-made hazard risk assessments are reviewed on a five yearly basis	The Natural Hazards Risk Assessment reviewed by 30 June 2018	Regional Services	Engineering Services
1.3.3.2	Local Disaster Management Plan Threat Specific Sub-Plans are maintained for high risk events	Flood Threat Specific Plan reviewed by 31 December 2017	Regional Services	Engineering Services
1.3.4 Maintain a safe work environment for all employees, volunteers and contractors of Council				
Reference	Operational Action	Target	Department	Section
1.3.4.1	Provide a safety management system that minimises the risk to all people and property	Achievement of 85% or greater compliance from the 2017 WHS Safety Audit	Corporate Services	Workforce and Strategy
		Achievement of KPIs in accordance with the Workplace Health and Safety Management System Plan	Corporate Services	Workforce and Strategy

1.3.5 Identify and implement disaster mitigation strategies to reduce impacts from disasters on the community and assets

Reference	Operational Action	Target	Department	Section
1.3.5.1	Deliver and implement community disaster awareness education	Deliver and implement 'Be Prepared' disaster messaging by 30 September 2017	Regional Services	Engineering Services
		Two events conducted over the year	Regional Services	Engineering Services
1.3.5.2	Develop a plan for the effective safe management of waste during a disaster	Plan developed by 31 December 2017 and adopted by Council by 30 June 2018	Regional Services	Rockhampton Regional Waste and Recycling

1.3.6 Public safety initiatives and emergency response services and systems are in place to respond to a disaster effectively

Reference	Operational Action	Target	Department	Section
1.3.6.1	Ensure the safe and reliable operation of raw water storages	Compliance with legislative requirements for dam safety management	Regional Services	Fitzroy River Water
1.3.6.2	Conduct an annual review of the Local Disaster Management Plan in accordance with statutory requirements	Annual review completed by 30 November 2017	Regional Services	Engineering Services
1.3.6.3	Conduct an annual preparedness activity in accordance with statutory requirements	Annual preparedness activity completed by 30 November 2017	Regional Services	Engineering Services
1.3.6.4	Ensure the Local Disaster Management Group meet regularly to coordinate disaster management activities	Local Disaster Management Group meet at least three times per year	Regional Services	Engineering Services



Active and Healthy Lifestyles

1.4 Healthy living and active lifestyles

1.4.1 Healthy living opportunities and community activity programs are available				
Reference	Operational Action	Target	Department	Section
1.4.1.1	Increase utilisation through a range of entertainment, education and recreation events in parks	Undertake usage surveys of four parks per year	Community Services	Parks
1.4.1.2	Provide community sponsorship for activities in various sectors	Community sponsorship and grant funding applied in accordance with the guidelines	Community Services	Communities and Facilities
		Administer the Rockhampton Regional Australia Day Fund in accordance with the guidelines	Community Services	Arts and Heritage
1.4.1.3	Deliver a range of performances, programs and activities for various age groups	Community programs and performances are delivered in accordance with contracts, schedules and funding agreements	Community Services	Arts and Heritage
1.4.1.4	Provide library services	Library services aim to meet key quality standards for public libraries	Community Services	Communities and Facilities
1.4.1.5	Deliver funded home maintenance and modification services to support seniors and people with a disability to continue living independently	Service delivered in accordance with eligibility and funding arrangements	Community Services	Communities and Facilities



1.4.2 Ensure strategic place making, planning and regional development initiatives are targeted at understanding, promoting and enhancing sustainable development within the Region

Reference	Operational Action	Target	Department	Section
1.4.2.1	Update Council's Active Transport Plan in response to the Open Space and Recreation Plan development	Pedestrian and cycle links identified in the Open Space and Recreation Plan are incorporated into the Active Transport Plan by 30 June 2018	Regional Services	Engineering Services
1.4.2.2	Ensure the CBD Redevelopment Framework includes opportunities for pedestrians and cyclists	Complete and lodge the major amendment to the Rockhampton Region Planning Scheme by 31 March 2018	Advance Rockhampton	Strategic Planning
		Develop a new Planning Assumptions Model (PAM) by 31 March 2018	Regional Services	Engineering Services
		Achievements of actions within the CBD Redevelopment Framework	Advance Rockhampton	Strategic Planning

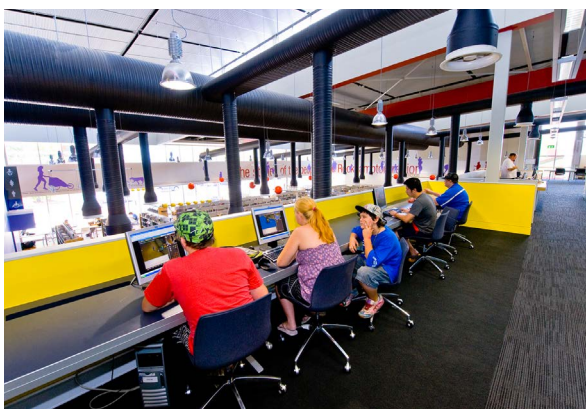
1.4.3 Provide opportunities for volunteers to contribute to the community

Reference	Operational Action	Target	Department	Section
1.4.3.1	Engage volunteers to assist with the delivery of free community training at the Library Technology Centre and library events	Increase number of volunteer trainers	Community Services	Communities and Facilities
1.4.3.2	Engage volunteers to assist with activities in the zoo and selected major parks	Increase in number of volunteers by 10%	Community Services	Parks
1.4.3.3	Engage volunteers to assist with activities at the Heritage Village	Maintain and support volunteer engagement at the Heritage Village	Community Services	Arts and Heritage
1.4.3.4	Support community and volunteer organisations in the delivery of sport and recreation activities	Increase in number of organisations supported	Community Services	Parks

An Engaged and Connected Community

1.5 Inclusive, connected and informed community

1.5.1 Provide library facilities and programs that are inclusive and promote community development and cohesion				
Reference	Operational Action	Target	Department	Section
1.5.1.1	Deliver programs and activities that promote development, lifelong learning, social inclusion and capacity building	Programs delivered annually with in excess of 1000 person participation rate	Community Services	Communities and Facilities
1.5.1.2	Provide facilities and training through the Library Technology Centre and libraries to develop digital skills and reduce social exclusion	Deliver 2000 hours of contact community training	Community Services	Communities and Facilities
1.5.1.3	Provide a home delivery library service to people who are housebound	Increase in home delivery library loans	Community Services	Communities and Facilities



1.5.2 Regional and locality signage				
Reference	Operational Action	Target	Department	Section
1.5.2.1	Implement the Wayfinding Strategy across the Region	Update reports on implemented staged levels presented to Council on a quarterly basis	Advance Rockhampton	Regional Development and Promotions

1.5.3 Provide the community with information/input about Council services, policies and decisions

Reference	Operational Action	Target	Department	Section
1.5.3.1	Implement two-way conversation opportunities with the community	Update reports on facilitating departmental client community engagement strategies and marketing strategies presented to Council on a quarterly basis	Advance Rockhampton	Regional Development and Promotions
1.5.3.2	Social media attract increasing levels of reach, engagement and interaction demonstrated by monitoring software	Collate data and set benchmarks by 30 June 2018 to implement improvement targets for 18/19	Office of the CEO	Office of the Mayor/CEO
1.5.3.3	Position Council and My Rockhampton website event calendars as the go-to place for the Region	All Council and key local events listed on the website	Advance Rockhampton	Regional Development and Promotions
1.5.3.4	Generate positive media coverage and community awareness of events, initiatives and general Council business	100 positive media releases and/or video digital content created and distributed annually	Office of the CEO	Office of the Mayor/CEO
1.5.3.5	Implement data collection tactics for direct communication with residents	Electronic direct mail out messages increase of 10%	Advance Rockhampton	Regional Development and Promotions
1.5.3.6	Implement and deliver the My Rockhampton magazine and associated platforms	Three magazines designed and distributed per annum	Advance Rockhampton	Regional Development and Promotions
1.5.3.7	Provide opportunities for all stakeholders to contribute to community decision making	Conduct annual Community Conversation forum campaigns across the Region	Office of the CEO	Office of the Mayor/CEO

1.6 Our sense of place, diverse culture, history and creativity are valued and embraced

1.6.1 Promote awareness programs of strong indigenous history and significant cultural representation

Reference	Operational Action	Target	Department	Section
1.6.1.1	Inclusiveness in key projects and events	Report on programs undertaken and present to Council on a quarterly basis	Advance Rockhampton	Regional Development and Promotions
1.6.1.2	Support indigenous events and celebrations	Facilitate identified celebrations	Community Services	Communities and Facilities

1.6.2 Develop, maintain and promote our Region's history and places of local interest				
Reference	Operational Action	Target	Department	Section
1.6.2.1	Operate the Rockhampton Heritage Village	Heritage Village opened in accordance with operating hours and has total site visitation exceeding 30000 persons	Community Services	Arts and Heritage
1.6.2.2	Operate and manage the Rockhampton Botanic Gardens	Rockhampton Botanic Gardens opened in accordance with operating hours and managed in accordance with Strategic Master Plan	Community Services	Parks
1.6.2.3	Maintain the documentary heritage of the Region through maintaining and developing the Local History Centre and its collection	Increase in research access requests by 10%	Community Services	Communities and Facilities

1.6.3 Develop, nurture and support local and Regional events and celebrations that enhance our community's sense of place and promote our cultural diversity				
Reference	Operational Action	Target	Department	Section
1.6.3.1	Deliver and support local events and celebrations	Conduct the Anzac Day dawn and civic ceremonies	Community Services	Parks
		Conduct Rockhampton Carols by Candlelight annual event	Community Services	Arts and Heritage
		Deliver Festive Season display throughout the Region	Community Services	Directorate
		Conduct Heritage Festival event	Community Services	Arts and Heritage
		Transition the CapriCon Steampunk and Pop Culture Convention to an annual event	Community Services	Communities and Facilities
		Conduct annual Harmony Day and Cultural events	Community Services	Communities and Facilities
		Conduct annual Rockhampton Cultural Festival	Community Services	Arts and Heritage
		Conduct civic events in accordance with the Civic Events Policy	Office of the CEO	Office of the CEO/Mayor

1.6.3 Develop, nurture and support local and Regional events and celebrations that enhance our community's sense of place and promote our cultural diversity				
1.6.3.2	Deliver and support major Regional events	Deliver the Rockhampton River Festival with a 10% increase in attendance numbers from 2016, drawing a 5% increased number of out of Region visitors	Advance Rockhampton	Regional Development and Promotions
		Deliver Wholly Cow Month with a 10% increase in attendance numbers from 2017, drawing a 5% increased number of out of Region visitors	Advance Rockhampton	Regional Development and Promotions
		Deliver one large music theatre production attended by in excess of 3000 patrons at the Pilbeam Theatre	Community Services	Arts and Heritage
		Deliver two major exhibitions delivering in excess of 4000 visitors at the Rockhampton Art Gallery	Community Services	Arts and Heritage
		Rockhampton Showgrounds is used for 25 days for whole-of-grounds events	Community Services	Arts and Heritage
1.6.3.3	Encourage and facilitate community capacity to deliver a large variety of events	Develop an Event How to Guide, which incorporates venue hire information, by 31 December 2017	Advance Rockhampton	Regional Development and Promotions
		Conduct two information sessions for the public on organising and running events, one in 2017 and the other in first half of 2018	Advance Rockhampton	Regional Development and Promotions
		Review current approval requirements/ processes and implement improvements by 31 December 2017	Advance Rockhampton	Regional Development and Promotions

1.6.4 Provide and support the community's development of and creative participation in the arts				
Reference	Operational Action	Target	Department	Section
1.6.4.1	Deliver a diverse range of creative arts programs	Programs are delivered in accordance with guidelines and schedules	Community Services	Arts and Heritage
		The effectiveness of annual public programs are presented to Council at the end of each calendar year	Community Services	Arts and Heritage
1.6.4.2	Deliver the Regional Arts Development Fund	All Regional Arts Development Fund applications are assessed in accordance with the guidelines	Community Services	Arts and Heritage
1.6.4.3	Support the creation of public art throughout the Region	Develop a Public Art Program by 31 December 2017	Community Services	Arts and Heritage
1.6.4.4	Develop and implement a strong arts program as part of the Rockhampton River Festival	Three arts programs incorporated into the annual River Festival	Advance Rockhampton	Regional Development and Promotions
		Ensure art developed as part of the Rockhampton River Festival is designed to be long lasting and integrated as public art in line with Council policy and procedures	Advance Rockhampton	Regional Development and Promotions

1.6.5 Develop and maintain opportunities that celebrate our local residents				
Reference	Operational Action	Target	Department	Section
1.6.5.1	Implement key local resident stories and achievements into Council publications and platforms	My Rockhampton magazines incorporate profiles including Who's New in the Zoo, Why Rockhampton, Who to Follow, What are they doing now?	Advance Rockhampton	Regional Development and Promotions



2. Economy

OUR GOAL

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

RELATED STRATEGIES AND PLANS

- Economic Development Action Plan 2020
- Economic Development Strategy 2050
- Smart Hub Operational Plan
- Smart Way Forward Action Plan

Regional Profile and Services

2.1 A destination sought for lifestyle, community events and tourism

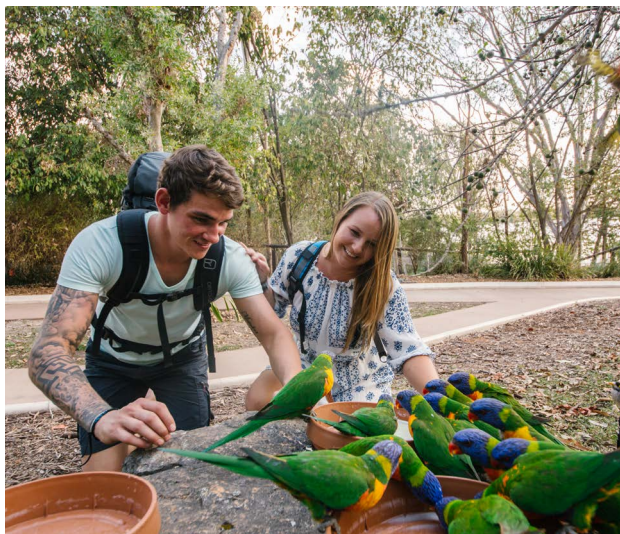
2.1.1 Promote local tourism				
Reference	Operational Action	Target	Department	Section
2.1.1.1	Engage with stakeholders to develop and implement a Destination Management Plan for the Rockhampton Region	Finalise development of the Destination Management Plan by 30 September 2017	Advance Rockhampton	Regional Development and Promotions
		Implement Destination Management Plan in accordance with timeframes detailed in the Plan	Advance Rockhampton	Regional Development and Promotions
2.1.1.2	Develop and implement strategies and initiatives to promote and improve Regional tourism opportunities	Scope work to be conducted to develop a holistic Regional tourism attraction with results being endorsed by Council by 31 March 2018	Advance Rockhampton	Regional Development and Promotions
		Develop a new tourism product 'History Tour of Rockhampton' by 31 March 2018	Advance Rockhampton	Regional Development and Promotions
		Redevelop My Rockhampton Website to go live by 30 September 2017	Advance Rockhampton	Directorate Regional Development and Promotions
		Review current regional branding and present findings to Council by 30 September 2017	Advance Rockhampton	Regional Development and Promotions
		Review and implement a regional visitor app by 31 December 2017	Advance Rockhampton	Regional Development and Promotions

2.1.2 Develop and implement Regional strategies encompassing sports, tourism, heritage, arts and culture

Reference	Operational Action	Target	Department	Section
2.1.2.1	Undertake a feasibility study for the development of a multipurpose sport and entertainment precinct	Study to be finalised and endorsed by Council by 30 June 2018	Advance Rockhampton	Regional Development and Promotions
2.1.2.2	Deliver or support the staging of national, state, regional and local sporting events	Develop a Capabilities Statement by 31 December 2017 which includes incentives for events linked to the Commonwealth Games	Advance Rockhampton	Regional Development and Promotions
2.1.2.3	Work with the Region's sporting associations to develop opportunities and attract sports competition events to the Region	One or more new events attracted	Community Services	Parks
		Increased utilisation of the Region's sport facilities	Community Services	Parks

2.1.3 Implement marketing strategies to position the Rockhampton Region as a place to live, invest and visit

Reference	Operational Action	Target	Department	Section
2.1.3.1	Review current multilayered marketing plans for Advance, Explore and Live Rockhampton	Implement marketing plans by 30 June 2018	Advance Rockhampton	Regional Development and Promotions



2.1.4 Identify opportunities for Airport growth and utilisation				
Reference	Operational Action	Target	Department	Section
2.1.4.1	Promote the Airport as the "Gateway to Northern Australia"	Masterplan to be completed by 30 September 2017	Aviation Services	Directorate
2.1.4.2	Identify and implement business development opportunities for the Airport	Conduct a micro analysis of performance of airlines by 30 September 2017	Aviation Services	Directorate
		Update reports on partner airline performance presented to Council on a quarterly basis	Aviation Services	Directorate
		Six monthly passenger surveys	Aviation Services	Directorate

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

2.2.1 Stimulate economic growth within the Region				
Reference	Operational Action	Target	Department	Section
2.2.1.1	Work with key industry stakeholders to develop investment profile opportunities for national and international investors	Industry stakeholder engagement and opportunities as per the Economic Development Action Plan update reports presented to Council on a quarterly basis	Advance Rockhampton	Regional Development and Promotions



2.2.2 Advance education within the Rockhampton Region

Reference	Operational Action	Target	Department	Section
2.2.2.1	Work with educational providers to position Rockhampton as a leading study destination	Deliver two international education focused delegations to the Region	Advance Rockhampton	Regional Development and Promotions
		Update reports on research capabilities and potential markets for health and aged care training presented to Council on a quarterly basis	Advance Rockhampton	Regional Development and Promotions
		Study Rockhampton initiative completed by 31 December 2017	Advance Rockhampton	Regional Development and Promotions
2.2.2.2	Support community training programs/ education workshops held in the Region	Finalise Industry Capability Network (ICN) training and business development courses and annual schedule by 30 September 2017	Advance Rockhampton	Regional Development and Promotions
		Provide 500 hours of Microsoft training courses through the Library Technology Centre	Community Services	Communities and Facilities

2.2.3 Support programs that assist people with seeking employment

Reference	Operational Action	Target	Department	Section
2.2.3.1	Support programs that encourage residents to transition away from social support options	Finalise the National Disability Insurance Scheme (NDIS) Strategy by 31 March 2018	Advance Rockhampton	Regional Development and Promotions
		Consider options in budget planning to support employment programs in 2018/19	All units	
2.2.3.2	Provide access to resources and free community technology training courses to develop skills	Provide community access to technology and deliver 2000 contact hours of computer training	Community Services	Communities and Facilities
2.2.3.3	Provide quality child care services	Services provided meet the national quality standard	Community Services	Communities and Facilities

2.2.4 Encourage buying locally throughout the Region				
Reference	Operational Action	Target	Department	Section
2.2.4.1	Council purchases are in line with the Local Preference Policy guiding tender/quote evaluations	Annual local goods/services spend analysis ≥70% local	Corporate Services	Corporate and Technology Services

2.3 The redevelopment and activation of major urban places to attract investment and improved lifestyles

2.3.1 Revitalise the Regional CBD areas, including the riverbank area				
Reference	Operational Action	Target	Department	Section
2.3.1.1	Investigate and acquire a suitable strategic development site for a car park	Preferred site identified and endorsed by Council by 30 September 2017	Regional Services	Program Delivery
2.3.1.2	Provide incentives and strategies to support economic activity and business confidence within the CBD	CBD Redevelopment Framework endorsed by Council by 31 July 2017	Advance Rockhampton	Strategic Planning
		Develop a Place Making Strategy and Laneway Activation Plan for the CBD by 31 December 2017	Advance Rockhampton	Strategic Planning
2.3.1.3	Stage 2 of the Riverfront Revitalisation Program	Completed by 31 March 2018	Regional Services	Civil Operations

2.3.2 Develop a CBD Quay Street Cultural Precinct				
Reference	Operational Action	Target	Department	Section
2.3.2.1	Plan for the construction of the new Rockhampton Art Gallery and redevelopment of the former art gallery as flat floor “black box” performance/event space	Business case, scope of work and design completed by 30 June 2018	Community Services	Arts and Heritage
2.3.2.2	Effectively manage the design development and construction of the Cultural Precinct	Project completed in accordance with allocated budget and timeframes	Regional Services	Program Delivery

2.3.3 Promote economic activity in centres outside of the CBD

Reference	Operational Action	Target	Department	Section
2.3.3.1	Develop incentives and strategies to support economic activity and business confidence in centres outside of the CBD	Develop a Regional Centre Place Making Strategy by 31 December 2017	Advance Rockhampton	Strategic Planning

Industry Growth

2.4 Infrastructure services are driven to deliver future economic growth

2.4.1 Provision of infrastructure that supports state of the art IT networks to service the community

Reference	Operational Action	Target	Department	Section
2.4.1.1	Implement Council's Smart Way Forward Strategy Action Plan	Complete installation of smart technology (lighting, CCTV, parking, digital banners and free public wi-fi) by 31 May 2018	Corporate Services	Corporate and Technology Services

2.4.2 Implement a planning scheme to support growth

Reference	Operational Action	Target	Department	Section
2.4.2.1	Encourage further development of industrial estates to support future growth of a wide range of industries both within and outside of the Region	Update reports on industrial areas within the Rockhampton Region and present to Council on a quarterly basis	Advance Rockhampton	Regional Development and Promotions
2.4.2.2	Carry out land use and infrastructure planning to ensure that industrial areas link with infrastructure networks to manage impacts on residential and commercial areas	The Infrastructure Planning Report for the industrial areas within the Rockhampton Region be reviewed and updated by 30 June 2018	Regional Services	Engineering Services

2.5 Promote, foster and embrace growth opportunities, strategic investment and international exports

2.5.1 Support the growth of export businesses within the Region				
Reference	Operational Action	Target	Department	Section
2.5.1.1	Deliver Newsmodo campaign 'Rockhampton is Open for Business'	Council to adopt report by 31 October 2017 and recommendations implemented in accordance with the report	Advance Rockhampton	Regional Development and Promotions
2.5.1.2	Deliver Advance Rockhampton forums	Deliver at least four sessions	Advance Rockhampton	Regional Development and Promotions
2.5.2 Promote and create economic partnerships, business advocacy and trade and investment partners				
Reference	Operational Action	Target	Department	Section
2.5.2.1	Expand engagement with Asian market for business development opportunities	Deliver one inbound delegation from Asia and one outbound Council delegation to Asia per annum	Advance Rockhampton	Regional Development and Promotions
2.5.3 Support and encourage new development that attracts and retains skilled works in the Region				
Reference	Operational Action	Target	Department	Section
2.5.3.1	Prepare a strategy for a FIFO hub development within the Region	Strategy presented to Council by 30 September 2017	Aviation Services	Directorate
2.5.4 Support initiatives that promote demand for local goods and services				
Reference	Operational Action	Target	Department	Section
2.5.4.1	Provide a mechanism through the My Rockhampton to promote local businesses	Include in website consolidation by 30 September 2017	Advance Rockhampton	Regional Development and Promotions
2.5.4.2	Support local business to build capacity and encourage growth	Complete Local Supply Chain Analysis by 30 June 2018	Advance Rockhampton	Regional Development and Promotions

2.5.5 Support and encourage entrepreneurial and innovative businesses

Reference	Operational Action	Target	Department	Section
2.5.5.1	Design and fitout the Customs House Smart Hub	Construction completed and Smart Hub opened by 30 November 2017	Corporate Services	Corporate and Technology Services
2.5.5.2	Implement the annual Smart Hub Operational Plan	Facilitate three smart hub programs: Learn to Earn, Connect and Grow Startup Club Startup Starts	Corporate Services	Corporate and Technology Services
2.5.5.3	Deliver capacity building workshops and small business/entrepreneurial training through key stakeholders	Deliver four workshops and training courses per year	Advance Rockhampton	Regional Development and Promotions

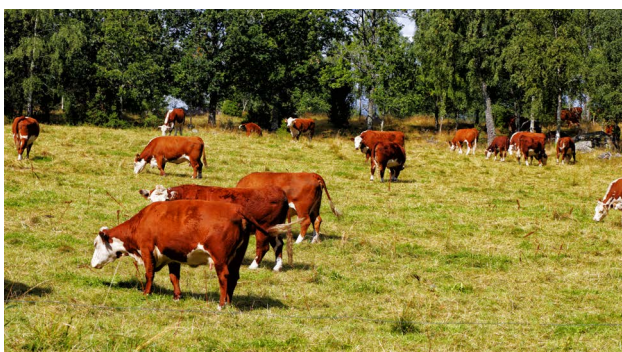
2.6 Promote industry diversification to enhance regional economic resilience

2.6.1 Ensure the Region is cemented as the lead military training hub within Australia

Reference	Operational Action	Target	Department	Section
2.6.1.1	Strengthen relationship with Singapore	Successfully deliver Wallaby 17 by 30 November 2017	Aviation Services	Directorate
2.6.1.2	Explore further commercial opportunities by building Rockhampton's role and capacity as a logistics and forward deployment base	Update reports to be presented to Council on a quarterly basis	Advance Rockhampton	Regional Development and Promotions
2.6.1.3	Actively engage with the ADF/DOD to maintain current levels of military engagement and exercises and advocate for an increase in exercise activity	Update reports to be presented to Council on a quarterly basis	Advance Rockhampton	Directorate Regional Development and Promotions

2.6.2 Ensure the Region is cemented as the agricultural service hub for Central Queensland

Reference	Operational Action	Target	Department	Section
2.6.2.1	Ensure statutory land use instruments protect good agricultural land and do not unnecessarily constrain development	Review rural land use provisions as part of the Rockhampton Region Planning Scheme Major Amendment by 31 March 2018	Advance Rockhampton	Strategic Planning
2.6.2.2	Support the delivery of Beef Australia 2018	Completed by 30 May 2018	Advance Rockhampton	Directorate Regional Development and Promotions
2.6.2.3	Undertake a feasibility study of water services in the Region including irrigated small cropping	Present findings of the feasibility study to Council by 30 June 2018	Advance Rockhampton	Directorate Regional Development and Promotions



2.6.3 Ensure the Region is cemented as the resource sector service hub for Central Queensland

Reference	Operational Action	Target	Department	Section
2.6.3.1	Maximise opportunities from the Adani Carmichael mining project	Regular updates provided to Council with a formal report presented to Council on a quarterly basis	Advance Rockhampton	Regional Development and Promotions
2.6.3.2	Engage with the Resource Sector to identify and implement opportunities for the Region	Report to Council on opportunities on a quarterly basis	Advance Rockhampton	Regional Development and Promotions

3. Environment

OUR GOAL

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

RELATED STRATEGIES AND PLANS

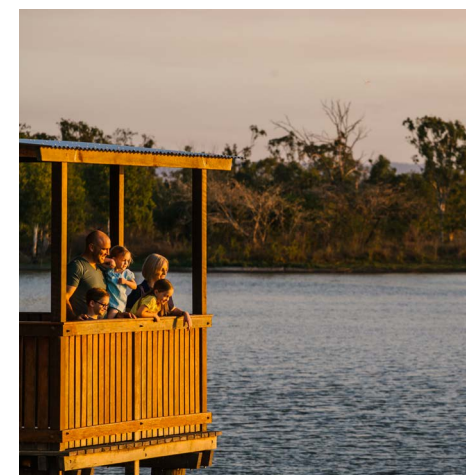
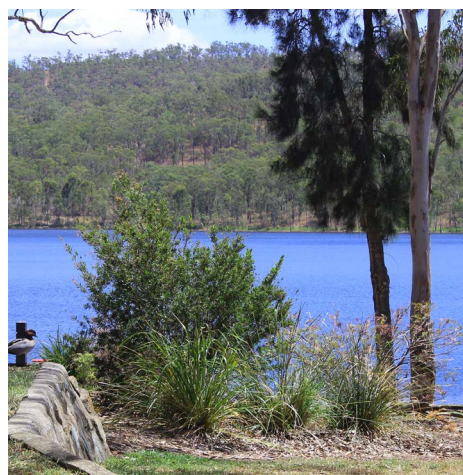
- Biosecurity Plan
- Rockhampton Region Planning Scheme
- Waste Reduction and Recycling Plan

Protect, Enhance and Sustain our Natural Environment

3.1 Contribute to healthy natural ecosystems

3.1.1 Ensure effective management, protection and future sustainability of the Region's wider landscapes, river network, ecosystems, ecological processes, fauna and flora				
Reference	Operational Action	Target	Department	Section
3.1.1.1	Ensure the Planning Scheme protects and enhances places of value	Review state mapping changes and SPARC review outcomes as part of the Rockhampton Region Planning Scheme Major Amendment by 31 March 2018	Advance Rockhampton	Strategic Planning

3.1.2 Encourage the sustainable use of water resources				
Reference	Operational Action	Target	Department	Section
3.1.2.1	Promote water wise behaviours and practices	Achievement of annual marketing communications plan activities in accordance with agreed timeframes	Regional Services	Fitzroy River Water
		Provide water rebates for residential water efficient products and process all rebate applications within 10 business days	Regional Services	Fitzroy River Water



3.1.3 Provide effective weed, pest animal and environmental health management programs

Reference	Operational Action	Target	Department	Section
3.1.3.1	Implement strategic plans to advise community on programs	Achieve strategy outcomes in the Biosecurity Plan in accordance with timeframes	Community Services	Planning and Regulatory Services



3.1.4 Increase biodiversity and tree canopy cover in urban/suburban areas across the Region, particularly along major thoroughfares to provide cooler micro-climates and improve use of public space and waterways

Reference	Operational Action	Target	Department	Section
3.1.4.1	Improve landscape design and delivery within parks and streetscapes to provide diversity of vegetation cover	Planting in accordance with the Streetscape Design Manual	Community Services	Parks

3.1.5 Develop and implement management practices for improved waterway health

Reference	Operational Action	Target	Department	Section
3.1.5.1	Minimise nutrient and sediment discharges to local waterways	Demonstrate compliance with Environmental Authority release limits and continuous improvement initiatives	Regional Services	Fitzroy River Water

3.1.6 Reduce the amount of waste generated in the Region per capita				
Reference	Operational Action	Target	Department	Section
3.1.6.1	Develop and deliver an effective educational program to the community promoting kerbside recycling and general resource conservation	Achieve targets in line with the Waste Reduction and Recycling Plan	Regional Services	Rockhampton Regional Waste and Recycling

Minimise the Environmental Footprint

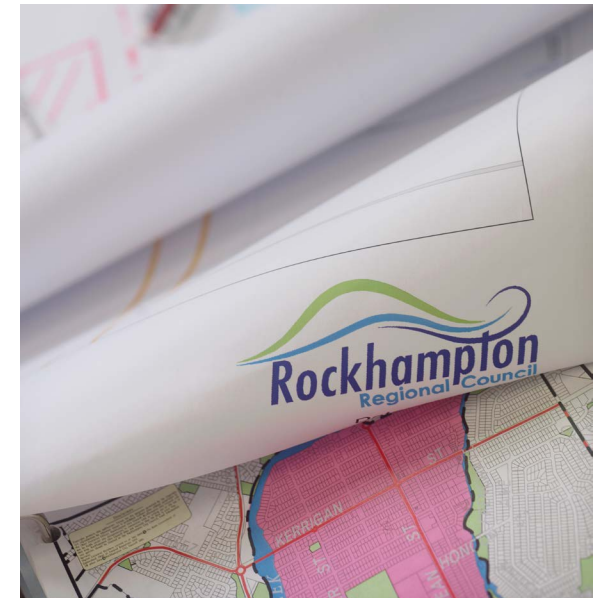
3.2 Sustainable and innovative environmental practices

3.2.1 Develop sustainable alternative energy sources and increased energy efficiency				
Reference	Operational Action	Target	Department	Section
3.2.1.1	Develop a renewable energy program for Fitzroy River Water	Program completed by 30 June 2018	Regional Services	Fitzroy River Water



3.2.2 Ensure developments properly respond to the best climate change science and established standards

Reference	Operational Action	Target	Department	Section
3.2.2.1	Ensure the planning scheme supports the development of major renewable energy projects at suitable locations	Review renewable energy provision as part of the Rockhampton Region Planning Scheme Major Amendment by 31 March 2018	Advance Rockhampton	Strategic Planning
3.2.2.2	Ensure the planning scheme responds properly to State Planning Policy or climate change advice and best science	Review updated advice, science and state planning policy on climate change adaptation and response as part of the Rockhampton Region Planning Scheme Major Amendment by 31 March 2018	Advance Rockhampton	Strategic Planning



3.2.3 Advocate for and support the development of new energy generation options

Reference	Operational Action	Target	Department	Section
3.2.3.1	Industry engagement and the provision of support for new energy generation options	Update reports presented to Council on a quarterly basis	Advance Rockhampton	Regional Development and Promotions

3.3 Understand Council's and the community's environmental impacts

3.3.1 Benchmark and monitor data that is relevant to environmental impacts				
Reference	Operational Action	Target	Department	Section
3.3.1.1	Determine current baseline data for Council's current activities	Develop baseline data and monitoring mechanisms by 30 June 2018	Corporate Services	Natural Resource Management

3.3.2 Ensure environmentally sustainable business processes and decision making				
Reference	Operational Action	Target	Department	Section
3.3.2.1	Develop an Environmental Sustainability Framework which defines Council's areas of focus and key priority actions	Achieve guiding principles within the Environmental Policy	Corporate Services	Natural Resource Management
		Develop an Environmental Sustainability Framework by 30 June 2018	Corporate Services	Natural Resource Management
		Implement actions in accordance with the Environmental Sustainability Framework	Corporate Services	Natural Resource Management



4. Service Excellence

OUR GOAL

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

RELATED STRATEGIES AND PLANS

- Corporate Systems Consolidation Strategy
- Customer Service Standards
- Economic Development Action Plan 2020
- eServices Strategy
- ICT Strategic Plan 2015/20
- IT Mobility Strategy
- Rockhampton Region Planning Scheme
- Workplace Health and Safety Management System Plan

A Customer Focused Organisation

4.1 Customer focused services

4.1.1 Customer focused organisation that ensures Council's service delivery is efficient and representative of the community's needs and views				
Reference	Operational Action	Target	Department	Section
4.1.1.1	Provide timely and accurate responses to requests	In accordance with unit's customer service standards or adopted service levels	All units	
4.1.1.2	Provide effective delivery of Council services	In accordance with unit's customer service standards and service levels	All units	
4.1.1.3	Respond to queries and engage with the public through Council's social media sites	Develop and implement a comprehensive Social Media Strategy by 30 September 2017	Office of the CEO	Office of the CEO/Mayor
4.1.1.4	Develop and implement a set of approved service standards for interaction with media organisations	Develop standards by 31 August 2017	Office of the CEO	Office of the CEO/Mayor

4.2 Practical and values based compliance frameworks

4.2.1 Ensure public health, safety, local policies and law are adhered to				
Reference	Operational Action	Target	Department	Section
4.2.1.1	Provide effective development management programs in line with legislative requirements for environment health, food, safety, noise, odour and dust protection	Compliance with statutory codes and regulations	Community Services	Planning and Regulatory Services
4.2.1.2	Provide formal and informal education opportunities to the public to ensure the community are aware of their legislative obligations	Education program implemented in accordance with program milestones	Community Services	Planning and Regulatory Services

