



ORDINARY MEETING

AGENDA

5 APRIL 2018

Your attendance is required at an Ordinary meeting of Council to be held in the Council Chambers, 4 Lagoon Place, Yeppoon on 5 April 2018 commencing at 9:00am for transaction of the enclosed business.

A handwritten signature in dark ink, appearing to read "Alan Jones", is positioned above the printed name of the Chief Executive Officer.

CHIEF EXECUTIVE OFFICER
29 March 2018

Next Meeting Date: 17.04.18

Please note:

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

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1 OPENING

2 ATTENDANCE

Members Present:

Mayor, Councillor Bill Ludwig (Chairperson)
Deputy Mayor, Councillor Nigel Hutton
Councillor Adam Belot
Councillor Jan Kelly
Councillor Glenda Mather
Councillor Tom Wyatt

In Attendance:

Mrs Chris Murdoch – Chief Executive Officer
Mrs Andrea Ellis – Acting Director Corporate Services
Mr Brett Bacon – Director Community and Planning Services
Mr Dan Toon – Director Infrastructure Services
Ms Debra Howe – Director Strategic Growth and Development

3 LEAVE OF ABSENCE / APOLOGIES

Nil

4 PUBLIC FORUMS/DEPUTATIONS

Nil

5 MAYORAL MINUTE

Nil

6 CONFIRMATION OF MINUTES OF PREVIOUS MEETING

Minutes of the Ordinary Meeting held 20 March 2018

7 DECLARATION OF INTEREST IN MATTERS ON THE AGENDA

8 BUSINESS ARISING OR OUTSTANDING FROM PREVIOUS MEETINGS

8.1 BUSINESS OUTSTANDING TABLE FOR ORDINARY COUNCIL MEETING

File No: GV13.4.1

Attachments: 1. Business Outstanding Table - 5 April 2018 [↓](#)

Responsible Officer: Chris Murdoch - Chief Executive Officer

SUMMARY

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

OFFICER'S RECOMMENDATION

THAT the Business Outstanding table for the Ordinary Council Meeting be received.

8.1 - BUSINESS OUTSTANDING TABLE FOR ORDINARY COUNCIL MEETING

Business Outstanding Table - 5 April 2018

Meeting Date: 5 April 2018

Attachment No: 1

Date	Report Title	Resolution	Responsible Officer	Due Date	Comments
25 February 2014	City Status Classification	THAT Council resolves to: 1. Proceed with a formal city status classification application for the Livingstone Shire Council area; and 2. Enter into consultation with the community to determine an appropriate name, suggesting the Capricorn Coast City Council as a possible option.	Director Strategic Growth and Development	30/06/2018	26 Mar 2018 – 1:05 AM – Project Support Officer Mayor has raised City Status with the Minister, discussion has occurred with the Department and meetings have been held to progress.
08 December 2015	Notice of Motion – Councillor Glenda Mather – Drainage/Health Issue Scenic Highway, Kinka	THAT a report come back to Council as to what appropriate action may be taken to address the drainage issues at 1043 Scenic Highway, Kinka which has been allowed to become an overgrown swamp in recent years, posing a potential health hazard to residents in the area.	Director Infrastructure Services	30/04/2018	23 Mar 2018 - 3:26 PM – EA Director Infrastructure Services This report has been moved to the Workshop on 30 April 2018 pending further investigation.
09 February 2016	Notice of Motion – Councillor Glenda Mather – Relocatable Dwellings Draft Policy	THAT the Planning Department be asked to report back to Council on the possibility of formulating a Draft Policy or alternatively, an enforceable procedure which would ensure Council had decision rights to determine the suitability of urban form within the Shire.	Coordinator Development Assessment	30/04/2018	22 Mar 2018 - 2:15 PM – Coordinator Development Assessment Revised Target Date changed by: 23 Feb 2018 To: 28 Apr 2018 Reason: Additional research and investigation as required - refer notes. Report anticipated proceeding adoption of new scheme. Officers meet with Cr Mather early March to obtain further information on matters raised. Discussions with other Local Governments that have existing policies to occur.

Date	Report Title	Resolution	Responsible Officer	Due Date	Comments
10 October 2016	Acquisition of Easements – Scenic Highway, Statue Bay – Report 1	<p>THAT Council resolves to:</p> <p>1) Serve a Notice of Intention to Resume including a background information document in accordance with section 7 of the <i>Acquisition of Land Act 1967</i> and thereafter proceed in accordance with the requirements of the said Act with the intention of procuring the publication in the Queensland Government Gazette of a proclamation vesting the easement in Council subject to due consideration of all objections made in accordance with the provisions of the said Act; and</p> <p>2) Authorise the Director Infrastructure Services to:</p> <p>a. Negotiate and enter into on behalf of Council a Resumption Agreement pursuant to section 15 of the <i>Acquisition of Land Act 1967</i> with the owner and any mortgagee of the land described as Lot 9 LN1023, Lot 4 LN1023 and Lot 2 LN1023, in relation to the acquisition of an easement over part of the land, being for works for any public works, or other work or purpose of a similar nature (being works to stabilise a cliff face being part of the road reserve for Scenic Highway); and</p> <p>b. Negotiate and agree upon the amount of compensation to be paid to the landowner and any mortgagee of the land, pursuant to the <i>Acquisition of Land Act. 1967</i>, up to the limit identified in the</p>	Policy and Planning Officer	30/04/2018	<p>26 Mar 2018 - 5:31 AM – Policy and Planning Officer</p> <p>No further action can be taken until after construction is completed. Upon completion of construction easements will be gazetted.</p>

Date	Report Title	Resolution	Responsible Officer	Due Date	Comments
		body of this report; and c. To either: (i) make application to the Minister for Natural Resources and Mines in accordance with section 15C of the <i>Acquisition of Land Act 1967</i> for the easement to be taken; or declare by gazette notice, pursuant to section 15D of the <i>Acquisition of Land Act 1967</i> , that the easement is taken.			
10 October 2016	Acquisition of Easements – Scenic Highway Statue Bay – Report 2	<p>THAT Council resolves to:</p> <p>1) Serve a Notice of Intention to Resume including a background information document in accordance with section 7 of the <i>Acquisition of Land Act 1967</i> and thereafter proceed in accordance with the requirements of the said Act with the intention of procuring the publication in the Queensland Government Gazette of a proclamation vesting the easement in Council subject to due consideration of all objections made in accordance with the provisions of the said Act; and</p> <p>2) Authorise the Director Infrastructure Services to:</p> <p>(a) Negotiate and enter into on behalf of Council a Resumption Agreement pursuant to section 15 of the <i>Acquisition of Land Act 1967</i> with the owner and any mortgagee of the land described as Lot 1 LN1023 and Lot 5 LN1023, in relation to the acquisition of an easement over part</p>	Policy and Planning Officer	30/04/2018	<p>26 Mar 2018 - 5:31 AM – Policy and Planning Officer</p> <p>No further action can be taken until after construction is completed. Upon completion of construction easements will be gazetted.</p>

Date	Report Title	Resolution	Responsible Officer	Due Date	Comments
		<p>of the land, being for works for any public works, or other work or purpose of a similar nature (being works to stabilise a cliff face being part of the road reserve for Scenic Highway); and</p> <p>(b) Negotiate and agree upon the amount of compensation to be paid to the landowner and any mortgagee of the land, pursuant to the Acquisition of <i>Land Act</i> 1967, up to the limit identified in the body of this report; and</p> <p>(c) To either:</p> <p>(i) make application to the Minister for Natural Resources and Mines in accordance with section 15C of the Acquisition of <i>Land Act</i> 1967 for the easement to be taken; or</p> <p>declare by gazette notice, pursuant to section 15D of the Acquisition of <i>Land Act</i> 1967, that the easement is taken.</p>			
22 November 2016	Notice of Motion – Councillor Adam Belot – Livingstone Shire Council's Meeting Procedures Policy	THAT pursuant to s34(1)(d) and s37 Council Meeting Procedures the debate on the motion and/or amendment now before the meeting be adjourned until February 2017 for policy review.	Governance Officer	30/06/2018	<p>16 Nov 2017 - 10:50 AM – Executive Support Officer</p> <p>Policy currently on hold awaiting implementation of outcomes from review of Councillor Complaint Processes by the State Government.</p>

Date	Report Title	Resolution	Responsible Officer	Due Date	Comments
13 December 2016	Yeppoon Homemaker Centre Stage 1 Business Case and Tender Report	THAT Council delegates the Chief Executive Officer to negotiate and enter into a contract for the sale of all three lots within Stage One of the Yeppoon Homemaker Centre as per the offer contained in the report.	Manager Growth and Economic Development	30/09/2018	23 Mar - 1:16 PM – Project Support Officer Contract negotiations with the successful tenderer have been finalised. The Put and Call contract was signed on 19 December 2017, the second phase of the contract is expected to be finalised in late April with deposits paid in mid-2018 with final payment due in September 2018.
07 February 2017	Outstanding Policy Documents	THAT the following policies be adopted: 1. Encroachment on Public Land Policy; 2. Equal Employment Opportunity Policy; 3. Failure to Renew Licence Response Policy; 7. Telecommunications Facilities on Council Land Policy; and 8. Unlicensed Premises Response Policy. With policies 4, 5 and 6 to be further reviewed.	Governance Officer	30/06/2018	13 Jun 2017 - 4:54 PM – Governance Officer Three policies currently under review and will be resubmitted back to Council once finalised.

Date	Report Title	Resolution	Responsible Officer	Due Date	Comments
07 March 2017	Councillor Interaction with the Organisation Policy	<p>THAT Council adopts the Councillor Interaction with the Organisation Policy.</p> <p>THAT the matter lay on the table pending further discussions in Workshop Meeting and to return to a future Council Meeting.</p>	Governance Officer	30/06/2018	<p>16 Nov 2017 - 10:56 AM – Executive Support Officer</p> <p>Policy currently on hold awaiting implementation of outcomes from review of Councillor Complaint Processes by the State Government.</p>
21 March 2017	Petition From Residents of Mt Chalmers – Sale of Mt Chalmers State School and Adjoining Land	THAT the petition against the sale of the old Mt Chalmers State School and adjoining land be received	Manager Growth and Economic Development	30/04/2018	<p>23 Mar 2018 - 1:02 PM – Project Support Officer</p> <p>An application was lodged with Council on 4 December 2017 to subdivide the lots. Council's Development Assessment issued an Information Request on 19 December 2017, the items on the information request are being addressed. Strategic Growth and Development met with Planning consultant on site 2 February 2018 to go through what is needed. A valuation has been completed by Taylor Byrne in March 2018 and Strategic Growth and Development are obtaining cost estimates to identify the full costs of reconfiguring the proposed lot and services.</p>

Date	Report Title	Resolution	Responsible Officer	Due Date	Comments
18 April 2017	Standing Orders for Council Meetings Policy	THAT the matter lay on the table pending further discussion and to return to a future Council Meeting.	Governance Officer	30/04/2018	16 Nov 2017 - 10:57 AM – Executive Support Officer Policy currently on hold awaiting implementation of outcomes from review of Councillor Complaint Processes by the State Government.
20 June 2017	Smart Cities and Suburbs Program – Yeppoon Town Centre Smart Precinct – Solar Lighting and Interactive Kiosk	THAT Council resolve to submit an application to the Australian Government Smart Cities and Suburbs Program, seeking a grant amount of \$200,000, with the co-funding requirement of the additional \$200,000 being met from current projects towards the cost of smart energy efficient infrastructure necessary to complete the Yeppoon Town Centre Smart Precinct. The total project costs are estimated at approximately \$400,000.	Senior Economic Development Officer	30/04/2018	23 Mar 2018 - 1:23 PM – Project Support Officer Council also received \$297,000 from the Local Government Grants and Subsidies funding with a co-funding requirement of \$198,000 for the Yeppoon Town Centre Smart Lighting Project. Tenders packages for both projects were released on 10 March 2018 and will close on 4 April 2018.
18 July 2017	Volunteer Policy, Procedure and Handbook	THAT Council: 1. Adopt the Livingstone Shire Council Volunteer Handbook. 2. Adopt the Livingstone Shire Council Volunteer Policy. 3. Adopt the Livingstone Shire Council Volunteer Procedure.	Resilience and Volunteer Coordination Officer	31/07/2018	22 Mar 2018 - 2:11 PM Coordinator Support Services Matter ongoing. IT have provided quote for database module, however awaiting 2018/2019 budget to purchase.

Date	Report Title	Resolution	Responsible Officer	Due Date	Comments
08 August 2017	Local Disaster Coordination Centre – CQU Centre of Excellence Opportunity	THAT Council authorises the Mayor and Chief Executive Officer to negotiate appropriate terms and conditions and seek all relevant Ministerial and Departmental support, as detailed in the Confidential Report to Council on 8 August 2017, to establish a Disaster Management Centre of Excellence located within the Local Disaster Coordination Centre and Community Resilience Hub in Yeppoon and bring back a further report for Council to consider.	Director Strategic Growth and Development	30/04/2018	26 Mar 2018 - 1:06 PM – Project Support Officer Explorations for CQU opportunities for the LDCC have been exhausted and is not proceeding. No further action required.
15 August 2017	Resident Maintenance and Enhancement of Council Land	THAT Council implement a permit process for residents to undertake unsupervised work within Council controlled reserves, foreshore and park areas. Individuals will sign an Indemnity Agreement with conditions and Council will cover public liability insurance for the individual.	Senior Land Protection Officer	30/04/2018	22 Mar 2018 - 3:24 PM – Senior Land Protection Officer Meeting with Director Community Planning for final approval of permit application and letter of acceptance. Application will then be uploaded to Council web page.
15 August 2017	Sale of Vacant Residential Land 5-7 Golding Street, Emu Park	THAT Council accept the offer outlined in this report for the vacant land at 5-7 Golding Street, Emu Park, based on the business case provided (refer Attachment 1).	Manager Growth and Economic Development	30/04/2018	23 Feb 2018 - 1:17 PM – Project Support Officer Settlement for 5-7 Golding Street, Emu Park was on the 8 March 2018. No further action is required.

