



ORDINARY MEETING

AGENDA

8 FEBRUARY 2022

Your attendance is required at an Ordinary meeting of Council to be held in the Council Chambers, 232 Bolsover Street, Rockhampton on 8 February 2022 commencing at 9:00am for transaction of the enclosed business.

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

A handwritten signature in black ink, appearing to be "C. P.", written in a cursive style.

CHIEF EXECUTIVE OFFICER
3 February 2022

Next Meeting Date: 22.02.22

Please note:

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

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1 OPENING

1.1 Acknowledgement of Country

2 PRESENT

Members Present:

Deputy Mayor, Councillor N K Fisher
Councillor S Latcham
Councillor C E Smith
Councillor C R Rutherford
Councillor M D Wickerson
Councillor D Kirkland
Councillor G D Mathers

In Attendance:

Mr E Pardon – Chief Executive Officer

3 APOLOGIES AND LEAVE OF ABSENCE

Leave of absence was previously granted to the Mayor, Councillor Tony Williams for the period 8 to 10 February 2022.

4 CONFIRMATION OF MINUTES

Minutes of the Ordinary Meeting held 25 January 2022

Minutes of the Special Meeting held 1 February 2022

5 DECLARATIONS OF INTEREST IN MATTERS ON THE AGENDA

6 BUSINESS OUTSTANDING

Nil

7 PUBLIC FORUMS/DEPUTATIONS

Nil

8 PRESENTATION OF PETITIONS

Nil

9 COUNCILLOR/DELEGATE REPORTS

Nil

10 OFFICERS' REPORTS

ADVANCE ROCKHAMPTON

Councillor Portfolio – Mayor Williams

10.1 ICMJ NORTHERN BEEF CONFERENCE

File No:	12534
Attachments:	1. ICMJ Partnership Prospectus ↓
Authorising Officer:	Greg Bowden - Executive Manager Advance Rockhampton
Author:	Tanya Webber - Economic Development and Industry Engagement Advisor

SUMMARY

Rockhampton Regional Council has the opportunity to become a supporting partner for the Australian Intercollegiate Meat Judging (ICMJ) Northern Beef Conference in April 2022. It is proposed that supporting partnership is secured to showcase the region more broadly and its appeal to investors and job seekers in the red meat sector. This will continue to grow our reputation as the Beef capital of Australia.

OFFICER'S RECOMMENDATION

THAT Rockhampton Regional Council secure supporting partnership at the Australian Intercollegiate Meat Judging (ICMJ) Northern Beef Conference to be held in April 2022 at a cost of \$5,000 (ex gst).

COMMENTARY

The ICMJ Northern Beef Conference has sought to expand its partnership with Council as a means of showcasing the region as a destination of choice for young red meat professionals and multi-national corporations.

The ICMJ Northern Conference provides university students and young industry professionals the opportunity to enhance their knowledge of animal production, genomics, meat science, consumer preferences, production and processing technology, supply chain economics and product marketing, as well as grow their professional networks and improve communication skills.

ICMJ is seeking to showcase to delegates the quality of the beef this region has to offer, with cuts sourced from brands synonymous with Northern Australia, and served by a range of restaurants at locations around Rockhampton, the Beef Capital.

BACKGROUND

ICMJ Australia was founded more than 30 years ago to provide university agriculture students with a competitive learning environment to enhance their skills in meat science. It has since evolved to be flagship training program for the red meat sector, is inspiring and developing the industry's leaders of the future through conferences, workshops and competitions.

PREVIOUS DECISIONS

Council's support was instrumental in establishing the ICMJ Northern Beef Conference, which was first held in 2019 and again in 2021 (COVID caused the cancellation of the 2020 conference). Both events attracted approximately 100 delegates to the region and close to 20 companies visiting Rockhampton to recruit graduates and showcase their product through the ICMJ Northern Beef Trade Expo.

BUDGET IMPLICATIONS

The ICMJ Northern Beef Conference cost is \$5,000 (ex-gst) and can be provided for through the existing Advance Rockhampton economic development budget.

CORPORATE/OPERATIONAL PLAN

Operational Plan Economy

2.2.2 Deliver economic development and industry engagement initiatives that create economic growth and lifestyle improvements in the region and continue to strengthen resources, construction, agriculture and Defence industry services and create new opportunities in the renewable energy sector.

CONCLUSION

ICMJ Northern Beef Conference will provide promotional benefits for the Rockhampton region, showcasing the region as a destination of choice for young red meat professionals and multi-national corporations.

ICMJ NORTHERN BEEF CONFERENCE

ICMJ Partnership Prospectus

Meeting Date: 8 February 2022

Attachment No: 1



ICMJ



PARTNERSHIP PROSPECTUS

20
22

WORDS FROM ICMJ PRESIDENT

Peter McGilchrist



"Our partners play a valued role in helping ICMJ to realise its goal of building a pool of passionate young red meat industry professionals."

Now in its 33rd year, ICMJ has achieved a long history of successfully connecting graduates to careers in the red meat industry.

But our mission of inspiring and developing future red meat industry professionals can only be accomplished with the generous support of ICMJ sponsors.

These partnerships are vital to our operations and allow ICMJ to have a meaningful and relevant impact on the red meat industry and its future direction.

The ICMJ program offers an unparalleled and unique opportunity for red meat industry organisations to connect with agriculture students and young industry professionals at various events throughout each year.

To continue to build on this value, we have revitalised our Partnership Prospectus to maximise your organisation's opportunities for recruitment, development, awareness and engagement.

We greatly appreciate your consideration in continuing as an ICMJ supporter or becoming a supporter for the very first time and we look forward to working with you to build a bright future for the red meat industry.

| Dr Peter McGilchrist

WHY PARTNER WITH ICMJ?

Partner Benefits

- ✓ Optimise recruitment opportunities
- ✓ Build brand awareness amongst the industry's next generation
- ✓ Meet and greet the top agricultural students in the country
- ✓ Influence future industry leaders
- ✓ Nurture and develop future industry leaders
- ✓ Social license - support the future of the red meat industry



The ICMJ program is an invaluable source of young talent for the red meat industry.

ICMJ provides a unique opportunity for employers to hand-pick candidates from its pool of top agriculture students and young professionals.

ICMJ MAJOR EVENTS:

- Annual 5-day ICMJ National Conference - Wagga Wagga, NSW
- Annual 4-day ICMJ Northern Conference - Rockhampton, QLD
- 4-week ICMJ Industry Immersion Tour of the USA
- 10-day ICMJ Industry Tour of South-East Asian Trading Partners
- ICMJ Intensive Industry Education & Development Week - SE QLD
- ICMJ Virtual Careers Fair
- ICMJ Power Hour Mentoring Program
- ICMJ supported Secondary School Meat Judging Competitions

WHY PARTNER WITH ICMJ?

Connect with our future leaders

200+

student
participants
each year

50+

Industry
delegates

3,000+

Alumni
network

33

years of
Australian
history



ICMJ
Partner
Advantages

200+

potential job
candidates
each year

4,000

Social media
followers

58

days of
annual
calendar
events

14+

Universities
and training
providers



PRINCIPAL PARTNER

\$12,000 + GST

Package A (Two available)

- Naming rights to:
National Gala Awards Dinner
OR
Northern Gala Awards Dinner
+
- 10-minute presentation at Gala Dinner
- MC recognition throughout Gala Dinner
- Naming rights to one award
- ½ page ad in Conference program
- 4 x tickets to Gala Awards Dinner
- Pull up banner at Gala Awards Dinner and National/Northern Conference.
- Principal Partner recognition in National/Northern conference marketing material including social media posts, website and media releases.
- 1 x full registration for ICMJ Northern Conference.
- Prime logo placement during National/Northern Conference.
- Opportunity for staff to participate in ICMJ Power Hour mentoring program.
- Unlimited job opportunities shared to ICMJ social media platforms.
- One marketing item to be included in delegate Welcome Pack.
- Showcase your red meat product in the main meal at Gala Awards Dinner*

*Supply of meat additional to cash contribution.

Package B (One available)

- Naming rights to:
Pork Feature Lunch
at ICMJ National Conference.
&
Pork Star Workshop
at ICMJ National Conference.
+
- 10-minute presentation at Feature Lunch.
- MC recognition throughout Feature Lunch.
- Naming rights to 1x award at Gala Dinner
- ½ page ad in event program
- 4 x tickets to Pork Feature Lunch
- 2 x tickets to National Gala Awards Dinner
- Pull up banner at Gala Awards Dinner and National Conference.
- Principal Partner recognition in National conference marketing material including social media, website & media releases.
- Prime logo placement during National conference.
- Opportunity for staff to participate in each ICMJ Power Hour mentoring program.
- Unlimited job opportunities shared to ICMJ social media platforms.
- One marketing item to be included in ICMJ National Conference delegate Welcome Pack.

MAJOR PARTNER

\$8,000 + GST

Package C (Three available)

- Naming rights to:
ICMJ Industry Tour - USA
OR
ICMJ Industry Tour - SE Asia
OR
Intensive Industry Development Week
+
- Logo included on all event marketing material.
- Opportunity to provide branded apparel for participants.
- Opportunity for staff to participate in event/tour (at own cost).
- Opportunity to organize and host one social/networking event for participants during the tour.
- Opportunity for one staff member to participate in ICMJ Power Hour mentoring program.
- Unlimited job opportunities shared to ICMJ social media platforms.
- Major Partner recognition in tour/development week marketing material including social media posts, website and media releases.

Package D (Six available)

- Naming rights to:
National Conference Dinner
OR
Northern Conference Dinner
+
- 10-minute presentation at dinner to showcase your company and career opportunities.
- Naming rights to one award at Gala Dinner.
- MC Recognition throughout Dinner.
- 1/4 page ad in event program.
- 4 x tickets to Dinner + 2 x tickets to Gala Dinner.
- Pull up banner at dinner + either ICMJ National or Northern Conference.
- Major Partner recognition in dinner marketing material.
- Opportunity to include one marketing item in welcome pack.
- Unlimited job ad shares to ICMJ social media platforms.
- Showcase your red meat product in the main meal at Dinner*

*Supply of meat additional to cash contribution.

SUPPORTING PARTNER

\$5,000 + GST

Package E (Three available)

- Naming rights to:
 - ICMJ National Careers Expo
 - OR
 - ICMJ Northern Trade Expo
 - OR
 - ICMJ Virtual Careers Expo
- 10-minute speaking opportunity at chosen expo.
- MC Recognition throughout Expo.
- 1/4 page ad in event program.
- 2 x tickets to either ICMJ National Gala Dinner OR ICMJ Northern Gala Dinner.
- Pull up banner at either ICMJ National or Northern Conference + Careers Fair.
- Unlimited job ad shares on ICMJ social media platforms.

Package F (Six available)

- Naming rights to:
 - National Conference Lunch
 - OR
 - Northern Conference Lunch
- 10-minute speaking opportunity at chosen event.
- MC Recognition throughout Lunch.
- 1/4-page ad in event program.
- 4 x tickets to the lunch.
- Pull up banner at the lunch + ICMJ National or Northern Conference.
- Unlimited job ad shares on ICMJ social media platforms.



ASSOCIATE PARTNER

\$3,000 + GST

Package G (Six available)

- Naming rights to:
ICMJ National Morning Tea
OR
ICMJ Northern Morning Tea
+
- MC Recognition before and after morning tea.
- Opportunity to provide branded coffee cups, napkins etc.
- Logo or pull up banner at Morning tea station.
- Unlimited job ad shares on ICMJ social media platforms.

Package H (Two available)

- Naming rights to:
National Student PD Session
OR
Northern Student PD Session
+
- Opportunity to set up pull up banner and logo signage.
- Opportunity to give a five minute welcome address.
- Unlimited job ad shares on ICMJ social media platforms.



PRICE PROMISE



Our Foundation Partners, Meat and Livestock Australia and Australian Meat Processor Corporation, provide support to ICMJ over five year terms.

For this reason, ICMJ is seeking to align all partnerships, where possible, over a longer term. This will allow us to focus our efforts on growing the impact of ICMJ programs.

In recognition of your organisation's consideration of a multi-year agreement, ICMJ is offering the following discounts:

- 2 year partnership = 0% price increase in 2023.
- 3 year partnership = 5% discount on 2022 prices for all three years.
- 5 year partnership = 10% discount on 2022 prices for all three years.

Please note: Partners who opt for a multi-year agreement will be prioritised when it comes to package availability and selection.



For further information

ICMJ Partnership Team



Sarah Stewart

Partnership Co-ordinator

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Chloe Gould

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Terms and Conditions

1. It is the responsibility of partners to supply all print-ready advertising art work and logo files at least six weeks prior to event.
2. Where tickets are offered but not accepted, there are no price discounts or cash refunds available.
3. It is the responsibility of supporters to arrange transport, delivery and erection of all signage, banner and logo display.
4. Where promotional items are to be supplied, the partner is to supply all items six weeks prior to event.
5. Where events are cancelled or postponed due to factors outside ICMJ's control, such as COVID-19 restrictions, ICMJ will endeavour to develop an event of the same or similar value to replace the cancelled event but no refund will be made.





ICMJ

www.icmj.com.au

AIRPORT*Councillor Portfolio – Councillor Fisher*

No items for consideration

COMMUNITIES AND HERITAGE*Councillor Portfolio – Councillor Wickerson***10.2 AUSTRALIA DAY COMMUNITY GRANTS PROGRAM**

File No: 5095
Attachments: Nil
Authorising Officer: John Webb - Manager Communities and Culture
Alicia Cutler - General Manager Community Services
Author: Mark Millett - Coordinator Major Venues

SUMMARY

In 2013 Council resolved to establish an Australia Day Community Grants Program to assist local organisations to coordinate community based Australia Day celebrations across the region. Results of 2022 Australia Day Community Grants are presented to Council for retrospective endorsement.

OFFICER'S RECOMMENDATION

THAT Council retrospectively endorse the following Community Grants:

Applicant	Description of Event	Grant Recommended
Rotary Club of Mount Morgan	A free day to celebrate Australia Day 2022 at the Mount Morgan Dam. Food and drink supplied by the Rotary Club of Mount Morgan. Rides and face painting from Fun Time Amusements. Music and poetry supplied from local Mount Morgan groups.	\$3,500.00
Bouldercombe Progress Association Inc.	An enjoyable and fun morning for our local community and surrounding areas held at the Bouldercombe Recreation Complex. Free food, tea coffee and non-alcoholic drinks, professional musician, and a historical display of pioneer families from the area. Market stalls and craft displays.	\$2,000.00

COMMENTARY

Completed applications were received for three (3) organisations. These being:

- Rotary Club of Mount Morgan
- Bouldercombe Progress Association Inc.
- Upper Ulam Recreation Grounds Inc.

All applications met the criteria for approval, and all were contacted for processing. With the rise of Covid-19 in the community, the Upper Ulam Recreation Grounds Inc. felt it best to forego this year's celebrations to reduce the number of large gatherings in the community.

The remaining applications were keen to move forward with their events.

BACKGROUND

A media release calling for applications for funding was released on 10 December 2021, with press advertising in CQ Today on Saturday 11 December 2021 and Wednesday 29 December 2021. Further Facebook posts promoting the community grant program occurred over the Christmas period with applications closing on Monday 3 January 2022.

PREVIOUS DECISIONS

In November 2020 the Council approved the decision to fund two organisations for Australia Day Community Grants 2021 totalling \$1,450.00

BUDGET IMPLICATIONS

An approved allocated budget of \$15,500.00 is made available for the Australia Day Community Grants Program.

LEGISLATIVE CONTEXT

Nil

LEGAL IMPLICATIONS

Nil

STAFFING IMPLICATIONS

Nil

RISK ASSESSMENT

N/A

CORPORATE/OPERATIONAL PLAN

Corporate Plan:

1.4 – Healthy Living and Active lifestyles

1.6 - Our sense of place, diverse culture, history and creativity are valued and embraced.

CONCLUSION

The Australia Day Community Grants Program received three applications of which one formally withdrew. The two remaining applications for Rotary Club of Mount Morgan and Boudiercombe Progress Association Inc. total \$5,500.00 which is within the allocated budget and recommended for retrospective endorsement.

10.3 REGIONAL ARTS DEVELOPMENT FUND 2021-2022 ROUND 1 FUNDING RECOMMENDATIONS

File No: 2837
Attachments: Nil
Authorising Officer: John Webb - Manager Communities and Culture
 Alicia Cutler - General Manager Community Services
Author: Mark Millett - Coordinator Major Venues

SUMMARY

Applications received for round one of the 2021-22 Regional Arts Development fund have been assessed by the RADF committee and two applications are recommended for funding.

OFFICER'S RECOMMENDATION

THAT Council approves the following applications for funding from the Regional Arts Development fund:

Applicant	Purpose of grant	Grant Recommended
CQ Embroidery Circle	To attract Hand Embroidery Tutors into CQ to provide professional development to local stitchers across local communities through small group workshops	\$5,000.00
Rockhampton Youth Orchestra (RYO)	Rockhampton Youth Orchestra Inc. will partner with Brisbane based TOPOLOGY MUSIC to deliver Creative Boot Camps in Rockhampton and Mount Morgan.	\$8,008.00

COMMENTARY

Five applications were received with a total requested amount of \$27,691. The committee has recommended two of these for immediate funding support totalling \$13,008. The recommended applications are both strong and focused on professional development of local arts practitioners.

Both applications focus on priority objectives in the RADF guidelines by developing partnerships between artists and community arts organisations. The projects also provide opportunities for our local artists to further develop their skills and network with professional artists.

BACKGROUND

The Regional Arts Development Fund (RADF) is a joint funding program of the Queensland Government (administered by Arts Queensland) and the Rockhampton Regional Council that focuses on the development of quality art and arts practice in our region

PREVIOUS DECISIONS

RADF Round 2 2020-21 awarded \$34,556

BUDGET IMPLICATIONS

The recommended funding amount for RADF round one 2021-22 is \$13,008. The total Community Grant funding pool for RADF 2021-22 is \$49,000.

LEGISLATIVE CONTEXT

Nil

LEGAL IMPLICATIONS

Nil

STAFFING IMPLICATIONS

Nil

RISK ASSESSMENT

N/A

CORPORATE/OPERATIONAL PLAN

Corporate Plan:

1.4 – Healthy living and active lifestyles

Operational Plan:

1.4.1 – Streamline Council's funding for community not for profit organisations to ensure fairness and equity.

CONCLUSION

The Regional Arts Development Fund Committee recommends two applications for funding, with a total recommended funding amount of \$13,008.

INFRASTRUCTURE

Councillor Portfolio – Councillor Smith

No items for consideration

PARKS, SPORT AND PUBLIC SPACES

Councillor Portfolio – Councillor Rutherford

No items for consideration

PLANNING AND REGULATION

Councillor Portfolio – Councillor Mathers

No items for consideration

WASTE AND RECYCLING

Councillor Portfolio – Councillor Latcham

No items for consideration

WATER AND ENVIRONMENTAL SUSTAINABILITY

Councillor Portfolio – Councillor Kirkland

No items for consideration

BUDGET, GOVERNANCE AND OTHER MATTERS

10.4 CURRENT GRANT PROGRAMS AND PROJECT RECOMMENDATIONS - EARLY 2022

File No:	12534
Attachments:	Nil
Authorising Officer:	Ross Cheesman - Deputy Chief Executive Officer Angus Russell - Manager Strategy and Planning
Author:	Ann Davie - Grants and Policy Advisor

SUMMARY

This report provides information about upcoming grant programs and projects for consideration to be funded.

OFFICER'S RECOMMENDATION

THAT Council seeks funding for the recommended projects through the following grant programs:

- Local Roads and Community Infrastructure Program – Phase 3
 - River Rose Drive Connection
 - Campbell Street (Albert to Cambridge) Reconstruction
- Building Better Regions Fund Round 6 – Infrastructure Stream
 - North Rockhampton Sewage Treatment Plant, Part B
 - Rockhampton Zoo Animal Welfare Centre
- Building Better Regions Fund Round 6 – Community Investment Stream
 - Rockhampton Regional Council, Reconciliation Action Plan
 - Climate Resilient Rockhampton Region – LGA-wide climate risk management planning
 - Leading Regional Resilience – Climate Resilient Leadership Training
- Local Government Grants and Subsidies Program (LGGSP)
 - Infrastructure - Upgrade and repairs to the Arthur Street Pump Station.
 - Planning - Rockhampton & Gracemere Long Term Water Treatment and Distribution Strategy
- Queensland Resilience and Risk Reduction Funding (QRRRF)
 - Climate Resilient Rockhampton Region – LGA-wide climate risk management planning
 - Leading Regional Resilience – Climate Resilient Leadership Training

COMMENTARY

A number of grant programs were announced at the end of 2021. The following projects have been identified as priority funding applications under each program.

- Local Roads and Community Infrastructure Program – Phase 3 for the following road projects:
 - River Rose Drive Connection
 - Campbell Street (Albert to Cambridge) Reconstruction
-

- Building Better Regions Fund, Infrastructure Stream for the following capital projects:
 - North Rockhampton Sewage Treatment Plant, Part B
 - Rockhampton Zoo Animal Welfare Centre
- Building Better Regions Fund, Community Investment Stream for the following community projects:
 - Rockhampton Regional Council, Reconciliation Action Plan
 - Climate Resilient Rockhampton Region – LGA-wide climate risk management planning
 - Leading Regional Resilience – Climate Resilient Leadership Training
- Local Government Grants and Subsidies Program (LGGSP)
 - Infrastructure - Upgrade and repairs to the Arthur Street Pump Station
 - Planning - Rockhampton & Gracemere Long Term Water Treatment and Distribution Strategy
- Queensland Resilience and Risk Reduction Funding (QRRRF):
 - Climate Resilient Rockhampton Region – LGA-wide climate risk management planning
 - Leading Regional Resilience – Climate Resilient Leadership Training

The following sections of this report provide further details on each of the funding programs, proposed projects and budget implications.

Local Roads and Community Infrastructure Program (LRCI) – Phase 3

The purpose of the LRCI Program is to support local councils to deliver priority local road and community infrastructure projects across Australia, supporting jobs and the resilience of local economies to help communities bounce back from the COVID-19 pandemic.

The intended outcomes of the LRCI Program are to provide stimulus to protect and create local short-term employment opportunities through funding construction projects following the impacts of COVID-19 and deliver benefits to communities, such as improved road safety, accessibility and visual amenity.

The construction time period commences from 3 January 2022. Project construction can commence once Project Nominations are approved by the Department and are required to be completed by 30 June 2023.

The LRCI Program is a fully funded program up to the nominated allocation of \$2,966,910 for Rockhampton Regional Council.

Two road related projects that meet the program criteria are proposed and detailed below.

River Rose Drive Connection

This project will see the linking up of the two existing sections of River Rose Drive to finalise this strategic road connection and provide a stimulus for the completion of the Forest Park Estate. This project was initially programmed for the 2021/22 financial year but has been deferred into the 2022/23 financial year to accommodate other works. The estimated cost of this project is \$2.2 million.

Campbell Street (Albert to Cambridge) Reconstruction

This project will see the complete reconstruction of the existing section of road forming the southern approach of the Albert Street (Bruce Highway) and Cambridge Street Intersection. This project has been deferred a number of times to accommodate other works but based on its continuing deteriorating condition, requires reconstruction. The estimated cost of this project is \$1.2 million.

BUDGET IMPLICATIONS

The project costs for the two nominated projects have been estimated at \$3.4 million and appear in the draft capital budget program for 2022/23. Revenue of \$2.97 million representing Council's allocation also appears in the draft capital budget program for 2022/23. The LRCI program has no closing date, but it is advised that Councils submit their projects as soon as possible.

Building Better Regions Fund (BBRF) Round 6

The BBRF program is a Federal grant program specifically for regional Australia. A total of \$250 million has been allocated for this round. The program has 2 streams: Infrastructure Projects and Community Investment. Successful projects receive 50% of project funding from the grant program, which requires a 50% contribution by the applicant.

The Infrastructure Projects Stream grants are \$20,000 - \$10 million, and Community Investment grants are \$5,000 - \$1 million. Applications for this grant program close on 10 February 2022.

The following two projects are proposed for the Infrastructure Projects Stream

Project #1 - North Rockhampton Sewage Treatment Plant (NRSTP), Part B

The NRSTP requires upgrading and augmentation to accommodate planned growth and ensure the effective and efficient delivery of waste water services for the Region. The NRSTP project consists of 3 parts. The project seeking funding is for Part B, which will upgrade the two existing process trains and install new systems for sludge management.

BUDGET IMPLICATIONS

The NRSTP Part B project costs are estimated at \$18-\$20 million and final cost estimates are being prepared. It is proposed that Council seek \$8 million in funding.