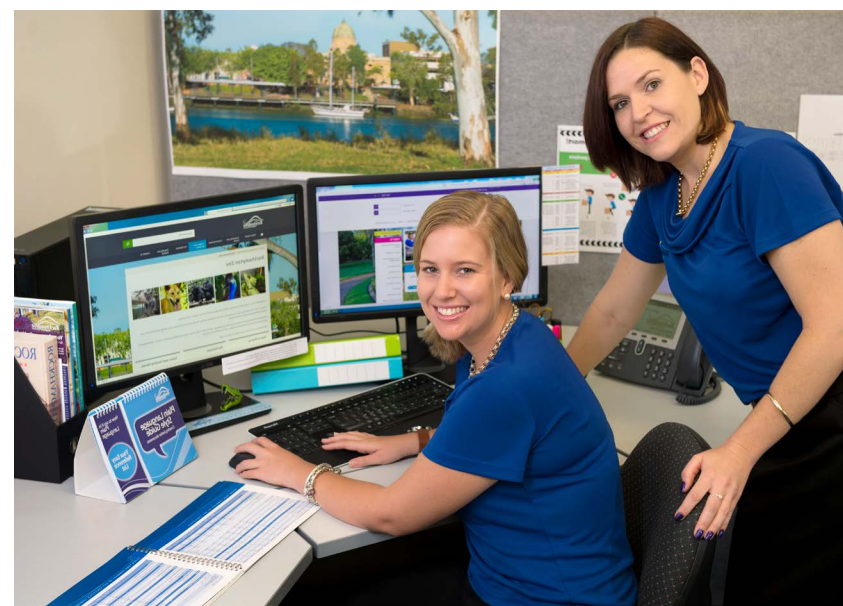
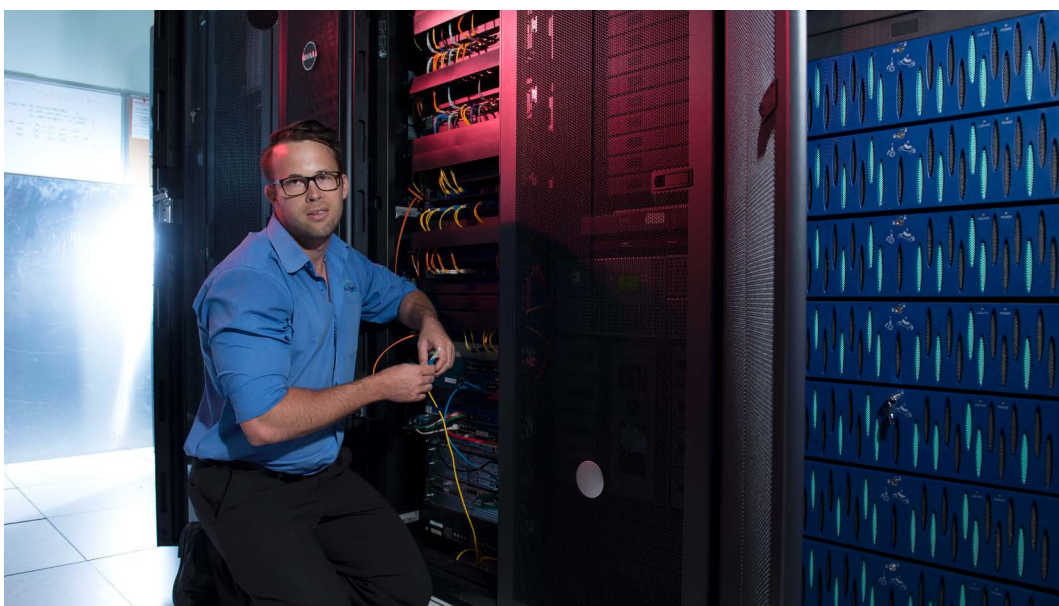
4.2.2 Monitor compliance and trigger legislative changes

Reference	Operational Action	Target	Department	Section
4.2.2.1	Manage an annual compliance training program	Implement a six monthly schedule of mandatory training at the end of July 2017 and end of January 2018	Corporate Services	Workforce and Strategy
4.2.2.2	Ensure legislative updates are communicated and implemented in areas of responsibility	Undertake a legislative compliance review project by 30 June 2018	Corporate Services	Workforce and Strategy
4.2.2.3	Provide a diverse range of compliance tools to a wide range of amenity, health and safety issues across the community to enhance liveability	Develop an enforcement manual by 30 June 2018	Community Services	Planning and Regulatory Services

4.3 Accountable and motivated organisation

4.3.1 Council's information systems are strategically planned and actively managed to meet Council and community needs

Reference	Operational Action	Target	Department	Section
4.3.1.1	Implement ICT Strategic Plan 2015/20, including the eServices Strategy and IT Mobility	Achievement of 2017 - 18 targets as detailed in the ICT Strategic Plan	Corporate Services	Corporate and Technology Services



4.3.2 Encourage leaders of today to educate and mentor potential leaders of the future				
Reference	Operational Action	Target	Department	Section
4.3.2.1	Implement programs that support leadership development	Deliver leadership development program once in each six month period	Corporate Services	Workforce and Strategy
		Develop and implement a Mentoring Program and Performance Review system by 30 June 2018	Corporate Services	Workforce and Strategy

4.3.3 Employees are proactive, take accountability and are clear on expectations				
Reference	Operational Action	Target	Department	Section
4.3.3.1	Implement a rehabilitation/fitness for work program	90% of workers on fit for work programs are placed within their own department	Corporate Services	Workforce and Strategy
4.3.3.2	Undertake an employee survey that measures employee engagement and satisfaction with the organisation	Employee survey results show 5% increased overall satisfaction (from 63% in 2015)	Corporate Services	Workforce and Strategy

Regional Planning and Development

4.4 Plan for future population and economic growth giving consideration to a diverse range of industries and services

4.4.1 Engage with health and aged care providers to expand opportunities				
Reference	Operational Action	Target	Department	Section
4.4.1.1	Update the Economic Development Action Plan to include engagement initiatives with this sector	Economic Development Action Plan updated by 30 June 2018	Advance Rockhampton	Regional Development and Promotions

4.4.2 Encourage, plan and develop areas for high density living				
Reference	Operational Action	Target	Department	Section
4.4.2.1	Ensure statutory land use instruments achieve policy objectives	Commence implementation of CBD Redevelopment Framework after endorsement 31 July 2017	Advance Rockhampton	Strategic Planning

4.4.3 Promote and support development of inner city living options

Reference	Operational Action	Target	Department	Section
4.4.3.1	Ensure statutory land use instruments achieve policy objectives	Support Economic Development Queensland in completing the Inner City Living project by 30 June 2018	Advance Rockhampton	Strategic Planning



4.4.4 Promote conservation and celebration of heritage and character buildings

Reference	Operational Action	Target	Department	Section
4.4.4.1	Ensure statutory land use instruments achieve policy objectives	Review ground floor provisions for commercial/retail development in the CBD Quay Street Precinct as part of the Rockhampton Region Planning Scheme major amendment by 31 March 2018	Advance Rockhampton	Strategic Planning





5. Local Government Leader

OUR GOAL

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

RELATED STRATEGIES AND PLANS

- Asset Management Plans
- Enterprise Risk Framework
- Long Term Financial Forecast

Consistent and Engaging Leadership

5.1 – Productive partnerships with all levels of government and relevant stakeholders

5.1.1 Ensure local government is represented on all key decision making or advocacy groups				
Reference	Operational Action	Target	Department	Section
5.1.1.1	Review and audit existing organisations and advocacy groups where Council is represented. Identify any groups where inclusion is considered appropriate and report to Council accordingly	Review undertaken and report to Council by 31 December 2017	Advance Rockhampton	Directorate

5.1.2 Develop and maintain critical relationships with key stakeholders, government and community agencies				
Reference	Operational Action	Target	Department	Section
5.1.2.1	Actively source grants, funding and other business opportunities	Update report presented to Council on a monthly basis	Advance Rockhampton	Directorate
5.1.2.2	Host official visits to the Region by government representatives and other official visitors	Update report presented to Council on a monthly basis	Office of the CEO	Office of the Mayor/CEO



5.2 – Strong leadership that provides quality governance to support and service the community

5.2.1 Council's decision making, planning and reporting processes provide transparent and accountable governance				
Reference	Operational Action	Target	Department	Section
5.2.1.1	Comply with legislative requirements	Updates to be presented to Council in sectional monthly reports	All units	
5.2.1.2	Develop and implement Governance Framework	Develop Framework by 30 June 2018	Corporate Services	Workforce and Strategy
5.2.1.3	Internal Audit function is undertaken in accordance with legislative requirements and timeframes	Achievement of 85% of the annual audit plan completed	Office of the CEO	Internal Audit
		Audit Committee Meetings are held at least twice each financial year	Office of the CEO	Internal Audit
5.2.1.4	Operational risks are monitored and managed in accordance with legislative requirements	Risk register updates presented to Council as per the Enterprise Risk Framework	Office of the CEO	Internal Audit
		Risk registers are presented to Council on a quarterly basis	All units	
5.2.1.5	Manage employee complaints and grievances in accordance with legislation and policy requirements	100% actioned in accordance with Council policy and procedure	Corporate Services	Workforce and Strategy
5.2.1.6	Registers of Interest for Councillors are updated on the public website as per legislative requirements	Registers uploaded within three days of being notified of changes	Office of the CEO	Directorate
5.2.1.7	Right to Information and Information Privacy requests are managed and processed in accordance with legislative requirements	100% of requests processed within legislative timeframes	Corporate Services	Corporate and Technology Services
5.2.1.8	Monitor and review non-compliance of legislative requirements	Report on legislative non-compliance included in sectional reports presented to Council on a monthly basis	All units	

Fair and Balanced

5.3 – Financially sustainable organisation

5.3.1 Council's resources are allocated in an efficient and effective manner				
Reference	Operational Action	Target	Department	Section
5.3.1.1	Workforce planning is reviewed to ensure that resourcing levels meet business needs in accordance with budget allocations	Review workforce requirements in accordance with budget schedule	All units	



5.3.2 Ensure the efficient and effective management of Council's finances				
Reference	Operational Action	Target	Department	Section
5.3.2.1	Continually review operational expenditure	Identify at least one operational saving per section of responsibility	All units	
5.3.2.2	The annual financial statements meet acceptable governance standards	Council's annual financial statements are 'unqualified'	Corporate Services	Finance
		There are no internal controls as rated by the QAO deemed 'ineffective'	Corporate Services	Finance
		The timelines of the annual financial statements as rated by the QAO is not 'untimely'	Corporate Services	Finance
		The quality of the financial statements is not rated 'below average' by the QAO	Corporate Services	Finance
5.3.2.3	Review and update long-term financial forecasts to attain a financially sustainable organisation	Long Term Financial Forecast updated at each budget and budget revision	Corporate Services	Finance
		Annual Operating Surplus Ratio between 0% and 10%	Corporate Services	Finance
		Annual Net Financial Asset/Liability Ratio not greater than 60%	Corporate Services	Finance
		Annual Interest Cover Ratio between 0% and 5%	Corporate Services	Finance
		Annual Debt Service Cover ratio greater than two times	Corporate Services	Finance
5.3.2.4	Financial systems and processes are managed to meet the appropriate audit requirements and community expectation	Rates are levied within one week of dates stipulated in the Revenue Statement	Corporate Services	Finance
		The required asset revaluations are completed by 28 February 2018 and integrated into asset management and relevant financial plans	Corporate Services	Finance
		Unpaid rates and charges are managed in accordance with the Revenue Management Policy, achieving an overdue balance of less than 3% at its lowest point	Corporate Services	Finance

5.3.3

Council's asset management and its asset management plans are monitored and reviewed to ensure appropriate replacements and utilisation of resources are undertaken

Reference	Operational Action	Target	Department	Section
5.3.3.1	Refine the long-term asset management plans with asset custodians to guide the replacement and utilisation of resources	Annual review of asset management plans by 30 June 2018	Corporate Services	Finance
		Annual asset sustainability ratio is greater than 90%	Corporate Services	Finance

5.3.4

Commercial business units are reviewed for financial sustainability

Reference	Operational Action	Target	Department	Section
5.3.4.1	Conduct review of viability in keeping Rockhampton Regional Waste and Recycling commercialised	Review undertaken and options presented to Council by 30 June 2018	Corporate Services	Finance



5.4 – Leading public sector employer

5.4.1 Ensure Councillors are supported to govern the Region efficiently				
Reference	Operational Action	Target	Department	Section
5.4.1.1	Promote good democratic governance by adhering to legislative requirements for local government	Present organisational updates and matters impacting local government to Council on a monthly basis	Office of the CEO	Directorate

5.4.2 Encourage greater risk taking in the pursuit of innovation, improved processes and the delivery of efficient and effective services				
Reference	Operational Action	Target	Department	Section
5.4.2.1	Implement improved payroll processes that allow greater flexibility and more efficient processing of employee records	Implement the Aurion Timekeeper module by 30 June 2018	Corporate Services	Workforce and Strategy
5.4.2.2	Undertake certified agreement negotiations that consider the application of the new Queensland Local Government Industry Award - State 2017 and the <i>Industrial Relations Act 2016</i>	Negotiations completed and certified agreement conditions implemented by 30 June 2018	Corporate Services	Workforce and Strategy
5.4.2.3	Create a system to automate the delegation and authorisation process	Implement an automated electronic system by 30 June 2018	Corporate Services	Workforce and Strategy
5.4.2.4	Simplify and streamline approval processes	Develop a Delegations Policy, incorporating Corporate Delegation Bands, by 30 December 2017	Corporate Services	Workforce and Strategy
5.4.2.5	Ensure that policies and procedures provide the appropriate framework and approvals to facilitate the efficient and effective operations	Implement changes to Corporate Delegations and update policy and procedure documents by 30 June 2018	Corporate Services	Workforce and Strategy
5.4.2.6	Pursue improved processes through all levels of Council	Identify at least two improved processes per section of responsibility	All units	

5.4.3 Demonstrate progress towards strategic objectives on a regular basis

Reference	Operational Action	Target	Department	Section
5.4.3.1	Identify and implement improved recruitment process	Implement process, including web recruitment by 30 June 2018	Corporate Services	Workforce and Strategy

5.4.4 Create an environment where staff are proud of working at Council by the implementation of corporate and staff initiatives

Reference	Operational Action	Target	Department	Section
5.4.4.1	Undertake a survey that show staff are proud to work at Council	Maintain 75% of staff that are proud to work at Council	Corporate Services	Workforce and Strategy
5.4.4.2	Implement improved internal communications strategies to ensure all staff are informed	Staff newsletter is distributed to all staff on a monthly basis	Corporate Services	Workforce and Strategy



ROCKHAMPTON AIRPORT 2017-2018 PERFORMANCE PLAN



EXECUTIVE SUMMARY

Rockhampton Regional Council (Council), in its ongoing commitment to transparency and ensuring that the Rockhampton Airport is well placed to meet the demands both in services and financial management of its community elect to prepare a Public Benefit Assessment that met the requirements set out in the *Local Government Act 2009* and associated legislation.

The Public Benefit Assessment undertaken indicated that it would be in the interests of the community for the Rockhampton Airport to be corporatised however, Council at its meeting on 28 June 2011 resolved that the airport services be commercialised and that the commercialised business unit be named Rockhampton Airport.

This Performance Plan is Rockhampton Airport's agreement with Council to deliver those airport services. The plan describes Rockhampton Airport's objectives and functions in respect of:

- airport operations;
- commercialisation;
- community service obligations;
- customer service;
- reporting requirements;
- asset management objectives; and
- financial policies.

This plan is required by Section 175(2) of the *Local Government Regulation 2012* (the Regulation) which states that:

1. there must be an annual performance plan for each commercial business unit;
2. a Local Government's operational plan must include the annual performance plan for each of its commercial business units; and
3. a performance plan may be amended at any time before the end of the financial year for which it is prepared.

Key financial and non-financial targets are detailed within this plan.

1. STRATEGIC DIRECTION

1.1 Vision, Mission, Values

Vision

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

Mission

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

Values Statement

Rockhampton Airport will provide a service which embraces Council's corporate values.

Council Values and Behaviours

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

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

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

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

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

1.2 Objectives

The key objective of the Rockhampton Airport is to safely deliver aeronautical and non-aeronautical services.

Core business includes the following activities:

Aeronautical activities

This includes all activities that are vital to airport activity and their removal would render the Rockhampton Airport unable to function in an aeronautical capacity. They include the runways, taxiways and aircraft parking apron areas. This is the core activity of the Rockhampton Airport.

Non-aeronautical activities

This includes all other activities undertaken by Rockhampton Airport and includes the operation of the terminal building, car park facilities, concessions and related leases and licences, etc. All of these activities are ancillary to the operation of a modern airport.

2. OPERATIONS

2.1 Nature and Scope of Activities

The Rockhampton Airport is responsible for the operation and maintenance of assets totalling approximately \$94.5 million.

Broadly, the scope of the Rockhampton Airport as at 30 June 2018 (unless otherwise stated) is as follows:

Operational Revenue	\$16.0 million
Operational Expenditure	\$16.0 million
Net Community Assets	\$103.2 million
Number of staff	22
Estimated Annual Passenger Movements (12 months to 30 June 2018)	588,754

2.2 Governance

The objectives of commercialisation are to improve overall economic performance and the ability of Council to carry out its responsibilities for good rule and government, establishing an efficient and effective commercial business unit and establishing a framework for operation and accountability of that unit.

To assist in satisfying the principles of commercialisation it was considered that the commercial business unit, Rockhampton Airport, should be discretely identified in Council's corporate structure and with the mechanisms in place to ensure that it has the opportunity to meet its objectives. To facilitate this, the corporate structure has Rockhampton Airport within the Aviation Services Department.

The internal structure of Rockhampton Airport remains within the legislative domain of the Chief Executive Officer (of Council), as determined by the *Local Government Act 2009*.

2.3 Community Service Obligations

The *Local Government Regulation 2012* Chapter 3 Section 24 defines a community service obligation as:

A community service obligation is an obligation the local government imposes on a business entity to do something that is not in the commercial interests of the business entity to do.

The Community Service Obligation (CSO) is to be treated as revenue for the activity of an amount equivalent to the cost of carrying out the obligation less any revenue arising from carrying out the obligation.

Council may direct Rockhampton Airport to use internal services over external services and to provide services where it is not in commercial interests to do so. In each of these cases an appropriate CSO will be paid by Council. The budgeted value of CSOs in 2017-18 is detailed in Appendix 1.

When additional CSOs are identified within the period of this Performance Plan the valuation of the CSO will be in accordance with Council resolution.

3. COUNCIL SERVICE PROVIDER RIGHTS AND RESPONSIBILITIES

3.1 Provision of Services

Council as the owner of the Rockhampton Airport, will be responsible for approving the strategic direction and broad policies for the business unit.

Council will be responsible for providing a number of support services to the Rockhampton Airport including:

- corporate governance support;
- corporate business systems;
- finance support services and systems;
- human resource services and systems;
- safety support services and systems;
- it services support and systems;
- procurement and tenders;
- records management support and systems;
- collection of revenue;
- supply of fleet and plant;

- Project Management; and
- Other miscellaneous support services (payroll, etc).

The above support services will be provided via Council's internal service providers under a Service Level Agreement. The Rockhampton Airport is required to use internal support services over external service providers.

Any disputes concerning the availability or cost of the internal service provider and the urgency of the task to be undertaken will be resolved by mutual agreement between the General Manager Aviation Services and the General Manager of the relevant Council department with Council's Chief Executive Officer as the final adjudicator in line with the intentions of the commercialisation aspects of the *Local Government Act 2009*.

Rockhampton Airport with the approval of the Chief Executive Officer may use an external service provider when the internal providers are unable to provide delivery within a reasonable timeframe or at a cost that is commercially competitive.

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

- providing Rockhampton Airport with management autonomy to operate and achieve outcomes set by Council, within the context of the management framework of Council, in line with legislation, and in accordance with the adopted Performance Plan;
- providing funding as agreed in budget;
- not unnecessarily withholding approvals; and
- not to expect non-commercial effort unless identified as a Community Service Obligation and appropriate funding provided.

3.2 Service Level Agreements

Service Level Agreements as listed below have been developed and implemented with internal Council service units that clarify the service and service standards to be delivered by both parties. The Service Level Agreement will facilitate continuous review and improvement of services provided to ensure best value is achieved.

Customer Service *	Workforce and Strategy *
Asset Services *	Records Management *
Fleet Services *	Local Laws *
Marketing and Engagement *	Civil Operations
Financial Services *	Engineering Services
Parks and Maintenance Support Services	Information Technology Services *
Procurement and Logistics *	

** these internal services are considered compulsory for Rockhampton Airport to utilise and will be subject to CSO funding if required.*

The level of service provided by internal service providers have been defined in service level agreements between Rockhampton Airport and the relevant sections. Parties will apply the following objectives in the development of these service level agreements.

The objectives to be applied are to:

- ensure, by way of a service level agreement, that formal trading arrangements exist between Rockhampton Airport, support services and internal suppliers;
- define the scope of internal services provided;
- define non-legally binding, obligations and performance requirements for internal suppliers and customers involved in an agreement;
- specify service standards including those related to quality and quantity;
- specify the timeframes and timeliness of services to be provided;
- ensure that internal suppliers progressively develop full cost pricing for service delivery; and
- Council's commitment to improve quality of internal service providers.

Furthermore, there is a commitment to continually improve the quality and cost of services provided by these internal units as stipulated by the Service Level Agreements.

3.3 Council's Commitment to Improve Quality of Internal Service Providers

In adopting this Performance Plan, Council recognises that the standard of service provided by Rockhampton Airport is heavily dependent upon Council's internal support service providers. There is a strong commitment by Council and its internal support service providers to deliver the quality of service required in accordance with the Service Level Agreements.

4. ROCKHAMPTON AIRPORT GENERAL RESPONSIBILITIES

4.1 General

Council requires Rockhampton Airport to carry out its undertakings in accordance with the requirements of the following:

- legislative obligations including the *Local Government Act 2009* and other state and federal legislation and subordinate regulation;
- Council policies and procedures; and
- this Performance Plan.

4.2 Levels of Service

Council have set desired levels of service in line with overall funding considerations and implications on the long term financial plan. Rockhampton Airport operates to provide target levels of service as part of longer term plans and these are as outlined in Appendix 2.

4.3 Customer Service

Rockhampton Airport is responsible for the contact and commitment with customers in accordance with its Customer Service Charter as per Appendix 3. Commercial customers will also have a formal contract with Council but the service will be provided by Rockhampton Airport on behalf of Council.

4.4 Delegated Authorities

The Rockhampton Airport's overall delegated authorities are in accordance with Section 260 of the *Local Government Act 2009*. Delegated authorities for specific Rockhampton Airport staff are included in Council's Register of Delegations.

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

4.5 Resource Allocation

With the approval of the Chief Executive Officer, the General Manager Aviation Services is responsible for determining:

- the appropriate mix of internal and external resources necessary to carry out the undertakings of the business (in accordance with Council's Enterprise Bargaining Agreement); and
- the most appropriate organisational structure for carrying out the undertakings of the business below the establishment of each of the broad management areas in accordance with Council's delegations.

4.6 Required Return

Council will identify a target rate of return and dividend it requires from Rockhampton Airport operational activities. This Performance Plan has been developed on the basis that one of the outcomes is to deliver the required returns for Council adoption.

Rockhampton Airport will be, as far as possible, responsible for driving performance improvements to ensure target dividends are returned. Should Rockhampton Airport consider that by realising the dividend service levels it will be unduly impacted, a case is

to be made for presentation to Council to reconsider the position (for example, pricing).

4.7 Capital Works

Rockhampton Airport will deliver aeronautical and non-aeronautical related capital works in line with Council approved budgets and programs of work.

An indicative five year rolling program is proposed as part of future Performance Plans with one to three years considered to be firm. This rolling program incorporates new works identified in the Priority Infrastructure Plan, strategic initiatives and upgrade/replacement works identified in the adopted Asset Management Plans (AMPs).

4.8 Dealing with External Parties

Rockhampton Airport will represent Council on relevant industry groups and working parties. Rockhampton Airport will provide advice and recommendations for future planning reliability. Issues requiring involvement of the Chief Executive Officer and/or Mayor will be facilitated as required.

4.9 Compliance and Regulatory Reporting

Council is the registered airport provider with ultimate responsibility for compliance in service delivery.

Rockhampton Airport will be responsible for managing the day to day requirements of Council's responsibilities under various licences and will be responsible for preparing all relevant regulatory reports.

4.10 Purchasing of Materials and Services and Disposal of Assets

Rockhampton Airport is bound by Council's purchasing, procurement and asset disposal policies.

5. ORGANISATIONAL STRUCTURE

Council has approved the following organisational structure as appropriate for delivering its objectives as set out in the Corporate and Operational Plans.



6. KEY STRATEGIES

Rockhampton Airport's key strategies for the 2017-18 financial year are set out in Council's 2017-18 Operational Plan.

7. BUSINESS ACTIVITIES

7.1 Reporting to Council, Customers and Agencies

Reporting to Council

Rockhampton Airport will report to Council through whatever forum the Council decides from time to time.

Reporting to Customers

The *Local Government Act 2009* requires that an annual statement on the operations of the commercialised business unit for the preceding financial year is given to the Local Government and included in the Local Government's Annual Report. Rockhampton Airport will provide the following information to Council on its annual performance:

- Information to enable an informed assessment of the operations of Rockhampton Airport including a comparison with its Annual Performance Plan.
- Particulars of any amendments made to its Annual Performance Plan in the financial year.
- Particulars of any directions to Rockhampton Airport during the financial year (including directions about any CSOs to be carried out); and
- Particulars of the impact that any changes to its Annual Performance Plan may have had on Rockhampton Airport's financial position and operating surplus/deficit.

Council is required to satisfy the requirements set out in the *Local Government Act 2009* and the *Local Government Regulation 2012*. Rockhampton Airport will provide Council with the necessary information pertaining to Rockhampton Airport undertakings to enable it to comply with this requirement.

Reporting

The Rockhampton Airport will prepare a monthly report to Council on its operations in accordance with the agreed format after the end of each month or other time as agreed with Council.

The report will generally include the following:

- manager's overview;
- performance against the adopted Customer Service Standards;
- financial performance against budget;
- compliance matters;
- safety management;
- environmental management; and
- any amendments proposed to this plan.

Other matters to be reported as required are:

- risk management and strategic planning;
- expenditure requirements greater than the delegation of the Chief Executive Officer;
- exceptional circumstances and issues affecting policy;
- new statutory, regulatory and other information to facilitate informed policy making;
- policies and future directions requiring Council endorsement; and
- benchmarking of Rockhampton Airport activities to state and/or nationally recognised published standards.

Annual Reporting

Rockhampton Airport will comply with the *Local Government Regulation 2012* and provide an annual statement on its operations for the preceding financial year to Council for inclusion in the Local Government's Annual Report. Rockhampton Airport will provide the following information on its annual performance:

- Information to enable an informed assessment of the operations of Rockhampton Airport including a comparison with its Annual Performance Plan;
- Particulars of any amendments made to its Annual Performance Plan in the financial year;
- Particulars of the impact that any changes to its Annual Performance Plan may have had on Rockhampton Airport's financial position; operating surplus/deficit and prospects; and
- Particulars of any directions given to Rockhampton Airport, by Council, during the financial year (including directions about any CSOs to be carried out).

The Annual Statement will include all matters included in the monthly report as well as the following financial indicators.

Item	2017-18 Target
Operating surplus ratio	23.4%
Interest coverage ratio	N/A
Asset sustainability ratio	118.0%
Gross revenue	\$16,012,172
Earnings before Interest, Tax, Depreciation and Amortisation (EBITDA)	\$6,632,504
Competitive neutrality ratio (% of gross revenue)	5.4%
Depreciation ratio	18.4%
Total written down asset value	\$94,481,743
Return on assets	2.8%

Commentary

Operating surplus ratio is an indicator of the extent to which revenues raised cover operational expenses only or are available for capital funding purposes or other purposes. A positive result indicates that surplus revenue is available to support the funding of capital expenditure, offset past or future operating deficits or used to reduce current debt levels. This positive result shows that the Rockhampton Airport is raising enough revenue to meet its operating expenditure.

Interest coverage ratio is an indicator of the extent to which operating results (before interest and depreciation) are committed to funding interest expense on current loan borrowings and leases. The Rockhampton Airport currently does not have any loan borrowings and this ratio does not apply.

Asset sustainability ratio is an indication of the extent to which the infrastructure

assets are being replaced as they reach the end of their useful lives. The Department of Infrastructure, Local Government and Planning (DILGP) target is greater than 90% per annum (on average over the long-term). Rockhampton Airport in 2017-18 is sufficiently replacing or renewing existing infrastructure assets as they reach the end of their useful life.

EBITDA is a measure of profitability used as comparison within and across industry and is net income with interest, taxes, depreciation and amortisation added back to it. It eliminates the effects of financing and accounting decisions. It is a useful measure of profitability for business with large amounts of assets and/or debt. This shows the funds the Rockhampton Airport has available to fund interest payments and principle repayments on loans and can be used to acquire debt leverage.

Competitive neutrality ratio measures the extent to which operating revenues are committed to competitive neutrality adjustments such as tax equivalents and return to Council. Rockhampton Airport is contributing 5.4% of its operating revenues to Council's general fund, i.e. for every dollar of operating revenue earned the Rockhampton Airport returns to Council 5.4 cents.

Depreciation ratio indicates the extent to which operating revenues are committed to funding depreciation. Rockhampton Airport depreciation is 18.4% of its operating revenues i.e. for every dollar of operating revenue earned, Rockhampton Airport requires 18.4 cents to fund asset renewal.

Return on assets is an indicator of how profitable a business is relative to its total assets. ROA tells you what earnings were generated from invested capital (assets). It gives investors an idea of how effectively the company is converting the money it has to invest into net income. The higher the ROA number, the better, because the company is earning more money on less investment. The Rockhampton Airport's return on assets indicates that it is generating sound earnings from its investment in capital. Rockhampton Airport is generating net income of 2.8 cents for every dollar of investment in non-contributed assets.

Rockhampton Airport will generate indicators as required which are measured annually for collation by State Government Agencies as part of the state wide annual comparative data collection process and any other aviation reporting requirement.

7.2 Customer Service

Customer Service Standards

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

- customer feedback;
- analysis of services provided by other water authorities; and
- continuity of services provided.

Information on Rockhampton Airport's customer service standards will be provided through customer service centres and on its web page.

When delivering aviation services Rockhampton Airport recognises that customers are entitled to be guaranteed of a certain level of service.

Customer Contact

Rockhampton Airport will be responsible for customer contact relating to all aviation matters either directly or via Service Level Agreements with other relevant departments of Council.

7.3 Risk Management

The Rockhampton Airport will identify, assess and manage risks in relation to business risk, major asset failure and interruption to supply or delivery in accordance with Council's Risk Management Framework.

7.4 Policy Compliance

Rockhampton Airport shall be bound by Council's corporate policies and procedures until such time that Rockhampton Airport develops specific policies and procedures that improve its performance. Any such policies and procedures are subject to the proposed policy complementing the Council policy direction and the approval process.

8. ASSETS

8.1 Asset Management

Rockhampton Airport is devolved responsibility for the aeronautical and non-aeronautical assets owned by Council that are required to allow it to operate as an airport service provider.

To align the business goals and objectives with the assets, Rockhampton Airport will maintain information on the assets and quantify the regulated asset base for the purpose of deriving revenue requirements and developing pricing proposals for Council adoption.

Rockhampton Airport will minimise the whole-of-life cost whilst achieving the desired levels of service required by Council. Rockhampton Airport will prepare and maintain an AMP in line with Council's Long Term Asset Management Plan and Long Term Financial Plan.

Rockhampton Airport will manage assets to minimise the whole-of-life cost whilst achieving the desired levels of service. To achieve this objective the following are undertaken:

- maintaining detailed asset registers;
- maintaining asset valuations and depreciation schedules for the purpose of allowing Council to report externally in accordance with provisions of the *Local Government Act 2009*, the *Local Government Regulation 2012*, and the Australian Accounting Standards Board; and
- detailed planning, design and construction of new assets.

8.2 Asset Relationship

Under National Competition Policy guidelines, The Rockhampton Airport is required to maintain an appropriate return on these assets which is in turn paid as a dividend to Council after reserve requirements are met.

9. FINANCIAL MATTERS

9.1 Long Term Financial Strategy

The two tables contained within Appendix 4 provide the long term Operating Statement and Statement of Financial Position for Rockhampton Airport for the period 2017-18 to 2026-27.

9.2 Capital Structure

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

9.3 Funding Sources

The following are the funding sources for the Rockhampton Airport capital expenditure program:

Revenue

- Depreciation funding; and
- Existing operational funds.

Loans

Current liability/redemption (forecast closing as at 30 June 2018)	\$NIL
Total liability (forecast closing as at 30 June 2018)	\$NIL
2017-18 (proposed new loans)	\$NIL
Capital Expenditure for 2017-18 is approximately	\$3.9 million

9.4 Operational Budget

The operational budget as detailed in Council's Financial Strategic Plan is as follows:

Operating Revenue for 2017-18 is estimated to be \$16 million (inc CSOs) comprising:

Airport Fees	72.2%
Rent Revenue	13.9%
Commission Revenue	11.8%
Community Services Obligations and C.N.A's	1.7%
Other sources	0.4%

Operating expenditure including tax and return for 2017-18 is estimated to be \$13.4 million, comprising:

Operations Expense	69.6%
Depreciation	22.0%
Income tax and Dividends	8.4%



10. FINANCIAL POLICIES

10.1 Accounting

Financial statements are prepared in accordance with all Australian Accounting Standards, Australian Accounting Interpretations and other pronouncements issued by the Australian Accounting Standards Board. They also comply with the requirements of the *Local Government Act 2009* and the *Local Government Regulation 2012*. Financial statements are prepared under the historical cost convention except for the revaluation of certain non-current assets.

10.2 Asset Depreciation

The calculation of asset depreciation for external reporting and tax purposes shall be in accordance with the *Local Government Regulation 2012*, AASB 116 – Property, Plant and Equipment Accounting Standard, Australian Accounting Standards Board and the Local Government Tax Equivalent Manual, respectively.

Depreciation is calculated annually and effectively creates a cash backed source of funds available to fund Rockhampton Airport's infrastructure replacement works. Other sources of funds for capital expenditure may arise from grants and subsidies, loan borrowings and other reserves.

Rockhampton Airport accumulates any unspent depreciation funds for the future capital renewal of assets to either maintain or reinstate their service potential.

10.3 Taxation

Rockhampton Airport is required to pay the following taxes, either to Council or via Council to the relevant government agencies:

1. Commonwealth taxes including, fringe benefits and GST;
2. State taxes, specifically payroll tax; and
3. All remaining taxes as tax equivalents directly to Council. These tax equivalents shall include:
 - income tax;
 - land tax; and
 - stamp duty.

10.4 Treatment of Surpluses/Losses

In accordance with Council resolution, after the required Return on Assets and Income Tax Equivalents have been forwarded to Council each year, any remaining surplus/loss will be held by the Rockhampton Airport.

10.5 Borrowing Policy

Section 104 of the *Local Government Act 2009* requires a local government to have a financial management system, and this system must have a long term financial forecast and included within this system a debt policy. Section 192 of the *Local Government Regulation 2012* provides that a Council must prepare a debt policy each financial year and that the policy must state:

- new borrowings planned for the current financial year and the next nine financial years; and
- the time over which it is planned to repay existing and new borrowings.

Rockhampton Airport's AMP Financial Strategy identifies new capital expenditure over the 10 year planning horizon providing the basis for future borrowings.

The following principles underlie Rockhampton Airport's Borrowing Policy:

- loans will only be used for capital expenditure; and
- long term capital works and borrowing strategies will be reviewed on a yearly basis and any necessary adjustments made, but any changes will be in line with the financial plan adopted by Council.

Where Rockhampton Airport requires debt financing, Council will raise funds for Rockhampton Airport. Council will make explicit the terms and conditions of all funds raised for Rockhampton Airport, having due regard to Council's determination on Rockhampton Airport's capital structure. Rockhampton Airport will be responsible for managing this debt and use Council's services where necessary to assist in this regard.

11. PRICING AND REVENUE COLLECTION

11.1 Revenue Target

Consideration will be given to the following principles when setting the revenue targets for the financial year:

- full cost recovery including required rate of return;
- elimination of cross subsidies;
- economic, asset and ecological sustainability; and
- transparency in pricing regarding CSOs.

Rockhampton Airport will actively work with Council to maximise the realisation of the above principles.

11.2 Revenue Collection

Rockhampton Airport in conjunction with Council's Finance department is responsible for revenue collection for the provision of aeronautical and non-aeronautical services.

11.3 Recovery for Damage to Infrastructure

Rockhampton Airport will recover compensation for third party damage to Rockhampton Airport infrastructure.

12. FINANCIAL STATEMENTS

The *Local Government Regulation 2012* requires that Rockhampton Airport must provide to Council an annual statement of operations and this statement must be included in Council's Annual Report.

13. REVIEW OF PERFORMANCE PLAN

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

This Plan is to be reviewed and amendments made where necessary on a quarterly basis. Such a review or amendment of the plan should be as a result of the following:

- reviewing Rockhampton Airport's actual performance and the reasonableness of the performance targets or standards set as part of the plan;
- resolution of any of the matters referred to in the plan as being unresolved; and
- any new direction of Council in relation to the overall strategic direction of the Rockhampton Airport.



APPENDIX 1: COMMUNITY SERVICE OBLIGATIONS

Community Service Obligations (CSO) are the activities required by Council that are not in the Rockhampton Airport's commercial interests to perform and do not arise because of an accountability for performance, or competitive neutrality.

CSOs have been identified and adopted by Council for 2017-18 in the following areas. These CSOs will be funded by a contribution from Council to Rockhampton Airport.

Description	Amount
Royal Flying Doctors Service, Capricorn Rescue Helicopter Service and Patient car parking waiver	\$ 239,603
Total (proposed in 2017-18)	\$ 239,603

CSOs as identified and adopted by Council will be funded by a contribution from Council to the Rockhampton Airport. This section of the Performance Plan will be updated as required to reflect any CSOs adopted.

It should be noted however that the Rockhampton Airport makes an annual donation of landing fees and lease costs to the Royal Flying Doctors Service and the Capricorn Helicopter Rescue Service. This donation is in the form of waiving associated costs.