Date	Report Title	Resolution	Responsible Officer	Due Date	Comments
15 August 2017	Acquisition of Land for Road Purposes - Wildin Way, Mulambin	<p>THAT Council:</p> <ol style="list-style-type: none"> 1. Discontinue discussions with the owners of Lot 43 SP202178 regarding the acquisition of land for road purposes; 2. Commence negotiations with the owner of Lot 4 RP620054 to acquire a portion of their property as a 10m wide road reserve along the southern boundary; and 3. Endorse the submission of an Application to Dedicate State Land as Road to the Department of Natural Resources & Mines as shown on Drawing No 17-006-51. 	Policy and Planning Officer	30/04/2018	<p>26 Mar 2018 - 5:30 AM – Policy and Planning Officer</p> <p>Agreement reached. Contract currently being drafted.</p>
19 September 2017	Petitions – Great Keppel Island	THAT the petition be received.	Director Infrastructure Services / Director Strategic Growth and Development	30/06/2018	<p>23 Mar 2018 - 3:30 PM – EA Director Infrastructure Services</p> <p>Six-month trial of 2 unisex toilets (installed and opened on 24 December 2017) is continuing. Council resolved on 20 February 2018 to provide an additional 4 public bins and 4 recycling bins for a six-month trial period which will shortly be installed. Response letter to head petitioner has been drafted.</p>

Date	Report Title	Resolution	Responsible Officer	Due Date	Comments
03 October 2017	Notice of Motion – Councillor Glenda Mather – Regulated Parking	THAT due to the severe financial impact the lack of regulated parking is having on traders in the Yeppoon CBD and foreshore, Council reaffirm this as a priority issue and provide a community update on Council's action plan and strategy.	Manager Infrastructure Services	30/04/2018	23 Mar 2018 - 3:54 PM - Manager Infrastructure Services Plans for the installation of signs and pavement marking are being drafted.
03 October 2017	EOI for the Lagoon Building Tenancy	THAT Council adopts a two stage tender process consisting of an Expression of Interest (EOI) followed by an Invitation to Tender (ITT) for the lease of Lagoon Precinct building tenancies. It is in the public interest to invite EOI's prior to ITT's to manage and control the process within desired timeframes and budget resources.	Manager Growth and Economic Development	30/04/2018	26 Mar 2018 - 1:08 PM – Project Support Officer Negotiations with interested parties to lease the Lagoon Pavilion Building are well progressed and due to be finalised by the end of March/early April 2018.
16 October 2017	Retaining Wall at Gus Moore Street, Yeppoon	THAT Council authorise the Chief Executive Officer to negotiate for the purchase of Lot 1 RP602464 and Lot 20 RP611855 as outlined in Option 1 of this report.	Policy and Planning Officer	30/04/2018	26 Mar 2018 - 5:30 AM – Policy and Planning Officer Meeting organised with owner 28 March 2018.
07 November 2017	Petition from Graham Miller, Milman – The Caves Square and Public Amenities	THAT the petition requesting maintenance of The Caves Square and public amenities be received.	Director Infrastructure Services	30/04/2018	26 Mar 2018 - 9:56 AM – EA Director Infrastructure Services The Manager Assets and GIS will be issuing the results of the assessment to Council shortly. Reverting back to the original contractors is not recommended.

Date	Report Title	Resolution	Responsible Officer	Due Date	Comments
21 November 2017	Potential Sale of Lot 17 Macadamia Drive, The Gateway	THAT Council accept the offer outlined in this report for the vacant land at Lot 17 Macadamia Drive, Hidden Valley.	Project Support Officer	30/04/2018	23 Feb 2018 - 1:00 PM – Project Support Officer Since Council accepted the offer for Lot 17 Macadamia Drive, The Gateway Business and Industry Park the contract documentation has been finalised with the Purchaser. The Purchaser is currently obtaining a satisfactory development approval, and settlement will occur once the approval is received.
21 November 2017	Yeppoon Town Clock	THAT 1. Council defer any decision in relation to the clock until we have explored the suggestions put forward from Keppel Coast Arts (KCA) to find a decorative concept that will be in keeping with our Placemaking Strategy. 2. Council have further consultation with Rotary, KCA and other community stakeholders.	Urban Strategist	30/04/2018	26 Mar 2018 - 1:09 PM – Project Support Officer Mayor has progressed discussions with Keppel Coast Arts and other key stakeholders.
21 November 2017	Female Facilities Programme – Application for Funding	THAT Council supports an application for \$500,000 from the Queensland Government's <i>Female Facilities Programme</i> for the construction of an amenities building and change room at the Barmaryee Multisport Precinct to support increased female participation in physical activity and meet the current and future needs of sport and recreation	Senior Sport and Education Officer	30/04/2018	22 Mar 2018 - 2:17 PM – Senior Sport and Education Officer Officer spoke with State Advisor who advised that notification is expected soon.

Date	Report Title	Resolution	Responsible Officer	Due Date	Comments
		participants			
5 December 2017	Regulated Car Parking Yeppoon Foreshore and Town Centre	<p>THAT Council resolve to:</p> <p>1) Declare a Traffic Area having a default parking limit of one hour, with the inclusion of two and three hour designations being established in specific precincts as supported by Attachment Four Community Engagement WrAPup Car Parking Strategy Yeppoon CBD and as shown in Attachment One (Schedule One - Declaration of Traffic Area);</p> <p>(2) Endorse and enact the regulated parking strategy once the changes to the <i>Subordinate Local Law No. 5 (Parking) 2011</i> Schedule One and Schedule Two take effect and regulated parking signage is in place;</p> <p>(3) Once enacted adequately inform the community of the regulated parking areas (via engagement, media and signage). An initial warning period of one month will be afforded to motorists found overstaying the timed period. After one month the monetary value of an infringement will resume;</p> <p>(4) Consider a budget allocation at the 17/18 Quarter Two Budget review for updated parking signage in the amount of \$30,000;</p> <p>(5) Endorse the installation of smart parking beacons and technology to the</p>	Senior Economic Development Officer	30/06/2018	<p>16 Jan 2018 - 4:16 PM – Project Support Officer</p> <p>Council have commenced amending the Local Laws and are preparing the necessary plans. A budget for the required signage has been allocated within the 2017/18 Quarter 2 budget review.</p>

Date	Report Title	Resolution	Responsible Officer	Due Date	Comments
		<p>designated one hour regulated traffic area to be funded from the Yeppoon Town Centre Smart Lighting Project;</p> <p>(6) Amend <i>Subordinate Local Law No. 5 (Parking) 2011</i> Schedule One Declaration of traffic area to define a Traffic Area for Yeppoon as shown in Attachment One (Schedule One - Declaration of Traffic Area);</p> <p>(7) Amend <i>Subordinate Local Law No. 5 (Parking) 2011</i> Schedule Two Declaration of off-street regulated parking areas to include off-street regulated parking for Queen Street (Lot 10 on Y17136), the Yeppoon Town Centre Car Park (Lot 10 on SP289416) and the Yeppoon Foreshore (part of Lot 65 on SP234671); and</p> <p>(8) Amend <i>Subordinate Local Law No. 5 (Parking) 2011</i> Schedule Two Declaration of off-street regulated parking areas to rescind all reference and plans associated with the region of Rockhampton Regional Council.</p>			

Date	Report Title	Resolution	Responsible Officer	Due Date	Comments
12 December 2017	Results of Community Engagement regarding the Yeppoon Place Making Strategy	<p>THAT Council acknowledge the summary of responses stemming from community engagement undertaken through the Council website to solicit feedback on the draft <i>Yeppoon Place Making Strategy</i>.</p> <p>THAT Council adopt the <i>Yeppoon Place Making Strategy</i> and acknowledge that the Strategy and associated Policy and Guidelines will be utilised by Council to inform future project design, place making project prioritisation and budgetary considerations.</p>	Urban Strategist	30/06/2018	<p>13 Feb 2018 - 1:53 PM – Project Support Officer</p> <p>Results of community engagement were provided to Ordinary Council meeting on 12 December 2017. Primarily positive support for the program from the community. The Yeppoon Placemaking Strategy was adopted in December 2017 and is now in implementation phase.</p> <p>There is no further action required in relation to this action, the implementation of the strategy will be ongoing and the progress reported intermittently to Council.</p>
18 December 2017	Request to Consider Balance Outstanding Water Consumption	<p>a) In view of the information provided in the request letter, and taking into account the endeavours of the rate payer to address the debt, Council resolves to adopt option 2 as presented in the report.</p> <p>b) Council also refers this matter to a future workshop as a case study for the development of a future policy in relation to hardship matters.</p>	Coordinator Revenue	31/05/2018	<p>22 Mar 2018 - 11:32 AM – EA Corporate Services</p> <p>Part (a) actioned and completed.</p> <p>Part (b) Hardship Policy - New components being investigated and to be presented to workshop in May.</p>

Date	Report Title	Resolution	Responsible Officer	Due Date	Comments
23 January 2018	Notice of Motion – Councillor Glenda Mather – Replacement of Wheelie Bins Yaamba, Keppel Sands Caravan Park	THAT the matter be referred to a Workshop meeting for further discussion and consideration.	Director Infrastructure Services	30/04/2018	<p>23 Mar 2018 - 3:39 AM – EA Director Infrastructure Services</p> <p>A workshop report was presented to Council on 19 February 2018. Letter prepared for TMR in relation to the Yaamba truck stop which asks them to consider an additional two small bins near the picnic tables and/or for a sign to be erected directing people to the bin.</p> <p>In relation to the Keppel Sands Caravan Park, the new managers are to be given time to become established and to assess their needs at a later date.</p>
6 March 2018	Terms of Reference for Capricorn Coast Region Place Making Reference Group	THAT Council approve the Terms of Reference for the Capricorn Coast Region Place Making Reference Group with the amendments discussed for the composition of the group.	Urban Strategist	30/04/2018	<p>26 Mar 2018 - 1:13 PM – Project Support Officer</p> <p>The Chair of the Placemaking Reference Group, Deputy Mayor, extended an Expression of Interest to a cross section of community members inviting them to indicate their willingness to participate in the Group.</p> <p>Once responses have been received the Group will be</p>

Date	Report Title	Resolution	Responsible Officer	Due Date	Comments
					formed and commence operating.
20 March 2018	Heavy Vehicle Safety Productivity Program	THAT Council endorse an application for funding under Round 6 of the Heavy Vehicle Safety and Productivity Program to upgrade a section of Paddys Swamp Road to B-double standard as part of a staged freight task strategy.	Manager Infrastructure Operations	30/04/2018	23 Mar 2018 - 3:55 PM – Manager Infrastructure Operations Funding Application to be submitted by 29 March 2018.
20 March 2018	Get Planning Spaces Funding Programme	THAT Council, pending 2018/2019 budget deliberations, resolve to confirm its support and financial commitment (up to \$25,000) to the indoor sporting facility planning project, and submit a funding application requesting \$75,000 from the <i>Get Planning Spaces</i> programme offered by the Queensland Government.	Senior Sport and Education Officer	30/06/2018	22 Mar 2018 - 2:17 PM – Coordinator Support Services An application to this funding programme will be submitted in line with Council's resolution. Applications to this funding close 18 April 2018 with announcement of successful projects expected in June 2018.
20 March 2018	Expression of Interest and Invitation to Tender for the Centre of Excellence for Disaster Management, Innovation and Community Resilience Tenancies	THAT Council adopts a two-stage tender process consisting of an Expression of Interest followed by an Invitation to Tender for the lease of tenancies within the <i>Centre of Excellence for Disaster Management, Innovation and Community Resilience, (The Hub)</i> at 7-9 James Street, Yeppoon and acknowledge the reason for adopting a two-stage process is to gauge the market interest and to select the best tenancy mix for the Yeppoon Town Centre.	Growth and Economic Development Officer	30/04/2018	23 Mar 2018 - 1:05 PM – Project Support Officer Council will release an Expression of Interest in April 2018.

9 PRESENTATION OF PETITIONS

Nil

**10 AUDIT, RISK AND BUSINESS IMPROVEMENT COMMITTEE
 REPORTS**

Nil

11 COUNCILLOR/DELEGATE REPORTS

Nil

12 REPORTS

12.1 RATES & OTHER CHARGES - ADJUSTMENTS POLICY

File No: CM4.7.12

Attachments: 1. Rates and Other Charges Adjustments Policy [↓](#)

Responsible Officer: Matthew McGoldrick - Interim Chief Financial Officer
Andrea Ellis - Acting Director Corporate Services

Author: Priscilla Graham - Coordinator Revenue

SUMMARY

Council's Rates & Other Charges – Adjustments Policy, currently known as Rates & Other Charges – Refund & Adjustments Policy has been reviewed. This policy is now presented to Council.

OFFICER'S RECOMMENDATION

THAT Council adopts the revised Rates & Other Charges – Adjustments Policy.

BACKGROUND

The purpose of the Rates & Other Charges – Adjustments Policy is to establish clear guidelines to assist in determining the extent to which Council will seek to recover or reimburse amounts relating to adjustments relating to rates and other charges in the current or previous levy periods.

COMMENTARY

From time to time Council becomes aware of situations where a property has been charged general rates or other charges incorrectly. This can result from a range of circumstances such as the receipt of inaccurate information, property enquiries, determinations by courts and decisions made by other agencies. This policy outlines the circumstances where adjustments will be made.

This policy, when presented for adoption, will be amended to reflect any changes in the organisational structure which at the time of preparing this workshop report had not been adopted by Council.

PREVIOUS DECISIONS

The current Rates & Other Charges - Refund and Adjustments Policy was previously adopted 14 November 2014.

BUDGET IMPLICATIONS

Budget implications are sort to be minimised by clear identification of circumstances and limiting factors relating to retrospective adjustments.