Project #2 - Rockhampton Zoo Animal Welfare Operations Centre

The scope of works includes the construction of a new animal welfare operations centre approximately 570m², including appropriate spaces for supporting food preparation and animal care along with compliant footpaths and hard and soft landscaping elements.

BUDGET IMPLICATIONS

The project costs are estimated to be \$4 million and it is proposed that Council seek 50% or \$2 million in funding.

The following three projects are proposed for the Community Investment Stream

Project #1 - Rockhampton Regional Council Reconciliation Action Plan

This project will develop and deliver a leadership training program as part of Council's implementation of its Reconciliation Action Plan (RAP). The program will engage a consultant to work with local Indigenous communities, who will also be involved in delivering the training.

BUDGET IMPLICATIONS

Project costs are estimated to be \$20,000 and it is proposed that Council seek \$20,000 in funding with projects \$20,000 or less able to receive 100% of project costs. Delivery of the project is contingent on receiving funding.

Project #2 – Climate Resilient Rockhampton Region – LGA-wide climate risk management planning

This project will deliver a detailed risk assessment, climate risk communication and implementation toolkit, a Climate Risk Management Plan for the Council and management planning for key priorities.

BUDGET IMPLICATIONS

Project costs are estimated to be \$450,000 and it is proposed that Council seek 50% or \$225,000 in funding. Delivery of the project is contingent on receiving funding.

Project #3 - Leading regional resilience - Climate Resilient Leadership training workshop

Training will provide key staff and stakeholders with the skills and knowledge to proactively consider climate-related risks and opportunities within the planning and delivery of key community assets and services, land use and strategic planning, policy and governance, economic development, sustainability and disaster management activities.

BUDGET IMPLICATIONS

Project costs are estimated to be \$20,000 and it is proposed that Council seek \$20,000 in funding with projects \$20,000 or less able to receive 100% of project costs. Delivery of the project is contingent on receiving funding.

Local Government Grants and Subsidies Program (LGGSP)

The 2022-24 LGGSP is a Queensland Government competitive, application-based funding program. Funding for the 2022-24 LGGSP is \$85.859 million, with \$5 million set aside for planning projects and the remainder for infrastructure projects.

One of the objectives of the LGGSP is to deliver priority infrastructure projects and Sewerage Infrastructure is listed as an "Essential Services Project" under its eligibility criteria. The LGGSP will fund up to 60% of eligible project costs for infrastructure projects.

Councils may submit one application for a planning related project that is seeking funding to a maximum subsidy value of \$250,000. Planning projects include strategic planning for infrastructure projects that will assist local governments to form a strategic view of their key infrastructure priorities and needs.

The LGGSP is currently open and closes on 4 March 2022. Notification is expected in late April 2022 with projects to be completed by June 2024.

Infrastructure Stream - Arthur Street Pump Station Upgrade and Repairs

The existing Arthur Street Sewerage Pump Station (SPS) is at end of life and requires replacement. Given its age, condition and required increased capacity, the SPS cannot be economically upgraded and requires replacement. The proposed project would encompass detail design, construction of a new SPS including all civil, mechanical and electrical Works and decommissioning and demolition of the existing Arthur Street SPS.

BUDGET IMPLICATIONS

The project costs for the replacement of the Arthur St Sewerage Pump Station have been estimated at \$8 million and it is proposed that Council seek 60% or \$4.8 million in funding. If successful in securing a grant, Council is planning to allocate sufficient budget to complete the project over the next two years.

Planning Stream - Rockhampton & Gracemere Long Term Water Treatment and Distribution Strategy

The aim of the Rockhampton and Gracemere Long Term Water Treatment and Distribution Strategy is to identify and investigate various water treatment and supply options to cater for current demand and future growth over the next 25 years. This analysis will be then used to guide further technical and financial planning for the continued supply of treated water in the Rockhampton region.

BUDGET IMPLICATIONS

The project costs for the Rockhampton & Gracemere Long Term Water treatment and Distribution Strategy have been estimated at \$300,000 and it is proposed Council seek 60% grant funding. If successful in this application, Council's budget commitment through its Strategic Infrastructure Planning operational budget would be \$120,000.

Queensland Resilience and Risk Reduction Funding (QRRRF 2021-22)

This funding program is delivered by the Queensland Government, with funding coming from Queensland and Australian Governments. The 2021-22 program funding is \$13.1 million and is divided into 2 rounds. This is the second round. The maximum funding for a project is \$2 million. Expressions of Interest (EOI) close on 18 February 2022. If selected, projects will need to submit detailed applications by 30 June 2022.

Project #1 – Climate Resilient Rockhampton Region – LGA-wide climate risk management planning

This project will deliver a detailed risk assessment, climate risk communication and implementation toolkit, a Climate Risk Management Plan for Council and management planning for key priorities. It should be noted that this project is also listed under the BBRF Community Investment Stream.

BUDGET IMPLICATIONS

Project costs are estimated to be \$450,000 and it is proposed that Council seek 50% or \$225,000 in funding. Delivery of the project is contingent on receiving funding.

Project #2 - Leading regional resilience - Climate Resilient Leadership training workshop

Training will provide key staff and stakeholders with the skills and knowledge to proactively consider climate-related risks and opportunities within the planning and delivery of key community assets and services, land use and strategic planning, policy and governance, economic development, sustainability and disaster management activities. It should be noted that this project is also listed under the BBRF Community Investment Stream.

BUDGET IMPLICATIONS

Project costs are estimated to be \$30,000 and it is proposed that Council seek \$25,000 in funding with the \$5,000 balance contributed by Council.

CONCLUSION

This report discusses and makes recommendations for projects to be submitted to a number of current grant funding programs. A number of these projects are contingent upon receiving grant funding.

10.5 2022-27 CORPORATE PLAN

File No:	2200
Attachments:	1. 2022-27 Corporate Plan
Authorising Officer:	Evan Pardon - Chief Executive Officer
Author:	Allysa Brennan - Coordinator Legal and Governance

SUMMARY

Rockhampton Regional Council's Corporate Plan for the 2022-2027 financial periods is presented for adoption.

OFFICER'S RECOMMENDATION

THAT Rockhampton Regional Council's 2022-27 Corporate Plan be adopted.

COMMENTARY

The *Local Government Act 2009* and *Local Government Regulation 2012* requires Council to prepare and adopt a five year Corporate Plan. Council's current Corporate Plan for the 2017-2022 financial year periods is due to end on 30 June 2022 and a proposed new Corporate Plan contained in Attachment 1 of this report is presented for Council adoption.

The development of the draft 2022-27 Corporate Plan has involved internal and external consultation and engagement of many different stakeholder groups, including Councillors, the Leadership Team and their management teams, and the community.

Council's proposed Corporate Plan strategic goals and efforts were developed with internal stakeholder and subsequently workshopped with Councillors. The goals and efforts were updated to include Councillor feedback before being released for community feedback from 14 October 2021 until 5 November 2021. During this engagement phase, 27 submissions from the community were received.

The draft Corporate Plan goals and efforts were further developed to incorporate feedback received from the consultation and engagement activities conducted before being workshopped further with Councillors.

The Corporate Plan contains Council's vision: **One Great Region. Live. Visit. Invest.**

The Corporate Plan consists of the following themes: Our Council; Our Community; Our Economy, Our Environment with infrastructure that underpins what our Council delivers.

A commitment statement, goals and efforts are contained for each Corporate Plan theme. The specific mechanisms and key indicators used to monitor Council's performance of each goal over the five year period are also listed in the plan.

The Operational Plan 2022-23 will be presented to Council for adoption in mid 2022. The 2022-23 Operational Plan will set out what activities Council will carry out over the upcoming financial year to meet the outcomes of the Corporate Plan.

The Corporate Plan also contains an outline of the objectives and nature of the significant business activities conducted by each of Council's commercial business units, being Rockhampton Regional Waste and Recycling, Fitzroy River Water and Rockhampton Airport.

PREVIOUS DECISIONS

A Councillor workshop was conducted on 28 September 2021 outlining the proposed 2022-2027 Corporate Plan strategic goals and efforts, a proposed community engagement plan and vision proposals. A further Councillor workshop was held on 10 November 2021 to consider the community feedback, review and prepare the 2022-27 Corporate Plan to be presented for adoption.

BUDGET IMPLICATIONS

Council must adopt its five year Corporate Plan in sufficient time to allow its annual budget and annual Operational Plan, consistent with the Corporate Plan, to be adopted for the first financial year that is covered by the Plan.

LEGISLATIVE CONTEXT

Council has legislative requirements under the *Local Government Act 2009* and *Local Government Regulation 2012* to produce a five year Corporate Plan and annual Operational Plan.

Section 165 of the *Local Government Regulation 2012* requires local governments to:

- (a) Prepare a five year Corporate Plan for each period of five financial years;
- (b) Adopt its five year Corporate Plan in sufficient time to allow a budget and annual Operational Plan, consistent with the Corporate Plan, to be adopted for the first financial year that is covered by the Plan; and
- (c) Discharge its responsibilities in a way that is consistent with its five year corporate plan.

Council's five year Corporate Plan must:

- (a) Outline the strategic direction of the local government;
- (b) State the performance indicators for measuring the local government's progress in achieving its vision for the future of the local government area; and
- (c) Include the following information for each commercial business unit:
 - (i) An outline of the objectives of the commercial business unit; and
 - (ii) An outline of the nature and extent of the significant business activity the commercial business unit will conduct.

LEGAL IMPLICATIONS

Failure to adopt a Corporate Plan will result in legislative non-compliance.

STAFFING IMPLICATIONS

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

RISK ASSESSMENT

Failure to adopt a Corporate Plan will result in legislative non-compliance and a lack of direction for the organisation.

CORPORATE/OPERATIONAL PLAN

The purpose of the annual Operational Plan is to provide strategic direction for Council officers and the community. Each year, an annual Operational Plan will be prepared aligned with the Corporate Plan goals and efforts advising how Council intends to address the 2022-27 Corporate Plan goals over the relevant financial year.

CONCLUSION

The 2022-27 Corporate Plan is presented for Council adoption.

2022-27 CORPORATE PLAN

2022-27 Corporate Plan

Meeting Date: 8 February 2022

Attachment No: 1



Rockhampton Regional Council

Corporate Plan

2022 - 2027



Acknowledgement

Rockhampton Regional Council would like to acknowledge the Traditional Custodians within our Region, the Darumbal People, the Gaangalu Nation People and the Barada Kabalbara Yetimarala People, and pay our respects to their Elders past, present and emerging.

We also acknowledge the Torres Strait Islander people whose land is in the Torres Strait but who live and work on Aboriginal land.

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Mayor's Message

CORPORATE PLAN 2022 - 2027

The next five years will present new opportunities to grow, shape and develop our Region. Major projects such as Rookwood Weir, the Rockhampton Ring Road and the expansion of the Rockhampton Airport will see us welcome new prospects to grow and diversify our economy.

We also have exciting plans for developing our community places, spaces and facilities in the coming years to make Rockhampton an even greater place to live, visit and invest.

All these opportunities need to be planned and prioritised to ensure that we can deliver them effectively and sustainably. And that's where this Corporate Plan comes in. It plays a key role by giving direction, setting goals and providing the inspiration we as an organisation of over 900 people must have to meet the future needs of our Region.

We will strengthen, over the next five years, our solid foundations by focusing on smart planning and efficient delivery to ensure that everyone in our community receives excellent service and value for money.

You'll see that this Corporate Plan includes not only a vision and goals, but commitments. We want to aspire and inspire, but also keep our feet firmly planted on the ground by making commitments to our community to deliver good outcomes.

There's no doubt that exciting times lay ahead for regional Australia – and Rockhampton Regional Council intends to make the most of it. On behalf of everyone within Council, it is my pleasure to present the Corporate Plan for 2022-2027.

Tony Williams
Mayor



CEO's Message

CORPORATE PLAN 2022 - 2027

Corporate Plans are not only a legislated requirement for local governments, they are an opportunity for a local government to set its direction for the next five years. I rely on Corporate Plans to support our decision making – starting with the Vision.

The Vision is more than just words - it provides the inspiration behind everything we do. And I'm confident that the work that has gone into developing this Corporate Plan will help us realise our Vision:

**One Great Region
Live. Visit. Invest.**

We all want a growing Region with happy and healthy communities, prosperous businesses, and a well-looked after environment. To do our part, Rockhampton Regional Council needs to have solid decision making in place that balances our aspirations for the future with our responsibilities as a local government. Finding that sweet spot means we are doing things right and providing the community with value for money. This Corporate Plan provides that balance and will help us to set our priorities in a strategic way to grow and develop our wonderful Region.

This Plan also continues the progress we have made to create a responsive and professional workplace for our staff, one where their contributions are valued and recognised. I will continue my commitment to make workplace safety a priority.

The Rockhampton Region – including all of our diverse communities, and our businesses and industries, as well as all Council staff – deserve to have supportive, responsive and progressive organisation they can count on. I'm confident that this Corporate Plan will support us achieving just that.

Evan Pardon
Chief Executive Officer

Our Councillors

Photo (Left to Right):

Cr Grant Mathers
Division 3 | Portfolio: Planning And Regulation

Cr Neil Fisher
Deputy Mayor
Division 2 | Portfolio: Airport

Cr Ellen Smith
Division 4 | Portfolio: Infrastructure

Cr Donna Kirkland
Division 7 | Portfolio: Water and Environmental Sustainability

Mayor Tony Williams
Chair: Ordinary Council
Portfolio: Advance Rockhampton

Cr Cherie Rutherford
Division 5 | Portfolio: Parks, Sport and Public Spaces

Cr Drew Wickerson
Division 6 | Portfolio: Communities and Heritage

Cr Shane Latcham
Division 1 | Portfolio: Waste and Recycling



Our Region at a Glance



2020 Population
81,999



2036 Population Forecast
113,096



2020 Economic Value
\$5.23B



Value of Agricultural Products
\$75M



Added value of Tourism and Hospitality into Rockhampton 2019/20
\$228.9M



Passengers through Rockhampton Airport Annually over
600,000



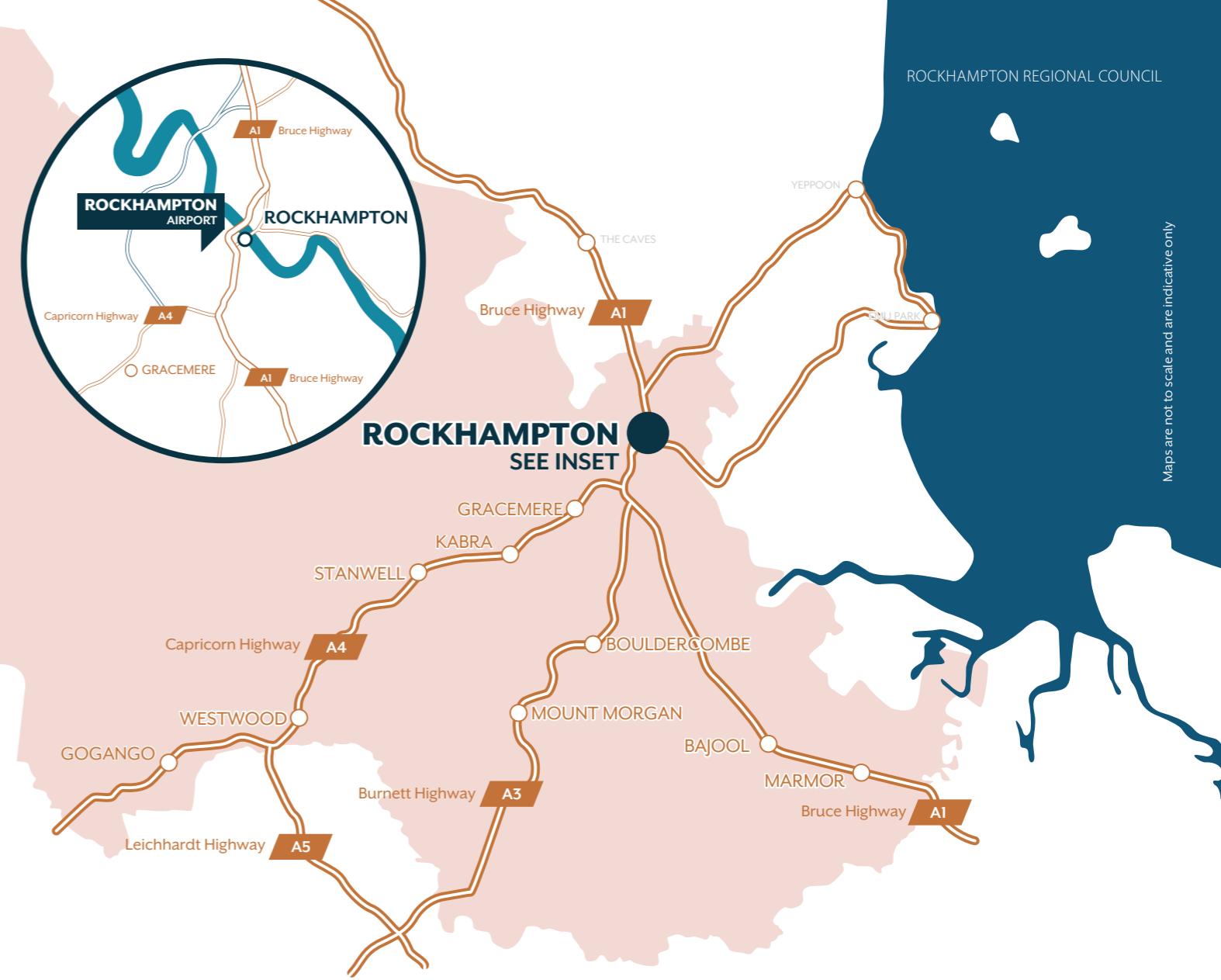
Residents with a weekly income >\$2000
9.6%



Building Approvals
129 (2020/21 FYTD)
143 (2019/20)



Local Workers with a bachelor degree (or higher)
20%



HOSPITALS
1x public | 2x private
500+ beds



2.6M head
of cattle in the Fitzroy Region



Major Industry - Construction
16%



PRIMARY SCHOOLS
22x public | 2x private
SECONDARY SCHOOLS
4x public | 7x private



CENTRAL QUEENSLAND UNIVERSITY
2x campuses
300+
education options



Local Employment by Industry
8% Construction
11.8% Education
16.4% Health
5,068 Local Businesses

Owns and operates
Rockhampton Airport
Rockhampton Botanic Gardens and Zoo
Rockhampton Museum of Art
Pilbeam Theatre



Our Vision:

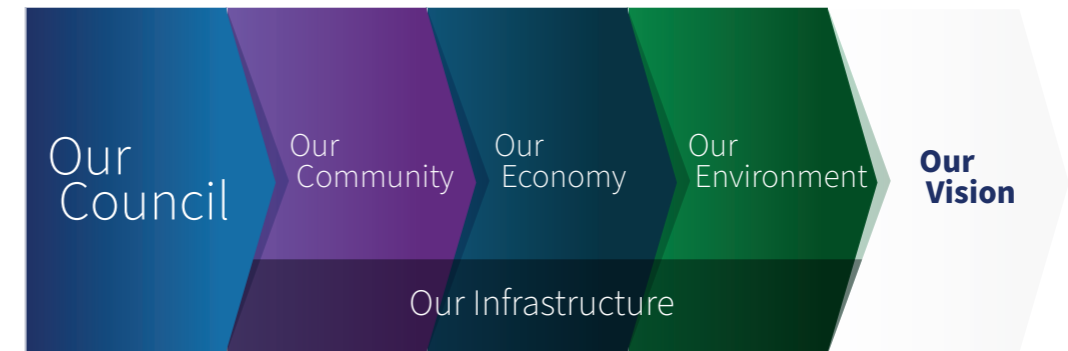
**One Great Region
Live. Visit. Invest.**

Our Corporate Plan

The next five years are critical for Council and the Region, and we see that our focus needs to be on responsibly managing our current needs, while planning for the future.

Like many organisations, Rockhampton Regional Council has had to weather uncertainty of COVID. These challenges come at a time when regional Australia is poised to grow, and Rockhampton is no exception. Forecasts for population growth and new housing construction are promising. Rookwood Weir will provide many opportunities for agriculture in our Region. And our expanding airport lets businesses know we are open for business.

Our priority is, and continues to be, creating a fiscally responsible organisation that provides excellent service and value for money to ratepayers across the Region. This Corporate Plan emphasises the importance of strategic planning, thoroughly understanding our communities and their needs, and providing the infrastructure that underpins vibrant, liveable, growing communities.



We worked across our organisation and incorporated input from Councillors, our staff, and the community. But the work doesn't stop there.

We will develop an Annual Operational Plan each year that links with the goals and efforts of this Corporate Plan. And we report on our progress through quarterly reporting. It's also vital that our Annual Budget reflects the commitments we've made through this Corporate Plan. We report annually on our outcomes through the Annual Report.

Strategic Framework	
Corporate Plan	Annual Budget
Annual Operational Plan	Annual Report
Quarterly Operational Plan Report	

Our Council

We will prioritise our projects, programs and services in a rigorously planned and financially sustainable way. We will consult with the community and advocate on their behalf.

We will value the contributions of our staff and ensure that their wellbeing and safety is a priority.



OUR COMMITMENT

GOAL 1.1

We are fiscally responsible

EFFORTS

- » We prioritise our projects and operational activities effectively to achieve our long-term goals
- » Our budgets are financially sustainable and provide value and accountability to the community
- » We have effective governance with accountable decision-making practices
- » We pursue and advocate for funding that enables us to deliver our planned priorities and supports our financial sustainability

SPECIFIC MECHANISMS

- Queensland Local Government Performance Indicators
- Queensland Local Government Sustainability Framework
- Long-Term Financial Forecast

KEY INDICATORS

- Proportion of prioritised projects receiving external funding
- Queensland Treasury Corporation Credit Review

GOAL 1.2

We are respected and recognised for our engagement with the community and our contributions to the Region

EFFORTS

- » We build strong and respectful working relationships with stakeholders in all levels of government
- » We have productive and respectful relationships with stakeholders within neighbouring regions
- » We have a strong relationship with the community, built on trust and shared goals for the Region
- » As a community leader, we advocate for the benefit of our community

SPECIFIC MECHANISMS

- Participation in collaborative and networking opportunities
- Queensland Local Government Performance Indicators
- Queensland Local Government Sustainability Framework
- Customer Service Satisfaction Survey
- Advocacy Framework

KEY INDICATORS

- Social media, media and customer service data
- Impact measurements from regional collaborative networks

GOAL 1.3

We are motivated to provide excellent service and have a strong organisational culture

EFFORTS

- » We have a workplace culture that is safe, engaged, responsive, professional and accountable
- » We value our staff and volunteers, and recognise their contributions to the workplace and the Region

SPECIFIC MECHANISMS

- Workplace health and safety legislation and regulation
- Staff Satisfaction Survey

KEY INDICATORS

- Retention rates
- Investment in training, development and workplace culture
- Safety performance



Our Community

We will engage with the community to provide facilities that meet their needs, and have Service Delivery Standards and measures for key areas.