APPENDIX 2: PERFORMANCE TARGETS FOR QUARTERLY REPORTING

Non-Financial Performance Targets

Performance Indicator	Target
Passenger Numbers	0%
Aircraft Movements	0%
Bird Strikes	10 per quarter
Lost Time Days – workplace injuries	0
Reported Public Injuries on Airport Precinct	0
Customer Requests Actioned	100%
Airline Engagement Meetings	Quarterly
Military Exercise Briefings Attended	100%

Financial Performance Targets

Indicator	Target	Reporting Frequency
Operating Budget	Conduct all activities in accordance with required timelines and budget	Quarterly or when variations arise
Annual Revenue	Timely reporting of any significant variations to budget revenue and collection timing	Quarterly or when variations arise
Capital Works	Completion of capital program in accordance with adopted timeframe and budget (within 5%)	Quarterly or when variations arise

APPENDIX 3: ROCKHAMPTON AIRPORT CUSTOMER SERVICE CHARTER

Rockhampton Airport is owned and operated by Council. A key strategic objective for the Rockhampton Airport is for customers to expect and receive a high level of customer service throughout their travel experience.

Rockhampton Airport leverages its relationship with Council to provide guidance and direction in relation to the service of its customers.

Council is committed to service excellence and monitors its service to ensure that it meets the standards set out in this Service Charter.

Rockhampton Airport has several groups of customers, each with their specific needs and expectations. Some examples of customers include but are not limited to:

The General Public

- travellers (airline, bus, taxi and pedestrian);
- people meeting or assisting travellers; and
- people attending the Rockhampton Airport for other reasons.

Regional Partners

- government agencies and their personnel;
- local, regional and state development organisations;
- significant businesses; and
- visiting business people.

Business Partners

- airlines, their staff, contractors and representatives;
- lessees, licences and concessionaires, their staff, contractors and representatives;
- service agents and associated facilities maintenance personnel; and
- sales representatives.

WHAT CUSTOMERS CAN EXPECT:

Where possible we will resolve your enquiry at the first point of contact. We will aim for seven out of ten enquiries to be resolved by our Customer Service Officers.

Customer requests for service will be entered into Council's Request Management System on the same day that they are received.

WE ASK OUR CUSTOMERS TO:

- provide complete and accurate information;
- keep us informed of any changes to personal details;
- offer suggestions on service improvements; and

- seek appointments for complex enquiries.

FRONTLINE CUSTOMER SERVICE:

- You will be greeted in a friendly, professional manner.
- Wherever possible, a one stop service will be provided at the first point of contact.
- All enquiries will be processed accurately and efficiently by the Customer Service Officers.
- You will be afforded respect and courtesy.

ON THE TELEPHONE:

- Your call will be answered promptly.
- Staff will introduce themselves.
- Wherever possible, a one stop service will be provided at the first point of contact.
- We are conscious your time may be precious and we actively work to reduce call waiting times. Please note that in peak periods, delays are inevitable.

Please note: Our Call Centre system does allow you to either leave a contact telephone number or voice mail message. Both of these options are presented to you after 45 seconds. If you choose to take these options your place in the queue is retained and you will receive a call from a Customer Service Officer when your call would have reached the head of the queue.

IN WRITING:

- We will forward a letter, email or facsimile of reply within 10 working days of receiving your correspondence.
- We will forward an interim letter advising progress of correspondence if there is a delay in answering your enquiry.

RESPECT FOR YOUR PRIVACY:

We will respect and protect your personal information through our policies created under Right to Information and Privacy Legislation.

YOUR FEEDBACK:

We welcome and encourage feedback or suggestions and will take these into account to continually improve our levels of service on our path to customer service excellence.

RESPONSE and RESOLUTION TARGETS:

The following provides a summary of our target response and resolution times to your enquiries.

General Public

Service Enquiry	Target Response (working days)	Target Resolution (working hrs/days)
Carparking		
Disabled Access	Immediate	2 hours
Refunds/Equipment Failures	Immediate	5 days
General Enquiries	3 days	10 days
Operations		
Security Incidents	Immediate	4 days
Safety Incidents	Immediate	4 days
General Enquiries	3 days	10 days
Facilities		
Service Failures	Immediate	3 hours
General Enquiries	3 days	10 days
Commercial		
General Enquiries	3 days	10 days

Regional Partners

Service Enquiry	Target Response (working days)	Target Resolution (working hrs/days)
VIP Activities	Immediate	3 hours
Media/Time Critical Enquiries	Immediate	3 hours
General Information Requests	3 days	5 days

Business Partners

Service Enquiry	Target Response (working days)	Target Resolution (working hrs/days)
Operations		
Security Incidents	Immediate	4 days
Safety Incidents	Immediate	4 days
Operationally Sensitive Enquiries	Immediate	4 days
General Enquiries	3 days	10 days
Facilities		
Service Failures	Immediate	3 hours
Development Requests	3 days	30 days
General Enquiries	3 days	10 days
Commercial		
Operationally Sensitive Enquiries	Immediate	3 hours
Lease/Licence Enquiries	3 days	10 days
Development Proposals	3 days	30 days
General Enquiries	3 days	10 days

CUSTOMER FACILITIES:

Rockhampton Airport's carparks, access points and general terminal layout has been designed to provide a safe and efficient passenger experience for all airport customers.

Rockhampton Airport has published a Disability Access Facilitation Plan that explains the services and facilities available to assist customers with limited mobility or specialised requirements.

We will continue to participate and invest in the Queensland University of Technology's Airports of the Future international collaborative research project (<http://www.airportsofthefuture.qut.edu.au/>) to ensure that passenger facilitation continues to improve in line with contemporary customer service practices.

OPERATIONAL INFORMATION:

We will endeavour to communicate changes to our operations and our daily flight schedule via our web site (www.rrc.qld.gov.au) and Council's social network sites (Twitter and Facebook). In emergencies all external communication must be channelled through the Chair of the Local Disaster Management Group. In most instances, this will be the Mayor of Council.



APPENDIX 4: LONG TERM OPERATING AND FINANCIAL POSITION STATEMENTS

Statement of Comprehensive Income for Airport Business 2018 to 2027 (\$'000,s)

	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Income										
Revenue										
Operating revenue										
Fees and charges	11,571	11,918	12,276	12,644	13,024	13,414	13,817	14,231	14,658	15,098
Rental income	2,221	2,265	2,310	2,357	2,404	2,452	2,501	2,551	2,602	2,654
Interest received	55	61	158	150	156	110	219	184	109	113
Other income	2,165	2,210	2,255	2,302	2,349	2,398	2,447	2,498	2,549	2,602
Grants, subsidies, contributions and donations	-	-	-	-	-	-	-	-	-	-
Total operating revenue	16,012	16,454	16,999	17,452	17,932	18,373	18,984	19,464	19,918	20,467
Total revenue	16,012	16,454	16,999	17,452	17,932	18,373	18,984	19,464	19,918	20,467
Total income	16,012	16,454	16,999	17,452	17,932	18,373	18,984	19,464	19,918	20,467
Expenses										
Operating expenses										
Employee benefits	2,803	2,887	2,973	3,062	3,154	3,249	3,346	3,447	3,550	3,657
Materials and services	6,522	6,752	6,990	7,236	7,491	7,755	8,029	8,312	8,605	8,908
Finance costs	0	0	177	161	151	139	321	242	139	31
Depreciation and amortisation	2,946	3,060	3,166	3,225	3,279	3,379	3,489	3,569	3,660	3,676
Total operating expenses	12,271	12,699	13,306	13,684	14,076	14,522	15,186	15,570	15,954	16,271
Total expenses	12,271	12,699	13,306	13,684	14,076	14,522	15,186	15,570	15,954	16,271
Net result	3,741	3,756	3,693	3,768	3,856	3,851	3,798	3,894	3,964	4,195
Tax equivalents										
Net result before tax equivalents	3,741	3,756	3,693	3,768	3,856	3,851	3,798	3,894	3,964	4,195
Tax equivalents payable	1,122	1,121	1,096	1,117	1,144	1,139	1,113	1,126	1,124	1,169
Net result after tax equivalents	2,619	2,635	2,597	2,651	2,712	2,711	2,685	2,768	2,840	3,026
Total comprehensive income for the year	3,741	3,756	3,693	3,768	3,856	3,851	3,798	3,894	3,964	4,195
Operating result										
Operating revenue	16,012	16,454	16,999	17,452	17,932	18,373	18,984	19,464	19,918	20,467
Operating expenses	12,271	12,699	13,306	13,684	14,076	14,522	15,186	15,570	15,954	16,271
Operating result	3,741	3,756	3,693	3,768	3,856	3,851	3,798	3,894	3,964	4,195

Statement of Financial Position for Airport Business 2018 to 2027 (\$'000,s)

	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Assets										
Current assets										
Cash and cash equivalents	2,864	3,348	4,718	2,849	4,729	5,574	6,960	3,036	646	2,862
Trade and other receivables	1,720	1,767	1,810	1,865	1,916	1,969	2,017	2,078	2,135	2,194
Inventories	37	37	37	37	37	37	37	37	37	37
Other current assets	8	8	8	8	8	8	8	8	8	8
Total current assets	4,629	5,159	6,573	4,759	6,690	7,588	9,022	5,159	2,826	5,101
Non-current assets										
Property, plant & equipment	100,688	108,481	108,985	112,804	112,945	121,136	121,345	126,941	131,012	130,547
Other non-current assets	26	26	26	26	26	26	26	26	26	26
Total non-current assets	100,714	108,507	109,011	112,830	112,971	121,162	121,370	126,967	131,038	130,573
Total assets	105,343	113,666	115,584	117,589	119,661	128,749	130,392	132,126	133,864	135,673
Liabilities										
Current liabilities										
Trade and other payables	1,740	1,799	1,855	1,924	1,990	2,058	2,123	2,202	2,277	2,356
Borrowings	-	333	322	334	345	746	746	773	800	828
Provisions	307	307	307	307	307	307	307	307	307	307
Total current liabilities	2,047	2,439	2,484	2,565	2,642	3,111	3,176	3,282	3,385	3,490
Non-current liabilities										
Trade and other payables	-	-	-	-	-	-	-	-	-	-
Borrowings	-	5,676	5,354	5,020	4,675	10,940	10,194	9,421	8,621	7,793
Provisions	51	51	51	51	51	51	51	51	51	51
Total non-current liabilities	51	5,727	5,405	5,071	4,726	10,991	10,245	9,472	8,672	7,844
Total liabilities	2,098	8,166	7,889	7,636	7,368	14,102	13,421	12,753	12,056	11,334
Net community assets	103,245	105,501	107,695	109,953	112,292	114,648	116,971	119,373	121,808	124,339
Community equity										
Asset revaluation surplus	34,210	36,534	38,921	41,392	43,951	46,610	49,373	52,258	55,260	58,333
Retained surplus	69,035	68,967	68,774	68,561	68,341	68,038	67,599	67,114	66,547	66,006
Total community equity	103,245	105,501	107,695	109,953	112,292	114,648	116,971	119,373	121,808	124,339

FITZROY RIVER WATER 2017-2018 PERFORMANCE PLAN

OPERATIONAL PLAN 2017-2018



EXECUTIVE SUMMARY

Fitzroy River Water (FRW) is a commercial business unit of Rockhampton Regional Council (Council) and is charged with the responsibility as a water service provider to deliver water and sewerage services.

Under the provisions of the *Local Government Act*, on 9 June 2009, Council considered reform options for this business activity and adopted the option of commercialisation for its Type 2 water and sewerage business activity.

FRW provides water and/or sewerage services to the communities of Rockhampton, Gracemere and Mount Morgan. It is also a bulk drinking water supplier to Livingstone Shire Council.

This plan describes FRW's objectives and functions, commercialisation objectives, risk management objectives, community service obligations, customer service standards, reporting requirements, environmental management objectives, asset management objectives and financial policies.

This plan is required by Section 175 of the *Local Government Regulation 2012* (the Regulation) which states that:

1. there must be an annual performance plan for each commercial business unit;
2. a Local Government's operational plan must include the annual performance plan for each of its commercial business units; and
3. a performance plan may be amended at any time before the end of the financial year for which it is prepared.

Key financial and non-financial targets are detailed within this plan.

1. STRATEGIC DIRECTION

1.1 Vision, Mission, Values

Vision

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

Mission

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

Values Statement

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

Council Values and Behaviours

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

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

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

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

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

FRW will also conduct its activities having regard for the following:

- our people;
- public health;
- environment;
- customer service;
- business efficiency;
- integrity;
- quality and safety; and
- innovation.

1.2 Objectives

FRW will deliver all services relating to water and sewerage on behalf of Council in accordance with the parameters outlined within this Performance Plan and other documents as set by Council.

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

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

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

- provide high-quality, safe, reliable and cost-effective water and sewerage services;
- operate in an efficient and financially sustainable manner and provide Council with an appropriate rate of return;
- responsibly manage, improve and augment infrastructure;
- be responsive to customer needs;
- meet performance targets;
- optimise costs;
- protect the environment, encourage water conservation and effluent re-use; and
- undertake other commercial activities with a profit motive.

2. OPERATIONS

2.1 Nature and Scope of Activities

FRW is responsible for the operation and maintenance of water and sewerage assets totalling approximately \$555.9 million.

General functions of these assets include the storage and supply of raw water for urban, commercial and agricultural purposes, treating and distributing potable water for urban and industrial use and the collection, treatment and discharge of treated effluent or supply of recycled water. All opportunities for re-use will be investigated having regard for both economic and environmental drivers.

Broadly, the scope of FRW (as at 30 June 2018 unless otherwise stated) is as follows:

Operational Revenue	\$64.8 million
Operational Expenditure	\$35.6 million
Net Community Assets	\$558.6 million
Number of staff (as at 30/06/17)	105
Properties served* – Water (as at 30/06/16)	39,445
Properties served* – Sewerage (as at 30/06/16)	51,408
Water Treated	20,918ML
Sewage Treated	6,513ML
Barrage	1
Dams	1
Water Treatment Plants (providing full treatment)	2
Sewage Treatment Plants	5
Water Mains (including common services)	834.1km
Potable Water Supply Reservoirs	20
Water Pumping Stations and Bores	41
Sewer Mains	725.6
Sewerage Pumping Stations	54

** Not including vacant land*

2.2 Asset Protection Issues

The asset protection functions to be performed by FRW for Council include:

- building over sewers policy and compliance;
- permit to work process;
- infrastructure charges policy;
- drinking water quality management plan implementation and compliance;
- trade waste environmental management plan implementation and compliance;
- catchment management;
- dam safety management for the Mount Morgan No. 7 Dam;
- identification of illegal connections; and
- assessment of water and sewerage aspects of development applications.

2.3 Governance

The objectives of commercialisation are to improve overall economic performance and the ability of Council to carry out its responsibilities for good rule and government, establishing an efficient and effective commercial business unit and establishing a framework for operation and accountability of that unit.

To assist in satisfying the principles of commercialisation, it was considered that the commercial business unit, FRW, should be discretely identified in Council's corporate structure and with the mechanisms in place to ensure that it has the opportunity to meet its objectives. To facilitate this, the corporate structure has FRW within the Regional Services Department.

The internal structure of FRW remains within the legislative domain of the Chief Executive Officer (of Council), as determined by the *Local Government Act 2009*.

2.4 Community Service Obligations

The *Local Government Regulation 2012* Chapter 3 Section 24 defines a community service obligation as:

A **community service obligation** is an obligation the local government imposes on a business entity to do something that is not in the commercial interests of the business entity to do.

The Community Service Obligation (CSO) is to be treated as revenue for the activity of an amount equivalent to the cost of carrying out the obligation less any revenue arising from carrying out the obligation.

Council may direct FRW to use internal services over external services and to provide services where it is not in commercial interests to do so. In each of these cases an appropriate CSO will be paid by Council. The budgeted value of CSOs in 2017-18 is detailed in Appendix 1.

When additional CSOs are identified within the period of this Performance Plan the valuation of the CSO will be in accordance with Council resolution.

3. COUNCIL SUPPORT AND OBLIGATIONS

3.1 Provision of Services

Council as the owner of FRW, will be responsible for approving the strategic direction and broad policies for the Business Unit.

Council will be responsible for providing a number of support services to FRW including:

- corporate governance support;
- corporate business systems;
- financial support services;
- procurement and logistics support services;
- safety support services and systems;
- human resource services and systems;
- IT services support and systems;
- records management support and systems;
- collection of revenue and infrastructure charges;
- supply of fleet and plant; and
- other miscellaneous support services (payroll, etc).

The above support services will be provided via Council's internal service providers. FRW is required to use internal support services over external service providers.

Any disputes concerning the availability or cost of the internal service provider and the urgency of the task to be undertaken will be resolved by mutual agreement between the General Manager Regional Services and the General Manager of the relevant Council department with Council's Chief Executive Officer as the final adjudicator in line with the intentions of the commercialisation aspects of the *Local Government Act 2009*.

FRW with the approval of the Chief Executive Officer may use an external service provider when the internal providers are unable to provide delivery within a reasonable timeframe or at a cost that is commercially competitive.

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

- providing FRW with management autonomy to operate to achieve outcomes set by Council, within the context of the management framework of Council, in line with legislation, and in accordance with the adopted Performance Plan;
- providing funding as agreed in budget;
- not unnecessarily withholding approvals; and
- not to expect non-commercial effort unless identified as a Community Service Obligation and appropriate funding provided.

3.2 Service Level Agreements

Service Level Agreements as listed below have been developed and implemented with internal Council service units that clarify the service and service standards to be delivered by both parties. The Service Level Agreement will facilitate continuous review and improvement of services provided to ensure best value is achieved.

Customer Service *	Workforce and Strategy
Asset Services	Records Management *
Fleet Services	Local Laws
Marketing and Engagement	Civil Operations
Financial Services *	Engineering Services
Parks and Maintenance Support Services	Information Technology Services
Procurement and Logistics	

* these internal services are considered compulsory for FRW to utilise and will be subject to CSO funding if required.

The level of service provided by internal service providers have been defined in service level agreements between FRW and the relevant sections. Parties will apply the following objectives in the development of these service level agreements.

The objectives to be applied are to:

- Ensure, by way of a service level agreement, that formal trading arrangements exist between FRW, support services and internal suppliers;
- Define the scope of internal services provided;
- Define non-legally binding, obligations and performance requirements for internal suppliers and customers involved in an agreement;
- Specify service standards including those related to quality and quantity;
- Specify the timeframes and timeliness of services to be provided;
- Ensure that internal suppliers progressively develop full cost pricing for service delivery; and
- Council's commitment to improve quality of internal service providers.

Furthermore, there is a commitment to continually improve the quality and cost of services provided by these internal units as stipulated by the Service Level Agreements.

3.3 Council's Commitment to Improve Quality of Internal Service Providers

In adopting this Performance Plan, Council recognises that the standard of service provided by FRW is heavily dependent upon Council's internal support service providers. There is a strong commitment by Council and its internal support service providers to deliver the quality of service required in accordance with the Service Level Agreements.

4. FITZROY RIVER WATER'S GENERAL RESPONSIBILITIES

4.1 General

Council requires FRW to carry out its undertakings in accordance with the requirements of the following:

- legislative obligations including the *Local Government Act 2009* and other state and federal legislation and subordinate regulation;
- Council policies and procedures; and
- this Performance Plan.

While this Plan details FRW's specific responsibilities, the following section outlines the more generic requirements of the business unit.

4.2 Levels of Service

Council have set desired levels of service in line with overall funding considerations and implications on the long term financial plan. FRW operates to provide target levels of service as part of longer term plans and these are as outlined in Appendix 2.

4.3 Customer Service

FRW is responsible for the contact with, and commitment to, customers in accordance with Customer Service Standards (CSS). Commercial customers will also have a formal contract with Council but the service will be provided by FRW on behalf of Council.

4.4 Delegated Authorities

FRW's overall delegated authorities are in accordance with *Section 260* of the *Local Government Act 2009*. Delegated authorities for specific FRW staff are included in Council's Register of Delegations.

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

- barrage and dam;
- water treatment plants;
- water pumping stations;
- reservoirs;
- water mains;
- sewage treatment plants;
- sewerage pumping stations; and
- sewerage mains.

The above facilities may change from time to time, as resolved by Council, to meet the changing needs of the community and FRW will be responsible for managing and controlling the water and sewerage infrastructure that is in place at any given time.

A full list of delegations and authorisations is maintained in Council's Delegations Register including delegations as applicable according to the *Water Supply (Safety and Reliability) Act 2008*.

4.5 Resource Allocation

With the approval of the Chief Executive Officer, the Manager FRW is responsible for determining:

- the appropriate mix of internal and external resources necessary to carry out the undertakings of the business (in accordance with Council's Enterprise Bargaining Agreement); and
- the most appropriate organisational structure for carrying out the undertakings of the business below the establishment of each of the broad management areas in accordance with Council's delegations.

4.6 Required Return

Council will identify a target rate of return and dividend it requires from water and sewerage activities. This Performance Plan has been developed on the basis that one of the outcomes is to deliver the required returns for Council adoption.

FRW will be, as far as possible, responsible for driving performance improvements to ensure target dividends are returned. Should FRW consider that by realising the dividend service levels it will be unduly impacted, a case is to be made for presentation to Council to reconsider the position (for example, pricing).

4.7 Capital Works

FRW will deliver water and sewerage related capital works in line with Council approved budgets and programs of work.

An indicative five year rolling program is proposed as part of future Performance Plans with one to three years considered to be firm. This rolling program incorporates new works identified in the Priority Infrastructure Plan, strategic initiatives and upgrade/replacement works identified in the adopted Asset Management Plans (AMPs).

4.8 Dealing with External Parties

FRW will represent Council on relevant industry groups and working parties. FRW will provide advice and recommendations for future planning and/or water allocation reliability. Issues requiring involvement of the Chief Executive Officer and/or Mayor will be facilitated as required.

4.9 Compliance and Regulatory Reporting

Council is the registered water service provider with ultimate responsibility for compliance in service delivery.

FRW will be responsible for managing the day to day requirements of Council's responsibilities under various licences including the Resource Operations Licence, Environmental Authority approvals and will be responsible for preparing all relevant regulatory reports.

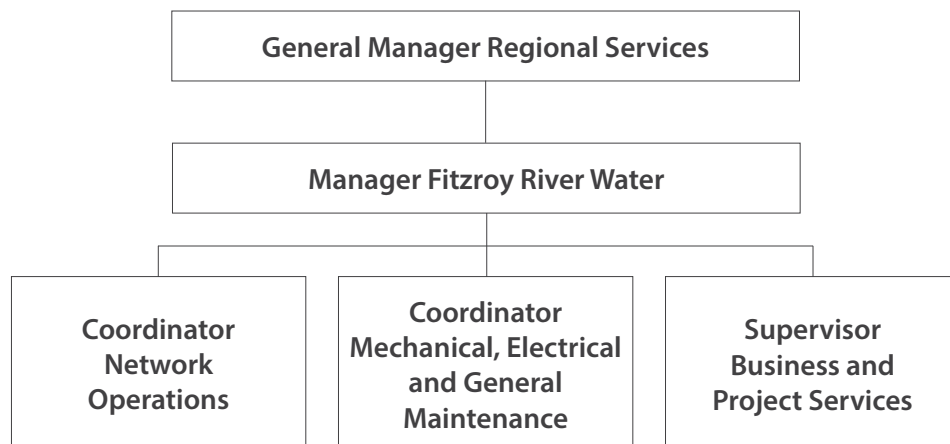
4.10 Purchasing of Materials and Services and Disposal of Assets

FRW is bound by Council's purchasing, procurement and asset disposal policies.



5. ORGANISATIONAL STRUCTURE

Council has approved the following organisational structure as appropriate for delivering its objectives as set out in the Corporate and Operational Plans.



6. KEY STRATEGIES

FRW's key strategies for the 2017-18 financial year are set out in the Council's 2017-18 Operational Plan.

7. BUSINESS ACTIVITIES

7.1 Reporting to Council, Customers and Agencies

Reporting to Council

FRW will report to Council through whatever forum Council decides from time to time but such reporting will be funded by CSO funding should it exceed commercial requirements.

Reporting to Customers

The *Local Government Act 2009* requires that an annual statement on the operations of the commercialised business unit for the preceding financial year is given to the Local Government and included in the Local Government's Annual Report. FRW will provide the following information to Council on its annual performance:

- information to enable an informed assessment of the operations of FRW

- including a comparison with its Annual Performance Plan;
- particulars of any amendments made to its Annual Performance Plan in the financial year;
- particulars of any directions to FRW during the financial year (including directions about any CSOs to be carried out); and
- particulars of the impact that any changes to its Annual Performance Plan may have had on FRW's financial position and operating surplus/deficit.

Council is required to satisfy the requirements set out in the *Local Government Act 2009* and the *Local Government Regulation 2012*. FRW will provide Council with the necessary information pertaining to the water supply and sewerage undertakings to enable it to comply with this requirement.

Quarterly Reporting

FRW will prepare a quarterly report to Council on its operations in accordance with the agreed format within one month after the end of each financial quarter or other time as agreed with Council.

The quarterly report will generally include the following:

- manager's overview;
- performance against the adopted Customer Service Standards;
- financial performance against budget;
- compliance matters;
- safety management;
- environmental management; and
- any amendments proposed to this plan.

Other matters to be reported as required are:

- risk management and strategic planning;
- expenditure requirements greater than the delegation of the Chief Executive Officer;
- exceptional circumstances and issues affecting policy;
- new statutory, regulatory and other information to facilitate informed policy making;
- policies and future directions requiring Council endorsement; and
- benchmarking of FRW activities to state and/or nationally recognised published standards.

Annual Reporting

FRW will prepare an annual report within one month after the auditor-general gives the audit report about the Local Government's financial statements for the end of the financial year, in accordance with the *Local Government Act 2009*, and additional information as required by the *Local Government Regulation 2012*.

The Annual Report will include all matters included in the quarterly report as well as the following financial indicators.

Item	2017-18 Target
Operating surplus ratio	45.0%
Interest coverage ratio	20 times
Asset sustainability ratio	93.8%
Gross revenue	\$64,829,686
Earnings before Interest, Tax, Depreciation and Amortisation (EBITDA)	\$44,944,896
Competitive neutrality ratio (% of gross revenue)	32.8%
Depreciation ratio	21.1%
Total written down asset value	\$555,866,645
Return on assets	5.2%

Commentary/Definitions

Operating surplus ratio is an indicator of the extent to which revenue raised covers operational expenses only or are available for capital funding purposes or other purposes. A positive result indicates that surplus revenue is available to support the funding of capital expenditure, offset past or future operating deficits or used to reduce current debt levels. This positive result shows that FRW is raising enough utility and other revenue to meet its operating expenditure.

Interest coverage ratio is an indicator of the extent to which operating results (before interest and depreciation) are committed to funding interest expense on current loan borrowings and leases. This large ratio indicates that FRW is able to cover current interest expense 20 times with available earnings and is not burdened by debt.

Asset sustainability ratio is an indication of the extent to which the infrastructure assets are being replaced as they reach the end of their useful lives. The Department of Infrastructure, Local Government and Planning (DILGP) target is greater than 90% per annum (on average over the long-term). FRW in 2017-18 is sufficiently replacing or renewing existing infrastructure assets as they reach the end of their useful life.

EBITDA is a measure of profitability used as comparison within and across industry and is net income with interest, taxes, depreciation and amortisation added back to it. It eliminates the effects of financing and accounting decisions. It is a useful measure of profitability for business with large amounts of assets and/or debt. It is a useful measure of profitability for business with large amounts of assets and/or debt. This shows the funds FRW has available to fund interest payments and principle repayments on loans and can be used to acquire debt leverage.

Competitive neutrality ratio measures the extent to which operating revenues are committed to competitive neutrality adjustments such as tax equivalents and return to Council. FRW is contributing 32.8% of its operating revenues to Council's general fund, i.e. for every dollar of operating revenue earned FRW returns to Council 32.8 cents.

Depreciation ratio indicates the extent to which operating revenues are committed to funding depreciation. FRW depreciation is 21.1% of its operating revenues i.e. for every dollar of operating revenue earned FRW requires 21.1 cents to fund asset renewal.

Return on assets is an indicator of how profitable a business is relative to its total assets. ROA tells you what earnings were generated from invested capital (assets). It gives investors an idea of how effectively the company is converting the money it has to invest into net income. The higher the ROA number, the better, because the company is earning more money on less investment. FRW's return on assets indicates that it is generating moderate earnings from its investment in capital. FRW is generating net income of 5.2 cents for every dollar of investment in non-contributed assets.

The Local Government Regulation 2012 requires that an annual statement on the operations of the commercialised business unit for the preceding financial year is given to the local government and included in the Local Government's Annual Report. FRW will provide the following information on its annual performance:

- information to enable an informed assessment of the operations of FRW including a comparison with its Annual Performance Plan;
- particulars of any amendments made to its Annual Performance Plan in the financial year;
- particulars of the impact that any changes to its Annual Performance Plan may have had on FRW's financial position; operating surplus/deficit and prospects; and
- particulars of any directions given to FRW, by Council, during the financial year (including directions about any CSOs to be carried out).

FRW will generate indicators as required which are measured annually for collation by State Government Agencies as part of the state wide annual comparative data collection process.

7.2 Customer Service

Customer Service Standards

FRW is determined to meet customer needs and provide quality services. Customer needs shall be evaluated by a variety of measures including, but not limited to stakeholder analysis and engagement through;

- customer feedback;
- analysis of services provided by other water authorities; and
- continuity of services provided.

Information on FRW's customer service standards will be provided through customer service centres and on its web page.

When delivering services such as water treatment, water supply and sewage treatment, FRW recognises that customers are entitled to be guaranteed of a certain level of service.

FRW's Customer Service Standards are detailed in Appendix 2.

Customer Contact

FRW will be responsible for customer contact relating to all water and sewerage matters either directly or via Service Level Agreements with other relevant Departments of Council.

7.3 Risk Management

FRW will undertake to identify, assess and manage risks in relation to business risk, major asset failure, interruption to supply or delivery and environmental risk in accordance with Council's Risk Management Framework.

7.4 Billing

Responsibility for processing water and sewerage billing will lie with Finance and Business Services; however, FRW will set the billing framework and provide metering information for the bills to be issued. The water consumption bills will bear the FRW branding.

7.5 Water and Sewerage Pricing

FRW will be required to submit forward pricing proposals with annual reviews in line with the rating process. FRW proposed pricing for water and sewerage are to be in line with Council's objectives.

7.6 Policy Compliance

FRW shall be bound by Council's corporate policies and procedures until such time that FRW develops specific policies and procedures that improve its performance. Any such policies and procedures are subject to the proposed policy complementing the Council policy direction and the approval process.

7.7 Treatment of Surpluses and Losses

Surpluses and losses after dividend and tax equivalents have been forwarded to Council and are to be retained in a Reserve for revenue fluctuations unless Council endorses an alternate treatment of such revenue.

7.8 Water Restrictions

FRW is required to prepare and monitor the Drought Management Plan and recommend when restrictions are required to be enforced.

Power to restrict water supply in response to drought will be the responsibility of the Mayor with emergency powers to restrict water supply being delegated to the Chief Executive Officer.

7.9 Environment

FRW is committed to providing its services in a manner which will value and protect the urban, rural, riverine and marine environment for the present and future residents and visitors to the Rockhampton Region.

Responsible management of environmental issues is an essential part of achieving business objectives.

Accordingly, FRW will conduct activities in ways which will:

- continually improve awareness and management of environmental risks and avoid, reduce and control pollution from operations;
- comply with environmental legislation, regulation and licence standards for all operations and environmentally relevant activities; and
- promote waste minimisation, water conservation and energy management within operations.

FRW is responsible for meeting Council's obligations under the *Environmental Protection Act* relating to the delivery of water and sewerage services. This responsibility shall include negotiating any new licences or amendments to existing licences, managing the licence and reporting to the Environmental Protection Agency on performance against the licence requirements.

FRW is also responsible for compliance with the Environmental Authority for sewage effluent management and water treatment plant discharge management.

FRW will investigate options for the re-use of treated effluent water from both an environmental and economic perspective.

7.10 Contracts of Supply

FRW will maintain contracts for storage of water allocation holders behind the Fitzroy River Barrage in accordance with the Resource Operations Plan. Council has not devolved management rights of the 50,383ML water allocation held behind the Fitzroy River Barrage to FRW nor the allocations for Mount Morgan No. 7 Dam and Fletchers Creek; however, FRW will deal commercially with these allocations as requested on

Council's behalf.

Contracts of supply will be developed and/or maintained with all customers outside of Council adopted water areas as defined in the *Water Supply (Safety and Reliability) Act 2008*.

8. ASSETS

8.1 Asset Management

FRW is devolved responsibility for the water and sewerage assets owned by Council that are required to allow it to operate as a Water Service Provider.

To align the business goals and objectives with the assets, FRW will maintain information on the assets and quantify the regulated asset base for the purpose of deriving revenue requirements and developing pricing proposals for Council adoption.

FRW will minimise the whole-of-life cost whilst achieving the desired levels of service required by Council. FRW will prepare an AMP in line with Council's Long Term Asset Management Plan and Long Term Financial Plan.

FRW will manage assets to minimise the whole-of-life cost whilst achieving the desired levels of service. To achieve this objective the following are undertaken:

- maintaining detailed asset registers;
- maintaining asset valuations and depreciation schedules for the purpose of allowing Council to report externally in accordance with provisions of the *Local Government Act 2009*, the *Local Government Regulation 2012*, and the Australian Accounting Standards Board; and
- detailed planning, design and construction of new assets.

8.2 Asset Relationship

Under National Competition Policy guidelines and the COAG reform agenda, FRW is required to maintain an appropriate return on these assets which is in turn paid as a dividend to Council after reserve requirements are met.

8.3 New Works and Strategic Initiatives

Council is responsible for Land Use Planning. FRW will identify the required needs for water and sewerage infrastructure based on that planning.

FRW will maintain information on and models of existing infrastructure that will be utilised to allow high level analysis of options for meeting future demands on services to be carried out.

8.4 Contributed Assets

FRW will be responsible for ensuring contributed assets meet the purpose for which those assets were intended.



9. FINANCIAL MATTERS

9.1 Long Term Financial Strategy

The two tables contained within Appendix 3 provide the long term Operating Statement and Statement of Financial Position for FRW for the period 2017-18 to 2026/27.

9.2 Capital Structure

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

9.3 Funding Sources

The following are the funding sources for the water supply and sewerage capital expenditure program:

Revenue

- loan borrowings, with repayments made from depreciation;
- developer contributed headworks funding;
- existing operational funds;
- depreciation funding;
- CSOs provided by Council; and
- State and Federal Government grants and subsidies.

Loans

Current liability/redemption (forecast closing as at 30 June 2018)	\$6.2 million
Total liability (forecast closing as at 30 June 2018)	\$36.8 million
2017-18 (proposed new loans)	\$NIL

Grants and Subsidies

Total	\$6.6 million
Capital Expenditure for 2017-18 is approximately	\$18.6 million

9.4 Operational Budget

The Operational Budget as detailed in Council's Financial Strategic Plan is as follows:

Operating Revenue for 2017-18 is estimated to be \$64.8 million (inc. CSOs) comprising:

Water and Sewerage Rates and Charges	89.9%
Bulk Water Sales	5.8%
Fees and Charges	2.0%
Private and Recoverable Works	0.6%
Community Services Obligations and CNA's	0.9%
Interest Received from Investments	0.4%
Other sources	0.4%

Operating expenditure including tax and return for 2017-18 is estimated to be \$57.0 million, comprising:

Management and Administration	5.5%
Operations and Maintenance Expense	20.6%
Corporate Overheads	7.9%
Depreciation	24.0%
Loan Interest	4.0%
Tax Equivalents and Dividends	38.0%

10. FINANCIAL POLICIES

10.1 Accounting

Financial statements are prepared in accordance with all Australian Accounting Standards, Australian Accounting Interpretations and other pronouncements issued by the Australian Accounting Standards Board. They also comply with the requirements of the *Local Government Act 2009* and the *Local Government Regulation 2012*. Financial statements are prepared under the historical cost convention except for the revaluation of certain non-current assets.

10.2 Asset Depreciation

The calculation of asset depreciation for external reporting and tax purposes shall be in accordance with the *Local Government Regulation 2012*, AASB 116 – Property, Plant and Equipment Accounting Standard, Australian Accounting Standards Board and the Local Government Tax Equivalent Manual, respectively.

Depreciation is calculated annually and effectively creates a cash backed source of funds available to fund FRW's infrastructure replacement works. Other sources of funds for capital expenditure include grants and subsidies, loan borrowings and other reserves.

FRW accumulates any unspent depreciation funds for the future capital renewal of water supply and sewerage assets to either maintain or reinstate their service potential.

10.3 Taxation

FRW is required to pay the following taxes, either to Council or via Council to the relevant government agencies:

1. Commonwealth taxes including, fringe benefits and GST;
2. State taxes, specifically payroll tax; and
3. All remaining taxes as tax equivalents directly to Council. These tax equivalents shall include:
 - income tax;
 - land tax; and
 - stamp duty.

10.4 Treatment of Surpluses / Losses

In accordance with Council resolution, after the required Return on Assets and Income Tax Equivalents have been forwarded to Council each year, any remaining surplus/loss will be held in FRW Retained Earnings unless specifically required to be held in a Recurrent or Capital Reserve. The Capital Reserve will be solely used for capital works expenditure to improve system reliability. The amounts to be transferred to each reserve will be detailed at the time of the transfer to the applicable reserve.

