



SPECIAL MEETING

AGENDA

19 JULY 2022

Your attendance is required at a Special meeting of Council to be held in the Council Chambers, 232 Bolsover Street, Rockhampton on 19 July 2022 commencing at 9:00 am for transaction of the enclosed business.

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

CHIEF EXECUTIVE OFFICER
18 July 2022

Next Meeting Date: 26.07.22

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:

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 DECLARATIONS OF INTEREST IN MATTERS ON THE AGENDA

5 OFFICERS' REPORTS

5.1 FINANCE POLICIES FOR REVIEW

File No: 5237

Attachments:

1. Draft Revenue Policy 2022-2023 - Tracked [↓](#)
2. Draft Revenue Policy 2022-2023 - Clean [↓](#)
3. Draft Rates Concession Policy - Clean [↓](#)
4. Draft Rates Concession Policy - Tracked [↓](#)
5. Draft Debt (Borrowings) Policy - Tracked [↓](#)
6. Draft Debt (Borrowings) Policy - Clean [↓](#)
7. Draft Debt Recovery Policy - Tracked [↓](#)
8. Draft Debt Recovery Policy - Clean [↓](#)
9. Draft Rates Payment Policy - Tracked [↓](#)
10. Draft Rates Payment Policy - Clean [↓](#)
11. Draft Rates Relief (Hardship) Policy - New [↓](#)

Authorising Officer: Ross Cheesman - Deputy Chief Executive Officer

Author: Marnie Taylor - Chief Financial Officer

SUMMARY

Chief Financial Officer presenting reviewed finance policies to Council for adoption.

OFFICER'S RECOMMENDATION

1. THAT Council adopts the Revenue Policy set out in Attachment 2 of this report for the 2022/2023 financial year in accordance with section 169 of the Local Government Regulation 2012.
2. THAT Council approves a review date of the Revenue Policy of June 2023.
3. THAT Council adopts the Rates Concession Policy set out in Attachment 3 of this report.
4. THAT Council approves a review date of the Rates Concession Policy of June 2023.
5. THAT Council grants a rates concession under section 122 of the Local Government Regulation 2012 to any ratepayers considered eligible for support under the Rates Concession Policy.
6. THAT Council adopts the Debt (Borrowings) Policy set out in Attachment 6 of this report for the 2022/2023 financial year in accordance with section 192 of the Local Government Regulation 2012.
7. THAT Council approves a review date of the Debt (Borrowings) Policy of June 2023.
8. THAT Council adopts the Debt Recovery Policy set out in Attachment 8 of this report.
9. THAT Council approves a review date of the Debt Recovery Policy of June 2024.
10. THAT Council adopts the Rates Payment Policy set out in Attachment 10 of this report.
11. THAT Council approves a review date of the Rates Payment Policy of June 2024.
12. THAT Council adopts the Rates Relief (Hardship) Policy set out in Attachment 11 of this report.
13. THAT Council approves a review date of the Rates Relief (Hardship) Policy of June 2023.
14. THAT Council grants a rates concession under section 122 of the Local Government Regulation 2012 to any ratepayers considered eligible for support under the Rates

Relief (Hardship) Policy.

COMMENTARY

The following policies are presents to Council for adoption. A summary of these policies and the changes are provided below:

Revenue Policy 2022-2023 – this policy is Council's strategic Revenue Policy which applies for the financial year 1 July 2022 to 30 June 2023.

- Reference to the local government principles added.
- Principles expanded for the:
 - making and levying of rates and charges;
 - Granting concessions;
 - Recovery of overdue rates and charges.
- Addition of paragraph 5.4 Payments in advance.

Rates Concession Policy – this policy applies to any ratepayer seeking rebates and concessions for the rate and/or charges

- Updates to Related Documents and Definitions, including definition for Not-for-Profit Community Organisation.
- Addition of supporting documentation for applications for concessions.
- Removal of Surf Life Saving Organisations from eligible organisations.
- Category 3 water consumption charges updated to align with the Revenue Statement.
- Rebate percentage changes for categories 4, 5 and 8.

This policy provides concessions under Chapter 4 Part 10 of the *Local Government Regulation 2012*.

Debt (Borrowings) Policy – this policy applies to the use of loan borrowings to fund Infrastructure and other important capital works projects.

- Figures updated for 2022/23

This policy is required to be adopted annually for the financial year in accordance with section 192 of the *Local Government Regulation 2012*.

Debt Recovery Policy – this policy applies to ratepayers and other debtors with overdue rates and charges or other amounts owed to Council.

- Inclusion of references to new Rates Relief (Hardship) Policy

Rates Payment Policy – this policy applies to ratepayers who have been prevented, by special or extenuating circumstances beyond their control from paying their current half-yearly rates and utility charges within the stated discount period.

- Further background information added, including reference to Council's power under the *Local Government Regulation 2012* to allow a discount.
- Application information included and payment required before an application is considered.
- Special and Extenuating circumstances updated.

Rates Relief (Hardship) Policy (New)

Applies to ratepayers of residential properties and Cat 6 properties experiencing serious financial hardship and as a result are unable to pay their rates and charges, including unable to meet a payment arrangement under the Debt Recovery Policy.

CONCLUSION

The attached policies are presented for adoption by Council.

FINANCE POLICIES FOR REVIEW

Draft Revenue Policy 2022-2023 - Tracked

Meeting Date: 19 July 2022

Attachment No: 1

REVENUE POLICY 2022-2023

STATUTORY POLICY



1 Scope

This policy is Rockhampton Regional Council's strategic Revenue Policy which applies for the financial year 1 July 2022 to 30 June 2023.

2 Purpose

~~The purpose of this policy is to provide Council with a contemporary Revenue Policy to:~~

~~(a) Comply with legislative requirements; and~~

~~(b) Set principles used by Council in 2022-2023 for:~~

In accordance with the *Local Government Regulation 2012*, section 193, this policy identifies the principles Council intends to apply for:

~~(c)(a) The making and levying of rates and charges;~~

~~(d)(b) Exercising its powers to Granting rebates and concessions for rates and charges;~~

~~(e)(c) Recovery of overdue rates and charges; and~~

~~(d) Cost-recovery methods.~~

This policy also addresses:

(a) The purpose for concessions; and

(b) The extent to which physical and social infrastructure costs for a new development are to be funded by charges for the development.

3 Related Documents

3.1 Primary

Local Government Act 2009

Local Government Regulation 2012

3.2 Secondary

Planning Act 2016

Debt Recovery Policy

Development Incentives Policy – 1 January 2021 to 31 December 2021

Development Incentives Policy - 15 May 2018 to 31 December 2020

Development Incentives Policy – 1 August 2017 to 14 May 2018

Development Incentives Policy – 1 December 2013 to 31 July 2017

Fees and Charges Schedule

Infrastructure Charges Collection Policy

LEGAL AND GOVERNANCE USE ONLY

Adopted/Approved:	Adopted, 24 June 2021 <u>DRAFT</u>	Department:	Corporate Services
Version:	1	Section:	Finance
Reviewed Date:		Page No:	Page 1 of 6

Rates Concession Policy
[Rates Relief \(Hardship\) Policy](#)
 Reconfiguration of a Lot Incentives Policy
 Revenue Statement
 Rockhampton Region Planning Scheme

4 Definitions

To assist in interpretation, the following definitions apply:

Act	Local Government Act 2009
CEO	Chief Executive Officer A person who holds an appointment under section 194 of the <i>Local Government Act 2009</i> . This includes a person acting in this position.
Council	Rockhampton Regional Council
Region	Rockhampton Regional Area defined by the Local Government Areas of Queensland.
Regulation	Local Government Regulation 2012

5 Policy Statement

~~In accordance with the *Local Government Act 2009*, this Revenue Policy is used in developing the revenue budget for 2022-2023.~~

~~Where appropriate Council is guided by the principles of equity and "user pays" in the making of rates and charges to minimise the impact of rating on the efficiency of the local economy.~~

5.1 Background

~~When determining principles to be applied for the levying of rates and charges, Council must act consistently with the local government principles, namely:~~

- ~~(a) Transparent and effective processes and decision making in the public interest;~~
- ~~(b) Sustainable development and management of assets and infrastructure, and delivery of effective services;~~
- ~~(c) Democratic representation, social inclusion and meaningful community engagement;~~
- ~~(d) Good governance of, and by, local government; and~~
- ~~(a)(e) Ethical and legal behaviour of Councillors, local government employees and councillor advisors.~~

5.1 Principles Applied in Making and Levying of Rates and Charges

~~In making rates and charges, Council is required to comply with legislative requirements.~~

~~Council will also have regard to the principles of:~~

- ~~(a) Equity by taking into account the actual and potential demands placed on Council, location and use of land, unimproved and site value of land, and land's capacity to earn revenue;~~
- ~~(b) Transparency in the making of rates and charges;~~
- ~~(c) Having in place a rating regime that is simple and efficient to administer;~~
- ~~(d) National competition principles where applicable (user pays);~~
- ~~(e) Clarity in terms of responsibilities (Council's and ratepayers) in regard to the rating process; and~~

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- (f) ~~Timing the levy of rates to take into account the financial cycle of local economic activity, in order to assist the smooth running of the local economy.~~

5.1.1 **Making Rates and Charges**

It is Council's policy to identify certain services where the consumer of the services is expected to meet all or the greater part of the total cost of providing the specific service. In such cases, the cost of providing the service includes the cost of acquiring the commodity or service, the cost of providing the infrastructure or the cost to process and/or deliver the commodity or service and any overheads associated with these cost components.

It is acknowledged that individual consumers of a commodity or service cannot always be separately identified. For this reason, there is a need for specific user charges to be supplemented by other general revenue sources.

The relevant components of Council's rates and charges are based on a combination of specific user charges, separate charges, special charges and a differential general rating system based on the value of the land to provide the most equitable and rational basis for raising revenue.

Rates and charges are determined after due consideration of the following:

- (a) Council's legislative obligations;
- (b) The needs and expectations of the general community;
- (c) The cost of maintaining existing facilities and necessary service;
- (d) The need of additional facilities and services; and
- (e) Equity by ensuring the fair and consistent application of lawful rating and charging principles, without bias, taking account of all relevant considerations, and disregarding irrelevancies such as the perceived personal wealth of individual ratepayers or ratepayer classes.

Council also has regard to the principles of:

- (a) Transparency of process;
- (b) Simplicity and efficient administration; and
- (c) Flexibility to take account of changes in the local economy.

5.1.2 **Levying Rates and Charges**

In levying rates and charges, Council applies the following principles:

- (a) Making clear what is Council's and each ratepayers responsibility in relation to the rating system;
- (b) Making the levying process, granting discount and any refund of rates and charges as simple and efficient to administer as possible; and
- (c) Timing the levy of rates notices to take into account the financial cycle to which ratepayers are accustomed or may adapt to.

5.2 **Principles Applied in Granting Concession for Rates and Charges**

In considering the application of concessions, Council is guided by the principles of:

- (a) Reducing the financial burden of rates and charges payable by pensioners
- (a)(b) Equity by providing the same treatment for ratepayers with similar circumstances having regard to the different levels of capacity to pay within the local community;
- (b)(c) Transparency by making clear the requirements necessary to receive concessions;
- (d) Support not-for-profit organisations whose objectives do not include the making a profit
- (c) Flexibility to allow Council to respond to local economic issues;

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~~(d) The same treatment for ratepayers with similar circumstances; and~~

~~(e) Responsiveness to community expectations of what activities should attract assistance from Council.~~

~~Consideration may be given by Council to granting a class concession in the event all or part of the local government area is declared a natural disaster area by the State Government.~~

~~In circumstances where a ratepayer incurs responsibility for a rating debt that is beyond their financial capacity to pay immediately, Council may consider avenues to assist with the payment of the liability.~~

~~Certain activities benefit the community and the cost of meeting their obligations may impact on the provision of these activities. Council should assist in such circumstances.~~

~~The purpose for the concessions is to provide support to identified classes of ratepayers in meeting their obligations under Council's rating regime within the available provisions of the Act and the Regulation.~~

5.3 Principles Applied to the Recovery of Overdue Rates and Charges

~~Under the provisions of Chapter 4 Part 12 of the Regulation, Council exercises its rates and charges recovery powers pursuant to the provisions of Chapter 4 Part 12 of the Local Government Regulation 2012, in order to reduce the overall rate burden on ratepayers by:~~

~~Council is guided by the principles of:~~

~~(f)(a) Transparency by in making clear the obligations of ratepayers and the processes used by Council in assisting them to meet their financial obligations;~~

~~(g)(b) Making Clarity and cost effectiveness in the processes used to recover outstanding rates and charges clear, simple to administer and cost effectiveness; and~~

~~(h)(c) Equity, by having regard to capacity to pay in determining appropriate arrangements for different sectors of the community;~~

~~(i) Providing the same treatment for ratepayers with similar circumstances; and~~

~~(j) Flexibility by responding where necessary to changes in the local economy.~~

~~Council requires payment of rates and charges within a specified period and pursues the collection of overdue rates and charges diligently. The non-payment of rates and charges by some ratepayers places an unfair burden on other ratepayers who meet their legal obligations in full.~~

~~When pursuing the collection of overdue rates and charges Council gives due concern for any financial hardship faced by ratepayers.~~

~~Council's Debt Recovery Policy and Rates Relief (Hardship) Policy provide guidance in the collection of overdue rates and charges.~~

5.4 Payments in Advance

~~Council accepts payments in advance by lump sum or by instalment. Interest is not payable on any credit balance.~~

5.5 Principles Used for Cost Recovery Fees and Other Fees

~~Section 97 of the Local Government Act 2009 allows Council to set cost recovery fees.~~

~~Council recognises the validity of fully imposing the user pays principle for its cost recovery fees, unless the imposition of the fee is contrary to its express social, economic, environmental and other corporate goals. This is considered to be the most equitable and effective revenue approach, and is founded on the basis that the Region's rating base cannot subsidise the specific users or clients of Council's regulatory products and services.~~

~~In setting its cost recovery fees, Council is aware of the legislative requirement that such a fee must not be more than the cost to Council of taking the action to which the fee applies.~~

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Council makes cost recovery fees and other fees and charges. Generally, Council sets these fees and charges at a level which reflects the underlying costs and charges, including allocated overheads and administration costs.

For cost recovery fees, the expected revenue from fees and other sources for each cost recovery scheme will not exceed the costs of the scheme.

For other fees and charges, where they relate to an operation which has private sector competitors, the fees reflect the full cost including costs which a private sector competitor would face but which Council, because it is a public-sector entity, does not incur.

Council may apply community service obligations to its business activities and exclude the cost of those obligations in fixing prices for the activity. Council each year adopts a Code of Competitive Conduct Statement which provides the framework for identification of community service obligations enforced on its identified business units.

5.3 Other Matters

5.3.1 Purpose of Concessions

Statutory provision exists for Council to rebate or defer rates in certain circumstances. In considering the application of concessions, Council is guided by the principles set out in paragraph 5.2.

5.45.6 Physical and Social Infrastructure Costs for New Development

Council requires developers to pay reasonable and relevant contributions towards the cost of physical and social infrastructure required to support the development. Specific charges are detailed in Council's town Planning Schemes.

Mechanisms for the planning and funding of infrastructure for urban growth are contained within the *Planning Act 2016*. These schemes are based on normal anticipated growth rates. Where a new development is of sufficient magnitude to accelerate the growth rate of a specific community within the Region, it may be necessary to bring forward physical and social infrastructure projects. Where this occurs, Council expects developers to meet sufficient costs to ensure the availability of facilities is not adversely affected and existing ratepayers are not burdened with the cost of providing the additional infrastructure.

5.4.15.6.1 Development Incentives Policies

Council has adopted development incentives policies to stimulate the economic growth of the Region. The development incentives policies can be found on Council's website. The focus of the policies are to provide relief of fees and charges to those applications which:

- (a) Create new jobs and investment;
- (b) Value-add through enhanced service delivery or supply chains;
- (c) Generate growth within identified strategic sectors; and
- (d) Diversify and make the local economy more sustainable.

5.55.7 Delegation of Authority

Authority for implementation of the Revenue Policy is delegated by Council to the CEO in accordance with section 257 of the *Local Government Act 2009*.

Authority for the day to day management of the Revenue Policy is the responsibility of the Deputy Chief Executive Officer/General Manager Corporate Services and/or the Chief Financial Officer.

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6 Review Timelines

This policy is reviewed when any of the following occur:

- (a) As required by legislation – reviewed each financial year at the beginning of the annual budget process;
- (b) The related information is amended or replaced; or
- (c) Other circumstances as determined from time to time by the Council.

7 Document Management

Sponsor	Chief Executive Officer
Business Owner	Deputy Chief Executive Officer
Policy Owner	Chief Financial Officer
Policy Quality Control	Legal and Governance



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FINANCE POLICIES FOR REVIEW

Draft Revenue Policy 2022-2023 - Clean

Meeting Date: 19 July 2022

Attachment No: 2

REVENUE POLICY 2022-2023

STATUTORY POLICY



1 Scope

This policy is Rockhampton Regional Council's strategic Revenue Policy which applies for the financial year 1 July 2022 to 30 June 2023.

2 Purpose

In accordance with the *Local Government Regulation 2012*, section 193, this policy identifies the principles Council intends to apply for:

- (a) Levying of rates and charges;
- (b) Granting concessions for rates and charges;
- (c) Recovery of overdue rates and charges; and
- (d) Cost-recovery methods.

This policy also addresses:

- (a) The purpose for concessions: and
- (b) The extent to which physical and social infrastructure costs for a new development are to be funded by charges for the development.

3 Related Documents

3.1 Primary

Local Government Act 2009

Local Government Regulation 2012

3.2 Secondary

Planning Act 2016

Debt Recovery Policy

Development Incentives Policy – 1 January 2021 to 31 December 2021

Development Incentives Policy - 15 May 2018 to 31 December 2020

Development Incentives Policy – 1 August 2017 to 14 May 2018

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Infrastructure Charges Collection Policy

Rates Concession Policy

Rates Relief (Hardship) Policy

Reconfiguration of a Lot Incentives Policy

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Revenue Statement
Rockhampton Region Planning Scheme

4 Definitions

To assist in interpretation, the following definitions apply:

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Council	Rockhampton Regional Council
Region	Rockhampton Regional Area defined by the Local Government Areas of Queensland.
Regulation	<i>Local Government Regulation 2012</i>

5 Policy Statement

5.1 Background

When determining principles to be applied for the levying of rates and charges, Council must act consistently with the local government principles, namely:

- (a) Transparent and effective processes and decision making in the public interest;
- (b) Sustainable development and management of assets and infrastructure, and delivery of effective services;
- (c) Democratic representation, social inclusion and meaningful community engagement;
- (d) Good governance of, and by, local government; and
- (e) Ethical and legal behaviour of Councillors, local government employees and councillor advisors.

5.1 Principles Applied in Levying Rates and Charges

5.1.1 Making Rates and Charges

It is Council's policy to identify certain services where the consumer of the services is expected to meet all or the greater part of the total cost of providing the specific service. In such cases, the cost of providing the service includes the cost of acquiring the commodity or service, the cost of providing the infrastructure or the cost to process and/or deliver the commodity or service and any overheads associated with these cost components.

It is acknowledged that individual consumers of a commodity or service cannot always be separately identified. For this reason, there is a need for specific user charges to be supplemented by other general revenue sources.

The relevant components of Council's rates and charges are based on a combination of specific user charges, separate charges, special charges and a differential general rating system based on the value of the land to provide the most equitable and rational basis for raising revenue.

Rates and charges are determined after due consideration of the following:

- (a) Council's legislative obligations;
- (b) The needs and expectations of the general community;
- (c) The cost of maintaining existing facilities and necessary service;
- (d) The need of additional facilities and services; and

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- (e) Equity by ensuring the fair and consistent application of lawful rating and charging principles, without bias, taking account of all relevant considerations, and disregarding irrelevancies such as the perceived personal wealth of individual ratepayers or ratepayer classes.

Council also has regard to the principles of:

- (a) Transparency of process;
- (b) Simplicity and efficient administration; and
- (c) Flexibility to take account of changes in the local economy.

5.1.2 Levying Rates and Charges

In levying rates and charges, Council applies the following principles:

- (a) Making clear what is Council's and each ratepayers responsibility in relation to the rating system;
- (b) Making the levying process, granting discount and any refund of rates and charges as simple and efficient to administer as possible; and
- (c) Timing the levy of rates notices to take into account the financial cycle to which ratepayers are accustomed or may adapt to.

5.2 Principles Applied in Granting Concession for Rates and Charges

In considering the application of concessions, Council is guided by the principles of:

- (a) Reducing the financial burden of rates and charges payable by pensioners
- (b) Equity by providing the same treatment for ratepayers with similar circumstances;
- (c) Transparency by making clear the requirements necessary to receive concessions;
- (d) Support not-for-profit organisations whose objectives do not include the making a profit

In circumstances where a ratepayer incurs responsibility for a rating debt that is beyond their financial capacity to pay immediately, Council may consider avenues to assist with the payment of the liability.

Certain activities benefit the community and the cost of meeting their obligations may impact on the provision of these activities. Council should assist in such circumstances.

The purpose for the concessions is to provide support to identified classes of ratepayers in meeting their obligations under Council's rating regime within the available provisions of the Act and the Regulation.

5.3 Principles Applied to the Recovery of Overdue Rates and Charges

Under the provisions of Chapter 4 Part 12 of the Regulation, Council exercises its rates and charges recovery powers in order to reduce the overall rate burden on ratepayers by:

- (a) Transparency in making clear the obligations of ratepayers and the processes used by Council in assisting them to meet their financial obligations;
- (b) Making the processes used to recover outstanding rates and charges clear, simple to administer and cost effectiveness; and
- (c) Equity, by having regard to capacity to pay in determining appropriate arrangements for different sectors of the community;

Council requires payment of rates and charges within a specified period and pursues the collection of overdue rates and charges diligently. The non-payment of rates and charges by some ratepayers places an unfair burden on other ratepayers who meet their legal obligations in full.

When pursuing the collection of overdue rates and charges Council gives due concern for any financial hardship faced by ratepayers.

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Council's Debt Recovery Policy and Rates Relief (Hardship) Policy provide guidance in the collection of overdue rates and charges.

5.4 Payments in Advance

Council accepts payments in advance by lump sum or by instalment. Interest is not payable on any credit balance.

5.5 Cost Recovery Fees and Other Fees

Council makes cost recovery fees and other fees and charges. Generally, Council sets these fees and charges at a level which reflects the underlying costs and charges, including allocated overheads and administration costs.

For cost recovery fees, the expected revenue from fees and other sources for each cost recovery scheme will not exceed the costs of the scheme.

For other fees and charges, where they relate to an operation which has private sector competitors, the fees reflect the full cost including costs which a private sector competitor would face but which Council, because it is a public-sector entity, does not incur.

Council may apply community service obligations to its business activities and exclude the cost of those obligations in fixing prices for the activity. Council each year adopts a Code of Competitive Conduct Statement which provides the framework for identification of community service obligations enforced on its identified business units.

5.6 Physical and Social Infrastructure Costs for New Development

Council requires developers to pay reasonable and relevant contributions towards the cost of physical and social infrastructure required to support the development. Specific charges are detailed in Council's town Planning Schemes.

Mechanisms for the planning and funding of infrastructure for urban growth are contained within the *Planning Act 2016*. These schemes are based on normal anticipated growth rates. Where a new development is of sufficient magnitude to accelerate the growth rate of a specific community within the Region, it may be necessary to bring forward physical and social infrastructure projects. Where this occurs, Council expects developers to meet sufficient costs to ensure the availability of facilities is not adversely affected and existing ratepayers are not burdened with the cost of providing the additional infrastructure.

5.6.1 Development Incentives Policies

Council has adopted development incentives policies to stimulate the economic growth of the Region. The development incentives policies can be found on Council's website. The focus of the policies are to provide relief of fees and charges to those applications which:

- (a) Create new jobs and investment;
- (b) Value-add through enhanced service delivery or supply chains;
- (c) Generate growth within identified strategic sectors; and
- (d) Diversify and make the local economy more sustainable.

5.7 Delegation of Authority

Authority for implementation of the Revenue Policy is delegated by Council to the CEO in accordance with section 257 of the Act.

Authority for the day to day management of the Revenue Policy is the responsibility of the Deputy Chief Executive Officer/General Manager Corporate Services and/or the Chief Financial Officer.

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6 Review Timelines

This policy is reviewed when any of the following occur:

- (a) As required by legislation – reviewed each financial year at the beginning of the annual budget process;
- (b) The related information is amended or replaced; or
- (c) Other circumstances as determined from time to time by the Council.

7 Document Management

Sponsor	Chief Executive Officer
Business Owner	Deputy Chief Executive Officer
Policy Owner	Chief Financial Officer
Policy Quality Control	Legal and Governance



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FINANCE POLICIES FOR REVIEW

Draft Rates Concession Policy - Clean

Meeting Date: 19 July 2022

Attachment No: 3

RATES CONCESSION POLICY

COMMUNITY POLICY



1 Scope

This policy applies to any ratepayer seeking rebates and concessions for rates and/or charges.

2 Purpose

The purpose of this policy is to identify target groups and establish guidelines to assess requests for rates and charges concessions in order to alleviate the impact of local government rates and charges, particularly in relation to not-for-profit or charitable community organisations and ratepayers who are in receipt of an approved government pension.

3 Related Documents

3.1 Primary

Nil

3.2 Secondary

Associations Incorporation Act 1981

Body Corporate and Community Management Act 1997

Local Government Act 2009

Local Government Regulation 2012

CBD Commercial Property Rates Concession Application Form

Owner-Occupied Rating Category Application Form

Pensioner Concession for Rates Application Form - Council and State Government Schemes

Rate Relief (Hardship) Policy

Revenue Policy

Revenue Statement

Waste and Recycling Collection Services Policy

Waste and Recycling Collection Services Procedure

Waste Charges Rebate Form

4 Definitions

To assist in interpretation, the following definitions apply:

ATO	Australian Taxation Office
CBD	Central Business District

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CBD Mixed Use Category One Property	A property: (a) Within the defined CBD area rated in Category One (commercial/light industry) and has a mixed use of commercial and residential; and (b) That is an existing property.
Council	Rockhampton Regional Council
Existing Property	A property as at 1 July 2018: (a) Within the defined CBD area rated in Category One (commercial/light industry); and (b) Has a mixed use of commercial and residential.
Not-for-Profit Community Organisation	A community organisation: (a) Incorporated under the <i>Associations Incorporation Act 1981</i> ; (b) There is no profit or gain by individual members of the group; (c) Its constitution or governing documents prevent it from distributing profits or assets for the benefit of particular persons, both while it is operating and on winding up; and (d) Whilst a surplus or revenue can be made, all profits must be used to carry out the purpose and functions of the organisation.
Principal Place of Residence	As defined in Council's Revenue Statement, a single dwelling house or dwelling unit (part of a Community Title Scheme or residential group title (not a flat) at which one owner of the land must reside permanently for a minimum of six months of the year.
Ratepayer	As defined in the <i>Local Government Regulation 2012</i> , a person who is liable to pay rates or charges.
Rates and Charges	As defined in the <i>Local Government Act 2009</i> , are levies that a local government imposes: (a) On land; and (b) For a service, facility or activity that is supplied or undertaken by: (i) The local government; or (ii) Someone on behalf of the local government (including a garbage collection contractor, for example).
Region	Rockhampton Regional Area defined by the Local Government Areas of Queensland.

5 Policy Statement

Rate and/or charges concessions are considered for the following ratepayer categories, noting that Council's prompt payment discount is calculated on gross rates prior to concession.

5.1 Approved Government Pensioners

The Queensland Government Pensioner Rate Subsidy Scheme is directed to the elderly, invalid or otherwise disadvantaged citizens of the community whose principal or sole source of income is a pension or allowance paid by Department of Human Services or the Department of Veterans' Affairs.

Unless stated otherwise, the terms and conditions of the Queensland Government Pensioner Rate Subsidy Scheme apply to the application of the Council subsidy.

5.1.1 Eligibility

The following ratepayers are eligible for a concession/subsidy:

- (a) A holder of a Queensland "Pensioner Concession Card" issued by Centrelink on behalf of the Department of Human Services or the Department of Veterans' Affairs, or

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- (b) A holder of a Queensland "Repatriation Health Card – For All Conditions" (Gold Card) issued by the Department of Veterans Affairs; or
- (c) A person receiving a Widow's Allowance; and
- (d) Is the owner or life tenant (either solely or jointly) of the property which is his/her principal place of residence; and
- (e) Has, either solely or jointly with a co-owner, the legal responsibility for the payment of rates and charges which are levied in respect of the property.

5.1.2 Applications for Concessions

Applications for concessions are considered during the rating period (that is, half year). Applications received after the date of levy are considered only from the commencement of the current rating period. Rebates are not granted retrospectively without prior approval from the State Government Concessions unit.

A completed Pensioner Concession for Rates Application Form must be submitted. A new application is required when a change of address occurs.

5.1.3 Amount of Rebate

Approved ratepayers whose property in which they reside is located within the Region, may be entitled to a rebate of 20% (to a maximum of \$260 each year) on all rates levied in respect of each eligible property, excluding environment separate charge, special rates/charges, water consumption charges and rural and state fire levies/charges.

Should a person be entitled to only part of the State subsidy, because of part ownership of the property, or other relevant reason, the Council rebate would be similarly reduced.

5.2 Not-For-Profit or Charitable Community Organisations

Rate concessions are available to approved not-for-profit or charitable community organisations whose objectives do not include the making of profit and who provide services to their membership and the community.

5.2.1 Eligibility

To be eligible, the not-for-profit or charitable community organisation must:

- (a) Be incorporated under the *Associations Incorporation Act 1981*;
- (b) There is no profit or gain by individual members of the group;
- (c) Its constitution or governing documents prevent it from distributing profits or assets for the benefit of particular persons, both while it is operating and on winding up;
- (d) Whilst a surplus of revenue can be made, all profits must be used to carry out the purpose and functions of the organisation;
- (e) Be located within the Region and the majority of its members reside in the Region;
- (f) Not receive income from gaming machines and/or from the sale of alcohol in an organised manner (for example, bar with regular hours of operation with permanent liquor license);
- (g) Be the owner, lessee or life tenant of the property and is the incorporated bodies main grounds/base/club house or residence;
- (h) Either solely or jointly with a co-owner, have the legal responsibility for the payment of rates and charges which are levied in respect of the property; and
- (i) Not be a religious body or entity or educational institution recognised under State or Federal statute or law.

Should an applicant only have part ownership of the property, the Council concession is similarly reduced.

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5.2.2 Applications for Concessions

Eligibility for a concession is assessed by Council annually prior to the issue of the first rate notice each financial year (generally June/July). Organisations not automatically provided with a concession, and believe they meet the eligibility criteria, may apply at any time. If an application is approved by Council, concessions are applied from the beginning of the current rating period (concessions are not applied retrospectively).

All applications must be in writing and supported by a copy of the following documents:

- (a) Copy of incorporation certificate; and
- (b) Copy of rules/constitution.

Service providers applying for concession under Category three must provide a breakdown of the fees they charge the tenant.

5.2.3 Amount of Rebate

The amount of rebate applied to eligible organisations are as follows:

(a) Category One - Showground Related Organisations

Rebate Level General Rates – 100%
 Rebate Level Separate Rates/Charges – 100%
 Rebate Level Special Rates/Charges – 0%
 Rebate Level Water Access Charges – 50%
 Rebate Level Water Consumption Charges – Charged at residential rates
 Rebate Level Sewerage Charges – 50%
 Rebate Level Waste Charges – 50%
 Cap – N/A

(b) Category Two – Kindergartens

Rebate Level General Rates – 50%
 Rebate Level Road Network Separate Charge – 50%
 Rebate Level Special Rates/Charges – 0%
 Rebate Level Environment Separate Charge – 0%
 Rebate Level Water Access Charges – 50%
 Rebate Level Water Consumption Charges – Charged at residential rates
 Rebate Level Sewerage Charges – 50%
 Rebate Level Waste Charges – 50%
 Cap – \$ 1,000.00

(c) Category Three – Charitable Organisations Benefiting the Aged and/or Persons with a Disability

Rebate Level General Rates – 100%
 Rebate Level Separate Rates/Charges – 100%
 Rebate Level Special Rates/Charges – 0%
 Rebate Level Water Access Charges – 50%
 Rebate Level Water Consumption Charges – Charged at residential rates
 Rebate Level Sewerage Charges – 50%
 Rebate Level Waste Charges – 50%
 Cap – \$ 1,000.00 for Service Charges only

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(d) Category Four – Sporting Clubs and Associations – Without Liquor and Gaming Licenses

Rebate Level General Rates – 100%
 Rebate Level Separate Rates/Charges – 100%
 Rebate Level Special Rates/Charges – 0%
 Rebate Level Water Access Charges – 50%
 Rebate Level Water Consumption Charges – Charged at residential rates
 Rebate Level Sewerage Charges – 50%
 Rebate Level Waste Charges – 50%
 Cap – \$ 4,000.00 for Service Charges only

(e) Category Five – Sporting Clubs and Associations – With Liquor Licenses but No Gaming Licenses

Rebate Level General Rates – 100%
 Rebate Level Separate Rates/Charges – 100%
 Rebate Level Special Rates/Charges – 0%
 Rebate Level Water Access Charges – 50%
 Rebate Level Water Consumption Charges – Charged at residential rates
 Rebate Level Sewerage Charges – 50%
 Rebate Level Waste Charges – 50%
 Cap – \$ 4,000.00

(f) Category Six – Sporting Clubs and Associations situated on Highly Valued Leasehold Land – With Liquor Licenses but No Gaming Licenses

Rebate Level General Rates – 85%
 Rebate Level Road Network Separate Charge – 75%
 Rebate Level Environment Separate Charge – 0%
 Rebate Level Special Rates/Charges – 0%
 Rebate Level Water Access Charges – 50%
 Rebate Level Water Consumption Charges – Charged at residential rates
 Rebate Level Sewerage Charges – 50%
 Rebate Level Waste Charges – 50%
 Cap – \$ 2,000.00 for Service Charges only
 Applies to Assessment Number 105813 – Rockhampton Bowls Club only.

(g) Category Seven – Sporting Clubs and Associations – With Liquor and Gaming Licenses

Rebate Level General Rates – 0%
 Rebate Level Separate Rates/Charges – 0%
 Rebate Level Special Rates/Charges – 0%
 Rebate Level Water Access Charges – 0%
 Rebate Level Water Consumption Charges – 0%
 Rebate Level Sewerage Charges – 0%
 Rebate Level Waste Charges – 0%
 Cap – N/A

(h) Category Eight - All Other Community Based Not-For-Profit/Charitable Organisations

Rebate Level General Rates – 100%
 Rebate Level Separate Rates/Charges – 100%
 Rebate Level Special Rates/Charges – 0%
 Rebate Level Water Access Charges – 50%
 Rebate Level Water Consumption Charges – Charged at residential rates
 Rebate Level Sewerage Charges – 50%
 Rebate Level Waste Charges – 50%
 Cap – \$ 2,000.00 for Service Charges only.

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(i) Category Nine - Rural Fire Brigade

Rebate Level General Rates – 100%
 Rebate Level Separate Rates/Charges – 100%
 Rebate Level Special Rates/Charges – 0%
 Rebate Level Water Access Charges – 100%
 Rebate Level Water Consumption Charges – 100%
 Rebate Level Sewerage Charges – 100%
 Rebate Level Waste Charges – 100%
 Cap – N/A

NOTE: Sewerage charges are not levied in respect of public amenities blocks that are locked and controlled by clubs.

5.3 General Rate Rebates

In accordance with Chapter 4, Part 10 of the *Local Government Regulation 2012*, the properties where 100% rebate of general rates applies may be exempted from payment of general rates in lieu of the provision of a rebate.

5.4 Permits to Occupy Pump Sites and Separate Pump Site Assessments

Council grants rebates on the following basis for those assessments that only contain pump sites and where the land area is 25 square metres or less, provided the ratepayer as shown on the assessment is the owner of another property in the Region on which the separate charges and general rates have been levied:

- (a) Separate Charges – 100% rebate
- (b) General Rates – Maximum rebate of \$600.00.

5.5 Water Consumption Charges

Council grants a rebate on the following basis for the following assessments:

- (a) 237107 – Gracemere Lakes Golf Club; and
- (b) 237109 – Gracemere Bowling Club

Water Consumption Charges – 50% rebate.

5.6 Lot 1 South Ulam Rd, Bajool

Council grants a rebate on the following basis for the following assessment:

146963-2 – being Lot 1 South Ulam Rd, Bajool (L1 MLG80014 Parish of Ultimo)

- (a) General Rate 100%;
- (b) Road Network Charge 100%; and
- (c) Environment Separate Charge 100%.

5.7 Limit in Increases in Rates and Charges

For the 2022/2023 financial year Council will not be resolving to limit any increases in rates and charges.

5.8 Rockhampton CBD Commercial Properties with Mixed Residential Use

The purpose of this concession is to encourage inner city residential living and reduce vacancies in the Rockhampton CBD by providing an incentive for commercial property owners within the defined CBD area (as per Appendix A - Rockhampton CBD Extent) to utilise unoccupied commercial space for residential purposes. Residential purposes is defined as any space constructed and permitted for residential use and occupied by the owner or tenant as a residence.

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Council may consider granting a concession of up to \$2,200 per annum or a maximum of 75% of the general rate, whichever is the lesser, for a CBD mixed use category one property. The concession is primarily intended to facilitate the adaptation of established vacant commercial spaces, particularly above ground floor, to residential use.

5.8.1 Conditions

The following conditions apply:

- (a) The residential component should not be vacant longer than six months within the financial year;
- (b) Verification of use may be provided by a registered real estate agent or through pre-arranged inspection by a Council officer; and
- (c) Properties receiving the concession must advise Council if the residential use is discontinued.

The rates concession may be subject to reversal if the above conditions are not adhered to.

5.8.2 Applications for Concession

To apply, a completed CBD Commercial Property Rates Concession Application Form must be submitted and is subject to approval by Council.

Applications for concessions are considered during the rating period (that is, half year). Applications received after the date of levy are considered only from the commencement date of the current rating period (concessions are not applied retrospectively).

5.9 Leased Council Vacant Land

Council grants rebates of 100% of the general rate and separate charges on vacant land owned or held by Council as trustee if the land is leased to another person and the land is not used for any business or commercial or industrial purpose.

In accordance with Chapter 4, Part 10 of the *Local Government Regulation 2012*, properties where 100% rebate of general rates and separate charges apply may be exempt from the payment of general rates and separate charges in lieu of the provision of a rebate.

5.10 Waste Rebates for Multi-Residential Unit Developments

The purpose of this concession is to waive the waste/recycling charge where it has been deemed by Council impractical for Council to provide waste and recycling collection services to a multi-residential unit development consisting of six or more individual attached or semi attached premises or units for which a community title scheme exists under the *Body Corporate and Community Management Act 1997*.

Council may grant a concession of 100% of the waste/recycling charge for each multi-residential unit or units for which a community title scheme exists.

5.10.1 Applications for Concession

To apply, a completed Waste Charges Rebate Form must be submitted and is subject to approval by Council.

Applications are considered during the rating period (that is, half year). The concession may be applied retrospectively for the full financial year where the service has not been provided in accordance with this policy and the Waste and Recycling Collection Services Policy and Procedure.

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6 Review Timelines

This policy is reviewed when any of the following occur:

- (a) Annually in accordance with the Revenue Statement;
- (b) The related information is amended or replaced; or
- (c) Other circumstances as determined from time to time by the Council.

7 Responsibilities:

Sponsor	Chief Executive Officer
Business Owner	Deputy Chief Executive Officer
Policy Owner	Chief Financial Officer
Policy Quality Control	Legal and Governance



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FINANCE POLICIES FOR REVIEW

Draft Rates Concession Policy - Tracked

Meeting Date: 19 July 2022

Attachment No: 4

RATES CONCESSION POLICY

COMMUNITY POLICY



1 Scope

This policy applies to any ratepayer seeking rebates and concessions for rates and/or charges.

2 Purpose

The purpose of this policy is to identify target groups and establish guidelines to assess requests for rates and charges concessions in order to alleviate the impact of [local government](#) rates and charges, particularly in relation to not-for-profit [or](#) charitable [community](#) organisations and ratepayers [with who are in receipt of](#) an approved government pension.

3 Related Documents

3.1 Primary

Nil

3.2 Secondary

[Associations Incorporation Act 1981](#)

Body Corporate and Community Management Act 1997

Local Government Act 2009

Local Government Regulation 2012

CBD Commercial Property Rates Concession Application Form

Owner-Occupied Rating Category Application Form

Pensioner Concession for Rates Application Form - Council and State Government Schemes

[Rate Relief \(Hardship\) Policy](#)

Revenue Policy

Revenue Statement

Waste and Recycling Collection Services Policy

Waste and Recycling Collection Services Procedure

Waste Charges Rebate Form

4 Definitions

To assist in interpretation, the following definitions apply:

ATO	Australian Taxation Office
CBD	Central Business District

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CBD Mixed Use Category One Property	A property: (a) Within the defined CBD area rated in Category One (commercial/light industry) and has a mixed use of commercial and residential; and (b) That is an existing property.
Council	Rockhampton Regional Council
Existing Property	A property as at 1 July 2018: (a) Within the defined CBD area rated in Category One (commercial/light industry); and (b) Has a mixed use of commercial and residential.
Not-for-Profit Community Organisation	A community organisation: (a) Incorporated under the Associations Incorporation Act 1981; (b) There is no profit or gain by individual members of the group; (c) Its constitution or governing documents prevent it from distributing profits or assets for the benefit of particular persons, both while it is operating and on winding up; and (d) Whilst a surplus or revenue can be made, all profits must be used to carry out the purpose and functions of the organisation.
Principal Place of Residence	As defined in Council's Revenue Statement, a single dwelling house or dwelling unit (part of a Community Title Scheme or residential group title (not a flat)) at which one owner of the land must reside permanently for a minimum of six months of the year.
Ratepayer	As defined in the <i>Local Government Regulation 2012</i> , a person who is liable to pay rates or charges.
Rates and Charges	As defined in the <i>Local Government Act 2009</i> , are levies that a local government imposes: (a) On land; and (b) For a service, facility or activity that is supplied or undertaken by: (i) The local government; or (ii) Someone on behalf of the local government (including a garbage collection contractor, for example).
Region	Rockhampton Regional Area defined by the Local Government Areas of Queensland.