OUR COMMITMENT

GOAL 2.2

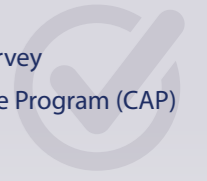
We support our communities through our activities and programs

EFFORTS

- » We develop our understanding of the needs and concerns of the community
- » We provide opportunities for people to contribute to their communities
- » We support our people and community groups through our programs and resources
- » We are effective advocates and facilitators for our communities

SPECIFIC MECHANISMS

- Customer Service Satisfaction Survey
- Analysis of Community Assistance Program (CAP)
- Visitor Dashboard data



KEY INDICATORS

- Ticketing and visitor data



GOAL 2.1

Our places and spaces enhance the liveability and diversity of our communities

EFFORTS

- » We ensure community assets are utilised and appropriate for the needs of the community
- » We encourage diversity of community events and innovative use of our places and spaces
- » Our work takes into consideration the diversity of our communities throughout the Region
- » We provide facilities for sports and the arts that encourage community participation, and attract elite sporting and cultural events
- » We maintain our public places and spaces responsibly by planning and prioritising our work

SPECIFIC MECHANISMS

- Customer Service Satisfaction Survey
- Analysis of socio-economic data about our Region
- Asset Management Plan



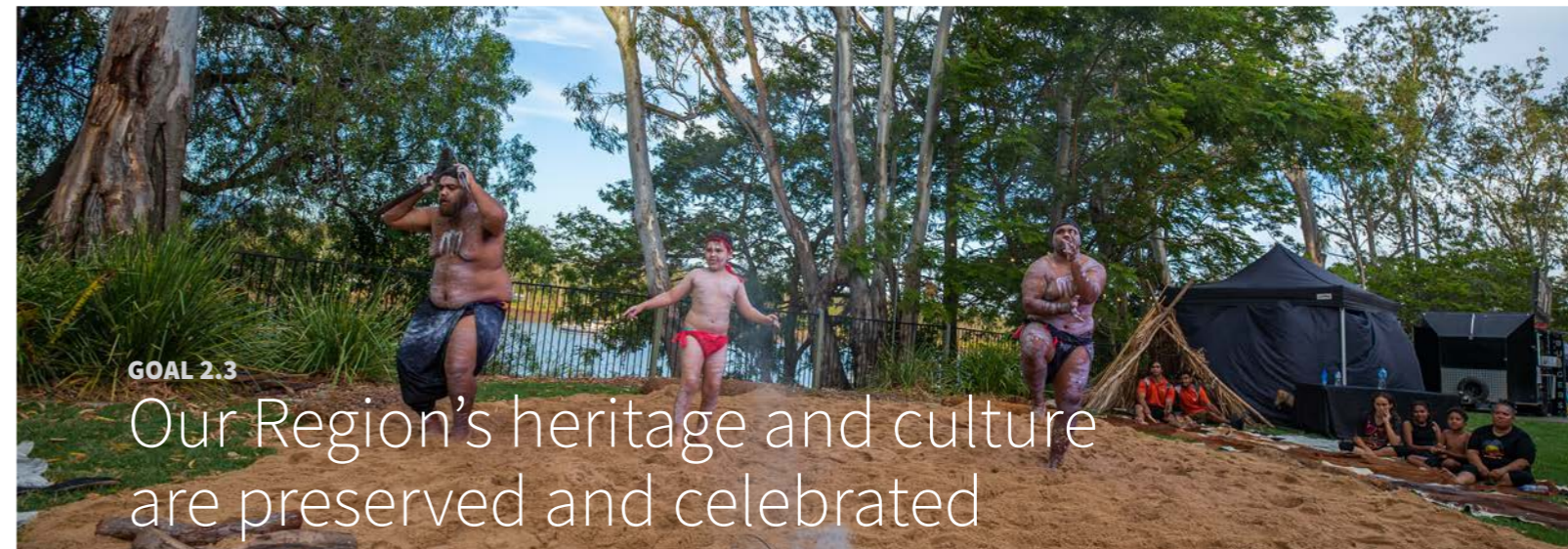
KEY INDICATORS

- Ticketing and visitor data
- Facility usage data



GOAL 2.3

Our Region's heritage and culture are preserved and celebrated



EFFORTS

- » Our services, activities and community assets provide opportunities to celebrate our culture and creative arts, and preserve the Region's heritage
- » Our communities contribute to the enrichment of the Region's cultural heritage
- » We acknowledge and celebrate the Region's cultural diversity

SPECIFIC MECHANISMS

- Planning schemes
- Heritage assessments for projects and operations
- Analysis of major events supported by Council and community events funded by CAP



KEY INDICATORS

- Ticketing and visitor data



Our Economy

We will deliver and implement economic development strategies and plans to support future growth opportunities.

We will have Performance Plans for our commercial businesses, and plans for all major areas of Council and monitor our progress.



OUR COMMITMENT

GOAL 3.1

We plan for growth with the future needs of the community, business and industry in mind

EFFORTS

- » We have a greater understanding of the Region's economic strengths, opportunities and challenges
- » Our strategic planning supports the Region's growing population and enables economic development
- » We support businesses and industries to adapt and capitalise on the move towards renewable energy and a circular economy

SPECIFIC MECHANISMS

- Economic Development Strategy and Action Plan
- Engagement and communication with regional businesses and industries
- Planning scheme

KEY INDICATORS

- Economic indicators and performance measurements
- Business and industry surveys

GOAL 3.2

Our work attracts business and industry to our Region

EFFORTS

- » We support projects that strengthen the Region's economic development
- » We facilitate business development and capacity building
- » We advocate for the Region with all levels of government and support non-Council projects that benefit the Region
- » We work collaboratively with business and industry partners and stakeholders

SPECIFIC MECHANISMS

- Economic Development Strategy and Action Plan
- Investment Attraction Strategy
- Jobs Pipeline Study

KEY INDICATORS

- Employment data
- Gross Regional Product
- Participation rates for our business and investment engagement activities
- Business and industry surveys

GOAL 3.3

Our work attracts visitors to the Region

EFFORTS

- » We promote our Region as an attractive destination for visitors
- » We design places and deliver events that encourage visitors to come and stay

SPECIFIC MECHANISMS

- Economic Development Strategy and Action Plan
- Investment Attraction Strategy
- Analysis of Major Events
- Visitor Dashboard
- Destination Marketing Strategy

KEY INDICATORS

- Ticketing and visitor data

GOAL 3.4

We support our Region's economy through our projects and activities

EFFORTS

- » We plan and deliver significant projects that deliver ongoing, sustainable economic benefits for the Region
- » Our infrastructure and community assets support the growth of the Region's economy

SPECIFIC MECHANISMS

- Procurement policies
- Cost-benefit analysis and economic impact analysis for all major projects

KEY INDICATORS

- Percentage of procurement with local businesses
- Airport activity statistics



Our Environment

We will deliver environmental sustainability strategies and plans.

OUR COMMITMENT



GOAL 4.1 Our Region is resilient and prepared to manage climate-related risks and opportunities

EFFORTS

- » We have a greater understanding of climate risks and their impacts on the Region, which prepares us for challenges and opportunities in the future

SPECIFIC MECHANISMS

- Environmental Sustainability Strategy
- Environmental Sustainability Strategy Executive Group
- Climate Risk Management Framework
- Participation in and delivery of regional sustainability networks and collaborative projects

KEY INDICATORS

- Reporting on Environmental Sustainability Strategy outcomes

GOAL 4.2

We pursue innovative and sustainable practices

EFFORTS

- » We continually improve our environment and sustainability performance and comply with State and Federal requirements
- » We seek out opportunities that contribute to the long-term environmental sustainability of the Region
- » Our waste management practices accommodate and support environmental sustainability
- » We support our community, businesses and industries as they transition towards a low carbon economy
- » Our practices protect and conserve our natural assets

SPECIFIC MECHANISMS

- Waste Strategy
- Water and Sewerage Strategy
- Environmental Sustainability Strategy

KEY INDICATORS

- Reporting on the Environmental Sustainability Strategy outcomes
- Meet or exceed our environmental compliance requirements
- Percentage of waste diverted from landfill
- Percentage of recovered materials processed locally

GOAL 4.3

Our public spaces add value to our Region and our communities

EFFORTS

- » Our public spaces are designed for environmental sustainability, urban greening and amenity

SPECIFIC MECHANISMS

- Local Government Planning Scheme
- Central Business District Redevelopment Framework
- Open Space Strategy and related strategies and plans
- Environmental Sustainability Strategy

KEY INDICATORS

- Reporting on the Environmental Sustainability Strategy outcomes

Our Infrastructure

We will undertake asset management and planning, and will work within our projects priorities to provide infrastructure to support the community.

OUR COMMITMENT



GOAL 5.1

Our Region has infrastructure that meets current and future needs

EFFORTS

- » Our Council assets are well maintained
- » Our future projects are planned and prioritised
- » Our significant projects enable and support the Region's economy, community and environment

SPECIFIC MECHANISMS

- Priority Projects pipeline
- Asset Management Plan
- Advocacy Framework



KEY INDICATORS

- Asset renewal percentage
- Adherence to maintenance schedule
- Community Infrastructure Survey



Our Commercial Business Units



OUR COMMERCIAL BUSINESS UNITS

Fitzroy River Water



FITZROY RIVER WATER

NATURE AND EXTENT OF ACTIVITIES

Fitzroy River Water (FRW) is a commercial business unit of Council and is responsible for operating and maintaining water and sewer assets totaling approximately \$862.6 million (replacement value). 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.

OBJECTIVES

FRW will enhance the community's quality of life providing sustainable water, sewerage and environmental 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 water and sewerage services that satisfy adopted and statutory 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 water recycling; and
- Undertake other commercial activities with a profit motive.

OUR COMMERCIAL BUSINESS UNITS

Rockhampton Regional Waste and Recycling



ROCKHAMPTON REGIONAL WASTE AND RECYCLING

NATURE AND EXTENT OF ACTIVITIES

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

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

OBJECTIVES

RRWR will deliver all services relating to waste management and collection on behalf of Council within the parameters of annual Performance Plans.

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

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

- Provide high-quality, safe, reliable and cost-effective waste services;
- Operate in a safe, 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;
- Provide efficient and effective collection services;
- Meet performance targets;
- Optimise costs and business processes;
- Protect the environment, encourage waste conservation and waste re-use; and
- Undertake other commercial activities on a cost recovery basis with an appropriate rate of return.

OUR COMMERCIAL BUSINESS UNITS

Rockhampton Airport



ROCKHAMPTON AIRPORT

NATURE AND EXTENT OF ACTIVITIES

Rockhampton Airport is a commercial business unit of Council and is a major Australian Regional Airport that services the City of Rockhampton. The Airport is used by both domestic and international airlines using a mix of aircraft including wide-bodied aircraft such as the B747 to B777 and A340 types, as being an alternate for the A380. The Airport is also used during Australian and International military training operations, as well as being an important hub for regional disaster relief efforts.

For aeronautical activities this includes all activities that are vital to airport activity and their removal would render the Airport unable to function in an aeronautical capacity. They include the runways, taxiways and aircraft parking apron areas. For 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.

OBJECTIVES

The Rockhampton Airport will strive to safely deliver aeronautical and non-aeronautical services. The airport will conduct its activities in line with these objectives:

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

Our Vision:

**One Great Region
Live. Visit. Invest.**



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10.6 2021-22 OPERATIONAL PLAN QUARTERLY REPORT - QUARTER 2 AND PROPOSED AMENDMENTS TO THE 2021-22 OPERATIONAL PLAN**File No:** 8320**Attachments:**

1. **2021-22 Operational Plan Quarterly Report - Quarter 2**[↓](#)
2. **Proposed Changes 2021-22 Operational Plan Actions and Targets (Marked Up)**[↓](#)
3. **Amended 2021-2022 Operational Plan (Clean)**[↓](#)

Authorising Officer: Ross Cheesman - Deputy Chief Executive Officer**Author:** Allysa Brennan - Coordinator Legal and Governance

SUMMARY

The 2021-22 Operational Plan Quarterly Report for quarter two as at 31 December 2021, pursuant to section 174(3) Local Government Regulation 2012 is presented for Council endorsement together with proposed amendments to the 2021-22 Operational Plan for Council's adoption.

OFFICER'S RECOMMENDATION

THAT Council:

- (a) Receive the 2021-22 Operational Plan Quarterly Report for quarter two as at 31 December 2021; and
- (b) Adopt the proposed amendments to the 2021-22 Operational Plan detailed within this report and contained in Attachment 3.

COMMENTARY**2021-22 Operational Plan Quarterly Report – Quarter Two**

The 2021-22 Operational Plan Quarterly Report – Quarter Two (1 October 2021 to 31 December 2021) is presented for Council's consideration (**Attachment 1**).

The attached report displays key statistics and performance summaries against each Councillor Portfolio including commentary on the relevant Key Focus Areas and Significant Capital Projects. In addition, the report records the status of each Operational Plan target using a 'completed', 'on track', 'not on track' and 'watching' mechanism and includes progress comments from responsible managers.

The attached report includes a Quarterly Performance Plan Report for each commercial business unit of Council. Details of how each commercial business unit has performed against its financial and non-financial performance targets are included as detailed in each business unit's adopted Annual Performance Plan for 2021-22.

Overall the majority of Operational Plan targets are on track this quarter. Approximately 5% of Council's Operational Plan targets are not on track. Comments have been provided in the report against those items.

Amendments to 2021-22 Operational Plan

Council's Operational Plan for financial year 2021-22 was adopted by Council on 24 June 2021.

The 2021-22 Operational Plan outlines the actions Council will undertake throughout 2021-22 financial year to address the outcomes contained in the 2017-22 Corporate Plan.

Two proposed amendments to the 2021-22 Operational Plan actions and targets are marked up in **Attachment 2** of this report. The proposed amendments to the plan reflect changes to Council's actions and targets due to unforeseen impacts that have arisen since the Operational Plan was adopted.

A copy of 2021-2022 Operational Plan publication incorporating the proposed amendments identified in Attachment 2 is contained in **Attachment 3** of this report.

PREVIOUS DECISIONS

The 2021-22 Operational Plan was adopted by Council on 24 June 2021.

Amendments to the 2021-22 Operational Plan were adopted by Council on 9 November 2021.

BUDGET IMPLICATIONS

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

LEGISLATIVE CONTEXT

Section 174(4) of the *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 three months.

LEGAL IMPLICATIONS

Failure to report on Council's progress towards implementing the Operational Plan every quarter will result in legislative non-compliance.

STAFFING IMPLICATIONS

There were no implications to Council permanent staffing levels this quarter.

RISK ASSESSMENT

In accordance with section 175 of the *Local Government Regulation 2012*, the Operational Plan must manage operational risks. The 2021-22 Operational Plan Quarterly Report has identified any risks and how the risks are being managed.

CORPORATE/OPERATIONAL PLAN

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

The 2021-22 Operational Plan Quarterly Report details the status of the Operational Plan actions against the targets set by Council.

CONCLUSION

The 2021-22 Operational Plan Quarterly Report for quarter two as at 31 December 2021 has been prepared and presented to Council for endorsement and amendments to the 2021-22 Operational Plan have been presented to Council for adoption.

**2021-22 OPERATIONAL PLAN
QUARTERLY REPORT - QUARTER 2
AND PROPOSED AMENDMENTS TO
THE 2021-22 OPERATIONAL PLAN**

**2021-22 Operational Plan Quarterly
Report - Quarter 2**

Meeting Date: 8 February 2022

Attachment No: 1

Operational Plan

Quarterly Report
Q2 October - December

2021-2022



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Introduction

About the Operational Plan

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



The Operational Plan provides the basis for reporting to Council on the quarterly progress towards achieving the Corporate Plan outcomes through the implementation of the Operational Plan.

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

Each of Council's lead accountability areas will provide performance data and highlights by section in relation to:

- Service delivery;
- Operational activities; and
- Significant projects.

This report for Quarter 2 is presented to Council in accordance with section 174(3) of the *Local Government Regulation 2012* that requires the Chief Executive Officer to 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.

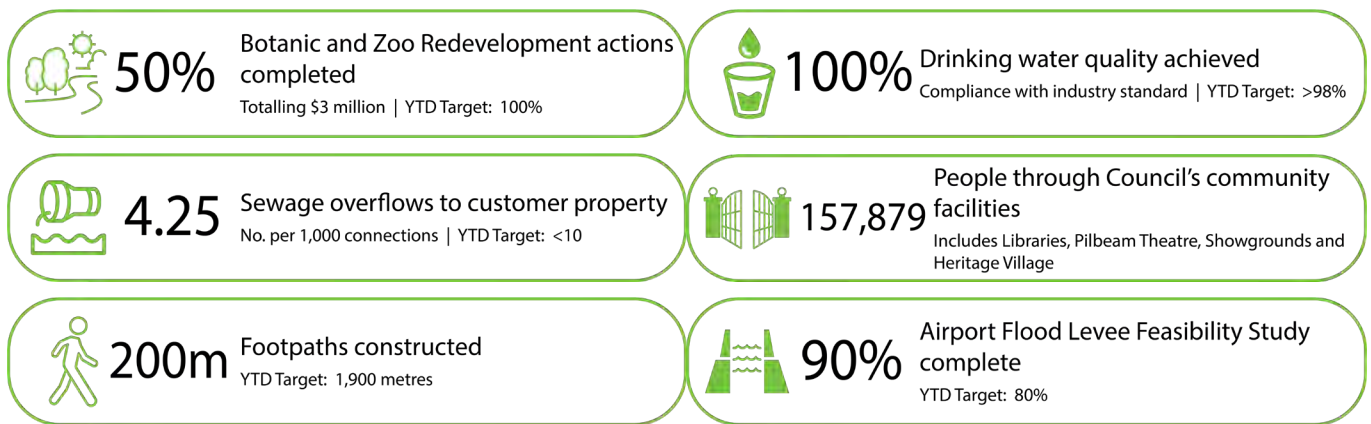
1 Community

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

Key Focus Areas for 2021-22

Open Space and Precinct Planning

Key Statistics – Year to Date Figures



Portfolio Summaries

Advance Rockhampton

During Quarter 2, Council's commitment to increase the liveability of the Region was recognised with our very own Rockynats Car Festival being named as finalist in the 'Economic Development Initiative – Regions over 15,000' category of the Queensland Tourism Awards, highlighting the importance of major events to regional economies and demonstrating national recognition of the events success. The liveability of the Region was also enhanced by supporting the \$10k Tagged Thready Competition, undertaking the River Festival in October 2021, the Explore Rockhampton Christmas Lights Tour, CBD Christmas Fair and New Year's Eve Light up the Sky.

The visitability of the Region was once again boosted during Quarter 2 with exposure from strategic ambassadors

including Back 2 Basics Adventures (reach 355,000 people) and Sean Scott (reach over 500,000 people) by providing great coverage for the Rockhampton Region. Explore Rockhampton website visitability has also been rapidly rising with a 112% increase in the number of visits to the website (37,000+ visits to Explore Rockhampton website) in comparison to Quarter 1.

The investability of the Region is looking very positive with Boulder Creek Wind farm having received State Government planning consent alongside the implementation of the \$1.2M Sunwater contract to facilitate the Rookwood Weir Landholder Support and Grants Program. Advance Rockhampton's newly created investment attraction video is also putting Rockhampton on the radar targeting investors.

1 Community

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

Airport

Airport passenger numbers are below projected numbers due to the continued COVID-19 outbreaks. Council will continue to work with the airlines to ensure the right schedules are implemented to achieve growth in Quarter 3 as consumer confidence returns.

Communities and Heritage

Quarter 2 has seen a number of key community projects nearing completion and other projects are to commence or to be completed as outlined below:

- Completion of the Water and Waste Rectification at the Animal Management Centre.
- Amenities Program Renewal and Upgrade to five public amenities will be completed by the end of January 2022.
- Commencement of the Gracemere Cemetery Extension.
- Solar PV installation across various Council buildings will be completed by mid-February 2022.
- Replacement of soft shade sails at various sites.
- Gracemere Workshop Extension tender is currently being evaluated.
- Stage 1 Saleyards Park Lighting upgrade to be completed by the end of January 2022.

Council's commitment to delivering community services in a COVID safe manner continued throughout Quarter 2 resulting in a busy few months with

commercial and community use of its facilities.

The Pilbeam Theatre usage remains strong with commercial hirers and the successful delivery and completion of the 'See it live' 2021 season. Community Events such as Rockhampton Music Union's Sound of Music received great attendance and programmed events such as the morning melodies season continued with steady growth in attendance and positive feedback. Touring productions received good audiences and positive experiences within the Pilbeam Theatre, ensuring their return in future years to come.

The Rockhampton Showgrounds was consistently utilised with major events such as the Caravan Muster, Monster Trucks and Dino Festival enjoying good crowds and providing positive feedback of the venue.

The Library remained open throughout the festive season with attendance remaining firm.

Changes in Queensland Health Directions took focus in December 2021 as community facilities were directly affected by mask and vaccine mandates however, this did not prevent the Rockhampton community from enjoying facilities and the festive season. The Mayors Christmas Carols received positive attendance and raised over \$10,000 for the 2021 selected charity, the Cancer Council. Similar events in Mount Morgan also received positive attendance.

Infrastructure

Gravel re-sheeting on unsealed rural roads continued with 57km completed to the end of Quarter 2 – this amounts to 60% of the 95km target.

1 Community

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

Approximately 240km of unsealed rural roads have been graded. The upgrading to bitumen seal of a 1.8km section of Laurel Bank Road was scheduled to be completed during December 2021 but was delayed due to wet weather.

The cycle path projects delivered on behalf of the Department of Transport and Main Roads on the Yaamba Road section and the Moores Creek Road section have reached completion with the Lower Dawson Road section still continuing.

The Upgrading of Boundary Road between Kidd Street and Norman Road and the upgrading of Victoria Parade between North and Albert Street is progressing well.

Parks, Sport and Public Spaces

Rockhampton Zoo welcomed a baby girl into the chimpanzee troop on 8 December 2021. Mum, baby and the whole troop are doing very well, and the baby will be named in early 2022. This is the third chimp birth in four years at the zoo, playing a significant role in conservation of the species with valuable bloodlines.

Tender for the Rockhampton Botanic Gardens and Zoo playground concept design closed in Quarter 2 and will shortly be awarded. Construction is intended to finalise in late 2022.

Open Space and Precinct Planning

Key Focus Area

Precincts investigation and planning is ongoing with the current focus on working through needs analysis and consultation with key stakeholders to ensure planning aligns with community needs and requirements. Council has actively engaged in and supported local forums

and discussions in relation to 2032 Olympic Games opportunities.

Council successfully secured \$4.5M funding from the State Government Resource Communities Infrastructure Fund for redevelopment of the Mount Morgan Aquatic Centre.

Botanic Gardens and Zoo Redevelopment Significant Capital Project

Council successfully secured \$1.5M Federal Government Building Better Regions funding for the first stage of the Rockhampton Zoo redevelopment. Detail design commenced and the project is anticipated to progress to tender in Quarter 3.

Tenders closed for the Botanic Gardens Playground Upgrade and evaluation is in progress.

Waste and Recycling

Rockhampton Regional Waste and Recycling has operated in accordance with its objectives and parameters outlined within the performance plan and those identified within Council's 2021-22 Operational Plan. Financial targets were achieved against budget expectations. Safety has been a continued focus for the team to ensure the protection of both staff and the community, with zero Lost Time Injuries recorded for Quarter 2.

The operational aspects of waste and recycling facilities and waste and recycling collections have operated without issue. Council's strategy for the collection of source separated organics successfully commenced on 5 October 2021 with a 12 month trial for a kerbside organics service with 750 households.

1 Community

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

Waste and recycling education continued during Quarter 2 including events and programs such as:

- School's Recycling Hero's Programme;
- Plastic Free Places;
- National Recycling Week; and
- Recycling Fair at the Reviva Ibis Reuse Store.

Water and Environmental Sustainability

Fitzroy River Water's operational performance is more thoroughly described in the Performance Plan report presented further in this document. Overall, Fitzroy River Water has performed well to meet expectation in its delivery of water and sewerage services. The ongoing water scarcity event in Mount Morgan remained a concern during Quarter 2 with respect to the continuity of water supply and the environmental values for the No. 7 Dam ecosystem. Transportation of water to Mount Morgan has cost \$330,000 per month. Council is developing a business case for Mount Morgan water security.

Glenmore Water Treatment Plant Upgrade

Significant Capital Project

The Glenmore Water Treatment Plant Upgrade project is proceeding as planned under a Design and Construction contract. Design is now 70% complete.

North Rockhampton Sewage Treatment Plant Augmentation

Significant Capital Project

The delivery of the North Rockhampton Sewage Treatment Plant Augmentation project is underway with design development completed, construction documentation issued and contract

procurement now being finalised. Contract award anticipated mid-February 2022.

Gracemere Sewage Treatment Plant Augmentation

Significant Capital Project

The Gracemere Sewage Treatment Plant Upgrade project is being evaluated as part of a Sewage Treatment Strategic Plan review.

Whole of Council

Council continues to provide a diverse range of services to the community including major events, facilities operation and maintenance and supporting local business and community groups.

Council is also investing in the planning and delivery of important infrastructure projects including the Rockhampton Museum of Art and Rockhampton Airport Terminal Redevelopment.

A number of strategic reviews of critical water and sewerage infrastructure are underway to inform future capital planning and programs.

A range of community engagement activities were completed during Quarter 2 including:

- Littering and Illegal Dumping – to raise awareness of illegal dumping and identify problematic areas in the Region.
- Dog off leash area survey – obtain community views on dog -off-leash areas in the Region with results to be used in future planning and development strategies.

1 Community

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

- Building a Disaster Ready Region – obtain awareness of residents’ experiences and needs in order to identify any gaps and determine what resources and information Rockhampton residents need.
- Community Parks Survey – obtain an in-depth understanding of how the community use and feel about some of the community parks and facilities.

2 Economy


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

Key Focus Areas for 2021-22

Water Security

Development Infrastructure

Key Statistics – Year to Date Figures

 **71.1%** Region's accommodation occupancy average

 **201,995** Airport passengers
YTD Target: 480,000

 **81** New lots created

 **107** Development applications lodged

 **2,232** Building applications lodged

Portfolio Summaries

Advance Rockhampton

Key focus areas for Advance Rockhampton during Quarter 2 were Industry Development, Innovation, Tourism, Marketing and Events.

