ORDINARY MEETING

AGENDA

12 SEPTEMBER 2023

Your attendance is required at an Ordinary meeting of Council to be held in the Council Chambers, 232 Bolsover Street, Rockhampton on 12 September 2023 commencing at 9:00am for transaction of the enclosed business.

CHIEF EXECUTIVE OFFICER
7 September 2023

Next Meeting Date: 26.09.23

Please note:

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

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1 OPENING

1.1 Acknowledgement of Country

1.2 Opening Prayer delivered by Reverend David Alley from Peace Christian Church.

2 PRESENT

Members Present:

The Mayor, Councillor A P Williams (Chairperson)
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

4 CONFIRMATION OF MINUTES

Minutes of the Ordinary Meeting held 22 August 2023

5 DECLARATIONS OF INTEREST IN MATTERS ON THE AGENDA

6 BUSINESS OUTSTANDING

Nil

7 PUBLIC FORUMS/DEPUTATIONS

Nil

8 PRESENTATION OF PETITIONS

Nil

9 COMMITTEE REPORTS

Nil

10 COUNCILLOR/DELEGATE REPORTS

10.1 LEAVE OF ABSENCE - MAYOR TONY WILLIAMS: TUESDAY 19 SEPTEMBER AND TUESDAY 26 SEPTEMBER 2023

File No:	**10072**
Attachments:	**Nil**
Authorising Officer:	**Justin Kann - Manager Office of the Mayor** **Evan Pardon - Chief Executive Officer**
Author:	**Nicole Semfel - Acting Senior Executive Assistant to the Mayor**

SUMMARY

Mayor Tony Williams requesting leave of absence for Tuesday 19 September and Tuesday 26 September 2023.

OFFICER'S RECOMMENDATION

THAT leave of absence be granted for Mayor Tony Williams for Tuesday 19 September and Tuesday 26 September 2023.

BACKGROUND

Mayor Tony Williams has advised the Chief Executive Officer that he wishes to take leave of absence for Tuesday 19 September and Tuesday 26 September 2023.

11 OFFICERS' REPORTS

11.1 RISK REGISTERS - QUARTERLY UPDATE AS AT 21 JULY 2023

File No:	**8780**
Attachments:	**1. Corporate Risk Register Update as at 21 July 2023⇩** **2. Operational Risk Register Update as at 21 July 2023⇩**
Authorising Officer:	**John Wallace - Chief Audit Executive** **Ross Cheesman - Deputy Chief Executive Officer**
Author:	**Kisane Ramm - Senior Risk and Assurance Advisor**

SUMMARY

Submission of the quarterly risk register updates, as at 21 July 2023, for adoption by Council.

OFFICER'S RECOMMENDATION

THAT Council adopts the quarterly risk register updates as at 21 July 2023, as attached to the report.

LEGISLATIVE CONTEXT

The *Local Government Regulation 2012, Chapter 5, s164,* requires *(1) a local government must keep a written record stating (a) the risks the local government's operations are exposed to…; and (b) the control measures adopted to manage the risks.*

CORPORATE/OPERATIONAL PLAN

The Corporate/Operational Plans document Council's objectives and how they are to be achieved for the period in which the Plan covers.

The 2023-2024 Operational Plan states that Councils commitment to risk management is outlined in the Enterprise Risk Management Framework, and Policy, which is achieved through the implementation of the Enterprise Risk Management Process Procedure.

The purpose for doing risk management is to assist in decision making and improve the chances of an objective being realised. This requires identification, treatment and monitoring of the risks to the organisation, to ensure the stated objectives are met. Therefore, there is a strong link between the Corporate/Operational Plans and the enterprise risk management process. It is not about whether, overall, Council is risk averse or wishes to take risks. It is about considering all the available information at that time and making a well-informed decision to achieve the best outcome.

COMMENTARY

Over the years there has been a growing expectation that Councils do more in the risk management space to effectively manage their risks. Queensland Audit Office has found common risk management issues throughout Councils and recommended to Parliament that Councils should have: comprehensive risk registers that identify risk; and appropriate risk mitigation strategies.

Council's Enterprise Risk Management Framework requires management to review and update the Corporate, and Operational Risk Registers. It also provides guidance on how these registers are reported to Council.

The following table highlights some of the changes made by the risk owners in this period's update, excluding any minor changes (eg: employee's titles, minor wording/correction, etc).

RISK NUMBER	CHANGE	RISK OWNER
Corporate Risk Register		
6	Two additional existing controls added; One Future Risk Control added to be completed by 31/12/25	Deputy CEO
Operational Risk Register		
102	Additional existing control added and another expanded.	Manager Workforce and Governance
214	Two additional existing controls identified.	Manager Corporate and Technology Services
218	Additional existing control added, along with an additional future risk control to be completed by 31/12/25, changing it from Accept Risk to Treat.	Manager Corporate and Technology Services
219	Existing control # 7 updated.	Manager Corporate and Technology Services
221	Existing control # 7 updated and an additional existing control added.	Manager Corporate and Technology Services
222	Existing control # 4 updated and an additional existing control added.	Manager Corporate and Technology Services
227	Existing control # 4 updated.	Manager Corporate and Technology Services
229	Three existing controls amended (#s 4, 6, 7)	Manager Corporate and Technology Services
238	Management advised the stated future risk control was now 100% completed and will change from Treat to Accept next reporting period.	Manager Workforce and Governance
241	Existing control (2,3) wording amended	Manager Workforce and Governance
242	Management advised the stated future risk control was now 100% completed and will change from Treat to Accept next reporting period.	Manager Workforce and Governance
312	Changed from Accept to Treat with a future risk control added that has been 10% completed, with an expected completion date of 30/6/25	Manager Infrastructure Planning
315	Future risk control completion date changed from 30/6/23 to 30/6/24	Manager Infrastructure Planning
322	Two additional future risk controls added that have been allocated as 10% completed.	Manager Water and Waste Water
323	Additional future risk control added with 10% completion identified.	Manager Water and Waste Water
324	Existing future risk treatment scope of works expanded completion date extended from 30/9/22 to 31/12/24 and is 60% completed.	Manager Water and Waste Water
329	Additional future risk control added. Overall future risk controls have progressed from 60% to 80% with the completion date being extended from 30/6/23 to	Manager Water and Waste Water

	30/6/24.	
403	The future risk control is no longer considered a viable option. This risk will change from Treat to Accept until an alternative action can be identified.	Manager Communities and Culture
429	Three future risk controls – two completed and one is no longer being proceeded with. This risk will change from Treat to Accept next period.	Manager Planning and Regulatory Services
439	It was identified that this risk should now sit with another Risk Owner.	Manager Parks proposed now Manager Infrastructure Planning
P388	Future risk controls 1-4 now completed making completion at 80% with one last control remaining.	Manager Project Delivery
P342	Additional existing control added.	Manager Project Delivery
P344	Future risk control has been identified as 100% complete. Will change from Treat to Accept next reporting period.	Manager Project Delivery
P391	Future risk control is now 20% completed.	Manager Project Delivery
P392	It was identified that this risk should now sit with another Risk Owner	Manager Project Deliver proposed now Manager Infrastructure Planning

The following table provides an analysis of the risks undergoing treatment, in terms of elapsed time, from the originally nominated completion date. Note: Council's process allows for the date to be extended. While these are the oldest dates listed, they may no longer be the current nominated completion dates.

OP RISK REG **154 Total**		**CORP RISK REG** **13 Total**
37	**NUMBER OF RISKS being treated**	**1**
103	**LONGEST ELAPSED TIME (in months) for those being treated**	**0**
24.97	**AVERAGE ELAPSED TIME (in months) for those being treated**	**0**
31/12/2014	**OLDEST DATE**	**31/12/2025**
117	**# of ACCEPT (ALARP)**	**12**

Note: the oldest date being treated is for Risk # 325 – Failure of Water Treatment Plant.

PREVIOUS DECISIONS

Nil.

BUDGET IMPLICATIONS

None specifically raised by the Risk Owners at this time.

LEGAL IMPLICATIONS

None specifically raised by the Risk Owners.

STAFFING IMPLICATIONS

None specifically raised by the Risk Owners.

RISK ASSESSMENT

The failure of an organisation to undertake risk management can lead to goals not being met, lawsuits, financial losses, reputational damage, failure to thrive, and lack of transparency, to name but a few examples. By establishing a reliable, controlled process for managing risks, decision making can be enhanced. If properly implemented it can connect risks across various levels in Council, increasing transparency and threat to opportunity conversion, and enabling significant cost savings.

CONCLUSION

The risk registers, having undergone review by the respective managers, are now presented for adoption by Council.

RISK REGISTERS - QUARTERLY UPDATE AS AT 21 JULY 2023

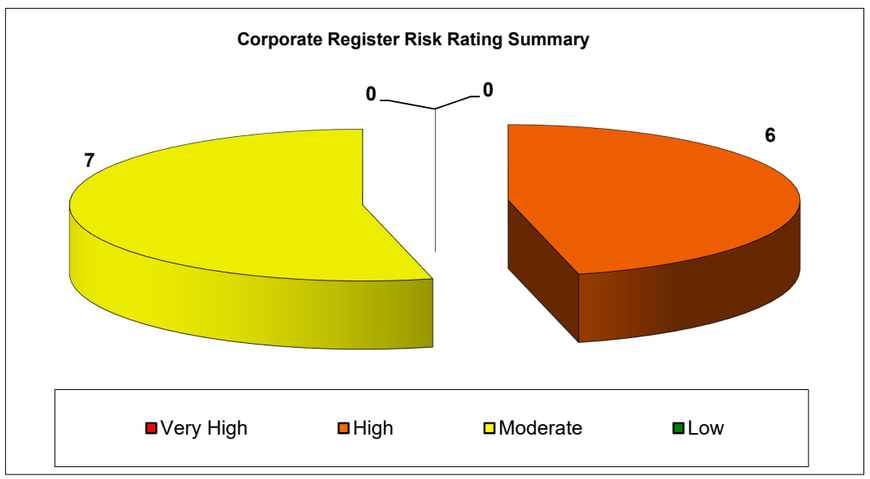
Corporate Risk Register Update as at 21 July 2023