5 Policy Statement

Rate and/or charges concessions are considered for the following ratepayer categories, noting that Council's prompt payment discount is calculated on gross rates prior to concession.

5.1 Approved Government Pensioners

The Queensland Government Pensioner Rate Subsidy Scheme is directed to the elderly, invalid or otherwise disadvantaged citizens of the community whose principal or sole source of income is a pension or allowance paid by Department of Human Services or the Department of Veterans' Affairs.

Unless stated otherwise, the terms and conditions of the Queensland Government Pensioner Rate Subsidy Scheme apply to the application of the Council subsidy.

5.1.1 Eligibility

The following ratepayers are eligible for a concession/subsidy:

- (a) A holder of a Queensland "Pensioner Concession Card" issued by Centrelink on behalf of the Department of Human Services or the Department of Veterans' Affairs, or

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- (b) A holder of a Queensland "Repatriation Health Card – For All Conditions" (Gold Card) issued by the Department of Veterans Affairs; or
- (c) A person receiving a Widow's Allowance; and
- (d) Is the owner or life tenant (either solely or jointly) of the property which is his/her principal place of residence; and
- (e) Has, either solely or jointly with a co-owner, the legal responsibility for the payment of rates and charges which are levied in respect of the property.

5.1.2 Applications for Concessions

Applications for concessions are considered during the rating period (that is, half year). Applications received after the date of levy are considered only from the commencement of the current rating period. Rebates are not granted retrospectively without prior approval from the State Government Concessions unit.

A completed Pensioner Concession for Rates Application Form must be submitted. A new application is required when a change of address occurs.

5.1.3 Amount of Rebate

Approved ratepayers whose property in which they reside is located within the Region, may be entitled to a rebate of 20% (to a maximum of \$260 each year) on all rates levied in respect of each eligible property, excluding environment separate charge, special rates/charges, water consumption charges and rural and state fire levies/charges.

Should a person be entitled to only part of the State subsidy, because of part ownership of the property, or other relevant reason, the Council rebate would be similarly reduced.

5.2 Not-For-Profit/ or Charitable Community Organisations

Rate concessions are available to approved [not-for-profit or charitable community](#) organisations whose objectives do not include the making of profit and who provide services to their membership and the community.

5.2.1 Eligibility

To be eligible, the not-for-profit [or](#) /charitable [community](#) organisation ~~—an incorporated body~~ must:

- [\(a\) Be incorporated under the Associations Incorporation Act 1981;](#)
- [\(b\) There is no profit or gain by individual members of the group;](#)
- [\(c\) Its constitution or governing documents prevent it from distributing profits or assets for the benefit of particular persons, both while it is operating and on winding up;](#)
- [\(d\) Whilst a surplus of revenue can be made, all profits must be used to carry out the purpose and functions of the organisation;](#)
- ~~(a) Not include the making of profit in its objectives;~~
- ~~(b) Not charge a fee for service;~~
- ~~(c)(e)~~ Be located within the Region and the majority of its members reside in the Region;
- ~~(d)(f)~~ Not receive income from gaming machines and/or from the sale of alcohol in an organised manner (for example, bar with regular hours of operation with permanent liquor license);
- ~~(e)(g)~~ Be the owner, lessee or life tenant of the property and is the incorporated bodies main grounds/base/club house or residence;
- ~~(f)(h)~~ Either solely or jointly with a co-owner, have the legal responsibility for the payment of rates and charges which are levied in respect of the property; and

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~~(g)(i)~~ Not be a religious body or entity or educational institution recognised under State or Federal statute or law.

Should an applicant only have part ownership of the property, the Council concession is similarly reduced.

5.2.2 Applications for Concessions

Eligibility for a concession is assessed by Council annually prior to the issue of the first rate notice each financial year (generally June/July). Organisations not automatically provided with a concession, and believe they meet the [relevant-eligibility](#) criteria, may apply at any time. If an application is approved by Council, concessions are applied from the beginning of the current rating period (concessions are not applied retrospectively).

[All applications must be in writing and supported by a copy of the following documents:](#)

[\(a\) Copy of incorporation certificate; and](#)

[\(b\) Copy of rules/constitution.](#)

[Service providers applying for concession under Category three must provide a breakdown of the fees they charge the tenant.](#)

5.2.3 Amount of Rebate

The amount of rebate applied to eligible organisations are as follows:

~~(a) Category One – Surf Life Saving Organisations~~

~~Rebate Level General Rates – 100%~~

~~Rebate Level Separate Rates/Charges – 100%~~

~~Rebate Level Special Rates/Charges – 0%~~

~~Rebate Level Water Access Charges – 50%~~

~~Rebate Level Water Consumption Charges – Charged at residential rates~~

~~Rebate Level Sewerage Charges – 50%~~

~~Rebate Level Waste Charges – 50%~~

~~Cap – N/A~~

~~(b)(a) Category ~~One~~Two - Showground Related Organisations~~

~~Rebate Level General Rates – 100%~~

~~Rebate Level Separate Rates/Charges – 100%~~

~~Rebate Level Special Rates/Charges – 0%~~

~~Rebate Level Water Access Charges – 50%~~

~~Rebate Level Water Consumption Charges – Charged at residential rates~~

~~Rebate Level Sewerage Charges – 50%~~

~~Rebate Level Waste Charges – 50%~~

~~Cap – N/A~~

~~(c)(b) Category ~~Two~~Three – Kindergartens~~

~~Rebate Level General Rates – 50%~~

~~Rebate Level Road Network Separate Charge – 50%~~

~~Rebate Level Special Rates/Charges – 0%~~

~~Rebate Level Environment Separate Charge – 0%~~

~~Rebate Level Water Access Charges – 50%~~

~~Rebate Level Water Consumption Charges – Charged at residential rates~~

~~Rebate Level Sewerage Charges – 50%~~

~~Rebate Level Waste Charges – 50%~~

~~Cap – \$ 1,000.00~~

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~~(d)~~(c) Category ~~Three~~Four – Charitable Organisations Benefiting the Aged ~~and/or Persons with a Disability~~/Disadvantaged

Rebate Level General Rates – 100%
 Rebate Level Separate Rates/Charges – 100%
 Rebate Level Special Rates/Charges – 0%
 Rebate Level Water Access Charges – 50%
 Rebate Level Water Consumption Charges – 0%Charged at residential rates
 Rebate Level Sewerage Charges – 50%
 Rebate Level Waste Charges – 50%
 Cap – \$ 1,000.00 for Service Charges only

~~(e)~~(d) Category ~~Four~~Five – Sporting Clubs and Associations – Without Liquor and Gaming Licenses

Rebate Level General Rates – 100%
 Rebate Level Separate Rates/Charges – 100%
 Rebate Level Special Rates/Charges – 0%
 Rebate Level Water Access Charges – ~~55~~50%
 Rebate Level Water Consumption Charges – Charged at residential rates
 Rebate Level Sewerage Charges – ~~55~~50%
 Rebate Level Waste Charges – ~~55~~50%
 Cap – \$ 4,000.00 for Service Charges only

~~(f)~~(e) Category ~~Five~~Six – Sporting Clubs and Associations – With Liquor Licenses but No Gaming Licenses

Rebate Level General Rates – 100%
 Rebate Level Separate Rates/Charges – 100%
 Rebate Level Special Rates/Charges – 0%
 Rebate Level Water Access Charges – ~~55~~50%
 Rebate Level Water Consumption Charges – Charged at residential rates
 Rebate Level Sewerage Charges – ~~55~~50%
 Rebate Level Waste Charges – ~~55~~50%
 Cap – \$ 4,000.00

~~(g)~~(f) Category ~~Six~~Seven – Sporting Clubs and Associations situated on Highly Valued Leasehold Land – With Liquor Licenses but No Gaming Licenses

Rebate Level General Rates – 85%
 Rebate Level Road Network Separate Charge – 75%
 Rebate Level Environment Separate Charge – 0%
 Rebate Level Special Rates/Charges – 0%
 Rebate Level Water Access Charges – 50%
 Rebate Level Water Consumption Charges – Charged at residential rates
 Rebate Level Sewerage Charges – 50%
 Rebate Level Waste Charges – 50%
 Cap – \$ 2,000.00 for Service Charges only
 Applies to Assessment Number 105813 – Rockhampton Bowls Club only.

~~(h)~~(g) Category ~~Seven~~Eight – Sporting Clubs and Associations – With Liquor and Gaming Licenses

Rebate Level General Rates – 0%
 Rebate Level Separate Rates/Charges – 0%
 Rebate Level Special Rates/Charges – 0%
 Rebate Level Water Access Charges – 0%
 Rebate Level Water Consumption Charges – 0%
 Rebate Level Sewerage Charges – 0%
 Rebate Level Waste Charges – 0%
 Cap – N/A

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(4)(h) Category Eight Nine - All Other Community Based Not-For-Profit/Charitable Organisations

Rebate Level General Rates – 100%
 Rebate Level Separate Rates/Charges – 100%
 Rebate Level Special Rates/Charges – 0%
 Rebate Level Water Access Charges – 505%
 Rebate Level Water Consumption Charges – Charged at residential rates
 Rebate Level Sewerage Charges – 5550%
 Rebate Level Waste Charges – 5550%
 Cap – \$ 23,000.00 for Service Charges only.

(4)(i) Category NineTen - Rural Fire Brigade

Rebate Level General Rates – 100%
 Rebate Level Separate Rates/Charges – 100%
 Rebate Level Special Rates/Charges – 0%
 Rebate Level Water Access Charges – 100%
 Rebate Level Water Consumption Charges – 100%
 Rebate Level Sewerage Charges – 100%
 Rebate Level Waste Charges – 100%
 Cap – N/A

NOTE: Sewerage charges are not levied in respect of public amenities blocks that are locked and controlled by clubs.

5.3 General Rate Rebates

In accordance with Chapter 4, Part 10 of the *Local Government Regulation 2012*, the properties where 100% rebate of general rates applies may be exempted from payment of general rates in lieu of the provision of a rebate.

5.4 Permits to Occupy Pump Sites and Separate Pump Site Assessments

Council grants rebates on the following basis for those assessments that only contain pump sites and where the land area is 25 square metres or less, provided the ratepayer as shown on the assessment is the owner of another property in the Region on which the separate charges and general rates have been levied:

- (a) Separate Charges – 100% rebate
- (b) General Rates – Maximum rebate of \$600.00.

5.5 Water Consumption Charges

Council grants a rebate on the following basis for the following assessments:

- (a) 237107 – Gracemere Lakes Golf Club; and
 - (b) 237109 – Gracemere Bowling Club
- Water Consumption Charges – 50% rebate.

5.6 Lot 1 South Ulam Rd, Bajool

Council grants a rebate on the following basis for the following assessment:

146963-2 – being Lot 1 South Ulam Rd, Bajool (L1 MLG80014 Parish of Ultimo)

- (a) General Rate 100%;
- (b) Road Network Charge 100%; and
- (c) Environment Separate Charge 100%.

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5.7 Limit in Increases in Rates and Charges

For the ~~2021-2022~~2022/2023 financial year Council will not be resolving to limit any increases in rates and charges.

5.8 Rockhampton CBD Commercial Properties with Mixed Residential Use

The purpose of this concession is to encourage inner city residential living and reduce vacancies in the Rockhampton CBD by providing an incentive for commercial property owners within the defined CBD area (as per Appendix A - Rockhampton CBD Extent) to utilise unoccupied commercial space for residential purposes. Residential purposes is defined as any space constructed and permitted for residential use and occupied by the owner or tenant as a residence.

Council may consider granting a concession of up to \$2,200 per annum or a maximum of 75% of the general rate, whichever is the lesser, for a CBD mixed use category one property. The concession is primarily intended to facilitate the adaptation of established vacant commercial spaces, particularly above ground floor, to residential use.

5.8.1 Conditions

The following conditions apply:

- (a) The residential component should not be vacant longer than six months within the financial year;
- (b) Verification of use may be provided by a registered real estate agent or through pre-arranged inspection by a Council officer; and
- (c) Properties receiving the concession must advise Council if the residential use is discontinued.

The rates concession may be subject to reversal if the above conditions are not adhered to.

5.8.2 Applications for Concession

To apply, a completed CBD Commercial Property Rates Concession Application Form must be submitted and is subject to approval by Council.

Applications for concessions are considered during the rating period (that is, half year). Applications received after the date of levy are considered only from the commencement date of the current rating period (concessions are not applied retrospectively).

5.9 Leased Council Vacant Land

Council grants rebates of 100% of the general rate and separate charges on vacant land owned or held by Council as trustee if the land is leased to another person and the land is not used for any business or commercial/ or industrial purpose.

In accordance with Chapter 4, Part 10 of the *Local Government Regulation 2012*, properties where 100% rebate of general rates and separate charges apply may be exempt from the payment of general rates and separate charges in lieu of the provision of a rebate.

5.10 Waste Rebates for Multi-Residential Unit Developments

The purpose of this concession is to waive the waste/recycling charge where it has been deemed by Council impractical for Council to provide waste and recycling collection services to a multi-residential unit development consisting of six or more individual attached or semi attached premises or units for which a community title scheme exists under the *Body Corporate and Community Management Act 1997*.

Council may grant a concession of 100% of the waste/recycling charge for each multi-residential unit or units for which a community title scheme exists.

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5.10.1 Applications for Concession

To apply, a completed Waste Charges Rebate Form must be submitted and is subject to approval by Council.

Applications are considered during the rating period (that is, half year). The concession may be applied retrospectively for the full financial year where the service has not been provided in accordance with this policy and the Waste and Recycling Collection Services Policy and Procedure.

6 Review Timelines

This policy is reviewed when any of the following occur:

- (a) Annually in accordance with the Revenue Statement;
- (b) The related information is amended or replaced; or
- (c) Other circumstances as determined from time to time by the Council.

7 Responsibilities:

Sponsor	Chief Executive Officer
Business Owner	Deputy Chief Executive Officer
Policy Owner	Chief Financial Officer
Policy Quality Control	Legal and Governance



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FINANCE POLICIES FOR REVIEW

Draft Debt (Borrowings) Policy - Tracked

Meeting Date: 19 July 2022

Attachment No: 5

DEBT (BORROWINGS) POLICY

STATUTORY POLICY



1 Scope

This policy applies to the use of loan borrowings to fund Rockhampton Regional Council infrastructure and other important capital works projects.

2 Purpose

The purpose of this policy is to provide Council with a contemporary Debt (Borrowings) Policy for responsible financial management on the loan funding of infrastructure and capital works projects by ensuring the level of Council indebtedness is within acceptable limits to Council, its ratepayers and interested external parties.

3 Related Documents

3.1 Primary

Local Government Act 2009

Local Government Regulation 2012

3.2 Secondary

Statutory Bodies Financial Arrangements Act 1982

4 Definitions

To assist in interpretation, the following definitions apply:

Council	Rockhampton Regional Council
QTC	Queensland Treasury Corporation
Ratepayers	As defined in the <i>Local Government Regulation 2012</i> , a person who is liable to pay rates or charges.

5 Policy Statement

As a general principle, Council recognises that loan borrowings for capital works projects are an important funding source for local government and that the full cost of infrastructure should not be borne entirely by present-day ratepayers, but be contributed to by future ratepayers who will also benefit. Whilst recognising the importance of loan borrowings, Council should not place undue reliance upon loans as a source of funding.

Council restricts all long term borrowings to expenditure on identified capital works projects that are considered by Council to be of the highest priority and which cannot be funded from revenue, as identified by the adopted budget.

Council does not use long term debt to finance operating activities or recurrent expenditure. A working capital facility or overdraft may be utilised to help fund short term cash flow requirements that may arise from time to time.

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The basis for determination of the utilisation of loan funds is as follows:

- (a) Where a capital works project for a service that is funded by utility or user charges, for example water, sewer, waste, is determined to be funded by way of loans, the user charge should reflect the cost of providing the service including the loan servicing costs.
- (b) Other specific capital works projects, not funded by user charges, should only be considered for loan funding where the project is considered by Council to be of long term benefit to the majority of ratepayers.
- (c) The term of any loan should not exceed the expected life of the asset being funded.

5.1 10 Year Loan Programme Forecast

Council utilises loan borrowings to fund capital and infrastructure works when required. Repayments are usually spread over a period of 15 to 20 years or shorter depending on the life of the asset being created. The Debt (Borrowings) Policy includes the following information:

- (a) New borrowings for the current and the next nine financial years; and
- (b) Repayment schedule for new and existing borrowings.

The following 10 year program is proposed by Council, although allocations are revised on an annual basis in conjunction with the review of its short and long term budgets:

Table 1
10 Year Borrowing and Repayment Schedule

Financial Year	New Borrowing Amount (\$)	Loan Redemption Amount (\$)	Repayment Period (years)
Existing Loans	N/A	N/A	21-14
2024/25	30,000,000	29,208,760	15-20
2025/26	44,000,000	11,439,530	15-20
2026/27	14,000,000	13,058,610	15-20
2027/28	25,000,000	14,001,580	15-20
2028/29	36,000,000	15,682,390	15-20
2029/30	28,000,000	17,979,170	15-20
2030/31	13,000,000	19,974,040	15-20
2031/32	15,000,000	21,250,770	15-20
2032/33	20,000,000	22,716,450	15-20
2033/34	-10,000,000	23,489,150	15-20

5.2 Repayment Schedule

The loan portfolio of Council is raised solely with QTC primarily utilising QTC's fixed rate loan product. A fixed rate loan is a loan where the interest rate does not fluctuate for the term of the fixed period. A fixed rate loan provides rate certainty; however, an early repayment adjustment applies for any unscheduled repayments.

The amount required to extinguish a fixed rate loan at any point in time is the market value of the loan. The market value reflects the remaining cash flows required to repay the debt, valued at the current market rates of interest. An early repayment adjustment reflects the difference between the loan balance and the market value of a fixed rate loan. The adjustment can be a loss or a gain depending on whether market rates for the remaining term are lower or higher than the original fixed rate.

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Council intends maintaining principal and interest repayment schedules consistent with the fixed rate terms of individual loans so exposures to early repayment adjustment losses are minimised. However, in circumstances where the early repayment adjustment results in a gain to Council, consideration is given to early repayment of the relevant loan facilities, subject to evaluation of Council's financial position at the time.

The budgeted loan portfolio of Council for 2024/25 is as follows:

Table 2
Budget Interest and Redemption by Fund/Function for the Year to 30 June 2025

	A	B	C	D	E (A – C + D = E)
Function Description	EST Book Debt Balance 01/07/2024	QTC Admin and Interest	QTC Redemption	New Advances	EST Book Debt Balance 30/06/2025
Water and Sewerage	<u>9,188,470</u> <u>16,638,390</u>	<u>283,680</u> <u>677,180</u>	<u>6,200,690</u> <u>7,452,130</u>	<u>15,000,000</u>	<u>17,987,780</u> <u>9,186,260</u>
Waste and Recycling	<u>8,859,470</u> <u>11,866,790</u>	<u>206,900</u> <u>351,540</u>	<u>1,380,300</u> <u>3,011,070</u>	=	<u>7,479,170</u> <u>8,855,720</u>
Airport	<u>15,877,190</u> <u>16,903,450</u>	<u>307,380</u> <u>328,750</u>	<u>1,046,850</u> <u>1,024,810</u>	=	<u>14,830,340</u> <u>15,878,640</u>
Other/ General Functions	<u>124,318,850</u> <u>102,520,700</u>	<u>3,569,450</u> <u>2,720,040</u>	<u>20,580,920</u> <u>18,187,330</u>	<u>15,000,000</u> <u>40,000,000</u>	<u>118,737,930</u> <u>124,333,370</u>
TOTAL ALL FUNDS	<u>158,243,980</u> <u>147,929,330</u>	<u>4,367,410</u> <u>4,077,510</u>	<u>29,208,760</u> <u>29,675,340</u>	<u>30,000,000</u> <u>40,000,000</u>	<u>159,035,220</u> <u>158,253,990</u>

6 Review Timelines

This policy is reviewed when any of the following occur:

- As required by legislation – no later than 30 June 2025 in conjunction with the budget;
- The related information is amended or replaced; or
- Other circumstances as determined from time to time by the Council.

7 Document Management

Sponsor	Chief Executive Officer
Business Owner	Deputy Chief Executive Officer
Policy Owner	Chief Financial Officer
Policy Quality Control	Legal and Governance



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FINANCE POLICIES FOR REVIEW

Draft Debt (Borrowings) Policy - Clean

Meeting Date: 19 July 2022

Attachment No: 6

DEBT (BORROWINGS) POLICY

STATUTORY POLICY



1 Scope

This policy applies to the use of loan borrowings to fund Rockhampton Regional Council infrastructure and other important capital works projects.

2 Purpose

The purpose of this policy is to provide Council with a contemporary Debt (Borrowings) Policy for responsible financial management on the loan funding of infrastructure and capital works projects by ensuring the level of Council indebtedness is within acceptable limits to Council, its ratepayers and interested external parties.

3 Related Documents

3.1 Primary

Local Government Act 2009

Local Government Regulation 2012

3.2 Secondary

Statutory Bodies Financial Arrangements Act 1982

4 Definitions

To assist in interpretation, the following definitions apply:

Council	Rockhampton Regional Council
QTC	Queensland Treasury Corporation
Ratepayers	As defined in the <i>Local Government Regulation 2012</i> , a person who is liable to pay rates or charges.

5 Policy Statement

As a general principle, Council recognises that loan borrowings for capital works projects are an important funding source for local government and that the full cost of infrastructure should not be borne entirely by present-day ratepayers, but be contributed to by future ratepayers who will also benefit. Whilst recognising the importance of loan borrowings, Council should not place undue reliance upon loans as a source of funding.

Council restricts all long term borrowings to expenditure on identified capital works projects that are considered by Council to be of the highest priority and which cannot be funded from revenue, as identified by the adopted budget.

Council does not use long term debt to finance operating activities or recurrent expenditure. A working capital facility or overdraft may be utilised to help fund short term cash flow requirements that may arise from time to time.

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The basis for determination of the utilisation of loan funds is as follows:

- (a) Where a capital works project for a service that is funded by utility or user charges, for example water, sewer, waste, is determined to be funded by way of loans, the user charge should reflect the cost of providing the service including the loan servicing costs.
- (b) Other specific capital works projects, not funded by user charges, should only be considered for loan funding where the project is considered by Council to be of long term benefit to the majority of ratepayers.
- (c) The term of any loan should not exceed the expected life of the asset being funded.

5.1 10 Year Loan Programme Forecast

Council utilises loan borrowings to fund capital and infrastructure works when required. Repayments are usually spread over a period of 15 to 20 years or shorter depending on the life of the asset being created. The Debt (Borrowings) Policy includes the following information:

- (a) New borrowings for the current and the next nine financial years; and
- (b) Repayment schedule for new and existing borrowings.

The following 10 year program is proposed by Council, although allocations are revised on an annual basis in conjunction with the review of its short and long term budgets:

Table 1
10 Year Borrowing and Repayment Schedule

Financial Year	New Borrowing Amount (\$)	Loan Redemption Amount (\$)	Repayment Period (years)
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2024/25	14,000,000	13,058,610	15-20
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2027/28	28,000,000	17,979,170	15-20
2028/29	13,000,000	19,974,040	15-20
2029/30	15,000,000	21,250,770	15-20
2030/31	20,000,000	22,716,450	15-20
2031/32	-	23,489,150	15-20

5.2 Repayment Schedule

The loan portfolio of Council is raised solely with QTC primarily utilising QTC's fixed rate loan product. A fixed rate loan is a loan where the interest rate does not fluctuate for the term of the fixed period. A fixed rate loan provides rate certainty; however, an early repayment adjustment applies for any unscheduled repayments.

The amount required to extinguish a fixed rate loan at any point in time is the market value of the loan. The market value reflects the remaining cash flows required to repay the debt, valued at the current market rates of interest. An early repayment adjustment reflects the difference between the loan balance and the market value of a fixed rate loan. The adjustment can be a loss or a gain depending on whether market rates for the remaining term are lower or higher than the original fixed rate.

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Council intends maintaining principal and interest repayment schedules consistent with the fixed rate terms of individual loans so exposures to early repayment adjustment losses are minimised. However, in circumstances where the early repayment adjustment results in a gain to Council, consideration is given to early repayment of the relevant loan facilities, subject to evaluation of Council's financial position at the time.

The budgeted loan portfolio of Council for 2022/23 is as follows:

Table 2

Budget Interest and Redemption by Fund/Function for the Year to 30 June 2023

	A	B	C	D	E (A – C + D = E)
Function Description	EST Book Debt Balance 01/07/2022	QTC Admin and Interest	QTC Redemption	New Advances	EST Book Debt Balance 30/06/2023
Water and Sewerage	9,188,470	283,680	6,200,690	15,000,000	17,987,780
Waste and Recycling	8,859,470	206,900	1,380,300	-	7,479,170
Airport	15,877,190	307,380	1,046,850	-	14,830,340
Other/ General Functions	124,318,850	3,569,450	20,580,920	15,000,000	118,737,930
TOTAL ALL FUNDS	158,243,980	4,367,410	29,208,760	30,000,000	159,035,220

6 Review Timelines

This policy is reviewed when any of the following occur:

- (a) As required by legislation – no later than 30 June 2023 in conjunction with the budget;
- (b) The related information is amended or replaced; or
- (c) Other circumstances as determined from time to time by the Council.

7 Document Management

Sponsor	Chief Executive Officer
Business Owner	Deputy Chief Executive Officer
Policy Owner	Chief Financial Officer
Policy Quality Control	Legal and Governance



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FINANCE POLICIES FOR REVIEW

Draft Debt Recovery Policy - Tracked

Meeting Date: 19 July 2022

Attachment No: 7

DEBT RECOVERY POLICY

COMMUNITY POLICY



1 Scope

This policy applies to Rockhampton Regional Council ratepayers and other debtors with overdue rates and charges or other amounts owed to Council.

2 Purpose

The key objectives of this policy is to:

- Ensure a fair, consistent and accountable approach to Council's debt management and collection practice;
- Recognise the importance debt recovery has on the capacity of Council to deliver services to the community;
- Maximise the collection of outstanding debts;
- Establish timelines of communication and debt collection itself, which will deliver consistency of service; and
- Maximise the cost effectiveness of collection processes.

3 Related Documents

3.1 Primary

Nil

3.2 Secondary

Local Government Act 2009

Local Government Regulation 2012

Magistrates Courts Act 1921

Accounts Receivable (Sundry Debtors) Policy

Bad Debts Register

Legal Proceedings - Commencement, Cessation and Other Matters Policy

Rate Payment Policy

[Rates Relief \(Hardship\) Policy](#)

Revenue Policy

Revenue Statement

4 Definitions

To assist in interpretation, the following definitions apply:

Act	<i>Local Government Act 2009</i>
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Adopted/Approved:	Adopted, 27 July 2021 Draft	Department:	Corporate Services
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CEO	Chief Executive Officer A person who holds an appointment under section 194 of the Act. This includes a person acting in this position.
Council	Rockhampton Regional Council
Debtor	Any person, including a ratepayer, who owes money to Council.
Debt Collection Agent	The third party contracted to provide collection services for Council.
Delegated Officer	An employee appointed to a position sub-delegated the power under section 134 of the <i>Regulation</i> .
Pensioner	A person who is: (a) A holder of a Queensland 'Pensioner Concession Card' issued by Centrelink, on behalf of the Department of Human Services, or the Department of Veterans' Affairs; or (b) A Queensland 'Repatriation Health Card – For All Conditions (Gold Card)' issued by the Department of Veterans' Affairs; or (c) A person receiving a Widow's Allowance; and (d) Is the owner or life tenant (either solely or jointly) of the property which is his/her principal place of residence; and (e) Has, either solely or jointly with a co-owner, the legal responsibility for the payment of rates and charges which are levied in respect of the property.
Rates and Charges	As defined in the Act, are levies that a local government imposes: (a) On land; and (b) For a service, facility or activity that is supplied or undertaken by: (i) The local government; or (ii) Someone on behalf of the local government (including a garbage collection contractor, for example).
Ratepayer	As defined in the Regulation, a person who is liable to pay rates or charges.
Regulation	<i>Local Government Regulation 2012</i>

5 Policy Statement

Rates and charges levied under the Act and Regulation provide a major source of revenue for Council and effective collection processes are vital to ensure viability of the organisation, whilst giving all due consideration and assistance to ratepayers and debtors who display genuine commitment to clearing their debt.

The Act and Regulation provide mechanisms to recover overdue rates and charges. Under section 134 of the Regulation a debt may be recovered by bringing court actions against the person who is liable to pay the overdue rates and charges.

Overdue rates and charges may also be recovered by selling land under Division 3 of Part 12 of Chapter 4 of the Regulation.

There are no obligations under the Act that require Council to take any particular action in respect of overdue rates and charges before commencing legal action. Debt collection is a legitimate and necessary business activity, but it is essential that such activity is conducted in a fair and appropriate manner.

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Council needs to carefully monitor the level of overdue rates and other amounts due to it, and be vigilant in the recovery function, as outstanding amounts can cause disruption to the provision of services and facilities. Rather than letting the level of overdue rates and other amounts escalate over time, it is preferable to constantly and consistently apply a fair, appropriate and vigilant recovery process.

It is sound administrative practice to adopt a policy that provides a uniform approach and not only assists employees in responding to enquiries but also demonstrates transparency by making clear the obligations of ratepayers and processes used by Council in assisting them meet their financial obligations.

Other amounts due to Council maybe recovered under this policy, for example sundry accounts receivable, licence fees, animal registrations and fines. Recognising the intricacies and specialised knowledge required in some of these functions, the financial records for amounts due are maintained within the appropriate module of Council's corporate applications.

Each Council department is responsible for managing their cash flows, ensuring amounts due to Council are collected as efficiently as possible. Assistance is provided from the Financial Services Section when required, including the capacity to transfer particular debts to rates or referral for further debt recovery action.

5.1 Overdue Rates and Charges

A period of approximately seven days after the close of the discount period is allocated to verify the accuracy of rate accounts and to identify those with overdue rates and charges.

The first reminder notice is sent to ratepayers whose accounts show outstanding amounts greater than \$10.

The first notice is a polite reminder with no threat of legal action. It encourages ratepayers to contact Council within 14 days if they are experiencing difficulties in paying their account to organise a suitable payment arrangement to clear the outstanding debt. This notice states Council's proposed action for recovery and that interest accrues on the debt and details of payment options. Following the expiry of 14 days after the reminder notice, a list is prepared on accounts that have the following outstanding amounts, taking into consideration paragraphs 5.1.1.1 and 5.1.1.2 respectively:

- (a) Outstanding amounts greater than \$500 (rates and/or water charges); or
- (b) Any other amount that in the view of the Chief Financial Officer requires collection action to mitigate the community's risk of lost revenue.

This list is referred to Council's external debt collection agent for action outlined in paragraph 5.5.

5.1.1 Payment Arrangements

Any payment arrangements entered into with Council, to pay arrears, is not an agreement based on Chapter 4, Part 10, Section 125 of the Regulation.

If an assessment contains three or more years in rates or water arrears Council does not enter into any payment arrangement as the property is deemed to be eligible for sale falls under the terms of paragraph 5.1.2.

5.1.1.1 Pensioners

Council may, at its sole discretion, enter into a pensioner arrangement for payment by regular instalments of rates and charges for pensioners who:

- (a) Are suffering genuine financial hardship;
- (b) Have a balance greater than \$1,000; and
- (c) Require an ongoing repayment arrangement.

Instalments are to be sufficient to ensure the arrears situation does not worsen (that is, at least enough to clear current period rates each year).

No interest is charged on overdue rates and water charges whilst the pensioner honours the arrangement.

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Should the pensioner default under the arrangement they are subject to Council's normal recovery action for overdue rates and water charges in accordance with paragraph 5.5. Interest will apply to any overdue rates and charges as detailed in the Revenue Statement.

5.1.1.2 Payment Arrangements (Rates Only)

In cases of genuine hardship, arrangements for payment by regular instalments may be accepted. Interest continues to accrue on any overdue rates and charges as outlined in the Revenue Statement.

To assist Council in applying this policy in a fair and consistent basis a ratepayer may be requested to supply additional supporting documentation. This information assists Council in understanding the financial situation of the impacted ratepayer.

Council does not pursue further recovery action against a ratepayer who has an agreed periodic payment arrangement, while the arrangement is current and the ratepayer adheres to the agreed repayment schedule. Council reserves the right to renegotiate or cancel a payment arrangement should circumstances change where the debt will not be paid within a reasonable time frame.

Should a ratepayer propose an arrangement to pay off the outstanding balance by periodic instalments, they are advised of Council's stance in the above paragraph and that whilst an acceptable level of regular payments is maintained; therefore demonstrating a genuine attempt to clear the debt, Council may defer recovery action. Should the ratepayer default under the arrangement they are subject to Council's normal recovery action for overdue rates in accordance with paragraph 5.5. Council does not enter into any further arrangements if previous agreed arrangements have not been adhered to.

In cases where there is only the current rates outstanding, an arrangement may be accepted by Council providing all outstanding rates and charges are cleared by the end of the current half year. Arrangements are reviewed periodically and any defaulted arrangements where an outstanding balance over \$500 as per details described in paragraph 5.1, remains maybe forwarded to Council's debt collection agent without further notice.

Ratepayers are advised that arrangements are not deemed to be an ongoing facility and all future rates must be paid when due. Repeated requests for arrangements are not accepted but in cases of genuine hardship, arrangements may be accepted in accordance with the relevant provisions of this policy.

As a general guide, further recovery action is not taken where payments are being made as follows:

- (a) Debts less than \$2,500, payments should be of a sufficient amount and regularity to clear the outstanding debt over a period of no longer than six months; charges that fall within this period are to be included in the arrangement.
- (b) Debts greater than \$2,500, payments should be of a sufficient amount and regularity to clear the outstanding debt over a period of no longer than 12 months, charges that fall within this period are to be included in the arrangement.

Where these terms cannot be met the account is generally referred for recovery action as detailed in paragraph 5.5. Payments should ensure current rates and charges are paid as issued to ensure the account does not fall further in arrears.

Arrangements with periods greater than those outlined above may be approved in cases of extenuating circumstances (for example long term illness or unemployment). Approval is given by the Rates and Revenue Supervisor or Chief Financial Officer.

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5.1.2 Selling or Acquiring Land for Overdue Rates or Charges

In accordance with the Regulation, Part 12 Overdue Rates and Charges, Division 3, Selling or Acquiring Land for Overdue Rates or Charges, the Debt Recovery Officer or the Rates and Revenue Supervisor and the Chief Financial Officer periodically prepares a list of ratepayers with rates and charges outstanding in excess of the periods allowed within the Regulation. This list is tabled for Council's consideration at the earliest opportunity.

5.2 Other Debtors

For other debtors a period of approximately seven days after the end of the month and after issue of statements is allocated to verify the accuracy of accounts and to identify those with overdue amounts.

The first of two reminder notices is sent to debtors whose accounts show outstanding balances:

- (a) The first notice is a polite reminder with no threat of legal action. It encourages debtors to contact Council if they are experiencing difficulties in paying their account to arrange a suitable payment arrangement to clear the outstanding debt.
- (b) When the debt is 45 days overdue, a final demand notice is served giving the debtor seven days to complete payment or make appropriate arrangements, followed by a phone call where practical by the Rates and Revenue Unit. The notice contains Council's proposed action for recovery and confirms that future services will be cancelled at the expiry of the notice period. The notice also advises that future dealings with Council will be on a cash basis and if unpaid the debt will be referred to Council's debt recovery agent for further recovery action.

5.3 Landfill Accounts

For landfill accounts a period of approximately seven days after the end of the month and after issue of statements is allocated to verify the accuracy of accounts and to identify those with overdue amounts.

The first of two reminder notices is sent to debtors whose accounts show outstanding balances:

- (a) The first notice is a polite suspension with no threat of legal action. This notice advises the debtor that due to the arrears, their account is now suspended and they are refused entry to the landfill. Access on a cash basis may be considered upon application. It encourages debtors to contact Council if they are experiencing difficulties in paying their account to arrange a suitable payment arrangement to clear the outstanding debt.
- (b) The final notice advises the debtor that the account is outstanding beyond the 30 days trading terms and that they are refused entry to the landfill until the account has been paid in full or satisfactory arrangements are made with Council to clear the debt. If the debt remains unpaid, it will be referred to Council's debt recovery agent for further action.

5.4 Unrecoverable – Bad Debts

After exercising all steps in this policy it may be considered impractical to pursue a particular debt any further (that is, proceeding with legal action is unlikely to recover the debt).

If a debt is considered unrecoverable (for example bankruptcy) and overdue 180 days or more it is necessary to obtain approval to waive the debt.

Approval must be obtained in one of the following ways:

- (a) The CEO, Deputy Chief Executive Officer and Chief Financial Officer are delegated with authority to waive debts where all practical means to recover the debt have been exhausted and such debt is less than \$3,000.
- (b) Debts in excess of \$3,000 are referred to Council for approval to waive.

All waived debts are recorded in the Bad Debts Register which is regularly reviewed and updated by the Revenue Officer – Accounts Receivable.

The relevant officer/s are responsible for advising other Council units of the debtors listed on this register to ensure no further credit is provided.

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A report of debts that have been waived are presented to Council at the next available meeting.

5.5 Legal Process

Accounts/assessments may be forwarded to Council's debt collection agent for recovery action based on the following actions by the debtor or ratepayer:

- (a) Has not responded by way of payment in full;
- (b) Has not entered into an acceptable arrangement to pay off the overdue account;
- (b) Has not accepted an offer or assistance from Council in accordance with the Rates Relief (Hardship) Policy;
- (c) Does not have their account under investigation for accuracy or awaiting a Council decision; or
- (d) Has not complied with agreed requirements of a rates relief (hardship) arrangement; or
- (c)(e) Has defaulted on the agreed payment arrangements.

This will result in a polite demand letter from the debt collection agent detailing the debt and confirming they have been instructed to act on Council's behalf to recover the debt allowing 14 days to contact them. If after this period no communication, payment or payment arrangement has been received, then a final demand letter allowing 14 days will be sent on Council's behalf to recover the debt and advise that failure to attend to the request may result in further legal action and costs.

Despite the Legal Proceedings - Commencement, Cessation and Other Matters Policy a delegated officer may instruct an agent acting for Council to take steps necessary to recover overdue rates and charges, including bringing court proceedings on behalf of Council.

Unless an acceptable payment arrangement is made, payment in full including all legal outlays is required prior to the withdrawal of the current recovery action.

Accounts referred to the debt recovery agent may be left under their control and updated from time to time with the balance of accruing rates, charges and interest until the debt is paid in full.

6 Review Timelines

This policy is reviewed when any of the following occur:

- (a) The related information is amended or replaced; or
- (b) Other circumstances as determined from time to time by the Council.

7 Document Management

Sponsor	Chief Executive Officer
Business Owner	Deputy Chief Executive Officer
Policy Owner	Chief Financial Officer
Policy Quality Control	Legal and Governance



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FINANCE POLICIES FOR REVIEW

Draft Debt Recovery Policy - Clean

Meeting Date: 19 July 2022

Attachment No: 8

DEBT RECOVERY POLICY

COMMUNITY POLICY



1 Scope

This policy applies to Rockhampton Regional Council ratepayers and other debtors with overdue rates and charges or other amounts owed to Council.

2 Purpose

The key objectives of this policy is to:

- Ensure a fair, consistent and accountable approach to Council's debt management and collection practice;
- Recognise the importance debt recovery has on the capacity of Council to deliver services to the community;
- Maximise the collection of outstanding debts;
- Establish timelines of communication and debt collection itself, which will deliver consistency of service; and
- Maximise the cost effectiveness of collection processes.

3 Related Documents

3.1 Primary

Nil

3.2 Secondary

Local Government Act 2009

Local Government Regulation 2012

Magistrates Courts Act 1921

Accounts Receivable (Sundry Debtors) Policy

Bad Debts Register

Legal Proceedings - Commencement, Cessation and Other Matters Policy

Rate Payment Policy

Rates Relief (Hardship) Policy

Revenue Policy

Revenue Statement

4 Definitions

To assist in interpretation, the following definitions apply:

Act	<i>Local Government Act 2009</i>
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CEO	Chief Executive Officer A person who holds an appointment under section 194 of the Act. This includes a person acting in this position.
Council	Rockhampton Regional Council
Debtor	Any person, including a ratepayer, who owes money to Council.
Debt Collection Agent	The third party contracted to provide collection services for Council.
Delegated Officer	An employee appointed to a position sub-delegated the power under section 134 of the <i>Regulation</i> .
Pensioner	A person who is: (a) A holder of a Queensland 'Pensioner Concession Card' issued by Centrelink, on behalf of the Department of Human Services, or the Department of Veterans' Affairs; or (b) A Queensland 'Repatriation Health Card – For All Conditions (Gold Card)' issued by the Department of Veterans' Affairs; or (c) A person receiving a Widow's Allowance; and (d) Is the owner or life tenant (either solely or jointly) of the property which is his/her principal place of residence; and (e) Has, either solely or jointly with a co-owner, the legal responsibility for the payment of rates and charges which are levied in respect of the property.
Rates and Charges	As defined in the Act, are levies that a local government imposes: (a) On land; and (b) For a service, facility or activity that is supplied or undertaken by: (i) The local government; or (ii) Someone on behalf of the local government (including a garbage collection contractor, for example).
Ratepayer	As defined in the Regulation, a person who is liable to pay rates or charges.
Regulation	<i>Local Government Regulation 2012</i>

5 Policy Statement

Rates and charges levied under the Act and Regulation provide a major source of revenue for Council and effective collection processes are vital to ensure viability of the organisation, whilst giving all due consideration and assistance to ratepayers and debtors who display genuine commitment to clearing their debt.