10.5 Borrowing Policy

Section 104 of the *Local Government Act 2009* requires a local government to have a financial management system, and this system must have a long term financial forecast and included within this system a debt policy. Section 192 of the *Local Government Regulation 2012* provides that a Council must prepare a debt policy each financial year and that the policy must state:

- new borrowings planned for the current financial year and the next nine financial years; and
- the time over which it is planned to repay existing and new borrowings.

FRW's AMP Financial Strategy identifies new capital expenditure for water and sewer projects over the ten year planning horizon providing the basis for future borrowings.

The following principles underlie FRW's Borrowing Policy:

- loans will only be used for capital expenditure; and
- long term capital works and borrowing strategies will be reviewed on a yearly basis and any necessary adjustments made, but any changes will be in line with the financial plan adopted by Council.

Where FRW requires debt financing, Council will raise funds for FRW. Council will make explicit the terms and conditions of all funds raised for FRW, having due regard to Council's determination on FRW's capital structure. FRW will be responsible for managing this debt and use Council's services where necessary to assist in this regard.

11. PRICING AND REVENUE COLLECTION

11.1 Responsibility for Price Setting

While it is Council's responsibility for price setting, the State Government has applied State-based prices oversight legislation to Local Government business activities. On 29 June 2002, the State Government acting on the Queensland Competition Authority's recommendation, has declared the water and sewerage services of the largest 18 local government's (nominated Councils) water and sewerage businesses as Monopoly Business Activities under section 19 of the *Queensland Competition Authority Act 1997* FRW falls within this criteria.

11.2 Revenue Target

Consideration will be given to the following principles when setting the revenue targets for the financial year:

- full cost recovery including required rate of return;
- elimination of cross subsidies;
- economic, asset and ecological sustainability; and
- transparency in pricing regarding CSOs.

FRW will actively work with Council to maximise the realisation of the above principles.

11.3 Revenue Collection

FRW in conjunction with Council's Finance department is responsible for revenue collection for the provision of water and sewerage services. Billing and debt management is the responsibility of Finance.

11.4 Recovery for Damage to Infrastructure

FRW will recover compensation for third party damage to water and sewerage infrastructure.

12. FINANCIAL STATEMENTS

The *Local Government Regulation 2012* requires that FRW must provide to Council an annual statement of operations and this statement must be included in Council's Annual Report.

12.1 Review Of Performance Plan

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

This Plan is to be reviewed and amendments made where necessary on a quarterly basis. Such a review or amendment of the plan should be as a result of the following:

- reviewing FRW's actual performance and the reasonableness of the performance targets or standards set as part of the plan;
- resolution of any of the matters referred to in the plan as being unresolved; and
- any new direction of Council in relation to the overall strategic direction of FRW.



APPENDIX 1: COMMUNITY SERVICE OBLIGATIONS

Community Service Obligations (CSOs) arise when a government specifically requires a public enterprise to carry out activities relating to outputs or inputs which it would not elect to do on a commercial basis or, alternatively, would only provide at higher prices or via some other form of compensation. CSOs are to be funded by the general fund.

FRW CSOs have been identified in the following areas. FRW have identified \$400,703 as CSOs during the 2017-18 financial year.

WATER

Sporting Bodies Water Access and Consumption \$20,242

SEWERAGE

Combined Line Charges (expenses) \$100,367

Combined Lines and Raising Access Chambers Capital \$102,000

Raising Access Chambers \$102,000

Sporting Bodies Sewerage Access \$76,094

TOTAL (proposed in 2017-18) \$400,703

The following Community Service Obligations will be funded by a contribution from Council to FRW.

Water	Objective
Other Rate Remissions	Council upon review of applications, at times grants remissions for Water Charges. These amounts are then claimed as a CSO by FRW.
Sporting Bodies Rate Remissions	Council upon review of applications, at times grants remissions for Water Charges. These amounts are then claimed as a CSO by FRW. Refer to Council Rate Rebates and Remissions Policy.
Undetected Leak Rebates	A resolution dated 23 May 2017 states that the implementation of the Undetected Leak Rebate Policy for both residential and commercial customers be identified as a CSO to the amount of \$110,000 per annum.
Sewerage	Objective
Combined Line Charges (expenses)	A resolution dated 22 June 1999 states that Council continue its current policy of maintaining combined line house drains and fund all such work carried out by FRW as a Community Service Obligation.
Combined Line Charges (capital)	Further to the above resolution regarding the maintenance of combined Lines, FRW has begun a full replacement program of these assets. As a result the cost of the replacing of these Combined Lines also constitutes a Community Service Obligation and the full cost incurred is claimed.
Raising Access Chambers (capital)	A resolution dated 29 May 2000 states that FRW carries out the raising of sewerage manholes and claims this as a community service obligation.
Sporting Bodies Rate Remissions	Council upon review of applications, at times grants remissions for Sewerage Charges. These amounts are then claimed as a CSO by FRW. Refer to Council Rate Rebates and Remissions Policy.
Other Rate Remissions	Council upon review of applications grants remissions for Sewerage Charges. These amounts when remitted are then claimed as a CSO by FRW.



APPENDIX 2: PERFORMANCE TARGETS FOR QUARTERLY REPORTING

Customer Service Standards – Rockhampton Regional Council

Non-Financial Performance Targets

Customer Service Standards

Water - Day to Day Continuity

CSS Reference	Performance Indicator	Potable Water Schemes	
		Rockhampton and Gracemere Water Supply Scheme	Mt Morgan Water Supply Scheme
CSS1	Extent of unplanned interruptions – connections based (no. per 1,000 connections per year)	< 80	< 80
CSS2	Extent of unplanned interruptions – incidents based (no. per 100 km of main per year)	< 30	< 30
CSS3	Time for restoration of service - unplanned interruptions (% restored within 5 hours)	> 90%	> 90%
CSS4	Customer interruption frequency: 1 interruption per year 2 interruptions per year 3 interruptions per year 4 interruptions per year 5 or more interruptions per year	12% 2% 1% 0.5% 0.25%	12% 2% 1% 0.5% 0.25%
CSS5	Relative incidence of planned and unplanned interruption incidents (% of planned versus total number of interruptions)	> 30%	> 30%
CSS6	Average interruption duration - planned and unplanned (hours)	3 hours	3 hours
CSS7	Response time Priority 1 – 1 hour response Priority 2 – 2 hours response Priority 3 – 24 hours response	95% 95% 95%	95% 95% 95%
	Restoration time Priority 1 – 5 hours restoration Priority 2 – 24 hours restoration Priority 3 – 5 days restoration	95% 95% 95%	95% 95% 95%

Adequacy and Quality of Normal Supply of Water Supply

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

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

Long Term Continuity of Water Services

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

Effective Transportation of Sewage

CSS Reference	Performance Indicator	Rockhampton and Gracemere Sewerage Scheme	Mt Morgan Sewerage Scheme
CSS17	Sewage overflows – total (number per 100 km main)	< 30	< 10
CSS18	Sewage overflows to customer property (number per 1,000 connections)	< 10	< 5
CSS19	Odour complaints (number per 1,000 connections)	< 1	< 1
CSS20	Response time Priority 1 – 1 hour response Priority 2 – 2 hours response Priority 3 – 24 hours response	> 95%	> 95%
	Restoration time Priority 1 – 5 hours restoration Priority 2 – 24 hours restoration Priority 3 – 5 days restoration	> 95%	> 95%

Long Term Continuity of Sewerage Services

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

Customer Service

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

Financial Performance Targets

Indicator	Target	Reporting Frequency
RRC Operational Plan	Initiatives successfully completed by year end	Quarterly
Operating Budget	Conduct all activities in accordance with required timelines and budget	Quarterly or when variations arise
Annual Revenue	Timely reporting of any significant variations to budget revenue and collection timing	Quarterly or when variations arise
Capital Works	Completion of capital program in accordance with adopted timeframe and budget (within 3%)	Quarterly or when variations arise

Reference Code

NR – not relevant; this indicator is not relevant to the scheme.



APPENDIX 3: LONG TERM OPERATING AND FINANCIAL POSITION STATEMENTS

Statement of Comprehensive Income for FRW Water and Sewerage Business 2018 to 2027 (\$'000,s)

	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Income										
Revenue										
Operating revenue										
Net rates, levies and charges	58,287	60,619	62,740	64,936	67,209	69,561	71,996	74,516	77,124	79,823
Fees and charges	1,291	1,329	1,369	1,410	1,453	1,496	1,541	1,587	1,635	1,684
Rental income	281	286	292	298	304	310	316	322	329	335
Interest received	240	918	1,053	1,220	1,318	1,407	1,648	2,114	2,673	3,233
Sales revenue	4,152	4,256	4,362	4,471	4,583	4,697	4,815	4,935	5,059	5,185
Other income	580	595	609	625	640	656	673	689	707	724
Grants, subsidies, contributions and donations	-	-	-	-	-	-	-	-	-	-
Total operating revenue	64,830	68,003	70,426	72,960	75,506	78,128	80,989	84,164	87,526	90,985
Capital revenue										
Grants, subsidies, contributions and donations	6,600	1,589	1,629	2,585	2,649	2,715	2,783	2,853	2,924	2,997
Total revenue	71,430	69,592	72,055	75,545	78,155	80,843	83,772	87,017	90,450	93,982
Total income	71,430	69,592	72,055	75,545	78,155	80,843	83,772	87,017	90,450	93,982
Expenses										
Operating expenses										
Employee benefits	6,830	7,035	7,246	7,463	7,687	7,918	8,155	8,400	8,652	8,912
Materials and services	12,814	13,263	13,728	14,209	14,708	15,223	15,757	16,309	16,881	17,473
Finance costs	2,300	1,961	1,585	1,186	801	364	164	149	127	115
Depreciation and amortisation	13,702	14,074	14,408	14,749	15,163	15,609	16,064	16,462	16,835	17,242
Other expenses	-	-	-	-	-	-	-	-	-	-
Total operating expenses	35,646	36,333	36,967	37,607	38,359	39,114	40,140	41,320	42,495	43,742
Total expenses	35,646	36,333	36,967	37,607	38,359	39,114	40,140	41,320	42,495	43,742
Net result	35,784	33,259	35,087	37,937	39,796	41,729	43,632	45,697	47,955	50,240
Tax equivalents										
Net result before tax equivalents	35,784	33,259	35,087	37,937	39,796	41,729	43,632	45,697	47,955	50,240
Tax equivalents payable	9,027	9,973	10,514	11,364	11,925	12,497	13,061	13,664	14,318	14,979
Net result after tax equivalents	26,757	23,286	24,573	26,574	27,871	29,232	30,571	32,033	33,637	35,261
Total comprehensive income for the year	35,784	33,259	35,087	37,937	39,796	41,729	43,632	45,697	47,955	50,240
Operating result										
Operating revenue	64,830	68,003	70,426	72,960	75,506	78,128	80,989	84,164	87,526	90,985
Operating expenses	35,646	36,333	36,967	37,607	38,359	39,114	40,140	41,320	42,495	43,742
Operating result	29,184	31,670	33,458	35,353	37,147	39,013	40,849	42,844	45,031	47,243

Statement Of Financial Position For FRW Water and Sewerage Business 2018 To 2027 (\$'000,S)

	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Assets										
Current assets										
Cash and cash equivalents	23,405	24,143	32,685	36,764	39,698	44,517	57,058	80,427	101,428	124,468
Trade and other receivables	7,015	7,287	7,516	7,794	8,061	8,336	8,598	8,917	9,222	9,538
Inventories	320	320	320	320	320	320	320	320	320	320
Other current assets	1	1	1	1	1	1	1	1	1	1
Total current assets	30,742	31,751	40,522	44,879	48,080	53,174	65,978	89,665	110,971	134,327
Non-current assets										
Property, plant & equipment	570,143	588,061	599,507	617,371	637,782	659,911	680,473	693,150	710,072	726,891
Other non-current assets	45	45	45	45	45	45	45	45	45	45
Total non-current assets	570,188	588,106	599,552	617,415	637,826	659,956	680,518	693,194	710,117	726,936
Total assets	600,929	619,857	640,074	662,295	685,906	713,130	746,495	782,860	821,088	861,263
Liabilities										
Current liabilities										
Trade and other payables	3,514	3,634	3,747	3,885	4,017	4,154	4,284	4,461	4,627	4,801
Borrowings	6,224	6,576	6,957	7,356	5,612	1,311	174	184	195	206
Provisions	1,538	1,538	1,538	1,538	1,538	1,538	1,538	1,538	1,538	1,538
Other current liabilities	316	316	316	316	316	316	316	316	316	316
Total current liabilities	11,592	12,064	12,558	13,095	11,484	7,319	6,312	6,499	6,675	6,860
Non-current liabilities										
Borrowings	30,588	24,012	17,055	9,699	4,086	2,775	2,601	2,417	2,222	2,017
Provisions	183	183	183	183	183	183	183	183	183	183
Total non-current liabilities	30,771	24,195	17,238	9,882	4,269	2,958	2,784	2,600	2,405	2,200
Total liabilities	42,364	36,259	29,796	22,977	15,753	10,277	9,096	9,098	9,080	9,060
Net community assets	558,566	583,598	610,278	639,318	670,153	702,852	737,399	773,761	812,008	852,204
Community equity										
Asset revaluation surplus	150,380	164,811	179,943	195,777	212,428	229,952	248,355	267,525	287,422	308,102
Retained surplus	408,185	418,787	430,335	443,541	457,725	472,901	489,044	506,236	524,586	544,102
Total community equity	558,566	583,598	610,278	639,318	670,153	702,852	737,399	773,761	812,008	852,204

ROCKHAMPTON REGIONAL WASTE AND RECYCLING 2017-2018 PERFORMANCE PLAN

OPERATIONAL PLAN 2017-2018



EXECUTIVE SUMMARY

Rockhampton Regional Council's (Council) Waste and Recycling (RRWR) services were identified as a Type 2 business activity as defined in the *Local Government Act 2009*.

Council, at its meeting on 24 August 2010, resolved that the waste and recycling business be commercialised.

RRWR commenced operations as a Commercial Business Unit on 1 July 2011.

This plan is RRWR's agreement with Council to deliver Waste and Recycling services. The plan describes RRWR's objectives and functions, commercialisation objectives, community service obligations, customer service objectives, reporting requirements, environmental management objectives, asset management objectives and financial policies.

This plan is required by Section 175 of the *Local Government Regulation 2012* (the Regulation) which states that:

1. there must be an annual performance plan for each commercial business unit;
2. a local government's operational plan must include the annual performance plan for each of its commercial business units; and
3. a performance plan may be amended at any time before the end of the financial year for which it is prepared.

Key financial and non-financial targets are detailed within this plan.

1. STRATEGIC DIRECTION

1.1 Vision, Mission, Values

Vision

Contribute to the region's liveability, growth and development by being a leading waste and recycling business.

Mission

To efficiently and reliably provide both sustainable, high quality waste and recyclables collection management, landfill management and waste transfer station and bin station management.

Values Statement

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

Council Values and Behaviours

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

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

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

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

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

Objectives

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

Core business includes the following activities:

General

- Setting the strategic direction for Council's Waste Management Strategy.
- Support of public education programs in relation to waste minimisation, reuse and recycling.

Waste

- Operation and management of the landfill site at Rockhampton (Lakes Creek Road Landfill).
- Providing waste management services to events and activities.
- Collection and disposal of domestic and commercial waste within the Rockhampton Region.
- Operation and management of four manned and nine unmanned transfer station facilities / roadside bins stations currently located at:
Manned Transfer Stations: Gracemere, Alton Downs, Bouldercombe and Mount Morgan; and
Unmanned Transfer Stations: Bajool, Bushley, Dalma, Gogango, Laurel Bank, Marmor, Ridgeland, Upper Ulam and Westwood

Recycling

- Management of contracted recycling service providers.

2. OPERATIONS

2.1 Nature and Scope of Activities

RRWR is responsible for the operation and maintenance of waste and recycling assets totalling approximately \$36.6 million.

General functions of these assets include:

- the provision of waste collections points for the bulk transport of waste to Lakes Creek Road Landfill;
- the provision of 'airspace' to receive the region's waste in an environmental sound process; and
- associated recycling and reuse support facilities at the landfills.

Broadly, the scope of RRWR (as at 30 June 2018 unless otherwise stated) is as follows:

Operational Revenue	\$19.8 million
Operational Expenditure	\$15.8 million
Net Community Assets	\$18.5 million
Number of staff (as at 30 June 2017)	31
Properties served – General Waste (as at 30 June 2016)	31,336
Properties served – Recycling (as at 30 June 2016)	31,212
Total Waste to Landfill - including kerbside waste collection but not including cover material (tonnes) (as at 30 June 2016)	73,916t
Kerbside Waste Collection (tonnes) (as at 30 June 2016)	23,760t
Recycling Collected (tonnes)	6,206t
Landfills	1
Transfer Stations – Manned	4
Transfer Stations - Unmanned	9

2.2 Asset Protection Issues

The asset protection functions to be performed by RRWR for Council include:

- RRWR site based management plans for each facility; and
- RRWR work instructions for example, Acceptance of Asbestos.

2.3 Governance

The objectives of commercialisation are to improve overall economic performance and the ability of Council to carry out its responsibilities for good rule and government, by establishing an efficient and effective commercial business unit and establishing a framework for operation and accountability of the unit.

To assist in satisfying the principles of commercialisation it was considered that the commercial business unit, RRWR, should be discretely identified in Council's corporate structure and with the mechanisms in place to ensure that it has the opportunity to meet its objectives. To facilitate this, the corporate structure has RRWR within the Regional Services Department. The internal structure of RRWR remains within the legislative domain of the Chief Executive Officer (of Council), as determined by the *Local Government Act 2009*.

2.4 Community Service Obligations

The Local Government Regulation 2012 Chapter 3 Section 24 defines a community service obligation as:

A community service obligation is an obligation the local government imposes on a business entity to do something that is not in the commercial interests of the business entity to do.

The Community Service Obligation (CSO) is to be treated as revenue for the activity of an amount equivalent to the cost of carrying out the obligation less any revenue arising from carrying out the obligation.

Council may direct RRWR to use internal services over external services and to provide services where it is not in commercial interests to do so. In each of these cases an appropriate CSO will be paid by Council. The budgeted value of CSOs in 2017-18 is detailed in Appendix 1.

When additional CSOs are identified within the period of this Performance Plan the valuation of the CSO will be in accordance with Council resolution.

3. COUNCIL SUPPORT AND OBLIGATIONS

3.1 Provision of Services

Council, as the owner of RRWR, will be responsible for approving the strategic direction and broad policies for the Business Unit.

Council will be responsible for providing a number of support services to RRWR including:

- corporate governance support;
- corporate business systems;
- financial support services;
- human resource services and systems;
- safety support services and systems;
- IT services support and systems;
- records management support and systems;
- collection of revenue and infrastructure charges;
- supply of fleet and plant; and
- other miscellaneous support services (payroll, etc).

The above support services will be provided via Council’s internal service providers. RRWR is required to use internal support services over external service providers.

Any disputes concerning the availability or cost of the internal service provider and

the urgency of the task to be undertaken will be resolved by mutual agreement between the General Manager Regional Services and the General Manager of the relevant Council department with Council’s Chief Executive Officer as the final adjudicator in line with the intentions of the commercialisation aspects of the Local Government Act 2009.

RRWR with the approval of the Chief Executive Officer may use an external service provider when the internal providers are unable to provide delivery within a reasonable timeframe or at a cost that is commercially competitive.

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

- providing RRWR with management autonomy to operate to achieve outcomes set by Council, within the context of the management framework of Council, in line with legislation, and in accordance with the adopted Performance Plan;
- providing funding as agreed in budget;
- not unnecessarily withholding approvals; and
- not to expect non-commercial effort unless identified as a Community Service Obligation and appropriate funding provided.

3.2 Service Level Agreements

Service Level Agreements as listed below have been developed and implemented with internal Council service units that clarify the service and service standards to be delivered by both parties. The Service Level Agreement will facilitate continuous review and improvement of services provided to ensure best value is achieved.

Customer Service *	Workforce and Strategy
Asset Services	Records Management *
Fleet Services	Local Laws
Marketing and Engagement	Civil Operations
Financial Services *	Engineering Services
Parks and Maintenance Support Services	Information Technology Services
Procurement and Logistics	

* these internal services are considered compulsory for RRWR to utilise and will be subject to CSO funding if required.

The level of service provided by internal service providers have been defined in service level agreements between RRWR and the relevant Sections. Parties will apply the following objectives in the development of these service level agreements.

The objectives to be applied are to:

- ensure, by way of a service level agreement, that formal trading arrangements exist between RRWR, support services and internal suppliers;
- define the scope of internal services provided;
- define non-legally binding, obligations and performance requirements for internal suppliers and customers involved in an agreement;
- specify service standards including those related to quality and quantity;
- specify the timeframes and timeliness of services to be provided;
- ensure that internal suppliers progressively develop full cost pricing for service delivery; and
- Council's commitment to improve quality of internal service providers.

Furthermore, there is a commitment to continually improve the quality and cost of services provided by these internal units as stipulated by the Service Level Agreements.

3.3 Council's Commitment to Improve Quality of Internal Service Providers

In adopting this Performance Plan, Council recognises that the standard of service required of RRWR is heavily dependent upon Council's internal support service providers. There is a strong commitment by Council and its internal support service providers to deliver the quality of service required in accordance with the Service Level Agreements.

4. ROCKHAMPTON REGIONAL WASTE AND RECYCLING GENERAL RESPONSIBILITIES

4.1 General

Council requires RRWR to carry out its undertakings in accordance with the requirements of the following:

- legislative obligations including the *Local Government Act 2009* and other state and federal legislation;
- Council policies and procedures;
- licence conditions; and
- this Performance Plan.

While this Plan details RRWR's specific responsibilities, the following section outlines the more generic requirements of the business unit.

4.2 Levels of Service

Council have set desired levels of service in line with overall funding considerations and implications on the long term financial plan. RRWR operates to provide target levels of service as part of longer term plans and these are as outlined in Appendix 2.

4.3 Customer Service

RRWR is responsible for the contact and commitment with customers in accordance with Customer Service Standards (CSS). Commercial customers will also have a formal contract with Council but the service will be provided by RRWR on behalf of Council.

4.4 Delegated Authorities

RRWR's overall delegated authorities are in accordance with Section 260 of the *Local Government Act 2009*. Delegated authorities for specific RRWR staff are included in Council's Register of Delegations.

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

- one landfill site at Rockhampton; and
- four manned and nine unmanned transfer station facilities / roadside bins stations.

The above facilities may change from time to time, as resolved by Council, to meet the changing needs of the community and RRWR will be responsible to manage and control the waste infrastructure that is in place from time to time.

4.5 Resource Allocation

With the approval of the Chief Executive Officer, the General Manager Regional Services is responsible for determining:

- the appropriate mix of internal and external resources necessary to carry out the undertakings of the business (in accordance with Council's Enterprise Bargaining Agreement); and
- the most appropriate organisational structure for carrying out the undertakings of the business below the establishment of each of the broad management areas in accordance with Council's delegations.

4.6 Required Return

Council will identify a target rate of return and dividend it requires from waste and recycling activities. This Performance Plan has been developed on the basis that one of the outcomes is to deliver the required returns for Council adoption.

RRWR will, as far as possible, be responsible for driving performance improvements to ensure target dividends are returned. Should RRWR consider that by realising the dividend service levels it will be unduly impacted, a case is to be made for presentation to Council to reconsider the position (for example, pricing).

4.7 Capital Works

RRWR will deliver waste and recycling related capital works in line with Council approved budgets and programs of work.

An indicative five year rolling program is proposed as part of future Performance Plans with one to three years considered to be firm. This rolling program incorporates new works identified in the Priority Infrastructure Plan, strategic initiatives and upgrade/replacement works identified in the adopted Asset Management Plans (AMPs).

4.8 Dealing with External Parties

RRWR will represent Council on relevant industry groups and working parties. RRWR will provide advice and recommendations for future planning and issues requiring involvement of the Chief Executive Officer and/or Mayor will be facilitated as required.

4.9 Compliance and Regulatory Reporting

Council is the registered waste and recycling service provider with ultimate responsibility for compliance in service delivery.

RRWR will be responsible for managing the day to day requirements of Council's responsibilities under various licences and preparing required reports.

RRWR is responsible for the development of regulatory reports and delivery on the outcomes of the final approved plans including associated reporting.

4.10 Purchasing of Materials and Services and Disposal of Assets

RRWR is bound by Council's purchasing, procurement and asset disposal policies.

5. ORGANISATIONAL STRUCTURE

Council has approved the following organisational structure for RRWR as appropriate for delivering its objectives as set out in the Corporate and Operational Plans.



6. KEY STRATEGIES

RRWR's key strategies for the 2017-18 financial year are set out in Council's 2017-18 Operational Plan.

7. BUSINESS ACTIVITIES

7.1 Reporting to Council, Customers and Agencies

Reporting to Council

RRWR will report to Council through whatever forum Council decides from time to time but such will be funded by CSO funding should it exceed commercial requirements.

Reporting to Customers

The *Local Government Act 2009* requires that an annual statement on the operations of the commercialised business unit for the preceding financial year is given to the Local Government and included in the Local Government's Annual Report. RRWR will provide the following information to Council on its annual performance:

- information to enable an informed assessment of the operations of RRWR including a comparison with its Annual Performance Plan;

- particulars of any amendments made to its Annual Performance Plan in the financial year;
- particulars of any directions to RRWR during the financial year (including directions about any CSOs to be carried out); and
- particulars of the impact that any changes to its Annual Performance Plan may have had on RRWR's financial position and operating surplus/deficit.

Council is required to satisfy the requirements set out in the *Local Government Act 2009* and the *Local Government Regulation 2012*. RRWR will provide Council with the necessary information pertaining to waste and recycling services to enable it to comply with this requirement.

Quarterly Reporting

RRWR will prepare a quarterly report to Council on its operations in accordance with the agreed format within one month after the end of each financial quarter or other time as agreed with Council.

The quarterly report will generally include the following:

- manager's overview;
- performance against the adopted Customer Service Standards;
- financial Performance against budget;
- compliance matters;
- safety management;
- environmental management; and
- any amendments proposed to this plan.

Other matters to be reported as required are:

- risk management and strategic planning;
- expenditure requirements greater than the delegation of the Chief Executive Officer;
- exceptional circumstances and issues affecting policy;
- new statutory, regulatory and other information to facilitate informed policy making;
- policies and future directions requiring Council endorsement; and
- benchmarking of RRWR activities to state and/or nationally recognised published standards.

Annual Reporting

RRWR will prepare an annual report within one month after the auditor general gives the audit report about the Local Government's financial statements for the end of the financial year, in accordance with the *Local Government Act 2009*, and additional information as required by the *Local Government Regulation 2012*.

The Annual Report will include all matters included in the quarterly report as well as the following financial indicators:

Item	2017-18 Target
Operating surplus ratio	20.0%
Interest coverage ratio	7.77 times
Asset sustainability ratio	90.0%
Gross revenue	\$19,826,422
Earnings before Interest, Tax, Depreciation and Amortisation (EBITDA)	\$5,795,749
Competitive neutrality ratio (% of gross revenue)	1.8%
Depreciation ratio	5.3%
Total written down asset value	\$36,569,175
Return on assets	7.6%

Commentary

Operating surplus ratio is an indicator of the extent to which revenues raised cover operational expenses only or are available for capital funding purposes or other purposes. A positive result indicates that surplus revenue is available to support the funding of capital expenditure, offset past or future operating deficits or used to reduce current debt levels. This positive result shows that RRWR is raising enough utility and other revenue to meet its operating expenditure.

Interest coverage ratio is an indicator of the extent to which the operating results (before interest and depreciation) are committed to funding interest expense on current loan borrowings and leases. This large ratio indicates that RRWR is able to cover current interest expense 7.77 times with available earnings and is not burdened by debt.

Asset sustainability ratio is an indication of the extent to which the infrastructure assets are being replaced as they reach the end of their useful lives. The Department of Infrastructure, Local Government and Planning (DILGP) target is greater than 90% per annum (on average over the long-term). RRWR in 2017-18 is currently not replacing or renewing existing infrastructure assets as they are being depreciated.

EBITDA is a measure of profitability used as comparison within and across industry and is net income with interest, taxes, depreciation and amortisation added back to it. It eliminates the effects of financing and accounting decisions. It is a useful measure of profitability for business with large amounts of assets and/or debt. This shows the

funds RRWR has available to fund interest payments and principle repayments on loans and can be used to acquire debt leverage.

Competitive neutrality ratio measures the extent to which operating revenues are committed to competitive neutrality adjustments such as tax equivalents and return to Council. RRWR is receiving 1.8% of its operating revenue from Council's general fund i.e. for every dollar of operating revenue earned RRWR receives from Council 1.8 cents.

Depreciation ratio indicates the extent to which operating revenues are committed to funding depreciation. RRWR depreciation is 5.3% of its operating revenues i.e. for every dollar of operating revenue earned RRWR requires 5.3 cents to fund asset renewal.

Return on assets is an indicator of how profitable a business is relative to its total assets. ROA tells you what earnings were generated from invested capital (assets). It gives investors an idea of how effectively the company is converting the money it has to invest into net income. The higher the ROA number, the better, because the company is earning more money on less investment. RRWR return on assets indicates that it is generating moderate earnings from its investment in capital. RRWR is generating net income of 7.6 cents for every dollar of investment in assets.

The Local Government Regulation 2012 requires that an annual statement on the operations of the commercial business unit for the preceding financial year is given to the Local Government and included in the Local Government's Annual Report. RRWR will provide the following information on its annual performance:

- (a) information to enable an informed assessment of the operations of RRWR including a comparison with its Annual Performance Plan;
- (b) particulars of any amendments made to its Annual Performance Plan in the financial year;
- (c) particulars of any directions to RRWR during the financial year (including directions about any CSOs to be carried out); and
- (d) particulars of the impact that any changes to its Annual Performance Plan may have had on RRWR financial position; operating surplus/deficit and prospects.

RRWR will generate indicators as required which are measured annually for collation by State Government Agencies as part of the state wide annual comparative data collection process and the reporting requirements in respect of the Waste Levy in accordance with the *Waste Reduction and Recycling Act 2011*.

7.2 Customer Service

Customer Service Standards

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

- customer feedback;
- analysis of services provided by other waste management agencies; and
- general waste collection.

Information on RRWR's customer service standards will be provided through customer service centres and on its web page.

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

Specific Customer Service Standards are detailed in Appendix 2.

Customer Contact

RRWR will be responsible for customer contact relating to all waste and recycling matters either directly or via Service Level Agreements with other relevant departments of Council.

Contracts for Service Provision

RRWR will maintain contracts for recycling collection services within Council's collection area in accordance with Council's resolution dated 23 February 2010.

7.3 Risk Management

RRWR will undertake to identify, assess and manage risks in relation to business risk, major asset failure, interruption to supply or delivery and environmental risk in accordance with Council's Risk Management Framework.

7.4 Policy Compliance

RRWR shall be bound by Council's corporate policies and procedures until such time that RRWR develops specific policies and procedures that improve its performance. Any such policies and procedures are subject to the proposed policy complementing the Council policy direction and the approval process.

7.5 Treatment of Surpluses and Losses

Surpluses and losses after dividend and tax equivalents have been forwarded to Council and are to be retained in a Reserve for revenue fluctuations unless Council endorses an alternate treatment of such revenue.

7.6 Environment

Responsible management of environmental issues is an essential part of achieving business objectives.

Accordingly, RRWR will conduct activities in ways which will:

- continually improve awareness and management of environmental risks and avoid, reduce and control pollution from operations;
- promote the open exchange of environmental information with customers, suppliers and the community to improve environmental awareness and to obtain feedback on environmental performance;
- ensure that environmentally appropriate practice is encouraged and integrated into business practices; and
- promote waste minimisation and energy management within day to day operations.

RRWR is responsible for meeting Council's obligations under the *Environmental Protection Act 1994* relating to waste and recycling. This responsibility shall include negotiating any new licences or amendments to existing licences, managing the licence and reporting to the relevant State Government bodies on performance aspects covered by any licences.

8. ASSETS

8.1 Asset Management

RRWR will manage assets to minimise the whole of life cost whilst achieving the desired levels of service. To achieve this objective the following are undertaken:

- Maintaining detailed asset registers;
- Maintaining asset valuations and depreciation schedules for the purpose of allowing Council to report externally in accordance with provisions of the *Local Government Act 2009*, the *Local Government Regulation 2012*, and the Australian Accounting Standards Board; and
- Detailed planning, design and construction of new assets.

8.2 Asset Relationship

Under National Competition Policy guidelines and the COAG reform agenda, RRWR is required to maintain an appropriate return on these assets which is in turn paid as a dividend to Council after reserve requirements are met.

9. FINANCIAL MATTERS

9.1 Long Term Financial Strategy

The two tables contained within Appendix 3 provide the long term Operating Statement and Statement of Financial Position for RRWR for the period 2017-18 to 2026/27.

9.2 Capital Structure

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

9.3 Funding Sources

The following are the funding sources for the waste and recycling capital expenditure program:

Revenue

- Loan borrowings, with repayments made from depreciation and revenue.
- Depreciation funding.
- Existing operational funds.

Loans

Current liability/redemption (forecast closing as at 30 June 2018)	\$2.3 million
Total liability (forecast closing as at 30 June 2018)	\$14.5 million
2017-18 (proposed new loans)	\$1.9 million
Capital Expenditure for 2017-18 is approximately	\$4.7 million

9.4 Operational Budget

The operational budget as detailed in Council's Financial Strategic Plan is as follows:

Operating revenue for 2017-18 is estimated to be \$19.8 million (inc CSO's comprising:

Waste and Recycling Utility and Charges	69.4%
Fees and Charges	21.7%
Community Services Obligations and C.N.A's	8.4%
Other sources	0.5%

Operating expenditure including tax and return for 2017-18 is estimated to be \$17.0 million comprising:

Operations Expense	82.3%
Depreciation	6.2%
Loan Interest	4.5%
Income tax and Dividends	7.0%

10. FINANCIAL POLICIES

10.1 Accounting

Financial statements are prepared in accordance with all Australian Accounting Standards, Australian Accounting Interpretations and other pronouncements issued by the Australian Accounting Standards Board. They also comply with the requirements of the *Local Government Act 2009* and the *Local Government Regulation 2012*. Financial statements are prepared under the historical cost convention except for the revaluation of certain non-current assets.

10.2 Asset Depreciation

The calculation of asset depreciation for external reporting and tax purposes shall be in accordance with the *Local Government Regulation 2012*, AASB 116 – Property, Plant and Equipment Accounting Standard, Australian Accounting Standards Board and the Local Government Tax Equivalent Manual, respectively.

Depreciation is calculated annually and effectively creates a cash backed source of funds available to fund RRWR's infrastructure replacement works. Other sources of funds for capital expenditure include grants and subsidies, loan borrowings and other reserves.

RRWR accumulates any unspent depreciation funds for the future capital renewal of waste and recycling assets to either maintain or reinstate their service potential.

10.3 Taxation

RRWR is required to pay the following taxes, either to Council or via Council to the relevant government agencies:

1. Commonwealth taxes including, fringe benefits and GST;
2. State taxes, and
3. All remaining taxes as tax equivalents directly to Council. These tax equivalents shall include:
 - income tax;
 - payroll tax;
 - land tax; and
 - stamp duty.

10.4 Treatment of Surpluses / Losses

In accordance with Council resolution, after the required Return on Assets and Income Tax Equivalents have been forwarded to Council each year, any remaining surplus/loss will be held in RRWR Retained Earnings unless specifically required to be held in a Recurrent or Capital Reserve. The Capital Reserve will be solely used for capital works expenditure to improve system reliability. The amounts to be transferred to each reserve will be detailed at the time of the transfer to the applicable reserve.

10.5 Borrowing Policy

Section 104 of the *Local Government Act 2009* requires a local government to have a financial management system, and this system must have a long term financial forecast and included within this system a debt policy. Section 192 of the *Local Government Regulation 2012* provides that a Council must prepare a debt policy each financial year and that the policy must state:

- new borrowings planned for the current financial year and the next nine financial years; and
- the time over which it is planned to repay existing and new borrowings.

RRWR's AMP Financial Strategy identifies new capital expenditure for projects over the 10 year planning horizon providing the basis for future borrowings.

The following principles underlie RRWR's Borrowing Policy:

- loans will only be used for capital expenditure; and
- long term capital works and borrowing strategies will be reviewed on a yearly basis and any necessary adjustments made, but any changes will be in line with the financial plan adopted by Council.

Where RRWR requires debt financing, Council will raise funds for RRWR. Council will make explicit the terms and conditions of all funds raised for RRWR, having due regard to Council's determination on RRWR's capital structure. RRWR will be responsible for managing this debt and use Council's services where necessary to assist in this regard.