LEGISLATIVE CONTEXT

Sections 94 of the Local Government Act, Sections 104 & 107 outline that rates are fixed and levied for a financial year. However, sections 109, 117, 115 of the Local Government Regulation outline provisions for rates or charges levied or adjusted after end of financial year. Council is not required to have an adopted adjustments policy. However, the Local Government Act does not place any restriction on retrospective adjustments and a policy is considered a viable option to provide clear criteria and guidance regarding retrospective adjustments to Council officers.

LEGAL IMPLICATIONS

There are no legal implications.

STAFFING IMPLICATIONS

There is no expected increase in overall employee numbers as a result of these policy documents.

RISK ASSESSMENT

Council's policy complies with legislative requirements and clarifies circumstances where there may be some doubt about rates and charges being levied. By adopting a policy outlining the process for adjustments it is less likely that Council will be challenged by ratepayers regarding retrospective adjustments.

CORPORATE/OPERATIONAL PLAN

Corporate Plan Reference: **Strategy GO3: Pursue financial sustainability through effective use of the Council's resources and assets and prudent management of risk.**

CONCLUSION

This policy repeals the former Livingstone Shire Council policy titled 'Rates & Other Charges – Refund & Adjustments Policy'.

12.1 - RATES & OTHER CHARGES - ADJUSTMENTS POLICY

Rates and Other Charges Adjustments Policy

Meeting Date: 5 April 2018

Attachment No: 1



RATES & CHARGES - ADJUSTMENTS POLICY (COMMUNITY POLICY)

1. Scope

The Rates & Charges – Adjustment Policy (this 'Policy') applies to all ratepayers of Livingstone Shire Council.

2. Purpose

To establish clear guidelines to assist in determining the extent to which Council will seek to recover or reimburse amounts undercharged or overcharged for Rates and other charges in the current or previous levy periods.

3. References (legislation/related documents)

Limitation of Action Act 1974
Local Government Act 2009
Local Government Regulation 2012

4. Definitions

To assist in interpretation, the following definitions shall apply:

Another employee	All employees of Council including Senior Executive Officers, but excluding the Chief Executive Officer.
CEO	<i>Chief Executive Officer</i> Means 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	Livingstone Shire Council.
DNRM	Department of Natural Resources & Mines.
Rates and Charges	Includes Differential General Rates, Separate and Special Charges; and Utility Charges for Water Sewerage and Waste Management adopted annually in conjunction with the Budget in accordance with section 94 <i>Local Government Act 2009</i> .
Senior Executive Officer	A senior executive employee, of a local government, is an employee of the local government - (a) who reports directly to the chief executive officer; and (b) whose position ordinarily would be considered to be a senior position in the local government's corporate structure. This includes a person acting in this position.
The Act	<i>Local Government Act 2009</i> .

Rates and Other Charges – Adjustment Policy

Adopted/Approved: Draft
 Version: 2

Department: Office of the CEO
 Section: Finance & Business Excellence

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5. Policy Statement

From time to time Council becomes aware of situations where a property has been charged Rates or charges incorrectly. This can result from a range of circumstances including the receipt of inaccurate information, determinations by courts and decisions made by other agencies.

This Policy sets the parameters in regard to refunding amounts overcharged and the collection of amounts undercharged as a result of amending records to correctly reflect the charges which should apply.

5.1 Circumstances where adjustments will be made

- 5.1.1 Where it can be clearly established that a Council error has been made, the applicable refund will be granted for up to the last two (2) financial years of such overpayment, unless exceptional circumstances exist and the ratepayer can provide supporting documentation to substantiate a claim for a period exceeding two (2) years. If there has been a change in ownership in the past two (2) years then the refund will only be granted to the current owner for the period of their ownership (i.e. from the date of settlement.)
- 5.1.2 When Council is not notified of a change being made to a property which affects the rating details or requirements have not been complied with (e.g. pedestal removed but Council not informed or necessary disconnection forms not lodged) then Council will only refund the overcharged rates applicable from the date of being notified that the rate was incorrect. Refunds will not be backdated prior to the date of notification.
- 5.1.3 In cases where Council is unable to clearly establish if an error has been made or all requirements have not been complied with (e.g. insufficient supporting documentation) then no refund will be granted. The only exception would be if a ratepayer is prepared to provide sufficient supporting documentation which would enable Council to unequivocally decide that an error had been made.
- 5.1.4 In cases where rates and/or charges have been undercharged, including where an error has been made by Council or another agency such as DNRM, then the error is to be immediately corrected. An amended notice is to be sent to the owner/s for the amount of rates and charges that should have been levied for the period of the undercharge except where the undercharge is the result of an administrative error on Council's part, in which case the extent of any retrospective adjustment is limited to a period of twelve months or two (2) rating periods.
- 5.1.5 If payment is likely to cause any hardship then Council will allow the ratepayer a period of up to 12 months in which the undercharged amount can be paid by regular weekly, fortnightly or monthly instalments. No interest is to be charged in respect of the undercharged amount and applicable discounts are to be granted providing the undercharged rates are repaid within the approved timeframe.

6. Changes to this Policy

This Policy is reviewed when any of the following occur:

1. The related information is amended/replaced; or
2. Other circumstances as determined from time to time by the Council.

7. Repeals

This Policy repeals the former Livingstone Shire Council Policy titled 'Rates and Other Charges – Refund and Adjustments Policy (v1)', adopted 11 November 2014.

**CHRIS MURDOCH
CHIEF EXECUTIVE OFFICER**

Rates and Other Charges – Adjustment Policy

Adopted/Approved: Draft
Version: 2

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Department: Office of the CEO
Section: Finance & Business Excellence

12.2 RATES PAYMENT POLICY**File No:** CM4.7.12**Attachments:** 1. [Rate Payment Policy](#) **Responsible Officer:** Matthew McGoldrick - Interim Chief Financial Officer
Andrea Ellis - Acting Director Corporate Services**Author:** Priscilla Graham - Coordinator Revenue

SUMMARY

Council's Rate Payment Policy has been reviewed and is now presented to Council for adoption.

OFFICER'S RECOMMENDATION

THAT Council adopts the Rates Payment Policy.

BACKGROUND

The objective of the Rates Payment Policy is to provide clear guidelines to assist in determining if special or extenuating circumstances have prevented a person, liable to pay a rate, paying in the time frame to benefit from discount.

COMMENTARY

The Rates Payment Policy recognises the importance of maintaining and building strong relationships with ratepayers, particularly where there is a long history of on-time payment. The policy acknowledges that special circumstances will exist from time to time that may prevent a person from paying their rate bill in the time frame allowed for discount. Scenarios (not an exhaustive list) are provided within the policy identifying examples of special or exceptional circumstances that Council will allow discount after the due date for payment.

Council does not accept responsibility for third party errors (eg. Australia Post delays) although the basic principal of this policy will be that where a ratepayer has had an on-time payment history for all previous rate issues for a minimum period of three (3) years they will be allowed discount where special circumstances can be demonstrated.

This policy, when presented for adoption, will be amended to reflect any changes in the organisational structure which at the time of preparing this workshop report had not been adopted by Council.

PREVIOUS DECISIONS

The Rates Payment Policy was previously reviewed on the 14 November 2014.

BUDGET IMPLICATIONS

Clear guidelines ensure requests for discount are assessed fairly and unjustified or multiple claims do not adversely affect the budget.

LEGISLATIVE CONTEXT

Sections 104, 105, 107, 108, 127, 128, 129, 130 and 131 of the *Local Government Regulation 2012*.

LEGAL IMPLICATIONS

Council's policy is written to ensure it complies with all requirements of the Local Government Act and regulations.

STAFFING IMPLICATIONS

Not applicable.

RISK ASSESSMENT

Council is required to have a policy in place where rate payments and discounts may or may not be granted.

CORPORATE/OPERATIONAL PLAN

Corporate Plan Reference: **Strategy GO3: Pursue financial sustainability through effective use of the Council's resources and assets and prudent management of risk.**

CONCLUSION

This policy repeals the former Livingstone Shire Council policy titled 'Rate Payment Policy (v1)' adopted 11 November 2014.

12.2 - RATES PAYMENT POLICY

Rate Payment Policy

Meeting Date: 5 April 2018

Attachment No: 1



RATE PAYMENT POLICY (COMMUNITY POLICY)

1. Scope

The Rate Payment Policy (this 'Policy') applies to all ratepayers of Livingstone Shire Council.

2. Purpose

To provide clear guidelines to assist in determining if special or extenuating circumstances have prevented a person, liable to pay a rate, paying in the time frame to benefit from discount.

3. References (legislation/related documents)

Local Government Regulation 2012 s 130(9).

4. Definitions

To assist in interpretation, the following definitions shall apply:

Another Employee	All employees of Council including Senior Executive Officers, but excluding the Chief Executive Officer.
CEO	<i>Chief Executive Officer</i> Means 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	Livingstone Shire Council.
Senior Executive Officer	A senior executive employee, of a local government, is an employee of the local government - (a) who reports directly to the chief executive officer; and (b) whose position ordinarily would be considered to be a senior position in the local government's corporate structure. This includes a person acting in this position.
The Act	<i>Local Government Act 2009.</i>
The Regulation	<i>Local Government Regulation 2012.</i>

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 constituents, particularly where there is a long history of on time payment, and this will

Rate Payment Policy
Adopted/Approved: Draft
Version: 2

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Section: Finance & Business Excellence

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guide our actions in assessing claims under the Policy (particularly where documentary evidence is not available).

Council acknowledges that special circumstances will exist that prevent a person from paying their rate bill in the time frame allowed for discount from time to time. To ensure continuity of services to the community it is important that those persons issued with a rate notice pay on time. Therefore, in fairness to all ratepayers discount should only be granted to persons who do not pay by the due date where special or extenuating circumstances exist.

5.1 Council will allow discount after the due date for payment where the ratepayer can demonstrate special or extenuating circumstances that prevented payment. Council would consider the following scenarios (not an exhaustive list) to be examples of special or exceptional circumstances:

- (1) A ratepayer or one of their immediate family has been hospitalised for a serious condition or deceased during the discount period (minor sickness just before the due date will generally not be accepted as special or extenuating).
- (2) 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 notice until after expiry of the discount period (first notice issued for the new owner only).
- (3) A ratepayer claims they did not receive a copy of their rate notice and in the past they have had an on-time payment history for all previous rate issues and/or for a minimum period of at least three (3) years, and the person responds to a reminder letter within 14 days of issue. (In this instance ratepayers are to be advised that unless a notice is returned to sender a notice is deemed to have been served and future occurrences of this nature would not qualify for discount.)
- (4) A ratepayer claims that they made payment by B-Pay or other electronic means on or before the due date for payment and Council's electronic payment record confirms.
- (5) 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 not necessarily be waived.)
- (6) A rate payment is received in the mail after close of discount and the envelope is date stamped with a date prior to close of discount.
- (7) A ratepayer states that they have forwarded a change of address notification and this form has never been received by Council, or if the ratepayer states that they changed their address over the phone or via electronic lodgement but no record can be found. The ratepayer must have had an on time payment history for all previous rate issues and/or for a minimum period of three (3) years.
- (8) A ratepayer is prevented from making payment due to being flood bound or other natural disaster.
- (9) A ratepayer is prevented from making payment due to delays or errors caused by Council (e.g. wrong mailing address).
- (10) 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 Manager Finance & Business Excellence or Coordinator Revenue.

Council does not accept responsibility for third party errors (e.g. Australia Post delays) although the basic principal of this Policy will be that where a ratepayer has had an on-time payment history for all previous rate issues for a minimum period of

(3) three years they will be allowed discount where special circumstances can be demonstrated. A ratepayer will only be eligible for special circumstances assistance once in each three year period other than for the circumstance described in Item One (1), Eight (8) and Nine (9) above.

All applications for consideration under the Policy should generally be in writing unless the requirement is waived by the Manager Finance & Business Excellence.

6. Changes to this Policy

This Policy is to remain in force until any of the following occur:

- (1) The related information is amended/replaced; or
- (2) Other circumstances as determined from time to time by the Council

7. Repeals

This Policy repeals the former Livingstone Shire Council Policy titled 'Rate Payment Policy (v1), adopted 11 November 2014'.

CHRIS MURDOCH
CHIEF EXECUTIVE OFFICER

12.3 DEBT RECOVERY POLICY**File No:** CM4.7.12**Attachments:** 1. Debt Recovery Policy [↓](#)**Responsible Officer:** Matthew McGoldrick - Interim Chief Financial Officer
Andrea Ellis - Acting Director Corporate Services**Author:** Priscilla Graham - Coordinator Revenue

SUMMARY

Council's Debt Recovery Policy has been reviewed and is now presented to Council for consideration. Following a review of process, the policy has been amended to represent current objectives and procedures.

OFFICER'S RECOMMENDATION

THAT Council adopts the revised Debt Recovery Policy.

BACKGROUND

The objective of the Debt Recovery Policy is to provide clear procedural direction to ensure prompt follow-up and timely collection of overdue rate levies, sundry debtor accounts and other amounts owed to Council.

The policy provides scope for recovery procedures to facilitate effective delivery of reminders and flexible payment arrangements, while at the same time giving due consideration and assistance to ratepayers/debtors who display genuine commitment to clearing their debt.

COMMENTARY

The increase in available avenues of customer contact has presented the opportunity to evolve and review the debt recovery process undertaken by Council.

Council officers have trialed the increased use of SMS and email as additional forms of communication with ratepayers. The revised Debt Recovery Policy (attached) identifies the most efficient delivery of reminders, with the intention of encouraging earlier payments, reducing the numbers of postal reminders whilst maintaining the minimum of three attempts of contact prior to referral to the collection agents.

SMS communication is the preferred option of additional reminder delivery. The SMS issued contains the link to Council's online services payments area and has been received favorably. This method has resulted in contact being successful where other attempts have failed.

It has also reduced the number of reminders required by almost 2000 for a single rating period saving over \$1,900 printing and postage costs per reminder.