Economic Development

Key Focus Area

Resources and Construction

Council continues to facilitate industry briefings and events around major projects currently under construction and soon to commence in and around the Region.

Council also held a careers expo in October 2021 focusing on the resources, civil construction, engineering and renewables industries. The event was successfully delivered, encouraging collaboration between local industries,

service providers and educational institutions.

It should also be noted that Bravus Carmichael Mine delivered its first coal from the mine site to the port during Quarter 2.

Renewable Energy

Council has been working with renewable energy proponents within the Rockhampton and Central Queensland Region to capitalise on these emerging opportunities.

The following activities have occurred during Quarter 2:

- State development approval granted for Boulder Creek Wind Farm.
- Boulder Creek Wind Farm community consultation forum.

2 Economy

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

- Council Development Assessment meeting for the 'met mast' application with Neoen.
- Tesla announced as the battery integrator and supplier for the Bouldercombe Battery Project Genex Power.
- Attendance at Queensland Renewable Energy Zones (QREZ) consultation sessions.

Agriculture and Water

The major focus within Agriculture and water for Quarter 2 has been first stage implementation of the \$1.2M contract to facilitate the Rookwood Weir Landholder Support and Grants Program. Extensive work has been undertaken to coordinate delivery including industry and landholder engagements.

Collaboration is continuing on the 'Making Water Work' program (Lower Fitzroy region) with development of a scope of services in relation to Supply Chains and Circular Economy to be completed in Quarter 3.

An 'AI in Agriculture' networking event was also held in October 2021.

Tourism, Marketing and Events

The following tourism and marketing activities were delivered during Quarter 2:

- \$10K Tagged Thready Competition.
- Explore Rockhampton Christmas Lights Highlights Tour.
- Creation of the Rockhampton Sporting Guide.
- Explore Rockhampton events promotional video.

- Net Free Zones Recreational Fishing Forum hosted in November 2021.
- Continued focus on Council's ambassador program.
- 2022 Barra season campaign development – created to promote recreational fishing for barramundi.

Council has also been preparing for Rockynats 2022 and Australia Day celebrations.

Defence Industry

In collaboration with the Central Queensland Regional Organisation of Councils (CQROC), a consultant was engaged in Quarter 2 to develop a defence strategy and industry capability statement.

Site visits to Rheinmetall and the Artificial Intelligence (AI) Hub – Defence Sector event occurred in Quarter 2.

SmartHub

The 2021 Central Queensland Mining Equipment, Technology and Services (CQ METS) Accelerator Program wrapped in Quarter 2 with the 11 participants pitching their business ideas to the mining industry and state and local government representatives at an event on 12 October 2021. One participant has secured a contract with a mining company as a result of the program and others are in productive discussions. In Quarter 2, nearly 40 people contacted the SmartHub for assistance or participated in events relating to starting their own business in 2022. This represents an optimistic view of local economy and small business activity in 2022.

2 Economy

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

Airport

Airport schedules have been reduced by the Airlines with COVID-19 still playing a big part in business reduction. The Airport has completed stage 1 of the General Aviation Apron works and the Terminal Redevelopment is nearing completion.

Rockhampton Airport Aircraft Maintenance Repair and Overhaul Facility Significant Capital Project

Construction has started on the Maintenance Repair and Overhaul Facility with the earth works, temporary fencing and site offices being built. The contractor has also started works on redirecting drainage onsite.

Infrastructure

Planning around trunk infrastructure for the residential growth areas continues to be refined.

Development Infrastructure Key Focus Area

Growth within the Parkhurst area is triggering a number of trunk infrastructure requirements. Negotiations with

developers are ongoing and budgetary impacts are being determined.

Whole of Council

A Major Amendment of the Planning Scheme dealing with residential land supply has been submitted to the State Government for State Interests Review. A review of Council's Adopted Infrastructure Charges Resolution is progressing and is anticipated to be presented to Council in Quarter 3.

Water Security Key Focus Area

The Mount Morgan Water Security business case and concept design project is progressing with the preliminary evaluation phase nearing completion. Business case development will commence early in Quarter 3.

The waterGEMS model used for Council's urban water supply planning for Gracemere and Rockhampton has been reviewed and updated. Options are currently being modelled for the increased supply of treated water to Gracemere.

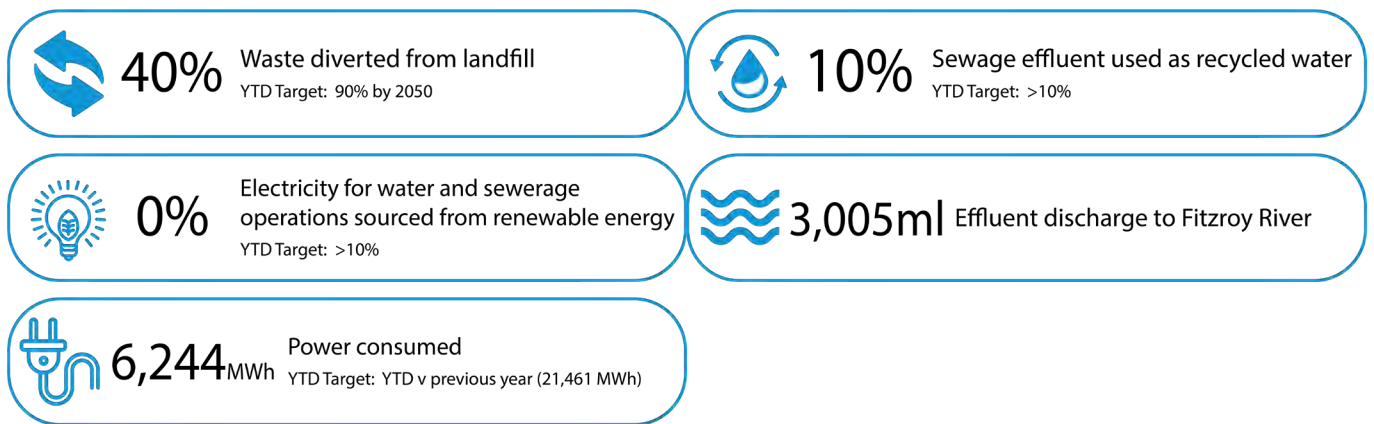
3 Environment

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

Key Focus Areas for 2021-22

Adaptation and Resilience

Key Statistics – Year to Date Figures



Portfolio Summaries

Parks, Sport and Public Spaces

Council implemented changes focused on improving leadership and oversight of key works programs including arboriculture maintenance, urban greening and landscaping, and sports and recreation.

Water and Environmental Sustainability

Council continued to implement 49 priority actions as part of the Environmental Sustainability Strategy Annual Action Plan. As part of the Reef Guardian Council program, Council representatives participated in the combined Steering Committee and Working Group workshop at Mackay on 28 October 2021. Representatives shared information on a wide range of topics including climate risk management, emissions reduction

activities, urban greening strategies and waterway naturalisation projects.

Council awarded the winners of the Sustainability in Action Schools Calendar Competition, recognising the sustainability progress and achievements of local schools.

Adaptation and Resilience

Key Focus Area

A Major Amendment to the Planning Scheme dealing with updated flood modelling and flood hazard overlays was submitted to the State Government for State Interests Review. Subsequent progress, including community consultation, is anticipated during Quarter 3 and Quarter 4.

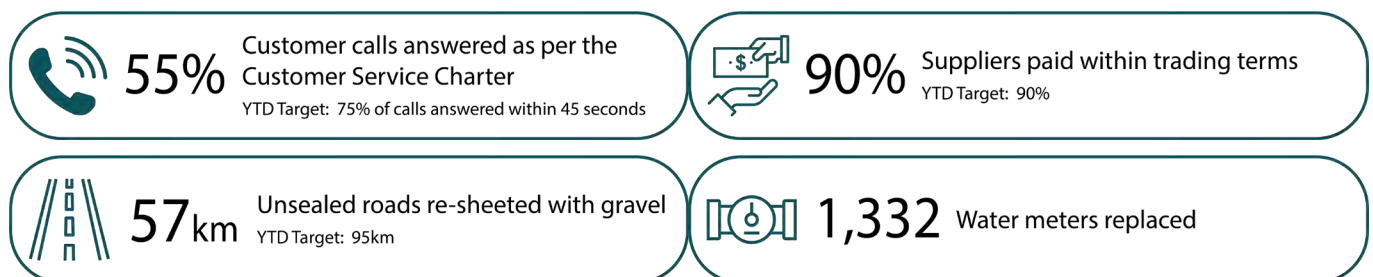
4 Service Excellence

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

Key Focus Areas for 2021-22

Asset Management Planning

Key Statistics – Year to Date Figures



Portfolio Summaries

Water and Environmental Sustainability

The review of the urban water supply plan for Gracemere is underway and is planned to be completed in early 2022.

Whole of Council

Customer Service

Council's customer service team have delivered some exceptional results during Quarter 2, demonstrating month on month improvements. Council exceeded the service level target achieving 80% of calls answered within 45 seconds. The renewed focus on customer centric service delivery has seen the average speed of answer reduced to just 29 seconds, down from 2.5 minutes in Quarter 1 and it is expected the community will see a distinct difference when endeavouring to contact Council. The aim over Quarter 3 is to maintain the timeliness of service delivery whilst focusing on ensuring consistency in the quality of all interactions.

Corporate and Technology Services

The majority of performance targets for priority services were met during Quarter 2, however service levels achieved were lower than anticipated. An average Information and Communication Technology service level of 82% was recorded (target of 90%) and this was attributable mainly to staff leave and cessations during Quarter 2. Processes are in place to make improvements to service levels in Quarter 3.

Safety Performance

Quarter 2 saw the approval and implementation of the 2021-2024 Health and Safety Strategy and associated Detailed Action Plan 2021-22. There were 12 projects listed for completion in Quarter 2 with eight now completed. The remaining four projects are:

- Develop an education campaign on effects of ageing and manual handling;

4 Service Excellence

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

- Set monthly review schedule for operational risk registers;
- Conduct a depot signage audit; and
- Develop an education campaign on the role of Health and Safety Representatives (HSRs).

The projects have all commenced and are nearing completion with three of the four held over until late January 2022 to ensure staff availability and improved engagement.

Positive feedback continues to be received from many HSRs in regards to the monthly HSR/Safety Forums that were established in Quarter 1 with HSRs reporting an increase in Council's Safety First culture.

Performance against the Lead Indicators has dropped in Quarter 2. While two of the six Lead Indicators were achieved, all but one was close to target. These include Incident Logging recorded as 88% compliance against a target of 90%, Hazard Inspections recorded 86% completion against a target of 90%, HSR positions filled sits at 88% against a target of

95% and Beakon Take 5 completion dropped significantly to 58% against a target of 85%.

Of the seven Lag Indicators, Council is still only on target for two being Days Lost Due to Injury and Lost Time Injury Severity Rate. All other indicators including Total Injury Count, Total Injury Frequency Rate, Lost Time Injury Count, Lost Time Injury Frequency Rate and Asset Damage Count continue to exceed the threshold.

Asset Management Planning

Key Focus Area

The Bridges and Major Culverts Asset Management Plan has been adopted by Council. Work has commenced on the Roads Asset Management Plan. The Water and Sewerage Asset Management Plans are on hold pending conditions assessments being undertaken on a number of major assets. Asset Management Plans for Facilities and Open Spaces are awaiting confirmation of the Corporate Asset Management Structure before being progressed further.

5 Local Government Leader

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

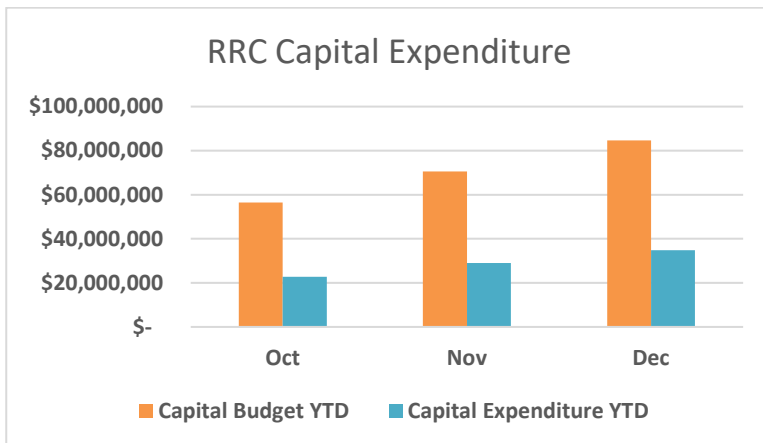
Key Focus Areas for 2021-22

Project Planning and Advocacy

Key Statistics – Year to Date Figures

Operational Budget Tracker	Capital Budget Tracker
 <p>50% Budget completed</p> <p>48% Operational Expenses V Budget</p> <p>50% Operational Revenue V Budget</p>	 <p>50% Budget completed</p> <p>21% Capital Expenses V Budget</p> <p>35% Capital Revenue V Budget</p>

Capital Spend Chart



Portfolio Summaries

Whole of Council

Office of the CEO

Council adopted a set of 11 priorities in advance of the 2022 Federal Election during Quarter 2. Meetings with sitting members and endorsed candidates were held during Quarter 2 to share and advance priorities with detailed supporting collateral prepared and finalised for 90% of the discussed priorities.

The development of Council's 2022-27 Corporate Plan progressed in Quarter 2. Following community engagement on the proposed Corporate Plan strategic goals and efforts, a draft plan was further workshopped with Councillors. The 2022-27 Corporate Plan is on track to be presented for Council adoption in early 2022.

Finance

The operational budget is on track with operational revenue within budget at 50% and operating expenditure slightly under

5 Local Government Leader

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

budget at 48%. Spend on capital projects has continued the trend of low spend rates and it is expected that an upcoming monthly budget review in Quarter 3 will defer expenditure on a number of capital projects to future years, particularly water and sewerage infrastructure projects.

Along with Covid and Mount Morgan water impacts, some other challenges have been brought to Council's attention during Quarter 2. These include the future significant reduction in Council's Financial Assistance Grant by the Queensland Local Government Grants Commission. In addition, future pressures will be felt with the Queensland Government scaling back its Waste Levy Rebate.

Council will work through these issues in Quarter 3 as it considers its 2022-23 Budget and Long Term Financial Forecast.

Council continues to actively pursue State and Federal grant funding opportunities.

Project Planning and Advocacy

Key Focus Area

Council continues to seek to build good working relationships with local State and Federal Members of Parliament and with candidates in the lead-up to the 2022 Federal Election.

Council joined with other regional Councils in the Queensland Beef Corridor Councils to advocate for the upgrade of key beef supply chain routes. Council has also directly advocated for upgrading of Glenroy Road and Crossing via the Federal Roads of Strategic Importance initiative.















Operational Plan Targets Progress Report

Q2 October - December
2021-2022

1 Community

Legend:  Not On Track  Watching  On Track  Completed

1. Safe, accessible, reliable and sustainable infrastructure and facilities





Code	Action	Target	Portfolio	On Track	Comments	Responsible Section
1.1.1	Create community connectivity through the construction of walking circuits and missing links in footpaths.	Complete the construction of a minimum of 1,000 metres of new footpaths.	Infrastructure		Construction underway with 200 metres completed to date.	Civil Operations
1.1.2	Prepare a three year forward maintenance program for roads, pathways and stormwater drainage.	Prepare program by 30 June 2022.	Infrastructure		Preparation of the maintenance program is progressing.	Civil Operations
1.1.3	Review Transport Strategies to include: <ul style="list-style-type: none"> • Ring Road; • The Bruce Highway; and • Parkhurst. 	Complete review by 30 June 2022.	Infrastructure		Discussions with the Department of Transport and Main Roads continue in relation to the Ring Road Project and the proposed Albert Street works. Work is progressing on the review of the Parkhurst Road Network Strategy.	Infrastructure Planning
1.1.4	Review and update Council's Flood Management Strategy.	Complete by 30 June 2022.	Infrastructure		Target deleted from 2021-22 Operational Plan as per Council meeting 9 November 2021.	Infrastructure Planning
1.1.5	Prepare a Floodplain Risk Management Study and Plan for Frenchmans and Thozets Creek.	Complete by 30 June 2022.	Infrastructure		A tender brief has been prepared for this project but is under review. Tendering will be delayed until February 2022 which will most likely see completion after the end of the financial year.	Infrastructure Planning
1.1.6	Undertake a study into the feasibility of a flood levee to protect the Rockhampton Airport.	Complete the feasibility study by 31 March 2022.	Infrastructure		Phases 1 and 2 of this project are complete. Phase 3 involving the Preliminary Design of the Levees is 95% complete and Phase 4 involving the writing of the Business Case is underway. The project is still on-track for delivery prior to the end of March 2022.	Infrastructure Planning
1.1.7	Prepare a concept design and business case for Mount Morgan Water Security.	Complete by 30 June 2022.	Water and Environmental Sustainability		Mount Morgan Water Supply Security Project is progressing well towards the development of a business case.	Fitzroy River Water
1.1.8	Deliver water supply and sewerage services in accordance with the Fitzroy River Water 2021-2022 Performance Plan.	Achieve all financial and non-financial performance targets.	Water and Environmental Sustainability		Financial and non-financial performance targets have been achieved.	Fitzroy River Water
1.1.9	Undertake Glenmore Water Treatment Plant Electrical and Control Renewal.	Complete design and commence construction.	Water and Environmental Sustainability		Design is now 80% complete, with mobilisation to site programmed for mid-February 2022.	Project Delivery
1.1.10	Undertake North Rockhampton Sewage Treatment Plant Augmentation.	Complete procurement and commence construction.	Water and Environmental Sustainability		Procurement process nearing completion, anticipated for Contract to be awarded mid-February 2022	Project Delivery
1.1.11	Undertake Gracemere Sewage Treatment Plant Augmentation.	Complete design and commence procurement of contractor for construction.	Water and Environmental Sustainability		The Gracemere Sewage Treatment Plant Upgrade project is being evaluated as part of a Sewage Treatment Strategic Plan review.	Project Delivery
1.1.12	Deliver waste and recycling services in accordance with Rockhampton Regional Waste and Recycling 2021-2022 Performance Plan.	Achieve all financial and non-financial performance targets.	Waste and Recycling		Financial and non-financial performance targets have been achieved.	Rockhampton Regional Waste and Recycling
1.1.13	Undertake Gracemere Waste Transfer Station redevelopment.	Complete procurement and commence construction.	Waste and Recycling		Detailed Design and other preparatory works are near completion.	Rockhampton Regional Waste and Recycling

1 Community

Legend:  Not On Track  Watching  On Track  Completed

Code	Action	Target	Portfolio	On Track	Comments	Responsible Section
1.1.14	Undertake a trial for kerbside organics collection to inform Council on the most appropriate service for the Region.	Trial commenced and evaluation report completed by 30 June 2022.	Waste and Recycling		Kerbside organic collection trial commenced on 5 October 2021 as planned.	Rockhampton Regional Waste and Recycling
1.1.15	Secure a long-term solution for the processing of the Region's Kerbside Recycling stream.	Progress procurement for a long-term solution.	Waste and Recycling		Work is ongoing with the owner of the Rockhampton based Materials Recycling Facility to re-build the facility. An application has also been lodged with the Australian Competition and Consumer Commission (ACCC) to allow joint procurement with Central Queensland Councils in 2022 for a long-term facility.	Rockhampton Regional Waste and Recycling
1.1.16	Manage the Airport in accordance with the Rockhampton Airport 2021-2022 Performance Plan.	Achieve all financial and non-financial performance targets.	Airport		Due to the effects of COVID, financial targets are behind at this point in time, operational targets are on track.	Rockhampton Airport
1.1.17	Ensure the Asset Management System (Stage 2) is implemented per the Project Plan.	Plan and implement Stage 2 Asset Lifecycle Management system.	Whole of Council		The Asset Management Steering Committee has been working to consolidate system operation during the first half of the year and this will be ongoing. Planning around stage 2 is yet to commence.	Infrastructure Planning
1.1.18	Develop and implement three year forward community assets and facilities works program (renewals).	Develop strategy by 30 June 2022.	Communities and Heritage		Consultation and site visit undertaken in preparation for development of strategy.	Community Assets and Facilities
1.1.19	Investigate and update open space planning principles, policies and practices.	Play Space strategy developed by 31 March 2022.	Parks, Sport and Public Spaces		Development of the Strategy is underway but requires further development around the methodology for the future play space standards, requirements and asset management.	Strategy and Planning

2. Regional public places that meet our community's needs

Code	Action	Target	Portfolio	On Track	Comments	Responsible Section
1.2.1	Develop Concept Design for whole showgrounds and Victoria Park site redevelopment and prioritise future investment.	Planning prioritisation by 31 March 2022.	Parks, Sport and Public Spaces		The project will require initial consultation with stakeholders to understand current and future requirements. This will coincide with planned community asset utilisation and needs analysis which will help to determine the layout and functional requirements for the precinct. A request has been made for Council to approve the target date be amended to 30 June 2022 to give time for the stakeholder engagement and needs analysis to take place.	Strategy and Planning
1.2.2	Undertake precinct planning for major sports and events precincts.	Present reports on options and estimated costs by 30 June 2022.	Parks, Sport and Public Spaces		Discussions are progressing with key stakeholders for The Common Masterplan and Ski Gardens Master Plan. This will coincide with planned community asset utilisation and needs analysis which will help to determine the layout and functional requirements for the precincts. Investigations for site for future sporting precincts in North Rockhampton and Gracemere are ongoing.	Strategy and Planning
1.2.3	Commence operations of the Rockhampton Museum of Art including the activation of the gallery space and surrounds.	Commence operations by 31 March 2022.	Communities and Heritage		Staff are now operating from the Rockhampton Museum of Art. Official opening is scheduled for 25 February 2022.	Communities and Culture
1.2.4	Review and update the Botanic Gardens and Zoo implementation plan based upon outcomes from the concept design and complete initial works.	Deliver actions in accordance with approved timeframes.	Parks, Sport and Public Spaces		Design development now underway. Tenders closed and evaluation in progress for the Playground Upgrade Project.	Project Delivery


1 Community

Legend:  Not On Track  Watching  On Track  Completed

3. Safe places for our community

Code	Action	Target	Portfolio	On Track	Comments	Responsible Section
1.3.1	Expansion of closed-circuit television program into identified problem areas to act as a deterrent.	Installation of new cameras including portable trailer cameras.	Communities and Heritage		Installation of 13 new cameras within the City Hall Precinct, covering front and back of City Hall including the rear carpark and the front of the Rockhampton Southside Library.	Community Assets and Facilities


4. Healthy living and active lifestyles

Code	Action	Target	Portfolio	On Track	Comments	Responsible Section
1.4.1	Develop a Rockhampton Botanic Gardens and Zoo integrated marketing and activation strategy aligned to Botanic Gardens and Zoo masterplan.	Complete marketing and activation strategy by 31 May 2022.	Advance Rockhampton		Council approved the new Botanic Gardens and Zoo branding on 14 December 2021. The integrated marketing and activation strategy will now follow on from this approval.	Tourism, Marketing and Events

5. Inclusive, connected and informed community

Code	Action	Target	Portfolio	On Track	Comments	Responsible Section
1.5.1	Develop a Community Engagement Framework.	Develop and have framework endorsed by 30 June 2022.	Whole of Council		Work continues towards establishing a Community Engagement Framework with a Councillor Workshop scheduled in February 2022.	Office of the CEO Directorate




6. Our sense of place, diverse culture, history and creativity are valued and embraced

Code	Action	Target	Portfolio	On Track	Comments	Responsible Section
1.6.1	Scope and develop relationships with local Aboriginal and Torres Strait Islander stakeholders to prepare for reconciliation initiatives across Council.	Present Council's Reflect Reconciliation Action Plan for adoption by 30 September 2021 and deliver agreed actions within approved timelines.	Whole of Council		The Reconciliation Action Plan is ready for review and approval by the Traditional Owner elders. A request has been made for Council to approve the target date be amended to 30 June 2022 to give time for external approval and to ensure appropriate resources are available for implementation upon adoption.	Workforce and Governance