11. PRICING AND REVENUE COLLECTION

11.1 Responsibility for Price Setting

Council will be responsible for setting the price for waste and recycling services on an annual basis. RRWR will be responsible for:

- recommending to Council revenue targets for waste and recycling services;
- recommending price structures and price paths; and
- pro-actively communicating Council's decisions with respect to pricing to customers.

11.2 Revenue Target

Consideration will be given to the following principles when setting the revenue targets for the financial year:

- full cost recovery including required rate of return;
- elimination of cross subsidies;
- economic, asset and ecological sustainability; and
- transparency in pricing regarding CSOs.

RRWR will actively work with Council to maximise the realisation of the above principles.

11.3 General Fees and Charges for Miscellaneous Activities

In addition to the primary services of waste and recycling services, RRWR provides a number of other miscellaneous services directly to customers, such as:

- collection and disposal of waste from carnivals and special events including bin delivery, recovery and cleansing; and

- sale of mobile bins.

RRWR is responsible for recommending appropriate general fees and charges for such services to Council.

Where these are monopoly services, the basis for price setting will be full cost recovery. Where the services are provided into a competitive market, prices will be set having regard to the sustainability of the business activity and the market price for the services.

11.4 Revenue Collection

RRWR in conjunction with Council's Finance department is responsible for revenue collection for the provision of waste and recycling services. Billing and debt management is the responsibility of Finance.

11.5 Recovery for Damage to Infrastructure

RRWR will recover compensation for third party damage to waste and recycling infrastructure.

12. FINANCIAL STATEMENTS

The *Local Government Regulation 2012* requires that RRWR must provide to Council an annual statement of operations and this statement must be included in Council's Annual Report.

13. REVIEW OF PERFORMANCE PLAN

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

This plan is to be reviewed and amendments made where necessary on a quarterly basis. Such a review or amendment of the plan should be as a result of the following:

- reviewing RRWR's actual performance and the reasonableness of the performance targets or standards set as part of the plan;
- resolution of any of the matters referred to in the plan as being unresolved; and
- any new direction of Council in relation to the overall strategic direction of RRWR.

APPENDIX 1: COMMUNITY SERVICE OBLIGATIONS

Community Service Obligations (CSOs) arise when a government specifically requires a public enterprise to carry out activities relating to outputs or inputs which it would not elect to do on a commercial basis or, alternatively, would only provide at higher prices or via some other form of compensation. CSOs are to be funded by the general fund.

RRWR CSOs have been identified in the following areas. RRWR have identified \$1,599,248 as CSOs during the 2017-18 financial year. CSOs have been identified and adopted by Council for 2017-18 in the following areas. These CSOs will be funded by a contribution from Council to RRWR.

Transfer:

Roadside Bins ops (Collection)	\$368,968
Roadside Bins ops (Clean Up)	\$41,756
Roadside Bins Disposal Cost	\$132,859
	\$543,583

Collection:

Boat Ramps Waste Service	\$14,843
	\$14,843

Disposal:

Old Landfills maintenance works	\$164,000
Tyres, Chemicals, Fridge Degassing, Gas Bottles	\$83,511
Charity Waste Policy	\$75,919
Green Waste	\$590,717
	\$914,147

Strategic Management:

Clean Up Australia Day	\$15,818
Waste Education	\$50,122
Waste Audit	\$60,735
	\$126,675

Total (proposed in 2017-18)	\$1,599,248
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APPENDIX 2: PERFORMANCE TARGETS FOR QUARTERLY REPORTING

Customer Service Standards

Performance Indicator	Target
Weekly collection of domestic waste on the same day every week	98%
Weekly collection of commercial waste	95%
Fortnightly collection of domestic recyclable waste	98%
Fortnightly collection of commercial recyclable waste	98%
Missed service collection provided within two working days from notification when notification is within one working day of scheduled collection	95%
Collection services will be made available within four working days upon application by the owner	98%
Provision of assisted services within ten working days from application by the resident	100%
Repair or replacement of stolen, removed, damaged, vandalised mobile bins within four working days from notification	100%

Financial Performance Targets

Indicator	Target	Reporting Frequency
RRC Operational Plan	Initiatives successfully completed by year end	Quarterly
Operating Budget	Conduct all activities in accordance with required timelines and budget	Quarterly or when variations arise
Annual Revenue	Timely reporting of any significant variations to budget revenue and collection timing	Quarterly or when variations arise
Capital Works	Completion of capital program in accordance with adopted timeframe and budget (within 3%)	Quarterly or when variations arise

APPENDIX 3: LONG TERM OPERATING AND FINANCIAL POSITION STATEMENTS

Statement of Comprehensive Income for RRWR 2018 to 2027 (\$'000,s)

	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Income										
Revenue										
Operating revenue										
Net rates, levies and charges	13,749	14,299	14,799	15,317	15,853	16,408	16,982	17,577	18,192	18,829
Fees and charges	4,305	4,456	4,612	4,773	4,940	5,113	5,292	5,477	5,669	5,868
Interest received	23	151	174	155	167	242	348	465	580	689
Other income	1,708	1,751	1,794	1,839	1,884	1,931	1,979	2,028	2,079	2,130
Grants, subsidies, contributions and donations	41	42	43	44	45	46	47	47	48	49
Total operating revenue	19,826	20,698	21,422	22,128	22,890	23,741	24,649	25,595	26,569	27,566
Total revenue	19,826	20,698	21,422	22,128	22,890	23,741	24,649	25,595	26,569	27,566
Total income	19,826	20,698	21,422	22,128	22,890	23,741	24,649	25,595	26,569	27,566
Expenses										
Operating expenses										
Employee benefits	3,401	3,503	3,608	3,716	3,828	3,942	4,061	4,183	4,308	4,437
Materials and services	10,610	10,982	11,368	11,767	12,181	12,609	13,052	13,510	13,985	14,476
Finance costs	791	732	582	446	404	355	283	209	111	7
Depreciation and amortisation	1,049	1,074	1,067	1,106	1,118	1,067	1,100	1,143	1,197	1,237
Total operating expenses	15,850	16,291	16,624	17,036	17,530	17,973	18,496	19,045	19,601	20,158
Total expenses	15,850	16,291	16,624	17,036	17,530	17,973	18,496	19,045	19,601	20,158
Net result	3,976	4,403	4,786	5,072	5,326	5,720	6,089	6,470	6,876	7,312
Tax equivalents										
Net result before tax equivalents	3,976	4,403	4,786	5,072	5,326	5,720	6,089	6,470	6,876	7,312
Tax equivalents payable	1,192	1,131	1,235	1,509	1,585	1,700	1,800	1,899	1,998	2,104
Net result after tax equivalents	2,785	3,272	3,551	3,563	3,741	4,020	4,289	4,571	4,878	5,208
Total comprehensive income for the year	3,976	4,403	4,786	5,072	5,326	5,720	6,089	6,470	6,876	7,312
Operating result										
Operating revenue	19,826	20,694	21,411	22,108	22,857	23,692	24,585	25,515	26,476	27,469
Operating expenses	15,850	16,291	16,624	17,036	17,530	17,973	18,496	19,045	19,601	20,158
Operating result	3,976	4,403	4,786	5,072	5,326	5,720	6,089	6,470	6,876	7,312

Statement of Financial Position for RRWR 2018 to 2027 (\$'000,s)

	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Assets										
Current assets										
Cash and cash equivalents	2,798	4,060	4,520	4,994	5,359	8,612	13,161	17,596	21,899	25,972
Trade and other receivables	1,989	2,066	2,132	2,212	2,290	2,370	2,446	2,538	2,627	2,719
Inventories	67	67	67	67	67	67	67	67	67	67
Total current assets	4,853	6,192	6,719	7,274	7,716	11,049	15,674	20,201	24,592	28,757
Non-current assets										
Property, plant & equipment	36,442	35,638	35,762	39,087	42,182	41,037	39,815	39,301	39,976	41,591
Total non-current assets	36,442	35,638	35,762	39,087	42,182	41,037	39,815	39,301	39,976	41,591
Total assets	41,295	41,830	42,481	46,360	49,898	52,086	55,489	59,502	64,569	70,348
Liabilities										
Current liabilities										
Trade and other payables	2,684	2,776	2,863	2,970	3,072	3,178	3,278	3,400	3,517	3,638
Borrowings	2,333	2,453	2,591	2,902	1,612	587	609	632	655	679
Provisions	1,102	1,117	1,133	1,133	1,133	1,133	1,133	1,133	1,133	1,133
Total current liabilities	6,118	6,347	6,588	7,005	5,817	4,898	5,021	5,165	5,306	5,450
Non-current liabilities										
Borrowings	12,161	9,708	7,117	7,219	8,612	8,025	7,416	6,784	6,129	5,450
Provisions	4,522	3,892	3,245	3,245	3,245	3,245	3,245	3,245	3,245	3,245
Total non-current liabilities	16,683	13,600	10,362	10,465	11,857	11,270	10,661	10,029	9,374	8,696
Total liabilities	22,802	19,946	16,950	17,470	17,675	16,168	15,682	15,195	14,680	14,146
Net community assets	18,493	21,884	25,531	28,890	32,223	35,918	39,807	44,307	49,889	56,202
Community equity										
Asset revaluation surplus	2,375	3,241	4,119	5,059	6,089	7,152	8,200	9,244	10,314	11,434
Retained surplus	16,118	18,643	21,411	23,832	26,134	28,765	31,608	35,064	39,575	44,769
Total community equity	18,493	21,884	25,531	28,890	32,223	35,918	39,807	44,307	49,889	56,202



2017/18 OPERATIONAL PLAN QUARTER ONE PROGRESS REPORT

Operational Plan Progress Report as at 30 September 2017

Meeting Date: 21 November 2017

Attachment No: 2

OFFICE OF THE CEO

Ref	Operational Action	Unit	Target	On Track	On Budget	Status Commentary
2.2.3.1	Support programs that encourage residents to transition away from social support options	CEO Directorate	Consider options in budget planning to support employment programs in 2018/19	Yes	Yes	Supporting other units in program delivery ie Jobs Readiness Expo being delivered by November 2017
4.1.1.1	Provide timely and accurate responses to requests	CEO Directorate	In accordance with unit's customer service standards or adopted service levels	Yes	Yes	All requests received referred to area or responsibility or addressed as appropriate.
4.1.1.2	Provide effective delivery of Council services	CEO Directorate	In accordance with unit's customer service standards and service levels	Yes	Yes	Committee and Council agendas and minutes completed in accordance with service levels.
5.2.1.1	Comply with legislative requirements	CEO Directorate	Updates to be presented to Council in sectional monthly reports	Yes	Yes	Reports presented. Currently Council is complying with legislative requirements.
5.2.1.4	Operational risks are monitored and managed in accordance with legislative requirements	CEO Directorate	Risk registers are presented to Council on a quarterly basis	Yes	Yes	Quarterly Risks Review undertaken and risks monitored
5.2.1.6	Registers of Interest for Councillors are updated on the public website as per legislative requirements	CEO Directorate	Registers uploaded within three days of being notified of changes	Yes	Yes	On going process. As new or updates come through the website is updated in accordance with the target timeframe.
5.2.1.8	Monitor and review non-compliance of legislative requirements	CEO Directorate	Report on legislative non-compliance included in sectional reports presented to Council on a monthly basis	Yes	Yes	There are no non-compliances in the CEO Directorate for the reporting period.
5.3.1.1	Workforce planning is reviewed to ensure that resourcing levels meet business needs in accordance with budget allocations	CEO Directorate	Review workforce requirements in accordance with budget schedule	Yes	Yes	Resource levels sufficient and will be reviewed as part of the 2018/19 budget preparation process.
5.3.2.1	Continually review operational expenditure	CEO Directorate	Identify at least one operational saving per section of responsibility	Yes	Yes	Reduction of hours in Committee Support will achieve an ongoing saving.
5.4.1.1	Promote good democratic governance by adhering to legislative requirements for local governments	CEO Directorate	Present organisational updates and matters impacting local government to Council on a monthly basis	Yes	Yes	Updates presented monthly. No significant impacts to date.
5.4.2.6	Pursue improved processes through all levels of Council	CEO Directorate	Identify at least two improved processes per section of responsibility	Watching	Yes	This is an action that will pursued in coming quarters.

CEO Directorate

Ref	Operational Action	Unit	Target	On Track	On Budget	Status Commentary
1.5.3.2	Social media attract increasing levels of reach, engagement and interaction demonstrated by monitoring software	Media and Engagement	Collate data and set benchmarks by 30 June 2018 to implement improvement targets for 2018/19	Yes	Yes	Council has surpassed milestone of 19,000 followers on FB with current engagement resulting in an average increase of 100 followers per mth.
1.5.3.4	Generate positive media coverage and community awareness of events, initiatives and general Council business	Media and Engagement	100 positive media releases and/or video digital content created and distributed annually	Yes	Yes	126 media releases were sent out in the reporting period with 83 considered proactive. 19 proactive videos were also produced during the period. On target to exceed 100 positive media releases and digital content posts annually.
1.5.3.7	Provide opportunities for all stakeholders to contribute to community decision making	Media and Engagement	Conduct annual Community Conversation forum campaigns across the Region	Yes	Yes	Campaign has commenced and scheduled for completion by 21 November 2017
1.6.3.1	Deliver and support local events and celebrations	Office of the Mayor	Conduct civic events in accordance with the Civic Events Policy	Yes	Yes	Civic events coordinated during the quarter included: <ul style="list-style-type: none"> • Gracemere Library Opening • Welcome Reception for visiting students from Ibusuki • MOU signing ceremony with Korean Horsemen High School • Polygon Wood 100th Anniversary Tree Planting Ceremony • MOU signing ceremony with Asian partners
2.2.3.1	Support programs that encourage residents to transition away from social support options	Office of the Mayor	Consider options in budget planning to support programs in 2018/19	Yes	Yes	Supporting other units in program delivery ie Jobs Readiness Expo being delivered by November 2017
4.1.1.1	Provide timely and accurate responses to requests	Office of the Mayor	In accordance with unit's customer service standards or adopted service levels	Yes	Yes	227 media enquiries received and responded to during the quarter. 314 customer service requests logged on behalf of Mayor and Councillors for the reporting quarter. All requests responded to in accordance with customer service standards
4.1.1.2	Provide effective delivery of Council services	Office of the Mayor	In accordance with unit's customer service standards and service levels	Yes	Yes	Achieved
4.1.1.3	Respond to queries and engage with the public through Council's social media sites	Media and Engagement	Develop and implement a comprehensive Social Media Strategy by 30 September 2017	Completed	Yes	Social Media Strategy implemented from 20 September 2017

Ref	Operational Action	Unit	Target	On Track	On Budget	Status Commentary
4.1.1.4	Develop and implement a set of approved service standards for interaction with media organisations	Media and Engagement	Develop standards by 31 August 2017	Completed	Yes	Service standards approved and implemented from 25 August 2017
5.1.2.2	Host official visits to the Region by government representatives and other official visitors	Office of the Mayor	Update report presented to Council a monthly basis	Watching	Yes	No official visits hosted during the reporting quarter.
5.2.1.1	Comply with legislative requirements	Office of the Mayor	Updates to be presented to Council in sectional monthly reports	Yes	Yes	Reports presented. Currently Council is complying with legislative requirements.
5.2.1.4	Operational risks are monitored and managed in accordance with legislative requirements	Office of the Mayor	Risk registers are presented to Council on a quarterly basis	Yes	Yes	No specific corporate risks for Office the Mayor
5.2.1.8	Monitor and review non-compliance of legislative requirements	Office of the Mayor	Report on legislative non-compliance included in sectional reports presented to Council on a monthly basis	Yes	Yes	Reports presented. Currently Council is complying with legislative requirements.
5.3.1.1	Workforce planning is reviewed to ensure that resourcing levels meet business needs in accordance with budget allocations	Office of the Mayor	Review workforce requirements in accordance with budget schedule	Yes	Yes	Review of Community Engagement section with creation of NRM Section and with appointment of Centres Activation Coordinator resulting in reallocation of resources
5.3.2.1	Continually review operational expenditure	Office of the Mayor	Identify at least one operational saving per section of responsibility	Yes	Yes	Increasing reach on social media has resulted in less expenditure on other advertising outlets.
5.4.2.6	Pursue improved processes through all levels of Council	Office of the Mayor	Identify at least two improved processes per section of responsibility	Yes	Yes	Development of Media Event Process for Jointly funded projects. Implementation of set process for civic events.

Ref	Operational Action	Unit	Target	On Track	On Budget	Status Commentary
2.2.3.1	Support programs that encourage residents to transition away from social support options	Internal Audit	Consider options in budget planning to support employment programs in 2018/19	Yes	Yes	Will be considered as part of the 2018-19 budget process
4.1.1.1	Provide timely and accurate responses to requests	Internal Audit	In accordance with unit's customer service standards or adopted service levels	Yes	Yes	No adopted service levels in area of responsibility however the Annual Audit Plan and Risk Management Plan is prepared and delivered in accordance with the relevant internal stakeholders. Requests arising have been responded to within acceptable timeframes.
4.1.1.2	Provide effective delivery of Council services	Internal Audit	In accordance with unit's customer service standards and service levels	Yes	Yes	Audit - internal audits completed in accordance with Annual Audit Plan. Risk Management - EOFY review of Corporate Risk Register presented to Council on 25 July 2017.
5.2.1.1	Comply with legislative requirements	Internal Audit	Updates to be presented to Council in sectional monthly reports	Yes	Yes	All legislative requirements for area of responsibility are compliant in accordance with specific dates
5.2.1.3	Internal Audit function is undertaken in accordance with legislative requirements and timeframes	Internal Audit	Achievement of 85% of the annual audit plan completed	Yes	Yes	This is considered to be on track however is difficult to quantify until later in the year. It is expected that three of the seven audits will be completed by 31 December 2017. Audits completed to date: Open Items and Food Licensing.
		Internal Audit	Audit Committee Meetings are held at least twice each financial year	Yes	Yes	Audit committee meeting held on 25 August 2017.
5.2.1.4	Operational risks are monitored and managed in accordance with legislative requirements	Internal Audit	Risk registers are presented to Council on a quarterly basis	Yes	Yes	Risk Register as at 30 June 2017 presented to Council 25 July.
		Internal Audit	Risk register updates presented to Council as per the Enterprise Risk Framework	Yes	Yes	Risk Register as at 30 June 2017 presented to Council 25 July.
5.2.1.8	Monitor and review non-compliance of legislative requirements	Internal Audit	Report on legislative non-compliance included in sectional reports presented to Council on a monthly basis	Yes	Yes	No known non-compliances for the reporting period. Legislative compliance for Internal Audit is reported to Audit Committee.
5.3.1.1	Workforce planning is reviewed to ensure that resourcing levels meet business needs in accordance with budget allocations	Internal Audit	Review workforce requirements in accordance with budget schedule	Yes	Yes	Position Re-design submitted for Risk Function as per adopted budget for consideration of CEO. Further reviews will be undertaken as part of the 2018/19 Budget process
5.3.2.1	Continually review operational expenditure	Internal Audit	Identify at least one operational saving per section of responsibility	Yes	Yes	Assessed and utilised the use of lower cost of internal staff vs higher cost of consultants.
5.4.2.6	Pursue improved processes through all levels of Council	Internal Audit	Identify at least two improved processes per section of responsibility	Yes	Yes	Improvements to the Risk Reporting & Audit Report format have been implemented.

CORPORATE SERVICES

Corporate Services Directorate

Ref	Operational Action	Unit	Target	On Track	On Budget	Status Commentary
2.2.3.1	Support programs that encourage residents to transition away from social support options	Corporate Services Directorate	Consider options in budget planning to support employment programs in 2018/19	Yes	Yes	Project not yet commenced but will be considered during Quarter 3 and 4 when budget deliberations are taking place
4.1.1.1	Provide timely and accurate responses to requests	Corporate Services Directorate	In accordance with unit's customer service standards or adopted service levels	Yes	Yes	Customer service standards and service levels being met
4.1.1.2	Provide effective delivery of Council services	Corporate Services Directorate	In accordance with unit's customer service standards and service levels	Yes	Yes	Customer service standards and service levels being met
5.2.1.1	Comply with legislative requirements	Corporate Services Directorate	Updates to be presented to Council in sectional monthly reports	Yes	Yes	All legislative requirements for area of responsibility are compliant in accordance with specific dates
5.2.1.4	Operational risks are monitored and managed in accordance with legislative requirements	Corporate Services Directorate	Risk registers are presented to Council on a quarterly basis	Yes	Yes	All risks detailed on the Operational Risk Register are ALARP as at 30 September 2017
5.2.1.8	Monitor and review non-compliance of legislative requirements	Corporate Services Directorate	Report on legislative non-compliance included in sectional reports presented to Council on a monthly basis	Yes	Yes	Legislative compliance status reviewed and no non-compliances this quarter.
5.3.1.1	Workforce planning is reviewed to ensure that resourcing levels meet business needs in accordance with budget allocations	Corporate Services Directorate	Review workforce requirements in accordance with budget schedule	Yes	Yes	Will be reviewed at revised budget
5.3.2.1	Continually review operational expenditure	Corporate Services Directorate	Identify at least one operational saving per section of responsibility	Watching	Yes	Maximised the use of existing furniture with regards to recent staff movements.
5.4.2.6	Pursue improved processes through all levels of Council	Corporate Services Directorate	Identify at least two improved processes per section of responsibility	Watching	Yes	Annual report preparation refined to have less impact on the organisation

Ref	Operational Action	Unit	Target	On Track	On Budget	Status Commentary
2.2.3.1	Support programs that encourage residents to transition away from social support options	Corporate and Technology Services	Consider options in budget planning to support employment programs in 2018/19	Yes	Yes	Project not yet commenced but will be considered during Quarter 3 and 4 when Budget Deliberations are taking place
2.2.4.1	Council purchases are in line with the Local Preference Policy guiding tender/quote evaluations	Procurement and Logistics	Annual local goods/services spend analysis >= 70% local	Yes	Yes	Annual review due 11/17 Review period 1/11/16 to 31/10/17
2.4.1.1	Implement Council's Smart Way Forward Strategy Action Plan	Corporate and Technology Services	Complete installation of smart technology (lighting, CCTV, parking, digital banners and free public Wi-Fi) by 31 May 2018	Yes	Yes	Stages 1 a, b, f & g completed Stages 1 c & d under construction Stage 2 – under construction Stage 3 a – work commencing 30/10/17 Stage 3 b, c & d – detailed design in progress.
2.5.5.1	Design and fitout the Customs House Smart Hub	Corporate and Technology Services	Construction completed and Smart Hub opened by 30 November 2017	Watching	Watching	Work commenced 09/17
2.5.5.2	Implement the annual Smart Hub Operational Plan	Corporate and Technology Services	Facilitate three smart hub programs: Learn to Earn, Connect and Grow Startup Club Startup Stars	Yes	Yes	Startup programs progressing on schedule. Startup Club # 1 – final pitch Completed mid-Aug Startup Club # 2 – commences 10/17 Startup Stars – commenced Jul, end date Dec 17
4.1.1.1	Provide timely and accurate responses to requests	Corporate and Technology Services	In accordance with unit's customer service standards or adopted service levels	Yes	Yes	All of the customer service standards and service levels being met
4.1.1.2	Provide effective delivery of Council services	Corporate and Technology Services	In accordance with unit's customer service standards and service levels	Yes	Yes	Corporate & Tech Services has 10 reportable customer service standards and service levels that were all met for this quarter
4.3.1.1	Implement ICT Strategic Plan 2015/20, including the eServices Strategy and IT Mobility	Information Systems	Achievement of 2017-18 targets as detailed in the ICT Strategic Plan	Yes	Yes	Strategy actions implementation progressing as scheduled

Corporate and Technology Services

Ref	Operational Action	Unit	Target	On Track	On Budget	Status Commentary
5.2.1.1	Comply with legislative requirements	Corporate and Technology Services	Updates to be presented to Council in sectional monthly reports	Yes	Yes	All legislative requirements for area of responsibility are compliant in accordance with specific dates
5.2.1.4	Operational risks are monitored and managed in accordance with legislative requirements	Corporate and Technology Services	Risk registers are presented to Council on a quarterly basis	Yes	Yes	One risk being the failure of Council's 2 way system is being treated and due for completion on 30 Jun 18. All other risks detailed on the Operational Risk Register are ALARP as at 30 September 2017
5.2.1.7	Right to Information and Information Privacy requests are managed and processed in accordance with legislative requirements	Information Systems	100% of requests are processed within legislative timeframes	Yes	Yes	Meeting the legislative timeframes for RTI/IP application processing
5.2.1.8	Monitor and review non-compliance of legislative requirements	Corporate and Technology Services	Report on legislative non-compliance included in sectional reports presented to Council on a monthly basis	Yes	Yes	Legislative compliance status reviewed and no non-compliances this quarter
5.3.1.1	Workforce planning is reviewed to ensure that resourcing levels meet business needs in accordance with budget allocations	Corporate and Technology Services	Review workforce requirements in accordance with budget schedule	Yes	Yes	Vacancies evaluated and assessed prior to recruitment
5.3.2.1	Continually review operational expenditure	Corporate and Technology Services	Identify at least one operational saving per section of responsibility	Watching	Watching	Work in progress, nothing to report this quarter
5.4.2.6	Pursue improved processes through all levels of Council	Corporate and Technology Services	Identify at least two improved processes per section of responsibility	Watching	Watching	Work in progress, nothing to report this quarter

Ref	Operational Action	Unit	Target	On Track	On Budget	Status Commentary
2.2.3.1	Support programs that encourage residents to transition away from social support options	Finance	Consider options in budget planning to support employment programs in 2018/19	Yes	Yes	Project not yet commenced but will be considered during Quarter 3 and 4 when Budget Deliberations are taking place
4.1.1.1	Provide timely and accurate responses to requests	Finance	In accordance with unit's customer service standards or adopted service levels	Yes	Yes	Currently achieving an average completion time for rates enquiries of 1.47 days against a customer service standard of 3 days
4.1.1.2	Provide effective delivery of Council services	Finance	In accordance with unit's customer service standards and service levels	Yes	Yes	Customer Service Standards and Service Levels achieved: Unpaid Rates > 3% at lowest point - <i>Target achieved at it's lowest point. End of 1/4 result higher due to timing of rates payment period.</i> Rates levied within one week of stipulated dates in the Revenue Statement - <i>Target achieved</i>
5.2.1.1	Comply with legislative requirements	Finance	Updates to be presented to Council in sectional monthly reports	Yes	Yes	All legislative requirements for area of responsibility are compliant in accordance with specific dates
5.2.1.4	Operational risks are monitored and managed in accordance with legislative requirements	Finance	Risk registers are presented to Council on a quarterly basis	Yes	Yes	All risks detailed on the Operational Risk Register are ALARP as at 30 September 2017
5.2.1.8	Monitor and review non-compliance of legislative requirements	Finance	Report on legislative non-compliance included in sectional reports presented to Council on a monthly basis	Yes	Yes	Legislative compliance status reviewed and no non-compliances this quarter
5.3.1.1	Workforce planning is reviewed to ensure that resourcing levels meet business needs in accordance with budget allocations	Finance	Review workforce requirements in accordance with budget schedule	Yes	Yes	Vacancies evaluated and assessed prior to recruitment
5.3.2.1	Continually review operational expenditure	Finance	Identify at least one operational saving per section of responsibility	Watching	Yes	A concept brief has been put forward for a Rate Modelling System which will allow Councillors much more user friendly information for budget rate modelling
5.3.2.2	The annual financial statements meet acceptable governance standards	Financial Services	Council's annual financial statements are 'unqualified'	Completed	Yes	Financial Statements Finalised on the 12th October 2017. Additional audit costs identified but within budget
		Financial Services	There are no internal controls as rated by the QAO deemed 'ineffective'	Completed	Yes	This target achieved and Financial Statements certified on the 12th October 2017 by QAO. Results reported to Audit Committee on the 6 October
		Assets & GIS	There are no internal controls as rated by the QAO deemed 'ineffective'	Completed	Yes	This target achieved and Financial Statements certified on the 12th October 2017 by QAO. Results reported to Audit Committee on the 6 October
		Financial Services	The timelines of the annual financial statements as rated by the QAO is not 'untimely'	Completed	Yes	Orange Traffic Light achieved for Timeliness. 4/5 key reporting dates met with the 5th date being negotiated with the External Auditors. Reported to Audit Committee on the 6 October
		Financial Services	The quality of the financial statements is not rated 'below average' by the QAO	Completed	Yes	This target achieved and Financial Statements certified on the 12th October 2017 by QAO. Results reported to Audit Committee on the 6 October

Ref	Operational Action	Unit	Target	On Track	On Budget	Status Commentary
5.3.2.3	Review and update long-term financial forecasts to attain a financially sustainable organisation	Financial Services	Long Term Financial Forecast updated at each budget and budget revision	Yes	Yes	This was achieved as part of the adopted budget. The pending revised budget will again undertake this
		Financial Services	Annual Operating Surplus Ratio between 0% & 10%	Yes	Yes	This was achieved as part of the adopted budget. The pending revised budget will again review this target and will be subject to next periods review
		Financial Services	Annual Net Financial Asset/Liability Ratio not greater than 60%	Yes	Yes	This was achieved as part of the adopted budget. The pending revised budget will again review this target and will be subject to next periods review
		Financial Services	Annual Interest Cover Ratio between 0% & 5%	Yes	Yes	This was achieved as part of the adopted budget. The pending revised budget will again review this target and will be subject to next periods review
		Financial Services	Annual Debt Service Cover ratio greater than two times	Yes	Yes	This was achieved as part of the adopted budget. The pending revised budget will again review this target and will be subject to next periods review
5.3.2.4	Financial systems and processes are managed to meet the appropriate audit requirements and community expectation	Financial Services	Rates are levied within one week of dates stipulated in the Revenue Statement.	Yes	Yes	No specific date set in the 2017/18 Revenue Statement. Issue date was 31/07/17
		Assets & GIS	The required asset revaluations are completed by 28 February 2018 and integrated into asset management and relevant financial plans	Watching	Yes	Currently planning to extend this date. Communication with Audit Committee will ensue
		Financial Services	Unpaid rates and charges are managed in accordance with the Revenue Management Policy, achieving an overdue balance of less than 3% at its lowest point	Yes	Yes	Unpaid Rates > 3% at lowest point Target achieved at it's lowest point. End of 1/4 result higher due to timing of rates payment period.
5.3.3.1	Refine the long-term asset management plans with asset custodians to guide the replacement and utilisation of resources	Assets & GIS	Annual review of asset management plans by 30 June 2018	Yes	Yes	Roads and Facilities Asset Management Planning underway
		Assets & GIS	Annual asset sustainability ratio is greater than 90%	Yes	Yes	High Capital program allows this ratio to be achieved
5.3.4.1	Conduct review of viability in keeping Rockhampton Regional Waste and Recycling commercialised	Financial Services	Review undertaken and options presented to Council by 30 June 2018	Yes	Yes	Workshops will be with Council during 2018/19 Budget.
5.4.2.6	Pursue improved processes through all levels of Council	Finance	Identify at least two improved processes per section of responsibility	Watching	Yes	A concept brief has been put forward for a Rate Modelling System which will allow Councillors much more user friendly information for budget rate modelling

Ref	Operational Action	Unit	Target	On Track	On Budget	Status Commentary
1.3.4.1	Provide a safety management system that minimises the risk to all people and property	Safety and Training	Achievement of 85% or greater compliance from the 2017 WHS Safety Audit	Yes	Yes	53 recommendations were identified in the 2016 Audit 27 actions are complete 20 actions are in progress 6 actions have not yet commenced
		Safety and Training	Achievement of KPIs in accordance with the Workplace Health and Safety Management System Plan	Watching	Yes	Of the 9 KPIs 5 are on Track <i>Incidents logged in Riskware by end of next business day</i> - Target 75% Actual 65%. <i>Completion of scheduled hazard inspections</i> - Target 80% Actual 94% <i>Completion of corrective actions by nominated due date</i> - Target 80% Actual 72% <i>Total Injury Count</i> - Target 187 Actual YTD 33 <i>Total Injury Frequency Rate</i> - Target 132.08 Actual 129.81 <i>Lost Time Injury Count</i> - Target 34 Actual YTD 5 <i>Lost Time Injury Frequency Rate</i> - Target 24.13 Actual 19.67 <i>Days Lost due to Injury</i> - Target 479 Actual YTD 174 <i>Lost Time Injury Severity Rate</i> - Target 8.71 Actual 34.80
2.2.3.1	Support programs that encourage residents to transition away from social support options	Workforce and Strategy	Consider options in budget planning to support employment programs in 2018/19	Yes	Yes	Currently recruiting to engage 3 trainees within the team: - 1 x Safety Trainee - 2 x Business Administration Trainees Supported Women's Health Centre 'Confident, Inspired & Ready for Work' Program
4.1.1.1	Provide timely and accurate responses to requests	Workforce and Strategy	In accordance with unit's customer service standards or adopted service levels	Yes	Yes	Currently achieving an average completion time for requests for of 8.71 days against a customer service standard of 30 days
4.1.1.2	Provide effective delivery of Council services	Workforce and Strategy	In accordance with unit's customer service standards and service levels	Yes	Yes	Customer Service Standards and Service Levels achieved: Policies reviewed within 10 working days - Target 100% Actual 100% Access and initiate action of corrupt conduct matters, public interest disclosures and administrative action complaints within 3 business days upon receipt of a complaint - Target 100% Actual 100% Employee pays processed and paid within 3 working days after the period end date - Target 100% Actual 100% Payroll accuracy - Target 100% Actual 99.88% Acknowledge job applications within 2 working days of the advertising close date - Target 100% Actual 100%

Ref	Operational Action	Unit	Target	On Track	On Budget	Status Commentary
4.2.2.1	Manage an annual compliance training program	Safety and Training	Implement a six monthly schedule of mandatory training at the end of July 2017 and end of January 2018	Yes	Yes	The six monthly schedule for July-Dec is on track. The Jan-June schedule is currently being developed and training providers are being sourced
4.2.2.2	Ensure legislative updates are communicated and implemented in areas of responsibility	CIS	Undertake a legislative compliance review project by 30 June 2018	Yes	Yes	A scope is being developed for endorsement
4.3.2.1	Implement programs that support leadership development	Safety and Training	Deliver leadership development program once in each six month period	Yes	Yes	Program has recently been updated to ensure currency of information delivered. The next round of the program is scheduled for delivery in February 2018
		HR and Payroll	Develop and implement a Mentoring Program and Performance Review system by 30 June 2018	Yes	Yes	My Plan for internal staff implemented for 17/18 year. External Performance Review and Mentoring program is scheduled for implementation in early 2018
4.3.3.1	Implement a rehabilitation/fitness for work program	Safety and Training	90% of workers on fit for work programs are placed within their own department	Yes	Yes	100% of rehabilitation/fitness for work programs have been placed within the workers own department during the reporting period
4.3.3.2	Undertake an employee survey that measures employee engagement and satisfaction with the organisation	HR and Payroll	Employee survey results show 5% increased overall satisfaction (from 63% in 2015)	Yes	Yes	A whole of council survey will be conducted before June 2018
5.2.1.1	Comply with legislative requirements	Workforce and Strategy	Updates to be presented to Council in sectional monthly reports	Watching	Yes	All legislative requirements for area of responsibility are compliant in accordance with specific dates
5.2.1.2	Develop and implement Governance Framework	CIS	Develop Framework by 30 June 2018	Yes	Yes	Research is being undertaken in relation to the governance frameworks in place within the local government industry
5.2.1.4	Operational risks are monitored and managed in accordance with legislative requirements	Workforce and Strategy	Risk registers are presented to Council on a quarterly basis			All risks detailed on the Operational Risk Register are ALARP as at 30 September 2017
5.2.1.5	Manage employee complaints and grievances in accordance with legislation and policy requirements	Industrial Relations and Investigations	100% actioned in accordance with Council policy and procedure	Yes	Yes	Internal and external complaint assessments and investigative processes are continuing to be actioned in a timely manner, pursuant to statutory and policy requirements. Council has participated in two recent external audits by the Crime and Corruption Commission and the Office of the Queensland Ombudsman
5.2.1.8	Monitor and review non-compliance of legislative requirements	Workforce and Strategy	Report on legislative non-compliance included in sectional reports presented to Council on a monthly basis	Watching	Yes	There are some organisational deficiencies that have been notified in relation to tickets, licenses, training and qualifications renewals overdue