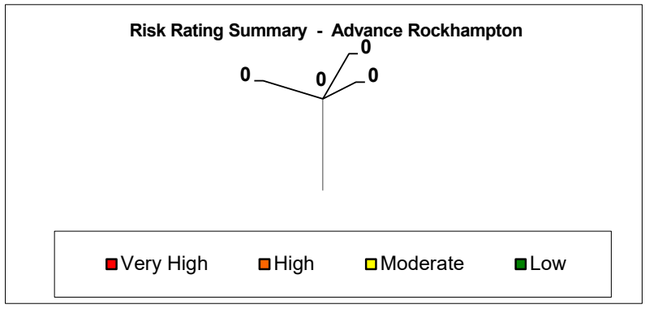
Meeting Date: 12 September 2023

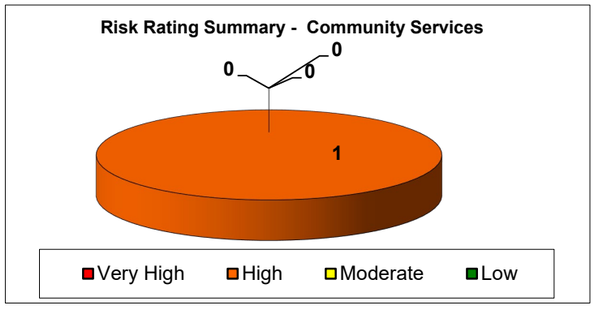
Attachment No: 1

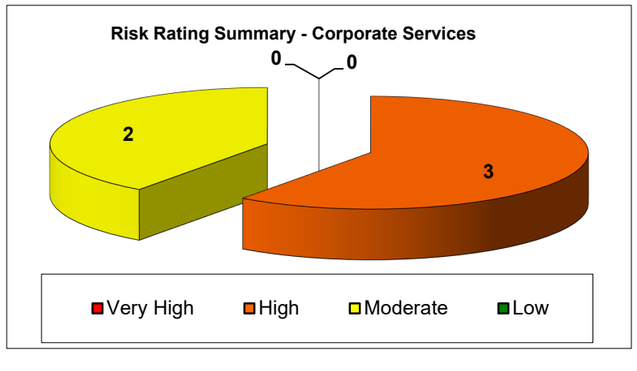
ERM RISK SUMMARY REPORT

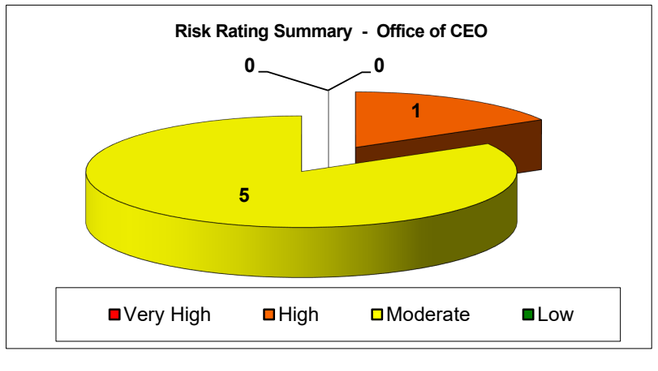
Corporate Current Risk Rating Profile as at 21/07/2023

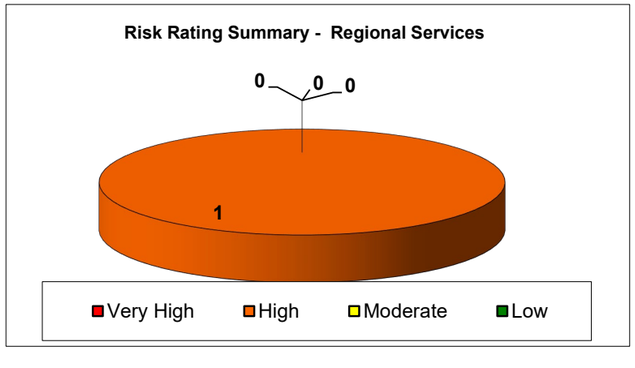












CORPORATE RISKS
Very High' and 'High' Current Risk Ratings as at 21/07/2023

Risk Category	Risk Identification No.	Link to Planning (Objective)	Risk/Failure (including consequence/s)	Current Risk Rating	Existing Controls Implemented By Risk Owner	Risk Evaluation	Risk Owner	Management's Comments
02. Business Process Management	1	1.1 We are fiscally responsible.	Council processes and services are provided without due recognition of economy, efficiency and effectiveness (value for money) exposing Council to increased costs, loss in reputation and ratepayer confidence and impacting service delivery.	**High 5**	(1) Established Asset Management plans. (2) Non-priced based selection criteria included in the tender / quote assessment process to assist in the value for money assessment. (3) Tender evaluation plans with weighted selection criteria assessment that does not rely on price as having the highest weighting. (4) Capital Projects evaluation process includes whole of life cycle cost considerations. (4) Fleet asset assessment utilises a whole of life cost model as part of the acquisition and operations process. (5) Long term financial forecasts based around asset management plans adopted.	Accept Risk (ALARP)	Deputy CEO	21/7/2023: No change for Corp & Tech controls
05. Employees	3	1.3 We are motivated to provide excellent service and have a strong organisational culture.	Failure to maintain a safe and healthy workplace and safe systems of work resulting in: preventable incidents, illness, injury or death; non-compliance with legislative requirements; legal action; reputational damage; reduced service levels; financial impacts and increased insurance premiums.	**High 4**	(1) A 3 year Health and Safety Strategy is annually endorsed by Leadership Team - yearly action plans cascade out of this strategy. Conduct regular reviews of WHS Management System. (2) CEO's commitment to safety is communicated to staff via the signed and dated "Workplace Health and Safety Policy Statement". Duty statements have been developed for all levels of workers. Organisational toolkits available on the hub. Safety leadership Training delivered to all workers. (3) Councils policy/procedures implemented and regularly reviewed to reflect staff/management requirements regarding WHS Act 2011/Regs. (4,5,10) Duty statements have been developed for all levels of workers. Safe work practices & procedures discussed at pre-start meetings & toolbox talks. Site visits taking place by WHSAs - includes reviews of SWMS used on site and providing instruction/guidance where needed/requested. (5) Senior Safety Advisors embedded within departments to provide direct coaching and mentoring to staff. (6) Risk assessments are captured in the Operational Safety Risk Registers which is regularly reviewed & discussed at safety committee meetings for effectiveness. (7) Incident reports and inspections are reported on and where approved investigations are completed to improve compliance. Timeframes are monitored for investigation completion rate. Implementation of the Rectification Action Plan (RAP) from audits. Riskware (software) now fully implemented and supports monitoring and reporting of hazards, incidents and rectification actions. (8) Legislation interpretation conducted in consultation with all WHS Team members. Where issues with interpretation arise external assistance is requested from competent persons (regulators). (9) Zero tolerance philosophy in regard to bullying and harassment in accordance with adopted and implemented Council policy and procedures. (10,5) Workplace Hazard Inspection program implemented and actions assigned in Riskware. (11) Corporate Rehabilitation Policy has been developed by LGW and is displayed on Notice Boards. Procedures developed by and adopted from LGW. Review and assess on a case by case basis to achieve improved injury management techniques.	Accept Risk (ALARP)	DCEO	21/7/2023: No change for Corp & Tech controls
04. Disasters; Business Continuity; & Disaster Recovery	8	1.1 We are fiscally responsible.	Identified Disaster Mitigation Strategies not actioned resulting in increased impact/effect of disaster events on the community and potential for increased costs to Council in recovery and restoration costs.	**High 5**	(2) Identified disaster mitigation strategies implemented where possible within disaster management budget. (2) Appropriate funding opportunities identified and sourced to implement identified disaster mitigation strategies. 19/2/16: (1) Disaster mitigation strategies reviewed and reported on annually. (2) Forward works program for disaster mitigation strategies developed and considered through Council's Capital Project budget evaluation by 1 July each year. (2) Funding is pursued under Natural Disaster Relief, or similar program, if and when State Government make the funding available.	Accept Risk (ALARP)	GM Regional Services	21/7/2023: No change
08. Fiscal Environment	9	1.1 We are fiscally responsible.	Council's financial operations fail to support and sustain Council's service provision, financial sustainability and the community's expectations resulting in revenue shortfalls, increased debt, reduced service levels, loss of reputation and community discontent.	**High 5**	(1) Council's Long Term Financial Forecast includes forecasts from asset management plans. (2) Long Term Financial Forecasts are reviewed annually. (3) Asset Management Plans reviewed regularly. (4) Finance staff are adequately qualified as per the respective Position Descriptions. (5) Council lobbies other levels of government for appropriate grants and subsidies. (5) Council financially operates in a surplus position. (6) Financial controls are monitored. Finance also works closely with Internal and External Audit in regards to internal controls. (7) Project Delivery procedure developed. (8) Regular credit reviews undertaken by Qld Treasury Corporation (23/10/20). (9) Monthly budget reviews (23/10/20).	Accept Risk (ALARP)	Deputy CEO	21/7/2023: No change

CORPORATE RISKS
Very High' and 'High' Current Risk Ratings as at 21/07/2023 (cont.)