2 Economy

Legend:  Not On Track  Watching  On Track  Completed

1. A destination sought for lifestyle, community events and tourism

Code	Action	Target	Portfolio	On Track	Comments	Responsible Section
2.1.1	Develop and deliver the Tourism Destination Marketing Plan for the Region that provides stakeholders with a strong platform and drives growth in our visitor economy.	Deliver updated Tourism Marketing Plan and actions in accordance with adopted timeframes.	Advance Rockhampton		Council is working with an external consultant to identify initial priorities in the development of the Rockhampton Region Economic Development Strategy. This strategy will incorporate the Tourism Destination Plan.	Tourism, Marketing and Events
2.1.2	Develop and deliver a marketing plan to support the Economic Development Strategy across tourism, events, business and nominated projects.	Update branding and positioning across all platforms including websites, traditional media and social media (both consumer and business facing) by 30 April 2022.	Advance Rockhampton		The Marketing Plan and Activity Calendar continues to support and promote key tourism projects including the Advancing Mount Morgan Strategy and the Rockhampton Recreational Fishing Development Strategy. The Activity Calendar for Quarter 2 included the \$10k Tagged Threaded Fishing Competition, completion of Council's Hero Event Video, Christmas Lights Self-Guided Tour App, as well as promotion of key hero experiences across traditional media and social/digital channels. Council continues to utilise key ambassadors/influencers like 'B2B Adventures' who visited the Region from 24-27 October 2021 and 'Creek to Coast'.	Tourism, Marketing and Events
2.1.3	Develop, deliver and support a calendar of events for the Region.	Deliver an annual calendar of events for 2022 built around Council managed events and third party managed events by 31 October 2021.	Advance Rockhampton		This Events Calendar was presented and noted to Council Workshop on 31 August 2021.	Tourism, Marketing and Events



2. Value add to the strengths of industry to deepen regional economic activity

Code	Action	Target	Portfolio	On Track	Comments	Responsible Section
2.2.1	Continue to review and update Council's Economic Development Strategy and Economic Action Plan in alignment with the Queensland Treasury Corporation Business Review.	Implementation of actions contained in the Rockhampton Region Economic Action Plan.	Advance Rockhampton		Advance Rockhampton has engaged and will work closely with the AEC Group to draft and deliver the Rockhampton Region Economic Development Strategy and Action Plan. The process commenced with a Councillor Workshop and one on one meetings with key Council officers in December 2021. Further Industry Engagement is planned for Quarter 3.	Economic Development
2.2.2	Deliver economic development and industry engagement initiatives that create economic growth and lifestyle improvements in the Region and continue to strengthen resources, construction, agriculture and defence industry services and create new opportunities in the renewable energy sector.	Develop and implement economic resilience activities in-line with the Rockhampton Region Economic Development Strategy and Rockhampton Region Economic Action Plan.	Advance Rockhampton		Advance Rockhampton completed economic and industry engagement initiatives including: <ul style="list-style-type: none"> The Advance Rockhampton careers expo held in October 2021 focusing on resources, civil construction, engineering and renewables sectors. The \$1.2M Rookwood Weir Landholder Support and Grants program partnering with Sunwater to prepare landholders for the second tranche of water sales. Early stage development of a Defence Strategy to assist development of industry capability opportunities. Engagement with renewable companies across the Region. 	Advance Rockhampton
2.2.3	Identify and assess further opportunities for water planning, management and infrastructure that support urban water security, industry development and economic development for the Region.	Develop discussion paper by 31 March 2022.	Whole of Council		Progress on the development of the discussion paper continues to be limited by resources and competing priorities.	Strategy and Planning

2 Economy

Legend:  Not On Track  Watching  On Track  Completed



3. The redevelopment and activation of major urban places to attract investment and improved lifestyles

Code	Action	Target	Portfolio	On Track	Comments	Responsible Section
2.3.1	Develop strategies and initiatives that promote redevelopment, investment attraction and growth aiming to create activation across regional precincts.	Projects that assist in activating regional precincts in accordance with the Rockhampton Region Economic Action Plan, Central Business District Framework and commercial centres strategy.	Advance Rockhampton		<p>Council executed a Memorandum of Understanding (MOU) agreement between QLD AI Hub and Rockhampton Regional Council and Advance Rockhampton to maximise the benefits from mutual interests in Innovation and Artificial Intelligence.</p> <p>The Small Business Friendly Council (SBFC) Charter with QLD Small Business Commissioner and Chamber of Commerce was executed, reinforcing Council's commitment to small business. SBFC Initiatives are being investigated in conjunction with the Rockhampton Region Precinct Activation Survey recommendations.</p> <p>Council approached the Department of Resources to request creation of Mount Morgan General Permission Area's (GPA's).</p> <p>Council supported an Indigenous Business month event in October 2021 and the 'AI in Agriculture' event.</p>	Economic Development
2.3.2	Analyse and implement recommendations of the Rockhampton Region Precinct Activation Survey.	Complete analysis by 15 October 2021 and implement recommendations by 30 June 2022.	Advance Rockhampton		The Rockhampton Region Precinct Activation Survey report and analysis has been completed and delivered to Council. Action plan for recommendations are being scoped in Quarter 3.	Economic Development

4. Infrastructure services are driven to deliver future economic growth

Code	Action	Target	Portfolio	On Track	Comments	Responsible Section
2.4.1	Complete construction of the Aircraft Maintenance Repair and Overhaul Facility, apron and associated infrastructure in accordance with agreement with Alliance Airlines.	Complete construction in accordance with agreed timeframes.	Airport		Construction commenced on this project in December 2021 and is running to schedule.	Rockhampton Airport

5. Promote, foster and embrace growth opportunities, strategic investment and international exports

Code	Action	Target	Portfolio	On Track	Comments	Responsible Section
2.5.1	Implement actions as per the SmartHub Operational Plan.	Progress and report on the actions of the SmartHub Operational Plan 2021-2023.	Advance Rockhampton		<p>SmartHub Club meetings have continued to be held monthly. The Central Queensland Mining Equipment, Technology and Services (CQ METS) program wrapped up with a final pitch event on 12 October 2021. Cohort 1 of the 'Create Your Future Youth Program' has concluded with 30 disengaged students from Rockhampton State High School participating. A very successful 'Techstars Startup Weekend Rockhampton' was held in November 2021. A New Business Workshop was held providing participants an understanding of business fundamentals and the tools to get started. Council hosted a business masterclass teaching businesses how to optimise their time to improve productivity and efficiencies in their business. Discussions have been progressing well with Advance Queensland in relation to funding opportunities for the Business Innovation Awards scheduled to be held in Quarter 1 of 2022-23. The new SmartHub Rockhampton website launched. Implementation began on new social media strategies and other digital engagement initiatives to achieve SmartHub's marketing goals.</p>	Corporate and Technology Services
2.5.2	Facilitate and commission an Investment Attraction and Jobs Pipeline Study.	Complete study by 31 January 2022 and implement actions by 30 June 2022.	Advance Rockhampton		Stage one of this study will be investigated as part of the Rockhampton Region Economic Development Strategy and Action Plan.	Economic Development

2 Economy

Legend:  Not On Track  Watching  On Track  Completed



6. Promote industry diversification to enhance regional economic resilience

Code	Action	Target	Portfolio	On Track	Comments	Responsible Section
2.6.1	Investigate economic benefits of building a circular economy across the Region.	Develop a Circular Economy discussion paper by 1 March 2022.	Advance Rockhampton		The scope of services for consultants to assist with the development of this discussion paper will be issued and assessed in Quarter 3. Delivery of the completed discussion paper has been delayed to Quarter 4 due to resourcing issues.	Advance Rockhampton

3 Environment

Legend:  Not On Track  Watching  On Track  Completed

1. Contribute to healthy natural ecosystems

Code	Action	Target	Portfolio	On Track	Comments	Responsible Section
3.1.1	Implement the Environmental Sustainability Strategy.	Deliver actions in the Environmental Sustainability Strategy in accordance with the annual action plan and report progress in the annual highlights report.	Water and Environmental Sustainability		Council's Sustainability Strategy Executive Group continues to implement 49 actions identified in the 2021-22 Annual Action Plan and will provide the Quarter 2 progress report to Council in February 2022.	Environmental Sustainability
3.1.2	Develop a tree planting strategy.	Develop strategy by 30 June 2022.	Parks, Sport and Public Spaces		Benchmarking, analysis and review of existing Council strategies, plans and documentation has been completed. Council officers are currently working on the actions and determining the format the tree planting strategy will be presented. This will be reported/presented to Council in Quarter 3.	Parks

2. Sustainable and innovative environmental practices

Code	Action	Target	Portfolio	On Track	Comments	Responsible Section
3.2.1	Install solar power at the Glenmore Water Treatment Plant.	Project on track for completion in 2022-23.	Water and Environmental Sustainability		Contract has been terminated. Site rehabilitation and landscaping works commenced. Negotiation currently underway for Civil Works, anticipated commencement mid-February 2022. Delivery of the Solar System is currently being planned.	Fitzroy River Water




3. Understand Council's and the community's environmental impacts

Code	Action	Target	Portfolio	On Track	Comments	Responsible Section
3.3.1	Strengthen the Region's capability for climate adaptation and resilience.	Review and embed considerations within Council's Sustainability Governance Framework and associated policies, strategies and plans by 30 June 2022.	Water and Environmental Sustainability		Council has begun considering climate risks within relevant policies, strategies and plans and continues to apply for grant funding to progress climate resilience planning and implementation.	Environmental Sustainability

4 Service Excellence

Legend:  Not On Track  Watching  On Track  Completed



1. Customer focused services

Code	Action	Target	Portfolio	On Track	Comments	Responsible Section
4.1.1	Establish defined service levels for operational sections of Council.	Adopt Service Delivery Statements that include defined service levels for Parks.	Whole of Council		Review of historic maintenance records has been undertaken with data to be reviewed and collated for further workshop with Council in Quarter 3.	Office of the CEO Directorate
4.1.2	Further promote electronic billing options for rates and water charges to increase take up.	Increase take up of eNotices to 10% of ratepayers.	Whole of Council		Uptake for Quarter 2 was 385 accounts. Collectively the uptake is currently 8.66% or 7,708 accounts. It is expected the uptake will improve following promotion associated with the second half yearly rate run in Quarter 3.	Finance
4.1.3	Develop a Water Meter Replacement Program.	Develop by 30 June 2022.	Water and Environmental Sustainability		Reactive water meter replacement program is in place, replacements are prioritised using a number of criteria. Planned water meter replacement program will be implemented in future years in line with budget allocation.	Fitzroy River Water



2. Practical and values based compliance frameworks

Code	Action	Target	Portfolio	On Track	Comments	Responsible Section
4.2.1	Ensure employees are appropriately trained, skilled and certified to safely undertake the requirements of their position.	Deliver actions in the Health and Safety Strategy in accordance with agreed timeframes.	Whole of Council		The theory component of Verification of Competency (VOC) training continues to be developed online through the Beakon system. 65% of identified employees who require a VOC have now been trained.	Workforce and Governance

3. Accountable and motivated organisation


Code	Action	Target	Portfolio	On Track	Comments	Responsible Section
4.3.1	Implement the Information and Communication Technology Strategic Plan 2021-2025.	Deliver the Information and Communication Technology Strategic Plan actions for 2021-22.	Whole of Council		Current projects underway: <ul style="list-style-type: none"> Microsoft 365 Implementation (Teams Video Conferencing/ Collaboration, Office365 Migration, Intranet Review); Cyber Security Improvements; and TechnologyOne – R1 (Council’s enterprise corporate application) upgrade and cloud migration. 	Corporate and Technology Services
4.3.2	Maintain a safe work environment for all employees, volunteers and contractors of Council.	Review and implement Health and Safety Strategy.	Whole of Council		The 2021-2024 Health and Safety Strategy and associated Detailed Action Plan 2021-22 was approved and implemented in Quarter 2. There were 12 projects listed for completion in Quarter 2 with eight projects now completed.	Workforce and Governance

4. Plan for future population and economic growth giving consideration to a diverse range of industries and services

Code	Action	Target	Portfolio	On Track	Comments	Responsible Section
4.4.1	Amend the Rockhampton Region Planning Scheme as required to achieve Council’s policy objectives and outcomes.	Commence priority planning scheme amendments.	Whole of Council		Major amendments (version 3 – administrative and version 4 – flood catchment overlays) to the Rockhampton Region Planning Scheme have been lodged with the State Government for State Interests review. Prioritisation of subsequent Planning Scheme amendments is planned for Quarter 3 and Quarter 4.	Strategy and Planning
4.4.2	Review and update Urban Water Supply Planning for: <ul style="list-style-type: none"> Gracemere; and Rockhampton. 	Report completed by 30 June 2022.	Water and Environmental Sustainability		Urban water supply planning for Gracemere is nearing completion. Planning for Rockhampton is centred on the capacity of the Glenmore Water Treatment Plant which has been progressed.	Infrastructure Planning

4 Service Excellence



Legend:  Not On Track  Watching  On Track  Completed

Code	Action	Target	Portfolio	On Track	Comments	Responsible Section
4.4.3	Support the Northern Boundary Review.	Respond to the Boundary Commissioner's requirements within the prescribed timeframes.	Whole of Council		Further data refinement and updates were requested through discussions with Queensland Treasury Corporation, with updated information provided prior to the close of Quarter 2. Council staff engaged in joint meetings throughout Quarter 2 between Queensland Treasury Corporation (QTC), Electoral Commission of Queensland and Livingstone Shire Council staff. QTC extended the timeframe for the finalisation of their financial analysis of both Councils to the end of January 2022 following additional changes made to models. ECQ worked on the community consultation (poll) during Quarter 2 with the expected consultation remaining on track for March to May 2022.	Corporate Service Directorate


5 Local Government Leader

Legend:  Not On Track  Watching  On Track  Completed



1. Productive partnerships with all levels of government and relevant stakeholders

Code	Action	Target	Portfolio	On Track	Comments	Responsible Section
5.1.1	Identify and pursue opportunities for advocacy for regional policy and associated outcomes that benefit the Region.	Develop and implement agreed Advocacy Action Plan measures established in the annual Advocacy Strategy within the prescribed timelines.	Whole of Council		2022 Advocacy Strategy to be presented for adoption by Council in Quarter 3. Council endorsed 2022 Federal Election priorities during Quarter 2 with a range of actions undertaken to secure support and commitments for the priorities.	Office of the CEO Directorate
5.1.2	Advocate to secure funding for the preparation of a Business Case for the redevelopment of the Pilbeam Theatre Precinct.	Secure funding for the Business Case preparation.	Whole of Council		Project advocacy documentation has been produced and has been distributed to advocate and lobby all levels of Government as a priority Council project.	Project Delivery


2. Strong leadership that provides quality governance to support and service the community

Code	Action	Target	Portfolio	On Track	Comments	Responsible Section
5.2.1	Develop a five-year Corporate Plan.	Adopt Corporate Plan for 2022-2027 by 30 June 2022.	Whole of Council		A Councillor workshop was held on 10 November 2021 to consider the community feedback as well as review the draft 2022-27 Corporate Plan. The design of the Corporate Plan was finalised during Quarter 2. The plan will be presented to Council for adoption in early 2022.	Workforce and Governance

3. Financially sustainable organisation

Code	Action	Target	Portfolio	On Track	Comments	Responsible Section
5.3.1	Efficient and effective management of Council's finances.	Long Term Financial Forecast updated at each budget and budget revision.	Whole of Council		The Long Term Financial Forecast (LTFF) was updated with the 2020-21 actuals during Quarter 2. The LTFF was further updated following the October monthly budget review. Various iterations of the forecast have been drafted in relation to discussions with Council on future savings and efficiencies goals.	Finance
5.3.2	Update asset management plans for: <ul style="list-style-type: none"> Bridges; and Sewer and Water. 	Complete by 30 June 2022.	Whole of Council		The Bridges and Major Culverts Asset Management Plan has been completed and was adopted by Council on 30 November 2021. The Water and Sewerage Asset Management Plans are on-hold pending the outcomes of condition assessments of a number of major assets.	Infrastructure Planning

4. Leading public sector employer

Code	Action	Target	Portfolio	On Track	Comments	Responsible Section
5.4.1	Undertake certified agreement negotiations that consider the application of industrial instruments and financial objectives.	Negotiations completed and certified agreement conditions implemented by 30 June 2022.	Whole of Council		Preparations have begun with negotiations commencing in February 2022 with respective unions.	Workforce and Governance



FITZROY RIVER WATER

Performance Plan Report

Q2 October - December

2021 - 2022

Fitzroy River Water (FRW) is required to provide a quarterly report on its performance against financial and non-financial performance targets as adopted in the Annual Performance Plan for 2021-22.

Manager’s Overview

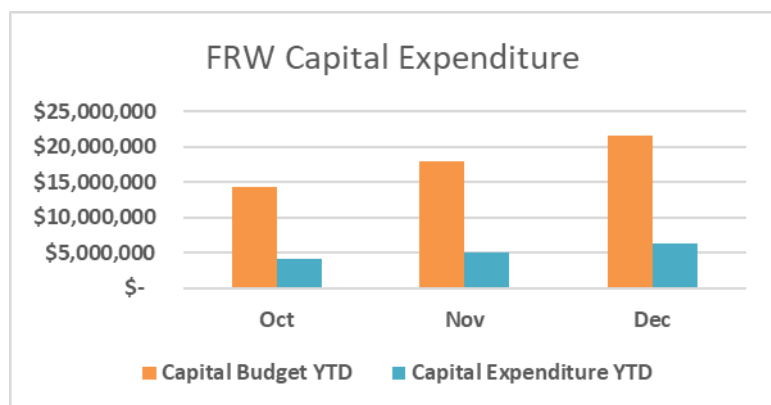
FRW has performed well during Quarter 2 in accordance with the Performance Plan and delivered water and sewerage services to a very high standard. Once again nine of the 22 Customer Service Standards were not met for Quarter 2. This was mainly due to relatively minor deviations from expected performance. Performance for drinking water quality remains strong with all relevant legislation and guidelines met. Specific highlights or events during Quarter 2 are as follows:

- **Drinking Water Quality** – 100% compliance with Australian Drinking Water Guidelines and Queensland legislation.
- **Mount Morgan Emergency Water Supply** – Emergency tanker supply delivering water from Gracemere to Mount Morgan remains ongoing. The Mount Morgan No.7 Dam is currently at 17% capacity as a result of some inflows from recent rain events. Remedial works at the Dam site are ongoing in line with recommendations from the recent Annual Safety Inspection.

Financial Performance

Operational Budget Tracker	Capital Budget Tracker
 <p>50% Budget completed</p> <p>54% Operational Expenses V Budget</p> <p>47% Operational Revenue V Budget</p>	 <p>50% Budget completed</p> <p>15% Capital Expenses V Budget</p> <p>47% Capital Revenue V Budget</p>

Capital Spend Chart



Comments

FRW’s year to date operational revenue is at 47%. Water consumption revenue is at 41.2% of budget. Ten sectors have been billed for Quarter 2 and consumption is down slightly in comparison to the same period last year. Other operational revenue sources are mostly close to target. Operational expenditure is slightly above target at 54% influenced by the timing of payments for contractors, materials and plant, and internal tax equivalents.

Capital expenditure is at 15%, influenced by several large contractor projects yet to fully ramp up. Projects include North Rockhampton Sewerage Treatment Plant augmentation, Glenmore Water Treatment Plant electrical and control renewal, and Glenmore Solar Farm. Expenditure on some of these projects may be deferred to the 2022-23 budget. Capital revenue is in line with expectations with year to date at 47%.

Non-Financial Performance

Potable Water Supply Schemes														
Rockhampton and Gracemere (number of access charges as at July 2021: 38,485)							Mount Morgan (number of access charges as at July 2021: 1,519)							Comments
Annual Target	Q1	Q2	Q3	Q4	YTD Actual	On Track	Annual Target	Q1	Q2	Q3	Q4	YTD Actual	On Track	
Day to Day Continuity														
CSS1 Extent of unplanned interruptions – connections based (no. per 1,000 connections per year)														
<80	5	7			12		<80	0	1			1		
CSS2 Extent of unplanned interruptions – incidents based (no. per 100 km of main per year)														
<i>Rockhampton and Gracemere total kms of main: 790km</i>							<i>Mount Morgan total kms of main: 72km</i>							
<30	16	19			35		<30	0	1			1		Total of 150 unplanned incidents affecting 268 connections for Quarter 2 has contributed to this result.
CSS3 Time for restoration of service – unplanned interruptions (% restored within 5 hours)														
>90%	100%	92%			96%		>90%	N/A	N/A			N/A		
CSS4 Customer interruption frequency – 1 interruption per year														
12%	0.79%	0.82%			0.81%		12%	N/A	N/A			N/A		











Potable Water Supply Schemes

Rockhampton and Gracemere (number of access charges as at July 2021: 38,485)							Mount Morgan (number of access charges as at July 2021: 1,519)							Comments
Annual Target	Q1	Q2	Q3	Q4	YTD Actual	On Track	Annual Target	Q1	Q2	Q3	Q4	YTD Actual	On Track	
CSS4 Customer interruption frequency – 2 interruptions per year														
2%	0.00%	0.01%			0.01%		2%	N/A	N/A			N/A		
CSS4 Customer interruption frequency – 3 interruptions per year														
1%	N/A	N/A			N/A		1%	N/A	N/A			N/A		
CSS4 Customer interruption frequency – 4 interruptions per year														
0.50%	N/A	N/A			N/A		0.50%	N/A	N/A			N/A		
CSS4 Customer interruption frequency – 5 or more interruptions per year														
0.25%	N/A	N/A			N/A		0.25%	N/A	N/A			N/A		
CSS5 Relative incidence of planned and unplanned interruption incidents (% of planned versus total number of interruptions)														
>30%	4%	4%			4%		>30%	N/A	N/A			N/A		

Potable Water Supply Schemes

Rockhampton and Gracemere (number of access charges as at July 2021: 38,485)							Mount Morgan (number of access charges as at July 2021: 1,519)							Comments
Annual Target	Q1	Q2	Q3	Q4	YTD Actual	On Track	Annual Target	Q1	Q2	Q3	Q4	YTD Actual	On Track	
CSS6 Average interruption duration – planned and unplanned														
3 hours	4.03	2.24			3.14		3 hours	N/A	0.14			0.14		Total of six planned water shut down incidents with an average shut down duration of 285 minutes and total of 150 unplanned incidents with an average shut down duration of 118 minutes.
CSS7 Response time – Priority 1 – 1 hour response														
95%	87%	83%			85%		95%	N/A	N/A			N/A		Total of 48 requests with 40 (83%) being responded to within 1 hour for Quarter 2.
CSS7 Response time – Priority 2 – 2 hours response														
95%	81%	78%			79.5%		95%	100%	100%			100%		Total of 90 requests with 70 (78%) being responded to within 2 hours for Quarter 2.
CSS7 Response time – Priority 3 – 24 hours response														
95%	98%	94%			96%		95%	100%	100%			100%		

Potable Water Supply Schemes

Rockhampton and Gracemere (number of access charges as at July 2021: 38,485)							Mount Morgan (number of access charges as at July 2021: 1,519)							Comments
Annual Target	Q1	Q2	Q3	Q4	YTD Actual	On Track	Annual Target	Q1	Q2	Q3	Q4	YTD Actual	On Track	
CSS7 Restoration time – Priority 1 – 5 hours restoration														
95%	87%	93%			90%		95%	N/A	N/A			N/A		Total of 46 requests with 43 (93%) being restored within 5 hours for Quarter 2.
CSS7 Restoration time – Priority 2 – 24 hours restoration														
95%	96%	88%			92%		95%	100%	100%			100%		Total of 90 requests with 79 (88%) being restored within 24 hours for Quarter 2.
CSS7 Restoration time – Priority 3 – 5 days restoration														
95%	98%	98%			98%		95%	100%	100%			100%		
Adequacy and Quality of Normal Supply of Water Supply														
CSS8 Minimum pressure standard at the water meter														
220kPa	220kPa	220kPa			220kPa		220kPa	220kPa	220kPa			220kPa		
CSS9 Minimum flow standard at the water meter														
9L/min	9L/min	9L/min			9L/min		9L/min	9L/min	9L/min			9L/min		

Potable Water Supply Schemes

Rockhampton and Gracemere (number of access charges as at July 2021: 38,485)							Mount Morgan (number of access charges as at July 2021: 1,519)							Comments
Annual Target	Q1	Q2	Q3	Q4	YTD Actual	On Track	Annual Target	Q1	Q2	Q3	Q4	YTD Actual	On Track	
CSS10 Connections with deficient pressure and/or flow (% of total connections)														
<2.5%	0.3%	0.3%			0.3%		<2.5%	2.0%	2.0%			2.0%		
CSS11 Drinking water quality (compliance with industry standard) ¹														
>98%	100%	100%			100%		>98%	100%	100%			100%		
CSS12 Drinking water quality complaints (number per 1,000 connections)														
<5	0.22	0.32			0.54		These figures are combined with the Rockhampton and Gracemere figures to give a total across all water supply schemes.							
CSS13 Drinking water quality incidents (number per 1,000 connections)														
<5	0	0			0		<5	0	0			0		
Long Term Continuity of Water Services														
CSS14 Water main breaks (number per 100 km main)														
<i>Rockhampton and Gracemere total kms of main: 790km</i>							<i>Mount Morgan total kms of main: 72km</i>							
<40	2	2			4		<40	N/A	N/A			N/A		
CSS15 Water services breaks (number per 1,000 connections)														
<40	4	4			8		<40	1	N/A			1		

Potable Water Supply Schemes

Rockhampton and Gracemere (number of access charges as at July 2021: 38,485)							Mount Morgan (number of access charges as at July 2021: 1,519)							Comments
Annual Target	Q1	Q2	Q3	Q4	YTD Actual	On Track	Annual Target	Q1	Q2	Q3	Q4	YTD Actual	On Track	
CSS16 System water loss (litres per connection per day)														
<200L	201L	259L			230L		<200L	13L	5L			9L		System water loss of 259 litres per connection per day for Quarter 2.