The Act and Regulation provide mechanisms to recover overdue rates and charges. Under section 134 of the Regulation a debt may be recovered by bringing court actions against the person who is liable to pay the overdue rates and charges.

Overdue rates and charges may also be recovered by selling land under Division 3 of Part 12 of Chapter 4 of the Regulation.

There are no obligations under the Act that require Council to take any particular action in respect of overdue rates and charges before commencing legal action. Debt collection is a legitimate and necessary business activity, but it is essential that such activity is conducted in a fair and appropriate manner.

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Council needs to carefully monitor the level of overdue rates and other amounts due to it, and be vigilant in the recovery function, as outstanding amounts can cause disruption to the provision of services and facilities. Rather than letting the level of overdue rates and other amounts escalate over time, it is preferable to constantly and consistently apply a fair, appropriate and vigilant recovery process.

It is sound administrative practice to adopt a policy that provides a uniform approach and not only assists employees in responding to enquiries but also demonstrates transparency by making clear the obligations of ratepayers and processes used by Council in assisting them meet their financial obligations.

Other amounts due to Council maybe recovered under this policy, for example sundry accounts receivable, licence fees, animal registrations and fines. Recognising the intricacies and specialised knowledge required in some of these functions, the financial records for amounts due are maintained within the appropriate module of Council's corporate applications.

Each Council department is responsible for managing their cash flows, ensuring amounts due to Council are collected as efficiently as possible. Assistance is provided from the Financial Services Section when required, including the capacity to transfer particular debts to rates or referral for further debt recovery action.

5.1 Overdue Rates and Charges

A period of approximately seven days after the close of the discount period is allocated to verify the accuracy of rate accounts and to identify those with overdue rates and charges.

The first reminder notice is sent to ratepayers whose accounts show outstanding amounts greater than \$10.

The first notice is a polite reminder with no threat of legal action. It encourages ratepayers to contact Council within 14 days if they are experiencing difficulties in paying their account to organise a suitable payment arrangement to clear the outstanding debt. This notice states Council's proposed action for recovery and that interest accrues on the debt and details of payment options. Following the expiry of 14 days after the reminder notice, a list is prepared on accounts that have the following outstanding amounts, taking into consideration paragraphs 5.1.1.1 and 5.1.1.2 respectively:

- (a) Outstanding amounts greater than \$500 (rates and/or water charges); or
- (b) Any other amount that in the view of the Chief Financial Officer requires collection action to mitigate the community's risk of lost revenue.

This list is referred to Council's external debt collection agent for action outlined in paragraph 5.5.

5.1.1 Payment Arrangements

Any payment arrangements entered into with Council, to pay arrears, is not an agreement based on Chapter 4, Part 10, Section 125 of the Regulation.

If an assessment contains three or more years in rates or water arrears Council does not enter into any payment arrangement as the property is deemed to be eligible for sale falls under the terms of paragraph 5.1.2.

5.1.1.1 Pensioners

Council may, at its sole discretion, enter into a pensioner arrangement for payment by regular instalments of rates and charges for pensioners who:

- (a) Are suffering genuine financial hardship;
- (b) Have a balance greater than \$1,000; and
- (c) Require an ongoing repayment arrangement.

Instalments are to be sufficient to ensure the arrears situation does not worsen (that is, at least enough to clear current period rates each year).

No interest is charged on overdue rates and water charges whilst the pensioner honours the arrangement.

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Should the pensioner default under the arrangement they are subject to Council's normal recovery action for overdue rates and water charges in accordance with paragraph 5.5. Interest will apply to any overdue rates and charges as detailed in the Revenue Statement.

5.1.1.2 Payment Arrangements (Rates Only)

In cases of genuine hardship, arrangements for payment by regular instalments may be accepted. Interest continues to accrue on any overdue rates and charges as outlined in the Revenue Statement.

To assist Council in applying this policy in a fair and consistent basis a ratepayer may be requested to supply additional supporting documentation. This information assists Council in understanding the financial situation of the impacted ratepayer.

Council does not pursue further recovery action against a ratepayer who has an agreed periodic payment arrangement, while the arrangement is current and the ratepayer adheres to the agreed repayment schedule. Council reserves the right to renegotiate or cancel a payment arrangement should circumstances change where the debt will not be paid within a reasonable time frame.

Should a ratepayer propose an arrangement to pay off the outstanding balance by periodic instalments, they are advised of Council's stance in the above paragraph and that whilst an acceptable level of regular payments is maintained; therefore demonstrating a genuine attempt to clear the debt, Council may defer recovery action. Should the ratepayer default under the arrangement they are subject to Council's normal recovery action for overdue rates in accordance with paragraph 5.5. Council does not enter into any further arrangements if previous agreed arrangements have not been adhered to.

In cases where there is only the current rates outstanding, an arrangement may be accepted by Council providing all outstanding rates and charges are cleared by the end of the current half year. Arrangements are reviewed periodically and any defaulted arrangements where an outstanding balance over \$500 as per details described in paragraph 5.1, remains maybe forwarded to Council's debt collection agent without further notice.

Ratepayers are advised that arrangements are not deemed to be an ongoing facility and all future rates must be paid when due. Repeated requests for arrangements are not accepted but in cases of genuine hardship, arrangements may be accepted in accordance with the relevant provisions of this policy.

As a general guide, further recovery action is not taken where payments are being made as follows:

- (a) Debts less than \$2,500, payments should be of a sufficient amount and regularity to clear the outstanding debt over a period of no longer than six months; charges that fall within this period are to be included in the arrangement.
- (b) Debts greater than \$2,500, payments should be of a sufficient amount and regularity to clear the outstanding debt over a period of no longer than 12 months, charges that fall within this period are to be included in the arrangement.

Where these terms cannot be met the account is generally referred for recovery action as detailed in paragraph 5.5. Payments should ensure current rates and charges are paid as issued to ensure the account does not fall further in arrears.

Arrangements with periods greater than those outlined above may be approved in cases of extenuating circumstances (for example long term illness or unemployment). Approval is given by the Rates and Revenue Supervisor or Chief Financial Officer.

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5.1.2 Selling or Acquiring Land for Overdue Rates or Charges

In accordance with the Regulation, Part 12 Overdue Rates and Charges, Division 3, Selling or Acquiring Land for Overdue Rates or Charges, the Debt Recovery Officer or the Rates and Revenue Supervisor and the Chief Financial Officer periodically prepares a list of ratepayers with rates and charges outstanding in excess of the periods allowed within the Regulation. This list is tabled for Council's consideration at the earliest opportunity.

5.2 Other Debtors

For other debtors a period of approximately seven days after the end of the month and after issue of statements is allocated to verify the accuracy of accounts and to identify those with overdue amounts.

The first of two reminder notices is sent to debtors whose accounts show outstanding balances:

- (a) The first notice is a polite reminder with no threat of legal action. It encourages debtors to contact Council if they are experiencing difficulties in paying their account to arrange a suitable payment arrangement to clear the outstanding debt.
- (b) When the debt is 45 days overdue, a final demand notice is served giving the debtor seven days to complete payment or make appropriate arrangements, followed by a phone call where practical by the Rates and Revenue Unit. The notice contains Council's proposed action for recovery and confirms that future services will be cancelled at the expiry of the notice period. The notice also advises that future dealings with Council will be on a cash basis and if unpaid the debt will be referred to Council's debt recovery agent for further recovery action.

5.3 Landfill Accounts

For landfill accounts a period of approximately seven days after the end of the month and after issue of statements is allocated to verify the accuracy of accounts and to identify those with overdue amounts.

The first of two reminder notices is sent to debtors whose accounts show outstanding balances:

- (a) The first notice is a polite suspension with no threat of legal action. This notice advises the debtor that due to the arrears, their account is now suspended and they are refused entry to the landfill. Access on a cash basis may be considered upon application. It encourages debtors to contact Council if they are experiencing difficulties in paying their account to arrange a suitable payment arrangement to clear the outstanding debt.
- (b) The final notice advises the debtor that the account is outstanding beyond the 30 days trading terms and that they are refused entry to the landfill until the account has been paid in full or satisfactory arrangements are made with Council to clear the debt. If the debt remains unpaid, it will be referred to Council's debt recovery agent for further action.

5.4 Unrecoverable – Bad Debts

After exercising all steps in this policy it may be considered impractical to pursue a particular debt any further (that is, proceeding with legal action is unlikely to recover the debt).

If a debt is considered unrecoverable (for example bankruptcy) and overdue 180 days or more it is necessary to obtain approval to waive the debt.

Approval must be obtained in one of the following ways:

- (a) The CEO, Deputy Chief Executive Officer and Chief Financial Officer are delegated with authority to waive debts where all practical means to recover the debt have been exhausted and such debt is less than \$3,000.
- (b) Debts in excess of \$3,000 are referred to Council for approval to waive.

All waived debts are recorded in the Bad Debts Register which is regularly reviewed and updated by the Revenue Officer – Accounts Receivable.

The relevant officer/s are responsible for advising other Council units of the debtors listed on this register to ensure no further credit is provided.

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A report of debts that have been waived are presented to Council at the next available meeting.

5.5 Legal Process

Accounts/assessments may be forwarded to Council's debt collection agent for recovery action based on the following actions by the debtor or ratepayer:

- (a) Has not responded by way of payment in full;
- (b) Has not entered into an acceptable arrangement to pay off the overdue account;
- (c) Has not accepted an offer or assistance from Council in accordance with the Rates Relief (Hardship) Policy;
- (d) Does not have their account under investigation for accuracy or awaiting a Council decision;
- (e) Has not complied with agreed requirements of a rates relief (hardship) arrangement; or
- (f) Has defaulted on the agreed payment arrangements.

This will result in a polite demand letter from the debt collection agent detailing the debt and confirming they have been instructed to act on Council's behalf to recover the debt allowing 14 days to contact them. If after this period no communication, payment or payment arrangement has been received, then a final demand letter allowing 14 days will be sent on Council's behalf to recover the debt and advise that failure to attend to the request may result in further legal action and costs.

Despite the Legal Proceedings - Commencement, Cessation and Other Matters Policy a delegated officer may instruct an agent acting for Council to take steps necessary to recover overdue rates and charges, including bringing court proceedings on behalf of Council.

Unless an acceptable payment arrangement is made, payment in full including all legal outlays is required prior to the withdrawal of the current recovery action.

Accounts referred to the debt recovery agent may be left under their control and updated from time to time with the balance of accruing rates, charges and interest until the debt is paid in full.

6 Review Timelines

This policy is reviewed when any of the following occur:

- (a) The related information is amended or replaced; or
- (b) Other circumstances as determined from time to time by the Council.

7 Document Management

Sponsor	Chief Executive Officer
Business Owner	Deputy Chief Executive Officer
Policy Owner	Chief Financial Officer
Policy Quality Control	Legal and Governance



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FINANCE POLICIES FOR REVIEW

Draft Rates Payment Policy - Tracked

Meeting Date: 19 July 2022

Attachment No: 9

RATES PAYMENT POLICY

COMMUNITY POLICY



1 Scope

This policy applies to ratepayers of Rockhampton Regional Council who have been prevented, by special or extenuating circumstances beyond their control from paying their current half-yearly rates and utility charges within the stated discount period.

2 Purpose

The purpose of this policy is to ensure a consistent approach is applied in determining if special or extenuating circumstances exist.

3 Related Documents

3.1 Primary

Nil

3.2 Secondary

Local Government Act 2009

Local Government Regulation 2012

Change of Postal Address Form

4 Definitions

To assist in interpretation, the following definitions apply:

Council	Rockhampton Regional Council
Delegated Officer	An employee appointed to a position sub-delegated the power under section 130(1) the Local Government Regulation 2012.
Ratepayer	As defined in the <i>Local Government Regulation 2012</i> , a person who is liable to pay rates or charges.

5 Policy Statement

Council acknowledges the importance of maintaining robustness and integrity in its systems to ensure ongoing viability and to ensure residents and ratepayers as a whole are not disadvantaged. Council recognises the importance of maintaining and building strong relationships with its ratepayers, particularly where there is a long history of on time payment, and this guides Council's actions in assessing claims under this policy (particularly where documentary evidence is not available).

[The allowance of discount on rates is conditional upon Council receiving the full payment of rates by the due date shown on the rate notice, however, Council recognises that there may be occasions when payment by the due date is not achieved through circumstances beyond the ratepayer's control. In accordance with section 130 of the Local Government Regulation 2012, Council has the power to allow the discount if it is satisfied that the circumstances for not paying were out of the ratepayer's control. Discount may be allowed](#)

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if the criteria explained in this policy are met.

Council acknowledges that from time to time special or extenuating circumstances may exist that prevent a ratepayer from paying their rates notice by the discount due date. To ensure continuity of services to the community it is important that ratepayers issued with a rates notice pay by the due date. Therefore in fairness to all ratepayers the discount should only be granted to ratepayers who do not pay by the due date where special or extenuating circumstances exist. Council will-may allow discount after the payment due date where the ratepayer can demonstrate special or extenuating circumstances that prevented payment.

Any ratepayer seeking to have the discount allowed for the late payment of rates, must make application to Council for this purpose. Other evidence/documentation is to be supplied if requested. The application and supporting documentation, must be lodged with the Chief Executive Officer or delegated officer, for consideration. Applications must be received within three weeks of the due date shown on the notice.

Before an application is considered, the net amount owing must be paid. Following consideration, the ratepayer is advised of the outcome of the application.

It is the ratepayer's responsibility to notify Council of a new address for service of notices. Where a ratepayer has notified Council of a new address for services of notices after the issue of the rate notices, Council endeavours to issue advice of the outstanding rates and charges to the new address, however it remains the ratepayer's responsibility in those circumstances to ensure payment is received by Council within the due date of the current rate notice.

Council considers the following scenarios (not an exhaustive list) to be examples of special or extenuating circumstances:

(a) The sole ratepayer or all ratepayers are hospitalised or incapacitated due to illness during the discount period, and therefore unable to make payment by the due date. Medical evidence may be requested along with supporting documentation explaining that there was no one else that could act on behalf of the ratepayer/s. A ratepayer or one of their immediate family has been hospitalised for a serious condition or was deceased during the discount period. (minor sickness just before the due date will-is generally not be accepted as special or extenuating circumstances).

(a)(b) Death or serious trauma (accident, life threatening illness) of the ratepayer/s and/or spouse/dependent has occurred during the discount period. Medical evidence must be provided.

(c) Where a change of ownership has occurred and the rates notice was issued in the previous owner's name, the debt remained unpaid, and the new owner did not receive a copy of the rates notice until after expiry of the discount period (first notice issued for the new owner only).

(d) Where a ratepayer claims that they did not receive a copy of their rates notice and they have had an on time payment history for a minimum of at least three years or since ownership in the case of a new ratepayer and the ratepayer pays the net amount when becoming aware of the outstanding balance or responds to a reminder notice or letter within 14 days of issue.

In this instance ratepayers are advised that unless a notice is returned to the sender (Council or an agent of Council), a notice is deemed to have been served and future occurrences of this nature would not qualify for discount.

(b)(e) A ratepayer claims they did not receive a copy of their rates notice and in the past they have had an on-time payment history for all previous rate issues or for a minimum period of at least three years, or in the case of a new owner on-time history since ownership was registered if less than three years and the ratepayer responds to a reminder letter within 14 days of issue. (In this instance ratepayers are advised that unless a notice is returned to the sender (Council or an agent of Council), a notice is deemed to have been served and future occurrences of this nature would not qualify for discount.)

(c)(f) A ratepayer claims they made payment by B-Pay or other electronic means on or before midnight on the payment due date and Council's payment record indicates the payment was received within two business days following close of discount.

(d)(g) A ratepayer with arrears of rates pays the amount owing on the notice and because of accrued interest charges is denied discount. (Interest charges will-may not necessarily be waived.)

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(e)(h) A rate payment is received in the mail after the discount period and the envelope is date stamped with a date prior to the discount period.

(f)(i) A ratepayer states they have forwarded a Change of [Postal](#) Address Form or other written document such as e-mail or letter and the form or other written document has never been received by Council or if the ratepayer states they changed their address over the phone but no record can be found. The ratepayer must have an on time payment history for all previous rates notices or for a minimum period of three years, or in the case of a new owner on time history since ownership was registered if less than three years.

In this instance ratepayers are advised that unless a notice is returned to the sender (Council or an agent of Council), a notice is deemed to have been served and future occurrences of this nature would not qualify for discount.

(g)(j) The sole ratepayer or all ratepayers are is prevented from making payment due to being flood bound or other natural disaster

(h)(k) A ratepayer is prevented from making payment due to delays or errors caused by Council ~~(for example wrong mailing address).~~

(i)(l) Other situations where circumstances beyond the control of the ratepayer prevented payment and/or the ratepayer has made a genuine attempt to affect payment satisfactory to the Chief Financial Officer or other delegated officer.

Council does not accept responsibility for third party errors (for example Australia Post delays) although the basic principal of this policy is where a ratepayer has had an on-time payment history for all previous rate issues for a minimum period of three years or in the case of a new owner on-time history since ownership was registered if less than three years, they will be allowed discount where special or extenuating circumstances can be demonstrated. Although a ratepayer will only be eligible for special circumstances assistance once in each three year period other than for the circumstance described in (a), (fg), (hi) and (ij) above.

All applications for consideration under this policy should be in writing unless the requirement is waived by the Chief Financial Officer or other delegated officer.

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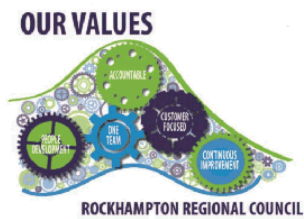
6 Review Timelines

This policy is reviewed when any of the following occur:

- (a) The related information is amended or replaced; or
- (b) Other circumstances as determined from time to time by the Council.

7 Document Management

Sponsor	Chief Executive Officer
Business Owner	Deputy Chief Executive Officer
Policy Owner	Chief Financial Officer
Policy Quality Control	Legal and Governance



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FINANCE POLICIES FOR REVIEW

Draft Rates Payment Policy - Clean

Meeting Date: 19 July 2022

Attachment No: 10

RATES PAYMENT POLICY

COMMUNITY POLICY



1 Scope

This policy applies to ratepayers of Rockhampton Regional Council who have been prevented, by special or extenuating circumstances beyond their control from paying their current half-yearly rates and utility charges within the stated discount period.

2 Purpose

The purpose of this policy is to ensure a consistent approach is applied in determining if special or extenuating circumstances exist.

3 Related Documents

3.1 Primary

Nil

3.2 Secondary

Local Government Act 2009

Local Government Regulation 2012

Change of Postal Address Form

4 Definitions

To assist in interpretation, the following definitions apply:

Council	Rockhampton Regional Council
Delegated Officer	An employee appointed to a position sub-delegated the power under section 130(1) the <i>Local Government Regulation 2012</i> .
Ratepayer	As defined in the <i>Local Government Regulation 2012</i> , a person who is liable to pay rates or charges.

5 Policy Statement

Council acknowledges the importance of maintaining robustness and integrity in its systems to ensure ongoing viability and to ensure residents and ratepayers as a whole are not disadvantaged. Council recognises the importance of maintaining and building strong relationships with its ratepayers, particularly where there is a long history of on time payment, and this guides Council's actions in assessing claims under this policy (particularly where documentary evidence is not available).

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The allowance of discount on rates is conditional upon Council receiving the full payment of rates by the due date shown on the rate notice, however, Council recognises that there may be occasions when payment by the due date is not achieved through circumstances beyond the ratepayer's control. In accordance with section 130 of the *Local Government Regulation 2012*, Council has the power to allow the discount if it is satisfied that the circumstances for not paying were out of the ratepayer's control. Discount may be allowed if the criteria explained in this policy are met.

Council acknowledges that from time to time special or extenuating circumstances may exist that prevent a ratepayer from paying their rates notice by the due date. To ensure continuity of services to the community it is important that ratepayers issued with a rates notice pay by the due date. Therefore in fairness to all ratepayers the discount should only be granted to ratepayers who do not pay by the due date where special or extenuating circumstances exist. Council may allow discount after the payment due date where the ratepayer can demonstrate special or extenuating circumstances that prevented payment.

Any ratepayer seeking to have the discount allowed for the late payment of rates, must make application to Council for this purpose. Other evidence/documentation is to be supplied if requested. The application and supporting documentation, must be lodged with the Chief Executive Officer or delegated officer, for consideration. Applications must be received within three weeks of the due date shown on the notice.

Before an application is considered, the net amount owing must be paid. Following consideration, the ratepayer is advised of the outcome of the application.

It is the ratepayer's responsibility to notify Council of a new address for service of notices. Where a ratepayer has notified Council of a new address for services of notices after the issue of the rate notices, Council endeavours to issue advice of the outstanding rates and charges to the new address, however it remains the ratepayer's responsibility in those circumstances to ensure payment is received by Council within the due date of the current rate notice.

Council considers the following scenarios (not an exhaustive list) to be examples of special or extenuating circumstances:

- (a) The sole ratepayer or all ratepayers are hospitalised or incapacitated due to illness during the discount period, and therefore unable to make payment by the due date. Medical evidence may be requested along with supporting documentation explaining that there was no one else that could act on behalf of the ratepayer/s (minor sickness just before the due date is generally not accepted as special or extenuating circumstances).
- (b) Death or serious trauma (accident, life threatening illness) of the ratepayer/s and/or spouse/dependent has occurred during the discount period. Medical evidence must be provided.
- (c) Where a change of ownership has occurred and the rates notice was issued in the previous owner's name, the debt remained unpaid, and the new owner did not receive a copy of the rates notice until after expiry of the discount period (first notice issued for the new owner only).
- (d) Where a ratepayer claims that they did not receive a copy of their rates notice and they have had an on time payment history for a minimum of at least three years or since ownership in the case of a new ratepayer and the ratepayer pays the net amount when becoming aware of the outstanding balance or responds to a reminder notice or letter within 14 days of issue.

In this instance ratepayers are advised that unless a notice is returned to the sender (Council or an agent of Council), a notice is deemed to have been served and future occurrences of this nature would not qualify for discount.

- (e) A ratepayer claims they made payment by B-Pay or other electronic means on or before midnight on the payment due date and Council's payment record indicates the payment was received within two business days following close of discount.
- (f) A ratepayer with arrears of rates pays the amount owing on the notice and because of accrued interest charges is denied discount. (Interest charges may not necessarily be waived.)
- (g) A rate payment is received in the mail after the discount period and the envelope is date stamped with a date prior to the discount period.

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- (h) A ratepayer states they have forwarded a Change of Postal Address Form or other written document such as e-mail or letter and the form or other written document has never been received by Council or if the ratepayer states they changed their address over the phone but no record can be found. The ratepayer must have an on time payment history for all previous rates notices or for a minimum period of three years, or in the case of a new owner on time history since ownership was registered if less than three years.

In this instance ratepayers are advised that unless a notice is returned to the sender (Council or an agent of Council), a notice is deemed to have been served and future occurrences of this nature would not qualify for discount.

- (i) The sole ratepayer or all ratepayers are prevented from making payment due to being flood bound or other natural disaster
- (j) A ratepayer is prevented from making payment due to delays or errors caused by Council.
- (k) Other situations where circumstances beyond the control of the ratepayer prevented payment and/or the ratepayer has made a genuine attempt to affect payment satisfactory to the Chief Financial Officer or other delegated officer.

Council does not accept responsibility for third party errors (for example Australia Post delays) although the basic principal of this policy is where a ratepayer has had an on-time payment history for all previous rate issues for a minimum period of three years or in the case of a new owner on-time history since ownership was registered if less than three years, they will be allowed discount where special or extenuating circumstances can be demonstrated. Although a ratepayer will only be eligible for special circumstances assistance once in each three year period other than for the circumstance described in (a), (g), (i) and (j) above.

All applications for consideration under this policy should be in writing unless the requirement is waived by the Chief Financial Officer or other delegated officer.

6 Review Timelines

This policy is reviewed when any of the following occur:

- (a) The related information is amended or replaced; or
- (b) Other circumstances as determined from time to time by the Council.

7 Document Management

Sponsor	Chief Executive Officer
Business Owner	Deputy Chief Executive Officer
Policy Owner	Chief Financial Officer
Policy Quality Control	Legal and Governance



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FINANCE POLICIES FOR REVIEW

Draft Rates Relief (Hardship) Policy - New

Meeting Date: 19 July 2022

Attachment No: 11

RATES RELIEF (HARDSHIP) POLICY

COMMUNITY POLICY



1 Scope

This policy applies to ratepayers experiencing serious financial hardship and as a result are unable to pay their rates and charges, including unable to meet a payment arrangement under the Debt Recovery Policy. The policy only applies to the following properties:

- (a) Within General Rate Category 6 – Agricultural, farming and other rural land; and
- (b) Residential properties where the property is the ratepayer's principal place of residence and no commercial benefit is derived from the property.

2 Purpose

The purpose of this policy is to outline the principles, eligibility criteria and to facilitate a consistent approach to assist ratepayers who may have trouble paying their rates due to hardship, and to encourage people experiencing hardship to access earlier support services. Hardship is not a long-term solution, the support under this policy is to provide the property owner with time to seek advice and address the reasons for their financial hardship.

The intention of this policy is to ensure that those experiencing serious financial hardship remain in their home and to alleviate the immediate financial burden and escalation of potential debt recovery by Council.

3 Related Documents

3.1 Primary

Nil

3.2 Secondary

Human Rights Act 2019

Local Government Act 2009

Local Government Regulation 2012

Administrative Action Complaint Procedure

Complaints Management Policy

Debt Recovery Policy

Rates Concession Policy

Rates Payment Policy

Rates Relief (Hardship) Application Form

Revenue Policy

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4 Definitions

To assist in interpretation, the following definitions apply:

Application Form	Council's Rates Relief (Hardship) Application Form for the purpose of applying for consideration for assistance under this policy.
Council	Rockhampton Regional Council
Delegated Officer	An employee appointed to a position with a sub-delegation of relevant powers under the <i>Local Government Regulation 2012</i> .
Drought Declared Area	The areas within Council boundaries that are drought declared following the recommendation of the Local Drought Committee to the relevant State Minister and as mapped on www.longpaddock.qld.gov.au .
Hardship	Unable to meet basic needs, including food, clothing, medicine, accommodation and children's education.
Individually Droughted Property	A property that has obtained an individually droughted property declaration form the Department of Agriculture and Fisheries.
Principal Place of Residence	As defined in Council's Revenue Statement, a single dwelling house or dwelling unit (part of a Community Title Scheme or residential group title (not a flat)) at which one owner of the land must reside permanently for a minimum of six months of the year.
Region	Rockhampton Regional Area defined by the Local Government Areas of Queensland.

5 Policy Statement

In accordance with the provisions of the *Local Government Regulation 2012*, Chapter 4, Part 10, section 120(1)(c) this policy is used to provide a framework to support the Rates and Revenue Unit to accept and consider applications for hardship. Approval is given by a delegated officer.

5.1 Principles

The following principles apply:

- (a) Council must ensure responsible management and collection of revenue to ensure effective cash flow management and provision of services to the greater community.
- (b) Council aims to ensure the balance of outstanding accounts are minimised.
- (c) Transparent, timely and efficient debt collection processes must be maintained with consistency.
- (d) Early intervention and assistance is aimed at assisting both the ratepayer and Council to prevent large levels of aged arrears to accumulate.
- (e) Assistance is targeted to applicants who demonstrate genuine attempts to help themselves and have a genuine wish to pay.
- (f) Ratepayers in arrears are expected to act responsibly in regard to their obligations and organise their affairs in order to discharge these obligations when required.
- (g) Hardship provisions are considered where payment provisions outlined in the Debt Recovery Policy are not possible.
- (h) Hardship provisions made must ensure the arrears are cleared within a reasonable timeframe that must not exceed three years.
- (i) Should a concession be offered by Council it must be consistent with the provisions of Section 120 of the *Local Government Regulation 2012*.

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- (j) Assisting ratepayers build resilience by recommending local community services, financial counsellors contact information, community legal support, and ensure a reduction in barriers to encourage engagement.
- (k) To ensure accountability; successful applications are reviewed periodically in line with the conclusion of the half-yearly billing cycle.

5.2 Eligibility – Residential Properties

Hardship is considered upon receipt of a completed application form and is provided for residential ratepayers where the ratepayer is genuine in their wish to pay the arrears. Applications are considered if the ratepayer can demonstrate, that due to a life event, death in the immediate family, serious injury, trauma or other circumstances beyond their control, that the payment of outstanding balances will cause or further exacerbate financial hardship.

Properties where legal action has commenced or where a Notice of Intention to Sell has been issued are not eligible to apply for assistance under this policy.

Further eligibility requirements are:

- (a) Applicant/s is the owner or life tenant of the property and is their principal place of residence;
- (b) Applicant/s does not own more than one property located within the Region;
- (c) Balance exceeds \$1,000 or six months of arrears and the arrangement provisions made within the Debt Recovery Policy are unable to be met and payments, or lack thereof are insufficient to cease the debt recovery action;
- (d) Applicant/s either solely or jointly with a co-owner, have the legal responsibility for the payment or rates and charges, and other household utilities which are levied in respect of the property;
- (e) Applicant/s has contacted an accredited financial counsellor (can be a not-for-profit accredited financial counsellor);
- (f) Applicant/s has authorised an accredited financial counsellor to liaise with Council on their behalf in relation to the outstanding rates and charges;
- (g) The accredited financial counsellor has assessed and provided Council with:
 - (i) An independent assessment that the applicant/s is experiencing genuine financial hardship;
 - (ii) A realistic payment arrangement the applicant/s is able to meet; and
 - (iii) An exit plan on how to resolve the financial situation has been implemented,
- (h) At no time whilst under the provision of hardship will the property be partially let out and/or derive an income;
- (i) Previously strong payment history; and
- (j) Mortgagor has been notified of arrears situation.

Other eligibility requirements taken into consideration:

- (a) The applicant/s has exhausted all avenues to alleviate the situation and seek assistance. For example; sought additional finances or have tried to sell the property or other assets.
- (b) Expected duration of their current financial hardship position;
- (c) Property is listed for sale;
- (d) Applicant or direct dependent/s is suffering or has suffered a recent medical emergency, trauma or injury or a terminal diagnosis;
- (e) Applicant has sought financial assistance from either a community organisation (for example, Financial Services Information Officer (Department of Human Services); or their banking institution); and

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- (f) Applications are not considered unless all requested supporting documentation listed on the application form, is supplied.

5.3 Drought Declared Primary Production Properties

Properties where legal action has commenced or where a Notice of Intention to Sell has been issued are not eligible to apply for assistance under this policy.

Council may grant assistance to properties levied the differential general rate Category 6 – agricultural, farming and other rural land, which meet the following conditions:

- (a) The applicant/s is the owner or life tenant of the property and is their principal place of residence;
- (b) The property is in a drought declared area or is a current individually droughted property; and
- (c) An owner of the property submits a completed application form.

If approved, assistance is as follows:

- (a) Debt recovery action remains on hold for the period of drought declaration and for a further six months after the end of the current financial year in which the drought declaration is lifted or the individually droughted property has expired; and
- (b) No interest is incurred for the period of drought declaration and for a further six months after the end of the current financial year in which the drought declaration is lifted or the individually droughted property has expired.

5.4 Assistance Provided

If approved, assistance is provided in the form of one or more of the following:

- (a) Debt recovery action to remain on hold for a minimum of six months from the date of approval, up to a maximum of 24 months;
- (b) No interest to be incurred for a minimum of six months from the date of approval, up to a maximum of 24 months;
- (c) A repayment plan that is outside of the current Debt Recovery Policy.

Additional assistance may be recommended for applicants who are also eligible for concessions under Council's Rates Concession Policy or who have a terminal illness or are in extreme financial hardship.

If further assistance is required, the applicant must lodge a new application.

5.5 Exceptional Circumstances

Where exceptional circumstances exist beyond this policy, individual circumstances are considered on a case by case basis and presented to the Council table for individual consideration.

5.6 Failure to Comply or Dispute

Following successful application, Council reserves the right to commence debt recovery action in accordance with the Debt Recovery Policy should the ratepayer fail to:

- (a) Respond to the Council's offer of assistance;
- (b) Wholly comply with Council's offer of assistance; or
- (c) Comply with the agreed requirements.

5.7 Applications

Applications for hardship are considered at any time during the rating period (i.e. half yearly).

Applications must be made in writing using the application form and a new application needs to be submitted where circumstances or eligibility change.

Successful applications take effect from the relevant rating period in which the application was submitted, approved and agreed to.

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Applications are not backdated or retrospective adjustments made.

5.8 Requests for Review

If the applicant does not agree with the decision made by Council, the applicant may request for a review within 30 days of the decision. The General Manager Corporate Services reviews the decision and notifies the outcome to the applicant. As part of the review the applicant may be asked to provide further information relating to the application. If the applicant remains dissatisfied with the decision, the applicant may raise an administrative action complaint in accordance with the Administrative Action Complaint Procedure.

5.9 Funding of Recommended Decisions

Council makes a specific budget allocation annually from which assistance is funded.

5.10 Monitoring and Reporting

Council monitors successful applications made under this policy by reporting the following information monthly within the Monthly Financial Report:

- (a) Number of applications approved;
- (b) Number of applications defaulted; and
- (c) The financial impact to Council.

6 Review Timelines

This policy is reviewed when any of the following occur:

- (a) The related information is amended or replaced; or
- (b) Other circumstances as determined from time to time by the Council.

7 Document Management

Sponsor	Chief Executive Officer
Business Owner	Deputy Chief Executive Officer
Policy Owner	Chief Financial Officer
Policy Quality Control	Legal and Governance



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5.2 ADOPTION OF 2022/2023 BUDGET

File No: 8785
Attachments: 1. 2022/2023 Budget [↓](#)
Authorising Officer: Ross Cheesman - Deputy Chief Executive Officer
Author: Marnie Taylor - Chief Financial Officer

SUMMARY

In accordance with Chapter 5, Part 2, Division 3 of the Local Government Regulation 2012, a local government must adopt, for each financial year a budget for its operations prior to 1 August in the financial year.

OFFICER'S RECOMMENDATION – REVENUE STATEMENT 2022/2023

THAT Pursuant to section 169(2) and 172 of the *Local Government Regulation 2012*, Council adopt the Revenue Statement 2022/2023 as tabled.

OFFICER'S RECOMMENDATION – DIFFERENTIAL GENERAL RATES

THAT

- (a) Pursuant to section 81 of the *Local Government Regulation 2012*, the categories in to which rateable land is categorised, the description of those categories and, pursuant to sections 81(4) and 81(5) of the *Local Government Regulation 2012*, the method by which land is to be identified and included in its appropriate category is as follows:

No.	Category	Description	Identifiers (Land Use Codes)
1	Commercial/light industry	Land used, or intended to be used, in whole or in part, for commercial or light industrial purposes, other than land included in categories 2(a), 2(b), 2(c), 3 and 22.	1,4,6,7, 10 to 49 (excl. 31, 35, 37, 40 and lands in any other category).
2 (a)	Major shopping centres with a floor area 0 – 10,000m ²	Land used, or intended to be used, as a shopping centre with a gross floor area up to 10,000m ² and a value greater than or equal to \$2,300,000.	12 to 16 inclusive and 23, with a rateable valuation =>\$2,300,000
2 (b)	Major shopping centres with a floor area 10,001 - 50,000m ²	Land used, or intended to be used, as a shopping centre with a gross floor area between 10,001m ² and 50,000m ² and a value greater than or equal to \$2,300,000.	12 to 16 inclusive and 23, with a rateable valuation =>\$2,300,000
2 (c)	Major shopping centres with a floor area >50,000m ²	Land used, or intended to be used, as a shopping centre with a gross floor area greater than 50,000m ² and a value greater than or equal to \$2,300,000.	12 to 16 inclusive and 23, with a rateable valuation =>\$2,300,000
3	Heavy and/or noxious industry	Land used, or intended to be used, for:- (a) a fuel dump; (b) fuel storage;	31, 35, 37

		(c) an oil refinery; (d) heavy industry; (e) special industry (f) general industry; (g) noxious industry which emanates noise, odour or dust, including an abattoir.	
4(a)	Power Generation	Land used for or ancillary to the generation and or storage of electricity from a facility with an output capacity equal to or less than four hundred (400) Megawatts (excluding transformers/substations).	Land that meets the criteria in the description
4(b)	Power Generation	Land used for or ancillary to the generation and or storage of electricity from a facility with an output capacity greater than four hundred (400) Megawatts (excluding transformers/substations).	Land that meets the criteria in the description
5	Extractive	Land used, or intended to be used, in whole or in part, for:- (a) the extraction of minerals or other substances from the ground; and (b) any purpose associated or connected with the extraction of minerals and other substances from the ground.	40
6	Agriculture, farming and other rural	Land used, or intended to be used, for non-residential rural, agricultural or farming purposes.	60 to 89 and 93 to 94 (excl. 72 excl. lands in any other category).
8A	Residential Other	Land with a value of less than \$105,001 used, or intended to be used, for:- (a) residential purposes, that is not the owner's principal place of residence (NPPR) or (b) two or more self-contained dwellings (including flats)	2, 3, 5, 8 & 9
8B	Residential Other	Land with a value of \$105,001 or more used, or intended to be used, for:- (a) residential purposes, that is not the owner's principal place of residence (NPPR) or (b) two more self-contained dwellings (including flats)	2, 3, 5, 8 & 9

9	Residential 1	<p>Land which is used or intended to be used for residential purposes by means of a single residence that is not part of a community title scheme and is:</p> <p>(a) used by the property owner or at least one of the property owners as their principal place of residence (PPR); and</p> <p>(b) otherwise occupied only by members of a single household that includes the resident property owner or owners</p> <p>with a value of less than \$105,001.</p>	1, 2, 4, 5, 6 and 94 with a rateable valuation <\$105,001 (excl. lands in any other category).
10	Residential 2	<p>Land which is used or intended to be used for residential purposes by means of a single residence that is not part of a community title scheme and is:</p> <p>(a) used by the property owner or at least one of the property owners as their principal place of residence (PPR); and</p> <p>(b) otherwise occupied only by members of a single household that includes the resident property owner or owners</p> <p>with a value of between \$105,001 and \$170,000.</p>	1, 2, 4, 5, 6 and 94 with a rateable valuation >\$105,000 but <\$170,001 (excl. lands in any other category).
11	Residential 3	<p>Land which is used or intended to be used for residential purposes by means of a single residence that is not part of a community title scheme and is:</p> <p>(a) used by the property owner or at least one of the property owners as their principal place of residence (PPR); and</p> <p>(b) otherwise occupied only by members of a single household that includes the resident property owner or owners</p> <p>with a value of between \$170,001 and \$250,000.</p>	1, 2, 4, 5, 6 and 94 with a rateable valuation >\$170,000 but <\$250,001 (excl. lands in any other category).
12	Residential 4	<p>Land which is used or intended to be used for residential purposes by means of a single residence that is not part of a community title scheme and is:</p> <p>(a) used by the property owner or at least one of the property owners as their principal place of residence (PPR); and</p> <p>(b) otherwise occupied only by members of a single household that includes the resident property owner or owners</p>	1, 2, 4, 5, 6 and 94 with a rateable valuation >\$250,000 but <\$500,001 (excl. lands in any other category).

		with a value between \$250,001 and \$500,000.	
13	Residential 5	Land which is used or intended to be used for residential purposes by means of a single residence that is not part of a community title scheme and is: (a) used by the property owner or at least one of the property owners as their principal place of residence (PPR); and (b) otherwise occupied only by members of a single household that includes the resident property owner or owners with a value more than \$500,000	1, 2, 4, 5, 6 and 94 with a rateable valuation >\$500,000 (excl. lands in any other category).
21	Strata (residential)	Land, which is a lot in a community title scheme or residential group title, used as the owner's principal place of residence (PPR).	8 and 9 (excl. lands in any other category).
22	Strata (commercial/ industrial)	Land, which is a lot in a community title scheme or building unit, which is used, or intended to be used, for commercial or industrial purposes.	8 and 9
24	Vacant urban/rural land >\$430,000	Vacant land intended for use for development purposes with a value of more than \$430,000.	1 and 4 with a rateable valuation >\$430,000
25	Developer concession	Land, which qualifies for a discounted valuation pursuant to section 50 of the <i>Land Valuation Act</i> .	72
26	Special uses	Land, used, or intended to be used, for non-commercial purposes such as social and community welfare, defence or education purposes.	21, 50 – 59, 92, 96 – 100
27 (a)	Other \$0 - \$60,000	Land, with a value of \$60,000 or less, which is not otherwise categorized.	1, 4, 90, 91 and 95 with a rateable valuation <\$60,001
27 (b)	Other - >\$60,000	Land, with a value of more than \$60,000, which is not otherwise categorized.	1, 4, 90, 91 and 95 with a rateable valuation >\$60,000

- (b) Council delegates to the Chief Executive Officer the power, pursuant to sections 81(4) and 81(5) of the *Local Government Regulation 2012*, to identify the rating category to which each parcel of rateable land belongs.
- (c) Pursuant to section 94 of the *Local Government Act 2009* and section 80 of the *Local Government Regulation 2012*, the differential general rate to be made and levied for each differential general rate category and, pursuant to section 77 of the *Local Government Regulation 2012*, the minimum general rate to be made and levied for each differential general rate category, is as follows:

Category No.	Category	General Rate (cents in the Dollar of Rateable Value)	Minimum General Rate (\$)
1	Commercial/light Industry	2.4962	1,676
2 (a)	Major shopping centres with a floor area 0 – 10,000 sqm	2.7923	23,024
2 (b)	Major shopping centres with a floor area 10,001 - 50,000 sqm	4.2346	262,930
2 (c)	Major shopping centres with a floor area >50,000 sqm	8.0867	1,986,630
3	Heavy and/ or noxious industry	3.9765	3,495
4 (a)	Power Generation, 0 -400 MW	7.9603	3,495
4 (b)	Power Generation, 400+ MW	7.6058	3,495
5	Extractive	7.3113	2,853
6	Agriculture, farming and other rural	0.8188	1,557
8A	Residential Other, \$ 0 - \$105,000	1.5498	1,111
8B	Residential Other, >\$105,000	1.4153	1,627
9	Residential 1, \$0 - \$105,000	1.3378	848
10	Residential 2, \$105,001 - \$170,000	1.1934	1,405
11	Residential 3, \$170,001 - \$250,000	1.1452	2,029
12	Residential 4, \$250,001 - \$500,000	1.0758	2,863
13	Residential 5, > \$500,000	0.9685	5,379
21	Strata (residential)	1.5922	848
22	Strata (commercial/industrial)	2.6209	1,676
24	Vacant urban land >\$430,000	2.3994	1,676
25	Developer concession	1.5281	0
26	Special uses	1.7045	2,723
27 (a)	Other \$0 - \$60,000	2.0864	722
27 (b)	Other >\$60,001	2.9634	1,676

- d) For the 2022/2023 financial year Council will not be resolving to limit any increases in rates and charges.