Risk Category	Risk Identification No.	Link to Planning (Objective)	Risk/Failure (including consequence/s)	Current Risk Rating	Existing Controls Implemented By Risk Owner	Risk Evaluation	Risk Owner	Management's Comments
10. Legal, Regulatory & Compliance	10	1.3 We are motivated to provide excellent service and have a strong organisational culture.	Actions of Council, Councillors or employees that fail to meet the standards of behaviour outlined in the Local Government Act and other Legislation, Council's Code of Conduct and other associated policies or procedures resulting in damage to Council's reputation, complaints, investigations, financial losses and regulatory breaches against Council or individuals.	**High 4**	(1-4) Policy implemented. (3) Controls within Local Government Act and policy. (2-3) Training in obligations undertaken. 30/1/15: (4) Management's ongoing review/update of authorisations and delegations (including signing of correspondence) 2/10/15: (1) Fraud and Corruption risk assessment undertaken annually by managers. 19/2/16: (5) Complaints Management Process adopted by Council. (5) Industrial Relations and Investigations Unit investigate and monitor administrative action complaints. (2, 4, 3) Councillors and staff are regularly reminded of obligations under LGA and Council's Code of Conduct along with other relevant legislation and policies.	Accept Risk (ALARP)	CEO	21/7/2023: No change
06. Environmental	13	4.1 Our Regions is resilient and prepared to manage climate-related risks and opportunities.	Failure to appropriately prepare for, or respond to, local climate change impacts on Council's and the Community's interests resulting in: disruption to service delivery; damage to: infrastructure and assets; community; economy; environment; staff and council reputation.	**High 5**	1. Operational Plan 2. Sustainability Strategy 3. Waste Strategy 4. Increased budget for Tree Canopy 5. Fleet Vehicle Greenhouse Gas Emissions Reduction Policy 6. Planning Scheme 7. Disaster Management Plan 8. Energy Action Plan 9. Clean Growth Choices 10. Purchasing Policy 11. Bringing Back Nature Program 12. Queensland Climate Resilient Council's Program 13. Sustainability Unit established within Council who work with staff to identify local climate change risks and opportunities and embed response measure within Council's Operational Plan, associated strategies and normal operating activities. 14. Managers and key decision makers have ready access to climate change related information and resources. 15. Current legislative requirements are monitored. 16. Emerging national and state strategic frameworks are recognised, and best practice guidance is considered.	Accept Risk (ALARP)	GM Community Services	21/7/2023:

CORPORATE RISKS
Corporate Risks Requiring Further Treatment as at 21/07/2023

Risk Category	Risk Identification No.	Link to Planning (Objective)	Risk/Failure (including consequence/s)	Current Risk Rating	Future Risk Control(s)	Resources / Budget Needed	Performance / Constraints	% Complete	Completion Date	Risk Owner	Management's Comments
09. Knowledge & Information Technology Management	6	1.3 We are motivated to provide excellent service and have a strong organisational culture.	Council fails to develop, implement and maintain strategies for managing information and communications systems targeting operational management, knowledge transfer and performance improvements resulting in ineffective service delivery, negative impacts on corporate objectives, financial loss and reputational damage.	**Moderate 6**	(1-6) Digital Readiness Strategy actions being identified and will be implemented.			0%	31/12/2025	Deputy CEO	21/7/2023: Amend control (2): IT Strategic Plan implemented and reported on quarterly New Controls: (1-6) Cyber Security Incident Response Plan and Crisis Management Plan implemented. (1-6) Digital Readiness Strategy adopted by ISSG. New Future Control (change to Treat Risk): (1-6) Digital Readiness Strategy actions beng idnetified and implemented) "O" Manager Corporate and Technology Services, 0% completed, by 31/12/2025

RISK REGISTERS - QUARTERLY UPDATE AS AT 21 JULY 2023

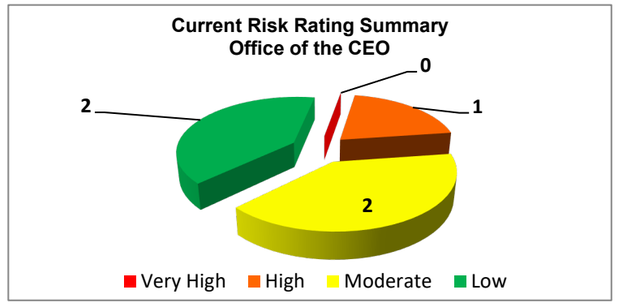
Operational Risk Register Update as at 21 July 2023

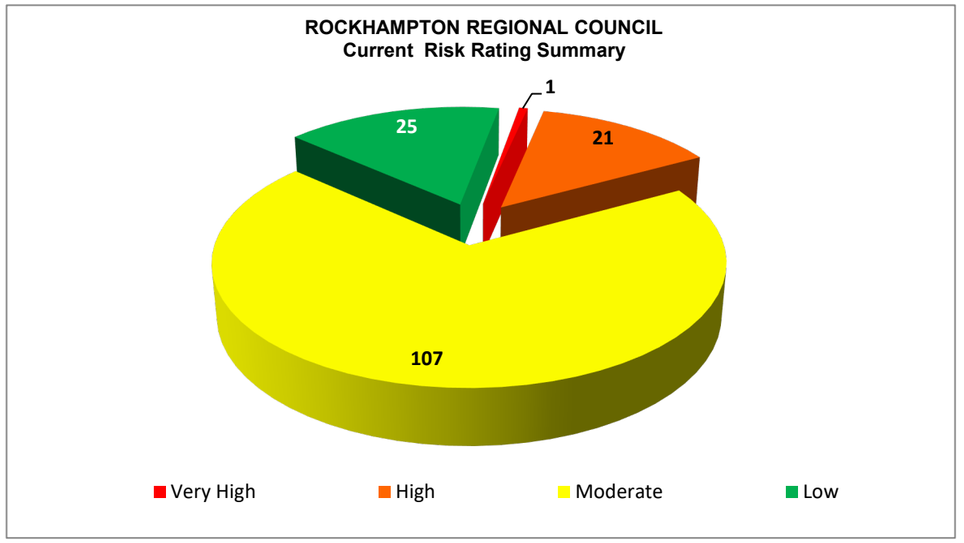
Meeting Date: 12 September 2023

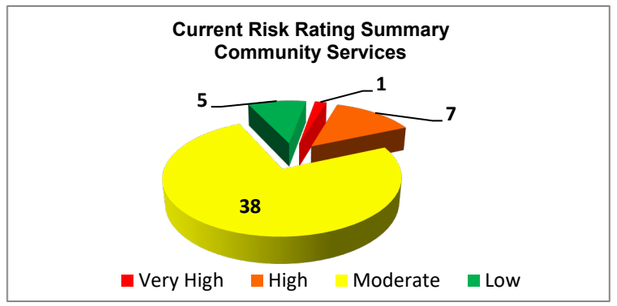
Attachment No: 2

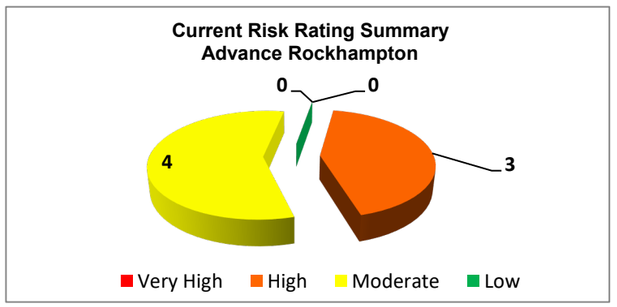
ERM OPERATIONAL RISK REGISTER SUMMARY REPORT
AS AT 21/07/2023

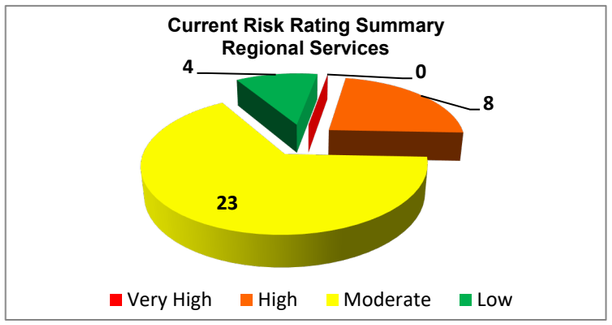
Rockhampton Regional Council's Current Risk Rating Profile