Ref	Operational Action	Unit	Target	On Track	On Budget	Status Commentary
5.3.1.1	Workforce planning is reviewed to ensure that resourcing levels meet business needs in accordance with budget allocations	Workforce and Strategy	Review workforce requirements in accordance with budget schedule	Yes	Yes	Vacancies evaluated and assessed prior to recruitment
5.3.2.1	Continually review operational expenditure	Workforce and Strategy	Identify at least one operational saving per section of responsibility	Yes	Yes	CIS - Corporate & Operational Plan designs undertaken in-house.
5.4.2.1	Implement improved payroll processes that allow greater flexibility and more efficient processing of employee records	HR & Payroll	Implement the Aurion Timekeeper module by 30 June 2018	Watching	Yes	Implementation of Aurion timekeeper will be impacted by progress of Aurion Web Recruitment due to resourcing in IT and HR & Payroll. Labour only, other associated costs included in Corporate IT budget
5.4.2.2	Undertake certified agreement negotiations that consider the application of the new Queensland Local Government Industry Award - State 2017 and the <i>Industrial Relations Act 2016</i>	Industrial Relations & Investigations	Negotiations completed and certified agreement conditions implemented by 30 June 2018	Yes	Yes	Project planning has progressed and the management team has considered various content and financial modelling options
5.4.2.3	Create a system to automate the delegation and authorisation process	CIS	Implement an automated electronic system by 30 June 2018	Yes	Yes	A master spreadsheet has been created. The automated process has been designed and is yet to be implemented. Discussions are underway with LGAQ about their new delegation process being developed
5.4.2.4	Simplify and streamline approval processes	CIS	Develop a Delegations Policy, incorporating Corporate Delegation Bands, by 30 December 2017	Yes	Yes	Draft policy is being prepared. Corporate Delegation Bands are being relocated from the Corporate Delegations Reference Table and incorporated into relevant policy document/s (45% complete)
5.4.2.5	Ensure that policies and procedures provide the appropriate framework and approvals to facilitate the efficient and effective operations	HR & Payroll	Implement changes to Corporate Delegations and update policy and procedure documents by 30 June 2018	Yes	Yes	With ongoing review of policies Corporate Delegations Register should be obsolete by June 2018
5.4.2.6	Pursue improved processes through all levels of Council	Workforce and Strategy	Identify at least two improved processes per section of responsibility	Yes	Yes	Recordkeeping process improvement implemented MYPlan Performance Review Program implemented Improved delegations documentation introduced with Corporate Delegation Bands
5.4.3.1	Identify and implement improved recruitment process	HR & Payroll	Implement process, including web recruitment by 30 June 2018	Yes	Yes	Initial design and scoping of Web Recruitment commences in October. Labour only, other associated costs included in Corporate IT budget
5.4.4.1	Undertake a survey that show staff are proud to work at Council	HR & Payroll	Maintain 75% of staff that are proud to work at Council	Yes	Yes	A whole of council survey will be conducted before June 2018
5.4.4.2	Implement improved internal communications strategies to ensure all staff are informed	Workforce and Strategy	Staff newsletter is distributed to all staff on a monthly basis	Yes	Yes	Rocky Roundup has been issued for July, August & September during the reporting period

Ref	Operational Action	Unit	Target	On Track	On Budget	Status Commentary
2.2.3.1	Support programs that encourage residents to transition away from social support options	Natural Resource Management	Consider options in budget planning to support employment programs in 2018/19	Watching	Yes	NRM unit established 16 Oct 2017, budget planning yet to be commenced
3.3.1.1	Determine current baseline data for Council's current activities	Natural Resource Management	Develop baseline data and monitoring mechanisms by 30 June 2018	Watching	Yes	NRM unit established 16 Oct 2017, initial relationship building and data collection underway. Sustainability Framework to be completed by 30 June 18
3.3.2.1	Develop an Environmental Sustainability Framework which defines Council's areas of focus and key priority actions	Natural Resource Management	Achieve guiding principles within the Environmental Policy	Watching	Yes	NRM unit established 16 Oct 2017, initial relationship building and data collection underway. Sustainability Framework to be completed by 30 June 18
		Natural Resource Management	Develop an Environmental Sustainability Framework by 30 June 2018	Watching	Yes	NRM unit established 16 Oct 2017, initial relationship building and data collection underway. Sustainability Framework to be completed by 30 June 18
		Natural Resource Management	Implement actions in accordance with the Environmental Sustainability Framework	Watching	Yes	NRM unit established 16 Oct 2017, implementation pending development of the Environmental Sustainability Framework
4.1.1.1	Provide timely and accurate responses to requests	Natural Resource Management	In accordance with unit's customer service standards or adopted service levels	Watching	Yes	NRM unit established 16 Oct 2017, service levels yet to be determined
4.1.1.2	Provide effective delivery of Council services	Natural Resource Management	In accordance with unit's customer service standards and service levels	Watching	Yes	NRM unit established 16 Oct 2017, engaging broadly, service levels yet to be determined
5.2.1.1	Comply with legislative requirements	Natural Resource Management	Updates to be presented to Council in sectional monthly reports	Watching	Yes	NRM unit established 16 Oct 2017, first monthly report still to be completed
5.2.1.4	Operational risks are monitored and managed in accordance with legislative requirements	Natural Resource Management	Risk registers are presented to Council on a quarterly basis	Watching	Yes	NRM unit established 16 Oct 2017, operational risks still to be assessed
5.2.1.8	Monitor and review non-compliance of legislative requirements	Natural Resource Management	Report on legislative non-compliance included in sectional reports presented to Council on a monthly basis	Watching	Yes	NRM unit established 16 Oct 2017, legislative non-compliance still to be assessed
5.3.1.1	Workforce planning is reviewed to ensure that resourcing levels meet business needs in accordance with budget allocations	Natural Resource Management	Review workforce requirements in accordance with budget schedule	Watching	Yes	NRM unit established 16 Oct 2017, workforce requirements still to be aligned with expected service levels and budget allocations
5.3.2.1	Continually review operational expenditure	Natural Resource Management	Identify at least one operational saving per section of responsibility	Watching	Yes	NRM unit established 16 Oct 2017, operational budget still to be determined
5.4.2.6	Pursue improved processes through all levels of Council	Natural Resource Management	Identify at least two improved processes per section of responsibility	Watching	Yes	NRM unit established 16 Oct 2017, operational budget still to be determined

COMMUNITY SERVICES

Community Services Directorate

Ref	Operational Action	Unit	Target	On Track	On Budget	Status Commentary
1.6.3.1	Deliver and support local events and celebrations	Community Services Directorate	Deliver Festive Season display throughout the Region	Yes	Yes	Pre-planning meeting held with installation schedule confirmed.
2.2.3.1	Support programs that encourage residents to transition away from social support options	Community Services Directorate	Consider options in budget planning to support employment programs in 2018/19	Yes	Yes	W4Q Programs approved and being implemented. Agency agreements (youth justice) entered into.
4.1.1.1	Provide timely and accurate responses to requests	Community Services Directorate	In accordance with unit's customer service standards or adopted service levels	Yes	Yes	Adopted service levels to be established throughout year
4.1.1.2	Provide effective delivery of Council services	Community Services Directorate	In accordance with unit's customer service standards and service levels	Yes	Yes	Adopted service levels to be established throughout year
5.2.1.1	Comply with legislative requirements	Community Services Directorate	Updates to be presented to Council in sectional monthly reports	Yes	Yes	Community Services continue to develop work instructions to ensure decisions are made within the legal framework provided by the legislation and with consistency across officers. Appropriate section plans continue to be developed and implemented.
5.2.1.4	Operational risks are monitored and managed in accordance with legislative requirements	Community Services Directorate	Risk registers are presented to Council on a quarterly basis	Yes	Yes	Risk registers updated and recommendations being implemented.
5.2.1.8	Monitor and review non-compliance of legislative requirements	Community Services Directorate	Report on legislative non-compliance included in sectional reports presented to Council on a monthly basis	Yes	Yes	Legislative requirements factored into operational process and reported on monthly to ensure compliance
5.3.1.1	Workforce planning is reviewed to ensure that resourcing levels meet business needs in accordance with budget allocations	Community Services Directorate	Review workforce requirements in accordance with budget schedule	Yes	Yes	Removal of Administration Officer position, void to be filled with appointment of Trainee in New Year. Departmental review of Parks to commence Qtr 2.
5.3.2.1	Continually review operational expenditure	Community Services Directorate	Identify at least one operational saving per section of responsibility	Yes	Yes	Sectional resourcing requirements reviewed and cost savings identified via FTE transfers.
5.4.2.6	Pursue improved processes through all levels of Council	Community Services Directorate	Identify at least two improved processes per section of responsibility	Yes	Yes	Blue Card processes improved within the Directorate area. Animal Management Strategy improving processes for Local Laws.

Ref	Operational Action	Unit	Target	On Track	On Budget	Status Commentary
1.2.1.3	Provide quality arts and cultural facilities throughout the Region	Major Venues	Deliver 100% of the See It Live program at Pilbeam Theatre	Yes	Yes	2017 See it Live program complete / 2018 Program under development. See it Live events for Q1 completed and were The Marriage of Figaro - Opera Australia, Dracula - Shake & Stir Theatre Co, La Fille Mal Gardee - Qld Ballet, Mozart & Brahms - Aust Chamber Orchestra Collective, We're Going on a Bear Hunt - Gary Ginivan Attractions.
		Arts and Heritage	Community long-term use spaces at the Walter Reid Cultural Centre are 100% tenanted	Yes	Yes	All spaces tenanted to community groups
		Art Gallery	Deliver 100% of the Rockhampton Art Gallery program	Yes	Yes	Programs delivered - 143 public programs were presented, consisting of term based classes, weekend workshops, school holiday programs and one off programs. 3 exhibitions were presented, Coming into Fashion: a century of fashion at Conde Nast, Pret-a-printer and Jewellers and Milliners
1.4.1.2	Provide community sponsorship for activities in various sectors	Arts and Heritage	Administer the Rockhampton Regional Australia Day Fund in accordance with the guidelines	Yes	Yes	Call for Application currently underway
1.4.1.3	Deliver a range of performances, programs and activities for various age groups	Art Gallery	Community programs and performances are delivered in accordance with contracts, schedules and funding agreements	Yes	Yes	Programs delivered - 143 Programs have been held, Messy Mondays, Yoga in the Gallery, Collection Conversations, Wine and Watercolour, Pinot and Pastels, Still Life Dead Life (Drawing), Rockhampton in Fashion Launch, Parisian Plein Air, Exhibition Walk Through with Natahalie Herschodorfer, Exhibitions walk through with Charlotte Smith, Fashion extended hours
		Major Venues	Community programs and performances are delivered in accordance with contracts, schedules and funding agreements	Yes	Yes	Programs delivered: - The Marriage of Figaro - Opera Australia a fine music and accessible performance that featured locally source children's chorus, performed in english. Dracula - Shake & Stir Theatre Co adaption of literary classic performed by vibrant contemporary youth company, strong take up of workshops by high schools. Strong young adult appeal and attendance. La Fille Mal Gardee - Qld Ballet popular accessible ballet, high quality performance with broad family appeal and featuring locally selected performers within ensemble. Mozart & Brahms - Aust Chamber Orchestra - excellent fine music presented as afternoon option performance, well attended workshop delivered by company to select high school students. We're Going on a Bear Hunt - Gary Ginivan Attractions - very well attended "page to stage" piece for primary school students both school performance and early evening general public performance.

Ref	Operational Action	Unit	Target	On Track	On Budget	Status Commentary
1.4.3.3	Engage volunteers to assist with activities at the Heritage Village	Heritage Services	Maintain and support volunteer engagement at the Heritage Village	Yes	Yes	Volunteer opportunities widely promoted in community. Volunteers are support by providing engaging and rewarding activities including social interaction.
1.6.2.1	Operate the Rockhampton Heritage Village	Heritage Services	Heritage Village opened in accordance with operating hours and has total site visitation exceeding 30000 persons	Yes	Yes	Visitor numbers are on target year to date at 13,514.
1.6.3.1	Deliver and support local events and celebrations	Arts and Heritage	Conduct Rockhampton Carols by Candelight annual event	Yes	Yes	Planning commenced. Sponsorship EoI developed. Charity selected.
		Heritage Services	Conduct Heritage Festival event	Yes	Yes	2017 Event reviewed. Planning for 2018 commenced
		Arts and Heritage	Conduct annual Rockhampton Cultural Festival	Completed	Yes	On 26 August the Cultural Festival was held at the Heritage Village. The festival was considered a success with approximately 3500 attendees and over forty stall holders present.
1.6.3.2	Deliver and support major Regional events	Major Venues	Deliver one large music theatre production attended by in excess of 3000 patrons at the Pilbeam Theatre	Yes	Yes	We Will Rock You 16-24 March 2018. Artistic team selected. Auditions confirmed for November 2017.
		Art Gallery	Deliver two major exhibitions delivering in excess of 4000 visitors at the Rockhampton Art Gallery	Yes	Watching	Exhibitions planned. Coming into Fashion currently open. Earned income lower than budgeted
		Major Venues	Rockhampton Showgrounds is used for 25 days for whole-of-grounds events	Yes	Yes	8 - on target year to date . Event days include - ADF Open Day, Speedway Solo Bikes, Rocky Swap, Rockhampton Home Show (3 days), CQ Convoy, Speedway/Monster Truck.
1.6.4.1	Deliver a diverse range of creative arts programs	Art Gallery	Programs are deliverd in accordance with guidelines and schedules	Yes	Yes	Programs delivered inline with Council and industry standards and guidelines. Ongoing visitor feedback survey have been undertaken July - September 2017 to gain immediate feedback. Finance has been an area of work with suppliers feedback on slow payment from the Art Gallery.
		Art Gallery	The effectiveness of annual public programs are presented to Council at the end of each calendar year	Watching	Yes	As reported to Council as part of annual Community Satisfaction Survey. Direct customer feedback survey under development for use in calendar year 2018
		Major Venues	Programs are deliverd in accordance with guidelines and schedules	Yes	Yes	8 - on target year to date . Event days include - ADF Open Day, Speedway Solo Bikes, Rocky Swap, Rockhampton Home Show (3 days), CQ Convoy, Speedway/Monster Truck.
		Major Venues	The effectiveness of annual public programs are presented to Council at the end of each calendar year	Watching	Yes	As reported to Council as part of annual Community Satisfaction Survey. Direct customer feedback survey under development for use in calendar year 2018

Ref	Operational Action	Unit	Target	On Track	On Budget	Status Commentary
1.6.4.2	Deliver the Regional Arts Development Fund	Arts and Heritage	All Regional Arts Development Fund applications are assessed in accordance with the guidelines	Yes	Yes	16/17 Funding confirmed
1.6.4.3	Support the creation of public art throughout the Region	Art Gallery	Develop a Public Art Program by 31 December 2017	Yes	Yes	Policy to be presented to Council / Procedure under development / Public Art in CBD to be delivered
2.2.3.1	Support programs that encourage residents to transition away from social support options	Arts and Heritage	Consider options in budget planning to support employment programs in 2018/19	Yes	Yes	To be considered during budget development. Jobs Queensland program participants engaged at Heritage Village
2.3.2.1	Plan for the construction of the new Rockhampton Art Gallery and redevelopment of the former art gallery as flat floor "black box" performance/event space	Art Gallery	Business case, scope of work and design completed by 30 June 2018	Yes	Yes	Project focusing on CBD development / investigation of current site reuse to be deferred to 18/19
4.1.1.1	Provide timely and accurate responses to requests	Arts and Heritage	In accordance with unit's customer service standards or adopted service levels	Yes	Yes	Response to requests completed and reported on a monthly basis to Council committee
4.1.1.2	Provide effective delivery of Council services	Arts and Heritage	In accordance with unit's customer service standards and service levels	Yes	Yes	Services delivered to service levels as reported on a monthly basis to Council committee
5.2.1.1	Comply with legislative requirements	Arts and Heritage	Updates to be presented to Council in sectional monthly reports	Yes	Yes	No legislative requirements due in the reporting period.
5.2.1.4	Operational risks are monitored and managed in accordance with legislative requirements	Arts and Heritage	Risk registers are presented to Council on a quarterly basis	Yes	Yes	Sole operational risk, installation of venue management software in progress.
5.2.1.8	Monitor and review non-compliance of legislative requirements	Arts and Heritage	Report on legislative non-compliance included in sectional reports presented to Council on a monthly basis	Yes	Yes	Minor licence and ticket renewals overdue but followed up with relevant officers.
5.3.1.1	Workforce planning is reviewed to ensure that resourcing levels meet business needs in accordance with budget allocations	Arts and Heritage	Review workforce requirements in accordance with budget schedule	Yes	Yes	Section workforce accordance with budget schedule. Use of casual staff is regularly reviewed to ensure that use is either minimized or occurs with maximum cost recovery.
5.3.2.1	Continually review operational expenditure	Arts and Heritage	Identify at least one operational saving per section of responsibility	Yes	Yes	Heritage Village general maintenance tasks undertaken by Jobs Queensland and overseen by Workshop Team Leader.
5.4.2.6	Pursue improved processes through all levels of Council	Arts and Heritage	Identify at least two improved processes per section of responsibility	Yes	Yes	Reviewed and improved Heritage Village venue booking and F&B prep processes.

Ref	Operational Action	Unit	Target	On Track	On Budget	Status Commentary
1.1.4.1	Undertake required statutory maintenance	Facilities	Compliance standards met	Yes	Yes	Maintenance undertaken in accordance with compliance timeframes
1.1.4.2	Clean and maintain Council buildings	Facilities	Buildings cleaned and maintained in accordance with the priority rating schedule and budget allocation	Yes	Yes	Cleaning undertaken in accordance with established schedule
1.1.4.3	Develop and implement conservation management plans for heritage listed buildings	Facilities	Conservation Management Plan review conducted in accordance with schedule	Yes	Yes	There were no Conservation Management Plans requiring review during this period
1.2.1.1	Provide venues suitable for community use	Facilities	All venues are compliant with statutory requirements	Yes	Yes	Works undertaken at Gracemere and North Rockhampton Libraries; Rockhampton Showground
1.3.1.1	Maintain and monitor CCTV systems	Communities and Facilities	System maintained in accordance with schedule	Yes	Yes	Camera operation checked on weekly basis and repairs undertaken as required
1.4.1.2	Provide community sponsorship for activities for various sectors	Communities and Facilities	Community sponsorship and grant funding applied in accordance with the guidelines	Yes	Yes	CAP round 1 applications assessed with funding of \$27,713 provided for 8 projects; 9 small projects funded for \$1,984; 1 major sponsorship for \$5,190
1.4.1.4	Provide library services	Library Services	Library services aim to meet key quality standards for public libraries	Yes	Yes	68,516 library visits recorded, and 118,190 items issued during the period. New branch library opened in Gracemere on 28 August
1.4.1.5	Deliver funded home maintenance and modification services to support seniors and people with a disability to continue living independently	Home Assist Secure	Service delivered in accordance with eligibility and funding arrangements	Yes	Yes	6,575 hours of service delivered to clients
1.4.3.1	Engage volunteers to assist with the delivery of free community training at the Library Technology Centre and library events	Library Services	Increase number of volunteer trainers	Yes	Yes	Volunteers provided 508 hours of support during the period
1.5.1.1	Deliver programs and activities that promote development, lifelong learning, social inclusion and capacity building	Library Services	Programs delivered annually with in excess of 1000 person participation rate	Yes	Yes	156 programs were delivered with 5,271 participants

Ref	Operational Action	Unit	Target	On Track	On Budget	Status Commentary
1.5.1.2	Provide facilities and training through the Library Technology Centre and libraries to develop digital skills and reduce social exclusion	Library Services	Deliver 2000 hours of contact community training	Yes	Yes	612 contact hours of free community training provided during the quarter
1.5.1.3	Provide a home delivery library service to people who are housebound	Library Services	Increase in home delivery library loans	Yes	Yes	3,054 loans were provided to 107 clients during the period
1.6.1.2	Support indigenous events and celebrations	Communities and Facilities	Facilitate identified celebrations	Yes	Yes	Participation in NAIDOC Week community celebrations
1.6.2.3	Maintain the documentary heritage of the Region through maintaining and developing the Local History Centre and its collection	Library Services	Increase in research access requests by 10%	Yes	Yes	310 research access requests were completed during the period
1.6.3.1	Deliver and support local events and celebrations	Library Services	Transition the CapriCon Steampunk and Pop Culture Convention to an annual event	Yes	Yes	Planning well underway for April 2018 event
		Communities and Facilities	Conduct annual Harmony Day and Cultural events	Yes	Yes	Participation in Cultural Festival and NAIDOC week celebrations, multicultural seniors morning tea, conversational English sessions held
2.2.2.2	Support community training programs/education workshops held in the Region	Library Services	Provide 500 hours of Microsoft training courses through the Library Technology Centre	Yes	Yes	280 contact hours of Microsoft delivered during the period
2.2.3.1	Support programs that encourage residents to transition away from social support options	Communities and Facilities	Consider options in budget planning to support employment programs in 2018/19	Watching	Watching	Will consider options as opportunities arise.
2.2.3.2	Provide access to resources and free community technology training courses to develop skills	Library Services	Provide community access to technology and deliver 2000 contact hours of computer training	Yes	Yes	7,133 hours of community access to technology provided across the region, with 612 contact hours of free training offered
2.2.3.3	Provide quality child care services	City Child Care Centre	Services provided meet the national quality standard	Yes	Yes	25,707 hours of long day care and 1,998 hours of occasional care provided
4.1.1.1	Provide timely and accurate responses to requests	Communities and Facilities	In accordance with unit's customer service standards or adopted service levels	Yes	Yes	All requests completed within standard timeframes
4.1.1.2	Provide effective delivery of Council services	Communities and Facilities	In accordance with unit's customer service standards and service levels	Yes	Yes	Service levels met

Ref	Operational Action	Unit	Target	On Track	On Budget	Status Commentary
5.2.1.1	Comply with legislative requirements	Communities and Facilities	Updates to be presented to Council in sectional monthly reports	Yes	Yes	No legislative requirements due in the reporting period.
5.2.1.4	Operational risks are monitored and managed in accordance with legislative requirements	Communities and Facilities	Risk registers are presented to Council on a quarterly basis	Yes	Yes	No outstanding actions
5.2.1.8	Monitor and review non-compliance of legislative requirements	Communities and Facilities	Report on legislative non-compliance included in sectional reports presented to Council on a monthly basis	Yes	Yes	Minor licence and ticket renewals overdue but followed up with relevant officers.
5.3.1.1	Workforce planning is reviewed to ensure that resourcing levels meet business needs in accordance with budget allocations	Communities and Facilities	Review workforce requirements in accordance with budget schedule	Yes	Yes	Staffing in accordance with adopted budget
5.3.2.1	Continually review operational expenditure	Communities and Facilities	Identify at least one operational saving per section of responsibility	Yes	Yes	Software upgrade enhanced capacity for staff to operate system without need for contractor engagement
5.4.2.6	Pursue improved processes through all levels of Council	Communities and Facilities	Identify at least two improved processes per section of responsibility	Yes	Yes	Process for Child Care Centre family sign in sheets; master actions for Conquest statutory maintenance work order management; refined internal reporting template

Ref	Operational Action	Unit	Target	On Track	On Budget	Status	Commentary
1.1.1.1	Operate, maintain and repair infrastructure as detailed in the annual maintenance programs	Parks Planning and Projects	Delivery of the annual operating budget to 95%	Yes	Yes		Underway and on target.
1.1.1.2	Deliver the annual capital works program	Parks Planning and Projects	Budget expenditure greater than 95%	Watching	Watching		Budget reallocation underway for Parks Construction capital works (no overall budget increase). Some project slippage but being managed.
1.1.3.4	Develop and implement a strategic plan for the Region's open space, parks and streetscapes that improves amenity and encourages/increases physical activity and builds communities	Parks Planning and Projects	SPARC adopted by Council by 31 December 2017	Yes	Yes		Draft SPARC Strategy to be presented for Parks, Recreation and Sport Committee endorsement at the November meeting. Public review scheduled for December / January.
		Parks Operations	Implement development actions in accordance with SPARC objectives and guidelines	Yes	Yes		Implementation pending endorsement and adoption of the SPARC.
1.2.1.2	Manage and maintain major parks, aquatic centres and sports facilities	Parks Planning and Projects	All parks and facilities managed in accordance with management plans and contractual agreements	Yes	Yes		Close monitoring of aquatic centres is occurring.
1.2.1.4	Provide quality regional cemeteries to provide burial and memorialisation services	Parks and Visitor Services	Cemeteries have high community satisfaction with service provided resulting in less than five complaints annually	Watching	Yes		Complaints currently tracked within Pathway module. Reporting not yet fully automated.
1.2.1.5	Continued implementation of the Kershaw Gardens Restoration and Redevelopment Project	Parks Planning and Projects	Completion of planned works as scheduled by 30 June 2018	Yes	Watching		Current projections indicate that additional funding allocation will be required to complete the works as tendered.
1.2.1.6	Facilitate Works for Queensland projects	Parks Planning and Projects	Completion of projects in accordance with schedule	Watching	Watching		Most projects tracking well but variations and scope changes are affecting delivery on schedule. Currently being managed.
1.4.1.1	Increase utilisation through a range of entertainment, education and recreation events in parks	Parks and Visitor Services	Undertake usage surveys of four parks per year	Yes	Yes		A range of activities in parks are being provided including Tropicana, Arts in the Park and Arts in the Park on Holidays. Survey currently underway at Rockhampton Botanic Gardens.
1.4.3.2	Engage volunteers to assist with activities in the zoo and selected major parks	Parks and Visitor Services	Increase in number of volunteers by 10%	Yes	Yes		Volunteer groups active and well managed at Rockhampton Zoo, Rockhampton Botanic Gardens and Kershaw Nursery.
1.4.3.4	Support community and volunteer organisations in the delivery of sport and recreation activities	Parks and Visitor Services	Increase in number of organisations supported	Yes	Yes		Sport and recreation organisation networking session on club and volunteer management was held on 10 October 2017. Planning is underway for the 2018 Sports and Health Expo.
1.6.2.2	Operate and manage the Rockhampton Botanic Gardens	Parks and Visitor Services	Rockhampton Botanic Gardens opened in accordance with operating hours and managed in accordance with Strategic Master Plan	Yes	Yes		Consultant engaged for Strategic Master Plan.
1.6.3.1	Deliver and support local events and celebrations	Parks and Visitor Services	Conduct the Anzac Day dawn and civic ceremonies	Yes	Yes		First meeting for 2018 commemorations set down for 02 November 2017.

Ref	Operational Action	Unit	Target	On Track	On Budget	Status Commentary
2.1.2.3	Work with the Region's sporting associations to develop opportunities and attract sports competition events to the Region	Parks Planning and Projects	One or more new events attracted	Yes	Yes	Discussions with a number of organisations regarding events for 2018 are underway.
		Parks Planning and Projects	Increased utilisation of the Region's sport facilities	Yes	Yes	Assisting sport and recreation organisations to improve governance and access to facilities.
2.2.3.1	Support programs that encourage residents to transition away from social support options	Parks	Consider options in budget planning to support employment programs in 2018/19	Yes	Yes	Parks is actively supporting community programs targeted at skills acquisition and transition to employment by providing sites and activities to allow for program delivery.
3.1.4.1	Improve landscape design and delivery within parks and streetscapes to provide diversity of vegetation cover	Parks Operations	Planting in accordance with the Streetscape Design Manual	Yes	Yes	Planting Palette to be presented for Parks, Recreation and Sport Committee endorsement at the November meeting.
4.1.1.1	Provide timely and accurate responses to requests	Parks	In accordance with unit's customer service standards or adopted service levels	Yes	Yes	Parks Manager is currently working with the parks management team to ensure that all written communications are completed within acceptable time frames. Pathway requests are being actively completed in accordance with their priority rating.
4.1.1.2	Provide effective delivery of Council services	Parks	In accordance with unit's customer service standards and service levels	Yes	Yes	Parks Manager is undertaking a review with senior staff on how parks can improve on consistently delivering council services across all teams.
5.2.1.1	Comply with legislative requirements	Parks	Updates to be presented to Council in sectional monthly reports	Yes	Yes	No legislative requirements due in the reporting period.
5.2.1.4	Operational risks are monitored and managed in accordance with legislative requirements	Parks	Risk registers are presented to Council on a quarterly basis	Yes	Yes	Parks Manager is working with Rockhampton Council Safety advisors to ensure that the operational parks risks are monitored and addressed at Tool box meetings.
5.2.1.8	Monitor and review non-compliance of legislative requirements	Parks	Report on legislative non-compliance included in sectional reports presented to Council on a monthly basis	Yes	Yes	Parks Manager is working with Rockhampton Regional Council compliance team to identify non compliance within the park operations that relate to legislative framework. Minor non-compliances also exist with overdue licence and ticket renewals. These have been followed up with relevant staff.
5.3.1.1	Workforce planning is reviewed to ensure that resourcing levels meet business needs in accordance with budget allocations	Parks	Review workforce requirements in accordance with budget schedule	Yes	Yes	Parks Manager with senior staff has completed a review of all staff who have excess leave balances over 4 weeks. Approximate 80 % of staff have either filled in new leave applications or applied for leave cash out .
5.3.2.1	Continually review operational expenditure	Parks	Identify at least one operational saving per section of responsibility	Yes	Yes	Parks Manager has removed overtime pre checking of plant that will be done within normal operational hours with savings of \$50,000 annually.
5.4.2.6	Pursue improved processes through all levels of Council	Parks	Identify at least two improved processes per section of responsibility	Yes	Yes	Parks Manager has rolled out 4 IPADS to date to enable supervisors to be out in the field more with their staff rather than office bound. The IPADs will be used to audit trees and irrigation in relation to condition and risk .

Ref	Operational Action	Unit	Target	On Track	On Budget	Status Commentary
1.1.4.4	Completion of a new animal pound facility at Gracemere	Local Laws	Completed in accordance with project schedule	Watching	Watching	Land sale finalised in July 2017. Development Permit for a Material Change of Use for Animal Keeping resolved by Council. Development Permit for a Reconfiguration of a Lot by Boundary Realignment of 4 Lots into 2 Lots resolved by Council 5 September 2017. A new build quotation is called due to the design amendments as part of the planning approval. Design data and electrical outlet placement has been completed. Operational Works approval obtained on 10 October 2017.
1.3.2.1	Prevention of disease and adverse impact of domestic animals	Local Laws	Implement actions in accordance with the Animal Management Guidelines	Watching	Yes	Quarantine Donga has been installed, Officers are continuing to monitor the prevalence of disease in stray animals, particularly as we come into the wetter months.
		Health and Environment	Implement public health programs in accordance with schedule	Yes	Yes	Councils H& E unit continue to deal with pest animals, including beginning the implementation of the Wild Dog Management Plan. There are no programs currently being undertaken by the H& E Unit in relation to domestic animals.
2.2.3.1	Support programs that encourage residents to transition away from social support options	Planning and Regulatory Services	Consider options in budget planning to support employment programs in 2018/19	Watching	Yes	Traineeship programs utilised and Regulatory Services has employed trainees for this coming year. Examining for options for suitable employment programs for 18/19
3.1.3.1	Implement strategic plans to advise community on programs	Health and Environment	Achieve strategy outcomes in the Biosecurity Plan in accordance with timeframes	Watching	Yes	Awaiting Consultation period to finish before report to Council to adopt Biosecurity Plan
4.1.1.1	Provide timely and accurate responses to requests	Planning and Regulatory Services	In accordance with unit's customer service standards or adopted service levels	Yes	Yes	Customer service charter requirements being met. New customer service standards under review and development
4.1.1.2	Provide effective delivery of Council services	Planning and Regulatory Services	In accordance with unit's customer service standards and service levels	Yes	Yes	Customer service charter requirements being met. New customer service standards under review and development
4.2.1.1	Provide effective development management programs in line with legislative requirements for environment health, food, safety, noise, odour and dust protection	Local Laws	Compliance with statutory codes and regulations	Yes	Yes	Local Laws continue to respond to residential complaints in relation to noise dust and odour. Areas of Local Laws in the traffic light report meets the completion standard at 90%.
		Health and Environment	Compliance with statutory codes and regulations	Yes	Yes	Environmental Health Officers continue the annual inspection program to ensure that all food businesses and personal appearance services are inspected at least annually, currently, 24% and 22% of premises have been inspected respectively. Follow up inspections of premises that are non-compliant are conducted as required. Complaints in relation to food safety, noise, odour and dust continue to be investigated.

Ref	Operational Action	Unit	Target	On Track	On Budget	Status Commentary
4.2.1.2	Provide formal and informal education opportunities to the public to ensure the community are aware of their legislative obligations	Building and Plumbing Services	Education program implemented in accordance with program milestones	Yes	Yes	2017 Education program is currently being planned. The Unit, as a collaborative, are looking to redesign an existing position within the Section to fulfil the specific requirements required of this role.
		Development Assessment	Education program implemented in accordance with program milestones	Yes	Yes	The 2017 Education is currently in the planning stages. The Unit will undertake to redesign an existing position with the Section. A Development Forum is held every six months. In addition where community meetings are held in relation to development applications a member of the DA team is always in attendance.
		Health and Environment	Education program implemented in accordance with program milestones	Yes	Yes	2017 Education program is currently being planned. The Unit, as a collaborative, are looking to redesign an existing position within the Section to fulfil the specific requirements required of this role.
		Local Laws	Education program implemented in accordance with program milestones	Yes	Yes	Rockhampton Regional Council Lively Library Sessions implemented and in progress. The School education program for 2017-2018 is currently being planned. The Unit, is seeking to redesign a existing position with the Section to undertake this role.
4.2.2.3	Provide a diverse range of compliance tools to a wide range of amenity, health and safety issues across the community to enhance liveability	Health and Environment	Develop an enforcement manual by 30 June 2018	Yes	Yes	Draft manual prepared and currently under review.
		Local Laws	Develop an enforcement manual by 30 June 2018	Yes	Yes	Draft manual prepared and currently under review.
5.2.1.1	Comply with legislative requirements	Planning and Regulatory Services	Updates to be presented to Council in sectional monthly reports	Yes	Yes	The H&E unit continue to develop work instructions to ensure decisions are made within the legal framework provided by the legislation and with consistency across officers. The Pest Management Unit is currently developing a Biosecurity plan to ensure compliance with the relevant legislation, this plan is currently out for comment with external organisations.
5.2.1.4	Operational risks are monitored and managed in accordance with legislative requirements	Planning and Regulatory Services	Risk registers are presented to Council on a quarterly basis	Yes	Yes	Risks identified in audit report. Actions identified to mitigate and demonstrate ongoing management
5.2.1.8	Monitor and review non-compliance of legislative requirements	Planning and Regulatory Services	Report on legislative non-compliance included in sectional reports presented to Council on a monthly basis	Yes	Yes	Legislative requirements factored into system work flows and reported on monthly to ensure compliance
5.3.1.1	Workforce planning is reviewed to ensure that resourcing levels meet business needs in accordance with budget allocations	Planning and Regulatory Services	Review workforce requirements in accordance with budget schedule	Yes	Yes	Improvement of work processes undertaken and ongoing to meet service requirements
5.3.2.1	Continually review operational expenditure	Planning and Regulatory Services	Identify at least one operational saving per section of responsibility	Yes	Yes	Amended roster at pound facility to minimise overtime. Additional rostering requirements under review.
5.4.2.6	Pursue improved processes through all levels of Council	Planning and Regulatory Services	Identify at least two improved processes per section of responsibility	Yes	Yes	Dog attack process refined to ensure appropriate and consistent approach and investigation. Development Advice Centre under development to provide more prompt and personal service delivery. Provision of large vector pellet distributor to treat three times the area in the same time.

REGIONAL SERVICES

Regional Services Directorate

Ref	Operational Action	Unit	Target	On Track	On Budget	Status Commentary
1.1.3.3	Develop a Strategic Infrastructure Plan	Regional Services Directorate	Strategic Infrastructure Plan endorsed by Council by 30 June 2018	Yes	Yes	Council workshop was held on 5 September. A draft Strategic Infrastructure Plan is being prepared and will be presented more formally to Council in due course
2.2.3.1	Support programs that encourage residents to transition away from social support options	Regional Services Directorate	Consider options in budget planning to support employment programs in 2018/19	Yes	Yes	W4Q program is targeting local employment where possible.
4.1.1.1	Provide timely and accurate responses to requests	Regional Services Directorate	In accordance with unit's customer service standards or adopted service levels	Yes	Yes	Meeting service level targets
4.1.1.2	Provide effective delivery of Council services	Regional Services Directorate	In accordance with unit's customer service standards and service levels	Yes	Yes	Meeting service level targets
5.2.1.1	Comply with legislative requirements	Regional Services Directorate	Updates to be presented to Council in sectional monthly reports	Yes	Yes	No legislative reporting requirements in this period.
5.2.1.4	Operational risks are monitored and managed in accordance with legislative requirements	Regional Services Directorate	Risk registers are presented to Council on a quarterly basis	Yes	Yes	Risks register is being maintained
5.2.1.8	Monitor and review non-compliance of legislative requirements	Regional Services Directorate	Report on legislative non-compliance included in sectional reports presented to Council on a monthly basis	Yes	Yes	No non-complaint issues this period.
5.3.1.1	Workforce planning is reviewed to ensure that resourcing levels meet business needs in accordance with budget allocations	Regional Services Directorate	Review workforce requirements in accordance with budget schedule	Yes	Yes	Resources are monitored closely and will be reviewed in the 2018/19 budget planning process
5.3.2.1	Continually review operational expenditure	Regional Services Directorate	Identify at least one operational saving per section of responsibility	Yes	Yes	A number of reviews are being undertaken across the Department
5.4.2.6	Pursue improved processes through all levels of Council	Regional Services Directorate	Identify at least two improved processes per section of responsibility	Yes	Yes	Project reporting currently under review

Civil Operations

Ref	Operational Action	Unit	Target	On Track	On Budget	Status Commentary
1.1.1.1	Operate, maintain and repair infrastructure as detailed in the annual maintenance programs	Civil Operations	Delivery of the annual operating budget to 95%	Yes	Yes	Operational program is slightly ahead of schedule due to some projects being completed before planned timeframes.
1.1.1.2	Deliver the annual capital works program	Civil Operations	Budget expenditure greater than 95%	Yes	Yes	Capital program is on track to be delivered.
2.2.3.1	Support programs that encourage residents to transition away from social support options	Civil Operations	Consider options in budget planning to support employment programs in 2018/19	Yes	Yes	Council has increased employment through the Works for Queensland program.
2.3.1.3	Stage 2 of the Riverfront Revitalisation Program	Civil Operations	Completed by 31 March 2018	Yes	Yes	Revised program after Cyclone Debbie is on track.
4.1.1.1	Provide timely and accurate responses to requests	Civil Operations	In accordance with unit's customer service standards or adopted service levels	Yes	Yes	Responses are 99% meeting the agreed pathway response times.
4.1.1.2	Provide effective delivery of Council services	Civil Operations	In accordance with unit's customer service standards and service levels	Yes	Yes	Responses are 99% meeting the agreed customer response times.