SMS has also been utilised to encourage and assist ratepayers prior to the due date with an SMS courtesy reminder that discount date is approaching. This SMS is issued a minimum of three (3) days prior to the due date and again has the link to online services. This also has the effect of prompting ratepayers to update postal addresses and seek missing notices usually resulting in prompt payment and discount.

Feedback has been mostly positive and a number of ratepayers have been grateful for the 'discount date reminder'.

Upon the conclusion of the discount period, the debt recovery escalation process begins and provides 35-42 days and three attempts at contact prior to referral to collection agents.

This policy, when presented for adoption, will be amended to reflect any changes in the organisational structure which at the time of preparing this workshop report had not been adopted by Council.

PREVIOUS DECISIONS

The current Debt Recovery Policy was previously adopted 14 November 2014.

BUDGET IMPLICATIONS

Prompt payment by ratepayers is encouraged and awarded with the discount provided for on time payments. This, along with the maintenance of strong recovery processes, represent a visible intention to decrease the arrears and increase cash flow.

LEGISLATIVE CONTEXT

Whilst there is no specific legislative requirement for Council to have an adopted Debt Recovery Policy it is considered best practice and provides specific guidelines to Council officers regarding the administration of arrears. Division 3 of the *Local Government Regulation 2012* outlines the provisions for sale of land for arrears. The regulation outlines the specific process to be undertaken.

LEGAL IMPLICATIONS

Council's policy is written to ensure it complies with the provisions of the *Local Government Regulation 2012*. There are no legal implications foreseen.

STAFFING IMPLICATIONS

There is no expected increase in employee numbers as a result of this policy.

RISK ASSESSMENT

There are no risks foreseen. The adoption of the Debt Recovery Policy provides clarity and justification to both ratepayers and Council staff regarding the debt recovery process and timeframes relating to escalation of the arrears.

CORPORATE/OPERATIONAL PLAN

Corporate Plan Reference: **Strategy GO3: Pursue financial sustainability through effective use of the Council's resources and assets and prudent management of risk.**

CONCLUSION

This policy repeals the former Livingstone Shire Council Policy titled 'Debt Recovery Policy (v1)' adopted 11 November 2014.

12.3 - DEBT RECOVERY POLICY

Debt Recovery Policy

Meeting Date: 5 April 2018

Attachment No: 1



DEBT RECOVERY POLICY (COMMUNITY POLICY)

1. Scope:

This Policy applies to all ratepayers and other debtors of Livingstone Shire Council (LSC).

2. Purpose:

The objective of the Debt Recovery Policy is to provide procedural direction to ensure prompt follow-up and timely collection of overdue rate levies and other amounts owed to Council.

3. References (legislation/related documents):

Local Government Act 2009 Section 96(c)
Local Government Regulation 2012
Magistrates Courts Act 1921
Accounts Receivable (Sundry Debtors) Guideline
Bad Debts Register
Rate Payment Policy
Revenue Policy

4. Definitions:

To assist in interpretation, the following definitions shall apply:

Council	Livingstone Shire Council.
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5. Policy Statement:

This Policy provides clear direction for the recovery procedures to facilitate effective and flexible payment agreements in order to achieve Council's budgetary objectives, while at the same time giving all due consideration and assistance to ratepayers/debtors who display a genuine commitment to clearing their debt.

5.1 Reminder Notices - Rating and Utility Charges

- 5.1.1** A minimum period of approximately fourteen (14) days after the close of the discount period shall be allocated to verify the accuracy of rate accounts and to identify those with overdue rates and charges before the first reminder is issued by Council.
- 5.1.2** The first reminder shall be sent to all ratepayers whose accounts show outstanding amounts greater than \$10.00. The reminder will be one of the following: SMS (the preferred method of issuing this reminder) email or in the

absence of both email and mobile phone details, the first reminder will sent by post

5.1.3 Following the expiry of at least seven (7) days after the first SMS reminder. The first & final reminder notice will be issued (using the delivery method chosen by the ratepayer for delivery of Rates and Water Notices) as follows:

- Accounts that have an amount outstanding of less than \$1,000 will be issued a Reminder Notice. This notice is a general reminder with no threat of legal or other action. It should encourage ratepayers to contact Council staff if they are experiencing difficulties in paying their account to arrange a suitable payment regime to clear the outstanding debt within fourteen (14) days.
- Accounts that have an amount outstanding greater than \$1,000 will be issued a Final Reminder Notice giving the ratepayer fourteen (14) days in which to settle their account balance or contact Council staff if they are experiencing difficulties in paying their account to arrange a suitable payment regime to clear the outstanding debt. This notice should contain Council's proposed action for recovery, state that interest will accrue on the debt and identify the account is eligible for referral to Council's collection agency.

5.1.4 Following the expiry of fourteen (14) days after the reminder notice, a final SMS will be issued to all accounts with a balance of \$1,000 or greater prior to proceeding to further Collection action.

5.1.5 If a balance of \$1,000 is still outstanding after seven (7) days from the sending of the final SMS, accounts will be considered for commencement of the Legal process by the referral to Council's collection agent.

5.2 Pensioners

5.2.1 Pensioners who have an overdue rates balance of \$1,000 or greater will be requested to contact Council to make a formal agreement for payment by regular instalments. Such instalments are to be sufficient to ensure that the arrears situation does not worsen (i.e. at least enough to clear current period's rates each year).

5.2.2 No interest will be charged on overdue rates whilst the pensioner honours the agreement.

5.2.3 Should the pensioner default under the agreement then they will be allowed 14 days to rectify the situation. If the situation is not rectified then the agreement will be cancelled and interest will be charged from the date of default.

5.2.4 Pensioners who have arrears of \$1,000 or greater at the end of financial year and who fail to contact Council to make a formal agreement or have an agreement cancelled will become subject to Council's normal recovery action for overdue rates as outlined in this Policy.

5.3 Other Debtors

5.3.1 A period of approximately seven (7) days after the end of the month shall be allocated to verify the accuracy of accounts and to identify those with overdue amounts.

5.3.2 (14) days after the statements have issued an SMS reminder will be issued.

The first of two reminders shall then be sent to all such debtors whose accounts show outstanding balances.

5.3.3 The first notice should be a polite reminder with no threat of legal or other action. It should encourage debtors to contact Council staff if they are experiencing difficulties in paying their account to arrange a suitable payment regime to clear the outstanding debt.

5.3.4 After the debt has become 30 days overdue, a Final Demand Notice will be served giving the debtor seven (7) days in which to complete payment or make appropriate agreements, followed by a phone call where practical by the Revenue Officer. The notice should contain Council's proposed action for recovery and confirm that future services will be cancelled at the expiry of the notice period. The notice should also advise that future dealings with Council will need to be on a cash basis and if unpaid then debt will be referred to Council's Collection Agency for further recovery action.

5.3.5 Where the amount outstanding is in relation to the payment of rent (e.g. house/commercial premises) the appropriate notices under the relevant Tenancies Act should be issued within ten (10) days of the amount becoming overdue. Also, phone calls should be made where possible by Council's Property Officer prior to issue of the notice (this will not preclude the issuing of notices).

5.4 Landfill Accounts

5.4.1 A period of approximately seven (7) days after the end of the month and after issue of statements shall be allocated to verify the accuracy of accounts and to identify those with overdue amounts.

5.4.2 (14) days after the statements have issued, SMS reminder will be issued and the first of two reminders shall then be sent to all such debtors whose accounts show outstanding balances.

5.4.3 The first notice should be a polite reminder with no threat of legal or other action. It should encourage debtors to contact Council staff if they are experiencing difficulties in paying their account to arrange a suitable payment regime to clear the outstanding debt.

5.4.4 The final notice will advise the debtor that the account is outstanding well beyond the thirty (30) days trading terms and that they have now been refused entry to the landfill until the account has been paid in full or satisfactory agreements made with Council to clear the debt.

5.5 Unrecoverable – Bad Debts

5.5.1 After exercising all steps set down in this Policy it may be considered impractical to pursue a particular debt any further. (i.e. proceeding with legal action is unlikely to recover the debt.)

5.5.2 If a debt is considered unrecoverable (e.g. bankruptcy) and overdue 180 days or more it is necessary to obtain approval to have the debt written off.

This approval must be obtained in one of the following ways:

- The Director Corporate Services is delegated by Council with authority to write-off outstanding debts which are seen to be unrecoverable up to and including a value of \$1,000.00; and
- All debts in excess of \$1,000.00 will be referred to Council for approval to write-off.

5.6 Bad Debt Register

5.6.1 All debts written-off must be recorded in the Bad Debts Register that is to be regularly reviewed and updated by the Revenue Officer – Accounts Receivable.

5.6.2 The relevant officer shall be responsible for advising other Council units of the Debtors listed on this register to ensure no further credit is provided to them.

5.7 Agreements (Rates & Water Consumption)

5.7.1 In cases of genuine hardship agreements for payment by regular instalments may be accepted.

5.7.2 Council will not pursue further recovery action against a ratepayer who has an agreed periodic payment agreement, while the agreement is current and the ratepayer adheres to the agreed repayment schedule. Council reserves the right to renegotiate or cancel a payment agreement should circumstances change where the debt will not be paid within a reasonable time frame. In these circumstances, Council will not initiate further recovery action without reference to the ratepayer concerned.

5.7.3 Should a ratepayer propose an agreement to pay off the outstanding balance by periodic instalments, they will be advised of Council's stance in 5.7.2 above 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.

5.7.4 Where an agreed payment agreement has lapsed without approval, the ratepayer will be deemed to be in default and the ratepayer notified by way of a fourteen (14) day Reminder Notice.

5.7.5 As a general guide further recovery action will not be taken (rates only) where payments are being made as follows:

- For debts of less than \$2,000 payments should be of a sufficient amount and regularity to clear the outstanding debt over a period of no longer than six (6) months; and
- For debts of greater than \$2,000 payments should be of a sufficient amount and regularity to clear the outstanding debt of over a period of no longer than twelve (12) months.

Where these terms cannot be met the account will generally be referred for recovery action as detailed elsewhere in this Policy. Also, payments should ensure current rates and charges are paid as issued to ensure the account does not fall further in arrears.

Agreements with terms greater than those outlined above may be approved in cases of extenuating circumstances (e.g. long term illness or unemployment). Approval is to be given by the Coordinator Revenue, Manager Finance & Business Excellence or Chief Executive Officer.

5.8 Legal Process

5.8.1 As soon as practicable following the expiration of the fourteen day Reminder Notice any ratepayer or debtor who:

- Has not responded by way of payment in full; or
- Has not entered into an acceptable agreement to pay off the overdue account; or
- Does not have their account under investigation for accuracy or awaiting a decision of the Council; or
- Has defaulted on their agreed payment agreements;

Shall have their debt referred to an appropriate debt collection agency for recovery action.

5.8.2 Those agents acting for Council will be empowered to take whatever steps are necessary to recover the outstanding amounts. Legal action will require approval of each step by Council or its delegated officers.

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

5.8.4 Accounts referred to the collection agency may be left under their control and updated from time to time with the balance of accruing rates and interest until the rates are paid in full.

5.9 Sale of Land for Overdue Rates

Periodically a list of all ratepayers with rates outstanding in excess of the periods allowed shall be prepared by the Revenue Officer/Coordinator Revenue in accordance with the requirements of Division 3 of the *Local Government Regulation 2012*, and tabled for Council's consideration at the earliest opportunity.

6. Changes to this Policy

This Policy is to remain in force until otherwise amended/replaced by resolution of the Council.

7. Repeals

This Policy repeals the former Livingstone Shire Council Policy titled 'Debt Recovery Policy'.

**CHRIS MURDOCH
CHIEF EXECUTIVE OFFICER**

12.4 MONTHLY FINANCIAL REPORT FOR PERIOD ENDING 28 FEBRUARY 2018**File No:** FM12.14.1**Attachments:** 1. **Monthly Financial Report - Feb 2018**[↓](#)**Responsible Officer:** Andrea Ellis - Acting Director Corporate Services**Author:** Matthew McGoldrick - Interim Chief Financial Officer**SUMMARY**

Presentation of the Livingstone Shire Council Monthly Financial Report for the period ending 28 February 2018 by the Interim Chief Financial Officer.

OFFICER'S RECOMMENDATION

THAT the Livingstone Shire Council Monthly Financial Report for the period ending 28 February 2018 be received.

BACKGROUND

The attached financial report has been compiled from information within Council's Finance One and Pathway systems. The report presented includes:

1. Key Strategic Financial Indicators
2. Summary of Financial Results
3. Detailed Statements

The attached financial information presents a snapshot of the month (February) and year-to-date position of Council's financial performance for the 2017-2018 financial year.

Commitments are now excluded in the reported operating & capital costs.

All variances are reported against the 2017-2018 Adopted Budget. All operating budgets have been developed on a monthly basis; therefore there may be timing variances between actual position and adopted budget. In these instances, the variance will be identified as a timing variance in the commentary.

For the month of February for the first time business unit reporting has been included. These reports show the business units segregated Revenue and Expenditure Statements and Balance Sheets. This report is provided for the first time to inform Council of the performance of the business units within Council.

COMMENTARY

The financial report compares actual performance to date with Council's adopted budget for 2017/18 and identifies, for Councillors' information, significant variances or areas of concern. It also provides information about additional areas of financial interest to Council and reinforces sound financial management practices throughout the organization. This information is provided through the attached Monthly Financial Report.

Financial Performance

The operating performance for the month to 28 February 2018 shows an operating surplus of \$21.2m at the end of February (Refer to Table A in attachment 1). The Financial Performance Summary below compares year to date surplus to the year to date budgeted surplus of \$20.49m.

Financial Performance Summary to 28 February 2018					
	YTD Budget	YTD Actual	Variance	Variance	Status

	(\$m)	(\$m)	(\$m)	YTD %	
Operating Revenue	\$79.55	\$75.06	(\$4.5)	(6%)	■
Operating Expense	(\$59.07)	(\$53.85)	\$5.21	(9%)	✓
<i>Operating Surplus</i>	<i>\$20.49</i>	<i>\$21.20</i>	<i>\$0.72</i>	<i>4%</i>	✓
Capital Income	\$29.841	\$30.213	\$0.37	1%	✓
Capital Expenditure	\$55.515	\$47.769	(\$7.746)	(14%)	✗

Note: Actual results exclude purchase order commitments.