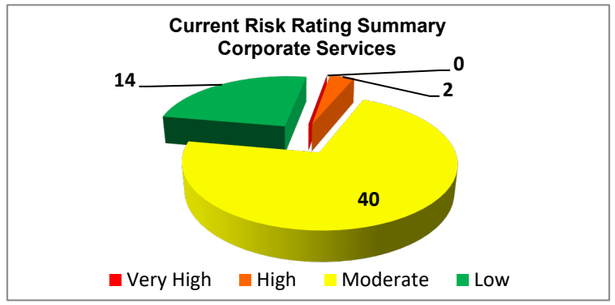


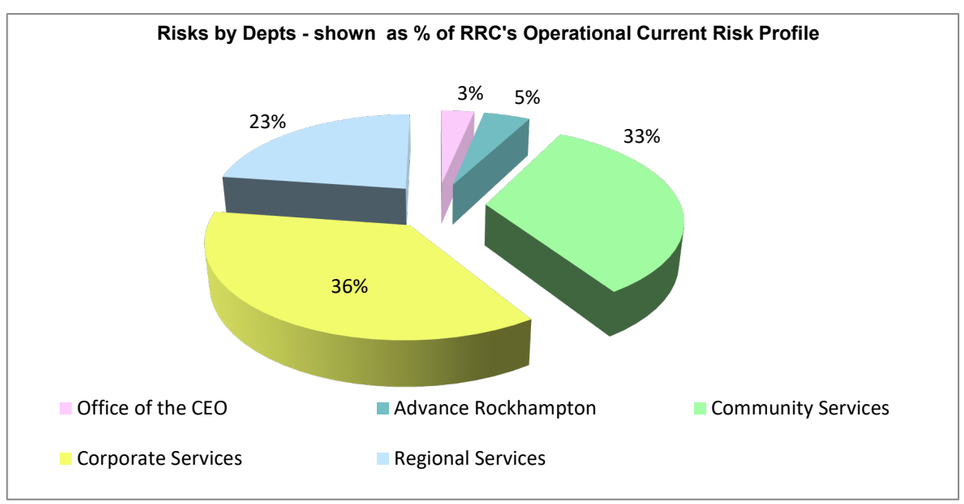


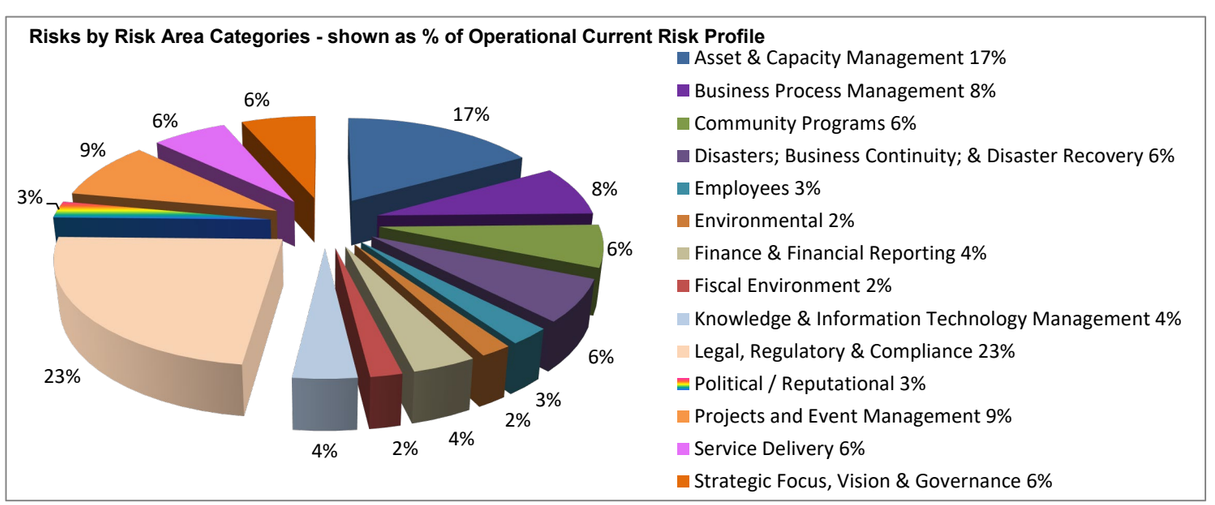












OPERATIONAL RISKS
Very High and High Current Risk Ratings as at 21/07/2023

Risk Category	Risk Identification No.	OBJECTIVES (Links to Corporate Plan 2022-2027 - or other documentation)	Risk/Failure (including consequence/s)	Existing Controls Implemented By Risk Owner	CURRENT RISK RATING	Risk Evaluation (don't proceed to Column N if risk is accepted as per results of ACTION TABLE and/or Cost-Benefit Analysis)	Risk Owner	MANAGEMENT COMMENT
14. Strategic Focus, Vision & Governance	110	3.4 We support our Region's economy through our projects and activities.	Failure to assist developers through the development application process, which can result fewer developments coming to fruition.	1. Duty Planner consultations. 2. Pre-lodgement meetings. 3. Executive Manager Advance Rockhampton case manages selected applications. 4. Development Advice Centre (DAC) to assist developers with Council's processes (1/7/22)	High 4	Accept Risk (ALARP)	Executive Manager Advance Rockhampton	28/4/23: No change (Zac Garven)
05. Employees	238	1.3 We are motivated to provide excellent service and have a strong organisational culture.	A legislatively compliant safety management system is not implemented, monitored and reviewed effectively, for Council and it's workers to achieve a safe place to work and acceptable compliance levels with regulator expectations and WH&S audits resulting in: increased worker injuries, legislative breaches, regulator action, reputational damage, reduced service levels, increased costs and non-compliance with a key council objective.	(1) A rolling Health and Safety Strategy is developed and endorsed by Leadership Team - with yearly action plans cascading out of the strategy developed for Council. (1,2) Rectification Action Plans from audit findings are developed and communicated to Management and WHS committees. Regular progress reports provided to Management & WHS committees. (2) Communicate and consult with all levels any WHS process improvements or updates to the Safety Management System through the W&G communication schedule, toolbox talk meetings, e-Bulletin, emails, Safety Advisors targeting specific workgroups & HSRs. (3) Zero tolerance philosophy in regard to unsafe acts in accordance with adopted and implemented Council policy and procedures. (4 - 2) Consultation occurs in accordance with relevant council policies and procedures. (5) Data currently collated and analysed using spreadsheets and presented as trends at PEAK Safety Committee Meeting to identify areas or systems that require review and possible improvements.	High 4	Treat Risk	Manager Workforce and Governance	28/04/23: 28/04/23: Proposed addition: • "N" - Introduction of new WHSQ Codes of Practice requiring preparation/consultation and implementation of new operational risk assessments, procedures and education, training sessions and materials, engagement of external consultants and continued monitoring. • "O" – Manager, Workforce and Governance • "P" – Budget accommodated within existing budget and proposed budget submissions. • "Q" – Tailored training provided to management and supervisors • "R" - 45% • "S" - 30 June 2023
08. Fiscal Environment	251	1.1 We are fiscally responsible	The loss of revenue impacting on Council's financial position potentially resulting in higher future rate rises, additional borrowings or service level reductions.	1. Undertaken training workshops with Council on Financial Sustainability and implications of change. 2. Include a lower reliance on grants and subsidies from other levels of government in Council's long term financial forecast. 3. Conservative financial forecast estimates. 4. Conservative estimates used in conjunction with DA applications. 5. Align related capital expenditure directly with developer contributions. 6. Using historical forecasts trending with wetter seasons.	High 5	Accept Risk (ALARP)	Chief Financial Officer	28/04/23: No change
11. Political / Reputational	304	5.1 Our Region has infrastructure that meets current and future needs.	Failure of operation asset (roads, drainage, etc.) leading to: injury or death of public/staff; damage to property/equipment - resulting in legal outcomes, financial impacts and negative publicity for Council.	1. Asset inspection program in place (8/6/20) 2. Customer service requests monitored regularly (8/6/20) 3. Rapid response to high priority reactive maintenance (8/6/20)	High 4	Accept Risk (ALARP)	Manager Civil Operations	28/04/23:
13. Service Delivery	308	5.1 Our Region has infrastructure that meets current and future needs.	Landslip and/or rocks on road along Pilbeam Drive at Mt Archer - poses a threat to safety of road users resulting in public liability.	1. Bank stabilisation (8/6/20) 2. Stormwater upgrades (8/6/20) 3. Road alignment improvements and renewal pavement (8/6/20) 4. Inspections undertaken after major storm events (8/6/20)	High 4	Accept Risk (ALARP)	Manager Civil Operations	28/04/23:
01. Asset & Capacity Management	312	1.1 We are fiscally responsible	Inadequate Developer Contributions for Infrastructure resulting in a cost impost on ratepayers and reduction in funds available for other projects.	1. Infrastructure Charges Resolution No. 1 of 2022 was adopted on 25/1/22. (1/7/22) ~~under State Planning Regulatory Provisions (SPRP) has been adopted by Council. (8/6/20)~~ 2. Revised and updated Local Government Infrastructure Plan (LGIP) adopted 2020. (8//6/20)	High 4	Accept Risk (ALARP)	Manager Infrastructure Planning	28/04/23: No Change

Risk Category	Risk Identification No.	OBJECTIVES (Links to Corporate Plan 2022-2027 - or other documentation)	Risk/Failure (including consequence/s)	Existing Controls Implemented By Risk Owner	CURRENT RISK RATING	Risk Evaluation (don't proceed to Column N if risk is accepted as per results of ACTION TABLE and/or Cost-Benefit Analysis)	Risk Owner	MANAGEMENT COMMENT
01. Asset & Capacity Management	315	5.1 Our Region has infrastructure that meets current and future needs.	Failure to maintain accuracy and value of the forward works program and adequately provide for the annual capital program resulting in projects nominated for delivery being deferred to accommodate increased costs within annual capital program and the Long Term Financial Strategy (LTFS).	1. (1.) Corporate capital planning framework currently in place. 2. (2.) Pre-project planning and design program initiated to provide early design of known fixed year projects. 3. (2.) Project Scoping confirmation process developed and implemented as part of design process. 4. Regular updates (project costs and timings) to LGIP to inform Forward Works Program (10/01/20)	High 4	Treat Risk	Manager Infrastructure Planning	28/04/23: No Change
14. Strategic Focus, Vision & Governance	330	3.1 We plan for growth with the future needs of the community, business and industry in mind.	Failure to address general long term planning needs for the community will result in lower quality development, less development overall, continued poor economic and community performance indicators, and lost opportunities in pursuit of achieving elevation of Rockhampton's reputation to an exceptional regional city.	1. (1) Have staff employed working in this field. 2. (2) Have budget allocated for training. 30/1/15: 3. (1) Use attrition opportunities to hire new staff with required skill sets. 4. (2) Train existing staff to pursue strategic planning functions. 5. (3) Reduce time devoted to low risk, low value, tasks to free more time for strategic and placemaking planning. 6. (4) Continue to liaise with State Govt officers to ease regulatory burden on RRC's capacity for self determination. 7. (5) Pursue all opportunities to educate all sectors of the community on the benefits of quality targeted planning initiatives. 8. (5) Develop partnerships with business and community groups to pursue initiatives of joint benefit.	High 4	Accept Risk (ALARP)	Executive Manager Strategy and Planning	28/04/23: No Change
03. Community Programs	414	2.2 We support our communities through our activities and programs.	Council fails to maintain, train and supervise adequate numbers of volunteers to assist with operations across its sites resulting in inability to deliver some services, or injury to volunteers or public.	1. Development and implementation of processes for engagement and training of volunteers. 2. Supervision of volunteer work on Council sites. 3. Training procedures for volunteers developed and distributed to sections. 3/3/17 4. Responsibility for volunteers at some sites have transitioned to community organisations. 3/3/17 5. Volunteer management software and processes implemented. 26/10/20 6. Work done by volunteers is recognised, by Council, to show their value (20/1/23)	High 4	Accept Risk (ALARP)	Manager Communities and Culture	28/04/23: No Change
03. Community Programs	417	2.2 We support our communities through our activities and programs.	Grant and sponsorship programs not delivered in accordance with regulations, policy and procedures resulting in loss of reputation for Council with community concerns about disbursement of funds, and withdrawal of matching funding from other levels of government meaning grant is unable to be offered.	1. Policy, procedure and funding regulations implemented and reviewed regularly.	High 4	Accept Risk (ALARP)	Manager Communities and Culture	28/04/23: No Change
10. Legal, Regulatory & Compliance	422	2.1 Our places and spaces enhance the liveability and diversity of our communities.	Inability to comply with regulatory obligations and conservation of heritage assets, asbestos inspections and treatment, resulting in facilities being non-compliant and deemed unsafe and unusable, with loss of service to community, possible injury to staff and public, and damage to reputation of Council.	1. ~~Partial~~ Completion of conservation management plan (CMP) program, ~~however not funded in 13-14 and 15-16 budget~~ to be updated as required. 2. Identified assets requiring inspection included in planned maintenance subject to funding. 3. Forward budget submission referencing Risk Register, Corporate Plan and legislative requirement developed.(19/2/16) 4. Conservation and Maintenance plans incorporated into Asset Register and Management Plan.(19/2/16) 5. Renewal schedule within Asset Management Plan, and maintenance planned in accordance with budget allocation.(3/3/17)	High 4	Accept Risk (ALARP)	Manager Community Assets and Facilities	28/04/23: No change