Sewerage Schemes

Rockhampton and Gracemere (number of access connections as at July 2021: 52,361)							Mount Morgan (number of access connections as at July 2021: 561)							Comments
Annual Target	Q1	Q2	Q3	Q4	YTD Actual	On Track	Annual Target	Q1	Q2	Q3	Q4	YTD Actual	On Track	

Effective Transportation of Sewage

CSS17 Sewage overflows – total (number per 100km main)

Rockhampton and Gracemere total kms of main: 729km










Mount Morgan total kms of main: 15km

<30	13.44	17.01			30.45		<10	N/A	N/A			N/A		A total number of 138 blockages resulting in 124 overflows for Quarter 2.
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CSS18 Sewage overflows to customer property (number per 1,000 connections)

<10	1.87	2.37			4.24		<5	N/A	N/A			N/A		
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Sewerage Schemes

Rockhampton and Gracemere (number of access connections as at July 2021: 52,361)							Mount Morgan (number of access connections as at July 2021: 561)							Comments
Annual Target	Q1	Q2	Q3	Q4	YTD Actual	On Track	Annual Target	Q1	Q2	Q3	Q4	YTD Actual	On Track	
CSS19 Odour complaints (number per 1,000 connections)														
<1	0.45	0.17			0.62		These figures are combined with the Rockhampton and Gracemere figures above to give a total across all sewerage supply schemes.							
CSS20 Response time – Priority 1 – 1 hour response														
>95%	76%	84%			80%		>95%	N/A	N/A			N/A		Total of 102 requests with 98 (96%) being responded to within 1 hour for Quarter 2.
CSS20 Response time – Priority 2 – 2 hours response														
>95%	78%	86%			82%		>95%	N/A	N/A			N/A		Total of 78 requests with 67 (86%) being responded to within 2 hours for Quarter 2.
CSS20 Response time – Priority 3 – 24 hours response														
>95%	100%	84%			92%		>95%	N/A	N/A			N/A		Total of 19 requests with 16 (84%) being responded to within 24 hours for Quarter 2.
CSS20 Restoration time – Priority 1 – 5 hours restoration														
>95%	83%	96%			89.5%		>95%	N/A	N/A			N/A		Total of 127 requests with 106 (83%) being restored within five hours in Quarter 1.

Sewerage Schemes

Rockhampton and Gracemere (number of access connections as at July 2021: 52,361)							Mount Morgan (number of access connections as at July 2021: 561)							Comments
Annual Target	Q1	Q2	Q3	Q4	YTD Actual	On Track	Annual Target	Q1	Q2	Q3	Q4	YTD Actual	On Track	
CSS20 Restoration time – Priority 2 – 24 hours restoration														
>95%	99%	92%			95.5%		>95%	N/A	N/A			N/A		
CSS20 Restoration time – Priority 3 – 5 days restoration														
>95%	100%	94%			97%		>95%	N/A	N/A			N/A		

Long Term Continuity of Sewerage Services

CSS21 Sewer main breaks and chokes (number per 100km main)

Rockhampton and Gracemere total kms of main: 729km

Mount Morgan total kms of main: 15km

<50	4.53	3.7			8.23		<20	N/A	N/A			N/A		
CSS22 Sewer inflow and infiltration (ratio of Peak Day Flow to Average Day Flow)														
<5	1.9	3.31			2.61		<5	1.36	2.71			2.04		

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.

Reference Codes – A blank field should contain one of the following:

- (a) **0** (zero)
- (b) **ND** (no data is available, although the indicator is relevant)
- (c) **NR** (not relevant, the indicator is not relevant to that scheme)

Customer Service Standards

Performance Indicator	2021-22 Target	Q1	Q2	Q3	Q4	YTD Actual	On Track
Installation of new water connections (within the water service area)	15 working days	100%	100%			100%	
Installation of sewerage connections (within the sewerage area)	15 working days	100%	100%			100%	
Complaints (excluding maintenance of water and sewerage services) – advise outcome	20 working days	100%	100%			100%	

Legend:  Not On Track  Watching  On Track  Completed

Comments

The above customer service standard performance indicators have been achieved.

Conclusion

FRW has performed well during Quarter 2. Water and sewerage services have been delivered to a very high standard with the majority of Customer Service Standards met. The water scarcity event in Mount Morgan is ongoing and continues to represent a significant concern. FRW and Council continue to progress an action to pursue a long term plan to address this concern.

An aerial photograph of a waste management facility. In the foreground, a large area of brown earth is being prepared, with a yellow front loader and two white cars. To the right, a large rectangular area is covered with a white plastic liner. In the background, there is a large blue industrial building with a white roof, surrounded by trees and a residential area under a cloudy sky.

ROCKHAMPTON REGIONAL WASTE AND RECYCLING

Performance Plan Report

Q2 October - December

2021 - 2022

Rockhampton Regional Waste and Recycling (RRWR) is required to provide a quarterly report on its performance against financial and non-financial performance targets as adopted in the Annual Performance Plan for 2021-22.

Manager's Overview

RRWR's performance for Quarter 2 has been in accordance with the parameters outlined within the performance plan and those identified within Council's 2021-22 Operational Plan.

Some highlights for RRWR are presented below:

- **Waste Facilities** – All waste and recycling facilities have operated without issue.
- **Waste Collections** – All waste and recycling collections have been completed without issue.
- **Materials Recycling Facility (MRF)** – All kerbside comingled recyclables are still being transported and recycled out of Region since a fire destroyed the Rockhampton based MRF in November 2020. Work is ongoing with the owner of the Rockhampton based MRF to rebuild the facility. An application has been lodged with the Australian Competition and Consumer Commission (ACCC) to allow joint procurement with Central Queensland Councils in 2022 for a long-term MRF.
- **Waste Strategy** – On 5 October 2021, a 12 month trial for a kerbside organics service commenced with 750 households across three different areas of the Region. This is following a Business Case presentation to Council regarding the kerbside collection options for Garden Organics or Food Organics and Garden Organics. Funding was secured from the Queensland Government to undertake the trial.
- **Waste Education** – External facing education has continued, including events and programs such as; the School's Recycling Hero's Programme, Plastic Free Places, National Recycling Week and a Recycling Fair at Council's Reviva Ibis Reuse Store. Efforts have been sustained on addressing contamination within the recycling bin.
- **Landfill Development** – The filling of waste continued within the second 'piggyback cell' (Cell A1). Early preliminary landfill gas extraction commenced in Cell A. The construction of Cell B commenced.
- **Expanded Polystyrene (EPS) Recycling Facility** – The recycling facility for EPS at the Lakes Creek Road Waste Management Facility was commissioned and put into operation. For Quarter 2, some 1,200 cubic meters of EPS was diverted from landfill.
- **Gracemere Landfill Closure** – Construction of the Gracemere Landfill capping system is progressing with a planned completion within Quarter 3.
- **Gracemere Waste Transfer Station Redevelopment** – The detailed design and other preparatory works are near completion. It is expected that a tender will be released and contract awarded in Quarter 3 for the construction to be undertaken over the financial years of 2021-22 and 2022-23.

Financial Performance

Operational Budget Tracker

 **50%** Budget completed

47% Operational Expenses V Budget

52% Operational Revenue V Budget

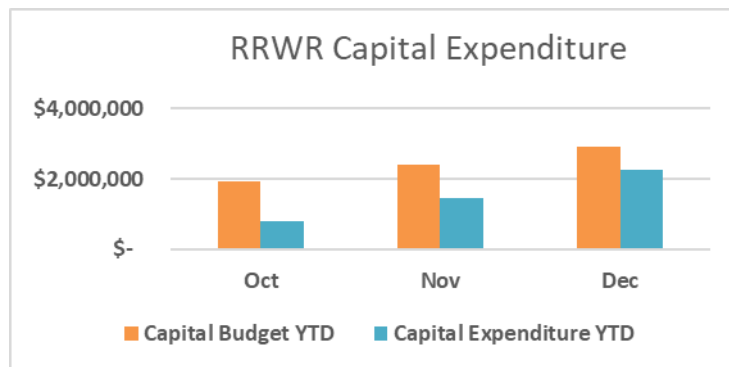
Capital Budget Tracker

 **50%** Budget completed

39% Capital Expenses V Budget

100% Capital Revenue V Budget






Capital Spend Chart










Comments

RRWR operational revenue is at 52% influenced by the receipt of landfill fees and charges. Operational expenditure is slightly below target at 47% due to the timing of contractor payments. Capital expenditure is at 39% due to the timing for delivery of a few large projects, including Lakes Creek Road landfill Cell B construction. Capital revenue is at 100% following receipt of grant funds budgeted for 2021-22.

Non-Financial Performance

Performance Indicator	2021-22 Target	Q1	Q2	Q3	Q4	YTD Actual	On Track
Weekly collection of domestic waste on the same day every week	98%	99.96%	99.96%			99.96%	
Weekly collection of commercial waste	95%	99.96%	99.96%			99.96%	
Fortnightly collection of domestic recyclable waste	98%	99.97%	99.94%			99.96%	
Fortnightly collection of commercial recyclable waste	98%	99.97%	99.94%			99.96%	
Missed service collection provided within two working days from notification when notification is within one working day of scheduled collection	95%	98.92%	98.31%			98.62%	

Performance Indicator	2021-22 Target	Q1	Q2	Q3	Q4	YTD Actual	On Track
Collection services will be made available within five working days upon application by the owner	95%	100%	100%			100%	
Provision of assisted services within ten working days from application by the resident/s	98%	100%	99.34%			99.67%	
Repair or replacement of stolen, removed, damaged, vandalised mobile bins within five working days from notification	95%	95.17%	92.49%			93.83%	
Legend:	 Not On Track	 Watching	 On Track	 Completed			

Comments

Throughout Quarter 2, the Waste Collections team endured a large amount of Pathway requests whilst being significantly short staffed. Delays occurred particularly surrounding the completion of repairs and replacements. A total of 88 repair and replacement requests were received for October 2021, 89 for November 2021 and 68 for December 2021. Out of a total of 245 requests, 21 requests exceeded the timeframe of five days. Facilities staff were brought in to assist with the backlog of Pathways requests and additional administration assistance was provided to help manage the requests.

Conclusion

Performance throughout Quarter 2 has been of a high standard with continued vigilance to ensure performance is not only maintained but with an ongoing focus of continuous improvement. RRWR's performance in safety has resulted in zero lost time injuries recorded. RRWR has delivered well against operational and capital budget targets.

ROCKHAMPTON AIRPORT

Performance Plan Report

Q2 October - December

2021 - 2022



Rockhampton Airport is required to provide a quarterly report on its performance against financial and non-financial performance targets as adopted in the Annual Performance Plan for 2021-22.

Manager’s Overview

The COVID-19 pandemic has continued to present uncertainty in the aviation sector. On balance, the Rockhampton Airport is performing well in the aviation market compared to other regional airports around the Country in regards to passenger numbers and the effects of COVID-19. The Rockhampton Airport are not expected to meet the passenger number target for Quarter 2. To offset this, grant funding has been received and operating expenditure is being restrained where possible and is sitting below target as well. This will continue to be monitored.

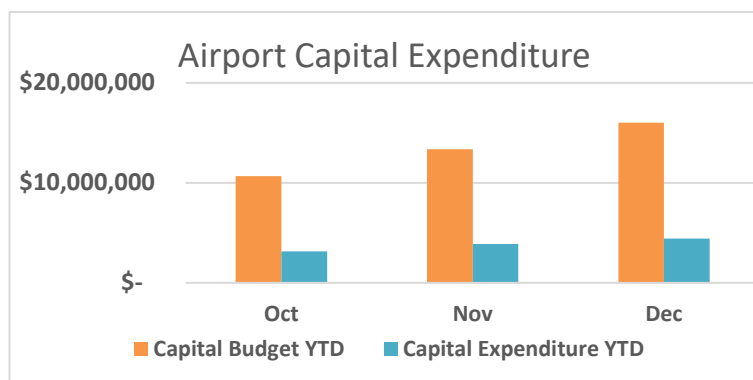
Airlines are showing strong forward planning which gives confidence for supporting growth. Car parking and car rentals are driven from passenger growth, this area performs well when numbers are travelling through the terminal. Capital Expenditure works are on track and Stage 2 of the General Aviation works will be completed in Quarter 3.

Airport safety is a continued focus area within Toolbox Talks and operations meetings discussing safety issues. The Airport continues to have a high cleaning schedule for heavy traffic areas during the COVID-19 pandemic.

Financial Performance

Operational Budget Tracker	Capital Budget Tracker
 <p>50% Budget completed</p> <p>46% Operational Expenses V Budget</p> <p>46% Operational Revenue V Budget</p>	 <p>50% Budget completed</p> <p>13% Capital Expenses V Budget</p> <p>9% Capital Revenue V Budget</p>

Capital Spend Chart

















Comments

Rockhampton Airport’s operational revenue is at 46%. This result is influenced by the impact of COVID-19 on passenger numbers which are down compared to budget. Offsetting the impact of low passenger numbers, Council has received operating grants from the Commonwealth Government. Operational expenditure is at 46% partly due to the timing of contractor works to be undertaken.

Capital expenditure is at 13% due to a major project for Maintenance Facility yet to commence. Capital revenue is also below target pending capital works to be completed and submission of progress claims for grant funding.

Non-Financial Performance

Performance Indicator	2021-22 Target	Q1	Q2	Q3	Q4	YTD Actual	On Track
Passenger Numbers	480,000	90,351	111,644			201,995	
Bird Strikes	≤10 per quarter	6	5			11	
Lost Time Days – workplace injuries	0	0	0			0	
Reported Public Injuries on Airport Precinct	0	0	1			1	
Hazard inspections completed on time	100%	100%	100%			100%	
Rectification Action completed	100%	100%	100%			100%	
Customer Requests Actioned within set timeframes	100%	100%	100%			100%	
Third party reporting in Civil Aviation Safety Authority and Australasian Mail Services to be completed within the required timeframes	100%	100%	100%			100%	
New non-aero business opportunities reported to Council quarterly	Yes	Yes	Yes			Yes	
Progress on new routes reported to Council quarterly	Yes	Yes	Yes			Yes	
Legend:	 Not On Track	 Watching	 On Track	 Completed			

Comments

Airport passenger numbers are below the target and will be a focus moving forward. The Airport also had one minor public incident onsite during Quarter 2, all other targets are on track.

Conclusion

Given the current climate and the above commentary, Airport Management will continue to monitor the market, drive the business and seek opportunities for growth.

**2021-22 OPERATIONAL PLAN
QUARTERLY REPORT - QUARTER 2
AND PROPOSED AMENDMENTS TO
THE 2021-22 OPERATIONAL PLAN**

**Proposed Changes 2021-22
Operational Plan Actions and Targets
(Marked Up)**

Meeting Date: 8 February 2022

Attachment No: 2

Responsible Section		Code	Corporate Plan Theme	Corporate Plan Outcome	Proposed 2021/22 Operational Action	Proposed 2021/22 Operational Target	Councillor Portfolio	Comments
Department	Section							
Corporate Services	Strategy and Planning	1.2.1	1. Community	1.2. Regional public places that meet our community's needs	Develop Concept Design for whole showgrounds and Victoria Park site redevelopment and prioritise future investment.	Planning prioritisation by 31-March-2022 <u>30 June 2022</u> .	Parks, Sport and Public Spaces	Key Focus Area: Open Space and Precinct Planning
Office of the CEO	Workforce and Governance	1.6.1	1. Community	1.6. Our sense of place, diverse culture, history and creativity are valued and embraced	Scope and develop relationships with local Aboriginal and Torres Strait Islander stakeholders to prepare for reconciliation initiatives across Council.	Present Council's Reflect Reconciliation Action Plan for adoption by 30-September-2021 <u>30 June 2022</u> and deliver agreed actions within approved timelines.	Whole of Council	

**2021-22 OPERATIONAL PLAN
QUARTERLY REPORT - QUARTER 2
AND PROPOSED AMENDMENTS TO
THE 2021-22 OPERATIONAL PLAN**

**Amended 2021-2022 Operational Plan
(Clean)**

Meeting Date: 8 February 2022

Attachment No: 3

Operational Plan

2021-2022





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Acknowledgement of Country

Rockhampton Regional Council acknowledges the Traditional Custodians of the Rockhampton Region; the Darumbal People, Gaangalu Nation People and Barada Kabalbara Yetimarala People, and pays its respect to their Elders past, present and emerging. Council also acknowledges the Torres Strait Islander people whose land is in the Torres Strait but who live and work on Aboriginal land.



Our Council

Our Vision

One Great Region.

Our Mission

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

Our Values and Behaviours

ACCOUNTABLE



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

CUSTOMER FOCUSED



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

PEOPLE DEVELOPMENT



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

ONE TEAM



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

CONTINUOUS IMPROVEMENT



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

Introduction

About the Operational Plan

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



Council's 2017-2022 Corporate Plan sets the direction and priorities for our organisation, identifying expectations that the community desires within the Region and what Council will do to achieve these. Services, operations and projects conducted by the Council are established based on the goals and outcomes identified in the Corporate Plan.

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

The 2021-2022 Operational Plan is a one-year plan that summarises the planned actions for achieving the Corporate Plan goals and outcomes by delivering services to the community. Council's Total Expenditure Budget of \$252M will help maintain and upgrade existing services and facilities within our Region as well as provide a **pathway for recovery, reinvigoration and growth for the Region's economy.**

Measuring Performance

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

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

Managing Risk

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

Councillor Portfolios

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

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

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

Portfolio Appointments

The Portfolio appointments of Portfolio Councillors are as follows:

Portfolio	Portfolio Councillor	Assistant Portfolio Councillor
Advance Rockhampton	Mayor Tony Williams	
Waste and Recycling	Councillor Shane Latcham	Councillor Neil Fisher
Airport	Councillor Neil Fisher	Councillor Shane Latcham
Infrastructure	Councillor Ellen Smith	Councillor Shane Latcham
Planning and Regulation	Councillor Grant Mathers	Councillor Ellen Smith
Parks, Sport and Public Spaces	Councillor Cherie Rutherford	Councillor Drew Wickerson
Communities and Heritage	Councillor Drew Wickerson	Councillor Cherie Rutherford
Water and Environmental Sustainability	Councillor Donna Kirkland	Councillor Drew Wickerson



From Left to Right: Cr Grant Mathers, Cr Neil Fisher, Cr Ellen Smith, Cr Donna Kirkland, Mayor Tony Williams, Cr Cherie Rutherford, Cr Drew Wickerson, Cr Shane Latcham

Key Focus Areas

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

| GROWTH AND DEVELOPMENT |

| WATER | ECONOMY |

Open Space and Precinct Planning

Open Space and Precinct Planning aims to deliver improved open space, play spaces and provide new sporting facilities in the Region's growth areas. It also aims to develop a standard of social infrastructure that is required to attract and retain new residents and to attract and facilitate large scale sporting and entertainment events to the Region.

Operational Plan Reference: 1.1.19, 1.2.1, 1.2.2, 1.2.4

Alignment with Corporate Plan



Adaptation and Resilience

Develop resilience to our changing climate and extreme weather events and increase our capability to take positive actions to mitigate and adapt to climate risks faced by our Region.

Operational Plan Reference: 3.1.1, 3.1.2, 3.2.1, 3.3.1

Alignment with Corporate Plan



Water Security

Securing current and future water supply for urban, industrial and agricultural purposes.

Operational Plan Reference: 1.1.7, 2.2.3, 4.4.2



Asset Management Planning

Asset management practices impact directly on the core business of Council and appropriate asset management is required to achieve Council's strategic service delivery objectives. Asset management plans are prepared for all major asset classes, asset sub-classes and operational areas and are reviewed on a regular basis to ensure that infrastructure and services are provided to the community in a sustainable manner.

Operational Plan Reference: 1.1.17, 1.1.18, 5.3.2



Development Infrastructure

The Rockhampton Region is experiencing significant growth which is placing pressure on Council's existing trunk infrastructure networks, particularly in the growth corridors. Pressures in relation to infrastructure are to be investigated and existing plans are to be reviewed and updated to remove any constraints to development in these areas.

Operational Plan Reference: 1.1.3, 1.1.9, 1.1.10, 1.1.11



Project Planning and Advocacy

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

Advocating for funding and associated support for a range of endorsed priorities will be undertaken in accordance with Council's Advocacy Framework, strategy and action plans. Opportunities to advocate for direct funding support from the Queensland and Australian Government's for various priorities will be ongoing and in line with timing of other levels of government budget announcements, funding grant applications and electoral cycles.

Operational Plan Reference: 4.4.3, 5.1.1, 5.1.2



Key Focus Areas Continued

Economic Development

The economic capital of Central Queensland is a Region rich with opportunity and becoming the destination of choice to live, visit and invest. Creating an industry environment of collaboration and communication with our industry stakeholders.

► Tourism, Marketing and Events

Enhancing the liveability and visitability of our Region and delivering economic growth through city building events.

► Resources and Construction

Building on our strengths working with the mining and construction sector to ensure future projects and local content are linked.

► Agriculture and Water

Developing new opportunities in our growing agricultural sector and working with stakeholders to deliver increased water supply for agribusinesses.

► Defence Industry

Promoting the value of our strategic defence assets and our regional reputation as a defence logistics hub.

► Renewable Energy

Capitalise on emerging opportunities in the renewable energy sector.

Operational Plan Reference: 2.2.1, 2.2.2, 2.3.1, 2.3.2, 2.4.1, 2.5.2, 2.6.1

Alignment with Corporate Plan



Significant Capital Projects

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

Glenmore Water Treatment Plant Upgrade

This important project will ensure the ongoing safe and reliable operation of the Glenmore Water Treatment Plant, through the complete renewal of all electrical and control systems, including the installation of a fire suppression system and improved treatment process monitoring and control. The project will also achieve improvements to site physical security, as well as cybersecurity to ensure that this important asset is protected appropriately. Total approved project budget is \$17.1M.

Operational Plan Reference: 1.1.9

Alignment with Corporate Plan



Gracemere Sewage Treatment Plant Augmentation

The augmentation of the Gracemere Sewage Treatment Plant from its existing capacity of just less than 10,000 equivalent persons, to a capacity of at least 25,000 equivalent persons, will ensure that this sewage treatment plant can continue to meet the needs of the growing community for at least the next 30 years.

Effluent produced by the Gracemere Sewage Treatment Plant continues to be a valuable source of recycled water used by local sporting facilities and commercial customers, and this upgrade project will improve the safety and reliability of this recycled water supply. Total approved project budget is \$14.8M.

Operational Plan Reference: 1.1.11

Alignment with Corporate Plan



North Rockhampton Sewage Treatment Plant Augmentation

This augmentation of the North Rockhampton Sewage Treatment Plant is estimated to increase the treatment capacity by an additional 25,000 equivalent persons. This increased capacity will ensure that residential and other urban growth in North Rockhampton can be serviced for at least the next 30 years. The project will also further improve the removal of nutrients from the effluent and reduce our environmental footprint on the Fitzroy River estuary. Total approved project budget is \$47.3M.

Operational Plan Reference: 1.1.10



Significant Capital Projects Continued

Rockhampton Airport Aircraft Maintenance Repair and Overhaul Facility

In partnership with Alliance Airlines, the Commonwealth Government has committed \$25M to Council's costs of \$26M for establishing the necessary earthworks and infrastructure to allow this project to progress. Once completed the maintenance, repair and overhaul facility will be able to house three A321 aircrafts. The facility will employ over 100 staff directly with other significant economic benefits to be received in the Region.

Operational Plan Reference: 2.4.1

Alignment with Corporate Plan



Botanic Gardens and Zoo Redevelopment

The 150 year old, heritage listed Rockhampton Botanic Gardens and Zoo is a favourite destination for both the community and visitors to Rockhampton with over 300,000 visitors each year (local and non-local) visiting the variety of native and exotic flora and fauna. The site is one of the major tourism contributors to the Region, providing an estimated economic impact of \$27.8 M for the Region.