OFFICER'S RECOMMENDATION – SEPARATE CHARGE – ROAD NETWORK

THAT Pursuant to section 94 of the *Local Government Act 2009* and section 103 of the *Local Government Regulation 2012*, Council make and levy a separate charge to be known as the Road Network Separate Charge, in the sum of \$460.00 per rateable assessment, to be levied equally on all rateable land in the region, for the defraying part of the cost of maintaining the road network within the region.

OFFICER'S RECOMMENDATION – SEPARATE CHARGE – NATURAL ENVIRONMENT

THAT Pursuant to section 94 of the *Local Government Act 2009* and section 103 of the *Local Government Regulation 2012*, Council make and levy a separate charge to be known as the Natural Environment Separate Charge, in the sum of \$55.00 per rateable assessment, to be levied equally on all rateable land in the region, for the defraying part of formulating and implementing initiative for environmental protection, enhancement and conservation, including the many varied initiatives that contribute to these outcomes within the region.

The discount for the prompt payment of rates and charges, granted in accordance with section 130 of the *Local Government Regulation 2012*, will not apply to the Natural Environment Separate Charge.

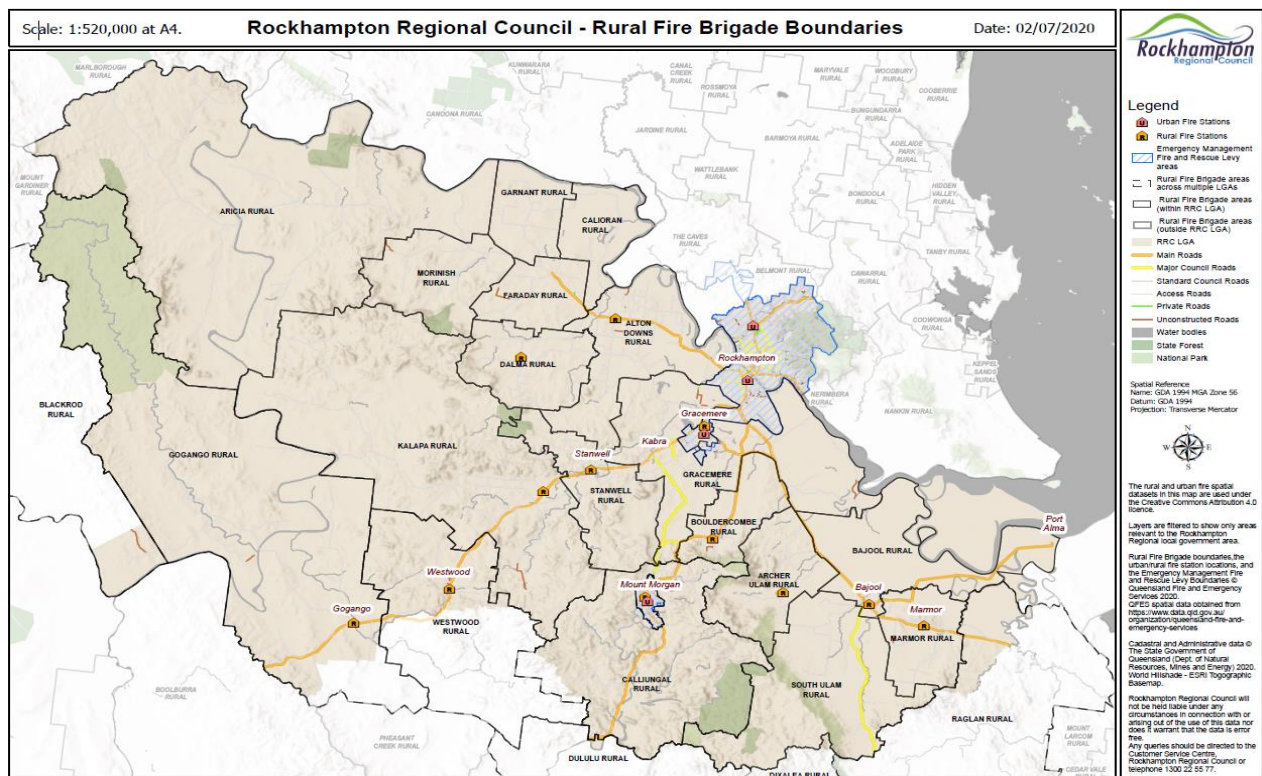
OFFICER'S RECOMMENDATION – SPECIAL CHARGE

THAT Pursuant to section 128A of the *Fire and Emergency Services Act 1990* and section 94 of the *Local Government Act 2009*, make and levy special charges for the provision of rural fire fighting services to certain parts of the Region. The charges shall be levied on all land which specifically benefits from the provision of rural fire - fighting services.

For 2022/2023, the Council shall make a special charge, in the following amounts, for each of the following Rural Fire Brigades.

Rural Fire Brigade	Levy 2022/2023	Rural Fire Brigade	Levy 2022/2023
Alton Downs	\$50.00	Garnant	-
Archer Ulam	-	Gogango	\$5.00
Aricia	-	Gracemere	\$20.00
Bajool	\$25.00	Kalapa	\$20.00
Bouldercombe	\$50.00	Marmor	\$20.00
Calioran	-	Morinish	-
Calliungal	\$50.00	Stanwell	-
Dalma	\$10.00	South Ulam	-
Faraday	-	Westwood	\$50.00

The rateable land to which each of the special charges will apply is land within the areas separately described on a map titled "ROCKHAMPTON REGIONAL COUNCIL – RURAL FIRE BRIGADES BOUNDARIES" as appears at Map 1 below.



MAP 1

The discount for the prompt payment of rates and charges, granted in accordance with section 130 of the *Local Government Regulation 2012*, will not apply to these charges.

Overall Plan

The Overall Plan for each of the special charges is as follows:-

1. The service, facility or activity for which each special charge is levied is to fund the provision of fire prevention and firefighting services, equipment and activities by the rural fire brigades identified in the special charge table in the defined benefit areas.
2. The time for implementing the overall plan is one (1) year ending 30 June 2023. However, provision of fire-fighting services is an ongoing activity, and further special charges are expected to be made in future years.
3. The works and services specified in the overall plan will be carried out or provided during the year ending on 30 June 2023.
4. The estimated cost of implementing the overall plan is approximately \$97,145.00.
5. The special charge is intended to raise all funds necessary to carry out the overall plan. Primarily to supply operational and fire prevention services and activities within the defined area.

The rateable land or its occupier specifically benefits, or will specifically benefit, from the implementation of the overall plan, comprising fire-fighting services, because rural fire brigades are charged with fire-fighting and fire prevention under the *Fire & Emergency Services Act 1990* and whose services could not be provided or maintained without the imposition of the special charge.

OFFICER'S RECOMMENDATION – SEWERAGE UTILITY CHARGES

THAT

- (a) Pursuant to section 94 of the *Local Government Act 2009* and section 99 of the *Local Government Regulation 2012*, Council make and levy sewerage utility charges, for the supply of sewerage services by the Council, as follows:

<u>Declared Sewered Area</u>	<u>Amount of Charge</u>	<u>Amount of Vacant Land Charge</u>
Gracemere	\$957.00	\$907.00
Mount Morgan	\$901.00	\$855.00
Rockhampton	\$746.00	\$710.00

- (b) The application of the above levied sewerage utility charges be in accordance with the further detail provided in Council's adopted Revenue Statement 2022/2023.

OFFICER'S RECOMMENDATION – WATER UTILITY CHARGES

THAT

- (a) Pursuant to section 94 of the *Local Government Act 2009* and sections 99 and 101 of the *Local Government Regulation 2012*, Council make and levy water utility charges, for the supply of water services by the Council, as follows:

Gracemere Water Supply – Access Charge

<u>Meter Size</u>	<u>Annual Charge</u>
20mm	\$ 491.00
25mm	\$ 767.00
32mm	\$ 1,256.00
40mm	\$ 1,961.00
50mm	\$ 3,063.00
Special 60mm	\$ 4,470.00
65mm	\$ 5,177.00
75mm	\$ 6,891.00
80mm	\$ 7,841.00
100mm	\$ 12,150.00
150mm	\$ 27,562.00
200mm	\$ 49,003.00
Vacant Land	\$ 491.00

Gracemere Water Supply Scheme – Non Residential Consumption Charges

<u>Tier</u>	<u>Charge per Kilolitre</u>
All consumption	\$2.16/kl

Gracemere Water Supply Scheme – Residential Consumption Charges

<u>Tier (Per Meter)</u>	<u>Charge per Kilolitre</u>
<=75kl per quarter	\$0.94/kl
> 75kl <=150kl per quarter	\$1.46/kl
>150kl per quarter	\$2.88/kl

Mt Morgan Water Supply – Access Charge

<u>Meter Size</u>	<u>Annual Charge</u>
20mm	\$ 506.00
25mm	\$ 790.00
32mm	\$ 1,295.00
40mm	\$ 2,021.00
50mm	\$ 3,156.00
65mm	\$ 5,335.00
75mm	\$ 7,100.00
80mm	\$ 7,973.00
100mm	\$ 12,624.00
150mm	\$ 28,470.00
200mm	\$ 50,497.00
Vacant Land	\$ 506.00

Mount Morgan Water Supply Scheme – Non Residential Consumption Charges

<u>Tier</u>	<u>Charge per Kilolitre</u>
All consumption	\$2.16/kl

Mount Morgan Water Supply Scheme – Residential Consumption Charges

<u>Tier (Per Meter)</u>	<u>Charge per Kilolitre</u>
<=75kl per quarter	\$0.94/kl
> 75kl <=150kl per quarter	\$1.46/kl
>150kl per quarter	\$2.88/kl

Rockhampton Water Supply – Access Charge

<u>Meter Size</u>	<u>Annual Charge</u>
20mm	\$ 462.00
25mm	\$ 720.00
32mm	\$ 1,180.00
40mm	\$ 1,841.00
50mm	\$ 2,876.00
65mm	\$ 4,860.00
75mm	\$ 6,473.00
80mm	\$ 7,363.00
100mm	\$ 11,504.00
150mm	\$ 25,880.00
200mm	\$ 46,011.00
Vacant Land	\$ 462.00

Rockhampton Water Supply Scheme – Non Residential Water Consumption Charges

<u>Tier</u>	<u>Charge per Kilolitre</u>
All consumption	\$2.16/kl

Rockhampton Water Supply Scheme – Residential Water Consumption Charges

<u>Tier (Per Meter)</u>	<u>Charge per Kilolitre</u>
<=75kl per quarter	\$0.94/kl
> 75kl <=150kl per quarter	\$1.46/kl
>150kl per quarter	\$2.88/kl

- (b) The application of the above levied water utility charges be in accordance with the further detail provided in Council's adopted Revenue Statement 2022/2023.
- (c) Pursuant to section 102(2) of the *Local Government Regulation 2012*, a water meter is taken to have been read during the period that starts 2 weeks before, and ends 2 weeks after, the day on which the meter is actually read.

OFFICER'S RECOMMENDATION – WASTE MANAGEMENT UTILITY CHARGES

THAT

- (a) Pursuant to section 94 of the *Local Government Act 2009* and section 99 of the *Local Government Regulation 2012*, Council make and levy waste management utility charges, for the supply of waste management services by the Council, as follows:

Schedule of Waste Collection and Recycling Charges	
<u>Service</u>	<u>Annual Charge</u>
Domestic Services	
Combined General Waste/Recycling Service	\$477.00
Additional General Waste Service – same day service as nominated service day	\$366.00
Additional Recycling Service – same day service as nominated service	\$216.00
Bulk bin service are subject to assessment. Available bin sizes - (660L, 1100L, 1.0 m ³ , 1.5m ³ , 2.0m ³ (subject to availability) and 3.0m ³)	Annual Utility Charge per Tenement
Commercial Services	
General Waste Service - 240L	\$481.00
Recycling Service – 240L	\$258.00
Commercial Residential General Waste Service (Eligible Levy Exempt)	\$400.00
Council Facilities Bulk Bins – supply and service per annum	
660L – General Waste Service	\$1,390.00
1.0 m ³ – General Waste Service	\$2,100.00
1100L – General Waste Service	\$2,290.00
1.5 m ³ – General Waste Service	\$3,100.00
2.0 m ³ – General Waste Service	\$4,100.00
3.0 m ³ – General Waste Service	\$6,200.00

- (b) The application of the above levied waste management utility charges be in accordance with the further detail provided in Council's adopted Revenue Statement 2022/2023.

OFFICER'S RECOMMENDATION – DISCOUNT

THAT pursuant to section 130 of the *Local Government Regulation 2012*

- the differential general rates,
- separate charges (excluding Natural Environment Separate Charge),
- sewerage utility charges,
- water utility charges excluding water consumption charges, and
- waste management utility charges

made and levied shall be subject to a discount of ten percent (10%) if paid within the discount period of 30 clear days of the date of issue of the rate notice provided that:

- (a) all of the aforementioned rates and charges are paid within 30 clear days of the date of issue of the rate notice;
- (b) all other rates and charges appearing on the rate notice (that are not subject to a discount) are paid within 30 clear days after the date of issue of the rate notice; and
- (c) all other overdue rates and charges relating to the rateable assessment are paid within 30 clear days of the date of issue of the rate notice.

OFFICER'S RECOMMENDATION – INTEREST

THAT Pursuant to section 133 of the *Local Government Regulation 2012*, compound interest on daily rests at the rate of 8.17% per annum, applicable from 1 July 2022, is to be charged on the balance of all rates and charges remaining outstanding 30 clear days after the due date.

OFFICER'S RECOMMENDATION – LEVY AND PAYMENT

THAT

- (a) Pursuant to section 107 of the *Local Government Regulation 2012* and section 114 of the *Fire and Emergency Services Act 1990*, Council's rates and charges, and the State Government's Emergency Management, Fire and Rescue Levy be levied:
- for the half year 1 July 2022 to 31 December 2022 - in August/September 2022; and
 - for the half year 1 January 2023 to 30 June 2023 - in February/March 2023.
- (b) Pursuant to section 118 of the *Local Government Regulation 2012*, that Council's rates and charges, and the State Government's Emergency Management, Fire and Rescue Levy, be paid on the day that is 30 clear days after the date of the issue of the rate notice.

OFFICER'S RECOMMENDATION – STATEMENT OF ESTIMATED FINANCIAL POSITION

THAT pursuant to section 205 of the *Local Government Regulation 2012*, the statement of the financial operations and financial position of the Council in respect of the previous financial year ("the Statement of Estimated Financial Position") be received and its contents noted.

OFFICER'S RECOMMENDATION – ADOPTION OF BUDGET

THAT pursuant to section 104 of the *Local Government Act 2009* and sections 169 and 170 of the *Local Government Regulation 2012*, Council's Budget for the 2022/2023 financial year, incorporating:

- i. The statements of financial position;
- ii. The statements of cash flow;
- iii. The statements of income and expenditure;
- iv. The statements of changes in equity;
- v. The long-term financial forecast;
- vi. The revenue statement;
- vii. The Revenue Policy (adopted by Council resolution 19 July 2022).
- viii. The relevant measures of financial sustainability; and
- ix. The total value of the change, expressed as a percentage, in the rates and utility charges levied for the financial year compared with the rates and utility charges levied in the previous budget,

as tabled, be adopted.

OFFICER'S RECOMMENDATION – WORKING PAPERS

THAT Council receives the remainder of the documentation as working papers to support the 2022/2023 adopted budget including the Capital Budget Listing for 2022/2023 to 2024/2025 (from page 69 of the Budget Book) and Budget Reports (pages 4 – 18 of the Budget Book).

CONCLUSION

The budget documentation is attached and details the range of documents presented for Council approval.

The Budget report commencing on Page 4, describes the budget in plain words and is a good overall summary of the budget.

ADOPTION OF 2022/2023 BUDGET

2022/2023 Budget

Meeting Date: 19 July 2022

Attachment No: 1



Rockhampton Regional Council

**Budget
2022- 2023**





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**2022/2023 BUDGET REPORT**

These are certainly challenging economic times and as a result, the focus of Council's 2022/2023 Budget is on delivering important infrastructure projects which will support the region longer term, whilst trying to balance the impacts on the community to fund the Council's operations and capital works.

The 2022/2023 budget will be the third consecutive year that Council adopts a deficit budget. This year's deficit budget of \$3.6 million is the result of a number of financial pressures faced by Council. Continued drought conditions will likely require Council to fund the carting of water to Mount Morgan for the full year. Council has also been dealt a blow through the significant reduction to the amount of Financial Assistance Grants received, which are forecast to reduce by \$6.8 million within 3 years.

These resulting financial pressures have required Council to closely review its operations and identify savings and efficiencies which do not impact on the existing level of services provided.

Although the impacts of the Covid-19 pandemic have eased, the impact on passenger numbers at the Rockhampton Airport is still being felt, and it is not anticipated that the levels of pre-pandemic activity will return until 2023/2024.

As with household budgets, Council is also faced with rising costs in insurance, fuel, electricity, material costs and supplies and as a result, Council has been required to make some tough decisions around its budget. A rate rise is unavoidable in these difficult times and Council has made every effort to minimise the impact on ratepayers, with the average ratepayer in Rockhampton subject to a rate increase of 5.92%. The region has also experienced an uplift in property valuations of 10.5% overall and a very large increase in valuations in rural properties of over 59%. These valuation increases are the main driver of rate rises, and Council has endeavoured to minimise rate in the dollar increases over most rate categories.

Council's investment in economic development for the region and the support of events, such as Rockynats, continues. There is also significant activity in the construction industry, with demand for new housing and continuing low vacancy rates for the region, which is seeing increased development assessment activity.

The 2022/2023 budget is focussed around delivering 'must do' projects to support the region for future growth, through the delivery of significant infrastructure upgrades and renewals. Council's investment in water and sewerage trunk infrastructure over the coming years will ensure the growth and sustainability of the region.

Council's Advocacy Priorities, adopted in 2021, have resulted in successfully gaining a significant financial commitment to address Mount Morgan water security through the funding of \$40.4 million from the State Government and \$3.5 million from the Federal Government to construct the pipeline. Council's continued focus on its Advocacy Priorities lay the platform for long term planning and future budgets.

2022/2023 Budget Key Points

- An operating deficit of \$3.6 million
- Typical Rockhampton Residential Ratepayer will experience a rate rise of 5.92%
- Rates Concessions to pensioners, community groups and sporting clubs continued



ROCKHAMPTON REGIONAL COUNCIL BUDGET

2022-2023

- Council has achieved operational efficiencies, with savings incorporated into the 2022/2023 budget. The aim is to achieve further operational efficiencies over future years without the loss of existing services.
- Council's planned spend on Capital Projects is considerably higher compared to previous capital budgets with a continued focus this year and later years on trunk infrastructure projects for water and sewage assets
- Total Capital Expenditure of \$186.6 million with \$72.4 million funded by Capital Grants and Income
- Capital Budget key highlights:
 - Airport – Completion of the Alliance Hangar Works - \$14 million (\$13.75 million of the remaining Federal grant)
 - Continuation of North Rockhampton Sewage Treatment Plant augmentation with a 2022/2023 budget of \$27 million out of a total budget of \$75 million project (\$3.23 million in grant funding)
 - Continuation of Glenmore Water Treatment Plant Upgrade \$16.7 million of a total \$52.8 million project
 - Commencement of Gracemere Sewage & South Rockhampton Treatment Plants \$5.25 million of a total \$120.2 million project
 - Commencement of Mount Morgan Pipeline \$24.3 million of a total \$48.5 million project (\$44 million in grant funding)
 - Fitzroy River Water capital program \$18.9 million (\$3.86 million capital income)
 - Completion of Solar Energy installation at Glenmore Water Treatment Plant \$2.2 million of an expanded \$3.985 million project
 - Completion of Rectification works to Riverside Boardwalk \$1.35 million
 - Parks New Works and Renewals \$2.55 million
 - Facilities new works and renewals \$3.89 million
 - Continuation of Botanic Gardens and Zoo Redevelopment \$5.207 million (\$0.5 million grant funding in current year and further \$2 million in 2023/2024) – project commitment of \$18.4 million over 10 years
 - Continuation of Mount Morgan Pool Replacement with a budget of \$5.25 million out of a total budget of \$6.5 million (\$4.5 million in grant funding)
 - \$20.893 million on road renewal and rehabilitation program, offset by \$7.39 million in grant funding
 - \$2.413 million on traffic facilities improvements
 - Continuation of Life Extension to Lakes Creek Road Landfill \$4.84 million
 - Completion of Gracemere Waste Transfer Station Design & Construct \$3.1 million of a \$3.5 million project

Key Financial Information**Council's Operational Budget**

The final budgeted position for the 2022/2023 financial year is a deficit of \$3.6 million. This is the third consecutive budget that Council has adopted a deficit position, resulting from a number of financial pressures that Council is facing.

The need for Council to fund the carting of water to Mount Morgan at a cost of over \$5 million per year is one of those financial pressures faced. The prolonged drought conditions necessitate the



carting of water and funding support from the State Government to offset these costs is yet to be provided. The allocation of capital funding from the State to construct a pipeline will now provide Council with a long term solution, which will ultimately ease the burden on Council's operational budget.

Council has also been dealt a financial blow with the reduction of \$6.8 million in Financial Assistance Grants in the next three years, due to Council moving into a minimum grant council category.

These resulting financial pressures have required Council to closely review its operations and identify savings and efficiencies which do not impact on the existing level of services provided. With the implementation of these savings and efficiencies, Council forecasts to return to a surplus position in 2023/2024.

Efficiencies and savings identified:

- Reduction in consultancies \$250,000
- Reduction in Civil Operations costs \$1,800,000
- Forecast savings in Regional Services \$400,000
- Fees & Charges income \$330,000
- Reduction in Community Grants \$100,000
- Positions savings \$1,035,000
- Closure of the SmartHub \$493,500
- Other savings \$70,000

Operational Revenue

Rating

Rates and charges represent 74% of Council's total Operating Income. Council has tried to minimise an increase to rates and charges this year, however the additional financial pressures that Council is facing has required Council to impose an increase. Valuation changes within the region have minimised the increase to the rate in the dollar applied across the various rate categories.

The overall average Rockhampton residential ratepayer has been impacted by a 5.92% increase to the total rates levied.

The percentage increase to total rates paid will vary from property to property (particularly for non-residential properties) depending on the proportion of each of the charges and the changes to the valuations of individual properties. An average Rockhampton residential ratepayer will be subject to a reduction in the rate in the dollar for general rates due to the uplift in valuations.

It should be noted that no increases have been applied to the Road Levy and Environment Levy.



ROCKHAMPTON REGIONAL COUNCIL BUDGET

2022-2023

Average 2022 Valuation	\$ 119,800.00			Var \$	Var %
Average 2021 Valuation	\$ 112,100.00		\$ 119,800.00	\$ 7,700.00	6.87%
Cat 10			Cat 10		
RID	0.012026		\$0.01193400	-\$ 0.00009200	-0.77%
General Rate	\$ 1,348.11		\$ 1,429.69	\$ 81.58	6.05%
Charges			Charges		
Water Access	\$ 420.00		\$ 462.00	\$ 42.00	10.00%
Domestic Waste	\$ 458.00		\$ 477.00	\$ 19.00	4.15%
Sewerage	\$ 678.00		\$ 746.00	\$ 68.00	10.03%
Road Levy	\$ 460.00		\$ 460.00	\$ -	0.00%
Env Levy	\$ 55.00		\$ 55.00	\$ -	0.00%
EML	\$ 229.80		\$ 235.40	\$ 5.60	2.44%
Total Charges	\$ 2,300.80		\$ 2,435.40	\$ 134.60	5.85%
Total Levy	\$ 3,648.91		\$ 3,865.09	\$ 216.18	5.92%

Fees and Charges

Fees and Charges make up 14% of Council's total operational revenue. The fees and charges are reviewed annually as part of the budget process. The schedule of fees and charges was adopted by Council on 14 June 2022.

Operational Expenses

Council's operational expenses have been scrutinised closely through the budget process and as identified previously, operational efficiencies and savings have been included in this budget year and future years.

Total operational expenditure for the year is budgeted at \$237.5 million, which is an increase of 7% on the previous year. These increases have aligned with increased costs to some Council services, together with the additional financial pressures that Council is faced with such as increased insurance costs, the uplift in costs of inputs for operations, such as fuel and materials, and the ongoing cost of carting water to Mount Morgan.

Capital Expenditure and associated funding

Council's planned spend on Capital Projects is considerably higher compared to previous capital budgets with a continued focus this year and later years on trunk infrastructure projects for water and sewage assets. An estimated forecast spend for 2022/2023 of \$186.6 million, which will be offset by subsidies and other income in the amount of \$72.4 million.

As stated above in the Capital Budget key highlights, Council is embarking on some major infrastructure upgrades and augmentation which will help to support the future growth and improve the sustainability of our region. During the construction period, these projects will provide an economic stimulus to the region and the positive impacts flowing from these projects will continue long into the future.

The Capital Expenditure program across the asset classes is represented below:

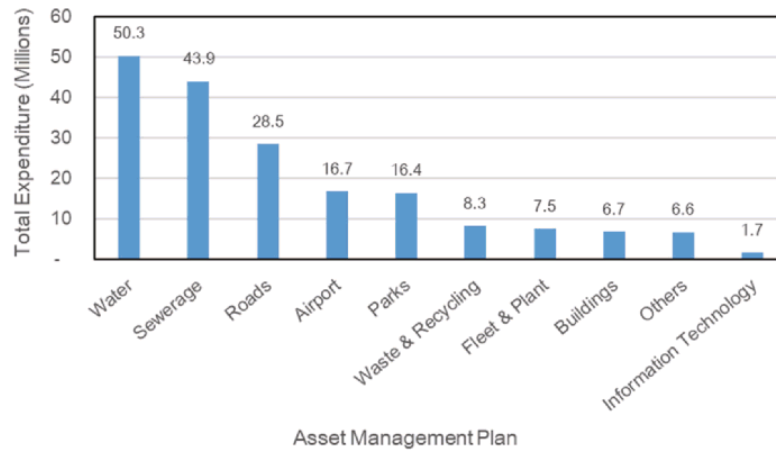


ROCKHAMPTON REGIONAL COUNCIL BUDGET

2022-2023

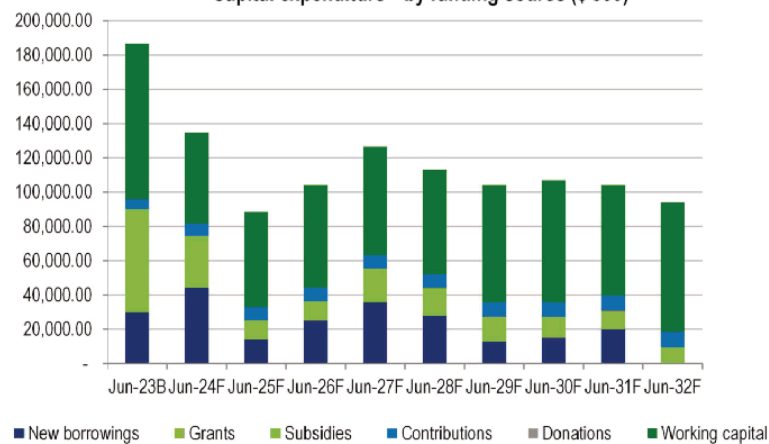
Capital Budget - 2022-23

Total Expenditure - \$186.6 Million



As identified above, the funding for the 2022/2023 capital program is a mix of subsidies (\$60.1 million), loan borrowings (\$30 million), capital income (\$5.7 million), sale of assets (\$6.5 million) and Council's cash (\$84.3 million).

Capital expenditure—by funding source (\$'000)

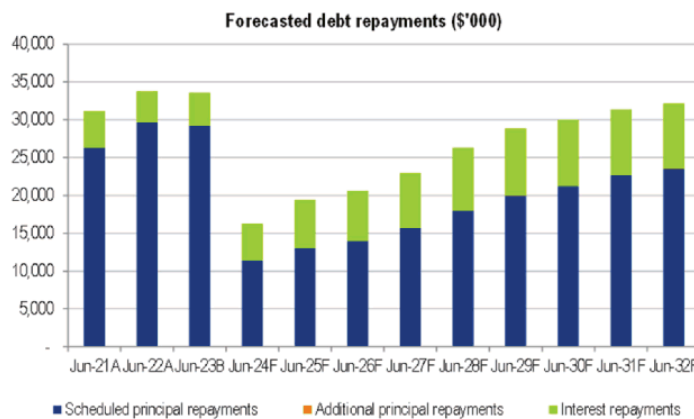




Strategy for Debt

In 2016, Council made a commitment to a faster repayment plan of its existing debt with a view to making savings in interest expense. The weighted average interest rate on Council's existing debt at that stage was 5.75% when compared with new loans that were less than 4%. It was estimated that by reducing the loan term from 20 years to 8 years, the saving in interest was \$8.4 million over the term of the loan. Shortening the term resulted in a higher short term commitment to loan repayments and a reduced debt service cover ratio. This accelerated debt program is due to complete by the end of the 2023 calendar year, which is evidenced in the graph below.

The following graph shows how the repayment of debt drops substantially from 2022/2023.

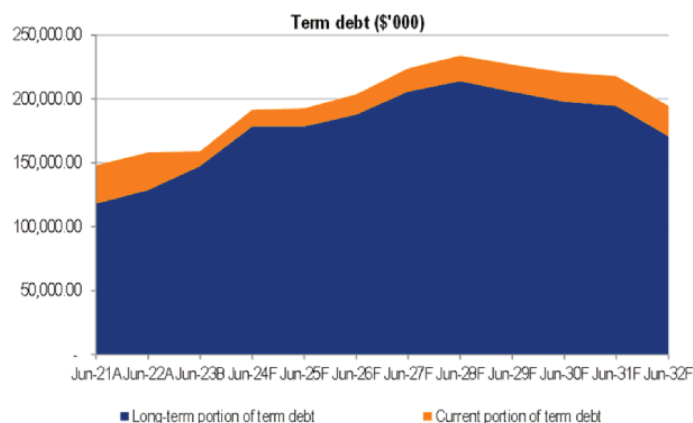


The following graph shows the proportion of loan principal that is being repaid each year. As the current portion of term debt becomes higher, the debt service ratio becomes less.



ROCKHAMPTON REGIONAL COUNCIL BUDGET

2022-2023



Council's future borrowings are formally adopted within the Debt (Borrowings) Policy.

Movement in Debt

The following table show historic debt levels as well as the debt forecast for the 2022/2023 Budget year. The future debt levels are shown in the graph above.

Year Ended	Total Loans Outstanding \$'000	Comments
30 June 2013	160,603	
30 June 2014	157,903	A reduction of \$2.7 million
30 June 2015	156,180	A reduction of \$1.7 million
30 June 2016	154,032	A reduction of \$2.1 million
30 June 2017	143,180	A reduction of \$10.85 million.
30 June 2018	123,959	A reduction of \$19.12 million.
30 June 2019	119,041	A reduction of \$4.92 million Original budget planned to borrow \$54.6 million in 2018/19, however this was revised down to \$15.45 million, the majority has been deferred to the 2019/20 year
30 June 2020	140,521	An increase of \$21.5 million. The full amount that was budgeted to be borrowed was drawn. Even though Capital Budgets were not fully spent by 30 June 2020, the full amount was borrowed to ensure that Council had significant cash holdings at the commencement of the Financial Year as significant capital projects were in progress. By drawing down the full amount, Council also took advantage of the low interest rate environment at the time.
30 June 2021	147,929	An increase of \$7.4 million. Original budget planned to borrow \$55.65 million in 2020/2021, however this was revised down to \$33.65 million, with a significant portion of the original capital program of \$170.6 million being deferred to the 2021/2022 financial year.



30 June 2022	158,254	An increase of \$10.3 million. The full amount that was budgeted to be borrowed was drawn (\$40 million) to ensure Council has significant cash at the commencement of the 2022/2023 financial year. Council revised down its capital program from \$151.1 million to \$110.8 million. Inflationary pressures and concerns about rising interest rates were considered, which is why the full amount of the loan was drawn down.
30 June 2023	159,035	A small increase of \$141,000 in the borrowings program. Council's accelerated repayment program for older loans is close to conclusion, which is why there is little movement in the outstanding balance between 2021/2022 and 2022/2023. Council's capital program of \$186.6 million requires an injection of borrowings, with planned borrowings for 2022/2023 amounting to \$30 million. Any changes to the timing of the capital program will require a reassessment of loans and may result in loans shifting forward.

Each year Council sets its Capital Expenditure targets in budget. Throughout the year, there are many impacts such as scope, timing, other funding available and design changes which can alter the delivery of the capital program. When projects are deferred, the loan funds are generally deferred also.

Long Term Financial Forecast

With each Budget adoption and revision, Council adopts a Long Term Financial Forecast (LTFF). Council uses this future forecast when planning capital projects and making decisions around operations.

Council's future financial position is reported in the Financial Statements, however this summary provides some commentary on the forecast for the next 10 year period as well as key assumptions made.

The LTFF is built within the custom model provided by the Queensland Treasury Corporation. This model is submitted annually to the Department of State Development, Infrastructure, Local Government and Planning and receives scrutiny as part of Council's future loan applications.

The LTFF provides for natural price increases such as the Consumer Price Index, however for Council operations most costs move at an index referred to as the Council Cost Index. Council has assumed that costs will increase by 3% for this budget and next year, with increases forecast to drop to 2.5% into the future.

A large part of Council operations depends upon population growth and property growth. The Queensland Government Statisticians office projects that the Rockhampton Region will grow by approximately 1% each year in population. It is assumed that rateable properties will grow by 0.5% for 2022/2023, based on slower than forecast growth to date, and then 1% from 2023/2024 onwards. It is assumed that our organisation will match the same growth.

Council's new enterprise agreement for the next three years is nearing completion and is provided for in the forecast within employee costs. For the 2022/2023 year, the projected increase is 3%, with this increase applying to the next two financial years, with future increases beyond the three years, currently forecast at 2.5%.



Capital Projects are individually listed and itemised in detail for the immediate 3 years. Beyond year 3, the Capital program is largely formed from allocations within the Asset Management Plans and Local Government Infrastructure Plan and associated projects. Beyond the immediate three year period, the level of Capital Grants budgeted drops as there is no certainty around the receipt of future grants.

Known extra costs over and above inflation are also provided for, such as future costs of elections which are held every four years.

The LTFF model provides estimates for Interest Revenue and Interest Expense based upon current interest rates and also provides full Financial Key Performance Indicators to ensure that Council is budgeting to be financially sustainable.

Council's Forward Operating Position

The Statement of Comprehensive Income provides forecast Revenue and Expenditure. The key performance aspect of this statement is that expenses do not exceed forecast revenue. In 2022/2023 Council has budgeted for an operating deficit, for the third consecutive year. The deficit of \$3.6 million is mainly attributable to the continued costs of carting water to Mount Morgan and the loss of financial assistance grants. Council has forecast to return to surplus from 2023/2024 and beyond.

Where losses occur, it is an indicator that the current generation of ratepayers are not meeting full operating costs. There have been decisions made around the achievement of savings and operational efficiencies, however there is currently no impact in the loss of services. Management is striving to identify future operational efficiencies, and in the event that further operational efficiencies cannot be achieved, there may need to be consideration given to rationalising services in certain areas.

It is currently modelled that Council's forecast operating surplus for 2023/2024 will grow over time. By increasing surplus amounts, these funds accumulated can be directed to debt reduction or to provide a buffer against future unexpected financial shocks, for instance insurance increases, disaster events or the costs associated with carting water for Mount Morgan, which was not anticipated as a future expense for Council.

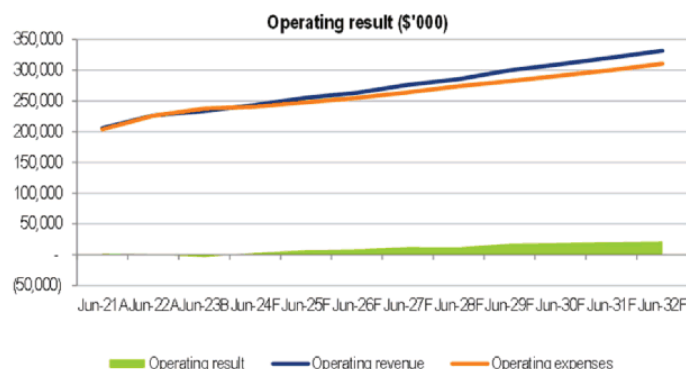
Council's total income also includes the capital grants that are expected to be received. In the short term (2022/2023 and 2023/2024), Council expects to receive \$103.8 million in capital grants and contributions. These grants are attributable to capital grants for the Airport, Mount Morgan Pool, North Rockhampton Sewerage Treatment Plant and the Mount Morgan water pipeline project. Post 2023/2024, the capital grants and contributions reduce considerably. Council continues to advocate with other levels of Government for access to capital funding programs which will assist the region.

The following graph shows the forecast Operating Result for Council.



ROCKHAMPTON REGIONAL COUNCIL BUDGET

2022-2023



Council's Balance Sheet – Statement of Financial Position

The Statement of Financial Position shows Council's Assets and Liabilities over the forecast period as well as Community Equity. Ideally Council's Community Equity improves year on year. If the Statement of Comprehensive is showing a surplus, it follows that Community Equity will increase.

The model allocates a level of short term debtors, depending on the level of Revenue as well as any amount for Trade and Other Payables. This allows Council to manage its forward cash holdings. Any temporary surplus in Cash Holdings is managed in line with Council's Investment Policy which minimises Council's financial exposure.

Any Capital Expenditure that is forecast, results in an improvement in Property, Plant and Equipment values and will then flow into annual depreciation. There is also an allowance for price increases in Non-Current Asset Valuations.

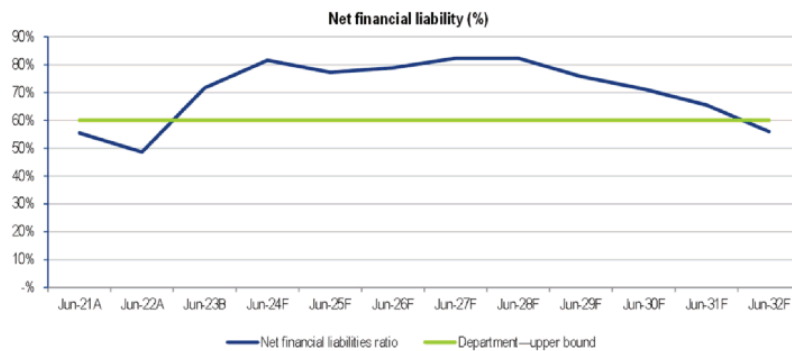
The provisions shown on Council's Statement of Financial Position relate to: (1) employee leave entitlements; and (2) Council's obligation for remediation of landfills and quarries. These represent Council's obligation if we had to 'pay up' on the reporting date. It is, however, Council's position that it plans for longevity and that the actual payment of employee leave entitlements will happen with natural turnover. Similarly, the remediation obligations will occur when the need for remediation arises, not all in a single financial year.

The Net Financial Liabilities Ratio is equal to total liabilities less current assets as a percentage of Operating Revenue. In budget, Council has periods where the indicator is above the upper bound set by the Department of State Development, Infrastructure, Local Government and Planning. In recent years, the actual results have always been better than budget as a result of conservative budgeting and financial management.

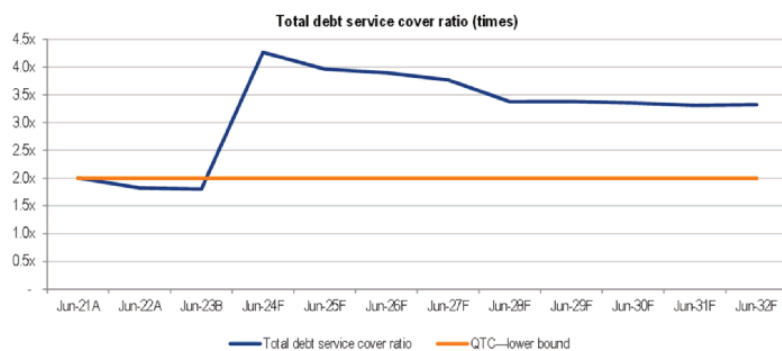


ROCKHAMPTON REGIONAL COUNCIL BUDGET

2022-2023



The Total Debt Service Cover Ratio shows interest expense and loan repayments as a percentage of Operating Result before Depreciation and Interest. Debt Service Cover is one of the Key Financial Ratios that monitors Council's required loan repayments as a portion of Cash Flows. As the repayments increase, the ratio decreases. As a guide, the Debt Service Ratio should be not less than two times. The Queensland Treasury Corporation benchmark is two and Council's forecast is close to being within the appropriate range. Further commentary is provided in the section titled "Strategy for Debt".