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10. Legal, Regulatory & Compliance	427	2.2 We support our communities through our activities and programs.	Council does not meet its legislative and service delivery responsibilities for Local Laws' community compliance leading to the possibility of legal action, significant damage to Council's reputation with multiple complaints, and general public dissatisfaction.	1. Budget submission for appropriate resources to address required compliance service levels. 2. Infringement financial management system (Pathways module). 3. Infringement Notice Policy and Procedure implemented.(8/6/18) 4. Management has completed a process review internal audit and identified actions have been implemented.(8/6/18) 5. Full contingent of staff in place (7/8/20) 6. Regular review of "case law" relevant to Council's services (30/10/21).	High 4	Accept Risk (ALARP)	Manager Planning and Regulatory Services	28/04/23: No Change
10. Legal, Regulatory & Compliance	429	1.3 We are motivated to provide excellent service and have a strong organisational culture.	Inconsistent regulation and enforcement of local laws and legislation resulting in poor service and considerable public dissatisfaction.	1. Staff trained. 2. Local Law review. 3. Process and procedure review. ~~4. 2 x Local Law committee members for 2018 with Australian Institute of Animal Management. (8/12/17)~~ (Deleted 1/7/22) 4. Regular Australian Institute of Animal Management webinar attended by Local Laws staff (1/7/22)	High 4	Treat Risk	Manager Planning and Regulatory Services	28/04/23: No Change
13. Service Delivery	331	1.1 We are fiscally responsible	Availability of staff to undertake essential Council Services, i.e.: Development Assessment, is impacted by changes made to State Legislation resulting in less capacity to provide planning services, requiring supplemental funding from other sources, eg: increased rates.	Current fees address service level requirements.	High 4	Accept Risk (ALARP)	Manager Planning and Regulatory Services	28/04/23: No change
10. Legal, Regulatory & Compliance	332	1.1 We are fiscally responsible	Failure to collect revenue, as dictated by legislation, results in less funds available and lack of confidence in Council business practices.	(1) Customer financial management system (Pathway) (1) Process and workflow developed to facilitate collection to ensure these are dealt with as they become due (9/8/19). (1 & 2) Threshold for collection activity identified (9/8/19).	High 5	Accept Risk (ALARP)	Manager Planning and Regulatory Services	28/04/23: No change
01. Asset & Capacity Management	458	2.1 Our places and spaces enhance the liveability and diversity of our communities.	Damage or failure of Council's Open Space Facilities resulting in injury to public and potential litigation.	1. Condition assessment program in place on a three year cycle to identify need for corrective maintenance or capital renewal or upgrade. 2. Asset register and management plan maintained. 3. Reporting to Council on maintenance and renewal/upgrade requirements. 4. Regular safety hazard inspection program in place. 5. 10 year maintenance and renewal strategy, based on valuations and condition assessments, developed.	**Very High 3**	Treat Risk	Manager Community Assets and Facilities	28/04/23: No Change
12. Projects and Event Management	607	3.3 Our work attracts visitors to the Region.	Rockhampton Agricultural Show is shut down, cancelled, or has low attendance resulting in a financial impact and reputational damage.	(2, 7, 8) Working with appropriate authorities to ensure events are delivered in a safe environment. (4) Marketing plan developed, funded and executed. (5) Research undertaken to ensure dates maximise attendance. (5) Alignment with Agricultural Show circuit. (7) Biosecurity Plan in place. 1. Lease arrangement with Showmen's Guild 2. Council endorsed Rockhampton Region Economic Development Strategy 2023-2028 and Rockhampton Region Economic Action Plan 2023-2028 (section P3) (28/4/23).	High 4	Accept Risk (ALARP)	Executive Manager Advance Rockhampton	28/4/23: Add to "G" 2. Endorsed Rockhampton Region Economic Development Strategy and Action Plan section P3
12. Projects and Event Management	609	3.3 Our work attracts visitors to the Region.	Rockynats event is shut down, cancelled, or has low attendance resulting in a financial impact and reputational damage.	(2, 7) Working with appropriate authorities to ensure events are delivered in a safe environment. (4) Marketing plan developed, funded and executed. (5) Research undertaken to ensure dates maximise attendance. (6) Contract in place to clearly define responsibilities. 1. Risk shared with Rockynats P/L 2. Council endorsed Rockhampton Region Economic Development Strategy 2023-2028 and Rockhampton Region Economic Action Plan 2023-2028 (section P3) (28/4/23).	High 4	Accept Risk (ALARP)	Executive Manager Advance Rockhampton	28/4/23: Add to "G" 2. Endorsed Rockhampton Region Economic Development Strategy and Action Plan section P3

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12. Projects and Event Management	P 386	3.4 We support our Region's economy through our projects and activities.	Failure to deliver the North Rockhampton Sewage Treatment Plant augmentation project within budget, timeframe and to expected quality could result in damage to reputation, financial loss, and serious disruption of service.	1. Peer Review commissioned. 2. P90 (costing) Estimate commissioned. 3. Budget approval. 4. Project Control Group Established. 5. Determining appropriate procurement strategy for the project, including role of design consultant. ~~7. Land acquisition initiated.~~ ~~8. Statutory approvals initiated.~~ ~~9. Environmental approvals initiated.~~	High 5	Treat Risk	General Manager Regional Services	28/04/23: Future Risk Controls- Add- Environmental Authority received for 2025 start. New conditions to be assessed and compliance requirements planned and budgeted for.
12. Projects and Event Management	P 389	5.1 Our Region has infrastructure that meets current and future needs.	Failure to deliver the Botanic Gardens & Zoo Redevelopment program could lead to reputational damage and financial impacts	1. Staging of project to deliverable scopes within budget allocations. 2. Review of T&C of contract to reflect current markets risk appetite.	High 4	Accept Risk (ALARP)	Manager Project Delivery	21/7/23: No change. Note: Zoo entrance area requiring a change to scope due to escalating construction prices. No impact on actual animal enclosures (risk # 431) at this stage, but likely to in the future.
12. Projects and Event Management	P 391	5.1 Our Region has infrastructure that meets current and future needs.	Failure to deliver the Gracemere and South Rockhampton Sewage Treatment Plan (SRSTP) short term strategy could lead to service delivery disruptions, lack of compliance with legislative requirements (including environmental) and reputational damage.	1. Engaged expert consultants. 2. High level strategy to guide implementation. 3. Project governance (PCG) activated.	High 4	Treat Risk	Manager Project Delivery	21/7/23: Change % complete to 20%.
12. Projects and Event Management	P 392	5.1 Our Region has infrastructure that meets current and future needs.	Failure to deliver new South Rockhampton Sewage Treatment Plant could lead to financial impacts, lack of compliance with legislative requirements (including environmental) and reputational damage.	1. Design brief has been prepared.	High 4	Treat Risk	~~Manager Project Delivery~~ Manager Infrastructure Planning	21/7/23: Risk owner changed from Manager Project Delivery to Manager Infrastructure Planning

OPERATIONAL RISKS
Risks Undergoing Further Treatment as at 21/07/2023

Risk Category	Risk Identification No.	OBJECTIVES Links to Planning (Corp Plan 2022-27 OR other documentation)	Risk/Failure (including consequence/s)	CURRENT RISK RATING	Future Risk Control/s	Resource / Budget Needed	Performance / Constraints	% Complete	Completion Date	Risk Owner	MANAGEMENT'S COMMENTS/NOTES ON ANY CHANGES TO BE MADE TO DETAILS IN ALL COLUMNS except Resources/Budget Needed; and Performance/Constraints - those cells can be typed in directly
14. Strategic Focus, Vision & Governance	111	3.2 Our work attracts business and industry to our Region.	Failure to collaborate with Rockhampton Region's business groups and businesses, which could lead to initiatives failing to attain their true potential, and/or possible business closures, resulting in limited growth of Council's rate base and Council's reputation affected.	Moderate 5	Industry Engagement and Stakeholder Management process under review (26/10/20)			31/7/21: 80% ~~30/4/2021: 50%~~	14/01/22: 30/06/2022 ~~31/10/21: 31/12/2021~~ ~~31/7/21: 31/8/2021~~ ~~30/06/2021~~	Executive Manager Advance Rockhampton	21/7/23:
09. Knowledge & Information Technology Management	218	Productive workforce, maintaining connected and accessible services - ICT Strategy	Failure to deliver an adequate IT platform leading to limited ability of the organisation to perform at optimum levels.	Moderate 6	Digital Readiness Strategy actions being identified and will be implemented.			0%	31/12/2025	Manager Corporate and Technology Services	21/7/23: Add new existing control: 6. Digital Readiness Strategy adopted by ISSG. New Future Control - Digital Readiness Strategy actions being identified and will be implemented. Manager Corporate and Technology Control Monitoring, 0% completed, to be completed by 31/12/2025.
05. Employees	238	1.3 We are motivated to provide excellent service and have a strong organisational culture.	A legislatively compliant safety management system is not implemented, monitored and reviewed effectively, for Council and it's workers to achieve a safe place to work and acceptable compliance levels with regulator expectations and WH&S audits resulting in: increased worker injuries, legislative breaches, regulator action, reputational damage, reduced service levels, increased costs and non-compliance with a key council objective.	High 4	~~1. Introduction of new WHSQ Codes of Practice requiring preparation/consultation and implementation of new operational risk assessments, procedures and education, training sessions and materials, engagement of external consultants and continued monitoring [28/4/23].~~	~~Budget accommodated within existing budget and proposed budget submissions~~	~~Tailored training provided to management and supervisors~~	100% ~~45%~~	~~30/06/2023~~	Manager Workforce and Governance	21/7/23: Proposed amendment: - Column T - please update unit to "Safety and Wellbeing". - Column I - please update to "Coordinator Safety and Wellbeing". 100% Complete will show as ALARP next reporting period. No other change.
02. Business Process Management	242	1.1 We are fiscally responsible	Council's payroll function fails to accurately record and process employee wages and entitlements resulting in an inability to pay employees on time and accurately, potential employee dissatisfaction, industrial disputes, financial impacts and reputation damage.	Low 8	1. Introduction of Single Touch Payroll Phase 2, by Australian Government imposing new obligations on reporting to ATO of employee remuneration requiring internal and technical systems support and communication to employees. [28/4/23]		Inability to retain existing format of payslip information to employees	21/7/23: 100% ~~40%~~	30/06/2023	Manager Workforce and Governance	21/7/23: Proposed amendments: - "I" - change from Payroll Supervisor to Coordinator Workforce Relations, Ethics and Payroll - "R" -update from 40% to 100% - "T" - change from Human Resources and Payroll to Workforce Relations, Ethics and Payroll