Redevelopment seeks to deliver whole of site design, prioritisation, and investment to support the Gardens and Zoo to reach their full potential as a community asset, recognised area of significance and a major tourist attraction.

Operational Plan Reference: 1.2.4



1 Community

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

KEY FOCUS AREAS FOR 2021-22

Open Space and Precinct Planning

Corporate Plan Outcomes

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

Action	Target	Portfolio
1.1.1 Create community connectivity through the construction of walking circuits and missing links in footpaths.	Complete the construction of a minimum of 1,000 metres of new footpaths.	Infrastructure
1.1.2 Prepare a three year forward maintenance program for roads, pathways and stormwater drainage.	Prepare program by 30 June 2022.	Infrastructure
1.1.3 Review Transport Strategies to include: <ul style="list-style-type: none"> • Ring Road; • The Bruce Highway; and • Parkhurst. 	Complete review by 30 June 2022.	Infrastructure
1.1.5 Prepare a Floodplain Risk Management Study and Plan for Frenchmans and Thozets Creek.	Complete by 30 June 2022.	Infrastructure

Action	Target	Portfolio
1.1.6 Undertake a study into the feasibility of a flood levee to protect the Rockhampton Airport.	Complete the feasibility study by 31 March 2022.	Infrastructure
1.1.7 Prepare a concept design and business case for Mount Morgan Water Security.	Complete by 30 June 2022.	Water and Environmental Sustainability
1.1.8 Deliver water supply and sewerage services in accordance with the Fitzroy River Water 2021-2022 Performance Plan.	Achieve all financial and non-financial performance targets.	Water and Environmental Sustainability
1.1.9 Undertake Glenmore Water Treatment Plant Electrical and Control Renewal.	Complete design and commence construction.	Water and Environmental Sustainability
1.1.10 Undertake North Rockhampton Sewage Treatment Plant Augmentation.	Complete procurement and commence construction.	Water and Environmental Sustainability
1.1.11 Undertake Gracemere Sewage Treatment Plant Augmentation.	Complete design and commence procurement of contractor for construction.	Water and Environmental Sustainability
1.1.12 Deliver waste and recycling services in accordance with Rockhampton Regional Waste and Recycling 2021-2022 Performance Plan.	Achieve all financial and non-financial performance targets.	Waste and Recycling
1.1.13 Undertake Gracemere Waste Transfer Station redevelopment.	Complete procurement and commence construction.	Waste and Recycling
1.1.14 Undertake a trial for kerbside organics collection to inform Council on the most appropriate service for the Region.	Trial commenced and evaluation report completed by 30 June 2022.	Waste and Recycling
1.1.15 Secure a long-term solution for the processing of the Region's Kerbside Recycling stream.	Progress procurement for a long-term solution.	Waste and Recycling

Action	Target	Portfolio	
1.1.16	Manage the Airport in accordance with the Rockhampton Airport 2021-2022 Performance Plan.	Achieve all financial and non-financial performance targets.	Airport
1.1.17	Ensure the Asset Management System (Stage 2) is implemented per the Project Plan.	Plan and implement Stage 2 Asset Lifecycle Management system.	Whole of Council
1.1.18	Develop and implement three year forward community assets and facilities works program (renewals).	Develop strategy by 30 June 2021.	Communities and Heritage
1.1.19	Investigate and update open space planning principles, policies and practices.	Play Space strategy developed by 31 March 2022.	Parks, Sport and Public Spaces
1.2.1	Develop Concept Design for whole showgrounds and Victoria Park site redevelopment and prioritise future investment.	Planning prioritisation by 30 June 2022.	Parks, Sport and Public Spaces
1.2.2	Undertake precinct planning for major sports and events precincts.	Present reports on options and estimated costs by 30 June 2022.	Parks, Sport and Public Spaces
1.2.3	Commence operations of the Rockhampton Museum of Art including the activation of the gallery space and surrounds.	Commence operations by 31 March 2022.	Communities and Heritage
1.2.4	Review and update the Botanic Gardens and Zoo implementation plan based upon outcomes from the concept design and complete initial works.	Deliver actions in accordance with approved timeframes.	Parks, Sport and Public Spaces
1.3.1	Expansion of closed-circuit television program into identified problem areas to act as a deterrent.	Installation of new cameras including portable trailer cameras.	Communities and Heritage
1.4.1	Develop a Rockhampton Botanic Gardens and Zoo integrated marketing and activation strategy aligned to Botanic Gardens and Zoo masterplan.	Complete marketing and activation strategy by 31 May 2022.	Advance Rockhampton
1.5.1	Develop a Community Engagement Framework.	Develop and have framework endorsed by 30 June 2022.	Whole of Council
1.6.1	Scope and develop relationships with local Aboriginal and Torres Strait Islander stakeholders to prepare for reconciliation initiatives across Council.	Present Council's Reflect Reconciliation Action Plan for adoption by 30 June 2022 and deliver agreed actions within approved timelines.	Whole of Council



2 Economy

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

KEY FOCUS AREAS FOR 2021-22

Water Security
Development Infrastructure
Economic Development

Corporate Plan Outcomes

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

Action	Target	Portfolio	
2.1.1	Develop and deliver the Tourism Destination Marketing Plan for the Region that provides stakeholders with a strong platform and drives growth in our visitor economy.	Deliver updated Tourism Marketing Plan and actions in accordance with adopted timeframes.	Advance Rockhampton
2.1.2	Develop and deliver a marketing plan to support the Economic Development Strategy across tourism, events, business and nominated projects.	Update branding and positioning across all platforms including websites, traditional media and social media (both consumer and business facing) by 30 April 2022.	Advance Rockhampton

Action	Target	Portfolio	
2.1.3	Develop, deliver and support a calendar of events for the Region.	Deliver an annual calendar of events for 2022 built around Council managed events and third party managed events by 31 October 2021.	Advance Rockhampton
2.2.1	Continue to review and update Council's Economic Development Strategy and Economic Action Plan in alignment with the Queensland Treasury Corporation Business Review.	Implementation of actions contained in the Rockhampton Region Economic Action Plan.	Advance Rockhampton
2.2.2	Deliver economic development and industry engagement initiatives that create economic growth and lifestyle improvements in the Region and continue to strengthen resources, construction, agriculture and defence industry services and create new opportunities in the renewable energy sector.	Develop and implement economic resilience activities in-line with the Rockhampton Region Economic Development Strategy and Rockhampton Region Economic Action Plan.	Advance Rockhampton
2.2.3	Identify and assess further opportunities for water planning, management and infrastructure that support urban water security, industry development and economic development for the Region.	Develop discussion paper by 31 March 2022.	Whole of Council
2.3.1	Develop strategies and initiatives that promote redevelopment, investment attraction and growth aiming to create activation across regional precincts.	Projects that assist in activating regional precincts in accordance with the Rockhampton Region Economic Action Plan, Central Business District Framework and commercial centres strategy.	Advance Rockhampton

Action	Target	Portfolio	
2.3.2	Analyse and implement recommendations of the Rockhampton Region Precinct Activation Survey.	Complete analysis by 15 October 2021 and implement recommendations by 30 June 2022.	Advance Rockhampton
2.4.1	Complete construction of the Aircraft Maintenance Repair and Overhaul Facility, apron and associated infrastructure in accordance with agreement with Alliance Airlines.	Complete construction in accordance with agreed timeframes.	Airport
2.5.1	Implement actions as per the SmartHub Operational Plan.	Progress and report on the actions of the SmartHub Operational Plan 2021-2023.	Advance Rockhampton
2.5.2	Facilitate and commission an Investment Attraction and Jobs Pipeline Study.	Complete study by 31 January 2022 and implement actions by 30 June 2022.	Advance Rockhampton
2.6.1	Investigate economic benefits of building a circular economy across the Region.	Develop a Circular Economy discussion paper by 1 March 2022.	Advance Rockhampton



3 Environment

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

KEY FOCUS AREAS FOR 2021-22

Adaptation and Resilience

Corporate Plan Outcomes

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

Action	Target	Portfolio
3.1.1	Implement the Environmental Sustainability Strategy. Deliver actions in the Environmental Sustainability Strategy in accordance with the annual action plan and report progress in the annual highlights report.	Water and Environmental Sustainability
3.1.2	Develop a tree planting strategy. Develop strategy by 30 June 2022.	Parks, Sport and Public Spaces



Action	Target	Portfolio
3.2.1	Install solar power at the Glenmore Water Treatment Plant. Project on track for completion in 2022-23.	Water and Environmental Sustainability
3.3.1	Strengthen the Region's capability for climate adaptation and resilience. Review and embed considerations within Council's Sustainability Governance Framework and associated policies, strategies and plans by 30 June 2022.	Water and Environmental Sustainability



4 Service Excellence

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

KEY FOCUS AREAS FOR 2021-22

Asset Management Planning

Corporate Plan Outcomes

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

Action	Target	Portfolio	
4.1.1	Establish defined service levels for operational sections of Council.	Adopt Service Delivery Statements that include defined service levels for Parks.	Whole of Council
4.1.2	Further promote electronic billing options for rates and water charges to increase take up.	Increase take up of eNotices to 10% of ratepayers.	Whole of Council
4.1.3	Develop a Water Meter Replacement Program.	Develop by 30 June 2022.	Water and Environmental Sustainability



Action	Target	Portfolio	
4.2.1	Ensure employees are appropriately trained, skilled and certified to safely undertake the requirements of their position.	Deliver actions in the Health and Safety Strategy in accordance with agreed timeframes.	Whole of Council
4.3.1	Implement the Information and Communication Technology Strategic Plan 2021-2025.	Deliver the Information and Communication Technology Strategic Plan actions for 2021-22.	Whole of Council
4.3.2	Maintain a safe work environment for all employees, volunteers and contractors of Council.	Review and implement Health and Safety Strategy.	Whole of Council
4.4.1	Amend the Rockhampton Region Planning Scheme as required to achieve Council's policy objectives and outcomes.	Commence priority planning scheme amendments.	Whole of Council
4.4.2	Review and update Urban Water Supply Planning for: <ul style="list-style-type: none"> • Gracemere; and • Rockhampton. 	Report completed by 30 June 2022.	Water and Environmental Sustainability
4.4.3	Support the Northern Boundary Review.	Respond to the Boundary Commissioner's requirements within the prescribed timeframes.	Whole of Council



5 Local Government Leader

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

KEY FOCUS AREAS FOR 2021-22

Project Planning and Advocacy

Corporate Plan Outcomes

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

Action	Target	Portfolio	
5.2.1	Develop a five-year Corporate Plan.	Adopt Corporate Plan for 2022-2027 by 30 June 2022.	Whole of Council
5.3.1	Efficient and effective management of Council's finances.	Long Term Financial Forecast updated at each budget and budget revision.	Whole of Council
5.3.2	Update asset management plans for: <ul style="list-style-type: none"> • Bridges; and • Sewer and Water. 	Complete by 30 June 2022.	Whole of Council
5.4.1	Undertake certified agreement negotiations that consider the application of industrial instruments and financial objectives.	Negotiations completed and certified agreement conditions implemented by 30 June 2022.	Whole of Council

Action	Target	Portfolio	
5.1.1	Identify and pursue opportunities for advocacy for regional policy and associated outcomes that benefit the Region.	Develop and implement agreed Advocacy Action Plan measures established in the annual Advocacy Strategy within the prescribed timelines.	Whole of Council
5.1.2	Advocate to secure funding for the preparation of a Business Case for the redevelopment of the Pilbeam Theatre Precinct.	Secure funding for the Business Case preparation.	Whole of Council



Informing Strategies and Plans

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

Community

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

Economy

- ▶ CBD Redevelopment Framework
- ▶ CBD Streetscape Design Manual
- ▶ Economic Development Strategy 2050
- ▶ Mount Morgan Strategy
- ▶ Rockhampton Airport Masterplan 2017-2037
- ▶ Rockhampton Regional Council Economic Action Plan
- ▶ Rockhampton Regional Planning Scheme
- ▶ Smart Hub Operational Plan 2021-2023
- ▶ Smart Way Forward Action Plan
- ▶ The Smart Regional Centre Strategy
- ▶ Tourism Action Plan

Environment

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

Service Excellence

- ▶ Annual Performance Plan – Fitzroy River Water
- ▶ Annual Performance Plan – Rockhampton Airport
- ▶ Annual Performance Plan – Rockhampton Regional Waste and Recycling
- ▶ Corporate Systems Consolidation Strategy
- ▶ Customer Service Charter
- ▶ eServices Strategy
- ▶ Health and Safety Strategy
- ▶ Information and Communications Technology Strategic Plan 2021-2025
- ▶ IT Mobility Strategy

Local Government Leader

- ▶ Asset Management Plans
- ▶ Advocacy Framework and Strategy
- ▶ Enterprise Risk Framework
- ▶ Annual Audit Plan 2021-2022
- ▶ Strategic Audit Plan 2021-2024
- ▶ Fraud and Corruption Control Plan
- ▶ Long Term Financial Forecast





FITZROY RIVER WATER

2021-2022 PERFORMANCE PLAN

OVERVIEW

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

This plan underpins FRW's performance objectives over the 2021-22 financial year in accordance with the *Local Government Regulation 2012* and commercialisation principles under the provisions of the *Local Government Act 2009*.

OBJECTIVES

FRW will deliver all services relating to water and sewerage on behalf of Council in accordance with the parameters outlined within this performance plan and those identified within Council's 2021-22 Operational Plan.

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

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

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

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

VALUES

FRW will provide a service which embraces Council's Corporate Values of Safety, Accountable, Customer Focused, Continuous Improvement, One Team, and People Development.

Vision

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

Mission

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

NATURE AND SCOPE OF ACTIVITIES

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

Water Operations

Water	30,357 ML
Barrage	1
Dams	1
Water Treatment Plants	2 (120ML/d and 2.6ML/d)
Water Reticulation	855 km
Potable Water Supply Reservoirs	20
Pumping Stations and Bores	40
Properties Served* – Water (as at 30 June 2020)	32,642

Sewerage Operations

Sewage Treated	6,116 ML
Sewage Treatment Plants	4 (10 ML/d, 5 ML/d, 2 ML/d, 0.2 ML/d)
Pumping Stations	56
Sewerage Collection Mains	724 km
Properties Served* – Sewerage (as at 30 June 2020)	30,213

* Not including vacant land.



FINANCIAL AND NON-FINANCIAL PERFORMANCE TARGETS

Financial Performance

Performance Measure	2021-22 Target	Explanation	Calculation
Operating surplus ratio	48.1%	An indicator of the extent to which revenue raised covers operational expenses only or are available for capital funding purposes or other purposes.	Net result (excluding capital items) divided by total operating revenue (excluding capital items)
Interest coverage ratio	74.0 times	An indicator of the extent to which an entity can pay their interest expense on outstanding debt.	Earnings before interest, tax, depreciation and amortisation divided by interest expense
Asset sustainability ratio	Greater than 90%	An indicator of the extent to which the infrastructure assets are being replaced as they reach the end of their useful lives. The Department of Infrastructure, Local Government and Planning target is greater than 90% per annum (on average over the long-term).	Capital expenditure on the replacement of assets (renewals) divided by depreciation expense
Competitive neutrality ratio (% of gross revenue)	31.2%	An indicator of the extent to which operating revenues are committed to competitive neutrality adjustments such as tax equivalents and return to Council.	Competitive neutrality adjustments divided by operating revenue
Depreciation ratio	19.4%	An indicator of the extent to which operating revenues are committed to funding depreciation.	Depreciation and amortisation expenditure divided by operating revenue
Return on assets	5.3%	An indicator of how profitable a business is relative to its total assets. Return on assets tells you what earnings were generated from invested capital (assets).	Net profit after tax divided by Written Down Value of assets (excluding contributed or rehabilitation assets)
RRC Operational Plan	By year end	Initiatives successfully completed.	N/A

Performance Measure	2021-22 Target	Explanation	Calculation
Operating Budget	Advise quarterly or when variances arise	Conduct all activities in accordance with required timelines and budget.	N/A
Annual Revenue	Advise quarterly or when variances arise	Timely reporting of any significant variations to budget revenue and collection timing.	N/A
Capital Works	Within 3%	Completion of capital program in accordance with adopted timeframe and budget.	Actual expenditure divided by budget

Non-Financial Performance

Water

CSS Reference	Performance Indicator	Potable Water Supply Schemes	
		Rockhampton and Gracemere	Mount Morgan
Day to Day Continuity			
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	12%	12%
	2 interruptions per year	2%	2%
	3 interruptions per year	1%	1%
	4 interruptions per year	0.50%	0.50%
	5 or more interruptions per year	0.25%	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	3 hours	3 hours
CSS7	Response time:		
	Priority 1 – 1 hour response	95%	95%
	Priority 2 – 2 hours response		
	Priority 3 – 24 hours response		
	Restoration time:		
	Priority 1 – 5 hours restoration	95%	95%
	Priority 2 – 24 hours restoration		
	Priority 3 – 5 days restoration		

CSS Reference	Performance Indicator	Potable Water Supply Schemes	
		Rockhampton and Gracemere	Mount Morgan
Adequacy and Quality of Normal Supply of Water Supply			
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
CSS13	Drinking water quality incidents (number per 1,000 connections)	<5	<5
Long Term Continuity of Water Services			
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

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.

Sewerage

CSS Reference	Performance Indicator	Sewerage Schemes	
		Rockhampton and Gracemere	Mount Morgan
Effective Transportation of Sewage			
CSS17	Sewage overflows – total (number per 100km 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
CSS20	Response time:		
	Priority 1 – 1 hour response	>95%	>95%
	Priority 2 – 2 hours response		
	Priority 3 – 24 hours response		
	Restoration time:		
	Priority 1 – 5 hours restoration	>95%	>95%
	Priority 2 – 24 hours restoration		
	Priority 3 – 5 days restoration		

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

Customer Service Standards

Performance Indicator	2021-22 Target
Installation of new water connections (within the water service area)	15 working days
Installation of sewerage connections (within the seweraged area)	15 working days
Complaints (excluding maintenance of water and sewerage services) – advise outcome	20 working days



COMMUNITY SERVICE OBLIGATIONS

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

The following community service obligations have been identified for the 2021-22 financial year and are funded by Council:

Community Service Obligation	Estimated Cost	Objective
Water		
Sporting Bodies Water Access and Consumption	\$54,043	Council upon review of applications, at times, grants remissions for water charges. These amounts are then claimed as a community service obligation by FRW. Refer to Council's Rates Concession Policy.
Undetected Leak Rebates	\$110,000	A resolution dated 23 May 2017 states that the implementation of the Undetected Leak Rebate Policy for both residential and non-residential customers be identified as a community service obligation to the amount of \$110,000 per annum.
Water Total	\$164,043	
Sewerage		
Combined Line Charges (expenses)	\$60,291	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)	\$107,600	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 replacing these combined lines also constitutes a community service obligation and the full cost incurred is claimed.
Raising Access Chambers	\$107,600	A resolution dated 29 May 2000 states that FRW carries out the raising of sewerage manholes and claims this as a community service obligation.

Community Service Obligation	Estimated Cost	Objective
Sporting Bodies Sewerage Access	\$121,366	Council upon review of applications, at times, grants remissions for water charges. These amounts are then claimed as a community service obligation by FRW. Refer to Council's Rates Concession Policy.
Sewerage Total	\$396,857	
TOTAL	\$560,900	

FINANCIAL POLICIES

Capital Structure

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

Borrowings

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

Depreciation

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

Working Capital

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

Dividends

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



Treatment of Surpluses/Losses

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

Taxation

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

Contributed Assets

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

Grants and Subsidies

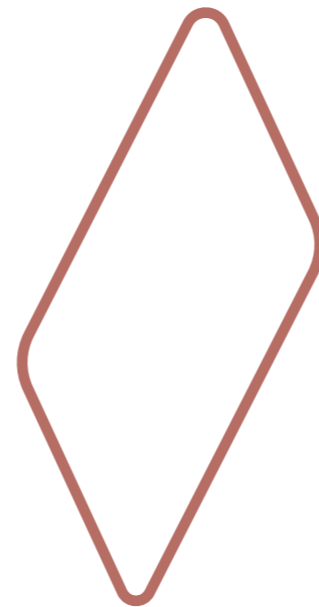
FRW, in conjunction with Council, will provide priority projects to optimise use of available grants and subsidies.

Pricing

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

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

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



PROPOSED MAJOR INVESTMENTS

FRW's proposed major investments for 2021-22 financial year are outlined below:

Water Investment	Cost \$
Barrage	\$0.7M
Water Treatment Plants	\$10.1M
Water Pump Stations	\$1.7M
Water Reservoirs	\$0.9M
Water Mains	\$3.8M
Water Meters	\$1.3M
Water Security (Mount Morgan)	\$1.0M
Solar Initiative	\$2.0M
Other	\$0.1M
TOTAL	\$21.6M

Sewerage Investment	Cost \$
Sewage Treatment Plants	\$23.5M
Sewerage Pump Stations	\$1.3M
Sewerage Mains	\$2.4M
TOTAL	\$27.2M

CUSTOMER SERVICE

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

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



FRW undertakes quarterly reporting to Council on performance against the adopted Customer Service Standards and aims to achieve the Non-Financial Performance indicators in the 2021-22 Performance Plan.

Access to the Customer Service Standard: <https://www.rockhamptonregion.qld.gov.au/CouncilServices/Fitzroy-River-Water>

Access to the Service Area Maps: <https://www.rockhamptonregion.qld.gov.au/CouncilServices/Fitzroy-River-Water>

DELEGATED AUTHORITIES

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

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

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

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

REPORTING FRAMEWORK

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

Corporate Requirements

Reporting Requirement
Annual Operations Report
Asset Management Plan
Council Officer Reports

Reporting Requirement

Operational Plan metric inputs
Quarterly Performance Report

Regulatory Requirements

Reporting Requirement

Resource Operations Licence Quarterly/Annual Report
Emergency Action Plan
Drinking Water Quality Management Plan Annual Report
Statewide Water Information Management Reporting
National Performance Report
Bureau of Meteorology Reports

The *Local Government Regulation 2012* (section 175(4)) allows a performance plan to be amended at any time before the end of the financial year for which it is prepared.

SERVICE DELIVERY STATEMENT

Overview

Within the Fitzroy River Water portfolio there are four main service areas:

Drinking Water Supply Schemes/Bulk Water Services (>100,000 total population):

- ▶ Rockhampton Water Supply Scheme – supplies to the Rockhampton and Gracemere localities
- ▶ Mount Morgan Water Supply Scheme – supplies to the Mount Morgan and Baree localities
- ▶ Bulk Water Supply to Livingstone Shire Council – supplies drinking water to The Caves, Nerimbera and Capricorn Coast localities within the Livingstone Shire Council area

Raw/Untreated Water Supply Schemes (>100 customers):

- ▶ Fitzroy Barrage Water Supply Scheme – supplies medium priority supplemented water to allocation holders located within the vicinity of the Fitzroy River Barrage pondage
- ▶ Fletcher Creek Water Supply Scheme – supplies medium priority supplemented water to a customer located near Fletcher Creek south of Mount Morgan

Sewerage Schemes (>80,000 total population):

- ▶ North Rockhampton Sewerage Scheme – servicing suburban North Rockhampton and Parkhurst
- ▶ South Rockhampton Sewerage Scheme – servicing suburban South Rockhampton and West Rockhampton and the Central Business District

- ▶ Gracemere Sewerage Scheme – servicing the Gracemere community
- ▶ Mount Morgan Sewerage Scheme – servicing the Mount Morgan township

Recycled Water Schemes (>10 customers):

- ▶ North Rockhampton Recycled Water Scheme
- ▶ South Rockhampton Recycled Water Scheme
- ▶ Gracemere Recycled Water Scheme
- ▶ Mount Morgan Recycled Water Scheme

Staff Resources

Tenure	Total FTEs
Fulltime	107
Casual	1



OVERVIEW

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

This plan underpins RRWR's performance objectives over the 2021-22 financial year in accordance with the *Local Government Regulation 2012* and commercialisation principles under the provisions of the *Local Government Act 2009*.

OBJECTIVES

RRWR will deliver all services relating to waste management and collection on behalf of Council in accordance with the parameters outlined within this performance plan and those identified within Council's 2021-2022 Operational Plan.

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

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

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

- ▶ Provide high-quality, safe, reliable and cost-effective waste services;
- ▶ Operate in a safe, 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;
- ▶ Provide efficient and effective collection services;
- ▶ Meet performance targets;
- ▶ Optimise costs and business processes;
- ▶ Protect the environment, encourage waste conservation and waste re-use; and
- ▶ Undertake other commercial activities on a cost recovery basis with an appropriate rate of return.