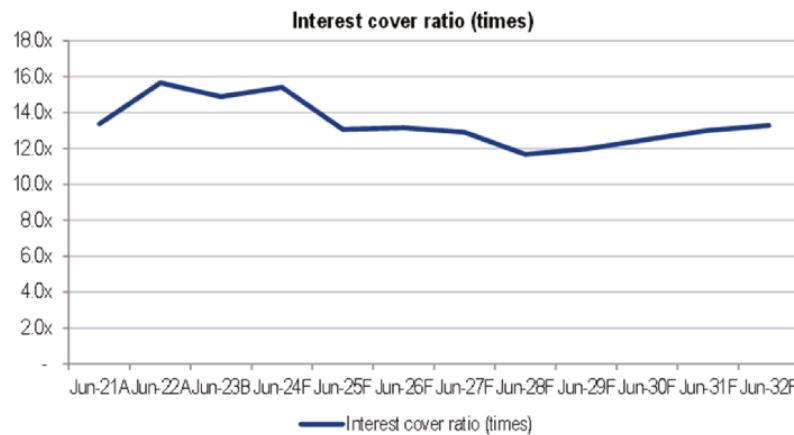


Council does not meet the benchmark indicator in the short term until 2023/2024 as a direct result of the accelerated loan repayment strategy. This indicator should be read in conjunction with the Interest Coverage Ratio, which is improving in the forecast period. The Interest Coverage Ratio indicates the ability of Council to pay interest costs on loans from its operating revenues. Queensland Treasury Corporation has a target of four and Council is well above this target.

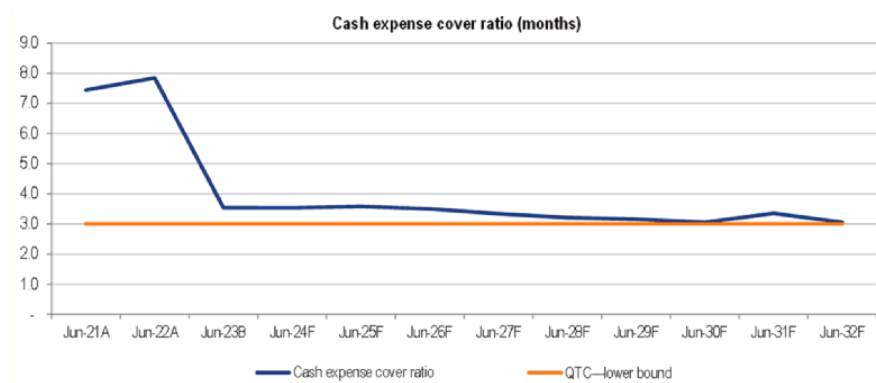


ROCKHAMPTON REGIONAL COUNCIL BUDGET

2022-2023



The Cash Expense Cover Ratio shows the number of months of operating expenditure (excluding depreciation and finance costs) covered by Council's cash holdings. Council's cash holdings runs close to the benchmark due to limiting debt-financing wherever possible over the forecast term.



Asset Sustainability

With over \$2.8 billion worth of assets deployed in the provision of services to our community, much of what Council does rests with the maintenance and replacement of these assets. Each year as part of the Annual Budget process, there are critical reviews of the highest needs across the asset classes. Renewals are not always the same amount each year depending on the asset renewal that is due.

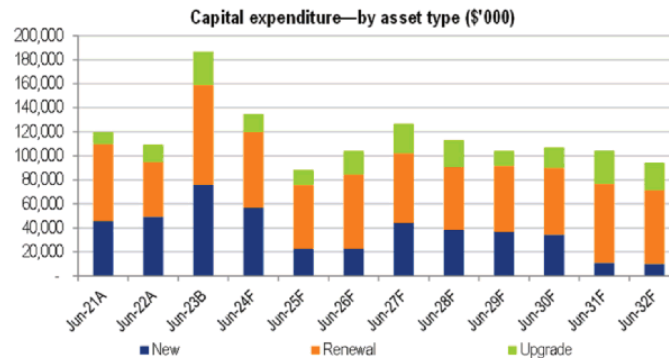
Overall, Council is aiming to maintain the condition of its assets and ensure the risk of any asset in poor condition is managed adequately. Council has Asset Management Plans for infrastructure assets that provide more detail around the renewal requirements and condition of assets.



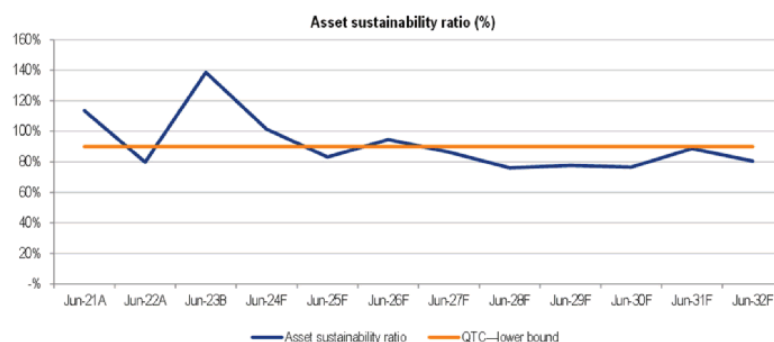
ROCKHAMPTON REGIONAL COUNCIL BUDGET

2022-2023

The following graph shows Council's Capital Expenditure broken up into new expenditure, renewal expenditure and upgrade expenditure.



The following graph shows Council's renewal expenditure compared to depreciation expense (a measure of the consumption or using up of assets). The Department of State Development, Infrastructure, Local Government and Planning sets a benchmark that renewal expenditure should meet 90% of depreciation expense. Council's average renewal expenditure across the forecast period meets the benchmark with an average of 90% over the 10 years, with overall spending on assets is well above these levels. In other words, Council has deemed that new infrastructure has the higher need at that time.

**2022/2023 Budget Impact on Longer Term Financial Forecast**

Compared to the 2021/2022 Budget, the graphs and indicators shown in this document have not altered substantially, with marginal improvements in some areas and worsening outcomes in other areas, such as the Net Financial Liability Ratio, due mainly to a large borrowing program to support the major infrastructure upgrades



Key Performance Indicators

With each budget and any budget amendment, the following key Financial Ratios are reported. In summary of the information provided in the graphs above, an explanation of what is impacting on the indicators is provided also:

Ratio	Definition	Benchmark	2022/23 Draft Budget 2022/23 Year	2022/23 Draft Budget Forecast Period
Operating margin	Operating results / operating revenue	Between 0% and 10%	-1.6%	3.9% Average
<i>An small operating deficit is forecast for 2022/23 in part due to the continuing financial impacts of water carting to Mount Morgan. Small but increasing operating surpluses are forecast for the remainder of the 10 year forecast period.</i>				
Own source operating revenue	(Net rates, levies and charges + total fees and charges) / total operating revenue	Greater than 60%	88.5%	89.3% Average
<i>Council continues to utilise rate revenue as its main source of income. As economic growth improves, Fees and Charges revenue is expected to increase with economic activity.</i>				
EBITDA interest cover	Operating results before interest and depreciation (EBITDA) / interest expense	Greater than 4 times	14 times	Average 12.2 times
<i>A strong result on this indicator.</i>				
Total debt service cover	(Net operating result + depreciation & amortisation + interest expense) / (interest expense + prior year current interest bearing liabilities)	Greater than 2 times	1.8 times	Average 3.4 times
<i>See commentary provided under heading of 'Strategy for Debt'.</i>				
Cash expense cover	Current year's cash and cash equivalents balance / (total recurrent expenses – depreciation and amortisation – finance costs charged by QTC – interest paid on overdraft) *12	Greater than 3 months	3.5 months	Average 3.3 months
<i>Council is planning to keep its cash holdings slightly above the required benchmark over the forecast period.</i>				
Current ratio	Current year's total current assets / current year's total current liabilities (Department of Local Government guidelines are between 1 and 4 times)	Greater than 1 times	1.2 times	Average 1.1 times
<i>This ratio is monitored and maintained above the target.</i>				
Capital expenditure ratio	Annual capital expenditure / annual depreciation	Greater than 1.1 times	3.1 times	Average 1.7 times
<i>A healthy position that is the result of an above average Capital program in most years of the forecast period.</i>				
Net Financial Assets/Liabilities ratio	(Total Liabilities - Current Assets) / Total Operating Revenue (%)	Less than 60%	71.6%	74.2% Average
<i>This ratio is above the benchmark threshold for the majority of the forecast period, however will be monitored and controlled. In the later years of the forecast period, the ratio improves significantly as loans are repaid and operating revenue increases.</i>				
Asset Sustainability Ratio	Capital Expenditure on the Replacement of Assets (renewals) / Depreciation Expense (%)	Greater than 90%	138.4%	90.3% Average
<i>The average of this ratio over the ten year forecast period is slightly above the benchmark, demonstrating Council's commitment to the renewal of its assets to ensure the continuance of reliable service delivery.</i>				

Conclusion

This report has provided the major budget highlights as well as key financial information to support the Financial Statements being adopted and the background and results of the Long Term Financial Forecast.

The 2022/2023 budget focuses on the commencement and continuation of regionally significant infrastructure projects and those projects that Council 'must do' to ensure growth and sustainability of the region in the future.



ROCKHAMPTON REGIONAL COUNCIL BUDGET

2022-2023

Expenditure on capital works is at a record-high level to deliver essential asset upgrades and renewals. A significant amount of effort has gone into finding operational efficiencies in the budget without cutting services, and this analysis will continue through 2022/2023, laying the platform for the journey that is ahead and ensuring Council can meet any future financial shocks.

Our capital works program places Council in a solid position to support the region for forecast future growth. In investing in these 'must do' projects, the region is poised to prosper and grow. This budget invests in our future and provides the best basis to support the forecast economic improvement in years to come.

ROCKHAMPTON REGIONAL COUNCIL

Statement of Income and Expenditure

	2021-2022 Forecast \$000	2022-2023 \$000	2023-2024 \$000	2024-2025 \$000
Income				
Revenue				
Operating revenue				
Rates and utility charges excluding discounts and rebates	174,911	191,015	198,654	209,577
Less rebates and discounts	(15,716)	(16,932)	(17,610)	(18,578)
Fees and charges	28,178	32,822	34,677	35,891
Rental income	3,332	3,415	3,517	3,605
Interest received	834	2,739	1,829	2,640
Sales revenue	7,492	6,483	6,678	6,845
Other income	8,753	7,050	7,261	7,443
Grants, subsidies, contributions and donations	18,677	7,265	8,718	7,706
Total operating revenue	226,460	233,855	243,724	255,129
Capital revenue				
Government subsidies and grants—capital	49,439	60,109	30,524	11,404
Contributions from developers	5,345	5,763	7,455	7,642
Grants, subsidies, contributions and donations	54,784	65,872	37,979	19,046
Total revenue	281,244	299,727	281,703	274,175
Capital income	-	-	-	-
Total income	281,244	299,727	281,703	274,175
Expenses				
Operating expenses				
Employee benefits	85,615	91,570	95,216	98,989
Materials and services	77,234	80,310	77,319	77,726
Finance costs	4,620	4,733	5,223	6,778
Depreciation and amortisation	58,213	60,359	62,415	64,049
Other expenses	519	522	543	562
Total operating expenses	226,201	237,495	240,717	248,104
Capital expenses	-	-	-	-
Total expenses	226,201	237,495	240,717	248,104
Net result	55,043	62,233	40,987	26,072
Operating result				
Operating revenue	226,460	233,855	243,724	255,129
Operating expenses	226,201	237,495	240,717	248,104
Operating result	259	(3,639)	3,007	7,025
Estimated costs of significant business activities (included in above figures)				
Significant business activities carried on using a full cost pricing basis				
Commercial business units:				
Fitzroy River Water	41,822	45,058	41,222	41,377
Rockhampton Airport	14,399	15,422	15,828	16,259
Waste and Recycling	21,206	21,802	22,528	23,289
Significant business activities	-	-	-	-

Statement of Financial Position

	2021-2022	2022-2023	2023-2024	2024-2025
	\$000	\$000	\$000	\$000
Assets				
Current assets				
Cash and cash equivalents	107,019	50,963	51,073	53,037
Trade and other receivables	18,545	18,996	19,827	20,752
Inventories	2,073	2,073	2,073	2,073
Other current assets	3,081	3,081	3,081	3,081
Non-current assets held for sale	-	-	-	-
Total current assets	130,717	75,113	76,054	78,944
Non-current assets				
Contract Assets	873	873	873	873
Property, plant & equipment	2,706,279	2,888,813	3,028,305	3,124,350
Right of use assets	726	666	609	550
Other non-current assets	627	808	1,521	1,674
Total non-current assets	2,708,504	2,891,160	3,031,308	3,127,447
Total assets	2,839,222	2,966,273	3,107,362	3,206,391
Liabilities				
Current liabilities				
Trade and other payables	24,397	25,605	25,368	25,935
Borrowings	29,498	11,593	13,108	14,074
Provisions	13,976	13,976	14,253	14,034
Other current liabilities	10,225	10,225	10,225	10,225
Total current liabilities	78,096	61,398	62,955	64,267
Non-current liabilities				
Contract Liabilities	2,848	2,848	2,848	2,848
Unearned Revenue	461	461	461	461
Borrowings	129,472	148,103	179,081	179,034
Provisions	29,933	29,802	29,524	29,467
Total non-current liabilities	162,714	181,213	211,914	211,810
Total liabilities	240,810	242,612	274,869	276,077
Net community assets	2,598,412	2,723,661	2,832,493	2,930,314
Community equity				
Asset revaluation surplus	1,011,884	1,074,901	1,142,747	1,214,497
Retained surplus	1,586,528	1,648,760	1,689,747	1,715,817
Total community equity	2,598,412	2,723,661	2,832,493	2,930,314

Statement of Cash Flows

	2021-2022	2022-2023	2023-2024	2024-2025
	\$000	\$000	\$000	\$000
Cash flows from operating activities				
Receipts from customers	196,894	219,968	228,953	240,178
Payments to suppliers and employees	(151,284)	(171,547)	(173,683)	(177,088)
Interest received	833	2,739	1,829	2,640
Rental income	3,343	3,401	3,510	3,597
Non-capital grants and contributions	17,909	7,296	8,601	7,788
Borrowing costs	(4,082)	(4,382)	(4,855)	(6,401)
Payment of provision	(1,450)	(131)	-	(277)
Net cash inflow from operating activities	62,163	57,345	64,354	70,438
Cash flows from investing activities				
Payments for property, plant and equipment	(108,926)	(185,793)	(133,579)	(87,858)
Payments for intangible assets	(434)	(704)	(1,138)	(580)
Proceeds from sale of property, plant and equipment	1,204	6,500	-	-
Grants, subsidies, contributions and donations	54,784	65,872	37,979	19,046
Net cash inflow from investing activities	(53,372)	(114,126)	(96,738)	(69,392)
Cash flows from financing activities				
Proceeds from borrowings	40,000	30,000	44,000	14,000
Repayment of borrowings	(29,689)	(29,209)	(11,440)	(13,059)
Repayments made on finance leases	(257)	(66)	(67)	(23)
Net cash inflow from financing activities	10,054	725	32,494	919
Total cash flows				
Net increase in cash and cash equivalent held	18,845	(56,056)	110	1,964
Opening cash and cash equivalents	88,174	107,019	50,963	51,073
Closing cash and cash equivalents	107,019	50,963	51,073	53,037

Statement of Changes in Equity

	2021-2022	2022-2023	2023-2024	2024-2025
	\$000	\$000	\$000	\$000
Asset revaluation surplus				
Opening balance		1,011,884	1,074,901	1,142,747
Increase in asset revaluation surplus		63,017	67,846	71,750
Closing balance	1,011,884	1,074,901	1,142,747	1,214,497
Retained surplus				
Opening balance		1,586,528	1,648,760	1,689,747
Net result		62,232	40,986	26,070
Closing balance	1,586,528	1,648,760	1,689,747	1,715,817
Total				
Opening balance		2,598,412	2,723,661	2,832,493
Net result		62,232	40,986	26,070
Increase in asset revaluation surplus		63,017	67,846	71,750
Closing balance	2,598,412	2,723,661	2,832,493	2,930,314

**LONG TERM FINANCIAL FORECAST
ROCKHAMPTON REGIONAL COUNCIL**

Statement of Income and Expenditure

	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	2030-31	2031-32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income										
Revenue										
Operating revenue										
Rates and utility charges excluding discounts and rebates	191,044	198,685	209,609	216,945	228,873	236,883	249,908	258,654	267,705	277,074
Less rebates and discounts	(16,963)	(17,641)	(18,612)	(19,263)	(20,322)	(21,034)	(22,191)	(22,967)	(23,771)	(24,603)
Fees and charges	32,822	34,677	35,891	37,147	38,448	39,793	41,186	42,627	44,119	45,664
Rental income	3,415	3,517	3,605	3,696	3,788	3,883	3,980	4,079	4,181	4,286
Interest received	2,739	1,829	2,640	2,523	2,368	2,547	2,859	2,875	2,974	3,399
Sales revenue	6,483	6,678	6,845	7,016	7,191	7,371	7,555	7,744	7,938	8,136
Other income	7,050	7,261	7,443	7,629	7,819	8,015	8,215	8,421	8,631	8,847
Grants, subsidies, contributions and donations	7,265	8,718	7,706	7,899	8,097	8,299	8,506	8,719	8,937	9,161
Total operating revenue	233,855	243,724	255,129	263,591	276,261	285,757	300,019	310,152	320,714	331,963
Capital revenue										
Government subsidies and grants—capital	60,109	30,524	11,404	11,390	19,360	15,916	14,635	12,428	10,752	9,319
Contributions from developers	5,763	7,455	7,642	7,833	8,029	8,229	8,435	8,646	8,862	9,084
Grants, subsidies, contributions and donations	65,872	37,979	19,046	19,223	27,389	24,146	23,070	21,074	19,614	18,403
Total revenue	299,727	281,703	274,175	282,814	303,650	309,903	323,089	331,225	340,328	350,365
Capital income	-	-	-	-	-	-	-	-	-	-
Total income	299,727	281,703	274,175	282,814	303,650	309,903	323,089	331,225	340,328	350,365
Expenses										
Operating expenses										
Employee benefits	91,570	95,216	98,989	102,435	106,002	109,693	113,513	117,465	121,556	125,789
Materials and services	80,310	77,319	77,726	79,410	82,207	85,736	87,583	90,668	93,862	97,895
Finance costs	4,733	5,223	6,778	7,013	7,686	8,756	9,316	9,185	9,092	9,143
Depreciation and amortisation	60,359	62,415	64,049	65,600	67,488	69,268	71,193	73,219	75,061	76,997
Other expenses	522	543	562	582	603	624	646	669	692	717
Total operating expenses	237,495	240,717	248,104	255,040	263,986	274,077	282,250	291,206	300,263	310,541
Capital expenses	-	-	-	-	-	-	-	-	-	-
Total expenses	237,495	240,717	248,104	255,040	263,986	274,077	282,250	291,206	300,263	310,541
Net result	62,233	40,987	26,072	27,775	39,666	35,827	40,840	40,021	40,067	39,827
Operating result										
Operating revenue	233,855	243,724	255,129	263,591	276,261	285,757	300,019	310,152	320,714	331,963
Operating expenses	237,495	240,717	248,104	255,040	263,986	274,077	282,250	291,206	300,263	310,541
Operating result	(3,639)	3,007	7,025	8,551	12,276	11,680	17,769	18,946	20,451	21,422

Statement of Financial Position

	2022-2023 \$000	2023-2024 \$000	2024-2025 \$000	2025-2026 \$000	2026-2027 \$000	2027-2028 \$000	2028-2029 \$000	2029-2030 \$000	2030-31 \$000	2031-32 \$000
Assets										
Current assets										
Cash and cash equivalents	50,963	51,073	53,037	53,254	52,588	52,519	53,119	53,299	60,433	57,267
Trade and other receivables	18,996	19,827	20,752	21,458	22,512	23,214	24,424	25,256	26,116	26,931
Inventories	2,073	2,073	2,073	2,073	2,073	2,073	2,073	2,073	2,073	2,073
Other current assets	3,081	3,081	3,081	3,081	3,081	3,081	3,081	3,081	3,081	3,081
Non-current assets held for sale	-	-	-	-	-	-	-	-	-	1,486
Total current assets	75,113	76,054	78,944	79,866	80,253	80,887	82,697	83,709	91,703	90,838
Non-current assets										
Contract Assets	873	873	873	873	873	873	873	873	873	873
Property, plant & equipment	2,888,813	3,028,305	3,124,350	3,237,840	3,376,797	3,504,981	3,626,738	3,752,968	3,878,263	3,994,693
Right of use assets	666	609	550	487	470	452	434	415	395	375
Other non-current assets	808	1,521	1,674	2,183	2,132	1,673	1,073	1,088	1,692	1,857
Total non-current assets	2,891,160	3,031,308	3,127,447	3,241,382	3,380,270	3,507,979	3,629,117	3,755,344	3,881,223	3,997,797
Total assets	2,966,273	3,107,362	3,206,391	3,321,247	3,460,524	3,588,866	3,711,815	3,839,053	3,972,926	4,088,635
Liabilities										
Current liabilities										
Trade and other payables	25,605	25,368	25,935	26,641	27,574	28,583	29,440	30,471	31,539	32,693
Borrowings	11,593	13,108	14,074	15,777	18,058	20,024	21,306	22,782	23,516	23,754
Provisions	13,976	14,253	14,034	15,251	16,528	13,976	13,976	15,260	16,648	13,976
Other current liabilities	10,225	10,225	10,225	10,225	10,225	10,225	10,225	10,225	10,225	10,225
Total current liabilities	61,398	62,955	64,267	67,893	72,385	72,808	74,947	78,737	81,927	80,648
Non-current liabilities										
Contract Liabilities	2,848	2,848	2,848	2,848	2,848	2,848	2,848	2,848	2,848	2,848
Unearned Revenue	461	461	461	461	461	461	461	461	461	461
Borrowings	148,103	179,081	179,034	188,307	206,319	214,350	206,070	198,318	194,841	171,088
Provisions	29,802	29,524	29,467	28,192	25,640	25,640	25,640	24,357	21,685	21,685
Total non-current liabilities	181,213	211,914	211,810	219,808	235,268	243,299	235,019	225,983	219,835	196,082
Total liabilities	242,612	274,869	276,077	287,701	307,654	316,107	309,965	304,721	301,762	276,730
Net community assets	2,723,661	2,832,493	2,930,314	3,033,546	3,152,870	3,272,759	3,401,849	3,534,332	3,671,164	3,811,905
Community equity										
Asset revaluation surplus	1,074,901	1,142,747	1,214,497	1,289,955	1,369,615	1,453,678	1,541,930	1,634,393	1,731,159	1,832,076
Retained surplus	1,648,760	1,689,747	1,715,817	1,743,591	1,783,256	1,819,081	1,859,920	1,899,939	1,940,005	1,979,830
Total community equity	2,723,661	2,832,493	2,930,314	3,033,546	3,152,870	3,272,759	3,401,849	3,534,332	3,671,164	3,811,905

Statement of Changes in Equity										
	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	2030-31	2031-32
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Asset revaluation surplus										
Opening balance	1,011,884	1,074,901	1,142,747	1,214,497	1,289,955	1,369,615	1,453,678	1,541,930	1,634,393	1,731,159
Increase in asset revaluation surplus	63,017	67,846	71,750	75,458	79,659	84,064	88,251	92,463	96,766	100,917
Closing balance	1,074,901	1,142,747	1,214,497	1,289,955	1,369,615	1,453,678	1,541,930	1,634,393	1,731,159	1,832,076
Retained surplus										
Opening balance	1,586,528	1,648,760	1,689,747	1,715,817	1,743,591	1,783,256	1,819,081	1,859,920	1,899,939	1,940,005
Net result	62,232	40,986	26,070	27,774	39,664	35,825	40,839	40,020	40,066	39,825
Closing balance	1,648,760	1,689,747	1,715,817	1,743,591	1,783,256	1,819,081	1,859,920	1,899,939	1,940,005	1,979,830
Total										
Opening balance	2,598,412	2,723,661	2,832,493	2,930,314	3,033,546	3,152,870	3,272,759	3,401,849	3,534,332	3,671,164
Net result	62,232	40,986	26,070	27,774	39,664	35,825	40,839	40,020	40,066	39,825
Increase in asset revaluation surplus	63,017	67,846	71,750	75,458	79,659	84,064	88,251	92,463	96,766	100,917
Closing balance	2,723,661	2,832,493	2,930,314	3,033,546	3,152,870	3,272,759	3,401,849	3,534,332	3,671,164	3,811,905

Statement of Cash Flows										
	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	2030-31	2031-32
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Cash flows from operating activities										
Receipts from customers	219,968	228,953	240,178	248,792	260,979	270,348	283,492	293,673	303,789	314,326
Payments to suppliers and employees	(171,547)	(173,683)	(177,088)	(182,108)	(188,275)	(195,450)	(201,300)	(208,197)	(215,480)	(223,694)
Interest received	2,739	1,829	2,640	2,523	2,368	2,547	2,859	2,875	2,974	3,399
Rental income	3,401	3,510	3,597	3,688	3,780	3,876	3,971	4,071	4,173	4,278
Non-capital grants and contributions	7,296	8,601	7,788	7,883	8,080	8,284	8,488	8,702	8,919	9,144
Borrowing costs	(4,382)	(4,855)	(6,401)	(6,626)	(7,290)	(8,350)	(8,900)	(8,759)	(8,655)	(8,695)
Payment of provision	(131)	-	(277)	(58)	(1,275)	(2,552)	-	-	(1,284)	(2,672)
Net cash inflow from operating activities	57,345	64,354	70,438	74,094	78,368	78,703	88,609	92,364	94,436	96,086
Cash flows from investing activities										
Payments for property, plant and equipment	(185,793)	(133,579)	(87,858)	(102,973)	(125,991)	(112,556)	(104,006)	(106,398)	(102,994)	(93,389)
Payments for intangible assets	(704)	(1,138)	(580)	(1,103)	(726)	(357)	(74)	(584)	(1,181)	(752)
Proceeds from sale of property, plant and equipment	6,500	-	-	-	-	-	-	-	-	-
Grants, subsidies, contributions and donations	65,872	37,979	19,046	19,223	27,389	24,146	23,070	21,074	19,614	18,403
Net cash inflow from investing activities	(114,126)	(96,738)	(69,392)	(84,853)	(99,329)	(88,768)	(81,010)	(85,908)	(84,560)	(75,737)
Cash flows from financing activities										
Proceeds from borrowings	30,000	44,000	14,000	25,000	36,000	28,000	13,000	15,000	20,000	-
Repayment of borrowings	(29,209)	(11,440)	(13,059)	(14,002)	(15,682)	(17,979)	(19,974)	(21,251)	(22,716)	(23,489)
Repayments made on finance leases	(66)	(67)	(23)	(23)	(24)	(24)	(25)	(25)	(26)	(26)
Net cash inflow from financing activities	725	32,494	919	10,975	20,294	9,997	(6,999)	(6,276)	(2,742)	(23,515)
Total cash flows										
Net increase in cash and cash equivalent held	(56,056)	110	1,964	217	(667)	(68)	600	180	7,134	(3,166)
Opening cash and cash equivalents	107,019	50,963	51,073	53,037	53,254	52,588	52,519	53,119	53,299	60,433
Closing cash and cash equivalents	50,963	51,073	53,037	53,254	52,588	52,519	53,119	53,299	60,433	57,267

Measures of Financial Sustainability & Required Disclosure

Reported Change in Rates And Utility Charges				
	30/06/2022	30/06/2023	\$ Increase	% Increase*
Budgeted Gross Rate Revenue	\$176,411,315	\$191,044,121	\$14,632,806	8.3%

* The increase in budgeted gross rate revenue from 2021/22 to 2022/23 is inclusive of growth in rateable assessments and / or utility connections. Rates and Utility Charges per rateable assessment for 2022/23 have increased by an average of 5.92% from 2021/22.

	Forecast									
	30/06/2023	30/06/2024	30/06/2025	30/06/2026	30/06/2027	30/06/2028	30/06/2029	30/06/2030	30/06/2031	30/06/2032
1 Operating Surplus Ratio - Target Benchmark between 0% and 10%										
(Net Operating Surplus / Total Operating Revenue) (%)	(1.6)%	1.2%	2.8%	3.2%	4.4%	4.1%	5.9%	6.1%	6.4%	6.5%
2 Net Financial Asset / Liability Ratio - Target Benchmark not greater than 60%										
((Total Liabilities - Current Assets) / Total Operating Revenue) (%)	71.6%	81.6%	77.3%	78.8%	82.3%	82.3%	75.8%	71.3%	65.5%	56.0%
3 Asset Sustainability Ratio - Target Benchmark greater than 90%										
(Capital Expenditure on the Replacement of Assets (renewals) / Depreciation Expense) (%)	138.4%	101.4%	83.1%	94.5%	86.4%	76.1%	77.7%	76.5%	88.7%	80.6%

REVENUE POLICY 2022-2023

STATUTORY POLICY



1 Scope

This policy is Rockhampton Regional Council's strategic Revenue Policy which applies for the financial year 1 July 2022 to 30 June 2023.

2 Purpose

In accordance with the *Local Government Regulation 2012*, section 193, this policy identifies the principles Council intends to apply for:

- (a) Levying of rates and charges;
- (b) Granting concessions for rates and charges;
- (c) Recovery of overdue rates and charges; and
- (d) Cost-recovery methods.

This policy also addresses:

- (a) The purpose for concessions: and
- (b) The extent to which physical and social infrastructure costs for a new development are to be funded by charges for the development.

3 Related Documents

3.1 Primary

Local Government Act 2009

Local Government Regulation 2012

3.2 Secondary

Planning Act 2016

Debt Recovery Policy

Development Incentives Policy – 1 January 2021 to 31 December 2021

Development Incentives Policy - 15 May 2018 to 31 December 2020

Development Incentives Policy – 1 August 2017 to 14 May 2018

Development Incentives Policy – 1 December 2013 to 31 July 2017

Fees and Charges Schedule

Infrastructure Charges Collection Policy

Rates Concession Policy

Rates Relief (Hardship) Policy

Reconfiguration of a Lot Incentives Policy

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Rockhampton Region Planning Scheme

4 Definitions

To assist in interpretation, the following definitions apply:

Act	<i>Local Government Act 2009</i>
CEO	Chief Executive Officer A person who holds an appointment under section 194 of the <i>Local Government Act 2009</i> . This includes a person acting in this position.
Council	Rockhampton Regional Council
Region	Rockhampton Regional Area defined by the Local Government Areas of Queensland.
Regulation	<i>Local Government Regulation 2012</i>

5 Policy Statement

5.1 Background

When determining principles to be applied for the levying of rates and charges, Council must act consistently with the local government principles, namely:

- (a) Transparent and effective processes and decision making in the public interest;
- (b) Sustainable development and management of assets and infrastructure, and delivery of effective services;
- (c) Democratic representation, social inclusion and meaningful community engagement;
- (d) Good governance of, and by, local government; and
- (e) Ethical and legal behaviour of Councillors, local government employees and councillor advisors.

5.1 Principles Applied in Levying Rates and Charges

5.1.1 Making Rates and Charges

It is Council's policy to identify certain services where the consumer of the services is expected to meet all or the greater part of the total cost of providing the specific service. In such cases, the cost of providing the service includes the cost of acquiring the commodity or service, the cost of providing the infrastructure or the cost to process and/or deliver the commodity or service and any overheads associated with these cost components.

It is acknowledged that individual consumers of a commodity or service cannot always be separately identified. For this reason, there is a need for specific user charges to be supplemented by other general revenue sources.

The relevant components of Council's rates and charges are based on a combination of specific user charges, separate charges, special charges and a differential general rating system based on the value of the land to provide the most equitable and rational basis for raising revenue.

Rates and charges are determined after due consideration of the following:

- (a) Council's legislative obligations;
- (b) The needs and expectations of the general community;
- (c) The cost of maintaining existing facilities and necessary service;
- (d) The need of additional facilities and services; and

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- (e) Equity by ensuring the fair and consistent application of lawful rating and charging principles, without bias, taking account of all relevant considerations, and disregarding irrelevancies such as the perceived personal wealth of individual ratepayers or ratepayer classes.

Council also has regard to the principles of:

- (a) Transparency of process;
- (b) Simplicity and efficient administration; and
- (c) Flexibility to take account of changes in the local economy.

5.1.2 Levying Rates and Charges

In levying rates and charges, Council applies the following principles:

- (a) Making clear what is Council's and each ratepayers responsibility in relation to the rating system;
- (b) Making the levying process, granting discount and any refund of rates and charges as simple and efficient to administer as possible; and
- (c) Timing the levy of rates notices to take into account the financial cycle to which ratepayers are accustomed or may adapt to.

5.2 Principles Applied in Granting Concession for Rates and Charges

In considering the application of concessions, Council is guided by the principles of:

- (a) Reducing the financial burden of rates and charges payable by pensioners
- (b) Equity by providing the same treatment for ratepayers with similar circumstances;
- (c) Transparency by making clear the requirements necessary to receive concessions;
- (d) Support not-for-profit organisations whose objectives do not include the making a profit

In circumstances where a ratepayer incurs responsibility for a rating debt that is beyond their financial capacity to pay immediately, Council may consider avenues to assist with the payment of the liability.

Certain activities benefit the community and the cost of meeting their obligations may impact on the provision of these activities. Council should assist in such circumstances.

The purpose for the concessions is to provide support to identified classes of ratepayers in meeting their obligations under Council's rating regime within the available provisions of the Act and the Regulation.

5.3 Principles Applied to the Recovery of Overdue Rates and Charges

Under the provisions of Chapter 4 Part 12 of the Regulation, Council exercises its rates and charges recovery powers in order to reduce the overall rate burden on ratepayers by:

- (a) Transparency in making clear the obligations of ratepayers and the processes used by Council in assisting them to meet their financial obligations;
- (b) Making the processes used to recover outstanding rates and charges clear, simple to administer and cost effectiveness; and
- (c) Equity, by having regard to capacity to pay in determining appropriate arrangements for different sectors of the community;

Council requires payment of rates and charges within a specified period and pursues the collection of overdue rates and charges diligently. The non-payment of rates and charges by some ratepayers places an unfair burden on other ratepayers who meet their legal obligations in full.

When pursuing the collection of overdue rates and charges Council gives due concern for any financial hardship faced by ratepayers.

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Council's Debt Recovery Policy and Rates Relief (Hardship) Policy provide guidance in the collection of overdue rates and charges.

5.4 Payments in Advance

Council accepts payments in advance by lump sum or by instalment. Interest is not payable on any credit balance.

5.5 Cost Recovery Fees and Other Fees

Council makes cost recovery fees and other fees and charges. Generally, Council sets these fees and charges at a level which reflects the underlying costs and charges, including allocated overheads and administration costs.

For cost recovery fees, the expected revenue from fees and other sources for each cost recovery scheme will not exceed the costs of the scheme.

For other fees and charges, where they relate to an operation which has private sector competitors, the fees reflect the full cost including costs which a private sector competitor would face but which Council, because it is a public-sector entity, does not incur.

Council may apply community service obligations to its business activities and exclude the cost of those obligations in fixing prices for the activity. Council each year adopts a Code of Competitive Conduct Statement which provides the framework for identification of community service obligations enforced on its identified business units.

5.6 Physical and Social Infrastructure Costs for New Development

Council requires developers to pay reasonable and relevant contributions towards the cost of physical and social infrastructure required to support the development. Specific charges are detailed in Council's town Planning Schemes.

Mechanisms for the planning and funding of infrastructure for urban growth are contained within the *Planning Act 2016*. These schemes are based on normal anticipated growth rates. Where a new development is of sufficient magnitude to accelerate the growth rate of a specific community within the Region, it may be necessary to bring forward physical and social infrastructure projects. Where this occurs, Council expects developers to meet sufficient costs to ensure the availability of facilities is not adversely affected and existing ratepayers are not burdened with the cost of providing the additional infrastructure.

5.6.1 Development Incentives Policies

Council has adopted development incentives policies to stimulate the economic growth of the Region. The development incentives policies can be found on Council's website. The focus of the policies are to provide relief of fees and charges to those applications which:

- (a) Create new jobs and investment;
- (b) Value-add through enhanced service delivery or supply chains;
- (c) Generate growth within identified strategic sectors; and
- (d) Diversify and make the local economy more sustainable.

5.7 Delegation of Authority

Authority for implementation of the Revenue Policy is delegated by Council to the CEO in accordance with section 257 of the Act.

Authority for the day to day management of the Revenue Policy is the responsibility of the Deputy Chief Executive Officer/General Manager Corporate Services and/or the Chief Financial Officer.

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6 Review Timelines

This policy is reviewed when any of the following occur:

- (a) As required by legislation – reviewed each financial year at the beginning of the annual budget process;
- (b) The related information is amended or replaced; or
- (c) Other circumstances as determined from time to time by the Council.

7 Document Management

Sponsor	Chief Executive Officer
Business Owner	Deputy Chief Executive Officer
Policy Owner	Chief Financial Officer
Policy Quality Control	Legal and Governance



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REVENUE STATEMENT 2022/2023



SCOPE

The Revenue Statement is produced in accordance with s104 of the *Local Government Act 2009* and s169 and 172 of the *Local Government Regulation 2012*.

OVERVIEW

The purpose of this revenue statement is:

- to provide an explanatory statement outlining and explaining the revenue raising measures adopted in the budget, and
- to comply in all respects with legislative requirements.

REFERENCE

- *Local Government Act 2009*
- *Local Government Regulation 2012*

APPLICABILITY

This revenue statement applies to the financial year from 1 July 2022 to 30 June 2023. It is approved in conjunction with the Budget as presented to Council on 19 July 2022.

It is not intended that this revenue statement reproduce all related policies. Related policies will be referred to where appropriate and will take precedence should clarification be required.

GUIDELINE

Pursuant to the provisions of the *Local Government Act 2009* and the *Local Government Regulation 2012* the following explanation of revenue raising measures adopted in the 2022/2023 Budget are provided.

1. RATES AND CHARGES (LGA s94)

For the financial year beginning 1 July 2022, Rockhampton Regional Council will make and levy rates and charges. Rates and Charges will include:-

- A. Differential General Rates,
- B. Special Rates and Charges,
- C. Separate Charges, and
- D. Utility Charges for Water, Sewerage and Waste Management.

The Statement deals with the principles used by Council in fixing rates and charges and if applicable, how the Council will apply user pays principles to utility and general charges.

2. GENERAL RATES

Council accepts that the basis for levying general rates in Queensland is land valuations. Ideally, the general rate would be determined by dividing the total income needed from general rates by the rateable valuation of lands. However there is considerable diversity in the Region in terms of land use and location (such as between the urban and rural areas), land values, access to, and actual and potential demands for services and facilities.

Council is committed to spreading the general rates burden equitably among broad classes of ratepayer. This does not mean the general rate is levied on a "user pays system". Instead, Council has designed the general rating system taking into account the following factors:

- the relative rateable value of lands and the general rates that would be payable if only one general rate were levied;
- the use of the land as it relates to actual and potential demand for Council services;
- location of the land as it relates to actual and potential demand for Council services; and
- the impact of rateable valuations on the level of general rates to be paid. Council is of the opinion that a common rating policy and structure should be embraced for the whole region.

3. GENERAL RATES – CATEGORIES AND DESCRIPTIONS (LGR Chapter 4, Part 5 Division 1)

Council adopts differential general rating for the following reasons:

- Council is committed to spreading the general rates burden equitably;
- the use of a single general rate would not result in an equitable distribution of the rates burden among ratepayers;
- certain land uses and locations of lands require and/or impose greater demands on Council services relative to other land uses and locations; and
- valuation relativities between commercial/industrial, rural, urban, productive and residential uses, do not reflect the intensity of land use nor the actual or potential demands on Council services and facilities.
- Within each differential rating category a minimum general rate has been applied to ensure that all owners contribute a minimum equitable amount towards Council's general revenue requirements in circumstances where levying rates based solely on land valuation would not achieve that outcome.

The Council, for the purpose of making and levying differential general rates, has resolved to categorise all rateable land in its area into twenty three (23) categories and sub categories specified hereunder in the schedule.

Rockhampton Regional Council

Revenue Statement 2022/2023

GENERAL RATING CATEGORIES 2022-2023

No.	Category	Description	Identifiers (Land Use Codes)
1	Commercial / light industry	Land used, or intended to be used, in whole or in part, for commercial or light industrial purposes, other than land included in categories 2(a), 2(b), 2(c), 3 and 22.	1,4,6,7, 10 to 49 (excl. 31, 35, 37, 40 and lands in any other category).
2 (a)	Major shopping centres with a floor area 0 – 10,000m ²	Land used, or intended to be used, as a shopping centre with a gross floor area up to 10,000m ² and a value greater than or equal to \$2,300,000.	12 to 16 inclusive and 23, with a rateable valuation =>\$2,300,000
2 (b)	Major shopping centres with a floor area 10,001 - 50,000 m ²	Land used, or intended to be used, as a shopping centre with a gross floor area between 10,001m ² and 50,000m ² and a value greater than or equal to \$2,300,000.	12 to 16 inclusive and 23, with a rateable valuation = >\$2,300,000
2 (c)	Major shopping centres with a floor area >50,000m ²	Land used, or intended to be used, as a shopping centre with a gross floor area greater than 50,000m ² and a value greater than or equal to \$2,300,000.	12 to 16 inclusive and 23, with a rateable valuation = >\$2,300,000
3	Heavy and/ or noxious industry	Land used, or intended to be used, for:- (a) a fuel dump; (b) fuel storage; (c) an oil refinery; (d) heavy industry; (e) special industry (f) general industry; (g) noxious industry which emanates noise, odour or dust, including an abattoir.	31, 35, 37
4(a)	Power Generation	Land used for or ancillary to the generation and/or storage of electricity from a facility with an output capacity equal to or less than four hundred (400) Megawatts (excluding transformers/substations).	Land that meets the criteria in the description

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4(b)	Power Generation	Land used for or ancillary to the generation and/or storage of electricity from a facility with an output capacity greater than four hundred (400) Megawatts (excluding transformers/substations).	Land that meets the criteria in the description
5	Extractive	Land used, or intended to be used, in whole or in part, for:- (a) the extraction of minerals or other substances from the ground; and (b) any purpose associated or connected with the extraction of minerals and other substances from the ground.	40
6	Agriculture, farming and other rural	Land used, or intended to be used, for non-residential rural, agricultural or farming purposes.	60 to 89 and 93 to 94 (excl. 72 excl. lands in any other category).
8A	Residential Other	Land with a value of less than \$105,001 used, or intended to be used, for:- (a) residential purposes that is not the owner's principal place of residence (NPPR); <u>or</u> (b) two or more self-contained dwellings (including flats)	2, 3, 5, 8 & 9
8B	Residential Other	Land with a value of \$105,001 or more used, or intended to be used, for:- (a) residential purposes, that is not the owner's principal place of residence (NPPR); <u>or</u> (b) two or more self-contained dwellings (including flats)	2, 3, 5, 8 & 9

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9	Residential 1	<p>Land which is used or intended to be used for residential purposes by means of a single residence that is not part of a community title scheme and is:</p> <p>(a) used by the property owner or at least one of the property owners as their principal place of residence (PPR); and</p> <p>(b) otherwise occupied only by members of a single household that includes the resident property owner or owners</p> <p>with a value of less than \$105,001.</p>	1, 2, 4, 5, 6 and 94 with a rateable valuation <\$105,001 (excl. lands in any other category).
10	Residential 2	<p>Land which is used or intended to be used for residential purposes by means of a single residence that is not part of a community title scheme and is:</p> <p>(a) used by the property owner or at least one of the property owners as their principal place of residence (PPR); and</p> <p>(b) otherwise occupied only by members of a single household that includes the resident property owner or owners</p> <p>with a value of between \$105,001 and \$170,000.</p>	1, 2, 4, 5, 6 and 94 with a rateable valuation >\$105,000 but <\$170,001 (excl. lands in any other category).
11	Residential 3	<p>Land which is used or intended to be used for residential purposes by means of a single residence that is not part of a community title scheme and is:</p> <p>(a) used by the property owner or at least one of the property owners as their principal place of residence (PPR); and</p> <p>(b) otherwise occupied only by members of a single household that includes the resident property owner or owners</p> <p>with a value of between \$170,001 and \$250,000.</p>	1, 2, 4, 5, 6 and 94 with a rateable valuation >\$170,000 but <\$250,001 (excl. lands in any other category).