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01. Asset & Capacity Management	245	A1 Provide high-quality, safe, reliable and cost-effective aviation services.	Security breach or threat at the airport resulting in possible death or injury, reputation damage to the airport, additional costs, disruption to airline services due to airport closure, infrastructure damage, fines in relation to a regulatory breach.	Moderate 6	Replace hard key system on all gates and access points with proxcard electronic card system so lost cards can have access withdrawn.	Budget has been provided under Security upgrade	24/8/18: Construction of the automatic vehicle gate at Airside Security Gate 1 has been completed. Transition to amalgamate with Council's Cardax system ongoing.	20/1/23: 80% ~~26/10/20: 10%~~ ~~19/2/2016: 90%~~ ~~2/10/2015: 85%~~ ~~17/7/2015 : 75%~~ ~~(17/4/2015 : 60%)~~	20/1/23: 30/06/2023 ~~30/4/21: 30/6/2022~~ ~~26/10/10: 30/5/2021~~ ~~26/2/18: 2/04/2018~~ ~~2/12/16: 31/07/2017~~ ~~19/2/16: 30/06/2016~~ ~~17/7/15: 31/12/2015~~ ~~(17/11/14: 30/06/2015)~~	Manager Airport	21/7/23: No change
06. Environmental	307	4.1 Our Regions is resilient and prepared to manage climate-related risks and opportunities.	Environmental damage from infrastructure works leading to: legislative non-compliance; tarnished reputation and fines.	Moderate 6	1. Environmental Management Plan to be developed.			20/1/23: 10%	20/1/23: 31/8/2024 ~~14/01/22: 31/8/2022~~	Manager Civil Operations	21/7/23:
01. Asset & Capacity Management	312	1.1 We are fiscally responsible	Inadequate Developer Contributions for Infrastructure resulting in a cost impost on ratepayers and reduction in funds available for other projects.	High 4	5 year major review of the Local Government Infrastructure Plan (LGIP) is underway. Intent of the review is to ensure better alignment between the LGIP and the Long Term Financial Forecast.		26/8/16: Limiting factors: State Legislation caps infrastructure charges; Decision by Council to charge less, in most cases, than what is allowed under State Legislation.	10%	30/06/2025	Manager Infrastructure Planning	21/7/23: Treat Risk - 5 year Major Review of the LGIP is underway. Intent of review is to ensure better alignment between the LGIP and the LTFF. % complete, 10% - completion date, 30/6/25
01. Asset & Capacity Management	315	5.1 Our Region has infrastructure that meets current and future needs.	Failure to maintain accuracy and value of the forward works program and adequately provide for the annual capital program resulting in projects nominated for delivery being deferred to accommodate increased costs within annual capital program and the Long Term Financial Strategy (LTFS).	High 4	1. Continued refinement of forward works program. 2. (2. & 3.) Development of indicative estimating tool. 3. Develop Network specific prioritisation processes.	Budget, IT Support, Software.	3/3/17: Draft 10 year Capital Program has been developed. Availability of personnel to do this work.	31/7/21: 75% ~~29/5/20: 90%~~ ~~17/7/15: 75%~~ ~~(50%)~~	21/7/23: 30/06/2024 ~~31/7/21: 30/06/2023~~ ~~07/08/20: 01/07/2021~~ ~~14/12/18: 01/07/2020~~ ~~3/3/17: 01/07/2018~~ ~~01/07/2016~~	Manager Infrastructure Planning	21/7/23: Amend completion date to 30/6/2024.

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10. Legal, Regulatory & Compliance	322	F1 Provide high-quality, safe, reliable and cost-effective water and sewerage services.	Failure to comply with legislative requirements for water and sewerage services resulting in fines, loss of reputation and environment or health impacts.	Moderate 5	1. Major capital program addressing identified improvements for treatment plants being implemented and will show as individual projects (20/1/23). 2. Comprehensive review of Drinking Water Quality Management Plan (21/7/23). 3. FRW structure review to enhance engineering, technical and trade capabilities (21/7/23)			10%	31/12/2034	Manager Water and Wastewater	21/7/23: New Future Controls: 2. Comprehensive review of DWQMP. 3. FRW structure review to enhance engineering, technical and trade capabilities. Control Implementation: Manager Water and Wastewater. % complete 10%.
01. Asset & Capacity Management	323	F3 Responsibly manage, improve and augment infrastructure.	Failure to adequately maintain water and sewage process assets resulting in fines, loss of revenue, disruption to services and loss of reputation.	Moderate 5	1. Major capital program addressing identified improvements for treatment plants being implemented and will show as individual projects (20/1/23). 2. FRW structure review to enhance engineering, technical and trade capabilities (21/7/23)			10%	31/12/2034	Manager Water and Wastewater	21/7/23: New Future Control: 2. FRW structure review to enhance engineering, technical and trade capabilities. Control Implementation: Manager Water and Wastewater. % complete 10%.
01. Asset & Capacity Management	324	F1 Provide high-quality, safe, reliable and cost-effective water and sewerage services.	Inadequate physical security resulting in disruption or loss of critical services and supply, serious injury or death, damage to assets, theft; and damage to reputation.	Moderate 5	Swipe card access for improved physical security currently being installed at the Glenmore Water Treatment Plant site to limit access to the ~~FRW Operations Control Room~~ number of high risk areas.			21/7/23: 60% ~~31/7/21: 95%~~	31/7/23: 31/12/2024 ~~1/7/22: 30/09/2022~~ ~~30/10/21: 28/01/2022~~ ~~31/7/21: 30/09/2021~~	Manager Water and Wastewater	21/7/23: Scope of works expanded. Change % from 95% to 60% and Completion Date extended to end of December 2024.
10. Legal, Regulatory & Compliance	325	F3 Responsibly manage, improve and augment infrastructure.	Failure of Water Treatment Plant resulting in loss of supply for extended period, financial loss, loss of reputation, public health risk, safety risk; and breach of license conditions.	Moderate 6	1. Security cameras and equipment to be installed and monitored via SCADA software. 2. ~~FRW Maintenance Strategy to be finalised~~ (note: implementation is occurring as components are developed) [Completed 8/6/18]. ~~3. Investigate backup power options.~~ (14/12/18) 4. Complete electrical renewal of GWTP [fire suppression systems, etc.] 8/6/18. [See also P 388]	(1, 2 & 3) Staff (1, **4**) Budget	(1) Awaiting budget approval. (2 & 3) Staff availability.	8/6/18: 30% ~~17/7/15: 50%~~ ~~(30/1/15: 20%)~~	31/01/21: 31/12/2023 ~~7/8/20: 31/08/2022~~ ~~8/9/19: 31/12/2020~~ ~~8/6/18: 30/6/2019~~ ~~3/03/17: 30/06/2017~~ ~~2/10/15: 30/06/2016~~ ~~17/7/15: 31/12/2015~~ ~~(31/12/2014)~~	Manager Water and Wastewater	21/7/23: No changes

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10. Legal, Regulatory & Compliance	326	F3 Responsibly manage, improve and augment infrastructure.	Failure of Sewage Treatment Plant resulting in breach of EPA license; serious disruption of services; serious litigation and financial loss; loss of reputation.	Moderate 5	7/8/20: ~~As part of the Sewerage Treatment Plants Strategy the NRSTP and GSTP augmentation projects are proceeding to delivery stage to ensure long term compliant operation of the STPs.~~ 1. SAMPs being reviewed for all water and sewerage infrastructure - to include all key information required for the planning, design and refurbishment of current and future water and sewerage infrastructure. 2. Develop Sewerage Treatment Plants Strategy. (Note: Implementation of this strategy projects out to 2051)			01/07/22: 80%	31/02/21: 31/12/2023 ~~31/12/2022~~	Manager Water and Wastewater	21/7/23: No changes
10. Legal, Regulatory & Compliance	327	F1 Provide high-quality, safe, reliable and cost-effective water and sewerage services.	Failure to supply safe drinking water due to contaminated raw water resulting in health related issues; serious disruption to services; financial loss; loss of reputation.	Moderate 6	Glenmore Water Treatment Plant Upgrade Project (P388)				01/07/22: 31/12/2023		21/7/23: No changes
04. Disasters; Business Continuity; & Disaster Recovery	328	F3 Responsibly manage, improve and augment infrastructure.	Fire in FRW buildings resulting in injury to staff; loss of plant and equipment.	Moderate 6	16/6/17: Additional controls to reduce the risk of fire in FRW buildings being implemented as per Audit Recommendations (minor capital upgrades and administrative improvements)		14/12/18: Fire suppression and fire detection systems installed at NRSTP as part of the complete electrical renewal project. Similar upgrades planned for the GWTP which will commence in 2019.	9/8/19: 50% ~~20%~~	31/01/2021: 31/12/2023 ~~7/8/20: 31/08/2022~~ ~~9/8/19: 31/12/2020~~ ~~8/6/18: 30/06/2019~~ ~~26/2/18: 31/12/2018~~	Manager Water and Wastewater	21/7/23: No changes
13. Service Delivery	329	F3 Responsibly manage, improve and augment infrastructure.	Failure to plan effectively and establish future requirements for water and sewerage infrastructure resulting in environmental license non-compliances; severely impacted service delivery; additional costs; loss of reputation.	Moderate 6	31/01/21: ~~Revise asset management plans to include all key information required for the planning, design and operations of current and future water and sewerage infrastructure.~~ 1. Revise SAMPs to include all key information required for the planning, design and refurbishment of current and future water and sewerage infrastructure. 2. FRW structure review to enhance engineering, technical and trade capabilities (21/7/23)			31/7/23: 80% ~~01/07/22: 60%~~ ~~31/7/21: 90%~~	21/7/23: 30/06/2024 ~~01/07/22: 30/06/23~~ ~~30/10/21: 28/1/2022~~ ~~31/7/21: 30/09/2021~~ ~~30/06/2021~~	Manager Water and Wastewater	21/7/23: New Future Control: 2. FRW structure review to enhance engineering, technical and trade capabilities. Control implementation: Manager Water and Wastewater. 80% completed, to be completed by 30/6/24.