Status Legend:

- Above budgeted revenue or under budgeted expenditure ✓
- Below budgeted revenue or over budgeted expenditure <10% ■
- Below budgeted revenue or over budgeted expenditure >10% ✗

Operating Revenue

The year to date operating revenue has a variance of \$4.495m below budget. This variance is due to less rates and charges revenue (1 quarter of water consumption to be billed) and sales revenue much lower than budget. All other revenue line items are exceeding budget or in line with budget. Table A:1 in the Monthly Financial Report (Attachment 1) shows operating revenue by major category of actuals to budget variances by line item.

Operating Expenses

The year to date operating expenditure as at 28 February 2018 is below budget by \$5.213m, which excludes \$6.082m in committals. Table A:1 in the Monthly Financial Report (Attachment 1) reports operating expenditure by major category of actuals to budget variances by line item. All expenditure YTD is below or near budget except interest expense which is due to the accrual of the expenditure but the budget being phased on a quarterly basis (budget is currently only for 2 quarters).

Capital Income

Total capital income exceeds budget by \$372k, which compares well with the YTD budget and shows that the claims process and receipt of grants and subsidies is on target.

Capital Expenditure

Capital expenditure incurred as at 28 February 2018 is summarized in Table D.1 and D.2 in Attachment 1. The current adopted budget is \$97.43m with total capital expenditure spend for the current financial year at \$51.147m with a further \$20.949m in committals.

Table D.3 highlights the significant capital works projects with an adopted budget greater than \$1m and includes this year's budget and spend to date, and project life-to-date costs and budget.

Statement of Financial Position as at 28 February 2018

A detailed balance sheet is provided in Table B.1 in Attachment 1 as at 28 February 2018.

The balance sheet shows a low level of liabilities consisting predominantly of trade and other payables, and indicates that Council is currently in a sound financial position.

Council's total loan balances are \$78.059m with the first and second quarter loan repayments having been made. Interest on long term borrowings range from 3.123% to 5.554%, with the average being 4.54%.

Cash Flow

The statement of cash flows provided in Table C in Attachment 1 shows Council's expected cash flows for the financial year and the actual cash flow to the end of February 2018. The cash position remains in line with expectations with cash totaling \$43.63m at the end of February 2018.

The interim cash flow statement shows a strong surplus from operating activities, primarily from \$60.455m in rating revenue received. The surplus from operating activities is being utilized to fund Council's investment activities, predominantly for investment into Council's assets.

Available cash is either invested with the Queensland Treasury Corporation (QTC) Capital Guaranteed Cash Fund or held in fixed term deposits with financial institutions. The annual effective interest rate for the QTC at call deposits, at the end of February was 2.16%. Interest rates for the three (3) term deposits, range between 2.65% and 2.69% and reflect the fixed interest rate for the term of the investment.

Interest earned on cash and investments for the month of February was \$56k.

Outstanding Debtors

At 28 February 2018, outstanding debtors stand at \$1,227,805. This balance comprises a current portion of debtors and that balance is \$878,186, or 71.5% of this balance. There are 22 accounts which are over 60 days and are valued at \$283,730 which represents 23% of the total outstanding debtors.

Outstanding and Overdue Rates and Charges

The total rates debtor balance at 28 February 2018 stands at \$17,226,896. There is still \$791,685 in pre-paid rates at the 28 February, net rates outstanding is \$16,435,211. The portion of the current levy unpaid is \$15,313,092 which represents 89% of the balance outstanding. The revenue generated from rates through the levy in February is in line with budget expectations.

The following table analyses this overdue amount by age of debt.

Aging Period	Arrears balance (before deducting prepaid rates)	% of total eligible for collection
Current	\$15,313,092	98.89%
1 year	\$1,068,393	6.20%
2 years	\$446,958	2.59%
3 years	\$243,663	1.41%
4 years	\$112,798	0.65%
5 years	\$41,992	0.24%
TOTAL	\$17,226,896	

The next round of eligible properties for sale for rate arrears has been presented to Council for consideration. Once the notification period expires and if no action is taken by the ratepayer to pay the arrears a report incorporating a recommendation for sale for arrears will be presented to Council in late March 2018.

Council offers a direct debit facility with 2,322 direct debits totaling \$194,279 processed in February.

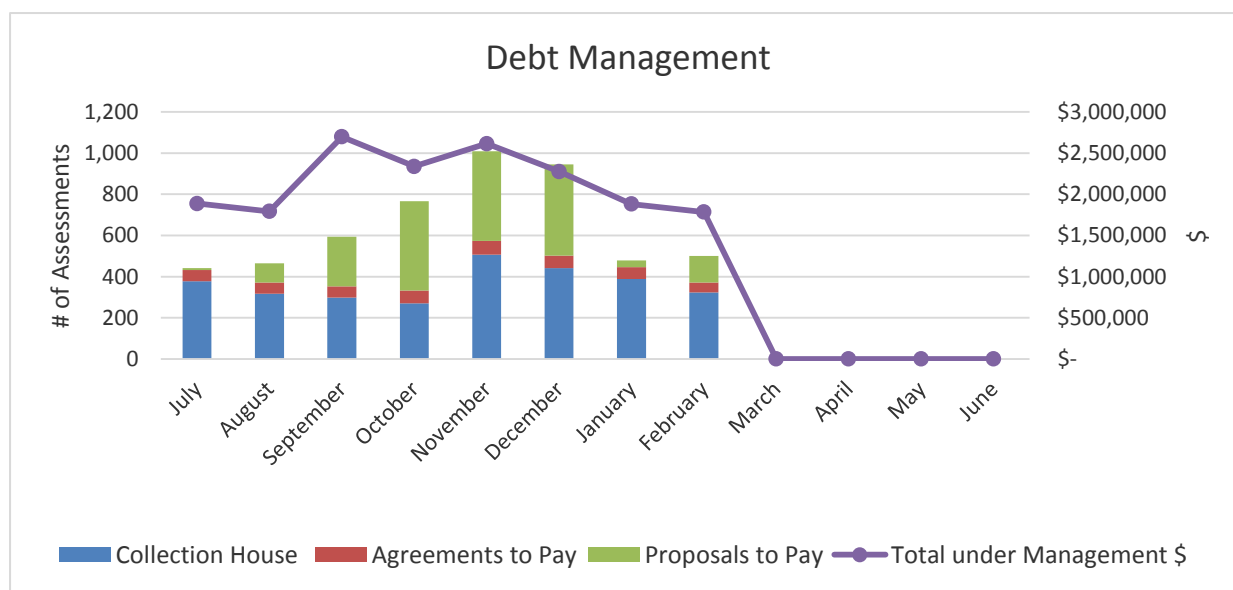
Debt Management – Ratepayers always have the option to enter into formal payment arrangements, which prevents legal action being progressed by Council's debt collection

agency. Interest is applied at a rate of 11% per annum, compounding monthly, on all overdue balances, including those under a formal payment arrangement.

In total 37% of the overdue balance is under management, this reflects 323 assessments out of 17,448 rateable assessments (1.85%).

February saw an increase of 97 ratepayers entering into proposals to pay (129 in total), representing a total of \$210,101. Proposals to pay require all current arrears to be paid in full prior to the next rates issue, all arrangements to pay up to December are now revisited at the end of the current discount period. There are 49 (December: 58) assessments under long term arrangements (agreements to pay) with a total of \$206,620 with varying settlement periods.

A total of 323 (February: 388) assessments, representing \$1,368,761 (February: \$1,557,799) are currently being managed by Council's debt collection agency. There were no new accounts were referred to Collection House in February 2018.



Procurement Activities

Council strongly supports locally-owned and operated businesses, including those with an office or branch in our region. Council is able to report on direct local spend for both operational and capital expenditure in addition to employee salaries & wages. The data provided is only reflective of the payments made through Accounts Payable and via corporate credit cards and does not make any consideration for other economic impacts.

LSC = Businesses located within the shire boundaries.

CQ = Business completely set up and run outside of LSC boundaries but within the Central Queensland.

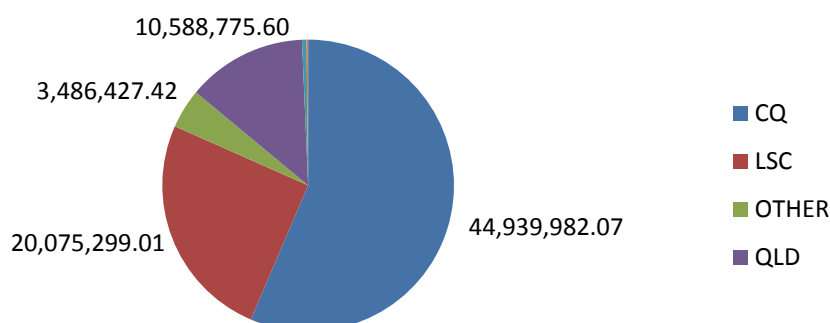
QLD = Business based outside of Central Queensland but within Queensland

OTHER = Business based outside of Queensland.

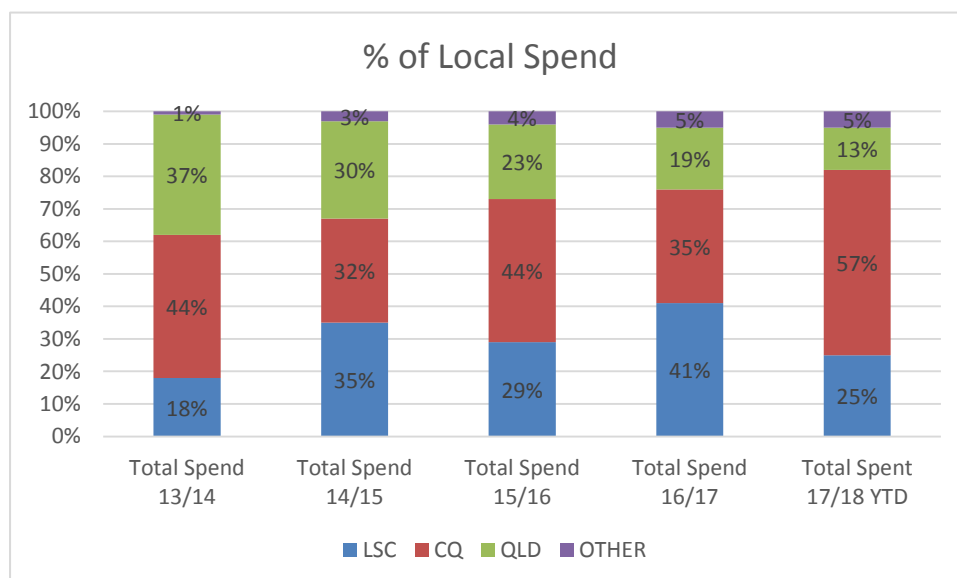
The following pie chart illustrates the total dollars spent this financial year by geographical categories. Of the \$44.9m spent in CQ, \$30.2m of this represents payments made to three (3) of the principal contractors delivering major projects.

Percent of Spend per Locality

2017/18 Year to Dat



YTD local spend for February 2018 was 25% or \$20.1m. The bar graph below summarises the allocation by local spend categories per financial year since 2013/14.



PREVIOUS DECISIONS

Council adopted the 2017/2018 budget on 27 June 2017.

BUDGET IMPLICATIONS

The monthly financial report shows Council's financial position in relation to the adopted budget.

Subsequent to preparing this report the 18Q2 budget has been adopted. Future reports will compare actual results to the revised quarter 2 budget, unless indicated otherwise.

LEGISLATIVE CONTEXT

In accordance with Section 204 of the *Local Government Regulation 2012*, a financial report is to be presented to Council on at least a monthly basis.

LEGAL IMPLICATIONS

Not applicable.

STAFFING IMPLICATIONS

Not applicable

RISK ASSESSMENT

Regular robust reporting of Council's financial results assists in creating a framework of financial responsibility within the Council and providing sound long term financial management of Council's operations.

CORPORATE/OPERATIONAL PLAN

Corporate Plan Reference: **Strategy GO3: Pursue financial sustainability through effective use of the Council's resources and assets and prudent management of risk.**

CONCLUSION

The financial report provides information about Council's financial performance and position for the month ending 28 February 2018.