Civil Operations

Ref	Operational Action	Unit	Target	On Track	On Budget	Status Commentary
5.2.1.1	Comply with legislative requirements	Civil Operations	Updates to be presented to Council in sectional monthly reports	Yes	Yes	Compliant this period.
5.2.1.4	Operational risks are monitored and managed in accordance with legislative requirements	Civil Operations	Risk registers are presented to Council on a quarterly basis	Yes	Yes	Risk registers are updated as per plan.
5.2.1.8	Monitor and review non-compliance of legislative requirements	Civil Operations	Report on legislative non-compliance included in sectional reports presented to Council on a monthly basis	Yes	Yes	There are a number of overdue licence and tickets renewals that have been followed up with relevant staff.
5.3.1.1	Workforce planning is reviewed to ensure that resourcing levels meet business needs in accordance with budget allocations	Civil Operations	Review workforce requirements in accordance with budget schedule	Yes	Yes	Resource levels sufficient and will be reviewed as part of the 2018/19 budget preparation process.
5.3.2.1	Continually review operational expenditure	Civil Operations	Identify at least one operational saving per section of responsibility	Yes	Yes	Fortnightly reports are generated and reviewed against budget. Options for operational savings are continuously monitored.
5.4.2.6	Pursue improved processes through all levels of Council	Civil Operations	Identify at least two improved processes per section of responsibility	Yes	Yes	Quality System improvements have been documented and included in the new system.

Engineering Services

Ref	Operational Action	Unit	Target	On Track	On Budget	Status Commentary
1.1.2.1	Ensure infrastructure survey and design processes for Regional Services are conducted in a timely and efficient manner	Design Services	Ensure capital project designs are available for final checking at least 30 business days prior to programmed commencement of works	Watching	Yes	Design program being regularly updated to accommodate capital program content and delivery timeframe changes.
		Design Services	On average, survey and design costs are less than 5% of the estimated project cost	Watching	Yes	Being met for larger projects but variable for the smaller projects. Overall tracking close to target for the reporting period.
1.1.2.2	Provide an effective quality assurance system which supports the civil design function	Design Services	No major non-conformances identified in the annual audit	Completed	Yes	Audit undertaken late September with only 4 minor non-conformances identified across design and Civil Operations.
1.1.2.4	Conduct an annual review of the 10 year forward works program for roads, pathways, stormwater, flood mitigation, water and sewerage new and upgrade projects	Strategic Infrastructure	Annual review completed with 2018/19 budget submission	Yes	Yes	Initial review undertaken for October revision. Further work required for 18/19 budget development.
1.1.3.1	Conduct an annual review of the Schedule of Works for Transport, Stormwater, Water and Sewerage Trunk Infrastructure Projects.	Strategic Infrastructure	Annual review completed by 31 March 2018	Watching	Yes	Work yet to be commenced.
1.1.3.2	Develop governance arrangements for the ongoing management of the Capricorn Municipal Development Guidelines	Development Engineering	Governance arrangements documented and endorsed by Council by 30 June 2018	Yes	Yes	Draft Governance Strategy document has been reviewed by the CMDG working group and accepted. It is now under a legal review before each Council formally endorses it.
1.3.3.1	Natural and man-made hazard risk assessments are reviewed on a five yearly basis	Disaster Management	The Natural Hazards Risk Assessment reviewed by 30 June 2018	Completed	Yes	The Natural Hazards Risk Assessment has been carried out by Council Officers and Officers of QFES. Revised risk assessment to be incorporated into LDMP.
1.3.3.2	Local Disaster Management Plan Threat Specific Sub-Plans are maintained for high risk events	Disaster Management	Flood Threat Specific Plan reviewed by 31 December 2017	Watching	Yes	Work yet to be commenced.

Ref	Operational Action	Unit	Target	On Track	On Budget	Status Commentary
1.3.5.1	Deliver and implement community disaster awareness education	Disaster Management	Deliver and implement 'Be Prepared' disaster messaging by 30 September 2017	Yes	Yes	2017/18 Disaster Management Communications Plan has been developed and is being implemented.
		Disaster Management	Two events conducted over the year	Completed	Watching	Participation to date in Regional Emergency Services Day, Multi-cultural Diversity Association Open Day and Mt Morgan Emergency Services Open Day.
1.3.6.2	Conduct an annual review of the Local Disaster Management Plan in accordance with statutory requirements	Disaster Management	Annual review completed by 30 November 2017	Yes	Yes	Review of LDMP has been completed. Awaiting endorsement by LDMP and adoption by Council.
1.3.6.3	Conduct an annual preparedness activity in accordance with statutory requirements	Disaster Management	Annual preparedness activity completed by 30 November 2017	Yes	Yes	Annual preparedness activity scheduled for mid-November.
1.3.6.4	Ensure the Local Disaster Management Group meet regularly to coordinate disaster management activities	Disaster Management	Local Disaster Management Group meet at least three times per year	Yes	Yes	First meeting conducted in May 2017. Second meeting postponed from September until late October 2017.
1.4.2.1	Update Council's Active Transport Plan in response to the Open Space and Recreation Plan development	Strategic Infrastructure	Pedestrian and cycle links identified in the Open Space and Recreation Plan are incorporated into the Active Transport Plan by 30 June 2018	Yes	Yes	A draft active transport plan has been prepared and is to be workshopped with Council. Awaiting completion of SPARC before incorporation.
1.4.2.2	Ensure the CBD Redevelopment Framework includes opportunities for pedestrians and cyclists	Strategic Infrastructure	Develop a new Planning Assumptions Model (PAM) by 31 March 2018	Watching	Yes	Initial meetings held to develop program but program may stall until new strategic planning team is in place.
2.2.3.1	Support programs that encourage residents to transition away from social support options	Engineering Services	Consider options in budget planning to support employment programs in 2018/19	Yes	Yes	Grant submissions with jobs focus have been submitted.
2.4.2.2	Carry out land use and infrastructure planning to ensure that industrial areas link with infrastructure networks to manage impacts on residential and commercial areas	Strategic Infrastructure	The Infrastructure Planning Report for the industrial areas within the Rockhampton Region be reviewed and updated by 30 June 2018	Watching	Yes	Likely to make a contribution to this review and update.

Engineering Services

Ref	Operational Action	Unit	Target	On Track	On Budget	Status Commentary
4.1.1.1	Provide timely and accurate responses to requests	Engineering Services	In accordance with unit's customer service standards or adopted service levels	Yes	Yes	Performance against service levels travelling well at the moment.
4.1.1.2	Provide effective delivery of Council services	Engineering Services	In accordance with unit's customer service standards and service levels	Yes	Yes	Development MCU,ROL completed in 8 days - Target 90% - Actual 100% Development Operational Works completed in 8 days - Target 90% - Actual 95.24%
5.2.1.1	Comply with legislative requirements	Engineering Services	Updates to be presented to Council in sectional monthly reports	Yes	Yes	No legislative reporting requirements in this period.
5.2.1.4	Operational risks are monitored and managed in accordance with legislative requirements	Engineering Services	Risk registers are presented to Council on a quarterly basis	Yes	Yes	Risk registers updated as required.
5.2.1.8	Monitor and review non-compliance of legislative requirements	Engineering Services	Report on legislative non-compliance included in sectional reports presented to Council on a monthly basis	Yes	Yes	There are a number of overdue licence and tickets renewals that have been followed up with relevant staff.
5.3.1.1	Workforce planning is reviewed to ensure that resourcing levels meet business needs in accordance with budget allocations	Engineering Services	Review workforce requirements in accordance with budget schedule	Yes	Yes	Budget development based on current resource levels. Consultant support currently being used to cover vacancies in traffic and transport area.
5.3.2.1	Continually review operational expenditure	Engineering Services	Identify at least one operational saving per section of responsibility	Yes	Yes	Design office are trialling an AutoCAD iPhone App to access drawings in the field.
5.4.2.6	Pursue improved processes through all levels of Council	Engineering Services	Identify at least two improved processes per section of responsibility	Yes	Yes	The Design Office QM Plan has been updated to utilise fillable PDF Forms with digital signatures. Strategic link count traffic data from 2010-2017 has been placed into Geocortex for use by all departments.

Ref	Operational Action	Unit	Target	On Track	On Budget	Status Commentary
1.1.1.1	Operate, maintain and repair infrastructure as detailed in the annual maintenance programs	Network Operations	Delivery of the annual operating budget to 95%	Yes	Yes	Activities managed in accordance with adopted budget using budget revision processes if required. Slight increases in contractor expenditure due to minor safety upgrades.
		MEG Maintenance	Delivery of the annual operating budget to 95%	Yes	Yes	Activities managed in accordance with adopted budget using budget revision processes if required. Slight increases in contractor expenditure due to minor safety upgrades.
1.1.1.2	Deliver the annual capital works program	Network Operations	Budget expenditure greater than 95%	Yes	Yes	Capital program delivery is on-track to achieving >95% of budget expenditure given the small portion of the year completed to date.
		Business and Project Services	Budget expenditure greater than 95%	Yes	Yes	Capital program delivery is on-track to achieving >95% of budget expenditure given the small portion of the year completed to date.
1.1.1.3	Ensure safe and reliable operation of raw water storages	Treatment and Quality	Compliance with state legislation and national guidelines	Yes	Yes	All activities being completed in accordance with legislative or national guideline requirements.
		Asset Planning & System Configuration	Compliance with state legislation and national guidelines	Yes	Yes	All activities being completed in accordance with legislative or national guideline requirements.
1.1.1.4	Ensure safe and reliable treatment and supply of drinking water	Treatment and Quality	Compliance with Customer Service Standards, state legislation and national guidelines	Yes	Yes	A very high standard of service delivery continues and exceeding all service standards.
		Asset Planning & System Configuration	Compliance with Customer Service Standards, state legislation and national guidelines	Yes	Yes	A very high standard of service delivery continues and exceeding all service standards.
1.1.1.5	Ensure safe and reliable transport and treatment of sewage	Treatment and Quality	Compliance with Customer Service Standards, state legislation and national guidelines	Yes	Yes	>99% compliance with Environmental Authority release limits with minor non-compliances were reported for a small number of test results collected from the West Rockhampton STP. This STP will soon be decommissioned as part of a long-term continuous improvement initiative.
		Network Operations	Compliance with Customer Service Standards, state legislation and national guidelines	Yes	Yes	All activities generally compliant with some minor non-compliant performance reported as required.

Fitzroy River Water

Ref	Operational Action	Unit	Target	On Track	On Budget	Status Commentary
1.1.1.6	Ensure safe and reliable supply of non-potable water	Treatment and Quality	Compliance with state legislation and national guidelines	Yes	Yes	A very high standard of service delivery continues and exceeding all service standards.
1.3.6.1	Ensure the safe and reliable operation of raw water storages	Treatment and Quality	Compliance with legislative requirements for dam safety management	Yes	Yes	All activities being completed in accordance with legislative or national guideline requirements. Annual inspection of Mount Morgan No. 7 Dam completed and annual review of Emergency Action Plan underway.
		MEG Maintenance	Compliance with legislative requirements for dam safety management	Yes	Yes	All activities being completed in accordance with legislative or national guideline requirements.
2.2.3.1	Support programs that encourage residents to transition away from social support options	Fitzroy River Water	Consider options in budget planning to support employment programs in 2018/19	Yes	Yes	Options for the use of apprentices and trainees being pursued and implemented.
3.1.2.1	Promote water wise behaviours and practices	Business and Project Services	Achievement of annual marketing communications plan activities in accordance with agreed timeframes	Yes	Yes	Activities on-track as per annual marketing and comms plan. The Barrage Open Day was held on 29 July and was well supported by the community. Planning for National Water Week was commenced.
		Business and Project Services	Provide water rebates for residential water efficient products and process all rebate applications within 10 business days	Yes	Yes	>90% of rebates for residential water efficient products were processed within 10 business days, with a small number of applications requiring further information processed outside of this time period.
3.1.5.1	Minimise nutrient and sediment discharges to local waterways	Treatment and Quality	Demonstrate compliance with Environmental Authority release limits and continuous improvement initiatives	Yes	Yes	>99% compliance with Environmental Authority release limits with minor non-compliances were reported for a small number of test results collected from the West Rockhampton STP. This STP will soon be decommissioned as part of a long-term continuous improvement initiative.
3.2.1.1	Develop a renewable energy program for Fitzroy River Water	Treatment and Quality	Program completed by 30 June 2018	Yes	Yes	Procurement underway for the completion of a feasibility study to confirm the merits of constructing a solar farm at the Glenmore WTP.
		Asset Planning & System Configuration	Program completed by 30 June 2018	Yes	Yes	Procurement underway for the completion of a feasibility study to confirm the merits of constructing a solar farm at the Glenmore WTP.

Fitzroy River Water

Ref	Operational Action	Unit	Target	On Track	On Budget	Status Commentary
4.1.1.1	Provide timely and accurate responses to requests	Fitzroy River Water	In accordance with unit's customer service standards or adopted service levels	Yes	Yes	>90% of Customer Service Standards met during this quarter, with only minor non-compliances for some of the response and rectification time targets for reactive maintenance work.
4.1.1.2	Provide effective delivery of Council services	Fitzroy River Water	In accordance with unit's customer service standards and service levels	Yes	Yes	>90% of Customer Service Standards met during this quarter, with only minor non-compliances for some of the response and rectification time targets for reactive maintenance work.
5.2.1.1	Comply with legislative requirements	Fitzroy River Water	Updates to be presented to Council in sectional monthly reports	Yes	Yes	All activities are being completed in accordance with legislative requirements. Mandatory KPI reporting to Department Energy & Water Supply completed this quarter along with a number of Dam Safety legislative requirements.
5.2.1.4	Operational risks are monitored and managed in accordance with legislative requirements	Fitzroy River Water	Risk registers are presented to Council on a quarterly basis	Yes	Yes	Significant action taken to mitigate risks associated with cybersecurity threats through the SCADA upgrade project. Further risk mitigation work ongoing for environmental compliance with the decommissioning of the West Rockhampton STP expected following completion of a new sewer rising main. The risk register has been updated accordingly.
5.2.1.8	Monitor and review non-compliance of legislative requirements	Fitzroy River Water	Report on legislative non-compliance included in sectional reports presented to Council on a monthly basis	Yes	Yes	A small number of minor non-compliant test results for effluent samples collected from the West Rockhampton STP. Damage caused to an underground high voltage cable by a contractor working for FRW was a notifiable incident reported to the Queensland Government safety regulator.
5.3.1.1	Workforce planning is reviewed to ensure that resourcing levels meet business needs in accordance with budget allocations	Fitzroy River Water	Review workforce requirements in accordance with budget schedule	Yes	Yes	Opportunities identified for a new apprentice and trainee positions as part of this ongoing process.
5.3.2.1	Continually review operational expenditure	Fitzroy River Water	Identify at least one operational saving per section of responsibility	Yes	Yes	Focus is on reducing after hours call-outs, electricity and chemical consumption and associated expenditure through improved management and procurement strategies.
5.4.2.6	Pursue improved processes through all levels of Council	Fitzroy River Water	Identify at least two improved processes per section of responsibility	Yes	Yes	Involvement in development of a new work instruction for managing overtime resource allocation and management of after hours resourcing.

Ref	Operational Action	Unit	Target	On Track	On Budget	Status	Commentary
1.1.1.2	Deliver the annual capital works program	Program Delivery	Budget expenditure greater than 95%	Yes	Yes		The section is delivering approximately \$32.6M capital program. To date \$9.5M has been actually expended. Which is approximately 30% of the budget.
1.1.2.3	Effective delivery of major infrastructure projects	Program Delivery	Project completed on time and budget	Yes	Watching		All projects currently are running generally within the anticipated delivery timeframes and budgets. Some project budgets are very tight and value management processes are in place to manage scope and control expenditure.
1.2.1.7	Ensure the project steering group governance model is utilised when identifying needs and developing and delivering built infrastructure solutions	Program Delivery	All significant projects to be designed and developed through a project control group/project steering group governance model	Yes	Yes		All current significant projects are being delivered under the PCG/PSC model.
2.2.3.1	Support programs that encourage residents to transition away from social support options	Program Delivery	Consider options in budget planning to support employment programs in 2018/19	Yes	Yes		W4Q projects well underway, with locals employed.
2.3.1.1	Investigate and acquire suitable strategic development site for a car park	Program Delivery	Preferred site identified and endorsed by Council by 30 September 2017	Yes	Yes		Contract entered into for purchase of site subject to Due Diligence (underway) and budget review. Settlement date 30 November 2017. Mini-workshop on car parking yet to be scheduled.
2.3.2.2	Effectively manage the design development and construction of Cultural Precinct	Program Delivery	Project completed in accordance with allocated budget and timeframes	Yes	Yes		Both the Business Case and Design development are underway
4.1.1.1	Provide timely and accurate responses to requests	Program Delivery	In accordance with unit's customer service standards or adopted service levels	Yes	Yes		Pathway requests being completed within 4 days.

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

Rockhampton Regional Waste and Recycling

Ref	Operational Action	Unit	Target	On Track	On Budget	Status Commentary
1.1.1.1	Operate, maintain and repair infrastructure as detailed in the annual maintenance programs	Waste & Recycling	Delivery of the annual operating budget to 95%	Watching	Watching	Meeting with Council Asset Management Unit to develop the Asset Management systems for RRWR. Current systems do not support this ability.
1.1.1.2	Deliver the annual capital works program	Waste & Recycling	Budget expenditure greater than 95%	Yes	Yes	All Projects are on Track. The Landfill Piggy Back Project will be going to tender in early November.
1.3.5.2	Develop a plan for the effective safe management of waste during a disaster	Waste & Recycling	Plan developed by 31 December 2017 and adopted by Council by 30 June 2018	Yes	Yes	Reviewing the current plan and liaising with QFES in relation to proposed updates.
2.2.3.1	Support programs that encourage residents to transition away from social support options	Waste & Recycling	Consider options in budget planning to support employment programs in 2018/19	Watching	Yes	Will consider inline with business and service level requirements.
3.1.6.1	Develop and deliver an effective educational program to the community promoting kerbside recycling and general resource conservation	Waste & Recycling	Achieve targets in line with the Waste Reduction and Recycling Plan	Watching	Watching	Supported educational opportunities with events such as Tropicana and schools presentations and tours of the MRF.
4.1.1.1	Provide timely and accurate responses to requests	Waste & Recycling	In accordance with unit's customer service standards or adopted service levels	Yes	Yes	Meeting customer service standards for responses to requests during the reporting period.
4.1.1.2	Provide effective delivery of Council services	Waste & Recycling	In accordance with unit's customer service standards and service levels	Yes	Yes	Customer service standards met with the exception of the following items which are trending below target: - Provision of assisted services within ten working days from application by owner - Repair or replacement of stolen, removed, damaged, vandalised mobile bins within four working days from notification

Rockhampton Regional Waste and Recycling

Ref	Operational Action	Unit	Target	On Track	On Budget	Status Commentary
5.2.1.1	Comply with legislative requirements	Waste & Recycling	Updates to be presented to Council in sectional monthly reports	Yes	Yes	No legislative reporting requirements in this period, however collecting data for future requirements.
5.2.1.4	Operational risks are monitored and managed in accordance with legislative requirements	Waste & Recycling	Risk registers are presented to Council on a quarterly basis	Yes	Yes	Reports submitted to Council in accordance with this Action.
5.2.1.8	Monitor and review non-compliance of legislative requirements	Waste & Recycling	Report on legislative non-compliance included in sectional reports presented to Council on a monthly basis	Yes	Yes	A number of licences and ticket renewals remain overdue and relevant staff have been followed up.
5.3.1.1	Workforce planning is reviewed to ensure that resourcing levels meet business needs in accordance with budget allocations	Waste & Recycling	Review workforce requirements in accordance with budget schedule	Watching	Yes	Budgets are being reviewed.
5.3.2.1	Continually review operational expenditure	Waste & Recycling	Identify at least one operational saving per section of responsibility	Yes	Yes	Budgets are being reviewed.
5.4.2.6	Pursue improved processes through all levels of Council	Waste & Recycling	Identify at least two improved processes per section of responsibility	Watching	Yes	No improvement processes yet found, the search is ongoing.

ADVANCE ROCKHAMPTON

Advance Rockhampton Directorate

Ref	Operational Action	Unit	Target	On Track	On Budget	Status Commentary
2.1.1.2	Develop and implement strategies and initiatives to promote and improve Regional tourism opportunities	Advance Rockhampton Directorate	Redevelop My Rockhampton Website to go live by 30 September 2017	No	Yes	Due to some staffing changes and a delays around the framework of the website and social media this KPI could not be reached by the due date. The website is now being developed by an expert contracted website developer and is on track for completion by 30 December 2017.
2.2.3.1	Support programs that encourage residents to transition away from social support options	Advance Rockhampton Directorate	Consider options in budget planning to support employment programs in 2018/19	Yes	Yes	Will consider in budget planning processes in accordance with business requirements.
2.6.1.3	Actively engage with the ADF/DOD to maintain current levels of military engagement and exercises and advocate for an increase in exercise activity	Advance Rockhampton Directorate	Update reports presented to Council on a quarterly basis	Yes	Yes	Meet with ADF twice during the 2018/18 financial year to date. Discussions were targeted at cooperation across the Shoalwater Bay expansion development and the opportunities for local business. The Regional Development team will be pitching a joint partnership campaign called 'Gear Up for ADF' in the month of November 2017.
2.6.2.2	Support the delivery of Beef Australia 2018	Advance Rockhampton Directorate	Completed by 30 May 2018	Yes	Yes	Actively promote Beef Australia 2018 on all national and international delegations. Event support committed in collaboration with Art Gallery with talks of an activation along Quay Street during the event. Two officers sit on Beef Australia Committee.
2.6.2.3	Undertake a feasibility study of water services in the Region including irrigated small cropping	Advance Rockhampton Directorate	Present findings of the feasibility study to Council by 30 June 2018	Yes	Yes	Regional Development staff have been working with the Strategic Projects team to further this project, this will also be further developed as part of the Agricultural Feasibility Study that has been signed in relation to identifying local crop and feedlot sites.
4.1.1.1	Provide timely and accurate responses to requests	Advance Rockhampton Directorate	In accordance with unit's customer service standards or adopted service levels	Yes	Yes	The RDA team ensure to respond to all enquiries within a 48 hour period to ensure that timely responses. We work with local business directly to maximise customer service standards.
4.1.1.2	Provide effective delivery of Council services	Advance Rockhampton Directorate	In accordance with unit's customer service standards and service levels	Yes	Yes	The RDA team ensure to respond to all enquires within a 48 hour period to ensure that timely responses. We work with local business directly to maximise customer service standards.

Ref	Operational Action	Unit	Target	On Track	On Budget	Status Commentary
5.1.1.1	Review and audit existing organisations and advocacy groups where Council is represented. Identify any groups where inclusion is considered appropriate and report to Council accordingly	Advance Rockhampton Directorate	Review undertaken and report to Council by 31 December 2017	Watching	Yes	As the financial year progresses and renewal for stakeholder groups and committees placements are offered the team are carefully considering if it within the objectives of the directorate. This is carried out in consultation with the GM. As an example, recently a review was undertaken to continue support for the IQ-RAP which was resolved to not continue and Councillor representation on this committee was terminated.
5.1.2.1	Actively source grant, funding and other business opportunities	Advance Rockhampton Directorate	Update report presented to Council on a monthly basis	Yes	Yes	Proactively secured over \$19 million since 1 July 2017
5.2.1.1	Comply with legislative requirements	Advance Rockhampton Directorate	Updates to be presented to Council in sectional monthly reports	Yes	Yes	This quarter the Directorate complied with all legislative requirements. Reports duly presented in monthly reports to Council
5.2.1.4	Operational risks are monitored and managed in accordance with legislative requirements	Advance Rockhampton Directorate	Risk registers are presented to Council on a quarterly basis	Yes	Yes	The quarter presented the Directorate with no operational risks as per the risk register. Reports duly presented in monthly reports to Council.
5.2.1.8	Monitor and review non-compliance of legislative requirements	Advance Rockhampton Directorate	Report on legislative non-compliance included in sectional reports presented to Council on a monthly basis	Yes	Yes	No non-compliances in the reporting period.
5.3.1.1	Workforce planning is reviewed to ensure that resourcing levels meet business needs in accordance with budget allocations	Advance Rockhampton Directorate	Review workforce requirements in accordance with budget schedule	Yes	Yes	Reviewed quarterly with updates given to General Manager. Work in accordance with Workforce and Strategy to remain in budget and obligations.
5.3.2.1	Continually review operational expenditure	Regional Development and Aviation Directorate	Identify at least one operational saving per section of responsibility	Yes	Yes	Marketing - Change in purchasing policy of promotional items within directorate budget, Economic Development -one person policy for travel to conferences
5.4.2.6	Pursue improved processes through all levels of Council	Regional Development and Aviation Directorate	Identify at least two improved processes per section of responsibility	Yes	Yes	Events - Staff are now tasked with individual events to ensure continuity across the section and enable advanced customer service for outside stakeholders. Marketing - New marketing processes for the organisation have been implemented to ensure workload is not overwhelming for staff members and workload can be better managed as opposed to 'reactive' processes. Regional Development - Staff are tasked with individual business sectors to ensure continuity across business community of the region and enable advanced customer service.

Ref	Operational Action	Unit	Target	On Track	On Budget	Status Commentary
1.5.2.1	Implement the Wayfinding Strategy across the Region	Regional Promotions and Tourism	Update reports on implemented staged levels presented to Council on a quarterly basis	Yes	Yes	Gateway Signage - the six entrance signs that were resolved to be installed where successfully carried out on the 15.10.2017. There are minor fixes to be made across all signs and landscaping to be rectified by the parks team. City Signage - tender has closed and are presently being reviewed.
1.5.3.1	Implement two-way conversation opportunities with the community	Regional Promotions and Tourism	Update reports on facilitating departmental client community engagement strategies and marketing strategies presented to Council on a quarterly basis	Yes	Yes	Departmental marketing strategies ongoing and meeting operational deadlines
1.5.3.3	Position Council and My Rockhampton website event calendars as the go-to place for the Region	Regional Promotions and Tourism	All Council and key local events listed on website	Yes	Yes	After the review around the strategic framework for the website and social media channels, the website is currently being transferred into open cities as per Councils other websites and directories. This will engage the events list holistically and work collaboratively. The website is now being developed by an expert contracted website developer and is on track for completion by 30 December 2017.
1.5.3.5	Implement data collection tactics for direct communication with residents	Regional Promotions and Tourism	Electronic direct mail out messages increase of 10%	Yes	Yes	New databases have been implemented across the RDA Directorate to enhance Advance Rockhampton and ensure that local business and residents are effectively receiving communication from the organisation. Through data collection tactics of our events, business forums and associated marketing our databased have increased by over 12% this financial year.
1.5.3.6	Implement and deliver the My Rockhampton magazine and associated platforms	Regional Promotions and Tourism	Three magazines designed and distributed per annum	Yes	Yes	This financial year has seen the MyRockhampton magazines produced and delivered on time and to a high standard. The magazines are delivered to each resident within the region and placed at all tourism operators, accommodation house and information outlets.
1.6.1.1	Inclusiveness in key projects and events	Regional Promotions and Tourism	Report on programs undertaken and present to Council on a quarterly basis	Yes	Yes	Reporting has been carried out continuously during the second Council meeting of each month outlining current projects and status quo. Have introduced our best 5 highlights for each month as a part of this report.
1.6.3.2	Deliver and support major Regional events	Regional Promotions and Tourism	Deliver the Rockhampton River Festival with a 10% increase in attendance numbers from 2016, drawing a 5% increased number of out of Region visitors	Completed	Yes	Rockhampton River Festival delivered with over 47,000 individual attendees and 78,889 attendances. Although out of town visitors were not tallied as part of the economic assessment the event created 6721 visitor nights within the region, with 5838 of these being intrastate.
		Regional Promotions and Tourism	Deliver Wholly Cow Month with a 10% increase in attendance numbers from 2017, drawing a 5% increased number of out of Region visitors	Watching	Yes	As this financial year will fall in line with Beef 2018 we are working closely with the organisation to rework this event and create Quay Street / Riverside showcase of the Region and its association with the Beef industry.

Ref	Operational Action	Unit	Target	On Track	On Budget	Status Commentary
1.6.3.3	Encourage and facilitate community capacity to deliver a large variety of events	Regional Promotions and Tourism	Develop an Event How to Guide, which incorporates venue hire information, by 31 December 2017	Yes	Yes	Currently being undertaken by event staff with an anticipated release date of 15 December 2017.
		Regional Promotions and Tourism	Conduct two information sessions for the public on organising and running events, one in 2017 and the other in first half of 2018	Yes	Yes	Currently being undertaken by event staff; looking at one video lecture and one stand-alone class.
		Regional Promotions and Tourism	Review current approval requirements/processes and implement improvements by 31 December 2017	Completed	Yes	During the July 2017 the processes surrounding event applications and continuity with customer service was reviewed. As a result the customer service assess all incoming applications and a determination is made around the size of the event and if it needs 'events team' assistance.
1.6.4.4	Develop and implement a strong arts program as part of the Rockhampton River Festival	Regional Promotions and Tourism	Ensure art developed as part of the Rockhampton River Festival is designed to be long lasting and integrated as public art in line with Council policy and procedures	Completed	Yes	In collaboration with the Art Gallery, each year an art installation with be procured and permanently installed throughout the Region.
		Regional Promotions and Tourism	Three arts programs incorporated into the annual River Festival	Completed	Yes	Currently working with the Art Gallery on the concepts and programs for the 2018 River Festival. A grant application to deliver the Arts program has been submitted to the RADF in the amount of \$30,000.00.
1.6.5.1	Implement key local resident stories and achievements into Council publications and platforms	Regional Promotions and Tourism	My Rockhampton magazines incorporate profiles including Who's New in the Zoo, Why Rockhampton, Who to Follow, What are they doing now?	Completed	Yes	My Rockhampton magazines have had a strong regional focus with incorporation of local residents, business and sporting groups. The summer edition of the magazine highlights: "One to Watch" "Widening Participation" "Why Rockhampton" and "A trip down memory lane"
2.1.1.1	Engage with stakeholders to develop and implement a Destination Management Plan for the Rockhampton Region	Regional Promotions and Tourism	Finalise development of the Destination Management Plan by 30 September 2017	No	Watching	Due to staffing changes this KPI is required to be reassessed in relation to its deadline. As a result we will be seeking the advice of an external consultant to assist in the process and will reassess the deadline during the second quarter.
		Regional Promotions and Tourism	Implement Destination Management Plan in accordance with timeframes detailed in the Plan	No	Watching	Due to staffing changes this KPI is required to be reassessed in relation to its deadline. As a result we will be seeking the advice of an external consultant to assist in the process and will reassess the deadline during the second quarter.

Regional Development and Promotions

Ref	Operational Action	Unit	Target	On Track	On Budget	Status Commentary
2.1.1.2	Develop and implement strategies and initiatives to promote and improve Regional tourism opportunities	Regional Promotions and Tourism	Scope work to be conducted to develop a holistic Regional tourism attraction with results being endorsed by Council by 31 March 2018	Yes	Yes	Currently being undertaken by Tourism staff with a projected completion date of 31 March 2018. This will be further developed once the Destination Management Plan is completed and adopted by Council
		Regional Promotions and Tourism	Develop a new tourism product 'History Tour of Rockhampton' by 31 March 2018	Yes	Yes	Currently being undertaken by Tourism staff with a projected completion date of 31 March 2018.
		Regional Promotions and Tourism	Redevelop My Rockhampton Website to go live by 30 September 2017	No	Yes	Due to some staffing changes and delay around the framework of the website and social media, this KPI could not be reached by the due date. The website is now being developed by an expert contracted website developer and is on track for completion by 30 December 2017.
		Regional Promotions and Tourism	Review current regional branding and present findings to Council by 30 September 2017	No	Yes	Currently in progress. Due to staffing changes this KPI is required to be reassessed in relation to its deadline.
		Regional Promotions and Tourism	Review and implement a regional visitor app by 31 December 2017	Yes	Yes	Due to some staffing changes and a delays around the framework of the website and social media, this KPI could not be reached by the due date. This information has now been received and the app redevelopment will be outsourced to an external consultant for completion.
2.1.2.1	Undertake a feasibility study for the development of a multipurpose sport and entertainment precinct	Regional Promotions and Tourism	Study to be finalised and endorsed by Council by 30 June 2018	Yes	Yes	Stage 2 of the Feasibility Study was presented to Council on the 24 October 2017 and due to be completed by 31 December 2017.
2.1.2.2	Deliver or support the staging of national, state, regional and local sporting events	Regional Promotions and Tourism	Develop a Capabilities Statement by 31 December 2017 which includes incentives for events linked to the Commonwealth Games	Yes	Yes	Currently being undertaken by Senior Economic Development staff members.
2.1.3.1	Review current multilayered marketing plans for Advance, Explore and Live Rockhampton	Regional Development and Promotions	Implement marketing plans by 30 June 2018	Yes	Yes	Constant updating of marketing plans across the three levels of Economic Development branding. The second half of the financial year will see the team develop in depth advertising plans for the region once the Destination Management Plan has been carried out and implemented.

Regional Development and Promotions

Ref	Operational Action	Unit	Target	On Track	On Budget	Status Commentary
2.2.1.1	Work with key industry stakeholders to develop investment profile opportunities for national and international investors	Regional Development and Promotions	Industry stakeholder engagement and opportunities as per the Economic Development Action Plan update reports presented to Council on a quarterly basis	Yes	Yes	Holistic team view incorporating all levels of appropriate stakeholders. Work with key stakeholders is carried out through the year and across many platforms including one on one, Mayoral forums, Advance Rockhampton newsletters / updates, business forums and networking lunches. Senior Industry Officers have also been in attendance at all the Local Content Leaders Networks forums for the state thus far this financial year.
2.2.2.1	Work with educational providers to position Rockhampton as a leading study destination	Regional Development and Promotions	Deliver two international education focused delegations to the Region	Yes	Yes	Managers and senior council staff met with an international delegation from Ibusuki to advance cooperation within the sister city and cooperated with a local school to enhance the students' experience with Zoo Tours, Heritage Village Tours and City Hall Tours.
		Regional Development and Promotions	Update reports on research capabilities and potential markets for health and aged care training presented to Council on a quarterly basis	Completed	Yes	Submitted to Council as part of our monthly reports. Currently undertaking an Education Study Cluster to identify additional opportunities in both Education and the Heath Industry.
		Regional Development and Promotions	Study Rockhampton initiative completed by 31 December 2017	Yes	Watching	Received grant in the amount of \$31,500.00 and have partnered with a consultant to carry out the project.
2.2.2.2	Support community training programs/education workshops held in the Region	Regional Development and Promotions	Finalise Industry Capability Network (ICN) training and business development courses and annual schedule by 30 September 2017	Completed	Yes	Completed through Gear Up Rocky Seminars and training continues to be facilitated by a consultant.