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12	Residential 4	Land which is used or intended to be used for residential purposes by means of a single residence that is not part of a community title scheme and is: (a) used by the property owner or at least one of the property owners as their principal place of residence (PPR); and (b) otherwise occupied only by members of a single household that includes the resident property owner or owners with a value between \$250,001 and \$500,000	1, 2, 4, 5, 6 and 94 with a rateable valuation >\$250,000 but <\$500,001 (excl. lands in any other category).
13	Residential 5	Land which is used or intended to be used for residential purposes by means of a single residence that is not part of a community title scheme and is: (a) used by the property owner or at least one of the property owners as their principal place of residence (PPR); and (b) otherwise occupied only by members of a single household that includes the resident property owner or owners with a value more than \$500,000.	1, 2, 4, 5, 6 and 94 with a rateable valuation >\$500,000 (excl. lands in any other category).
21	Strata (residential)	Land, which is a lot in a community title scheme or residential group title, used as the owner's principal place of residence (PPR).	8 and 9 (excl. lands in any other category).
22	Strata (commercial/ industrial)	Land, which is a lot in a community title scheme or building unit, which is used, or intended to be used, for commercial or industrial purposes.	8 and 9
24	Vacant urban/rural land >\$430,000	Vacant land intended for use for development purposes with a value of more than \$430,000.	1 and 4 with a rateable valuation >\$430,000
25	Developer concession	Land, which qualifies for a discounted valuation pursuant to section 50 of the <i>Land Valuation Act</i> .	72

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26	Special uses	Land, used, or intended to be used, for non-commercial purposes such as social and community welfare, defence or education purposes.	21, 50 – 59, 92, 96 – 100
27 (a)	Other \$0 - \$60,000	Land, with a value of \$60,000 or less, which is not otherwise categorized.	1, 4, 90, 91 and 95 with a rateable valuation <\$60,001
27 (b)	Other - >\$60,000	Land, with a value of more than \$60,000, which is not otherwise categorized.	1, 4, 90, 91 and 95 with a rateable valuation >\$60,000

Department of Resources Land Use Code

Where the Council makes reference to land use code as an identifier along with the description of a rating category, that reference is to the land use codes as given to Council by the Department of Resources. The land use codes referred to as an identifier of a rating category correspond with the description of the category. However, it is the actual use of the land that determines the correct category.

Council may utilize town planning scheme to assist in the identification of rating categories as required especially in relation to medium to high impact industry.

Identification of Land

The Council delegates to the Chief Executive Officer (CEO), pursuant to section 81(4) and (5) of the *Local Government Regulation 2012*, the power to identify the rating category to which each parcel of rateable land belongs.

In undertaking this task the CEO will be guided by the descriptions of each category. The terms 'LV', 'Land Valuation', 'SV' and 'Site Valuation' refer to the Land Valuation and Site Valuation assigned by the Queensland Department of Resources for the applicable year of valuation.

Principal Place of Residence (PPR)

For the sake of clarity, in identifying the rating category to which residential land belongs, the Council will assume that where a ratepayer's postal address is not the same as the property address, the land will not be the ratepayer's Principal Place of Residence (PPR).

The term "principal place of residence" is a single dwelling house or dwelling unit (part of a Community Title Scheme or residential group title, not a flat) at which one owner of the land must reside permanently for a minimum of 6 months of the year.

In establishing principal place of residence Council will consider as evidence, but not be limited to, the owner's declared address for Queensland driver's licence, or any other form of evidence deemed acceptable to Council.

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General Rates and Minimum General Rates

For the 2022/2023 financial year differential general rates and minimum general rates will be levied pursuant to section 94 of the *Local Government Act 2009*, on the differential general rate categories as follows-

Category No.	Category	General Rate (cents in the Dollar of Rateable Value)	Minimum General Rate (\$)
1	Commercial/light Industry	2.4962	1,676
2 (a)	Major shopping centres with a floor area 0 – 10,000 sqm	2.7923	23,024
2 (b)	Major shopping centres with a floor area 10,001 - 50,000 sqm	4.2346	262,930
2 (c)	Major shopping centres with a floor area >50,000 sqm	8.0867	1,986,630
3	Heavy and/ or noxious industry	3.9765	3,495
4 (a)	Power Generation, 0-400 MW	7.9603	3,495
4 (b)	Power Generation, 400+ MW	7.6058	3,495
5	Extractive	7.3113	2,853
6	Agriculture, farming and other rural	0.8188	1,557
8A	Residential Other, \$ 0 - \$105,000	1.5498	1,111
8B	Residential Other, >\$105,000	1.4153	1,627
9	Residential 1, \$ 0 - \$105,000	1.3378	848
10	Residential 2, \$105,001 - \$170,000	1.1934	1,405
11	Residential 3, \$170,001 - \$250,000	1.1452	2,029
12	Residential 4, \$250,001 - \$500,000	1.0758	2,863
13	Residential 5, > \$500,000	0.9685	5,379
21	Strata (residential)	1.5922	848
22	Strata (commercial/industrial)	2.6209	1,676
24	Vacant urban land >\$430,000	2.3994	1,676

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25	Developer concession	1.5281	0
26	Special uses	1.7045	2,723
27 (a)	Other \$0 - \$60,000	2.0864	722
27 (b)	Other >\$60,001	2.9634	1,676

4. LIMITATION ON RATE INCREASE – LGR Chapter 4, Part 9, Division 3

For the 2022/2023 financial year Council will not be resolving to limit any increases in rates and charges.

5. SPECIAL RATES/CHARGES (LGA s94)

Rural Fire Services Levies

Council will, pursuant to section 128A of the *Fire and Emergency Services Act 1990* and section 94 of the *Local Government Act 2009*, make and levy special charges for the provision of rural fire fighting services to certain parts of the Region. The charges shall be levied on all land which specifically benefits from the provision of rural fire-fighting services.

For 2022/2023, the Council shall make a special charge, in the following amounts, for each of the following Rural Fire Brigades.

Rural Fire Brigade	Levy 2022/2023	Rural Fire Brigade	Levy 2022/2023
Alton Downs	\$50.00	Garnant	-
Archer Ulam	-	Gogango	\$5.00
Aricia	-	Gracemere	\$20.00
Bajool	\$25.00	Kalapa	\$20.00
Bouldercombe	\$50.00	Marmor	\$20.00
Calioran	-	Morinish	-
Calliungal	\$50.00	Stanwell	-
Dalma	\$10.00	South Ulam	-
Faraday	-	Westwood	\$50.00

The rateable land to which each of the special charges will apply is land within the areas separately described on a map titled "ROCKHAMPTON REGIONAL COUNCIL - RURAL FIRE BRIGADES BOUNDARIES". A copy of the Map is attached at Schedule 1.

The discount for the prompt payment of rates and charges, granted in accordance with section 130 of the *Local Government Regulation 2012*, will not apply to these charges. **Overall Plans**

The Overall Plan for each of the special charges is as follows:-

1. The service, facility or activity for which each special charge is levied is to fund the provision of fire prevention and firefighting services, equipment and activities by the rural fire brigades identified in the special charge table in the defined benefit areas.

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2. The time for implementing the overall plan is one (1) year ending 30 June 2023. However, provision of fire-fighting services is an ongoing activity, and further special charges are expected to be made in future years.
3. The works and services specified in the overall plan will be carried out or provided during the year ending on 30 June 2023.
4. The estimated cost of implementing the overall plan (being the cost of planned works and activities for 2022/2023) is approximately \$97,145.00.
5. The special charge is intended to raise all funds necessary to carry out the overall plan.

The occupier of the land to be levied with the special charge has specifically benefited, or will specifically benefit, from the implementation of the overall plan, comprising fire-fighting services, because rural fire brigades are charged with fire-fighting and fire prevention under the *Fire & Emergency Services Act 1990* and whose services could not be provided or maintained without the imposition of the special charge.

6. SEPARATE CHARGES (LGA s94)

Council will make and levy separate charges pursuant to section 94 of the *Local Government Act 2009* to defray the expense it incurs in providing identified services or facilities or engaging in identified activities for the benefit of its local governed area. The charges are calculated on the basis of the estimated cost to Council of providing these services. Revenue raised from these charges will only be used to fund either all or part of the costs associated with the activities.

Council considers that the benefit of each service, facility or activity is shared equally by all parcels of rateable land, regardless of their value.

Road Network Separate Charge

Council will make and levy a separate charge to defray part of the cost of maintaining the road network within the region. Council will make and levy the charge equally on all rateable land within the Rockhampton Regional Council area.

The amount of the Road Network Separate Charge will be \$460.00 per annum per rateable assessment throughout the region.

Natural Environment Separate Charge

Council will make and levy a separate charge to defray part of the cost of formulating and implementing initiatives for environmental protection, enhancement and conservation, including the many and varied initiatives that contribute to these outcomes.

Council will make and levy the charge equally on all rateable land within the Rockhampton Regional Council area.

The amount of the Natural Environment Separate Charge will be \$55.00 per annum per rateable assessment throughout the region.

The discount for the prompt payment of rates and charges, granted in accordance with section 130 of the *Local Government Regulation 2012*, will not apply to the Natural Environment Separate Charge.

7. STATE EMERGENCY MANAGEMENT LEVY

State Emergency Management Levy in accordance with the *Fire and Emergency Services Act 1990*, Council is required to collect an emergency management levy on all prescribed properties on behalf of the Queensland Fire and Emergency Services.

The Levy is not a Council charge and the funds collected are remitted to the Queensland Fire and Emergency Services. However, Council is entitled to an administration fee for collecting this Levy, as prescribed by section 6 of the *Fire and Emergency Services Regulation 2011*. Rate assessments with multiple properties are levied per parcel, in accordance with the State's legislation, excluding contiguous agricultural parcels in the same ownership.

8. UTILITY CHARGES (LGA s94)

Council will make and levy utility service charges, pursuant to section 94 of the *Local Government Act 2009*, for the financial year beginning 1 July 2022 on the basis of an equitable distribution of the burden on those who utilise, or stand to benefit from, the provision of the utility services.

WATER

Water charges will be set to recover all of the costs associated with the provision of water services by Council in the financial year.

Subject to any express provision to the contrary Council will charge all land connected to its water supply, or capable of connection to the supply, a two-part tariff for the period 1 July 2022 to 30 June 2023, comprising:-

- a graduated single tier access charge for land connected to Council's water supply, or capable of connection to the supply; and
- a multi-tiered consumption charge for residential users and a single tier charge for non-residential users.

There are three (3) water supply areas: Gracemere, Mount Morgan and Rockhampton.

The following additional policy is adopted in relation to access charges:

- (a) The access charge for an individual residential community title lot will be the sum payable for a 20mm water meter connection, regardless of the true size of the connection to the lot itself or to the development of which it forms part.
- (b) The access charge for premises that contain residential flats will be the sum payable for a 20mm water meter connection multiplied by the number of flats upon the premises, regardless of the true size of the connection to the premises.
- (c) To prevent doubt, a management lot in a staged residential community titles scheme is not a residential community title lot.
- (d) The access charge for an individual commercial community title lot will be:
 - i. If the size of the water meter at the boundary of the scheme land (i.e. the meter to which the property services to individual scheme lots connect) is not greater than 50mm, then the access charge per lot shall be the sum payable for a 20mm water meter connection.

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- ii. If the size of the water meter at the boundary of the scheme land is greater than 50mm, the standard non-residential access charges according to the meter size will apply.

The following additional policy is adopted in relation to consumption charges:

- (a) Where water is supplied to premises that comprise a residential flats development, the consumption volume allowed in each tier will be multiplied by the number of flats upon the premises.
- (b) Where water is supplied to a lot which forms part of a community titles scheme, and the supply to each individual lot and the common property is not separately metered, Council will levy the consumption charges for the water supplied to the premises (the scheme) in a manner permitted by section 196 of the *Body Corporate and Community Management Act 1997*, namely:
 - i. Council will levy each lot-owner for a share of the supplied volume recorded by the water meter at the boundary of the scheme land, and that share will be equivalent to the ratio of the contribution schedule lot entitlement of the owner's lot to the aggregate of contribution schedule lot entitlements recorded in the community management statement for the community titles scheme; or
 - ii. For a community titles scheme in which there is only a single schedule of lot entitlements rather than a contributions schedule and an interest schedule (i.e. a scheme that continues to be governed by the *Building Units and Group Titles Act 1980* rather than by the *Body Corporate and Community Management Act 1997*), Council will levy each lot-owner for a share of the supplied volume recorded by the water meter at the boundary of the scheme land, and that share will be equivalent to the ratio of the lot entitlement of the owner's lot to the aggregate of lot entitlements recorded in the building units plan or the group title plan of which the lot is part; or
 - iii. Alternatively to levying the consumption charges on the basis of lot entitlement, Council may exercise its discretion to enter with the body corporate for a community titles scheme to which the *Body Corporate and Community Management Act 1997* applies an arrangement under which the body corporate accepts liability for the full consumption charge payable upon the supplied volume recorded on the water meter at the boundary of the scheme land, in which case Council will levy the body corporate for the full amount of the consumption charge and will make no separate levies against lots in the scheme.
- (c) Where water is supplied to a lot or common property which forms part of a community titles scheme where the supply to each individual lot and the common property is separately metered to the common property of a community titles scheme, Council will levy each lot for its metered consumption and the body corporate for the water supplied to the common property.
- (d) Where more than one dwelling house is situated upon a single parcel of land (that is to say, the land the subject of a single valuation), Council will charge a separate two-part tariff for each dwelling house as if each were located upon a different, individually-valued parcel.
- (e) Where a dwelling house is situated partly upon one parcel of land and partly upon another, Council will charge a single two-part tariff for supply to the building, and will levy the tariff against the parcel upon which the dominant portion of the house is situated. The dominant portion will be the portion of the house that has the greater floor area.
- (f) The following provisions apply to premises serviced by a designated fire service:

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	<ul style="list-style-type: none"> i. Council will charge a separate two-part tariff for the service, in addition to the tariff/s it charges for any other water service connection/s to the land. ii. The access charge for the service will be determined upon the basis that the service connects to a 20mm water meter. iii. Standard consumption charges will apply unless Council resolves to discount the charge pursuant to this resolution. iv. The consumption charge will be, for a quarter for which the Queensland Fire and Emergency Service reports or verifies, or Council otherwise verifies, use of the service to fight a fire, either the standard consumption charge or that sum discounted by a percentage Council determines as appropriate. v. If the Queensland Fire and Emergency Service reports or verifies, or Council otherwise verifies, that the service was used during a quarter to fight a fire, and Council determines after the end of that quarter that a discounted consumption charge was appropriate for the quarter, Council may credit against the next quarterly consumption charge the difference between the charge paid and the discounted charge determined as appropriate. vi. To prevent doubt, Council may determine that a 100% discount is or was appropriate.
(g)	For non-licensed premises (i.e. premises for which there exists no liquor license) occupied or used by approved sporting bodies, or Community Based Not-For-Profit/Charitable Organisations, Council will provide a concession in accordance with its concession policy for access to Council's water supply, and water consumed from that supply will be charged at residential rates.
(h)	Council will apply section 102 of the <i>Local Government Regulation 2012</i> to the reading of water meters so that if a meter is due to be read on a particular day (e.g. the last day of a quarter) to enable Council to calculate a consumption charge to be levied, the meter will be deemed read on that particular day if it is read within 2 weeks before the day or 2 weeks after the day.
(i)	The commencing water meter reading for a quarterly consumption charge cycle (i.e. a quarter plus or minus 2 weeks at the beginning and the end of the quarter) is the reading last recorded in a quarterly charge cycle, or, in the case of a new meter connection, the reading recorded on the day of connection.
(j)	The minimum value of a debt required to raise a charge will be \$5.00. If the total charge on an Assessment is less than this amount, then the charges will not be raised and consequently a bill will not be issued. This charge is not raised at all and is effectively written off which will prevent the raising of small balances where the cost of administration, printing, postage and collection is greater than the revenue returned.
(k)	For the purposes of making and levying water charges the following definitions apply:- <ul style="list-style-type: none"> i. An approved sporting body is an association of persons, incorporated or not, and whether an individual association or a member of a class of association, that Council accepts or approves by resolution as a body that benefits the community by organising and conducting a sporting activity or sporting activities and whose constitution prevents the distribution of its income and assets to its members. ii. An approved charitable organisation is an organisation incorporated or not, that Council accepts or approves by resolution as a charitable organisation, and whose constitution prevents the distribution of its income and assets to its members.

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- iii. A community title lot is a lot in a community titles scheme.
- iv. A community titles scheme is a community titles scheme created under the *Body Corporate and Community Management Act 1997*, or is a development similar to such a scheme but that continues to be governed by the *Building Units and Group Titles Act 1980* rather than by the *Body Corporate and Community Management Act 1997* (e.g. a development created under the *Integrated Resort Development Act 1987*).
- v. A contribution schedule lot entitlement is an entitlement by that name, recorded in the community management statement (or analogous instrument) for a community titles scheme.
- vi. A designated fire service is a water supply service to premises, specifically dedicated for use in fighting fires.
- vii. A flat is a self-contained residential unit or module that is not a community title lot; but (to prevent doubt) the expression does not include a bedroom in a boarding house.

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Gracemere Water Supply

The access charge for all properties located within the boundaries, and approved properties outside the boundaries of the Gracemere Water Supply Area, will be as detailed in the water access charges table below per meter or per lot as appropriate for the period 1 July 2022 to the 30 June 2023 and will generally be levied on a half yearly basis.

<u>Meter Size</u>	<u>Annual Charge</u>
20mm	\$ 491.00
25mm	\$ 767.00
32mm	\$ 1,256.00
40mm	\$ 1,961.00
50mm	\$ 3,063.00
Special 60mm	\$ 4,470.00
65mm	\$ 5,177.00
75mm	\$ 6,891.00
80mm	\$ 7,841.00
100mm	\$ 12,150.00
150mm	\$ 27,562.00
200mm	\$ 49,003.00
Vacant Land	\$ 491.00

The access charge for unoccupied land that is capable of connection to Council's water supply will be the sum payable for a 20mm residential water meter connection.

The consumption charge detailed in the consumption charges table below will apply for all water consumed in the water period (year). This charge will apply to all properties located within the boundaries and approved properties outside the boundaries of the Gracemere Water Supply Area. The water period (year) for the consumption charge will be for a period from the 1 July 2022 to the 30 June 2023 and billing will generally be in arrears on a quarterly basis.

Gracemere Water Supply Scheme – Non Residential Consumption Charges

<u>Tier</u>	<u>Charge per Kilolitre</u>
All consumption	\$2.16/kl

Gracemere Water Supply Scheme – Residential Consumption Charges

<u>Tier (Per Meter)</u>	<u>Charge per Kilolitre</u>
<=75kl per quarter	\$0.94/kl
> 75kl <=150kl per quarter	\$1.46/kl
>150kl per quarter	\$2.88/kl

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Mt Morgan Water Supply

The access charge for all properties located within the boundaries, and approved properties outside the boundaries of the Mount Morgan Water Supply Area, will be as detailed in the water access charges table below per meter or per lot as appropriate for the period 1 July 2022 to the 30 June 2023 and will generally be levied on a half yearly basis.

<u>Meter Size</u>	<u>Annual Charge</u>
20mm	\$ 506.00
25mm	\$ 790.00
32mm	\$ 1,295.00
40mm	\$ 2,021.00
50mm	\$ 3,156.00
65mm	\$ 5,335.00
75mm	\$ 7,100.00
80mm	\$ 7,973.00
100mm	\$ 12,624.00
150mm	\$ 28,470.00
200mm	\$ 50,497.00
Vacant Land	\$ 506.00

The access charge for unoccupied land that is capable of connection to Council's water supply, will be the sum payable for a 20mm residential water meter connection.

The consumption charge detailed in the consumption charges table below will apply for all water consumed in the water period (year). This charge will apply to all properties located within the boundaries and approved properties outside the boundaries of the Mount Morgan Water Supply Area. The water period (year) for the consumption charge will be for a period from the 1 July 2022 to the 30 June 2023 and billing will generally be in arrears on a quarterly basis.

Mount Morgan Water Supply Scheme – Non Residential Consumption Charges

<u>Tier</u>	<u>Charge per Kilolitre</u>
All consumption	\$2.16/kl

Mount Morgan Water Supply Scheme – Residential Consumption Charges

<u>Tier (Per Meter)</u>	<u>Charge per Kilolitre</u>
<=75kl per quarter	\$0.94/kl
> 75kl <=150kl per quarter	\$1.46/kl
>150kl per quarter	\$2.88/kl

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Rockhampton Water Supply

The access charge for all properties located within the boundaries, and approved properties outside the boundaries of the Rockhampton Water Supply Area, will be as detailed in the water access charges table below per meter or per lot as appropriate for the period 1 July 2022 to the 30 June 2023 and will generally be levied on a half yearly basis.

<u>Meter Size</u>	<u>Annual Charge</u>
20mm	\$ 462.00
25mm	\$ 720.00
32mm	\$ 1,180.00
40mm	\$ 1,841.00
50mm	\$ 2,876.00
65mm	\$ 4,860.00
75mm	\$ 6,473.00
80mm	\$ 7,363.00
100mm	\$ 11,504.00
150mm	\$ 25,880.00
200mm	\$ 46,011.00
Vacant Land	\$ 462.00

The access charge for unoccupied land that is capable of connection to Council's water supply will be the sum payable for a 20mm residential water meter connection.

The consumption charge detailed in the consumption charges table below will apply for all water consumed in the water period (year). This charge will apply to all properties located within the boundaries and approved properties outside the boundaries of the Rockhampton Water Supply Area. The water period (year) for the consumption charge will be for a period from the 1 July 2022 to the 30 June 2023 and billing will generally be in arrears on a quarterly basis.

Rockhampton Water Supply Scheme – Non Residential Water Consumption Charges

<u>Tier</u>	<u>Charge per Kilolitre</u>
All consumption	\$2.16/kl

Rockhampton Water Supply Scheme – Residential Water Consumption Charges

<u>Tier (Per Meter)</u>	<u>Charge per Kilolitre</u>
<=75kl per quarter	\$0.94/kl
> 75kl <=150kl per quarter	\$1.46/kl
>150kl per quarter	\$2.88/kl

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SEWERAGE

For the financial year beginning 1 July 2022 Council will make and levy a sewerage charge in respect of land within the Declared Sewerage Areas of Rockhampton Region to which the Council provides or is prepared to provide sewerage services, including areas to which such services are extended from time to time during the course of the financial year.

A sewerage charge will also be levied on non-rateable land where the owner of the land requests that Council provide sewerage services.

In accordance with the Requirement to Connect to Sewerage Infrastructure Policy that was adopted by Council on 7 October 2014, the sewerage access charges in relation to Stage 2 of the Mount Morgan Sewerage Scheme are only charged upon connection to the system.

The sewerage charge will be set to recover all of the costs associated with the provision of sewerage reticulation services provided by Council in the financial year.

For occupied land, charges for 2022/2023 will be made and levied on the following basis:-

- i. Generally, a sewerage charge will be levied in respect of each water closet pedestal or urinal installed.
- ii. However, for a single dwelling, residential unit, secondary dwelling - dependent person living (granny flat), stables property or a property subject to a residential differential rate, only the first water closet pedestal will attract the normal sewerage pedestal charge.
 - The term single dwelling is to be given its ordinary meaning as a residential property used for ordinary domestic purposes and includes home office situations such as for example, where desk or computer work may be done, phone calls made or answered from within the premises for business purposes but where there are no more than 1 (one) non-resident employee on the premises and no significant external indicia to distinguish the premises from any other domestic residence;
 - The term single dwelling does not include premises where a distinct externally visible business activity has been established.
 - The term 'secondary dwelling - dependent person living (granny flat)' is defined as a dwelling, whether attached or detached, that is used in conjunction with, and subordinate to, a dwelling house on the same lot.
- iii. In the case of multiple dwellings on a single title or assessment (e.g. flats), the sewerage charge is calculated by multiplying the number of flats by the charge for the first water closet pedestal.
- iv. In the case of Retirement Villages or Aged/Nursing Homes incorporating independent living accommodation, the sewerage charge will be levied on the first pedestal only in each independent living unit/cottage. Sewerage charges will be levied on a per pedestal/urinal basis for pedestals/urinals installed elsewhere at the Aged/Nursing Homes properties.
- v. For all other premises, the sewerage charge is calculated on the number of pedestals together with the number of urinals multiplied by the charge for the first water closet pedestal. For the purpose of this paragraph, each 1200mm of a continuous style urinal or part thereof will count as one urinal.

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- vi. Sewerage Charges do not apply to Public Amenities Blocks on leased Council land that are locked and controlled by the Clubs.

Where there is more than one dwelling house on a land parcel, charges shall apply as if each house were on a separate land parcel. Where there is more than one commercial or industrial building upon a land parcel, charges will apply as if each building were on a separate land parcel.

Where a building is used for more purposes than one, charges will be levied by reference to the dominant use of the building, determined by Council.

For properties within the differential general rating category '6' Agriculture, farming and Other Rural, the sewerage utility charge is levied on the same basis as residential properties, even though to be eligible the properties must be classified as commercial use properties.

For the purpose of these charges:

- (a) a community titles lot is taken to be:
- A single dwelling if it is used wholly or predominantly as a place of residence; or
 - A non-dwelling property in any other case.
- (b) A community title lot is a lot in a community titles scheme;
- (c) A community titles scheme is a community titles scheme created under or by virtue of the *Body Corporate and Community Management Act 1997*, or is a development similar to such a scheme but that continues to be governed by the *Building Units and Group Titles Act 1980* rather than by the *Body Corporate and Community Management Act 1997* (e.g. a development created under the *Integrated Resort Development Act 1987*);
- (d) A contribution schedule lot entitlement is an entitlement by that name, recorded in the community management statement (or analogous instrument) for a community titles scheme.

The sewerage charges will be those shown in the following tables:-

<u>Sewered Premises</u>	<u>Basis</u>	<u>Number of Charges</u>
Private Dwelling/Residential Unit/Secondary dwelling - dependent person living (granny flat or Stables.	Each Residence (regardless of number of pedestals)	1 Charge
Flats	Each Flat	1 Charge
Aged/Nursing Home Plus Aged/Nursing other fixtures	Each Unit/Cottage Each	1 Charge
	Pedestal/Urinal	1 Charge
Other Premises	Each Pedestal / 1200mm of Urinal or part thereof	1 Charge
Vacant Land	Each rateable property	1 Vacant Land Charge

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For those properties in the Declared Sewerage Areas, charges as per the above schedule for 2022/2023 will be:

<u>Declared Sewered Area</u>	<u>Amount of Charge</u>	<u>Amount of Vacant Land Charge</u>
Gracemere	\$957.00	\$907.00
Mount Morgan	\$901.00	\$855.00
Rockhampton	\$746.00	\$710.00

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WASTE & RECYCLING

For the financial year beginning 1 July 2022, Council will make and levy the following utility charges for:

<u>Schedule of Waste Collection and Recycling Charges</u>	
<u>Service</u>	<u>Annual Charge</u>
Domestic Services	
Combined General Waste/Recycling Service	\$477.00
Additional General Waste Service – same day service as nominated service day	\$366.00
Additional Recycling Service – same day service as nominated service day	\$216.00
Bulk bin service are subject to assessment. Available bin sizes - (660L, 1100L, 1.0 m ³ , 1.5m ³ , 2.0m ³ (subject to availability) and 3.0m ³)	Annual Utility Charge per Tenement
Commercial Services	
General Waste Service - 240L	\$481.00
Recycling Service – 240L	\$258.00
Commercial Residential General Waste Service (Eligible Levy Exempt)	\$400.00
Council Facilities Bulk Bins – supply and service per annum	
660L – General Waste Service	\$1,390.00
1.0 m ³ – General Waste Service	\$2,100.00
1100L – General Waste Service	\$2,290.00
1.5 m ³ – General Waste Service	\$3,100.00
2.0 m ³ – General Waste Service	\$4,100.00
3.0 m ³ – General Waste Service	\$6,200.00

Where Council deems a specialised waste collection service is required for Domestic Service/s bulk waste bins are used in lieu of the standard 240L wheelie bin and Waste and Recycling Collection Charges to the property are based on the annual utility charge per tenement.

“Tenement” includes any premises used as a separate domicile such as, for example -

- a single unit private dwelling; or
- premises containing 2 or more flats, apartments or other dwelling units, each used as a separate domicile; or
- a boarding house, hostel, lodging house, or guest house.

The schedule of commercial premises eligible for utilising bulk bins are Council facilities only.

Services to be provided**Domestic Waste and Recycling Services**

The service comprises the following services as described:

Combined Domestic General Waste and Recycling Collection Service

This service is on the basis that the combined general waste and recycling collection service provided is available to properties within a Declared Waste Collection Area.

The combined domestic general waste and recycling collection charge, Council levies against a Domestic Premise will be the single sum shown in the Schedule of Waste and Recycling Collection Charges, covering for the full financial year the combined cost of:

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- providing a Standard General Waste Container (240L waste container) to hold domestic general waste;
- emptying the waste container once per week and removing the contents from the premises;
- disposal of the waste at an approved facility;
- providing a waste container to hold recyclables;
- emptying the recyclables waste container fortnightly, and removing the contents from the premises; and
- processing of recyclable material at an approved facility.

Domestic Premises – General

Council will levy the charge on each parcel of residential land, including a lot in a community title scheme, whether occupied or not, within the Waste Collection Areas, regardless of whether ratepayers choose to use the domestic general waste collection and/or recycling services Council makes available.

To ensure public health standards are maintained in rural residential areas, waste collection services are offered on an elective basis to owners of rural residential land in proximity to major haul routes and where it is economically and/or responsibly viable to do so.

These properties shall be identified on waste collection area maps by geo-fencing the land parcel and shall be deemed as located within the waste collection area. Once levied the charge will apply and cannot be removed.

Where a service is supplied to a residence on a property within differential rating category 6 – agriculture, farming and other rural, the domestic waste charge shall apply. For newly constructed structures, the charge will apply from the earlier of plumbing or building approval or delivery of waste containers.

Where there is more than one structure on land capable of separate occupation a charge will be made for each structure.

The number of charges levied to a domestic property shall be the number of bins the Chief Executive Officer or his delegate considers necessary; or the number of bins the ratepayer requests, whichever is greater. Additional bin collections from domestic properties will only be made available on the same day as the minimum service.

Commercial Waste and Recycling Services

The service comprises of the following services as described:

Commercial Premises in a Designated Waste Collection Area

This service is on the basis that the general waste and recycling collection service it provides are available to commercial properties within the Designated Waste Collection Areas.

A General Waste Collection and/or Commercial Recycling Collection levy shall be charged per waste container collection (called a Service) as per the Schedule of Waste and Recycling Collection Charges, covering for the full financial year the combined cost of:

- providing the number of waste containers that the Chief Executive Officer or his delegate considers necessary or the number of bins the ratepayer requests, whichever is greater;
- emptying each waste container and removing the contents from the premises on the number of occasions each week that the Chief Executive Officer or his delegate considers necessary; or on the number of occasions the ratepayer requests, whichever is greater;

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- disposal of the waste at an approved facility;
- where a waste container is provided to hold recyclables;
- emptying and removing the contents from the premises of that waste container once per fortnight;
- processing of recyclable material at an approved facility; and
- Queensland Government waste levy – as per the *Waste Reduction and Recycling Act 2011*.

Commercial Residential Waste Service.

This service is undertaken on the above premise but excludes the Queensland Government waste levy. Eligible properties are residential properties that Council provides a commercial waste collection service (not recycling). Eligible properties are:

- Nursing Homes, retirement villages and private age care
- Residential, lifestyle or manufactured home parks
- Boarding Houses
- Purpose built Student Accommodations – off campus, rooming accommodations

Commercial Premises - General

Council will levy a waste and recycling collection levy against commercial premises for the removal of commercial waste and recycling, unless the Chief Executive Officer or his delegate is satisfied that an approved private waste collection provider removes commercial waste and recycling from the premises, and will do so, at least once weekly for commercial waste and or once fortnightly for recycling.

Where there is more than one structure on land capable of separate occupation a charge will be made for each structure. Charges for the collection of commercial waste will be based on volume and frequency of collection. Charges will be made for additional collections from commercial properties.

9. COST RECOVERY FEES (LGA s97)

The principles of Full Cost Pricing are applied in calculating all cost recovery fees of the Council where applicable, but the fees will not exceed the cost to Council of providing the service or taking the action for which each fee is charged.

Cost Recovery Fees are listed in Fees and Charges which was last adopted at Council's Meeting held on 14 June 2022.

10. BUSINESS ACTIVITY FEES

Council has the power to conduct business activities and make business activity fees for services and facilities it provides on this basis. Business activity fees are made where Council provides a service and the other party to the transaction can choose whether or not to avail itself of the service. Business activity fees are a class of charge, which are purely commercial in application and are subject to the Commonwealth's Goods and Services Tax.

Business activity fees include but are not confined to the following: rents, plant hire, private works and hire of facilities.

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11. TIME FOR PAYMENT (LGR s118)

Rates and utility charges referred to in this policy shall generally be levied half yearly with the exception of water consumption which will be levied at quarterly intervals on a rolling basis. Such rates and utility charges shall be payable by the due date detailed on the rate notice.

All rates and charges will be due and payable on the day that is 30 clear days after the issue of a notice to pay.

As a guide a separate rates notice will be issued in the first six months of the financial year (July – December), and in the second half of the financial year (January – June). These notices will cover the billing periods 1 July 2022 to 31 December 2022 (issued August/September), and 1 January 2023 to 30 June 2023 (issued February/March), respectively. Each notice includes one half of the annual rates and charges levied.

12. INTEREST (LGR s133)

All rates and charges remaining outstanding 30 clear days after the due date will be deemed to be overdue rates and will thereafter bear interest at the rate of 8.17% per annum, compounding on daily rests in accordance with the *Local Government Regulation 2012*, calculated on the balance of overdue rates and charges. The interest rate is to be effective from 1 July 2022.

13. DISCOUNT (LGR s130)

Discount at the rate of ten (10) percent will be allowed on gross Council rates and charges, excluding any charge specifically excluded from discount entitlement, provided payment of the full amount outstanding, including any overdue rates and interest to the date of payment, less any discount entitlement, is paid by the due date on original notice of the levy.

The discount shall not apply to special charges, Natural Environment separate charge or water consumption charges.

14. RATE CONCESSIONS (LGR s121)

Council approves concessions each year prior to its budget meeting, in the form of the Rate Concession Policy. This was adopted by Council on the 19 July 2022. The main areas of concessions are as follows:

Pensioner Subsidy

For Pensioner Ratepayers of their principal place of residence Council will offer a subsidy (upon the same terms and conditions as the Queensland Government Pensioner Rate Subsidy Scheme of 20%) (to a maximum of \$260) on all rates levied in respect of the property the person owns and occupies, excluding environment separate charge, special rates/charges, water consumption charges and rural and state fire levies/charges.

For Pensioner Ratepayers of their principal place of residence a person in receipt of a Widow/ers Allowance will be entitled to a subsidy of 20% (to a maximum of \$260) on all rates levied in respect of the property the person owns and occupies, excluding environment separate charge, special rates/charges, water consumption charges and rural and state fire levies/charges.

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In both cases, the concession is offered on the basis that the ratepayers are pensioners (as defined by the *Local Government Regulation 2012*). Should a person be entitled to only part of the State subsidy, because of part ownership of the property, or other relevant reason, the Council rebate would be similarly reduced.

Permit to Occupy – Separate Charges

Council will grant a concession of all Separate Charges on those assessments that only contain a permit to occupy for pump sites and where the land area is 25 square metres or less, provided the ratepayer as shown on the assessment is the owner of another property in the Council area on which the Separate Charges have been levied.

The concession is offered on the basis that the payment of the additional separate charge will cause the ratepayer hardship.

Permit to Occupy – General Rates

Council will grant a concession of up to \$600.00 in General Rates for properties on those assessments that only contain a permit to occupy for pump sites and where the land area is 25 square metres or less, provided the ratepayer as shown on the assessment is the owner of another property in the Council area on which General Rates have been levied.

The concession is offered on the basis that the payment of general rates will cause the ratepayer hardship.

Sporting Clubs and Associations

Council will grant varied levels of concessions to charitable and other Non-Profit and Charitable Community Groups, including not-for-profit Sporting Bodies, in accordance with the provisions of the Rates Concession Policy.

The concessions are offered on the basis that the ratepayers are entities whose objects do not include the making of a profit.

CBD Commercial Properties with Mixed Residential Use

The purpose of the concession is to reduce vacancies in the CBD by providing an incentive for commercial property owners within the defined CBD area to utilise unoccupied commercial space for residential purposes. Residential purposes is defined as any space constructed and permitted for residential use and occupied by the owner or tenant as a residence.

The basis for this concession is stimulation of economic development within the defined CBD area.

Council Owned/Trustee Land

Council will grant a concession on General Rates and Separate Charges for vacant land that is owned or held as Trustee by Council if it is leased to another person and the land is not used for any business, commercial or industrial purpose. The level of concession is in accordance with Council's Rates Concession Policy.

Rockhampton Regional Council**Revenue Statement 2022/2023**

The concessions are offered on the basis that the payment of general and separate rates will cause the ratepayer/lessee hardship.

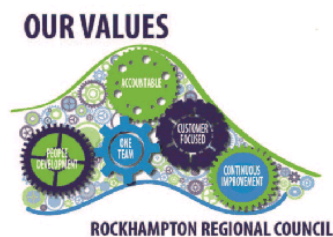
Multi-Residential Unit Developments

Council may grant a concession of 100% of the waste/recycling charge for each multi-residential unit or units for which a community title scheme exists.

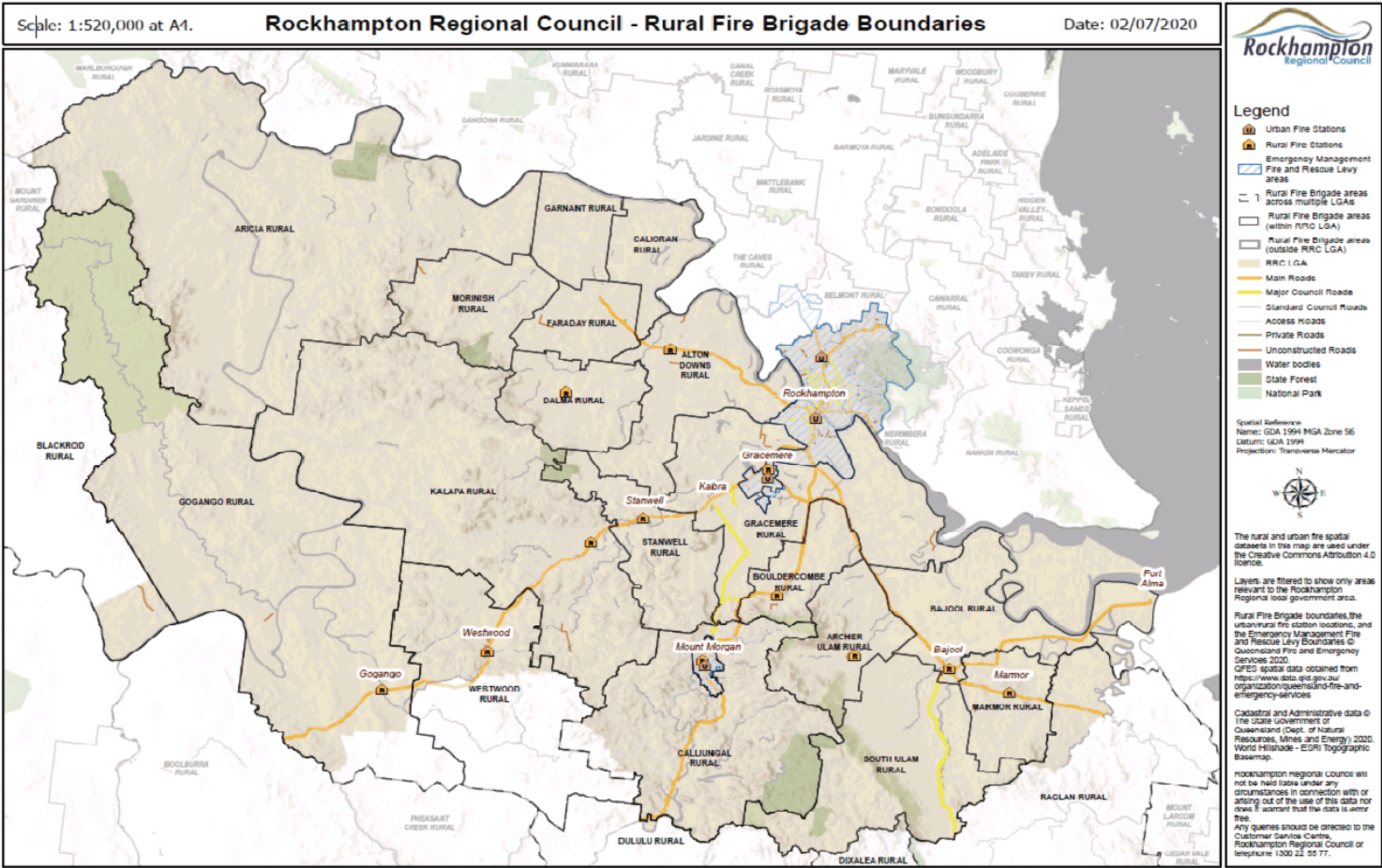
This may apply where it has been deemed impractical for Council to provide services to a multi-residential unit development consisting of six or more units within a plan.