12.4 - MONTHLY FINANCIAL REPORT FOR PERIOD ENDING 28 FEBRUARY 2018

Monthly Financial Report - Feb 2018

Meeting Date: 5 April 2018

Attachment No: 1



Livingstone
SHIRE COUNCIL

**Monthly Financial Report
for period ending
28/02/2018**

Contents

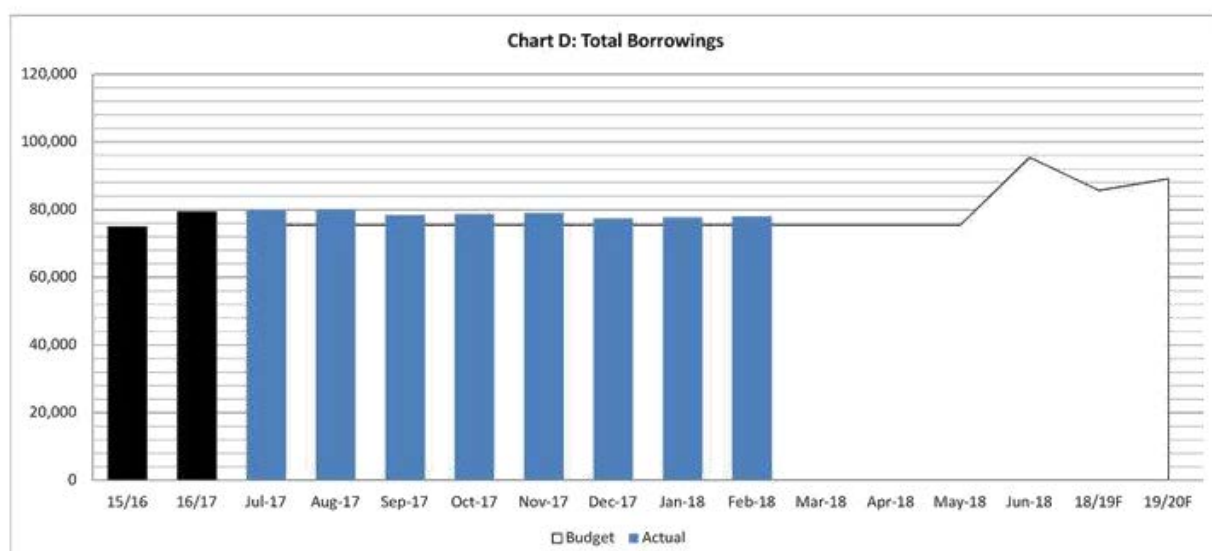
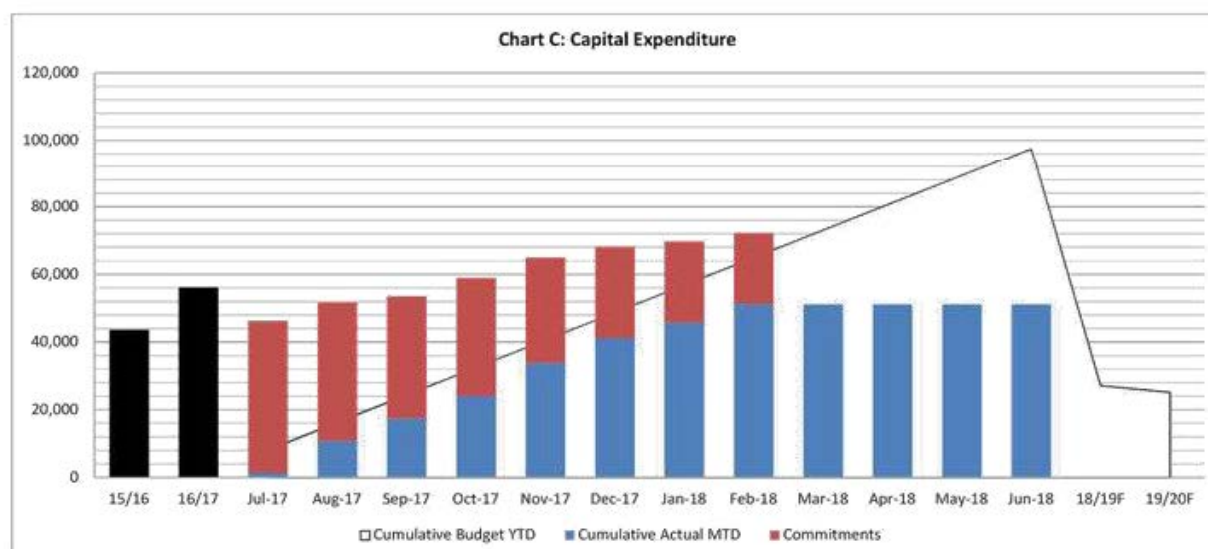
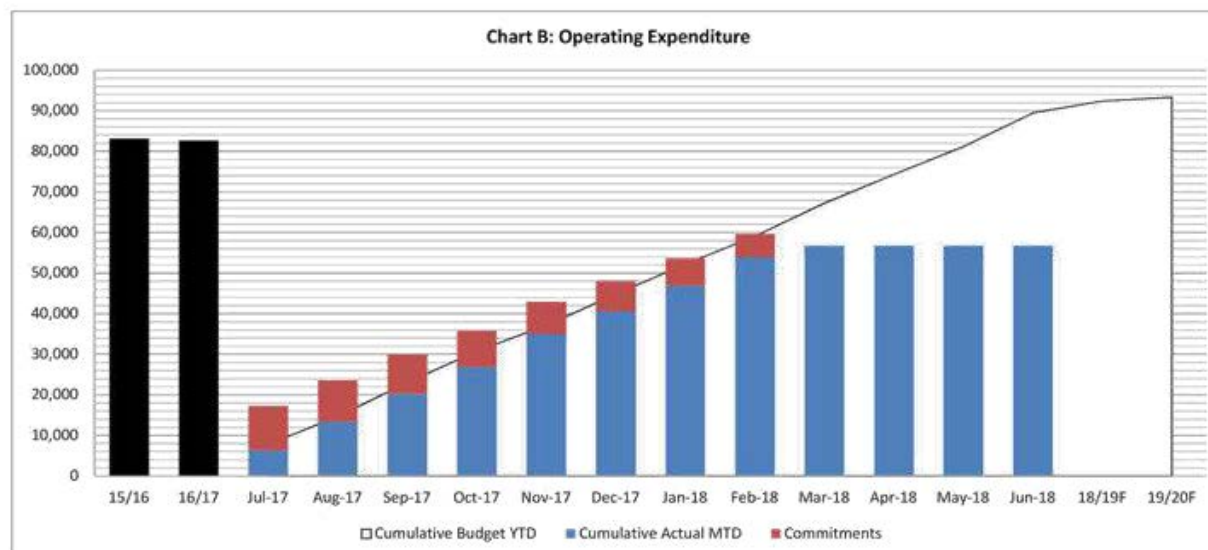
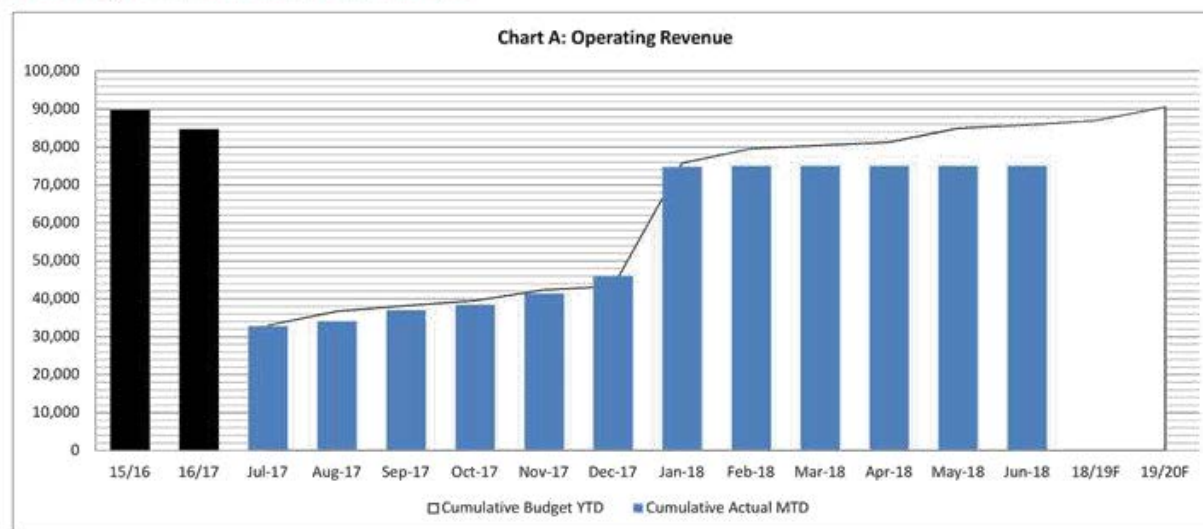
Financial Health Indicators

- Key strategic financial indicators
- Summary financial statements

Attachments: Detailed financial statements

Financial Health Indicators

Key strategic financial indicators: trend analysis



Key strategic financial indicators as at: 28/02/2018

Operating performance					
Operating surplus ratio					Commentary Both of these ratios have improved since 31 January 2018 due to the levy of the second half-yearly General Rates and Utility Charges. These ratios indicate that operating revenue is greater than operating expenses and this assists with funding capital expenditure.
Operating surplus/operating revenue	10%	-4.2%	28.2%	✓	
Operating efficiency ratio					
Operating revenue/operating expense	110%	96%	139%	✓	
Fiscal flexibility					
	Target Benchmark	Adopted Budget	YTD Actual		Commentary
Net financial liabilities ratio					The Net Financial Liabilities ratio is currently favourable and this is indicative of the levy of the second half-yearly rates and utility charges in January 2018.
Total liabilities - current assets /operating revenue	<60%	105%	45%	✓	
Own-source operating revenue ratio					
Own source/operating revenue	>60%	80.3%	93%	✓	The own-source operating revenue ratio is favourable when compared to the target benchmark as General Rates & Utility Charges and Fees & Charges are comparatively higher when compared to all sources of operating revenue. The interest cover ratio at 3.7% is within the target benchmark range due to the levy of half-yearly rates & utility charges and Council having made the first two quarterly repayments on the loan portfolio in September and December 2017.
Interest cover ratio					
Net Interest Expense / Total Operating Revenue	0% - 5%	4.9%	3.7%	✓	
Liquidity					
	Target Benchmark	Adopted Budget	YTD Actual		Commentary
Cash balances - Cash capacity in months					This ratio indicates that Council has sufficient cash to meet current cash operating expenses for approximately 9.8 months due to the collection of the vast majority of half-yearly General Rates and Utility Charges.
Cash at bank/cash operating expense	3.0	3.0	9.8	✓	
Ability to pay our bills - Current Ratio (times)					
Current assets/current liabilities	2.0	1.7	5.1	✓	The current ratio is well above the target benchmark of 2.0, again due to the levy of the second half-yearly General Rates and Utility Charges.
Asset sustainability					
	Target Benchmark	Adopted Budget	YTD Actual		Commentary
Asset Sustainability Ratio					Asset sustainability ratio will remain lower than the target benchmark due to the large proportion of new assets not requiring renewal at this stage.
Renewal expenditure/depreciation	90%	60%	22%	✗	
Status Legend:					
KPI target (budget) achieved or exceeded		✓	KPI target (budget) not achieved		✗

Commentary:

The adopted budget ratios for 2017/18 have not incorporated any changes from the unaudited 2016/17 financial statements

Summary financial statements for the year to date ending
28/02/2018

A. Summary of financial results

A. Income Statements					
	Year-to-date		Variance		Status
	Budget	Actual			
	(\$m)	(\$m)	\$	%	
Own-source Revenues	70.49	69.76	(0.73)	-1%	✘
Total Revenues	79.55	75.06	(4.50)	-6%	✘
Employee Expenses	(22.83)	(20.16)	2.66	-12%	✓
Total Expenses	(59.07)	(53.85)	5.21	-9%	✓
Operating Result	20.49	21.20	0.72	4%	
Total revenue is reported as under YTD budget by \$4.5m as a result of several factors being the allocation of rates discount for early rates payments of \$1m and \$1.9m budgeted land sales revenue being treated as capital revenue rather than operational. This is to be addressed in the 17/18 revised budget. Recoverable works are also behind budget by \$1.4m. Employee expenses are under budget primarily due to leave reduction strategies and the tightening of recruitment processes for vacant roles. Overall operating expenses are under YTD budget by \$5.2m which is mostly due to underspend of \$2.66m in employee benefits and \$2.54m in materials & services. The 2017-18 Quarter 2 budget review will improve budget phasing as this accounts for the variances (timing variance) in materials & services.					

B. Balance Sheet

	Year-to-date		Variance		Status
	Budget	Actual			
	(\$m)	(\$m)	\$	%	
Cash and Cash Equiv	13.74	43.63	29.89	218%	✓
Current Assets	51.28	65.55	14.27	28%	✓
Current Liabilities	18.97	12.87	(6.10)	-32%	✓
Non-Current assets	911.09	938.06	26.97	3%	✓
Borrowings	75.44	78.06	2.62	3%	✘
Non-Current Liabilities	80.62	86.47	5.85	7%	✘
Net Assets	862.77	904.27	41.49	5%	
Total current assets are above budget as second half-yearly rates notices were issued during January ahead of their budgeted timeframe. The \$3.0m increase in land for resale is due to the recognition of the Capricorn Homemaker Centre lots as inventory as well as an increase in cash. Borrowings are currently reported as above budget as the interest is now recognised monthly with the next quarterly repayment scheduled March 2018. It is expected that the 2017-18 Quarter 2 budget review will update the budget for these balances.					

C. Cash flows

	Year-to-date		Variance		Status
	Budget	Actual			
	(\$m)	(\$m)	\$	%	
Net Operating	4.53	18.78	14.26	315%	✓
Net Investing	(33.41)	(17.74)	15.66	-47%	✓
Net Financing	(1.37)	(1.40)	(0.03)	2%	✓
Closing Cash Balance	13.74	43.63	29.89	218%	
In line with total cash & cash equivalents being above budget, net operating cash flows are above budget, due mostly to the savings outlined above in relation to employee benefits and materials & services. The variance in net investing cash flows is mostly due to cash outlays on the construction of assets being behind the YTD Budget which was recognised in 1/12th instalments. Alignment of budgets to the capital works delivery schedule will be part of the 2017-18 Quarter 2 budget review.					

D. Capital program

	Year-to-date		Variance		Status
	Budget	Actual			
	(\$m)	(\$m)	\$	%	
Renewal	9.44	3.38	(6.06)	-64%	✓
New/Upgrade	55.51	47.77	(7.75)	-14%	✓
Total Capital Program	64.95	51.15	(13.80)	-21%	
Total renewals are reported as less than budget partly due the capital works program not being delivered in 1/12 equal portions during the year (budget timing difference). Re-prioritisation of capital projects due to the requirement to meet funding expenditure deadlines has resulted in an increase in expenditure on new/upgrade capital projects. Council currently has \$72m either spent (\$51.1m) or committed (\$21m) towards the adopted capital budget of \$97.4m.					