Regional Development and Promotions

Ref	Operational Action	Unit	Target	On Track	On Budget	Status Commentary
2.2.3.1	Support programs that encourage residents to transition away from social support options	Regional Development and Promotions	Consider options in budget planning to support employment programs in 2018/19	Yes	Yes	Senior Economic Development staff will deliver the first Jobs Readiness Expo being delivered by November 2017. The expo will have a direct focus on employment and employment programs across the region in the wake of the positive Adani announcement.
		Regional Development and Promotions	Finalise the National Disability Insurance Scheme (NDIS) Strategy by 31 March 2018	Yes	Yes	Senior Economic Development staff are currently undertaking with an anticipated finalisation date of the 31 March 2018.
2.4.2.1	Encourage further development of industrial estates to support future growth of a wide range of industries both within and outside of the Region	Regional Development and Promotions	Update reports on industrial areas within the Rockhampton Region and present to Council on a quarterly basis	Watching	Yes	Overview needs to be carried out in next quarterly report.
2.5.1.1	Deliver Newsmodo campaign 'Rockhampton is Open for Business'	Regional Promotions and Tourism	Council to adopt report by 31 October 2017 and recommendations implemented in accordance with the report	Completed	Yes	Being delivered 'in-house' after it was found the marketing team had the capacity to fulfil.
2.5.1.2	Deliver Advance Rockhampton forums	Regional Development and Promotions	Deliver at least four sessions	Yes	Yes	1. Delivered two 'Gear Up Rockhampton' Business Readiness Forums delivered by a consultant 2. Business Opportunities Forum scheduled for 10 October 2017 3. Advance Rockhampton Mayoral Forums for Adani scheduled for 11 October 2017
2.5.2.1	Expand engagement with Asian market for business development opportunities	Regional Development and Promotions	Deliver one inbound delegation from Asia and one outbound Council delegation to Asia per annum	Completed	Yes	This financial year has seen five Asians delegations within the Region.

Regional Development and Promotions

Ref	Operational Action	Unit	Target	On Track	On Budget	Status Commentary
2.5.4.1	Provide a mechanism through the My Rockhampton to promote local businesses	Regional Development and Promotions	Include in website consolidation by 30 September 2017	Watching	Yes	Due to some staffing changes and a delay from the consultant, the framework of the website and social media this KPI could not be reached by the due date. The website is now being developed by an expert contracted website developer and is on track for completion by 30 December 2017.
		Regional Promotions and Tourism	Include in website consolidation by 30 September 2017	Watching	Yes	Due to some staffing changes and a delay from the consultant, around the framework of the website and social media this KPI could not be reached by the due date. The website is now being developed by an expert contracted website developer and is on track for completion by 30 December 2017.
2.5.4.2	Support local business to build capacity and encourage growth	Regional Development and Promotions	Complete Local Supply Chain Analysis by 30 June 2018	Watching	Yes	Being undertaken by Senior Economic Development staff with due date of 30 June 2018 for completion
2.5.5.3	Deliver capacity building workshops and small business/entrepreneurial training through key stakeholders	Regional Development and Promotions	Deliver four workshops and training courses per year	Completed	Yes	As part of the Gear Up Rocky campaign the Economic Development staff have delivered many forums throughout the financial year including: Certificate IV in Small Business in conjunction with TAFE Queensland (ongoing monthly for six months); Business Readiness Seminars (x2) - delivered by a consultant with a focus on Adani business readiness and tendering; Business Opportunity Forum; Qantas Carbon Farming Workshop - local farmers learnt about the Carbon Farming initiatives that Qantas is currently offering.
2.6.1.2	Explore further commercial opportunities by building Rockhampton's role and capacity as a logistics and forward deployment base	Regional Development and Promotions	Update reports to be presented to Council on a quarterly basis	Yes	Yes	Currently working with EDQ and State Government to maximise opportunities. Southwestern Wireless was secured to these partnering opportunities.
2.6.1.3	Actively engage with the ADF/DOD to maintain current levels of military engagement and exercises and advocate for an increase in exercise activity	Regional Development and Promotions	Update reports to be presented to Council on a quarterly basis	Yes	Yes	Have engaged with ADF on three occasions to ensure the continued benefit of Shoalwater Bay and increases to this training ground through ADF and SAF.

Regional Development and Promotions

Ref	Operational Action	Unit	Target	On Track	On Budget	Status Commentary
2.6.2.2	Support the delivery of Beef Australia 2018	Regional Development and Promotions	Completed by 30 May 2018	Yes	Yes	Actively promote Beef Australia 2018 on all national and international delegations. Event support committed in collaboration with Art Gallery with talks of an activation along Quay Street during the event. Two officers sit on Beef Australia Committee.
2.6.2.3	Undertake a feasibility study of water services in the Region including irrigated small cropping	Regional Development and Promotions	Present findings of the feasibility study to Council by 30 June 2018	Yes	Yes	Regional Development staff have been working with the Strategic Projects team to further this project, this will also be further developed as part of the Agricultural Feasibility Study in relation to identifying local crop and feedlot sites.
2.6.3.1	Maximise opportunities from the Adani Carmichael mining project	Regional Development and Promotions	Regular updates provided to Council with a formal report presented to Council on a quarterly basis	Yes	Yes	Constant updates provided to Council during monthly reporting process including specific Gear Up Rockhampton campaigns, tailored marketing programs, and inbound readiness programs and business readiness programs.
2.6.3.2	Engage with the Resource Sector to identify and implement opportunities for the Region	Regional Development and Promotions	Report to Council on opportunities on a quarterly basis	Watching	Yes	Were accredited as an Economic Development body through Queensland Resources Council in the first quarter and established Advance Rockhampton as the Economic Development, Events and Tourism body for the Rockhampton Region.
3.2.3.1	Industry engagement and the provision of support for new energy generation options	Regional Development and Promotions	Update reports presented to Council on a quarterly basis	Watching	Yes	Currently not being undertaken by Economic Development staff and to be reported on during the next quarter.
4.1.1.1	Provide timely and accurate responses to requests	Regional Development and Promotions	In accordance with unit's customer service standards or adopted service levels	Yes	Yes	The RDA team ensure to respond to all enquires within a 48 hour period to ensure that timely responses. We work with local business directly to maximise customer service standards.
4.1.1.2	Provide effective delivery of Council services	Regional Development and Promotions	In accordance with unit's customer service standards and service levels	Yes	Yes	The RDA team ensure to respond to all enquires within a 48 hour period to ensure that timely responses. We work with local business directly to maximise customer service standards.

Ref	Operational Action	Unit	Target	On Track	On Budget	Status Commentary
4.4.1.1	Update the Economic Development Action Plan to include engagement initiatives with this sector	Regional Development and Promotions	Economic Development Action Plan updated by 30 June 2018	Yes	Yes	Being carried out throughout Directorate and will be incorporated into Advance Rockhampton Committee which is planned for the 30 October 2018.
5.2.1.1	Comply with legislative requirements	Regional Development and Promotions	Updates to be presented to Council in sectional monthly reports	Yes	Yes	This quarter the Directorate complied with all legislative requirements. Reports duly presented in monthly reports to Council
5.2.1.4	Operational risks are monitored and managed in accordance with legislative requirements	Regional Development and Promotions	Risk registers are presented to Council on a quarterly basis	Yes	Yes	This quarter the Directorate complied with all operational requirements. Reports duly presented in monthly reports to Council
5.2.1.8	Monitor and review non-compliance of legislative requirements	Regional Development and Promotions	Report on legislative non-compliance included in sectional reports presented to Council on a monthly basis	Yes	Yes	This quarter the Directorate continued to comply with all non-compliance and legislative requirements. Reports duly presented in monthly reports to Council
5.3.1.1	Workforce planning is reviewed to ensure that resourcing levels meet business needs in accordance with budget allocations	Regional Development and Promotions	Review workforce requirements in accordance with budget schedule	Yes	Yes	Reviewed quarterly with updates given to General Manager. Work in accordance with Workforce and Strategy to remain in budget and obligations.
5.3.2.1	Continually review operational expenditure	Regional Development and Promotions	Identify at least one operational saving per section of responsibility	Yes	Yes	Marketing - Change in purchasing policy of promotional items within directorate budget, Economic Development -one person policy for travel to conferences
5.4.2.6	Pursue improved processes through all levels of Council	Regional Development and Promotions	Identify at least two improved processes per section of responsibility	Yes	Yes	Events - Staff are now tasked with individual events to ensure continuity across the section and enable advanced customer service for outside stakeholders. Marketing - New marketing processes for the organisation have been implemented to ensure workload is not overwhelming for staff members and workload can be better managed as opposed to 'reactive' processes. Regional Development - Staff are tasked with individual business sectors to ensure continuity across business community of the region and enable advanced customer service.

Ref	Operational Action	Unit	Target	On Track	On Budget	Status Commentary
1.4.2.2	Ensure the CBD Redevelopment Framework includes opportunities for pedestrians and cyclists	Strategic Planning	Complete and lodge the major amendment to the Rockhampton Region Planning Scheme by 31 March 2018	Yes	Yes	Report presented to Council to recommence the major amendment to the Rockhampton Region Planning Scheme (26 Sept 2017). Further work is required in relation to the major amendment and ensuring policy settings are correct. Currently, the lodgement of the major amendment to the State government is on track; however there is a lot of work involved to meet this timeframe. In addition, changes in policy direction, including at both the State Government and Local Government levels may result in the 31 March 2018 timeframe being difficult to achieve.
		Strategic Planning	Achievements of actions within the CBD Redevelopment Framework	Yes	Yes	Catalyst projects are being supported by Strategic Planning. The commencement of the centres activation coordinator will further achieve actions as stated in the CBD Redevelopment Framework and the Rockhampton Activation Plan. Work is continuing on the key catalyst projects as outlined in the CBD Redevelopment Framework. Further place making activities have been scheduled over the coming months and leading into 2018. Currently all with the exception of 2 catalyst projects are underway (brand Rockhampton, and the cultural, arts experience is yet to commence).
2.2.3.1	Support programs that encourage residents to transition away from social support options	Strategic Planning	Consider options in budget planning to support employment programs in 2018/19	Yes	Yes	Where possible strategic planning will support the employment of local residents. Importantly, many positions are specialised and therefore the achievement of this action may not always be possible. Previously it has been difficult to source local residents, with the skill sets required for strategic planning.
2.3.1.2	Provide incentives and strategies to support economic activity and business confidence within the CBD	Strategic Planning	CBD Redevelopment Framework endorsed by Council by 31 July 2017	Yes	Yes	Action completed on 11 July 2017. Adoption of both the CBD Redevelopment Framework and the CBD Streetscape Design Manual.
		Strategic Planning	Develop a Place Making Strategy and Laneway Activation Plan for the CBD by 31 December 2017	No	Yes	Project to be managed by the centres activation coordinator. The process for undertaking this study has not commenced, and the timing to meet the 31 December 2017 is currently unrealistic given resourcing issues within the strategic planning unit.
2.3.3.1	Develop incentives and strategies to support economic activity and business confidence in centres outside of the CBD	Strategic Planning	Develop a Regional Centre Place Making Strategy by 31 December 2017	No	No	No budget line item has been allocated to this study. The process for undertaking this study has not commenced due to resourcing constraints, and the timing to meet the 31 December 2017 is currently unrealistic. Project will be managed by the centres activation coordinator. In addition, a project of this scale and type would need at least 9-12 months for completion and not 6 months as identified within the operational plan.

Ref	Operational Action	Unit	Target	On Track	On Budget	Status Commentary
				Yes	Yes	
2.6.2.1	Ensure statutory land use instruments protect good agricultural land and do not unnecessarily constrain development	Strategic Planning	Review rural land use provisions as part of the Rockhampton Region Planning Scheme Major Amendment by 31 March 2018			As part of the major amendment, which has now commenced, a review will be undertaken of the Agricultural Land Classification late 2017 / early 2018. The review will be a desktop review only, there is insufficient budget and staff resource allocation to undertake a detailed review of this action.
3.1.1.1	Ensure the Planning Scheme protects and enhances places of value	Strategic Planning	Review state mapping changes and SPARC review outcomes as part of the Rockhampton Region Planning Scheme Major Amendment by 31 March 2018	Yes	Yes	The assessment of State Planning mapping changes is currently underway. Once the SPARC study is adopted by Council (due by 31 Dec 2017), the key strategic outcomes can be incorporated into the strategic framework of the planning scheme.
3.2.2.1	Ensure the planning scheme supports the development of major renewable energy projects at suitable locations	Strategic Planning	Review renewable energy provision as part of the Rockhampton Region Planning Scheme Major Amendment by 31 March 2018	Yes	Yes	As part of the major amendment, which has now commenced, a review will be undertaken of provisions related to renewable energy in early 2018. The review will be a desktop review only, there is insufficient budget and staff resource allocation to undertake a detailed review of this action.
3.2.2.2	Ensure the planning scheme responds properly to State Planning Policy or climate change advice and best science	Strategic Planning	Review updated advice, science and state planning policy on climate change adaptation and response as part of the Rockhampton Region Planning Scheme Major Amendment by 31 March 2018	Yes	Yes	The major amendment has now commenced. An assessment will be undertaken against the State Planning Policy and climate change in early 2018. The review will be a desktop review only, there is insufficient budget and staff resource allocation to undertake a detailed review of this action.
4.1.1.1	Provide timely and accurate responses to requests	Strategic Planning	In accordance with unit's customer service standards or adopted service levels	Yes	Yes	Strategic planning over the quarter has provided a timely and accurate response to relevant requests. Within all customer service reports produced, strategic planning enquiries have been undertaken within the appropriate time period.

Ref	Operational Action	Unit	Target	On Track	On Budget	Status Commentary
4.1.1.2	Provide effective delivery of Council services	Strategic Planning	In accordance with unit's customer service standards and service levels	Yes	Yes	Strategic planning over the quarter has provided the effective delivery of Council services, this includes all enquires being responded to within 1-2 days. In addition, the team are working with CBD businesses to ensure the effective delivery of programs such as the facade improvement scheme and outdoor dining platform pilot program. In relation to working across internal departments within Council, to ensure actions such as the major amendment to the planning scheme is met, the team work closely with other departments.
4.4.2.1	Ensure statutory land use instruments achieve policy objectives	Strategic Planning	Commence implementation of CBD Redevelopment Framework after endorsement 31 July 2017	Yes	Yes	Work is continuing on the key catalyst projects as outlined in the CBD Redevelopment Framework. Further place making activities have been scheduled over the coming months and leading into 2018. The appointment of the centres activation coordinator, will also lead the implementation of the CBD Redevelopment Framework. Currently all with the exception of 2 catalyst projects are underway (brand Rockhampton, and the cultural, arts experience is yet to commence).
4.4.3.1	Ensure statutory land use instruments achieve policy objectives	Strategic Planning	Support Economic Development Queensland in completing the Inner City Living project by 30 June 2018	Yes	Yes	Strategic Planning is working with the lead project manager for Council on this project. The timing of this project will primarily be led by Economic Development Queensland, and therefore the timing for completion may change. Site environment and geotechnical investigations completed by EDQ. EDQ were aiming to lodge the development application by September 2017, however with the pending State election it is likely that the development application will not be lodged until next year. It will be difficult to achieve the 30 June 2018 as a result.
4.4.4.1	Ensure statutory land use instruments achieve policy objectives	Strategic Planning	Review ground floor provisions for commercial/retail development in the CBD Quay Street Precinct as part of the Rockhampton Region Planning Scheme major amendment by 31 March 2018	Yes	Yes	The major amendment has now commenced. Provisions will be included related to ground floor commercial / office development in the Quay Street precinct (along Quay Lane). Preliminary direction has already been provided by Council on the type of requirements required. Further amendments will be required to the planning scheme to accommodate this operational plan action.
5.2.1.1	Comply with legislative requirements	Strategic Planning	Updates to be presented to Council in sectional monthly reports	Yes	Yes	The specific legislative requirement for strategic planning is the amendment process under the Planning Act 2016. Currently the requirements in relation to the major amendment under the Planning Act 2016 are being complied with. All other legislative requirements such as WH&S etc are being complied with.

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

AVIATION SERVICES

Aviation Services Directorate

Ref	Operational Action	Unit	Target	On Track	On Budget	Status Commentary
2.1.4.1	Promote the Airport as the "Gateway to Northern Australia"	Aviation Services Directorate	Masterplan to be completed by 30 September 2017	Yes	Yes	Masterplan is completed however it will be presented at a future Council meeting for adoptions. Hold up due to Adani announcement
2.1.4.2	Identify and implement business development opportunities for the Airport	Aviation Services Directorate	Conduct a micro analysis of performance of airlines by 30 September 2017	Completed	Yes	Comprehensive microanalysis completed and submitted to Council table. As a result of the ongoing business analytics required for the airport an additional report was tabled to Council (and adopted) to engage a contractor on micro analysis for the Rockhampton Airport.
		Aviation Services Directorate	Update reports on partner airline performance presented to Council on a quarterly basis	Completed	Yes	Comprehensive microanalysis completed and submitted to Council table. As a result of the ongoing business analytics required for the airport an additional report was tabled to Council (and adopted) to engage a contractor on micro analysis for the Rockhampton Airport.
		Aviation Services Directorate	Six monthly passenger surveys	Watching	Watching	Transition and restructure has affected this deliverable, previously was delivered via commercial support. GM Aviation Services to review new deliverable mechanism
2.2.3.1	Support programs that encourage residents to transition away from social support options	Aviation Services Directorate	Consider options in budget planning to support employment programs in 2018/19	Watching	Watching	Trainee style program being delivered for airside workforce on a structured basis
2.5.3.1	Prepare a strategy for a FIFO hub development within the Region	Aviation Services Directorate	Strategy presented to Council by 30 September 2017	Yes	Yes	Adani arrangements have been agreed.
2.6.1.1	Strengthen relationship with Singapore	Aviation Services Directorate	Successfully deliver Wallaby 17 by 30 November 2017	Completed	Completed	Delegation led by Mayor Strelow and GM RDA (18-28 August 2017). Further to this RRC has hosted several inbound Singapore delegations throughout the year. Wallaby troops from Singapore were welcomed individually by either Councillor, Council Officers or tourism volunteers and given an individualised pack to promote the region and encourage spending during their downtime. Council officers also worked with Safe2Travel to enhance Zoo and Heritage Village tours for the troops.
4.1.1.1	Provide timely and accurate responses to requests	Aviation Services Directorate	In accordance with unit's customer service standards or adopted service levels	Yes	Yes	Ongoing deliverable
4.1.1.2	Provide effective delivery of Council services	Aviation Services Directorate	In accordance with unit's customer service standards and service levels	Watching	Watching	Ongoing deliverable

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

Ref	Operational Action	Unit	Target	On Track	On Budget	Status	Commentary																								
2.2.3.1	Support programs that encourage residents to transition away from social support options	Rockhampton Airport	Consider options in budget planning to support employment programs in 2018/19				Will consider options in accordance with budget planning in accordance business requirements.																								
4.1.1.1	Provide timely and accurate responses to requests	Rockhampton Airport	In accordance with unit's customer service standards or adopted service levels	Yes	Yes		All requests responded to in accordance with the customer service standard of 10 days.																								
4.1.1.2	Provide effective delivery of Council services	Rockhampton Airport	In accordance with unit's customer service standards and service levels	Yes	Yes		<table><tr><td>Passenger Numbers</td><td>Target</td><td>YTD</td></tr><tr><td>Aircraft Movements</td><td>0%</td><td>-3.38%</td></tr><tr><td>Bird Strikes</td><td>/mth</td><td>4</td></tr><tr><td>Lost Time Days workplace injuries</td><td>0</td><td>0</td></tr><tr><td>Reported Public Injuries on Airport Precinct</td><td>0</td><td>2</td></tr><tr><td>Customer Requests Actioned</td><td>100%</td><td>100%</td></tr><tr><td>Airline Engagement Meetings</td><td>Qtrly</td><td>100%</td></tr><tr><td>Military Exercise Briefings Attended</td><td>100%</td><td>100%</td></tr></table>	Passenger Numbers	Target	YTD	Aircraft Movements	0%	-3.38%	Bird Strikes	/mth	4	Lost Time Days workplace injuries	0	0	Reported Public Injuries on Airport Precinct	0	2	Customer Requests Actioned	100%	100%	Airline Engagement Meetings	Qtrly	100%	Military Exercise Briefings Attended	100%	100%
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Military Exercise Briefings Attended	100%	100%																													
5.2.1.1	Comply with legislative requirements	Rockhampton Airport	Updates to be presented to Council in sectional monthly reports	Yes	Yes		All legislative requirements achieved in the reporting period.																								
5.2.1.4	Operational risks are monitored and managed in accordance with legislative requirements	Rockhampton Airport	Risk registers are presented to Council on a quarterly basis	Yes	Yes		Operational risks monitored and action being taken to achieve targets within set timeframes																								
5.2.1.8	Monitor and review non-compliance of legislative requirements	Rockhampton Airport	Report on legislative non-compliance included in sectional reports presented to Council on a monthly basis	Yes	Yes		One out of date certification remains outstanding																								
5.3.1.1	Workforce planning is reviewed to ensure that resourcing levels meet business needs in accordance with budget allocations	Rockhampton Airport	Review workforce requirements in accordance with budget schedule	Yes	Yes		Resourcing requirements will be reviewed as part of the 2018/19 budget planning processes.																								
5.3.2.1	Continually review operational expenditure	Rockhampton Airport	Identify at least one operational saving per section of responsibility	Yes	Yes		Continuing to review operational performance.																								
5.4.2.6	Pursue improved processes through all levels of Council	Rockhampton Airport	Identify at least two improved processes per section of responsibility	Watching	Watching		Councillors and volunteers welcomed the Singapore Armed Forces into Rockhampton for Exercise Wallaby 2017.																								

2017/18 OPERATIONAL PLAN QUARTER ONE PROGRESS REPORT

Operational Plan Progress Report - Summary as at 30 September 2017

Meeting Date: 21 November 2017

Attachment No: 3

OPERATIONAL PLAN REPORT SUMMARY
QUARTER ONE 2017-2018

Office of the CEO

The Media and Engagement Unit successfully increased traffic to Council's social media accounts during this report period with improvements noted to all relevant metrics (followers/engagement levels etc.). The team delivered 83 proactive media releases and 19 proactive videos during this first quarter which saw the achievement of the annual target of 100 positive media releases and/or videos.

The Media and Engagement Unit engaged with local community and carried out a survey in relation to the Gracemere post code. The survey results identified an overwhelming support for a change to the post code. During this reporting period, the Unit also organised the annual Regional Voice Community Conversations Program.

The Office of the Mayor logged 314 customer service requests on behalf of the Mayor and Councillors during this reporting period. The Unit responded to all requests within the set timeframes. 88% of Council's customer service requests for the quarter were logged by the Unit.

The Office of the Mayor successfully coordinated the delivery of the following civic events during the quarter:

- Gracemere Library Opening
- Welcome Reception for visiting students from Ibusuki
- MOU signing ceremonies
- Polygon Wood 100th Anniversary Tree Planting Ceremony

Corporate Services

During this reporting period, the Finance Section completed financial statements for audit. The Operational Result reported was improved to \$8.4m compared to a revised budget estimate of \$0.7m. The Audit Committee reviewed these statements at a meeting on 6 October. A revision of the 2017-18 budget is currently underway which will formerly take into account the contribution for the Carmichael airport.

With 25% of the year completed total operating revenue is reported at 37%. This is impacted by Net Rates and Utility Charges at 43% of budget due to General Rates and Utility Charges for the six months ending 31 December 2017 having been processed in July. Total operating expenditure is on target at 25% of budget excluding committals.

The Workforce and Strategy Section coordinated the adoption of the new Corporate Plan and Operational Plan resulting in changes to Council's reporting framework. This has been evidenced in the new monthly reporting layout and this new format of the Operational Plan report. The design and implementation has been completed in-house resulting in an operational saving.

This quarter has seen a large number of job applications (529 in September alone) processed by Workforce & Strategy all within set timeframes.

The Safety Unit have been preparing all the necessary documentation for the Workplace Health & Safety audit scheduled for the next reporting period as well as finalising the improvements from the 2016 LGW audit.

During this reporting period, the majority of the Corporate & Technology Section relocated to 175 East Street. Work is progressing to have the Customs House refurbishment completed for the Smart Hub. In the meantime much activity continues in this area including Startup Club and Startup Stars.

Customer service has had a very busy quarter with the rates issue and the animal registrations becoming due while maintaining the service levels of the ratio of customer queries at first point of call and answering 78% of incoming calls within 45 seconds.

The Fleet Services Unit attained a lost time injury free period of 348 days during this quarter.

The changes to the organisational structure adopted in July resulted in the creation of the Natural Resource Management Unit. The new Unit began operating in October.

Community Services

In August, the Arts and Heritage Section successfully delivered the Cultural Festival which was held at the Heritage Village. The festival was considered a success with approximately 3500 attendees and over forty stall holders present.

During this reporting period, the Art Gallery delivered 143 scheduled community programs and performances, including Messy Mondays, Yoga in the Gallery, Collection Conversations and Wine and Watercolour. Income received from the Coming into Fashion Exhibition to date has been lower than budgeted.

Major Venues also successfully delivered its scheduled community programs and performances including The Marriage of Figaro, Dracula, La Fille Mal Gardee, Mozart & Brahms and We're Going on a Bear Hunt.

During this reporting period, the Community and Facilities Section applied community sponsorship and grant funding in accordance with the relevant guidelines. The Community Assistance Program round 1 applications were assessed with funding of \$27,713 provided for 8 projects, 9 small projects funded for \$1,984 and 1 major sponsorship for \$5,190.

During the first quarter, Library Services recorded 68,516 library visits and 118,190 items issued. The new branch library opened in Gracemere in August.

Projections conducted by the Parks Section indicate additional funding will need to be allocated to complete the Kershaw Gardens Restoration and Redevelopment Project.

During the reporting period, Council purchased land and obtained the relevant preliminary development permits and operational works approval for the proposed animal pound facility at Gracemere. The planning approvals obtained resulted in design amendments and as a result the Planning and Regulatory Section is in the process of obtaining new build quotations.

The organisational structure changes adopted by Council in July resulted in the creation of a Development Advice Centre. The centre is a one stop shop for advice on development, infrastructure charges, building, plumbing and drainage queries.

During the reporting period, the Health and Environment Unit have continued to develop work instructions to ensure decisions are made within the legal framework provided by the legislation and with consistency across officers. The Pest Management Unit is currently developing a Biosecurity Plan to ensure compliance with the relevant legislation.

Regional Services

During this quarter, Regional Services has continued to deliver core operational activities across the sections as well as the planning and delivery of capital projects.

The Council restructure adopted in July resulted in a Project Manager role being added to Program Delivery Unit designed to assist with the management of projects including the Cultural Precinct and Works for Queensland.

The Disaster Management Unit completed a Natural Hazards Risk Assessment ahead of the June 2018 deadline. As a result of the assessment, an updated risk assessment has been incorporated into the draft Local Disaster Management Plan.

Disaster Management awareness programs were undertaken at Regional Emergency Services Day, Multi-cultural Diversity Association Open Day and Mt Morgan Emergency Services Open Day resulting in the early completion of the operational plan target.

Fitzroy River Water held the Barrage Open Day in July which received good community support. During this reporting period, the section operated, maintained and repaired relevant infrastructure in accordance with its annual maintenance programs and within 95% of the sections annual operating budget. Fitzroy River Water recorded greater than 99% compliance with Environmental Authority release limits with minor non-compliances reported for a small number of test results collected from the West Rockhampton Sewerage Treatment Plant. This sewerage treatment plant will soon be decommissioned as part of a long-term continuous improvement initiative.

During this reporting period, the Program Delivery Section is generally on track to complete its major infrastructure projects by the anticipated delivery timeframes and budgets. Some project budgets are very tight and value management processes are in place to manage scope and control expenditure.

Rockhampton Regional Waste and Recycling is on track to deliver its annual capital works program within the allocated budget. The Landfill Piggy Back Project is scheduled to go to tender in November. The team supported various educational opportunities with events such as Tropicana and schools presentations and tours of the Materials Recycling Facility.

Overall, the Department's capital expenditure is on track in the first quarter.

Advance Rockhampton

As a result of the organisational restructure adopted by Council in September, a dedicated Department of Advance Rockhampton has now been established.

During this first quarter, the Department has successfully secured over \$19 million worth of grants, funding and other business opportunities.

The Development and Promotions Section successfully delivered the Rockhampton River Festival which saw over 47,000 individual attendees and 78,889 attendances. The section also implemented the Wayfinding Strategy across the Region Gateway. As a result, six gateway entrance signs have now been installed and the tender for city signage has closed and is being reviewed.

The Regional Promotions and Tourism Section have delivered My Rockhampton magazines with a strong regional focus with incorporation of local residents, business and sporting groups. The summer edition of the magazine highlights:

- "One to Watch"
- "Widening Participation"
- "Why Rockhampton" and
- "A trip down memory lane"

Due to staffing changes and contractor delays associated with the framework of the website and social media, the redevelopment of the My Rockhampton Website by 30 September 2017 was not achieved. The website is now being developed by an expert contracted website developer and is on track for completion by 30 December 2017.

Also resulting from staffing changes in the Development and Promotions Section, the finalisation of the Destination Management Plan and implementation of the Destination Management Plan have not been achieved by their relevant deadlines.

This quarter, the Regional Development and Promotions Section finalised Industry Capability Network (ICN) training and business development courses and annual schedule by 30 September 2017. These were completed through Gear Up Rocky Seminars with ongoing training continuing to be delivered.

During this quarter, the Regional Development and Promotions Section also facilitated over 5 Asians delegations held within the region. The team also delivered the following workshops and training courses:

- Forums as part of the Gear Up Rocky;
- Certificate IV in Small Business in conjunction with TAFE Queensland;
- Business Readiness Seminars (x2) - delivered by an external consultant with a focus on Adani business readiness and tendering;
- Business Opportunity Forum - learn about ST Logistics and the opportunities they currently have both nationally and internationally;
- Qantas Carbon Farming Workshop - local farmers learnt about the Carbon Farming initiatives that Qantas is currently offering.

During this quarter, the Strategic Planning Section has delivered its services in accordance with the sections relevant standards and service levels. The team is working with CBD businesses to ensure the effective delivery of programs such as the facade improvement scheme and outdoor dining platform pilot program.

The Strategic Planning Section has experienced some delay with the development of a Place Making Strategy and Laneway Activation Plan for the CBD due by 31 December 2017. The process for undertaking this study has not commenced, and the timing to meet the deadline is currently unrealistic given resourcing issues within the Section.

The Strategic Planning Section have also reported that no budget line item has been allocated to the development of a Regional Centre Place Making Strategy. The process for undertaking this study has not commenced due to resourcing constraints. The 31 December 2017 deadline is not expected to be achieved.

Aviation Services

The organisational structure changes adopted by Council in September resulted in the creation of a dedicated Aviation Services Department.

During this quarter, the Department successfully delivered Wallaby 17. Wallaby troops from Singapore were welcomed individually by either Councillors, Council Officers or tourism volunteers and given an individualised pack to promote the region and encourage spending during their downtime. Council officers also worked with Safe2Travel to enhance Zoo and Heritage Village tours for the troops.

The Department has completed a masterplan to promote the Airport as the “Gateway to Northern Australia” however is yet to present the plan to Council for adoption. A comprehensive microanalysis has been completed and submitted to Council in relation to partner airline performance. As a result of the ongoing business analytics required for the airport, an additional report was adopted by Council to contract with Lime Intelligence on micro analysis for the Rockhampton Airport.

Transition and restructure has affected the completion of six monthly passenger surveys. A new deliverable mechanism is currently being reviewed by the Department.

Workforce requirements within the Department are being monitored and the need for additional staff to deliver the Adani project has been identified.

11.16 LIFTING MATTERS FROM THE TABLE

File No: 11721
Attachments: Nil
Authorising Officer: Ross Cheesman - Acting Chief Executive Officer
Author: Ross Cheesman - Acting Chief Executive Officer

SUMMARY

Items lying on the table require a report to be lifted from the table before being dealt with. This report is designed to lift all necessary reports from the table to be dealt with at the Council meeting on 21 November 2017.

OFFICER'S RECOMMENDATION

THAT the following matter "lying on the table" be lifted from the table and be dealt with accordingly:

- Request Internal Appeal Recommendation - Non-Compliance with Regulated Menacing Dog Keeping Conditions - Destruction Order – Regulated Dog

12 NOTICES OF MOTION

Nil

13 QUESTIONS ON NOTICE

Nil

14 URGENT BUSINESS/QUESTIONS

Urgent Business is a provision in the Agenda for members to raise questions or matters of a genuinely urgent or emergent nature, that are not a change to Council Policy and can not be delayed until the next scheduled Council or Committee Meeting.

15 CLOSED SESSION

In accordance with the provisions of section 275 of the *Local Government Regulation 2012*, a local government may resolve to close a meeting to the public to discuss confidential items, such that its Councillors or members consider it necessary to close the meeting.

RECOMMENDATION

THAT the meeting be closed to the public to discuss the following items, which are considered confidential in accordance with section 275 of the *Local Government Regulation 2012*, for the reasons indicated.

16.1 Parkhurst Drainage Scheme

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

16.2 Internal Appeal Recommendation - Non-Compliance with Regulated Menacing Dog Keeping Conditions - Destruction Order – Regulated Dog

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

16.3 Legal Matters Report - 31 October 2017

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

16.4 Edenbrook Infrastructure Agreement

This report is considered confidential in accordance with section 275(1)(c) (g) (h), of the *Local Government Regulation 2012*, as it contains information relating to the local government's budget; AND any action to be taken by the local government under the Planning Act, including deciding applications made to it under that Act; AND other business for which a public discussion would be likely to prejudice the interests of the local government or someone else, or enable a person to gain a financial advantage.

16.5 Cheney Street Drainage

This report is considered confidential in accordance with section 275(1)(c) (g) (h), of the *Local Government Regulation 2012*, as it contains information relating to the local government's budget; AND any action to be taken by the local government under the Planning Act, including deciding applications made to it under that Act; AND other business for which a public discussion would be likely to prejudice the interests of the local government or someone else, or enable a person to gain a financial advantage.

16.6 Economic Development Opportunities

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

16 CONFIDENTIAL REPORTS

16.1 PARKHURST DRAINAGE SCHEME

File No: 1743

Attachments:

1. Parkhurst East Stormwater PFTI
2. Difference in PWSE
3. RRC Land Requirement Plans
4. NIR Background Information

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

Author: Stuart Harvey - Coordinator Strategic Infrastructure

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

SUMMARY

Strategic Infrastructure, in conjunction with the Department of Transport and Main Roads, has engaged AECOM to undertake some local catchment flood modelling for the East Parkhurst residential area. This report highlights the impacts of local catchment flooding in this area, proposes mitigation options and seeks Council approval to compulsorily acquire the land identified in this report for drainage purposes.

**16.2 INTERNAL APPEAL RECOMMENDATION - NON-COMPLIANCE WITH
REGULATED MENACING DOG KEEPING CONDITIONS - DESTRUCTION
ORDER – REGULATED DOG****File No:** 11721**Attachments:** 1. Behaviour Assessment Report**Authorising Officer:** Colleen Worthy - General Manager Community Services**Author:** Steven Gatt - Manager Planning and Regulatory
Services

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

SUMMARY

The independent report was requested by Rockhampton Regional Council (RRC) to help Council decide upon a course of action regarding a dog who has been a regulated menacing dog since May 2013. The dog was seized and impounded by Local Law Officers while roaming at large on 14 August 2017 and is currently kept at the Rockhampton City Pound and subject to a destruction order.

This matter was considered at Council meeting on 7 November and it was resolved “that the matter lay on the table until the next Council meeting on 21 November 2017.”

16.3 LEGAL MATTERS REPORT - 31 OCTOBER 2017**File No:** 1392**Attachments:** 1. Legal Matters Report 1 October 2017 to 31 October 2017**Authorising Officer:** Tracy Sweeney - Manager Workforce and Strategy**Author:** Allysa Brennan - Coordinator Corporate Improvement and Strategy

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

SUMMARY

Presenting an update of current legal matters that Council is involved in as at 31 October 2017.

16.4 EDENBROOK INFRASTRUCTURE AGREEMENT**File No:** 76-2005**Attachments:** 1. Parkhurst Development Area**Authorising Officer:** Peter Kofod - General Manager Regional Services**Author:** Martin Crow - Manager Engineering Services

This report is considered confidential in accordance with section 275(1)(c) (g) (h), of the *Local Government Regulation 2012*, as it contains information relating to the local government's budget; AND any action to be taken by the local government under the Planning Act, including deciding applications made to it under that Act; AND other business for which a public discussion would be likely to prejudice the interests of the local government or someone else, or enable a person to gain a financial advantage.

SUMMARY

This report discusses aspects of the Edenbrook Infrastructure Agreement.

16.5 CHENEY STREET DRAINAGE**File No:** D29/2015**Attachments:**

1. Cheney Street Catchment Plan
2. Cheney Street Stormwater Drainage Plan

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

This report is considered confidential in accordance with section 275(1)(c) (g) (h), of the *Local Government Regulation 2012*, as it contains information relating to the local government's budget; AND any action to be taken by the local government under the Planning Act, including deciding applications made to it under that Act; AND other business for which a public discussion would be likely to prejudice the interests of the local government or someone else, or enable a person to gain a financial advantage.

SUMMARY

Council Officers have been progressing discussions with the proponents of The Gardens Estate development and are seeking Council's endorsement for a proposal to resolve drainage issues.

16.6 ECONOMIC DEVELOPMENT OPPORTUNITIES**File No:** 8444**Attachments:** Nil**Authorising Officer:** Ross Cheesman - Acting Chief Executive Officer**Author:** Scott Waters - General Manager Aviation Services

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

SUMMARY

Project Rocky is focused upon resource sector opportunities for the Rockhampton community and the Rockhampton Airport, the project is in its final stages of delivery.

17 CLOSURE OF MEETING