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13. Service Delivery	403	2.2 We support our communities through our activities and programs.	Insufficient appropriate human resources (staff and volunteers) to manage and operate sites resulting in closure and/or significant loss of service range and quality.	Moderate 6	~~1. Alternative rostering software tool for consideration as a project for submission to ISSG. (20/1/23)~~ ~~2. Officer with museum/heritage skill base to be recruited. (20/1/23)~~	~~Appropriate Rostering Software~~		~~20/1/23: 20%~~	~~31/12/2024~~	Manager Communities and Culture	21/7/23: Budgetary constraints make attracting officer with museum/heritage experience no longer a viable option. Will look to seek funding to create an approach for Council to manage this risk more strategically. Risk to be changed to ALARP until this can occur.
01. Asset & Capacity Management	420	5.1 Our Region has infrastructure that meets current and future needs.	Damage or failure of Council facilities, plant and equipment resulting in injury to staff or public, potential litigation, and inability to deliver services.	Moderate 5	26/2/18: Initiatives in place to assist staff with statutory maintenance requirements.			31/01/21: 30%	26/4/19: 31/08/2019 ~~30/06/2019~~	Manager Community Assets and Facilities	21/7/23: No change
10. Legal, Regulatory & Compliance	429	1.3 We are motivated to provide excellent service and have a strong organisational culture.	Inconsistent regulation and enforcement of local laws and legislation resulting in poor service and considerable public dissatisfaction.	High 4	~~1. Reviews to be completed -~~ ~~1a) Internal Audit Process Review;~~ ~~1b) Legal review of Local Laws.~~ ~~2. Membership subscription to LGAQ's Legislation Compliance Service.~~	~~1a) Existing staff and resources.~~ ~~1b - 2) Review of budget required.~~	~~19/2/16 : (1a) Review of Council's Animal Management function currently being undertaken - scheduled to be completed by May 2016.~~ ~~19/2/16: (1b) Additional project officer employed to conduct legal review of Local Laws - to be completed June 2017.~~ ~~Constraint: Available budget~~	~~14/12/18: 90%~~ ~~24/8/18: 85%~~ ~~8/6/18: 75%~~ ~~16/6/17: 65%~~ ~~5%~~	~~8/6/18: 31/12/2018~~ ~~16/6/17: 31/3/2018~~ ~~27/5/16: 31/01/2017~~ ~~(17/4/15: 30/12/2016)~~ ~~31/12/2014~~	Manager Planning and Regulatory Services	21/7/23: Future Risk Controls: 1. completed some time ago; 2. No longer proceeding. This risk will show as ALARP next reporting period.
10. Legal, Regulatory & Compliance	431	2.1 Our places and spaces enhance the liveability and diversity of our communities.	Animal housing at the Zoo does not meet the required standard (inclusive of; animal husbandry, record keeping, staffing & asset renewal) resulting in: Loss of zoo licences / closure of facility; Injury or death to an animal; Negative public perception; Staff turnover; Injury or death to zookeepers.	Moderate 6	~~1. Develop Zoo Master Plan and associated business plans and implement (14/12/18)~~ 1. Implement and continually review Botanical Gardens and Zoo Redevelopment Plan.	Annual Budget External contractors to be used. Staff time and management overview.		10%	31/12/2033	Manager Parks	21/7/23: Council reviewing the Zoo & Botanic Gardens long-term budget in the coming quarter.
04. Disasters; Business Continuity; & Disaster Recovery	432	4.1 Our Regions is resilient and prepared to manage climate-related risks and opportunities.	Parks is not adequately prepared to implement disaster recovery and restoration activities through poor internal systems and staff deployment arrangements resulting in increased impacts on Council budget including lost funding opportunities, delayed restoration of assets and reputation damage.	Moderate 6	Training gap analysis to be undertaken and relevant training sought. (9/8/19)	Budget to be sourced		0%	30/06/2020	Manager Parks	21/7/23: No change

Risk Category	Risk Identification No.	OBJECTIVES Links to Planning (Corp Plan 2022-27 OR other documentation)	Risk/Failure (including consequence/s)	CURRENT RISK RATING	Future Risk Control/s	Resource / Budget Needed	Performance / Constraints	% Complete	Completion Date	Risk Owner	MANAGEMENT'S COMMENTS/NOTES ON ANY CHANGES TO BE MADE TO DETAILS IN ALL COLUMNS except Resources/Budget Needed; and Performance/Constraints - those cells can be typed in directly
01. Asset & Capacity Management	434	2.1 Our places and spaces enhance the liveability and diversity of our communities.	Insufficient interment space for future burials leading to damage to council's reputation and loss of revenue.	Moderate 6	~~1. 24/8/18: Planning for future growth of Gracemere Cemetery~~ (1/7/22) 2. 26/4/19: Expansion of Mt Morgan Cemetery 3. 26/4/19: Memorial Gardens future burials to be investigated 4. 7/8/20: Engineering solution to be looked into for water table/ingress at Memorial Gardens for future expansion. 5. Update Traffic Management Plans at Nth Rton Cemetery to allow for future burial. 6. Investigate reopening Sth Rton Cemetery.		Lack of budget	28/1/23: 30% ~~14/01/22: 10%~~ ~~0%~~	31/12/2023	Manager Community Assets and Facilities	21/7/23: No change
03. Community Programs	435	2.1 Our places and spaces enhance the liveability and diversity of our communities.	Inadequate resources/service provision to maintain sporting fields resulting in: injury to patrons; damage to Council's reputation; poor service delivery.	Low 7	Implementation of GIS app into operations to provide better visibility of presence and maintenance visit to sites (20/1/23)			20/1/23:50%	01/07/2023	Manager Parks	21/7/23: Data analysis of GIS data (servicing of parks) is being undertaken.
04. Disasters; Business Continuity; & Disaster Recovery	439	4.1 Our Regions is resilient and prepared to manage climate-related risks and opportunities.	Lack of fire management planning resulting in: possible injury or loss of life; damage to Council's reputation; possible litigation.	Moderate 5	Renegotiate expired MOU with QPWS (9/8/19).			20/1/23: 10% ~~31/01/21: 90%~~	31/10/2023	Manager Parks	21/7/23: [GM Community Services] This risk should now sit with Disaster Management Section
03. Community Programs	440	1.3 We are motivated to provide excellent service and have a strong organisational culture.	Tree fails resulting in: injury/death; damage to property; damage to Council's reputation; negative financial impact.	Moderate 5	1. Tree inventory (capture of assets) ~~commenced [possibly 5 year project] (14/12/18)~~ 2. Develop and implement procedures to incorporate best practice tree risk management in line with LGMS Tree Risk Management Guidelines 2021 (20/1/23). 3. Industry level training for additional key staff responsible for tree inspections and maintenance (20/1/23). 5. Software to be investigated and purchased to manage tree inventory (20/1/23).	(1, 5) Budget unknown - possible consultant fee to identify best practice tree inventory software and purchase of software (3) Estimate $20,000	~~Tree inventory currently paused waiting for implementation of RAMP (9/8/19)~~ (1) Alternative software needs to be identified and implemented. Resources for ongoing management of the database currently unknown (20/1/23). (2) Lengthy process to gain council adoption. Risk of non-adoption (20/1/23). (3) Staff willingness to upskill (20/1/23). (4) Council's willingness to adopt proposed service levels (20/1/23).	28/4/23: 40% ~~20/1/2023: 30%~~ ~~14/12/18: 20%~~	20/1/2023: 31/01/28 ~~14/12/18: 31/12/2023~~	Manager Parks	21/7/23: No change

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01. Asset & Capacity Management	442	2.1 Our places and spaces enhance the liveability and diversity of our communities.	Failures of play equipment resulting in: injury/ death; and financial compensation claims. (The level of negligence increases where there has been an inspection but no action.)	Moderate 6	1. Create future lifecycle strategies with Community Assets (9/8/19)				30/06/2021	Manager Community Assets and Facilities	21/7/23: No change
06. Environmental	443	2.3 Our Region's heritage and culture are preserved and celebrated.	Loss of significant/ historic/ iconic botanical collections resulting in negative publicity and loss of: reputation; region's "green" status; iconic material; and research opportunities.	Moderate 6	~~1. Review, update and implement existing land & conservation management & succession plans.~~ ~~2. Complete the identification of the current collection as part of the succession plan.~~ 3. Rockhampton Botanic Gardens Master Plan in final draft. 4. Plant Pathogen Management Plan to be prepared and implemented.	Staff time and management overview.		30/10/21: 80% ~~31/01/21: 75%~~ ~~8/6/18: 50%~~ ~~26/8/16: 80%~~ (~~40%~~)	8/6/18: 31/12/2023 ~~16/6/17: 31/12/2017~~ ~~26/8/16: 30/06/2017~~ (~~30/06/2016~~)	Manager Parks	21/7/23: Conservation Management Plan for Gardens close to being up to date.
13. Service Delivery	444	2.1 Our places and spaces enhance the liveability and diversity of our communities.	Inadequate/ inappropriate open space does not meet the community's requirements/ expectations resulting in lack of: standardised infrastructure charges; consistency and quality of the asset including land; lack of benchmark for Council/ developer Standards; unwanted contributed assets; leading to reputational damage; social problems and; financial impacts.	Moderate 5	1. Develop & implement a Parks Infrastructure Strategy for conditioning of new development. 2. Develop a local parks contribution policy. 3. Complete & implement Landscape Guidelines (as part of CMDG). 4. Open Space Strategy to be adopted by Council and implemented (inc service levels).		~~26/8/16: Sport, Parks, Active Recreation and Community (SPARC) Strategy currently in preparation awaiting Council consideration.~~	8/6/18: 80% ~~70%~~	8/6/18: 31/12/2019 ~~16/6/17: 31/03/2018~~ ~~26/8/16: 30/04/2017~~ (~~31/12/2016~~)	Manager Planning and Regulatory Services	21/7/23: No change
01. Asset & Capacity Management	446	4.2 We pursue innovative and sustainable practices.	Integrity of land-fill caps, where Council is now using the space for public use (eg: parks), is impacted through an event occurring causing exposure of toxins, hazards etc (eg: TC Marcia causing tree fall and erosion) resulting in: public health and safety; financial; and environmental repercussions.	Moderate 7	1. Continuous review and updating of Site Management Plan. 2. Site remediation priorities to be determined, planned and implemented.	To be determined per event and site. (~~Kershaw Remediation is now estimated at $8.4m. The amount for other sites is hard to assess generically.~~)	(Note: Remediation Plan for Kershaw Gardens in effect) Public perception Funding	8/6/18: 0% ~~25/8/17: 60%~~ ~~16/6/17: 50%~~ ~~02/10/2015: 15%~~ ~~2%~~	8/6/18: Timely post event. ~~16/6/17: 30/06/2018~~ ~~19/2/16: 30/06/2017~~ ~~01/12/2015~~	Manager Parks	21/7/23: No change - a future change will be to move to ALARP with the work on contaminated lands work instruction to be the control.
01. Asset & Capacity Management	458	2.1 Our places and spaces enhance the liveability and diversity of our communities.	Damage or failure of Council's Open Space Facilities resulting in injury to public and potential litigation.	**Very High 3**	Develop lifecycles to show resource allocation to tasks, along with criticality rating, so detail budget forecasting can occur [26/4/19]	Identify additional resources that are required through lifecycle maintenance strategies. [26/4/19]	No forecasting has occurred from strategies, resulting in response actions being ad hoc and reactive. [26/4/19]	0%	30/06/2019	Manager Community Assets and Facilities	21/7/23: No change