Status Legend:

Above budgeted revenue or under budgeted expenditure ✓
 Below budgeted revenue or over budgeted expenditure <10% ✘
 Below budgeted revenue or over budgeted expenditure >10% ✘

Attachments

A.1: Monthly Summary revenue and expenditure report (by line item) YTD 67%

	This period				Year-to-date				Full year		
	Budget	Actual	Variance	Variance	Budget	Actual	Variance	Variance	Adopted Budget	Revised Budget	%YTD (Incl Committals) of Adopted Budget
	(\$'000)	(\$'000)	(\$'000)	%	(\$'000)	(\$'000)	(\$'000)	%	(\$'000)	(\$'000)	%
Revenues											
Rates & Utility Charges	1,834	(1,003)	(2,838)	-155%	67,196	65,949	(1,248)	-2%	68,903	68,903	96%
User fees & charges	331	333	2	1%	2,856	3,205	349	12%	4,197	4,197	76%
Operating grants	1,105	602	(503)	-46%	3,578	3,274	(304)	-8%	4,798	4,798	68%
Interest	84	56	(29)	-34%	673	597	(76)	-11%	1,010	1,010	59%
Sales revenue	366	74	(292)	-80%	4,808	1,424	(3,384)	-70%	6,297	6,297	23%
Other	67	115	48	72%	442	610	168	38%	651	651	94%
Total operating revenues	3,787	177	(3,610)	-95%	79,554	75,059	(4,495)	-6%	85,856	85,856	87%
Expenses											
Employee benefits	(2,681)	(2,499)	182	-7%	(22,828)	(20,164)	2,664	-12%	(33,807)	(33,807)	-60%
Materials & Services	(2,071)	(2,146)	(76)	4%	(17,550)	(14,514)	3,036	-17%	(26,557)	(26,557)	-76%
Depreciation	(1,954)	(1,954)	(1)	0%	(15,628)	(15,635)	(6)	0%	(23,452)	(23,452)	-67%
Interest	(14)	(318)	(304)	2214%	(2,149)	(2,761)	(612)	28%	(4,243)	(4,243)	-65%
Other	(70)	(58)	12	-17%	(912)	(781)	131	-14%	(1,400)	(1,400)	-65%
Less: Total operating expenses	(6,789)	(6,976)	(187)	3%	(59,068)	(53,855)	5,213	-9%	(89,459)	(89,459)	-67%
Net operating result	(3,002)	(6,799)	(3,797)		20,486	21,204	718	4%	(3,602)	(3,602)	-427%
Capital Income											
Capital Grants	3,350	4,092	742	22%	26,801	27,329	527	2%	40,202	40,202	4%
Infrastructure Charges	375	158	(217)	-58%	3,000	1,634	(1,366)	-46%	4,500	4,500	0%
Contributed Assets	-	-	-	0%	0	0	0	0%	0	0	0%
Other capital income	17	604	587	3522%	133	1,251	1,117	838%	200	200	0%
Asset Revaluation movement											
Less: capital expenses	(12)	0	12	-100%	(93)	0	93	-100%	(140)	(140)	-21581%
Net Capital Income	3,730	4,854	1,124	30%	29,841	30,213	372	1%	44,762	44,762	102%
Total comprehensive income	728	(1,945)	(2,673)		50,327	51,417	1,090		41,160	41,160	0%

A.2: Monthly Summary revenue and expenditure report (by program) YTD 67%

	This period				Year-to-date				Full year		
	Budget	Actual	Variance	Variance	Budget	Actual	Variance	Variance	Adopted Budget	Revised Budget	%YTD (Incl Committals) of Adopted Budget
	(\$'000)	(\$'000)	(\$'000)	%	(\$'000)	(\$'000)	(\$'000)	%	(\$'000)	(\$'000)	%
Office of the CEO											
Revenue	-	0	0	0%	-	0	0	0%	-	-	0%
Expenses	(156)	(121)	34	-22%	(1,274)	(1,210)	65	-5%	(1,896)	(1,896)	67%
Corporate Services											
Revenue	106	49	(57)	-54%	796	1,174	378	48%	1,182	1,182	99%
Expenses	(1,092)	(916)	176	-16%	(10,660)	(8,766)	1,894	-18%	(15,736)	(15,736)	-61%
Community & Planning Services											
Revenue	322	354	32	10%	2,053	2,329	276	13%	2,887	2,887	-81%
Expenses	(785)	(742)	43	-5%	(6,630)	(5,808)	822	-12%	(9,908)	(9,908)	-62%
Strategic Growth & Economic Development											
Revenue	-	0	0	0%	-	1	1	0%	-	-	0%
Expenses	(101)	(93)	9	-8%	(1,149)	(882)	267	-23%	(1,639)	(1,639)	-62%
Infrastructure Services											
Revenue	2,121	(440)	(2,561)	-121%	20,065	31,412	11,347	57%	34,815	34,815	-90%
Expenses	(5,023)	(5,283)	(261)	5%	(40,971)	(38,150)	2,822	-7%	(62,048)	(62,048)	-69%
Central Funds											
Revenue	1,238	213	(1,024)	-83%	25,051	40,143	15,092	60%	46,972	46,972	-85%
Expenses	367	179	(188)	-51%	1,616	960	(656)	-41%	1,768	1,768	-54%

B: Monthly summary of assets and liabilities report										YTD	67%
		Year-to-date				Full year			%YTD (Incl. Committals) of Adopted Budget		
		Budget	Actual	Variance	Variance	Adopted Budget	Revised Budget				
		(\$'000)	(\$'000)	(\$'000)	%	(\$'000)	(\$'000)	%			
Assets											
Cash and cash equivalents		10,741	41,630	30,889	288%	15,337	15,337	271%			
Investments		3,000	2,000	(1,000)	-33%	-	-	0%			
Inventory		1,350	421	(929)	-69%	7,405	7,405	6%			
Receivables:								0%			
Rates		33,324	16,606	(16,718)	-50%	1,350	1,350	1230%			
Land - for resale		6,495	9,560	3,065	47%	6,495	6,495	147%			
Infrastructure:											
PPE		905,170	840,077	(65,093)	-7%	992,547	992,547	85%			
Capital WIP		-	91,282	91,282	0%	-	-	0%			
Other assets		2,281	2,032	(249)	-11%	2,281	2,281	89%			
Total Assets		962,361	1,003,607	41,246	4%	1,025,415	1,025,415	98%			
Liabilities											
Employee benefits		5,025	9,168	4,143	82%	5,025	5,025	182%			
Trade creditors and accruals		8,921	1,640	(7,281)	-82%	8,921	8,921	18%			
Borrowings:											
Short-term		5,026	2,937	(2,089)	-42%	5,026	5,026	58%			
Long-term		70,418	75,122	4,704	7%	90,418	90,418	83%			
Other liabilities		10,199	10,473	274	3%	10,199	10,199	103%			
Total Liabilities		99,589	99,341	(248)	0%	119,589	119,589	83%			
Current assets		51,276	65,550	14,274	28%	29,254	29,254	224%			
Current liabilities		18,972	12,871	(6,101)	-32%	17,059	17,059	75%			
Non-current assets		911,085	938,057	26,972	3%	996,161	996,161	94%			
Non-current liabilities		80,617	86,469	5,852	7%	102,529	102,529	84%			
Net community assets		862,772	904,266	41,494	5%	905,826	905,826	100%			

C: Monthly summary cash flow report										YTD		67%
	This period				Year-to-date				Full year			
	Budget	Actual	Variance	Variance	Budget	Actual	Variance	Variance	Adopted Budget	Revised Budget	%YTD (Incl Committals) of Adopted Budget	
	(\$'000)	(\$'000)	(\$'000)	%	(\$'000)	(\$'000)	(\$'000)	%	(\$'000)	(\$'000)	%	
Cash inflows from operations -												
Rates & utility charges	1,834	16,339	14,504	791%	35,607	60,455	24,847	70%	68,903	68,903	88%	
User fees and charges	470	429	(41)	-9%	5,853	4,842	(1,011)	-17%	7,777	7,777	62%	
Operating grants	1,105	602	(503)	-46%	3,578	3,186	(392)	-11%	4,798	4,798	66%	
Interest	84	56	(29)	-34%	673	597	(76)	-11%	1,010	1,010	59%	
Other	293	(386)	(679)	-232%	2,253	(9)	(2,262)	-100%	7,889	7,889	0%	
Total operating cash inflows	3,787	17,040	13,252	350%	47,965	69,071	21,106	44%	90,377	90,377	76%	
Cash outflows from operations -												
Employee entitlements	(2,681)	(2,499)	182	-7%	(22,828)	(20,111)	2,717	-12%	(33,807)	(33,807)	59%	
Payments to suppliers	(2,071)	(2,722)	(651)	31%	(17,550)	(24,641)	(7,091)	40%	(26,557)	(26,557)	93%	
Interest	(14)	(318)	(304)	2214%	(2,149)	(2,761)	(612)	28%	(4,243)	(4,243)	65%	
Other	(70)	(1,503)	(1,433)	2043%	(912)	(2,777)	(1,865)	205%	(3,241)	(3,241)	86%	
Total operating cash outflows	(4,836)	(7,043)	(2,207)	46%	(43,439)	(50,290)	(6,851)	16%	(67,848)	(67,848)	74%	
Net cash flows from operations	(1,048)	9,997	11,045	-1054%	4,525	18,781	14,255	315%	22,530	22,530	83%	
Investing cash flows -												
Proceeds on disposal of assets	25	604	579	2315%	200	1,214	1,014	507%	300	300	405%	
Capital grants & Infrastructure Charges	3,725	4,251	525	14%	29,801	27,799	(2,002)	-7%	44,702	44,702	62%	
Net lfr from cash investments	0	1,000	1,000	0%	0	1,000	1,000	0%	0	0	0%	
Acquisition of assets	(7,926)	(3,566)	4,360	-55%	(63,408)	(47,757)	15,651	-25%	(95,112)	(95,112)	50%	
Net investing cash flows	(4,176)	2,289	6,464	-155%	(33,407)	(17,744)	15,663	-47%	(50,110)	(50,110)	35%	
Financing cash flows												
New borrowings	0	0	0	0%	0	0	0	0%	20,000	20,000	0%	
Repayment of borrowings	340	307	(33)	-10%	(1,370)	(1,399)	(29)	2%	(4,098)	(4,098)	34%	
Net financing cash flows	340	307	(33)	-10%	(1,370)	(1,399)	(29)	2%	15,902	15,902	-9%	
Net combined cash flows	(4,884)	12,592	17,476	-358%	(30,251)	(362)	29,889	-99%	(11,678)	(11,678)	3%	
Add: Opening cash balance	18,625	31,038	12,413	67%	43,992	43,992	12,413	28%	27,017	27,017	163%	
Closing cash balance	13,741	43,630	29,889	218%	13,741	43,630	29,889	218%	15,339	15,339	284%	

D.1: Monthly summary capital revenue and expenditure report by category (all projects) **YTD 67%**

	This period				Year-to-date				Full year		
	Budget	Actual	Variance	Variance	Budget	Actual	Variance	Variance	Adopted Budget	Revised Budget	%YTD (Incl Committals) of Adopted Budget
	(\$'000)	(\$'000)	(\$'000)	%	(\$'000)	(\$'000)	(\$'000)	%	(\$'000)	(\$'000)	%
Renewal of existing assets -											
Capital grants and contributions	0	0	0	0%	-	(984)	(984)	0%	-	-	0%
Renewal expenditure	1,180	372	(808)	-68%	9,437	3,378	(6,059)	-64%	14,156	14,156	30%
New assets/Upgrade of existing assets											
Capital grants and contributions	(3,350)	(4,232)	- 882	26%	(26,801)	(29,573)	(2,772)	10%	(40,202)	(40,202)	74%
New/upgrade expenditure	6,939	5,142	(1,797)	-26%	55,515	47,769	(7,746)	-14%	83,272	83,272	82%
Total											
Capital grants and contributions	(3,350)	(4,232)	(882)	26%	(26,801)	(30,557)	(3,756)	14%	(40,202)	(40,202)	76%
Renewal, upgrade and acquisition	8,119	5,514	(2,605)	-32%	64,952	51,147	(13,805)	-21%	97,428	97,428	74%

D.2: Monthly summary capital revenue and expenditure report by asset class (all projects) **YTD 67%**

	This period				Year-to-date				Full year		
	Budget	Actual	Variance	Variance	Budget	Actual	Variance	Variance	Adopted Budget	Revised Budget	%YTD (Incl Committals) of Adopted Budget
	(\$'000)	(\$'000)	(\$'000)	%	(\$'000)	(\$'000)	(\$'000)	%	(\$'000)	(\$'000)	%
Land											
Capital grants and contributions	-	4	4	0%	-	(611)	611	0%	-	-	0%
Renewal, upgrade and acquisition	13	7	6	-44%	100	40	(60)	-60%	150	150	38%
Buildings											
Capital grants and contributions	84	(1,020)	936	1117%	(671)	(6,885)	(6,215)	927%	(1,006)	(1,006)	685%
Renewal, upgrade and acquisition	441	1,363	922	209%	3,526	5,538	2,012	57%	5,290	5,290	122%
Plant & Equipment											
Capital grants and contributions	0	0	0	0%	-	(670)	(670)	0%	-	-	0%
Renewal, upgrade and acquisition	190	116	(74)	-39%	1,518	1,183	(335)	-22%	2,276	2,276	93%
Roads & Drainage											
Capital grants and contributions	(1,125)	(2,028)	(903)	80%	(8,997)	(11,827)	2,830	31%	(13,496)	(13,496)	88%
Renewal, upgrade and acquisition	2,221	2,015	(206)	-9%	17,766	14,345	(3,421)	-19%	26,650	26,650	83%
Bridges											
Capital grants and contributions	-	-	-	0%	-	0	0	0%	-	-	0%
Renewal, upgrade and acquisition	-	-	-	0%	-	-	-	0%	-	-	0%
Water											
Capital grants and contributions	0	(28)	(28)	0%	0	(560)	(560)	0%	-	-	0%
Renewal, upgrade and acquisition	311	236	(75)	-24%	2,490	1,956	(534)	-21%	3,735	3,735	85%
Sewerage											
Capital grants and contributions	(250)	(15)	235	-94%	(2,000)	(168)	1,832	-92%	(3,000)	(3,000)	6%
Renewal, upgrade and acquisition	1,355	35	(1,320)	-97%	10,840	655	(10,185)	-94%	16,260	16,260	4%
Site Improvements											
Capital grants and contributions	(1,792)	(1,159)	633	-35%	(14,333)	(8,172)	6,161	-43%	(21,500)	(21,500)	38%
Renewal, upgrade and acquisition	3,397	1,055	(2,342)	-69%	27,178	22,891	(4,287)	-16%	40,767	40,767	82%
Land Development											
Capital grants and contributions	(100)	22	122	-122%	(800)	(1,662)	(862)	108%	(1,200)	(1,200)	139%
Renewal, upgrade and acquisition	192	687	495	258%	1,533	4,537	3,004	196%	2,300	2,300	210%