15. AUTHORITY

It is a requirement of the *Local Government Act 2009* that for each financial year Council adopt, by resolution, a Revenue Statement.



SCHEDULE 1 – ROCKHAMPTON REGIONAL COUNCIL – RURAL FIRE BRIGADE BOUNDARIES



DEBT (BORROWINGS) POLICY

STATUTORY POLICY



1 Scope

This policy applies to the use of loan borrowings to fund Rockhampton Regional Council infrastructure and other important capital works projects.

2 Purpose

The purpose of this policy is to provide Council with a contemporary Debt (Borrowings) Policy for responsible financial management on the loan funding of infrastructure and capital works projects by ensuring the level of Council indebtedness is within acceptable limits to Council, its ratepayers and interested external parties.

3 Related Documents

3.1 Primary

Local Government Act 2009

Local Government Regulation 2012

3.2 Secondary

Statutory Bodies Financial Arrangements Act 1982

4 Definitions

To assist in interpretation, the following definitions apply:

Council	Rockhampton Regional Council
QTC	Queensland Treasury Corporation
Ratepayers	As defined in the <i>Local Government Regulation 2012</i> , a person who is liable to pay rates or charges.

5 Policy Statement

As a general principle, Council recognises that loan borrowings for capital works projects are an important funding source for local government and that the full cost of infrastructure should not be borne entirely by present-day ratepayers, but be contributed to by future ratepayers who will also benefit. Whilst recognising the importance of loan borrowings, Council should not place undue reliance upon loans as a source of funding.

Council restricts all long term borrowings to expenditure on identified capital works projects that are considered by Council to be of the highest priority and which cannot be funded from revenue, as identified by the adopted budget.

Council does not use long term debt to finance operating activities or recurrent expenditure. A working capital facility or overdraft may be utilised to help fund short term cash flow requirements that may arise from time to time.

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The basis for determination of the utilisation of loan funds is as follows:

- (a) Where a capital works project for a service that is funded by utility or user charges, for example water, sewer, waste, is determined to be funded by way of loans, the user charge should reflect the cost of providing the service including the loan servicing costs.
- (b) Other specific capital works projects, not funded by user charges, should only be considered for loan funding where the project is considered by Council to be of long term benefit to the majority of ratepayers.
- (c) The term of any loan should not exceed the expected life of the asset being funded.

5.1 10 Year Loan Programme Forecast

Council utilises loan borrowings to fund capital and infrastructure works when required. Repayments are usually spread over a period of 15 to 20 years or shorter depending on the life of the asset being created. The Debt (Borrowings) Policy includes the following information:

- (a) New borrowings for the current and the next nine financial years; and
- (b) Repayment schedule for new and existing borrowings.

The following 10 year program is proposed by Council, although allocations are revised on an annual basis in conjunction with the review of its short and long term budgets:

Table 1
10 Year Borrowing and Repayment Schedule

Financial Year	New Borrowing Amount (\$)	Loan Redemption Amount (\$)	Repayment Period (years)
Existing Loans	N/A	N/A	1-14
2022/23	30,000,000	29,208,760	15-20
2023/24	44,000,000	11,439,530	15-20
2024/25	14,000,000	13,058,610	15-20
2025/26	25,000,000	14,001,580	15-20
2026/27	36,000,000	15,682,390	15-20
2027/28	28,000,000	17,979,170	15-20
2028/29	13,000,000	19,974,040	15-20
2029/30	15,000,000	21,250,770	15-20
2030/31	20,000,000	22,716,450	15-20
2031/32	-	23,489,150	15-20

5.2 Repayment Schedule

The loan portfolio of Council is raised solely with QTC primarily utilising QTC's fixed rate loan product. A fixed rate loan is a loan where the interest rate does not fluctuate for the term of the fixed period. A fixed rate loan provides rate certainty; however, an early repayment adjustment applies for any unscheduled repayments.

The amount required to extinguish a fixed rate loan at any point in time is the market value of the loan. The market value reflects the remaining cash flows required to repay the debt, valued at the current market rates of interest. An early repayment adjustment reflects the difference between the loan balance and the market value of a fixed rate loan. The adjustment can be a loss or a gain depending on whether market rates for the remaining term are lower or higher than the original fixed rate.

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Council intends maintaining principal and interest repayment schedules consistent with the fixed rate terms of individual loans so exposures to early repayment adjustment losses are minimised. However, in circumstances where the early repayment adjustment results in a gain to Council, consideration is given to early repayment of the relevant loan facilities, subject to evaluation of Council's financial position at the time.

The budgeted loan portfolio of Council for 2022/23 is as follows:

Table 2

Budget Interest and Redemption by Fund/Function for the Year to 30 June 2023

	A	B	C	D	E (A – C + D = E)
Function Description	EST Book Debt Balance 01/07/2022	QTC Admin and Interest	QTC Redemption	New Advances	EST Book Debt Balance 30/06/2023
Water and Sewerage	9,188,470	283,680	6,200,690	15,000,000	17,987,780
Waste and Recycling	8,859,470	206,900	1,380,300	-	7,479,170
Airport	15,877,190	307,380	1,046,850	-	14,830,340
Other/ General Functions	124,318,850	3,569,450	20,580,920	15,000,000	118,737,930
TOTAL ALL FUNDS	158,243,980	4,367,410	29,208,760	30,000,000	159,035,220

6 Review Timelines

This policy is reviewed when any of the following occur:

- (a) As required by legislation – no later than 30 June 2023 in conjunction with the budget;
- (b) The related information is amended or replaced; or
- (c) Other circumstances as determined from time to time by the Council.

7 Document Management

Sponsor	Chief Executive Officer
Business Owner	Deputy Chief Executive Officer
Policy Owner	Chief Financial Officer
Policy Quality Control	Legal and Governance



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SUMMARY OF INCOME, EXPENDITURE AND COMMUNITY SERVICE OBLIGATIONS

Rockhampton Regional Council
Statement of Significant Business Activities to Which the Code of Competitive Conduct Applies
2022-2023 Financial Year

Budget Report	Airport \$	Water & Sewerage \$	Refuse Collection \$
Revenues for services provided to the Council	\$0	\$0	\$415,000
Revenues for services provided to external clients	\$17,559,916	\$79,889,361	\$28,135,258
Community Service Obligations	\$318,102	\$613,722	\$1,395,516
Total Revenue	\$17,878,018	\$80,503,083	\$29,945,774
Less: Expenditure	-\$15,958,333	-\$63,202,849	-\$24,458,847
Less: Return on Equity	-\$1,919,685	-\$7,869,762	-\$464,746
Surplus/(Deficit)	\$0	\$9,430,472	\$5,022,181
List of Community Service Obligations (CSO)			
Royal Flying Doctors Service & Capricorn Rescue Helicopter Service	\$241,235		
Patient Transfer Parking	\$76,867		
Combined Lines and Manholes (Operational and Capital Portions)		\$313,404	
Remissions to Community & Sporting Bodies		\$190,318	
Undetected Leak Rebates		\$110,000	
Old Landfill Maintenance Works			\$108,727
Regulated Waste Disposal			\$177,516
Regional Waste Transfer Stations			\$650,072
Green Waste			\$149,985
Waste Education			\$55,000
Assisted Services			\$254,215
Total	\$318,102	\$613,722	\$1,395,516

The CSO value is determined by Council and represents an activity's costs which would not be incurred if the activity's primary objective was to make a profit. The Council provides funding from general revenue to the business activity to cover the cost of providing non-commercial community services or costs deemed to be CSO's by the Council.

SUMMARY OF INCOME, EXPENDITURE AND COMMUNITY SERVICE OBLIGATIONS

Rockhampton Regional Council
Statement of Other Business Activities to Which the Code of Competitive Conduct Applies
2022-2023 Financial Year

Budget Report	Building Certification \$
Revenues for services provided to the Council	\$550
Revenues for services provided to external clients	\$230,000
Community Service Obligations	\$0
Total Revenue	\$230,550
Less: Expenditure	-\$191,695
Less: Return on Equity	\$0
Surplus/(Deficit)	\$38,855
<u>List of Community Service Obligations (CSO)</u>	
To assist the business offer services at an affordable price for the customer where a Private Certifiers do not accommodate the market on the basis that any external revenue in this area assists Council to offset its compliance costs that would be greater if the Private Certification services was not offered	\$0
Total	\$0

The CSO value is determined by Council and represents an activity's costs which would not be incurred if the activity's primary objective was to make a profit. The Council provides funding from general revenue to the business activity to cover the cost of providing non-commercial community services or costs deemed to be CSO's by the Council.

Rockhampton Regional Council

One Page Budget Summary for 2022/2023
Adopted Budget

	Total 22/23 Adopted Budget	Resourcing 22/23 Adopted Budget	Office of CEO 22/23 Adopted Budget	Advance Rockhampton 22/23 Adopted Budget	Community Services 22/23 Adopted Budget	Corporate Services 22/23 Adopted Budget	Regional Services 22/23 Adopted Budget	Airport 22/23 Adopted Budget	Other Corporate Services 22/23 Adopted Budget	Fitzroy River Water 22/23 Adopted Budget	Waste and Recycling Services 22/23 Adopted Budget	Other Regional Services 22/23 Adopted Budget
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
OPERATIONS												
Operating Revenue												
Rates and Utility Charges	(191,044,121)	(93,209,481)	0	0	0	0	(97,834,640)	0	0	(78,832,434)	(19,002,206)	0
Less Rebates and Discounts	16,962,758	9,259,482	0	0	0	0	7,703,276	0	0	5,762,768	1,940,508	0
Fees and Charges	(32,822,227)	0	0	(1,803,868)	(8,786,687)	(13,227,662)	(9,004,010)	(12,952,562)	(275,100)	(1,415,325)	(7,562,225)	(26,460)
Interest Received	(2,739,873)	(2,324,890)	0	0	0	(40,000)	(374,983)	(40,000)	0	(300,000)	(74,983)	0
Grants Subsidies and Contributions	(7,264,926)	(2,364,090)	(6,506)	(105,306)	(3,665,804)	(637,883)	(485,337)	(6,596)	(631,287)	(22,340)	(167,902)	(295,096)
Other Revenue	(10,464,673)	(10,000)	(28,960)	(438,400)	(902,677)	(5,485,558)	(3,599,077)	(4,560,758)	(924,800)	(346,843)	(3,248,880)	(3,355)
Sales Contract and Recoverable Works	(6,483,251)	0	0	0	0	0	(6,483,251)	0	0	(4,735,187)	(19,570)	(1,728,494)
Total Operating Revenue	(233,856,313)	(88,648,979)	(35,466)	(2,347,573)	(13,355,169)	(19,391,103)	(110,078,023)	(17,559,916)	(1,831,187)	(79,889,361)	(28,135,258)	(2,053,404)
Operating Expense												
Finance Costs	4,688,250	3,613,680	0	0	2,000	617,130	455,440	307,130	310,000	254,170	201,270	0
Depreciation	60,358,856	0	3,133	0	9,072,566	9,771,692	41,511,466	4,041,441	5,730,251	15,065,026	1,798,629	24,647,810
Employee Costs	91,570,444	(13,000)	4,163,863	3,082,834	34,544,724	23,266,301	26,525,722	2,860,266	20,406,034	8,559,017	3,893,999	14,072,706
Materials and Services	88,772,710	(290,000)	1,260,510	6,443,311	24,722,029	24,212,794	32,424,067	6,734,936	17,477,858	14,490,149	11,901,315	6,032,603
Internal Transfers	(4,894,325)	0	180,405	4,184	3,796,055	(16,295,868)	7,420,898	229,015	(16,524,882)	1,184,089	2,209,400	4,027,409
Code of Competitive Conduct Adjustments	0	(29,438,767)	0	0	0	2,208,356	27,230,411	2,208,356	0	25,701,321	1,529,090	0
Corporate Overheads	(3,001,131)	(7,450,582)	0	0	(151,774)	1,178,772	3,422,453	1,178,772	0	5,205,115	1,579,374	(3,362,037)
Total Operating Expense	237,494,804	(33,578,669)	5,607,911	9,530,329	71,985,600	44,959,177	138,990,456	17,559,916	27,399,261	70,458,888	23,113,077	45,418,492
Net Operating (Profit)/Deficit	3,638,491	(122,227,648)	5,572,445	7,182,756	58,630,431	25,568,074	28,912,433	0	25,568,074	(9,430,473)	(5,022,181)	43,365,087
CAPITAL												
Capital Funding												
Existing or Operational Funds (Used) / Banked	(56,745,058)	(7,719,411)	3,133	(347,500)	(6,540,379)	3,360,649	(45,501,550)	21,491	3,339,158	(40,729,175)	(7,852,046)	3,079,671
Grants, Subsidies and Sales/Disposals	(66,608,644)	(1,500,000)	0	0	(6,235,000)	(20,250,000)	(38,623,644)	(13,750,000)	(6,500,000)	(27,045,875)	0	(11,577,769)
Developer Contributions	(5,763,000)	0	0	0	(140,000)	0	(5,623,000)	0	0	(2,646,000)	0	(2,977,000)
Funded Depreciation	(56,720,365)	3,638,491	(3,133)	0	(9,072,566)	(9,771,692)	(41,511,466)	(4,041,441)	(5,730,251)	(15,065,026)	(1,798,629)	(24,647,810)
New Loans 2022-2023	(30,000,000)	(15,000,000)	0	0	0	0	(15,000,000)	0	0	(15,000,000)	0	0
Total Capital Funding	(215,837,066)	(20,580,920)	0	(347,500)	(21,987,944)	(26,661,043)	(146,259,659)	(17,769,950)	(8,891,093)	(100,486,076)	(9,650,675)	(36,122,908)
Capital Expenditure												
Capital Expenditure	186,628,306	0	0	347,500	21,987,944	25,614,193	138,678,669	16,723,100	8,891,093	94,285,386	8,270,375	36,122,908
Debt Redemption	29,208,760	20,580,920	0	0	0	1,046,850	7,580,990	1,046,850	0	6,200,690	1,380,300	0
Total Capital Expenditure	215,837,066	20,580,920	0	347,500	21,987,944	26,661,043	146,259,659	17,769,950	8,891,093	100,486,076	9,650,675	36,122,908
Net Decrease/(Increase) of Accumulated Budget Funding	56,745,058	(118,146,728)	5,569,312	7,530,255	65,170,810	22,207,425	74,413,983	(21,491)	22,228,916	31,298,703	2,829,865	40,285,416
DEBT												
Opening Balance (1/7/2022)	158,243,980	124,318,850	0	0	0	15,877,190	18,047,940	15,877,190	0	9,188,470	8,859,470	0
New Loans	30,000,000	15,000,000	0	0	0	0	15,000,000	0	0	15,000,000	0	0
Payments	(29,208,760)	(20,580,920)	0	0	0	(1,046,850)	(7,580,990)	(1,046,850)	0	(6,200,690)	(1,380,300)	0
Closing Balance	159,035,220	118,737,930	0	0	0	14,830,340	25,466,950	14,830,340	0	17,987,780	7,479,170	0

CAPITAL BUDGET SUBMISSION SUMMARY 2021-22 to 2024-25

		Net Expenditure		83,977,137		89,869,740		54,821,365		114,256,662		93,679,935		66,022,611		273,959,208	
		Expense		151,101,827		158,315,399		110,809,454		186,628,306		131,431,118		84,440,395		402,499,819	
		Revenue		-67,124,690		-68,445,660		-55,988,089		-72,371,644		-37,751,183		-18,417,784		-128,540,611	
		Adopted Budget 2021-22		Carryover Budget 2021-22		Current Year 2021-22		Year 1 2022-23		Year 2 2023-24		Year 3 2024-25		Total Next 3 Years			
Line	Category	Description	Expense	Revenue	Expense	Revenue	Expense	Revenue	Expense	Revenue	Expense	Revenue	Expense	Revenue	Expense	Revenue	
1	Advance Rockhampton	Rockynats	250,000		330,000		35,380		250,000		100,000		0		350,000		
2		Signage	0		88,000		51,500		97,500		100,000		100,000		297,500		
3	Advance Rockhampton Total		250,000		418,000		86,880		347,500		200,000		100,000		647,500		
4	Airport	Airport - Airside	1,186,337		1,597,024		1,547,024		50,000		0		0		50,000		
5		Airport Facilities	1,518,900		2,000,298		1,592,600		1,873,100		1,003,100		328,100		3,204,300		
6	Airport Total		2,705,237		3,597,322		3,139,624		1,923,100		1,003,100		328,100		3,254,300		
7	Corporate	Communications & Information Technology	2,265,395		2,504,392		1,603,900		1,426,400		1,967,000		1,109,900		4,503,300		
8		Fleet	7,456,250		7,707,380		4,480,480		6,800,000		5,800,000		4,300,000		16,900,000		
9		Land	6,571,500	-6,500,000	6,573,308	-6,500,000	98,347	-1,039,000	21,500	-6,500,000	21,500	0	521,500	0	564,500	-6,500,000	
10		Resourcing	0	0	0	0	0	0	0	0	0	0	-2,000,000	0	-2,000,000	0	
11		Smart Regional Centre	83,841		107,369		107,369		263,193		28,539		71,579		363,311		
12		Works for QLD	0	-879,000	0	-879,000	0	-879,000	0	0	0	0	1,000,000	-3,000,000	1,000,000	-3,000,000	
13	Corporate Total		16,376,986	-7,379,000	16,892,449	-7,379,000	6,290,096	-1,918,000	8,511,093	-6,500,000	7,817,039	0	7,002,979	-5,000,000	23,331,111	-11,500,000	
14	Communities	Access Roads	63,600		138,428		138,428		50,000		50,000		50,000		150,000		
15		Art Gallery	2,281,608	-25,000	2,333,564	-25,000	1,907,303	0	66,500	0	146,500	-25,000	116,500	0	329,500	-25,000	
16		Botanic Gardens	50,000		161,119		0		200,000		50,000		50,000		300,000		
17		Cemetery	1,807,913		2,017,338		1,763,434		862,000		547,900		157,900		1,567,800		
18		Child Care	0		0		0		0		16,400		0		16,400		
19		Developer Contributions	0	-74,354	0	-74,354	0	-74,354	0	-140,000	-140,000	-140,000	-140,000	-140,000	-420,000	-610,000	
20		Facilities	1,018,000	-775,000	1,140,900	-775,000	253,000	-165,000	1,510,000	-610,000	200,000	0	300,000	0	2,010,000	-610,000	
21		Facilities New	473,800		785,960		1,098,110		0		73,800		0		73,800		
22		Facilities Renewal	2,059,800	-225,000	2,642,916	-225,000	2,593,012	-708,000	2,154,401	0	3,405,800	0	3,255,600	0	8,815,801	0	
23		Facilities Upgrade	275,000		325,000		275,000		225,000		0		0		225,000		
24		Fleet	269,677		770,533		809,673		390,000		180,000		180,000		750,000		
25		Health & Environment	0		77,735		33,748		40,800		30,187		0		70,987		
26		Heritage Village	546,100		568,241		302,955		300,000		0		0		300,000		
27		Hockey Redevelopment	334,306		0		0		0		0		0		0		
28		Kershaw Gardens	200,000		374,477		0		225,000		200,000		400,000		825,000		
29		Libraries	77,900		71,870		0		57,000		65,700		10,300		133,000		
30		Parks new	1,420,000		1,565,093		847,080		593,042		2,685,000		460,000		3,738,042		
31		Parks Renewal	915,000	0	995,455	0	802,741	0	1,955,000	-50,000	975,613	0	806,000	0	3,736,613	-50,000	
32		Parks Upgrade	0		2,034		2,034		0		320,000		0		320,000		
33		Pitbeam Theatre	100,000		218,873		184,048		77,625		57,000		0		134,625		
34		Rockhampton Zoo	435,000	0	454,746	0	113,330	0	732,171	-200,000	280,000	-280,000	300,000	0	1,312,171	-480,000	
35		Showgrounds	113,200		113,200		20,000		0		134,300		1,000,000		1,134,300		
36		Swimming Pools	226,000		21,064		0		155,000		200,000		0		355,000		
37		Venues & Events	299,697	-700,000	299,697	-800,000	356,975	-200,000	317,000	-375,000	585,400	-375,000	312,500	-375,000	1,214,900	-1,125,000	
38		Museum of Art	0		0		44,000		0		0		0		0		
39		Local Laws	0		0		0		150,000		0		0		150,000		
40		Walter Reid	0		0		0		270,000		270,000		120,000		660,000		
41	Communities Total		12,966,601	-1,799,354	15,078,222	-1,899,354	11,544,872	-1,147,354	10,330,539	-1,375,000	10,473,600	-820,000	7,518,800	-515,000	28,322,939	-2,710,000	
42	Regional Services	Contingency	1,000,000		1,105,000		412,875		1,000,000		1,000,000		1,000,000		3,000,000		
43	Regional Services Total		1,000,000		1,105,000		412,875		1,000,000		1,000,000		1,000,000		3,000,000		
44	Civil Infrastructure	Airport Levee	350,000	0	649,055	-37,662	649,055	-37,662	0	0	0	0	0	0	0	0	
45		Boat Ramps & Jetties	1,030,000	0	1,116,675	0	343,967	0	872,708	-100,000	500,000	0	0	0	1,372,708	-100,000	
46		Carparks	40,000	0	40,000	0	27,000	0	123,000	-67,000	50,000	0	0	0	173,000	-67,000	
47		Developer Contributions	0	-2,347,942	0	-2,347,942	0	-2,347,942	0	-2,977,000	-4,348,000	-4,348,000	-4,348,000	-4,348,000	-11,673,000	-11,673,000	
48		Disaster Management	150,000	0	210,000	0	210,000	-4,000	120,000	0	0	0	0	0	120,000	0	
49		Equipment	53,730		54,333		10,205		15,800		0		65,300		81,100		
50		Floodways	2,000,000	0	2,000,000	0	1,250,352	-650,000	1,290,000	-1,057,000	400,000	0	400,000	0	2,090,000	-1,057,000	
51		Footpaths	1,289,200	-3,150,912	1,291,061	-3,150,912	8,246,300	-10,752,912	452,000	-2,966,910	427,000	0	427,000	0	1,306,000	-2,966,910	
52		Land	0		170,000		170,000		100,000		150,000		150,000		400,000		
53		Road Reconstruction	7,104,000		7,104,000		7,924,514		10,077,000		4,138,800		4,050,000		18,265,800		
54		Road Reseals	3,780,000		4,180,000		4,166,000		3,350,000		3,462,000		3,863,000		10,675,000		
55		Rural Roads Gravel Resheet	2,830,000		2,830,000		2,830,000		2,420,000		2,400,000		2,450,000		7,270,000		
56		Rural Roads Sealing	1,820,600	-1,271,800	1,820,600	-1,271,800	1,782,950	-102,792	1,728,000	-3,251,800	3,485,100	-2,177,800	5,048,300	-2,271,800	10,261,400	-7,701,400	
57		Stormwater	1,735,000	0	2,195,000	0	1,236,268	-771,128	4,313,000	-840,654	5,130,000	-750,000	1,858,766	-627,601	11,301,766	-2,218,255	
58		Traffic Facilities	4,136,000	-220,250	4,136,000	-220,250	3,527,080	-702,298	2,413,000	0	5,995,000	0	975,000	0	9,983,000	0	
59		Bridges	315,000		315,000		137,400		1,505,000		205,000		300,000		2,010,000		
60		Road Rehabilitation	3,068,400	-3,913,580	3,168,400	-4,734,705	2,308,838	-4,361,005	3,318,400	-3,294,405	5,073,400	-2,869,955	2,427,400	-2,869,955	10,819,200	-9,034,315	
61		Rural Road	140,000		140,000		120,000		0		0		0		0		
62	Civil Infrastructure Total		29,841,930	-10,904,484	31,420,124	-11,763,271	34,939,929	-19,729,738	32,097,908	-14,554,769	31,416,300	-10,145,755	22,014,766	-10,117,356	85,528,974	-34,817,880	
63	Fitzroy River Water	Developer Contributions	0	-2,923,104	0	-2,923,104	0	-2,923,104	0	-2,646,000	-2,785,428	-2,785,428	-2,785,428	-2,785,428	-8,216,856	-8,216,856	

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Capital Budget - Summary

CAPITAL BUDGET SUBMISSION SUMMARY 2021-22 to 2024-25

			Net Expenditure		83,977,137		89,869,740		54,821,365		114,256,662		93,679,935		66,022,611		273,959,208	
			Expense		151,101,827		158,315,399		110,809,454		186,628,306		131,431,118		84,440,395		402,499,819	
			Revenue		-67,124,690		-68,445,660		-55,988,089		-72,371,644		-37,751,183		-18,417,784		-128,540,611	
Line	Category	Description	Adopted Budget 2021-22		Carryover Budget 2021-22		Current Year 2021-22		Year 1 2022-23		Year 2 2023-24		Year 3 2024-25		Total Next 3 Years			
			Expense	Revenue	Expense	Revenue	Expense	Revenue	Expense	Revenue	Expense	Revenue	Expense	Revenue	Expense	Revenue		
64	Fitzroy River Water	Land	110,000		110,000		110,000		90,000		0		0		90,000			
65		Sewerage Network	1,555,225		1,555,225		1,855,225		2,540,930		536,100		536,100		3,613,130			
66		Water - General	0	-1,077,376	0	-1,077,376	65,000	0	600,000	-280,000	0	0	0	0	600,000	-280,000		
67		Water Network	5,136,800	-500,000	5,086,800	-500,000	3,210,400	0	3,078,300	-500,000	4,028,300	0	3,558,300	0	10,664,900	-500,000		
68		Water Treatment	3,434,600		3,309,600		851,000		3,414,100		3,375,700		782,100		7,571,900			
69		Sewerage Treatment	3,536,881	-435,875	3,636,881	-792,029	2,678,200	-356,154	9,186,300	-435,875	4,450,400	0	1,340,446	0	14,977,146	-435,875		
70	Fitzroy River Water Total		13,773,506	-4,936,355	13,698,506	-5,292,509	8,769,825	-3,279,258	18,909,630	-3,861,875	12,390,500	-2,785,428	6,216,946	-2,785,428	37,517,076	-9,432,731		
71	Major Infrastructure Projects	Airport - Airside	26,000,000	-25,000,000	26,150,597	-25,000,000	12,118,220	-11,250,000	14,000,000	-13,750,000	0	0	0	0	14,000,000	-13,750,000		
72		Airport Facilities	675,000		800,000		0		800,000		0		0		800,000			
73		CBD Works	2,027,209		2,226,604		0		0		0		0		0			
74		Cedric Archer Park	0		33,214		156,239		0		0		0		0			
75		Facilities	1,600,000	-1,600,000	1,600,000	-1,600,000	250,000	0	1,350,000	0	0	0	0	0	1,350,000	0		
76		Gracemere STP Augmentation	400,000		403,481		0		0		0		0		0			
77		GWTP Electrical	9,500,000		9,520,756		6,130,000		16,670,756		10,000,000		10,000,000		36,670,756			
78		Hockey Redevelopment	135,000		474,694		640,000		0		0		0		0			
79		Mount Archer	0	-556,169	370,943	-562,197	0	0	0	0	0	0	0	0	0	0		
80		New Art Gallery	1,500,000	-6,760,641	2,893,309	-6,760,642	5,363,397	-6,760,642	0	0	0	0	0	0	0	0		
81		North STP Augmentation	15,000,000	-1,870,000	15,153,225	-1,870,000	5,000,000	-3,230,000	27,000,000	-3,230,000	20,000,000	0	20,000,000	0	67,000,000	-3,230,000		
82		Pilbeam Theatre	500,000	-250,000	500,000	-250,000	0	0	0	0	0	0	0	0	0	0		
83		Pump Track	0		1,271		0		0		0		0		0			
84		Rockhampton Zoo	3,075,000	-1,600,000	3,057,405	-1,600,000	1,236,500	-1,000,000	5,207,405	-500,000	5,000,000	-2,000,000	1,000,000	0	11,207,405	-2,500,000		
85		Smart Regional Centre	193,345		268,345		0		0		0		0		0			
86		South Rockhampton Flood Levee	487,197		498,803		50,427		525,000		25,000		25,000		575,000			
87		Swimming Pools	500,000	-250,000	500,000	-250,000	250,000	0	5,250,000	-4,500,000	1,000,000	0	0	0	6,250,000	-4,500,000		
88		Terminal Refurbishment	3,000,000	-2,358,687	1,508,740	-2,358,687	3,961,338	-2,358,687	0	0	0	0	0	0	0	0		
89		Water Treatment	1,000,000	-500,000	700,000	-500,000	1,200,000	0	24,300,000	-22,000,000	24,200,000	-22,000,000	0	0	48,500,000	-44,000,000		
90		Works for QLD	0		0		0		0		0		0		0			
91		GWTP Solar	3,360,000	-1,360,000	3,647,060	-1,360,000	1,680,060	0	2,200,000	0	0	0	0	0	2,200,000	0		
92		Facilities - Renewal	0		0		1,000,000	-3,500,000	2,500,000	0	0	0	0	0	2,500,000	0		
93		Gracemere & South Rockhampton STP Augmentatio	0		0		0	-263,200	5,205,000	-600,000	4,000,000	0	5,000,000	0	14,205,000	-600,000		
94	Major Infrastructure Projects Total		68,952,751	-42,105,497	70,308,447	-42,111,526	39,036,181	-29,862,529	105,008,161	-46,989,000	64,225,000	-24,000,000	36,025,000	0	205,258,161	-70,080,000		
95	Waste & Recycling Services	Equipment	0		0		0		0		0		0		0			
96		Lakes Creek Landfill	3,507,387		4,021,292		5,794,882	-51,210	5,154,129	0	2,905,579	0	4,223,104	0	12,282,812	0		
97		Waste - General	607,429		656,038		370,689		230,000		0		0		230,000			

5.3 2022-2023 OPERATIONAL PLAN AND PERFORMANCE PLANS**File No:** 8320**Attachments:** 1. 2022-2023 Operational Plan (including Performance Plans)[1](#)**Authorising Officer:** Damon Morrison - Manager Workforce and Governance**Author:** Allysa Brennan - Coordinator Legal and Governance

SUMMARY

The following documents are presented for Council adoption:

1. 2022-2023 Operational Plan;
2. 2022-2023 Performance Plan – Fitzroy River Water;
3. 2022-2023 Performance Plan – Rockhampton Regional Waste and Recycling; and
4. 2022-2023 Performance Plan – Rockhampton Airport.

OFFICER'S RECOMMENDATION

THAT Rockhampton Regional Council's 2022-2023 Operational Plan and the 2022-2023 Performance Plans for Fitzroy River Water, Rockhampton Regional Waste and Recycling and Rockhampton Airport be adopted.

COMMENTARY

The *Local Government Act 2009* and *Local Government Regulation 2012* requires Council to adopt an Operational Plan each financial year. The legislation requires the Operational Plan to include an annual performance plan for each commercial business unit of the local government.

The 2022-2023 Operational Plan (**Attachment 1**) is an annual document which outlines actions and targets Council will undertake for the upcoming financial year in accordance with the adopted budget. These actions directly align to Council's five-year Corporate Plan overall themes: Our Council; Our Community; Our Economy, Our Environment with infrastructure that underpins what our Council delivers.

The 2022-23 Operational Plan actions align with the \$363.7M total expenditure budget which will be used to progress our 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.

The Operational Plan highlights Council's key focus areas and significant capital projects for the 2022-23 financial year, being:

Key Focus Areas

- Fiscal Responsibility/Financial Sustainability
- Community Needs
- Economic Development and Future Growth
- Infrastructure Planning

Significant Capital Projects

- Glenmore Water Treatment Plant Upgrade
- North Rockhampton Sewage Treatment Plant Augmentation
- Mount Morgan Water Supply Pipeline Project

The *Local Government Regulation 2012* requires the Operational Plan to include an annual Performance Plan for each of Council's commercial business units. The proposed annual Performance Plans for Fitzroy River Water, Rockhampton Regional Waste and Recycling and the Rockhampton Airport form part of the 2022-2023 Operational Plan.

PREVIOUS DECISIONS

The contents of the 2022-2023 Operational Plan incorporates feedback received from Councillors in relation to key focus areas and priorities for 2022-23 as well as ensuring alignment with the 2022-23 Budget.

Council's Operational Plan drafts were approved in-principle by Councillors during Council meetings held on 3 May 2022 and 12 July 2022.

Council adopted its 2022-2027 Corporate Plan on 8 February 2022.

BUDGET IMPLICATIONS

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

LEGISLATIVE CONTEXT

Council has a legislative requirement under the *Local Government Act 2009* and *Local Government Regulation 2012* to produce an annual Operational Plan.

Section 174 of the *Local Government Regulation 2012* requires:

- (a) A local government to prepare and adopt an annual Operational Plan for each financial year;
- (b) 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; and
- (c) A local government to discharge its responsibilities in a way that is consistent with its annual Operational Plan.

Section 175 of the *Local Government Regulation 2012* outlines that a local government's Operational Plan must:

- (a) Be consistent with its annual budget;
- (b) State how the local government will:
 - (i) Progress the implementation of the 5-year Corporate Plan during the period of the annual operational plan; and
 - (ii) Manage operational risks; and
- (c) Include an annual performance plan for each commercial business unit of the local government.

LEGAL IMPLICATIONS

Failure to adopt an annual Operational 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

In accordance with section 175 of the *Local Government Regulation 2012* the Operational Plan must manage operational risks.

CORPORATE/OPERATIONAL PLAN

The purpose of the annual Operational Plan is to advise how Council intends to address the 2022-2027 Corporate Plan outcomes over the upcoming financial year by outlining the actions and targets Council will undertake in accordance with the adopted budget.

CONCLUSION

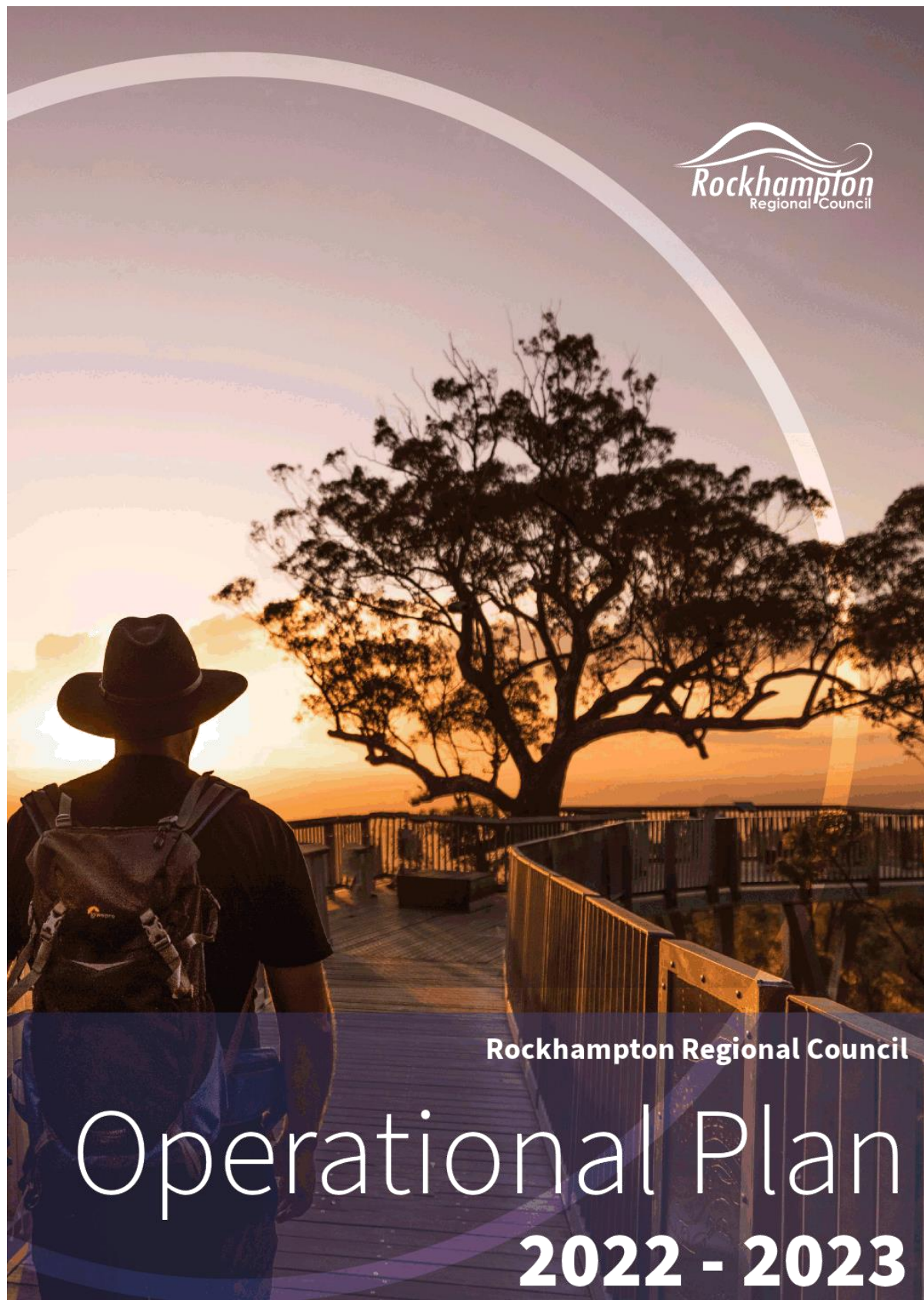
The 2022-2023 Operational Plan including the Performance Plans for Fitzroy River Water, Rockhampton Regional Waste and Recycling and the Rockhampton Airport are presented for Council adoption.

2022-2023 OPERATIONAL PLAN AND PERFORMANCE PLANS

2022-2023 Operational Plan (including Performance Plans)

Meeting Date: 19 July 2022

Attachment No: 1





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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2022-2027 Corporate Plan



Council's 2022-2027 Corporate Plan sets the commitments, goals and efforts for our organisation, focussing on our priority of creating a fiscally responsible organisation that provides excellent service and value for money to ratepayers across the Region.

Council's 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.

Our Council

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

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

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

Our Community

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

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

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

Our Economy

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

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

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

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

Our Environment

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

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

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

Our Infrastructure

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

2022-2023 Operational Plan

Our Vision and Values



Purpose of the Operational Plan

Council's Operational Plan is an annual document which outlines actions Council will undertake for the financial year in accordance with the adopted budget. These actions directly align to Council's five-year Corporate Plan goals and efforts.



Council's 2022-2023 Total Expenditure Budget of \$363.7M will be used to progress our 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.

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.

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.

SAFETY FIRST

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.

One Great Region.
Live. Visit. Invest.



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:
(photo from left to right)

- Cr Donna Kirkland**
Division 7 | Portfolio: Water and Environmental Sustainability
- Cr Ellen Smith**
Division 4 | Portfolio: Infrastructure
Assistant Portfolio: Planning and Regulation
- Cr Neil Fisher**
Deputy Mayor | Portfolio: Airport
Division 2 | Assistant Portfolio: Waste and Recycling
- Mayor Tony Williams**
Chair: Ordinary Council | Portfolio: Advance Rockhampton
- Cr Shane Latcham**
Division 1 | Portfolio: Waste and Recycling
Assistant Portfolio: Airport
Assistant Portfolio: Infrastructure
- Cr Grant Mathers**
Division 3 | Portfolio: Planning and Regulation
- Cr Cherie Rutherford**
Division 5 | Portfolio: Parks, Sport and Public Spaces
Assistant Portfolio: Communities and Heritage
- Cr Drew Wickerson**
Division 6 | Portfolio: Communities and Heritage
Assistant Portfolio: Parks, Sport and Public Spaces
Assistant Portfolio: Water and Environmental Sustainability

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.

Fiscal Responsibility/Financial Sustainability

Operational Plan Reference: 1.1.1.1 | 1.1.2.2 | 1.1.2.3

Remain fiscally responsible and ensure projects are prioritised and suitably funded to achieve our long term goals. Ensure the efficient and effective management of Council's finances through adopting budgets that are financially sustainable and provide value and accountability to the community. This is managed through the revision of Council's Long Term Financial Forecast in accordance with our budgetary needs, ensuring our financial indicators are within the expected benchmarks set for Queensland Local Governments.