ROCKHAMPTON REGIONAL WASTE AND RECYCLING 2021-2022 PERFORMANCE PLAN

VALUES

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

Vision

To live in a community without waste.

Mission

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

Values Statement

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

NATURE AND SCOPE OF ACTIVITIES

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

Number of services – General Waste (as at 1 January 2021)	37,907
Number of services – Recycling (as at 1 January 2021)	34,740
Total Waste to Landfill – including kerbside waste collection but not including cover material (tonnes) (as at 30 June 2020)	52,848t
Kerbside Waste Collection (tonnes) (as at 30 June 2020)	22,064t
Kerbside Recycling Collection (tonnes) (as at 30 June 2020)	4,580t
Landfills	1
Transfer Stations – Staffed	7



FINANCIAL AND NON-FINANCIAL PERFORMANCE TARGETS

Financial Performance

Performance Measure	2021-22 Target	Explanation	Calculation
Operating surplus ratio	20.6%	An indicator of the extent to which revenue raised covers operational expenses only or are available for capital funding purposes or other purposes.	Net result (excluding capital items) divided by total operating revenue (excluding capital items)
Interest coverage ratio	20.7 times	An indicator of the extent to which an entity can pay their interest expense on outstanding debt.	Earnings before interest, tax, depreciation and amortisation divided by interest expense
Asset sustainability ratio	Greater than 90%	An indicator of the extent to which the infrastructure assets are being replaced as they reach the end of their useful lives. The Department of Infrastructure, Local Government and Planning target is greater than 90% per annum (on average over the long-term).	Capital expenditure on the replacement of assets (renewals) divided by depreciation expense
Competitive neutrality ratio (% of gross revenue)	4.5%	An indicator of the extent to which operating revenues are committed to competitive neutrality adjustments such as tax equivalents and return to Council.	Competitive neutrality adjustments divided by operating revenue
Depreciation ratio	6.7%	An indicator of the extent to which operating revenues are committed to funding depreciation.	Depreciation and amortisation expenditure divided by operating revenue
Return on assets	19.3%	An indicator of how profitable a business is relative to its total assets. Return on assets tells you what earnings were generated from invested capital (assets).	Net profit after tax divided by Written Down Value of assets (excluding contributed or rehabilitation assets)
RRC Operational Plan	By year end	Initiatives successfully completed.	N/A

COMMUNITY SERVICE OBLIGATIONS

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

The following community service obligations have been identified for the 2021-22 financial year and are funded by Council:

Community Service Obligation	Estimated Cost	Objective
Old Landfills Maintenance Works	\$124,000	To offset the costs associated with monitoring and maintaining many old closed landfill sites.
Regulated Waste Disposal	\$138,000	Regulated waste must all be disposed of in adherence to environmental laws and regulations and the method of disposal is quite expensive. To ensure disposal costs charged to the community is at an affordable rate, which in turn will prevent illegal dumping and more costs due to environmental damage.
Charity Waste Policy	\$51,000	To offset foregone fees due to the granting of remissions for registered charities.
Green Waste	\$165,000	Council has introduced fees and charges for the disposal of green waste which is expected to off-set the cost of managing green waste by the amount of \$500,000. The CSO amount has been reduced by the same amount.
Waste Education	\$55,000	To assist with the provision of education to the community in relation to the whole range of waste issues, in particular to develop community wide support for Council's strategic agenda of achieving zero waste by 2050, and to fostering desired behaviours in relation to recycling, waste generation, litter and illegal dumping.
Assisted Service	\$263,000	To offset the additional costs of providing Assisted Services for waste and recycling collections, being those services whereby operators are required to access the resident's property to collect and return bins.
TOTAL	\$796,000	

Performance Measure	2021-22 Target	Explanation	Calculation
Operating Budget	Advise quarterly or when variances arise	Conduct all activities in accordance with required timelines and budget.	N/A
Annual Revenue	Advise quarterly or when variances arise	Timely reporting of any significant variations to budget revenue and collection timing.	N/A
Capital Works	Within 3%	Completion of capital program in accordance with adopted timeframe and budget.	Actual expenditure divided by budget



Non-Financial Performance

Performance Measure	2021-22 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 five working days upon application by the owner	95%
Provision of assisted services within ten working days from application by the resident/s	98%
Repair or replacement of stolen, removed, damaged, vandalised mobile bins within five working days from notification	95%

FINANCIAL POLICIES

Capital Structure

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

Borrowings

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

Depreciation

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

Working Capital

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

Dividends

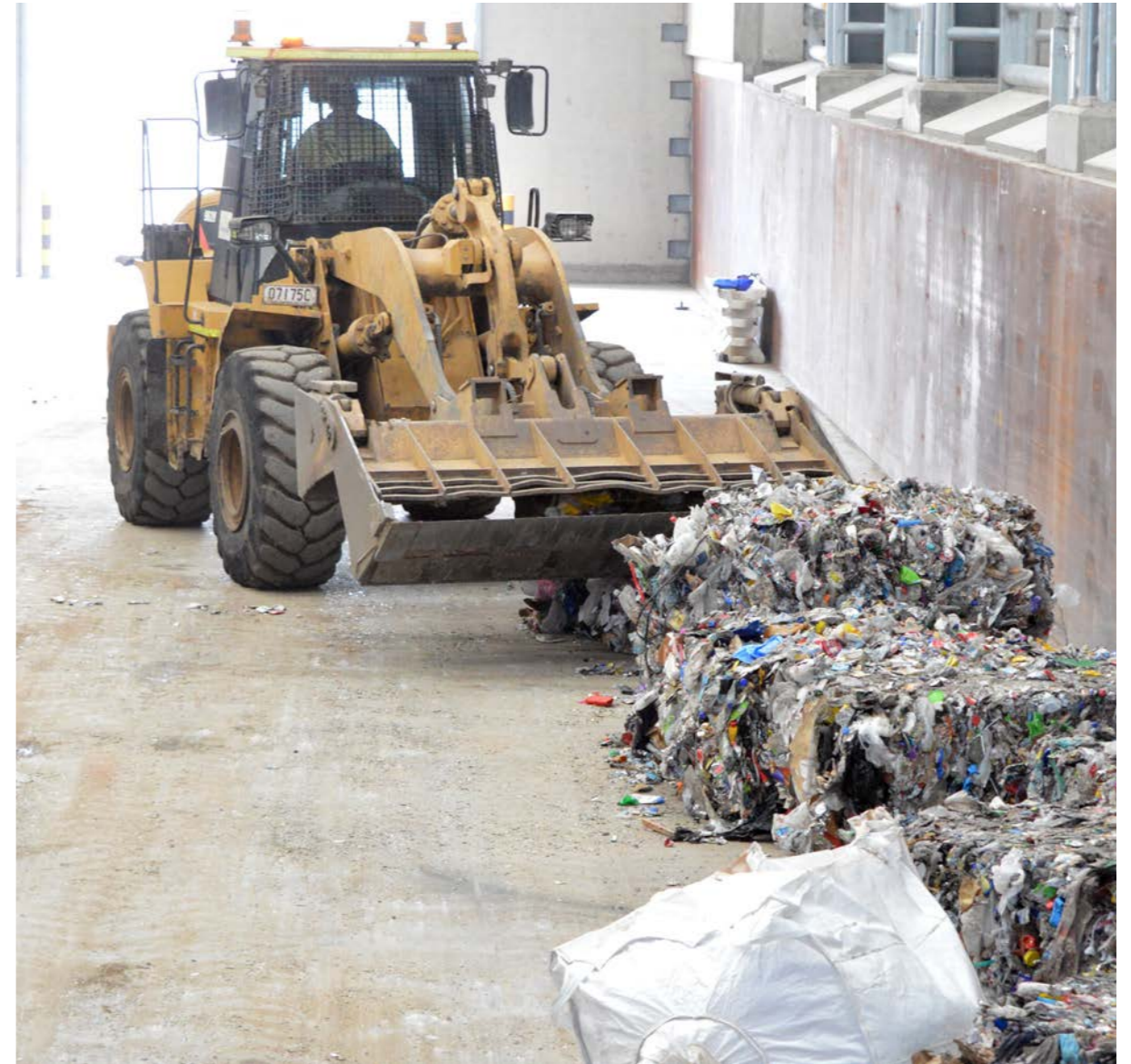
Annual dividends returned to Council are determined as part of the budget process. A ten year forecast reviews the level of future capital expenditure and affordability prior to setting dividends.

Treatment of Surpluses/Losses

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

Taxation

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



Grants and Subsidies

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

Pricing

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

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

Landfill gate fees are set per tonne or transaction.

Waste Transfer Station gate fees are set per transaction.

PROPOSED MAJOR INVESTMENTS

RRWR's proposed major investments for 2021-22 financial year are outlined below:

Project	Cost \$
Gracemere Waste Transfer Station – Design and Construct	\$1.1M
Capping and Closure Gracemere Landfill	\$1.1M
Lakes Creek Road Landfill – Life Extension	\$2.6M
Other projects	\$0.8M
TOTAL	\$5.6M

CUSTOMER SERVICE

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

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

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

RRWR undertakes quarterly reporting to Council on performance against the adopted Customer Service Standards and aims to achieve the Non-Financial Performance indicators in the 2021-22 Performance Plan.

DELEGATED AUTHORITIES

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

- ▶ Providing RRWR with management autonomy to operate to achieve outcomes set by Council, within the context of the management framework of Council, in line with legislation, and in accordance with the adopted performance plan;
- ▶ Providing funding as agreed in budget;

- ▶ Not unnecessarily withholding approvals; and
- ▶ Not to expect non-commercial effort unless identified as a customer service obligation and appropriate funding provided.

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

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

REPORTING FRAMEWORK

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

Corporate Requirements

Reporting Requirement
Annual Operations Report
Asset Management Plan
Council Officer Reports
Operational Plan metric inputs
Quarterly Performance Report
Regional Collaboration (CQROC and LAWMAC) Quarterly Report to Council
Waste Strategy Implementation

Regulatory Requirements

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

The *Local Government Regulation 2012* (section 175(4)) allows a performance plan to be amended at any time before the end of the financial year for which it is prepared.



SERVICE DELIVERY STATEMENT

Overview

Within the Waste and Recycling portfolio there are three main service areas:

Waste and Recycling Collections:

- ▶ RRWR General Waste Kerbside Collections
- ▶ Contracted Recycling Kerbside Collection
- ▶ Procured Materials Recycling Facility
- ▶ Public Open Space and Events Collection Services

Waste and Recycling Facilities:

- ▶ Development of Engineered Landfill – Lakes Creek Road
- ▶ Direct management of one Engineered Landfill for domestic and commercial waste disposal
- ▶ Provision of recycling services, including: paper and cardboard, commingled recyclables, oils, batteries, scrap metals, white goods, mattresses, paints and e-waste
- ▶ Contract management of seven staffed regional waste transfer stations
- ▶ Management of historical and closed landfill sites

Waste and Recycling Management, Strategy and Education:

- ▶ Strategic management, including waste and recycling infrastructure development
- ▶ Development and management of Council's Waste Strategy in line with National, State and Local objectives
- ▶ Community engagement and education relating to waste and recycling

Additionally, RRWR enjoy collaborative partnerships with other departments delivering key services and projects with a One Team approach:

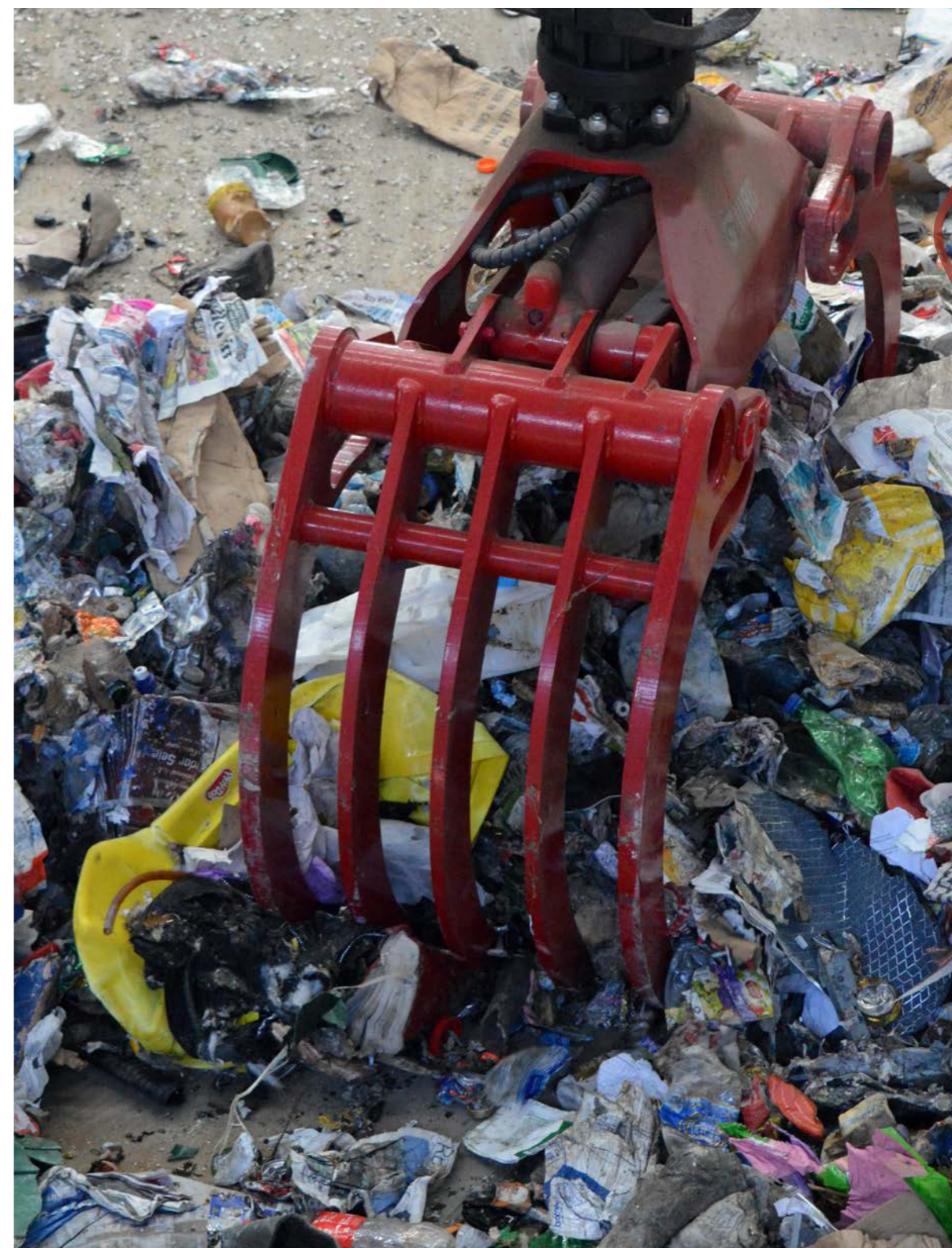
- ▶ Advance Rockhampton, Events: waste reduction education and waste management services.
- ▶ Community Services, Parks and Community Assets and Facilities: waste and recycling collection services.
- ▶ Regional Services, Civil Operations: operation of a construction and demolition recycling facility at Dale Park, Lakes Creek Road.

Staff Resources

Tenure	Total FTEs
Fulltime	37

Other Resources

RRWR utilises 11 waste collection vehicles, one landfill compactor, one front end loader (waste handler), one excavator and other smaller plant (for example, mowers, litter vacuum, pumps, generators). Due to the breadth and nature of RRWR's activities, there is an element of work that is undertaken by local contractors particularly during construction periods at the landfill or regional waste transfer stations and for areas which require specialised work.





ROCKHAMPTON AIRPORT 2021-2022 PERFORMANCE PLAN

OVERVIEW

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

This plan underpins Rockhampton Airport's performance objectives over the 2021-22 financial year in accordance with the *Local Government Regulation 2012* and commercialisation principles under the provisions of the *Local Government Act 2009*.

Rockhampton Airport, along with the whole airline industry, has been significantly impacted by the effects of the COVID-19 pandemic. Underpinning this plan is a premise of that passenger numbers for the year will be at 85.0% of the 2018-19 year. The 2021-22 year will be a year that will be rebuilding volume back into the flight schedules that support the needs of local travellers and minimising losses. Airport management will also continue to build on its strong relationships with the airlines for future years. Other opportunities around the resource sectors and east-west route development and others will also be pursued.

OBJECTIVES

Rockhampton Airport will deliver aeronautical and non-aeronautical services on behalf of Council in accordance with the parameters outlined within this performance plan and those identified within Council's 2021-22 Operational Plan.

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

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

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

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

VALUES

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

Vision

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

Mission

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

NATURE AND SCOPE OF ACTIVITIES

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

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

FINANCIAL AND NON-FINANCIAL PERFORMANCE TARGETS

Financial Performance

Performance Measure	2021-22 Target	Explanation	Calculation
Operating surplus ratio	14.3%	An indicator of the extent to which revenue raised covers operational expenses only or are available for capital funding purposes or other purposes.	Net result (excluding capital items) divided by total operating revenue (excluding capital items)

Performance Measure	2021-22 Target	Explanation	Calculation
Interest coverage ratio	17.6 times	An indicator of the extent to which an entity can pay their interest expense on outstanding debt.	Earnings before interest, tax, depreciation and amortisation divided by interest expense
Asset sustainability ratio	Greater than 90%	An indicator of the extent to which the infrastructure assets are being replaced as they reach the end of their useful lives. The Department of Infrastructure, Local Government and Planning target is greater than 90% per annum (on average over the long-term).	Capital expenditure on the replacement of assets (renewals) divided by depreciation expense
Competitive neutrality ratio (% of gross revenue)	12.4%	An indicator of the extent to which operating revenues are committed to competitive neutrality adjustments such as tax equivalents and return to Council.	Competitive neutrality adjustments divided by operating revenue
Depreciation ratio	23.2%	An indicator of the extent to which operating revenues are committed to funding depreciation.	Depreciation and amortisation expenditure divided by operating revenue
Return on assets	1.8%	An indicator of how profitable a business is relative to its total assets. Return on assets tells you what earnings were generated from invested capital (assets).	Net profit after tax divided by Written Down Value of assets (excluding contributed or rehabilitation assets)
RRC Operational Plan	By year end	Initiatives successfully completed.	N/A
Operating Budget	Advise quarterly or when variances arise	Conduct all activities in accordance with required timelines and budget.	N/A
Annual Revenue	Advise quarterly or when variances arise	Timely reporting of any significant variations to budget revenue and collection timing.	N/A
Capital Works	Within 3%	Completion of capital program in accordance with adopted timeframe and budget.	Actual expenditure divided by budget

Non-Financial Performance

Performance Indicator	2021-22 Target
Passenger Numbers	450,000
Bird Strikes	≤10 per quarter
Lost Time Days – workplace injuries	0
Reported Public Injuries on Airport Precinct	0
Hazard inspections completed on time	100%
Rectification Action completed	100%
Customer Requests Actioned within set timeframes	100%
Third party reporting in Civil Aviation Safety Authority and Australasian Mail Services to be completed within the required timeframes	100%
New non-aero business opportunities reported to Council quarterly	Yes
Progress on new routes reported to Council quarterly	Yes

COMMUNITY SERVICE OBLIGATIONS

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

The following community service obligations have been identified for the 2021-22 financial year and are funded by Council:

Community Service Obligation	Estimated Cost	Objective
Royal Flying Doctors Service and Capricorn Rescue Helicopter Service	\$241,235	Donation of annual landing fees and lease costs in the form of waiving associated costs.
Patient car parking waiver	\$76,867	To waive car parking fees for eligible customers under the Patient Travelling Subsidy Scheme.
TOTAL	\$318,102	

FINANCIAL POLICIES

Capital Structure

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

Borrowings

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

Depreciation

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

Working Capital

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

Dividends

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



Treatment of Surpluses/Losses

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

Taxation

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

Grants and Subsidies

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

Pricing

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

Passenger service charges are negotiated with Airlines.

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



PROPOSED MAJOR INVESTMENTS

The Rockhampton Airport's proposed major investments for 2021-22 financial year are outlined below:

Aeronautical Investment	Cost \$
General Aviation Apron Rejuvenation	\$0.5M
Perimeter Road Extension	\$0.3M
Cross Runway	\$1.0M
Aviation Maintenance Facility	\$26.0M
Other	\$0.4M
TOTAL	\$28.2M

Non-Aeronautical Investment	Cost \$
Paid Car Parking Equipment	\$0.7M
Other	\$0.5M
TOTAL	\$1.2M

CUSTOMER SERVICE

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

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

Rockhampton Airport undertakes quarterly reporting to Council on performance against the adopted Customer Service Standards and aims to achieve the Non-Financial Performance indicators in the 2021-22 Performance Plan.

Access to the Customer Service Standard: <https://www.rockhamptonairport.com.au/Home>



DELEGATED AUTHORITIES

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

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

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

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



REPORTING FRAMEWORK

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

Corporate Requirements

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

Regulatory Requirements

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

The *Local Government Regulation 2012* (section 175(4)) allows a performance plan to be amended at any time before the end of the financial year for which it is prepared.

SERVICE DELIVERY STATEMENT

Overview

Within the Rockhampton Airport portfolio there are two main service areas:

Aeronautical Services:

- ▶ Domestic and international airlines averaging 560,000 passengers per annum pre Covid
- ▶ Australian Defence Force military operations – Exercise Wallaby and Talisman Sabre
- ▶ Domestic charter services
- ▶ General aviation services – Royal Flying Doctors, Capricorn Helicopter Rescue, Rockhampton Aero Club, Peace Aviation and others

Non-Aeronautical Services:

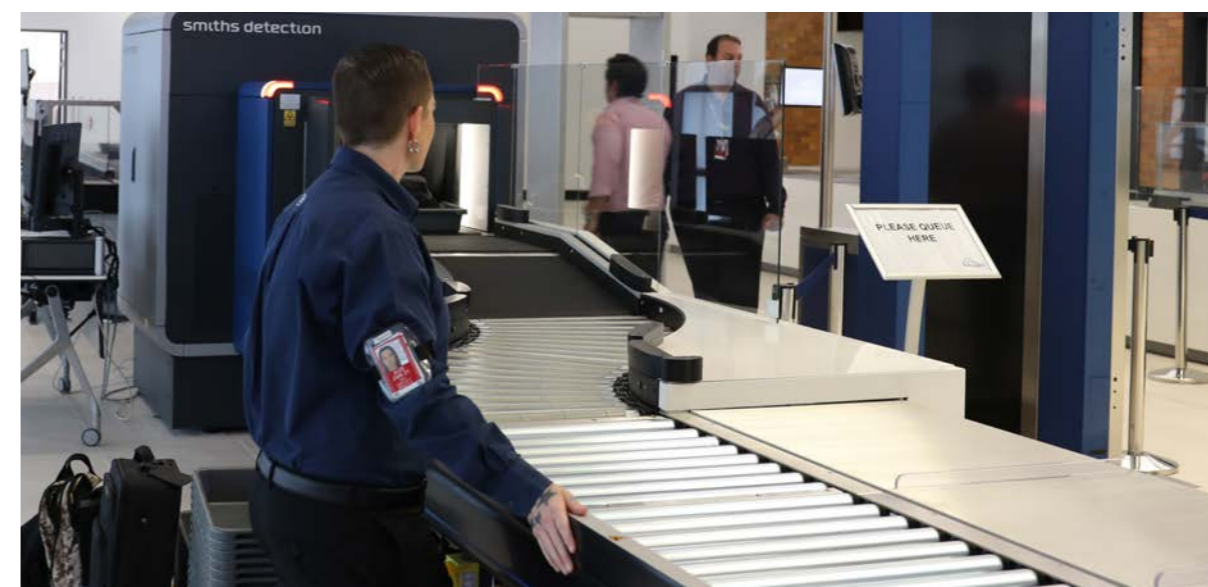
- ▶ Four car park areas – drop off and pick up, short term, premium and long term, covered
- ▶ Terminal building operations and maintenance able to accommodate 1.2M passengers throughout per annum and three retail outlets
- ▶ Eight rental car agencies

Additionally, Rockhampton Airport enjoy collaborative partnerships with other departments delivering key services and projects with a One Team approach:

- ▶ Regional Services, Project Delivery: delivery of large capital projects such as runway and apron pavement renewals.

Staff Resources

Tenure	Total FTEs
Fulltime	25





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11 NOTICES OF MOTION

Nil

12 QUESTIONS ON NOTICE

Nil

13 URGENT BUSINESS/QUESTIONS

Urgent Business is a provision in the Agenda for members to raise questions or matters of a genuinely urgent or emergent nature, that are not a change to Council Policy and can not be delayed until the next scheduled Council or Committee Meeting.

14 CLOSURE OF MEETING