Risk Category	Risk Identification No.	OBJECTIVES Links to Planning (Corp Plan 2022-27 OR other documentation)	Risk/Failure (including consequence/s)	CURRENT RISK RATING	Future Risk Control/s	Resource / Budget Needed	Performance / Constraints	% Complete	Completion Date	Risk Owner	MANAGEMENT'S COMMENTS/NOTES ON ANY CHANGES TO BE MADE TO DETAILS IN ALL COLUMNS except Resources/Budget Needed; and Performance/Constraints - those cells can be typed in directly
10. Legal, Regulatory & Compliance	463	2.2 We support our communities through our activities and programs.	Council does not meet it legislative and service delivery requirements for building, plumbing and development compliance resulting in potential legal action against Council, damage to Councils reputation and public dissatisfaction	Moderate 5	(1.) Continued development of electronic systems to support staff (2.) Enforcement training for staff (4.) Develop a public awareness program (2.) Continuing professional development training for staff (1/7/22)			40%	1/07/22: 31/12/2023 ~~31/12/2021~~	Manager Planning and Regulatory Services	21/7/23: No change
12. Projects and Event Management	P 386	3.4 We support our Region's economy through our projects and activities.	Failure to deliver the North Rockhampton Sewage Treatment Plant augmentation project within budget, timeframe and to expected quality could result in damage to reputation, financial loss, and serious disruption of service.	High 5	5. Statutory approvals initiated. 6. Environmental approvals initiated. 7. Concurrent "building/approval" strategy is being implemented (30/10/21) 8. Environmental Authority received for 2025 start. New conditions to be assessed and compliance requirements planned and budgeted for (28/4/23)			60%	28/4/23: 01/03/2024 ~~1/7/22: 01/03/2023~~ ~~30/10/21: 30/4/2022~~ ~~30/09/2021~~	General Manager Regional Services	21/7/23: No changes
12. Projects and Event Management	P 388	3.4 We support our Region's economy through our projects and activities.	Failure to deliver Glenmore Water Treatment Plant augmentation project within budget, timeframe and to expected quality could result in reputation damage, financial loss and serious disruption of service.	Moderate 6	~~1. Establish clear responsibilities of contractor.~~ ~~2. Determine process and response time to manage issues through the design and construct contract.~~ ~~3. Carry out condition appraisal and process function (30/10/21)~~ ~~4. Further assessment of water filter cells refurbishment program, to monitor efficiency improvements (28/4/23).~~ 5. Upgrade of sedimentation tanks to current technology, to enhance pre-treatment process (28/4/23).			21/7/23: 80%	28/4/23: 31/12/2024 ~~30/10/21: 31/01/2023~~ ~~30/4/21: 31/07/2021~~ ~~30/04/2021~~	General Manager Regional Services	21/7/23: Future Risk Controls 1-4 completed. Change % completed to 80%.
12. Projects and Event Management	P 342	5.1 Our Region has infrastructure that meets current and future needs.	Failure to deliver a safe, sustainable and reliable water security solution for the Mt Morgan community could result in reputational damage, serious disruption to service and an impact on future council budgets.	Moderate 6	(20/1/23) Construction phase: 1. Implement Terms and Conditions of GC 21 contract. 2. Employ local indigenous representative/s. 3. Council to advocate for additional project grant funding from the Federal Government to reflect current market responses to project tender (28/4/23)			Construction: 0%	Construction: 31/12/2024	Manager Project Delivery	21/7/23: Additional Existing Control to be added: 6. All required approvals / exemptions have been obtained. (1/9/23) Contract entered into on 1/923. Financial risks now mitigated.
12. Projects and Event Management	P 344	1.1 We are fiscally responsible	Failure to deliver the Glenmore Water Treatment Plant Solar Farm, within time and budget allocations.	Moderate 6	1. Implement terms and conditions for GC21 contract (28/4/23)			100%		Manager Project Delivery	21/7/23: Change % Completed to 100%. Contract has been awarded and implemented. This will change from Treat to Accept Risk with the Future Control becoming an Existing Control next period.

Risk Category	Risk Identification No.	OBJECTIVES Links to Planning (Corp Plan 2022-27 OR other documentation)	Risk/Failure (including consequence/s)	CURRENT RISK RATING	Future Risk Control/s	Resource / Budget Needed	Performance / Constraints	% Complete	Completion Date	Risk Owner	MANAGEMENT'S COMMENTS/NOTES ON ANY CHANGES TO BE MADE TO DETAILS IN ALL COLUMNS except Resources/Budget Needed; and Performance/Constraints - those cells can be typed in directly
12. Projects and Event Management	P 391	5.1 Our Region has infrastructure that meets current and future needs.	Failure to deliver the Gracemere and South Rockhampton Sewage Treatment Plan (SRSTP) short term strategy could lead to service delivery disruptions, lack of compliance with legislative requirements (including environmental) and reputational damage.	High 4	1. Finalise design including design reports 2. Finalise cost plans 3. Initiate collaboration with approval authorities. 4. Implement short term strategy.	$10m-$65m		21/7/23: 20%	31/07/2025	Manager Project Delivery	21/7/23: Change % complete to 20%.
12. Projects and Event Management	P 392	5.1 Our Region has infrastructure that meets current and future needs.	Failure to deliver new South Rockhampton Sewage Treatment Plant could lead to financial impacts, lack of compliance with legislative requirements (including environmental) and reputational damage.	High 4	1. Finalise design including design reports 2. Finalise cost plans 3. Initiate collaboration with approval authorities.	$200m		0%	31/12/2030	~~Manager Project Delivery~~ Manager Infrastructure Planning	21/7/23: Risk owner changed from Manager Project Delivery to Manager Infrastructure Planning

11.2 SCHEDULE OF MEETINGS - JANUARY TO MARCH 2024

File No:	**1460**
Attachments:	**1. Draft Schedule Jan to March 2024⇩**
Authorising Officer:	**Evan Pardon - Chief Executive Officer**
Author:	**Evan Pardon - Chief Executive Officer**

SUMMARY

Chief Executive Officer presenting the Schedule of Council and Committee meetings for the period January to March 2024.

OFFICER'S RECOMMENDATION

THAT the Schedule of Council and Committee meetings for the period January to March 2024 be adopted.

COMMENTARY

A draft three month Schedule of Council and Committee Meetings has been created (see attached). This suggested schedule is somewhat different to the normal schedule due to the quadrennial local government election being held on Saturday 16 March 2024

Pursuant to s90A(1) of the *Local Government Act 2009* a local government will go into caretaker period during an election. This period starts on the day when public notice of holding of the election is given under the Local Government Electoral Act and ends at the conclusion of the election. While dates have not yet been determined, caretaker period will commence in late January or early February, 2024.

Consequently, it is suggested the first Council meeting be Tuesday 23 January 2024 and the final Council meeting of this term of Council be Tuesday 5 March 2024. The new Council will determine the schedule of meetings for the remainder of 2024.

SCHEDULE OF MEETINGS - JANUARY TO MARCH 2024

Draft Schedule Jan to March 2024

Meeting Date: 12 September 2023

Attachment No: 1

Councillor Meeting Schedule Jan 2024

Monday	Tuesday	Wednesday	Thursday	Friday
1	2	3	4	5
PUBLIC HOLIDAY	NO MEETINGS			
8	9	10	11	12
	NO MEETINGS			
16	17	18	19	20
	NO MEETINGS			
22	23	24	25	26
	9am – 3pm COUNCIL MEETING			AUSTRALIA DAY PUBLIC HOLIDAY
29	30	31		

Councillor Meeting Schedule Feb 2024

Monday	Tuesday	Wednesday	Thursday	Friday
			1	2
5	6	7	8	9
	NO MEETINGS			
12	13	14	15	16
	NO MEETINGS			
19	20	21	22	23
	9am – 3pm COUNCIL MEETING			
26	27	28	29	
	NO MEETINGS			

Councillor Meeting Schedule Mar 2024

Monday	Tuesday	Wednesday	Thursday	Friday
				1
4	5	6	7	8
	9am – 3pm COUNCIL MEETING			
11	12	13	14	15
	NO MEETINGS			
18	19	20	21	22
25	26	27	28	29

Local Government Election – Saturday 16 March 2024

12 NOTICES OF MOTION

Nil

13 QUESTIONS ON NOTICE

Nil

14 URGENT BUSINESS/QUESTIONS

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

15 CLOSED SESSION

In accordance with the provisions of section 254J(3) of the *Local Government Regulation 2012,* a local government may resolve to close a meeting to the public to discuss confidential items, such that its Councillors or members consider it necessary to close the meeting.

RECOMMENDATION

THAT the meeting be closed to the public to discuss the following items, which are considered confidential in accordance with section 254J(3) of the *Local Government Regulation 2012,* for the reasons indicated.

16.1 PROJECTS - STATUS UPDATE

In accordance with section 254J(3)(i) of the *Local Government Regulation 2012* it is considered necessary to close the meeting to discuss a matter the local government is required to keep confidential under a law of, or formal arrangement with, the Commonwealth or a State.

16 CONFIDENTIAL REPORTS

16.1 PROJECTS - STATUS UPDATE

File No: **15274**

Attachments: **Nil**

Authorising Officer: **Peter Kofod - General Manager Regional Services**

Author: **Andrew Collins - Manager Project Delivery**

In accordance with section 254J(3)(i) of the *Local Government Regulation 2012* it is considered necessary to close the meeting to discuss a matter the local government is required to keep confidential under a law of, or formal arrangement with, the Commonwealth or a State.

SUMMARY
This report provides an update on the current status of Projects and the projects current funding position.

17 CLOSURE OF MEETING