Infrastructure Planning

Operational Plan Reference: 1.1.3.1 | 2.1.1.1 | 2.1.5.1 | 4.1.1.2 | 4.2.1.3 | 4.2.1.4 | 5.1.1.1 | 5.1.2.1 | 5.1.2.2 | 5.1.2.4 | 5.1.3.1

Infrastructure planning will continue to be a priority as many of the services provided by Council such as roads, water supply and sewage treatment are asset intensive. Long term infrastructure plans and Asset Management Plans are essential to the efficient delivery of our infrastructure assets and to ensure the effective delivery of Council services. Development and implementation of long term infrastructure plans such as the Local Government Infrastructure Plan, Mount Morgan Water Supply Pipeline Project, Rockhampton and Gracemere Water Supply Strategy, Rockhampton and Gracemere Sewage Treatment Strategy and the Parkhurst Roads Strategy will be vital in delivering sustainable services to our community.

It is also necessary that Council provide a strong voice on behalf of our community to ensure that infrastructure provided by other levels of government or private providers best suit the needs of our Region. Infrastructure planning ensures that our assets are managed strategically, transparently and efficiently.

Community Needs

Operational Plan Reference: 1.1.2.1 | 1.2.4.1 | 1.3.1.6 | 2.1.4.1 | 2.1.5.2 | 2.2.1.1 | 2.2.2.1

It is important for Council to understand community needs in order to effectively plan for and deliver facilities that are well utilised and an appropriate standard to service those needs. Understanding current and future community needs is also essential for effective asset management and in supporting advocacy for external funding of projects. Council will continue to advance planning of sports and events precincts as well as key community facilities.

Economic Development and Future Growth

Operational Plan Reference: 1.1.3.1 | 1.1.4.1 | 1.2.1.1 | 1.2.2.1 | 2.1.1.1 | 3.1.1.1 | 3.1.2.1 | 3.1.2.2 | 3.1.2.3 | 3.1.3.1 | 3.1.3.2 | 3.2.1.1 | 3.2.2.1 | 3.2.2.2 | 3.2.3.1 | 3.2.4.1 | 3.3.1.1 | 3.3.2.1 | 3.4.2.3

Land use and infrastructure planning and delivery are key dimensions supporting growth of the Rockhampton region. Council will continue to refine the Rockhampton Region Planning Scheme and Local Government Infrastructure Plan to support and guide growth and development of the Region. Planning, prioritisation and delivery of critical infrastructure supporting residential and commercial growth will be a focus for Council in the near term. This will be complemented by improved asset management planning and advocacy for external funding of capital projects.

Council will work with industry to build upon the regions key industry sectors and collaborate with stakeholders to develop and capitalise on new and emerging opportunities in: Resources and Construction; Agriculture and Water; Defence Industry; Innovation; and Renewable Energy Projects. Council will support businesses and industries to adapt and capitalise on opportunities in the renewable energy and circular economy sectors and continue their involvement in strategic tourism and marketing and key city building events enhancing the liveability and visitability across the Rockhampton region, solidifying our position as a region that people choose to live, visit and invest.



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 for the financial year.

Our Economy
Corporate Plan Theme

North Rockhampton Sewage Treatment Plant Augmentation

Operational Plan Reference: 3.4.2.2

This project involves a major refurbishment of the existing Plant in addition to the expansion of capacity. 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 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.



Our Economy
Corporate Plan Theme

Glenmore Water Treatment Plant Upgrade

Operational Plan Reference: 3.4.2.1

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 this important asset is protected appropriately.

Mount Morgan Water Supply Pipeline Project

Operational Plan Reference: 5.1.2.3

This project is the design and construction of a new potable water pipeline from the existing Gracemere water network to the Mount Morgan community. The project will provide a new dedicated potable water pipeline of approximately 28.5 kilometres and include two new reservoirs and pump stations at Gracemere, upgrade of the Old Cap highway pump station, a new booster pump station and break tank at Moonmera, chlorine boosting facilities and network connection works.

Our Infrastructure
Corporate Plan Theme

Our Council

OUR COMMITMENT

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.

GOAL 1.1 We are fiscally responsible

EFFORTS

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

Action	Target	Portfolio
1.1.1.1 Develop a business plan for the Rockhampton Zoo to investigate opportunities to offset Council's operational investment.	Present report to Council on options by 31 March 2023.	Parks, Sport and Public Spaces
1.1.1.2 Manage the Airport in accordance with the Rockhampton Airport 2022-2023 Performance Plan.	Achieve all financial and non-financial performance targets.	Airport
1.1.1.3 Deliver waste and recycling services in accordance with Rockhampton Regional Waste and Recycling 2022-2023 Performance Plan.	Achieve all financial and non-financial performance targets.	Waste and Recycling
1.1.1.4 Deliver water and sewerage services in accordance with Fitzroy River Water 2022-2023 Performance Plan.	Achieve all financial and non-financial performance targets.	Water and Environmental Sustainability
1.1.2.1 Review Council's Community Service activities where private providers now supply similar services.	Present report of options to Council by 31 March 2023.	Communities and Heritage
1.1.2.2 Efficient and effective management of Council's finances.	Long Term Financial Forecast updated at each budget and budget revision.	Whole of Council
1.1.2.3 Delivery of assigned Capital Projects.	Complete 95% expenditure against approved Capital budget.	Infrastructure
1.1.3.1 Continually improve asset management practices.	Develop and adopt a 3-year Asset Management Improvement Plan by 30 June 2023.	Infrastructure
1.1.4.1 Continue to advocate for support from other levels of government for Council's planned priorities.	Advocate for planned priorities in accordance with the Advocacy Framework.	Whole of Council

GOAL 1.2 We are respected and recognised for our engagement with the community and our contributions to the Region

EFFORTS

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

Action	Target	Portfolio
1.2.1.1 Establish a strategic approach to relationships across all levels of Government.	Develop the 2023-2024 Advocacy Plan by 30 June 2023.	Whole of Council
1.2.2.1 Engage in regional collaboration initiatives and targeted advocacy.	Actively participate in Central Queensland Regional Organisation of Council's (CQROC) and associated working groups.	Whole of Council
1.2.4.1 Develop a calendar of engagements in line with the scope and resourcing of the Community Engagement Framework.	Implement actions included in the calendar of engagements.	Whole of Council



Our Council

GOAL 1.3 We are motivated to provide excellent service and have a strong organisational culture

EFFORTS

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

Action	Target	Portfolio
1.3.1.1 Implement the Health and Safety Strategy.	Deliver the Health and Safety Strategy actions for 2022-23.	Whole of Council
1.3.1.2 Maintain a safe work environment for all employees, volunteers and contractors of Council.	Develop and implement a Work Health and Safety Performance Measures Procedure to monitor compliance against Key Performance Indicators.	Whole of Council
1.3.1.3 Develop a People Strategy to assist with the transition to a desired organisational culture.	Present a People Strategy to the Leadership Team for adoption by 31 December 2022.	Whole of Council
1.3.1.4 Implement the Information and Communication Technology Strategic Plan 2021-2025.	Deliver the Information and Communication Technology Strategic Plan actions for 2022-23.	Whole of Council
1.3.1.5 Implement the transition of R1 from an 'on premise' solution to the Cloud – Software as a Service (SaaS).	Successfully transition R1 to the Cloud and implement SaaS by 30 June 2023.	Whole of Council
1.3.1.6 Deliver Council's Customer Service Charter, ensuring positive engagement with internal and external customers, which includes the ongoing promotion of eServices to customers – eNotices, online self-service.	Ensure 75% of Customer calls are answered within 45 seconds and increase the take up of eNotices.	Whole of Council
1.3.2.1 Develop and implement required strategies and operational actions from the Certified Agreements.	Deliver all actions and strategies within the timeframes indicated in the Certified Agreements.	Whole of Council
1.3.2.2 Develop and deliver a program for thanking volunteers, including hosting a 'thank you' event for Council volunteers to recognise their contributions to the organisation.	Program delivered by 30 June 2023.	Communities and Heritage

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

Our places and spaces enhance the liveability and diversity of our communities **GOAL 2.1**

EFFORTS

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

Action	Target	Portfolio
2.1.1.1 Update Asset Management Plans for: - Sealed Roads; and - Airport.	Present plans to Council for adoption by 30 June 2023.	Infrastructure
2.1.1.2 Deliver Botanic Gardens and Zoo Redevelopment Implementation Plan.	Commence construction of New Entry Hub and Playground in accordance with approved timeframes.	Parks, Sport and Public Spaces
2.1.4.1 Continue open space and community assets planning.	Substantially progress assessment of community needs to improve Council's understanding of those needs and determine suitability of existing facilities and gaps in provision by 31 March 2023.	Parks, Sport and Public Spaces
2.1.5.1 Undertake Mount Morgan Pool Redevelopment Project.	Prepare design of new Aquatic Centre by 31 December 2022.	Parks, Sport and Public Spaces
2.1.5.2 Continue the review of current levels of service and maintenance of open spaces to identify opportunities for continuous improvement.	Present an updated analysis report to Council and establish Customer Service Standards by 31 March 2023.	Parks, Sport and Public Spaces

GOAL 2.2 We support our communities through our activities and programs

EFFORTS

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

Action	Target	Portfolio
2.2.1.1 Undertake planning for major sports and events precincts.	Complete preliminary planning of precincts and present reports on options and estimated costs to Council by 31 March 2023.	Parks, Sport and Public Spaces

Our Community

Action	Target	Portfolio
2.2.2.1 Review Council's role in relation to community development.	Provide an analysis report to Council by 31 March 2023.	Communities and Heritage
2.2.3.1 Collaborate with organisations and social enterprises to develop opportunities to capacity build.	Develop an Upcycle Village at the Lakes Creek Road Waste Management Facility by 30 June 2023 to support upcycling initiatives and skill development.	Waste and Recycling
2.2.3.2 Create a community that is supported to achieve best practices in waste management.	Deliver the Rockhampton Regional Waste and Recycling Waste Education Plan 2022 by 31 December 2022.	Waste and Recycling

GOAL 2.3 Our Region's heritage and culture are preserved and celebrated

EFFORTS

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

Action	Target	Portfolio
2.3.1.1 Complete a review of the Rockhampton Museum of Art and its contribution to the community and cultural tourism.	Present report to Council by 31 March 2023.	Communities and Heritage
2.3.1.2 Develop a 5-year Business Plan for the Rockhampton Heritage Village.	Present a report to Council by 31 March 2023.	Communities and Heritage
2.3.3.1 Undertake a review of Council's existing Indigenous Land Use Agreement (ILUA) with Darumbal People Aboriginal Corporation and commence negotiations of an ILUA with Gaangalu Nation People.	Monitor progress of ILUA arrangements and present report to Council every quarter.	Communities and Heritage



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

We plan for growth with the future needs of the community, business and industry in mind **GOAL 3.1**

EFFORTS

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

Action	Target	Portfolio
3.1.1.1 Implement actions contained in the Rockhampton Region Economic Action Plan.	Prepare an Actions Matrix with implementation timelines for each action by 30 September 2022 and deliver actions within approved timeframes.	Advance Rockhampton
3.1.2.1 Investigate options for burials to continue at Rockhampton Memorial Gardens Cemetery.	Develop a feasible forward plan for burials for the Rockhampton community to be presented to Council by 31 March 2023.	Communities and Heritage
3.1.2.2 Undertake an amendment of the Local Government Infrastructure Plan (LGIP).	Progress the amendment in accordance with the milestones identified in the LGIP Review Project Plan.	Infrastructure
3.1.2.3 Amend the Rockhampton Region Planning Scheme as required to achieve Council's policy objectives and outcomes.	Complete current planning scheme amendments by 30 June 2023.	Planning and Regulation
3.1.3.1 Develop a Renewable Energy Projects marketing plan.	Develop a marketing plan by 30 November 2022.	Advance Rockhampton
3.1.3.2 Develop a Circular Economy Framework document to outline key economic opportunities for key economic industries and appropriate Council services.	Develop the framework by 31 May 2023.	Advance Rockhampton

Our Economy



GOAL 3.2 Our work attracts business and industry to our Region

EFFORTS

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

Action	Target	Portfolio
3.2.1.1 Develop a specific Defence and Industry Capability Strategy for the Rockhampton Region.	Develop the strategy by 31 May 2023.	Advance Rockhampton
3.2.2.1 Deliver industry development initiatives to strengthen and grow the key sectors of Resources and Construction and Agriculture and Water.	Implement economic resilience activities in line with the Rockhampton Region Economic Development Strategy and Action Plan.	Advance Rockhampton
3.2.2.2 Develop an Investment Attraction Strategy and Jobs Pipeline Study.	Develop strategy by 31 March 2023.	Advance Rockhampton
3.2.3.1 Collaborate with key stakeholders to identify relevant non-Council projects and issues for advocacy to other levels of government.	Non-Council projects and issues are included in Council's Advocacy Plan.	Whole of Council
3.2.4.1 Develop stakeholder and business events and leverage key partnerships.	Deliver business events across the Region throughout the financial year collaborating with our key partners.	Advance Rockhampton



Our work attracts visitors to the Region GOAL 3.3

EFFORTS

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

Action	Target	Portfolio
3.3.1.1 Develop a strategic tourism and marketing plan for the Region in accordance with the new Rockhampton Region Economic Development Strategy.	Develop plan by 31 October 2022 and deliver updated strategic tourism and marketing actions within approved timeframes.	Advance Rockhampton
3.3.2.1 Develop a diverse events calendar that supports liveability and visitability within the Region.	Deliver an event calendar (including major third party events) for 2023 calendar year by 31 October 2022.	Advance Rockhampton



GOAL 3.4 We support our Region's economy through our projects and activities

EFFORTS

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

Action	Target	Portfolio
3.4.1.1 Complete the trial for kerbside organics collection and present a Business Case to Council recommending the most appropriate service for the Region.	Present Business Case to Council for approval by 31 December 2022.	Waste and Recycling
3.4.2.1 Undertake the Glenmore Water Treatment Plant Upgrade Project.	Complete construction work in line with the approved project schedule by 30 April 2023.	Infrastructure
3.4.2.2 Undertake the North Rockhampton Sewage Treatment Plant Augmentation Project.	Complete construction work in accordance with the approved project schedule.	Infrastructure
3.4.2.3 Secure a long-term solution for the processing of the Region's Kerbside Recycling stream.	Complete procurement for a long-term solution by 30 June 2023.	Waste and Recycling

Our Environment



OUR COMMITMENT

We will deliver environmental sustainability strategies and plans.

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

EFFORTS

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

Action	Target	Portfolio
4.1.1.1 Secure resourcing to commence local implementation of the Climate Risk Management Framework for Queensland Local Government.	Commence implementation of climate risk management planning by 30 June 2023.	Water and Environmental Sustainability
4.1.1.2 Undertake the North Rockhampton Flood Backflow Prevention Project to enable an increased level of protection of the North Rockhampton Flood Mitigated Area in riverine flooding events.	Complete the construction and commissioning by 31 December 2022.	Water and Environmental Sustainability



We pursue innovative and sustainable practices GOAL 4.2

EFFORTS

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

Action	Target	Portfolio
4.2.1.1 Revise the Sustainability Strategy for the Region, ensuring continued alignment with State and Federal requirements.	Adopt revised Sustainability Strategy by 20 December 2022.	Water and Environmental Sustainability
4.2.1.2 Review emergency action plan for the Mount Morgan No. 7 Dam to implement practical and usable processes in case of emergency.	Submit revised emergency action plan to Regulator for approval by 31 December 2022.	Water and Environmental Sustainability

Action	Target	Portfolio
4.2.1.3 Complete a detailed review of the design for the vertical expansion of the Lakes Creek Road Landfill.	Complete design review with updated management plans to cover Geotechnical Monitoring System, Stormwater, Leachate, Groundwater, Landfill Gas and Conceptual Rehabilitation by 31 March 2023.	Waste and Recycling
4.2.1.4 In collaboration with Central Queensland Regional Organisation of Councils (CQROC) and State Government, develop a Central Queensland Regional Waste Management and Infrastructure Plan to highlight key initiatives and infrastructure requirements, including funding, to achieve the State Government targets of Zero Waste to Landfill by 2050.	Develop plan by 31 March 2023.	Waste and Recycling
4.2.2.1 Implement the Sustainability Strategy for the Region in accordance with the Annual Action Plan.	Report on progress via an annual Year In Review highlights report and quarterly updates.	Water and Environmental Sustainability
4.2.2.2 Develop Effluent Re-Use Strategies for our sewerage schemes that minimise environmental impact.	Present Effluent Re-Use Strategies for each Sewage Treatment Plant to Council for approval by 30 June 2023.	Water and Environmental Sustainability
4.2.2.3 Develop and implement a behaviour change campaign to support the community in the correct use of the kerbside collection service.	Complete community consultation to extract and align local knowledge and values of recycling and reuse, used to inform the development of education campaigns by 30 June 2023.	Waste and Recycling
4.2.3.1 Review The Rockhampton Regional Council Waste Strategy 2020 – 2023 including public consultation to re-establish strategic targets and priorities.	Complete public consultation and present revised strategy to Council for adoption by 31 March 2023.	Waste and Recycling
4.2.4.1 Develop initiatives that promote innovative and sustainable practices across our local communities.	Develop initiatives by 30 June 2023.	Water and Environmental Sustainability



Our Infrastructure

OUR COMMITMENT

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

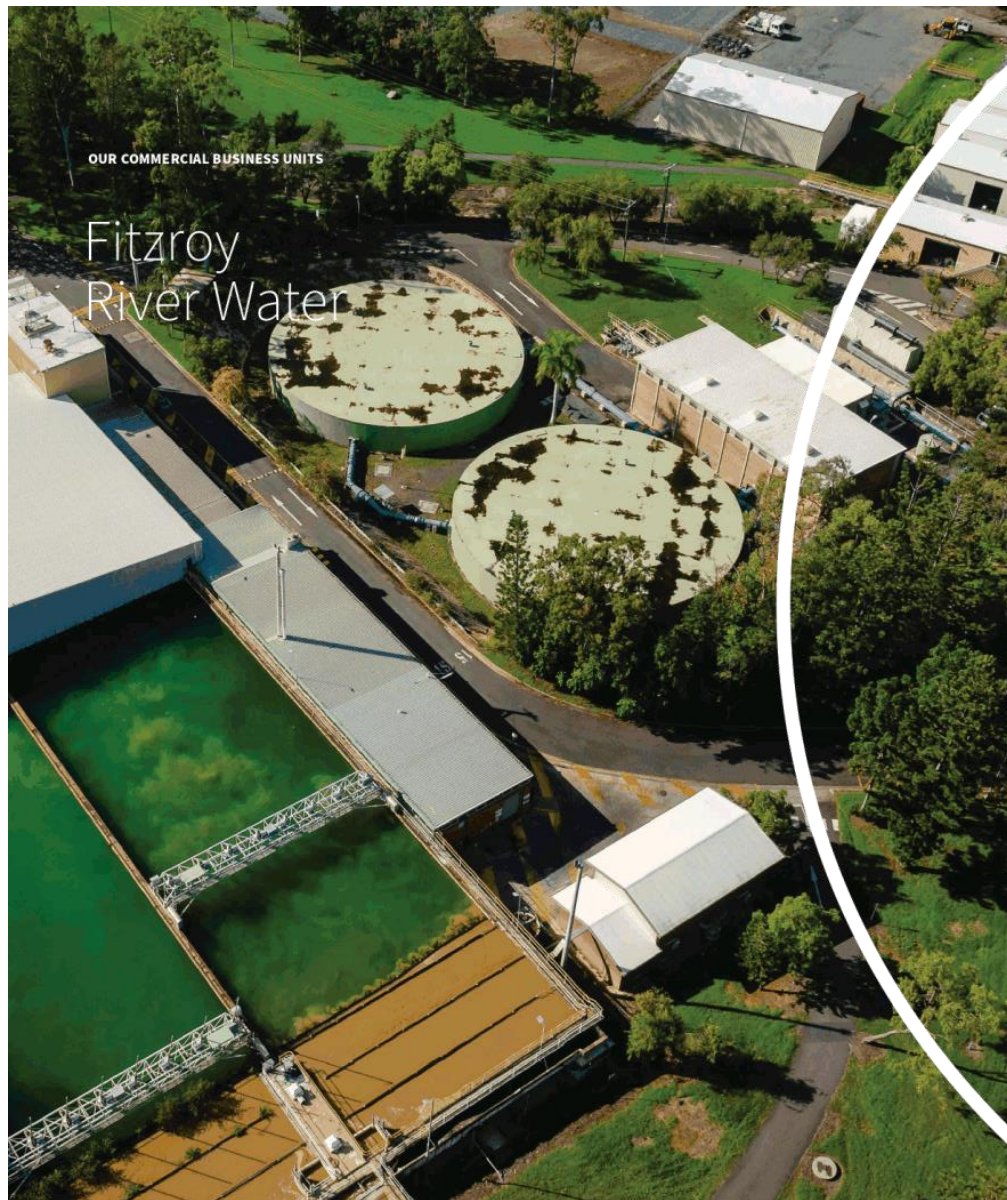
GOAL 5.1 Our Region has infrastructure that meets current and future needs



EFFORTS

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

Action	Target	Portfolio
5.1.1.1 Complete Gracemere Waste Transfer Station redevelopment.	Complete redevelopment by 30 June 2023.	Infrastructure
5.1.2.1 Undertake Arthur Street Sewer Pump Station Replacement project.	Commence design of new pump station by 31 December 2022.	Infrastructure
5.1.2.2 Implement Gracemere and South Rockhampton Sewage Treatment Plant Strategy.	Commence construction of short-term measures and the planning for long term strategy by 31 March 2023.	Infrastructure
5.1.2.3 Construction of a new potable water pipeline from Gracemere to Mount Morgan.	Commence design and construction.	Infrastructure
5.1.2.4 Develop a Long-Term Water Supply Strategy for Rockhampton and Gracemere.	Present strategy to Council for adoption by 30 June 2023.	Water and Environmental Sustainability
5.1.3.1 Undertake the Alliance Airlines Aircraft Maintenance Repair and Overhaul Facility project.	Continue to work in collaboration with Alliance Airlines to complete the construction of the new Aircraft Maintenance Repair and Overhaul Facility by 31 March 2023.	Airport



2022-2023 PERFORMANCE PLAN

OVERVIEW

Fitzroy River Water (FRW) is a commercial business unit of Council responsible for operating and maintaining water and sewer assets totalling approximately \$1,005.1 billion (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. FRW provides 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 2022-23 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 2022-23 Operational Plan.

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.

VALUES

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

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

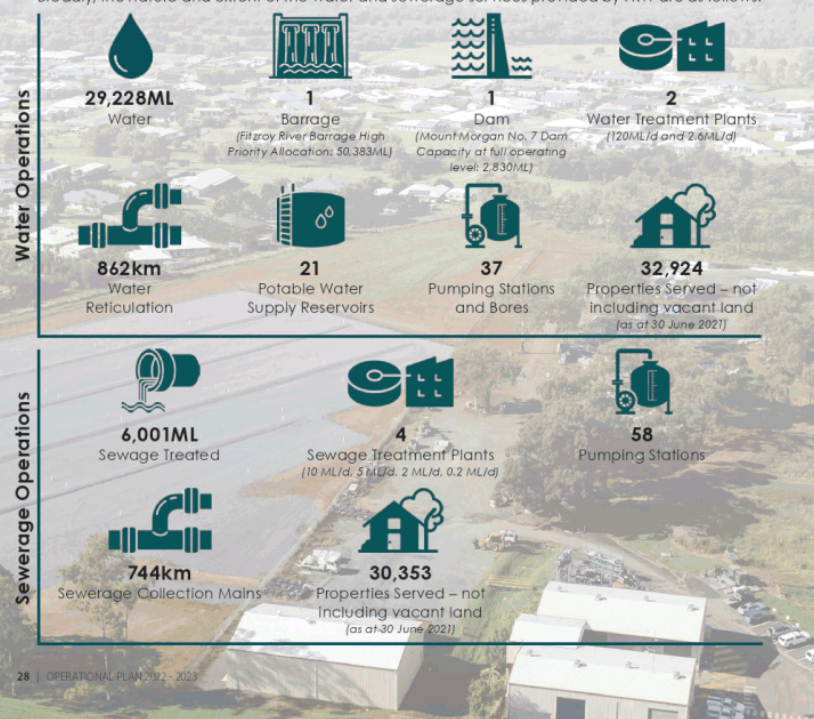
Vision

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:



FINANCIAL AND NON-FINANCIAL PERFORMANCE TARGETS

Financial Performance

Performance Measure	2022-23 Target	Explanation	Calculation
Operating surplus ratio	42.2%	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	189.8 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 State Development, 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)	37.4%	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	19.3%	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	3.3%	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
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

Potable Water Supply Schemes			
CSS Reference	Performance Indicator	Rockhampton and Gracemere	Mount Morgan
Day to Day Continuity			
CSS1	Extent of unplanned interruptions – connections based (number per 1,000 connections per year)	<80	<80
CSS2	Extent of unplanned interruptions – incidents based (number per 100 km of main per year)	<30	<30
CSS3	Time for restoration of service – unplanned interruptions (% restored within 5 hours)	>90%	>90%
CSS4	Customer interruption frequency: 1 interruption per year 2 interruptions per year 3 interruptions per year 4 interruptions per year 5 or more interruptions per year	12% 2% 1% 0.50% 0.25%	12% 2% 1% 0.50% 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 Priority 2 – 2 hours response Priority 3 – 24 hours response Restoration time: Priority 1 – 5 hours restoration Priority 2 – 24 hours restoration Priority 3 – 5 days restoration	95% 95%	95% 95%
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)*	>98%	>98%
CSS12	Drinking water quality complaints (number per 1,000 connections)	<5	<5
CSS13	Drinking water quality incidents (number per 1,000 connections)	<5	<5
Long Term Continuity of Water Services			
CSS14	Water main breaks (number per 100 km of 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

*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.

Non-Financial Performance

Sewerage Schemes			
CSS Reference	Performance Indicator	Rockhampton and Gracemere	Mount Morgan
Effective Transportation of Sewage			
CSS17	Sewage overflows – total (number per 100km of 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 Priority 2 – 2 hours response Priority 3 – 24 hours response Restoration time: Priority 1 – 5 hours restoration Priority 2 – 24 hours restoration Priority 3 – 5 days restoration	>95% >95%	>95% >95%
Long Term Continuity of Sewerage Services			
CSS21	Sewer main breaks and chokes (number per 100km of main)	<50	<20
CSS22	Sewer inflow and infiltration (ratio of Peak Day Flow to Average Day Flow)	<5	<5

Customer Service Standards

Performance Indicator	2022-23 Target
Installation of new water connections (within the water service area)	15 working days
Installation of sewerage connections (within the sewerage 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 2022-23 financial year and are funded by Council:

Water		
Community Service Obligation	Estimated Cost	Objective
Sporting Bodies Water Access and Consumption	\$58,636	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	\$168,636	
Sewerage		
Community Service Obligation	Estimated Cost	Objective
Combined Line Charges (expenses)	\$98,204	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.
Sporting Bodies Sewerage Access	\$131,682	Council upon review of applications, at times, grants remissions for sewerage charges. These amounts are then claimed as a community service obligation by FRW. Refer to Council's Rates Concession Policy.
Sewerage Total	\$445,086	
TOTAL	\$613,722	

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 2022-23 financial year are outlined below:

Water Supply	Cost
Barrage	\$0.6M
Water Treatment Plants	\$16.7M
Water Pump Stations	\$2.5M
Water Reservoirs	\$3.8M
Water Mains	\$2.5M
Water Meters	\$1.0M
Water Security	\$22.0M
Solar Initiative	\$2.2M
Other	\$0.2M
TOTAL	\$51.5M
Sewerage	Cost
Sewage Treatment Plants	\$32.3M
Sewerage Pump Stations	\$7.9M
Sewerage Mains	\$3.6M
TOTAL	\$43.8M

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 2022-23 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 the required delegations 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 Requirements

- » Annual Operations Report
- » Asset Management Plan
- » Council Officer Reports
- » Operational Plan metric inputs
- » Quarterly Performance Report

Regulatory Requirements

Reporting Requirements

- » Australian Bureau of Statistics Reports
- » Bureau of Meteorology Reports
- » Dam Safety Annual Review
- » Drinking Water Quality Management Plan Annual Report
- » Emergency Action Plan
- » Environmental Annual Reports and Licence Returns
- » Environmental Authority Pump Station Annual Report
- » National Performance Report
- » National Pollutant Inventory
- » Resource Operations Licence Quarterly/Annual Report
- » Statewide Water Information Management (Mandatory KPI) 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 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
- » No. 7 Dam Water Supply Scheme – supplies partially treated water to customers located near Fletchers 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, West Rockhampton and the Central Business District
- » Gracemere Sewerage Scheme – servicing the Gracemere community
- » Mount Morgan Sewerage Scheme – servicing the Mount Morgan township

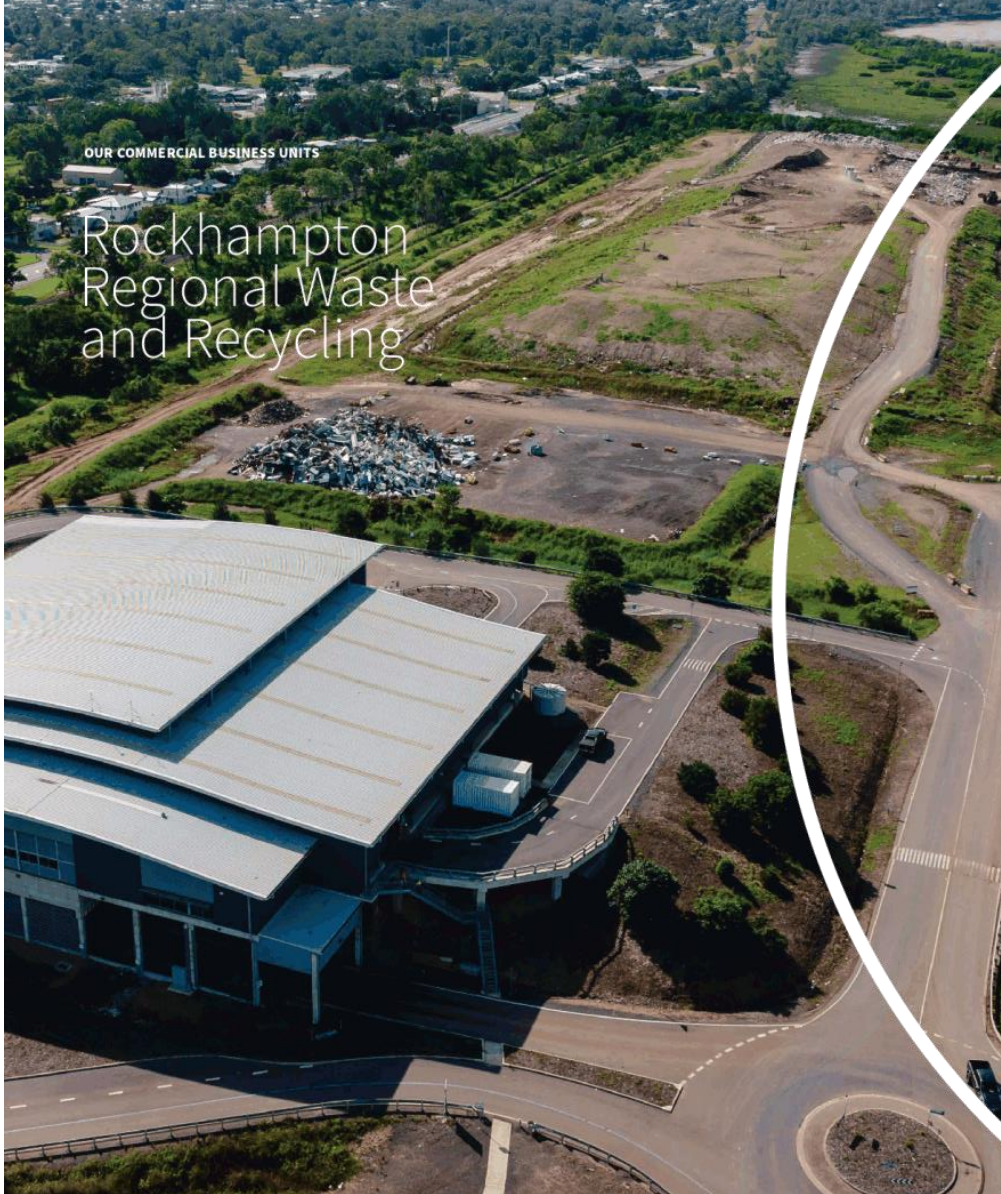
Recycled Water Schemes (>10 customers)

- » 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	109
Casual	1





OUR COMMERCIAL BUSINESS UNITS

Rockhampton Regional Waste and Recycling



2022-2023 PERFORMANCE PLAN

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.

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

This plan underpins RRWR's performance objectives over the 2022-23 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 2022-23 Operational Plan.

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.

VALUES

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

Mission

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

To live in a community without waste.

Vision

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:



38,016

Number of domestic and commercial collection services – General Waste
(as at 1 January 2022)



34,930

Number of domestic and commercial collection services – Recycling
(as at 1 January 2022)



53,932t

Total Waste to Landfill – Including kerbside waste collection but not including cover material (tonnes)
(as at 30 June 2021)



22,866t

Kerbside Waste Collection (tonnes)
(as at 30 June 2021)



4,497t

Kerbside Recycling Collection (tonnes)
(as at 30 June 2021)



1

Landfill



7

Transfer Stations (Staffed)

FINANCIAL AND NON-FINANCIAL PERFORMANCE TARGETS

Financial Performance

Performance Measure	2022-23 Target	Explanation	Calculation
Operating surplus ratio	27.1%	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	50.1 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 State Development, 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)	2.0%	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	6.0%	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	30.2%	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 Measure	2022-23 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%

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 2022-23 financial year and are funded by Council:

Community Service Obligation	Estimated Cost	Objective
Old Landfills Maintenance Works	\$109,000	To offset the costs associated with monitoring and maintaining many old closed landfill sites.
Regulated Waste Disposal	\$178,000	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.
Green Waste	\$150,000	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 \$455,000. 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.



Community Service Obligation	Estimated Cost	Objective
Assisted Service	\$254,000	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.
Regional Waste Transfer Stations	\$650,000	Council has fees and charges for disposal of waste at the regional waste transfer stations which will offset operational costs by the amount of \$284,000. The CSO amount has been reduced by the same amount.
TOTAL	\$1,396,000	

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 2022-23 financial year are outlined below:

Project	Cost
Gracemere Waste Transfer Station – Design and Construct	\$1.9M
Lakes Creek Road Reuse Shop Carpark	\$0.8M
Lakes Creek Road Landfill – Life Extension (next landfill cell)	\$3.9M
Detailed Design for Vertical Expansion of Lakes Creek Road Landfill	\$0.9M
Other projects	\$1.1M
TOTAL	\$8.6M

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 2022-23 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 the required delegations 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 Requirements

- » Annual Operations Report
- » Asset Management Plan
- » Council Officer Reports
- » Operational Plan metric inputs
- » Quarterly Performance Report
- » Waste Strategy Implementation

Regulatory Requirements

Reporting Requirements

- » Environmental Authority – Annual Return
- » National Pollution Inventory (NPI) – Annual Reporting
- » Queensland Waste Data System (QWDS) – Monthly and Annual 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 Management, Strategy and Education

- » Strategic management, including waste and recycling infrastructure development
- » Complete the trial for kerbside organics collection and present a Business Case to Council on the most appropriate service for the Region
- » 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

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, e-waste, solar panels and expanded polystyrene
- » Contract management of seven staffed regional waste transfer stations
- » Management of historical and closed landfill sites

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.
- » Regional Services, Civil Operations: Operation of a construction and demolition recycling facility at Lakes Creek Road Waste Management Facility.
- » Community Services, Parks and Community Assets and Facilities: Waste and recycling collection services.
- » Community Services, Environmental Sustainability: Waste reduction initiatives including event management.

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.





OUR COMMERCIAL BUSINESS UNITS

Rockhampton Airport



2022-2023 PERFORMANCE PLAN

OVERVIEW

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 aircrafts including wide-bodied aircrafts 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 those activities are ancillary to the operation of a modern airport.

The Rockhampton Airport is responsible for all Airport management and operations servicing the City of Rockhampton and Central Queensland.

This plan underpins Rockhampton Airport's performance objectives over the 2022-23 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 90% of the 2018-19 year. The 2022-23 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 2022-23 Operational Plan.

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

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.

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.

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.

Mission

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	2022-23 Target	Explanation	Calculation
Operating surplus ratio	14.1%	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	22.3 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 State Development, 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)	12.2%	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	22.6%	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 Measure	2022-23 Target
Passenger Numbers	497,500
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 2022-23 financial year and are funded by Council:

Community Service Obligation	Estimated Cost	Objective
Royal Flying Doctors Service and Capricorn Helicopter Rescue Service	\$269,350	Donation of annual landing fees and lease costs in the form of waiving associated costs.
Patient car parking waiver	\$79,173	To waive car parking fees for eligible customers under the Patient Travelling Subsidy Scheme.
TOTAL	\$348,523	

**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.

Rockhampton Airport

PROPOSED MAJOR INVESTMENTS

The Rockhampton Airport's proposed major investments for 2022-23 financial year are outlined below:

Aeronautical	Cost
Aviation Maintenance Facility	\$14.0M
TOTAL	\$14.0M
Non-Aeronautical	Cost
Paid Car Parking Equipment	\$0.8M
HV Upgrades	\$0.4M
Carpark and Stormwater	\$0.8M
Other	\$0.7M
TOTAL	\$2.7M



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 2022-23 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 the required delegations 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 Requirements

- » Annual Operations Report
- » Asset Management Plan
- » Council Officer Reports
- » Operational Plan metric inputs
- » Quarterly Performance Report

Regulatory Requirements

Reporting Requirements

- » 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:

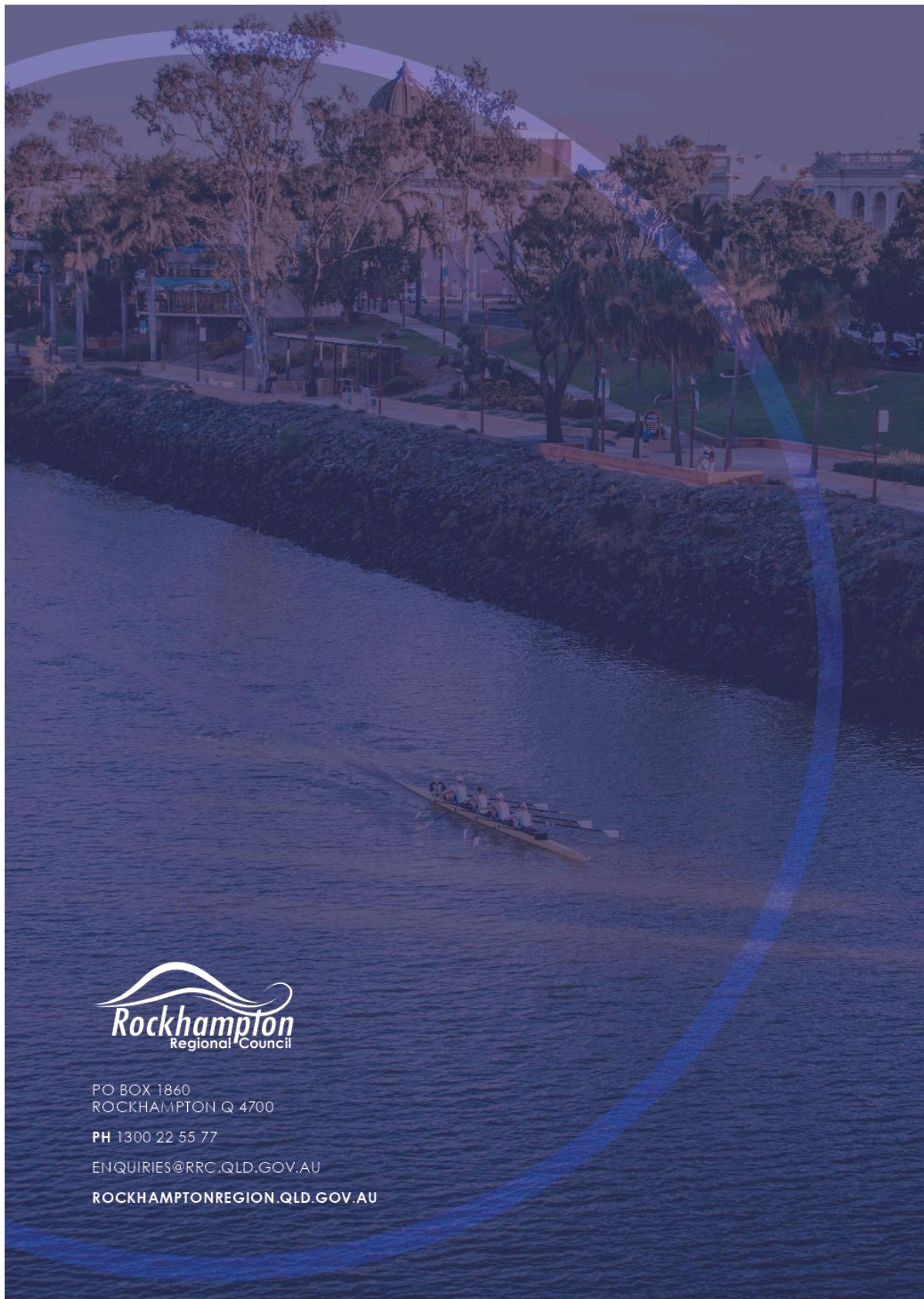
Aeronautical Services	Non-Aeronautical Services
<ul style="list-style-type: none"> » Domestic and international airlines averaging 560,000 passengers per annum pre Covid » Australian Defence Force military operations – Exercise Wallaby and Talisman Sabre » Domestic charter services » General aviation services – Royal Flying Doctors, Capricorn Helicopter Rescue, Rockhampton Aero Club, Peace Aviation and others 	<ul style="list-style-type: none"> » Four car park areas – drop off and pick up, short term, premium and long term (covered) » Terminal building operations and maintenance able to accommodate 1.2 million passengers throughout per annum and three retail outlets » Six 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 and terminal upgrades.

Staff Resources

Tenure	Total FTEs
Fulltime	24



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6 CLOSURE OF MEETING