D.3: Summary capital expenditure report by project (>\$1 million)

	% Project Complete	Project Dates			Project Costs YTD FY17/18				Budget FY17/18			Project Life Costs	
		Planned Start Date*	Planned Completion Date*	WIP B/F FY 16/17	Actual	Commitments	Total Project Costs	Project EOFY Forecast Cost*	Adopted Budget	Revised Budget*	Variance	Project LTD Costs Exc Cap	Approved Project Life Budget
Scenic Hwy Reconstruction at Statue Bay													
1050897 (U) UEC-RC-Scenic Hwy - Statue Bay Downslope	40%	27/09/16	31/05/18	2,307	3,553	2,982	6,535	7,400	6,450	6,450	0	8,842	0
1068232 (U)-UC-RC-Scenic Hwy at Statue Bay-Clayt	40%	3/07/17	31/05/18	1,660	70	16	86	1,630	800	800	0	1,746	16,500
1103745 (N)-UC-NC-Scenic Hwy - Statue Bay Upslope	40%	26/03/17	31/05/18	382	4,201	2,493	6,694	7,350	6,190	6,190	0	7,076	0
Subtotal of Scenic Hwy Reconstruction at Statue Bay				4,349	7,824	5,491	13,315	16,380	13,440	13,440	0	17,664	16,500
Panorama Drive													
1025985 (U) REC-NC-Panorama Drv-Segment 1A T-43	100%	-	22/12/17	0	7	0	7	0	0	0	0	4,037	9,690
1067045 (N) REC-NC-Panorama Drv project management T-39 T-43 T-13	100%	-	22/12/17	6,635	65	6	71	75	0	0	0	6,706	8,810
1067046 (N) REC-NC-Panorama Drv Segment 2 design T-43 T-13	100%	-	22/12/17	777	0	0	0	0	0	0	0	777	0
1067047 (N) REC-NC-Panorama Drv Segment 2 civil	99%	-	22/12/17	16,254	2,113	97	2,210	2,300	1,251	1,251	0	18,464	11,500
1067048 (U) REC-RC-Panorama Drv Segment 1B Limestone Creek Rd T-39	0%	-	2/07/18	76	1	0	1	8	220	220	0	77	0
1070314 (N)-RC-RC-Gate 5 Property Access St Bren				0				0	0	0	0	370	0
Subtotal of Panorama Drive				23,743	2,186	103	2,289	2,383	1,471	1,471	0	30,432	30,000
Yeppoon Foreshore Redevelopment													
0976018 (N) Foreshore Design & Project Managemen	95%	-	30/06/18	2,762	1,299	66	1,365	1,612	1,173	1,173	0	4,127	1,500
1074103 (N) Foreshore Multi-Deck Carpark and Ten	100%	-	31/07/16	615	160	0	160	161	210	210	0	10,870	12,000
1074104 (N) Foreshore Service Road, Paths to Wat	100%	-	15/12/17	1,779	1,395	0	1,395	1,345	1,175	1,175	0	3,174	2,000
1074106 (N) Foreshore Water Park Precinct (pool,	85%	-	30/04/18	820	12,845	5,688	18,533	19,886	17,623	17,623	0	19,353	13,000
1074107 (U) Foreshore Anzac Parade Shared Zone a	85%	3/07/17	30/04/18	225	1,545	1,728	3,273	4,567	3,916	3,916	0	3,498	8,250
1074108 (U) Foreshore Revetment Wall, Timber Boardwalk and Wharf	100%	-	30/11/17	42	53	0	53	53	1,713	1,713	0	95	4,000
1074109 (N) Foreshore Contingency and Management Reserve	100%	-	30/11/17	281	31	0	31	25	245	245	0	312	3,500
1074111 (U) Foreshore Road Realignment (Appleton	100%	15/05/17	15/12/17	1,738	1,885	0	1,885	1,859	1,664	1,664	0	3,623	3,000
1108216 (R) Foreshore Rd Realign Anzac Pde carpark at Sailing Club southern end	0%			0	0	0	0	0					
Subtotal of Yeppoon Foreshore Redevelopment				8,263	19,213	7,482	26,695	29,507	27,719	27,719	0	45,053	47,250
Gateway Land Development													
1051624 (N) Gateway Stg1 Land Development	95%	-	31/07/16	0	136	0	136	158	0	0	0	136	0
1051625 (N) Gateway 1.4 Infrastructure Construct	0%			0	0	0	0	0	0	0	0	0	0
1063754 (N) Gateway General	80%	-	31/07/16	0	157	5	162	140	0	0	0	162	0
1067294 (N) Gateway Stg2 Land Development	95%	-	31/07/17	0	681	9	690	760	0	0	0	2,663	1,800
1067296 (N) Gateway Stg3 Land Development	0%			0	0	0	0	0	0	0	0	552	0
Subtotal of Gateway Land Development				0	974	14	988	1,058	0	0	0	3,513	1,800
Homemaker Centre													
1067267 (N) PED Homemaker Centre Demolition & Site Fencing	85%	-	30/03/18	0	205	31	236	300	0	0	0	436	200
1067268 (N) PED Homemaker Centre General	65%	-	-	0	67	3	70	100	0	0	0	88	0
1067269 (N) Homemaker Centre Land Development	50%	6/09/17	16/01/18	0	736	74	810	2,300	1,100	1,100	0	1,223	3,000
1108266 (N) Homemaker Centre Service Relocation	90%	6/09/17	19/01/18	0	894	74	968	450	0	0	0	968	0
1108267 (R) Homemaker Centre SPS replacement	25%	6/09/17	16/02/18	0	50	33	83	200	0	0	0	83	0
1108268 (N) Homemaker Centre Earthworks	95%	6/09/17	2/02/18	0	1,880	100	1,980	2,741	0	0	0	1,980	0
1108269 (N) Homemaker Centre SRM 300mm trunk sewer rising main	10%	6/09/17	16/02/18	0	29	3	31	50	0	0	0	31	0
Subtotal of Homemaker Centre Land Development				0	3,861	318	4,178	6,141	1,100	1,100	0	4,809	3,200
Other Projects													
0971753 (R)-REC-GR-Gravel Resheet Program A	69%	3/07/17	12/04/18	0	482	1	483	779	1,131	1,131	0	483	779
1105686 (U)-RC-RC-Coowonga Road-26km	35%	8/11/17	28/03/18	0	274	45	319	1,400	1,500	1,500		319	1,500
1105687 (U)-RC-RC-St Christopher Chapel Rd	5%	8/01/18	15/06/18	0	11	0	11	1,000	1,000	1,000		11	1,000
1100767 (N)-PED-Emu Park Village & Forshore Revitalisation	10%	3/07/17	21/12/18	60	52	26	78	800	4,250	4,250	0	138	4,500
1100768 (N)-CC-Emu Park multi-sports Complex Stg2 & 3	70%	3/07/17	27/03/18	215	2,994	1,362	4,356	4,926	3,870	3,870	0	4,571	4,500
1074856 (N)-UC-SW-Tarangamba Rd culverts at Ross	5%	1/08/17	3/10/18	21	40	5	45	1,300	1,300	1,300		66	1,300
1100771 (N)-UC-Misc-Various Infrastructure Agree	0%	3/07/17	26/06/18	0	0	0	0	500	1,000	1,000	0	0	1,000
0983816 (R)-Fleet Renewal Program	67%	3/07/17	27/06/18	0	819	11	830	2,650	2,250	2,250	0	830	2,250
0988058 (N) Capricorn Coast Cemetery Roadworks	35%	8/05/17	6/03/18	725	186	328	514	1,850	2,500	2,500	0	1,239	2,500
0988173 (N) Capricorn Coast New Cemetery Internal	5%	2/03/18	21/08/18	0	50	17	67	1,000	1,500	1,500		67	1,500
1100027 (N) Local Disaster Coordination Centre	95%	2/01/17	31/01/18	451	4,864	866	5,730	5,774	5,015	5,015	0	6,181	6,220
1070087 (R)-WC-W-Main Replacement Reticulation	25%	9/01/18	20/06/18	0	2	0	2	860	1,000	1,000		2	1,000
0959072 (N) SN STP YPN Augmentation SEW-33	5%	4/12/16	21/12/18	254	283	41	324	3,500	15,000	15,000	0	578	15,000

*18Q1 estimates

E.1: Business Unit summary revenue and expenditure report (by line item)																YTD				67%
	Water				Sewer				Waste				Council				Consolidated			
	Budget	YTD Actual	Variance	Variance	Budget	YTD Actual	Variance	Variance	Budget	YTD Actual	Variance	Variance	Budget	YTD Actual	Variance	Variance	Adopted Budget	Actual	Variance	Variance
	(\$'000)	(\$'000)	(\$'000)	%	(\$'000)	(\$'000)	(\$'000)	%	(\$'000)	(\$'000)	(\$'000)	%	(\$'000)	(\$'000)	(\$'000)	%	(\$'000)	(\$'000)	(\$'000)	%
Rates & Utility Charges	14,581	12,577	(2,004)	-14%	9,267	9,455	187	2%	5,665	5,810	145	3%	39,389	38,106	(1,283)	-3%	68,903	65,949	(2,955)	-4%
User fees & charges	304	210	(94)	-31%	108	130	22	20%	1,173	685	(488)	-42%	2,612	2,180	(432)	-17%	4,197	3,205	(992)	-24%
Operating grants	0	0	0	0%	0	0	0	0%	0	0	0	0%	4,798	3,274	(1,524)	-32%	4,798	3,274	(1,524)	-32%
Interest	0	0	0	0%	0	0	0	0%	0	0	0	0%	1,010	597	(413)	-41%	1,010	597	(413)	-41%
Sales revenue	0	0	0	0%	0	0	0	0%	0	0	0	0%	2,937	0	(2,937)	-100%	2,937	0	(2,937)	-100%
Other	212	52	(160)	-76%	40	47	7	18%	19	23	4	20%	3,740	1,912	(1,828)	-49%	4,011	2,034	(1,977)	-49%
Total operating revenues	15,097	12,839	(2,259)	-15%	9,415	9,632	217	2%	6,857	6,519	(339)	-5%	54,486	46,069	(8,417)	-15%	85,856	75,059	(10,798)	-13%
Expenses																				
Employee benefits	(1,960)	(1,246)	714	-36%	(1,777)	(988)	789	-44%	(404)	(254)	150	-37%	(29,665)	(17,675)	11,990	-40%	(33,807)	(20,164)	13,643	-40%
Materials & Services	(6,038)	(3,709)	2,329	-39%	(2,136)	(1,153)	983	-46%	(4,818)	(2,334)	2,484	-52%	(10,241)	(4,915)	5,326	-52%	(23,233)	(12,111)	11,122	-48%
Depreciation	(4,858)	(3,239)	1,619	-33%	(2,936)	(1,957)	979	-33%	(780)	(520)	260	-33%	(14,878)	(9,919)	4,959	-33%	(23,452)	(15,635)	7,817	-33%
Interest	(1,024)	(420)	604	-59%	0	(269)	(269)	0%	(661)	(444)	216	-33%	(2,559)	(1,628)	930	-36%	(4,243)	(2,761)	1,482	-35%
Other	(2,393)	(1,491)	902	-38%	(1,390)	(891)	499	-36%	369	289	(80)	-22%	(1,310)	(1,090)	220	-17%	(4,724)	(3,184)	1,540	-33%
Less: Total operating expenses	(16,273)	(10,106)	6,167	-38%	(8,240)	(5,259)	2,981	-36%	(6,293)	(3,263)	3,030	-48%	(58,653)	(35,227)	23,426	-40%	(89,459)	(53,855)	35,604	-40%
Net operating result	(1,176)	2,733	3,908	(3)	1,176	4,373	3,198	272%	564	3,256	2,691	477%	(4,166)	10,842	15,009	-360%	(3,602)	21,204	24,806	-689%

E.2: Business Unit summary of assets and liabilities report YTD 67%

	Water	Sewerage	Waste	Council	Year-to-date				Full year		
					Budget	Actual	Variance	Variance	Adopted Budget	Revised Budget	%YTD (Incl Commitments) of Adopted Budget
	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)	%	(\$'000)	(\$'000)	%
Assets											
Cash and cash equivalents	9,424	8,457	10,710	15,039	13,741	43,630	29,889	218%	15,337	15,337	183%
Inventory	0	0	0	421	1,350	421	(929)	-69%	7,405	7,405	6%
Receivables:	0	0	0	0	0	0	0	0%	0	0	0%
Rates	2,859	2,236	1,443	10,068	33,324	16,606	(16,718)	-50%	1,350	1,350	2515%
Land - for resale	0	0	0	9,560	6,495	9,560	3,065	47%	6,495	6,495	147%
Infrastructure:	0	0	0	0	0	0	0	0%	0	0	-
PPE	192,594	119,566	9,853	518,063	905,170	840,077	(65,093)	-7%	992,547	992,547	85%
Capital WIP	2,644	1,192	127	87,318	0	91,282	91,282	0%	0	0	0%
Other assets	46	11	187	1,788	2,281	2,032	(249)	-11%	2,281	2,281	68%
Total Assets	207,567	131,463	22,319	642,258	962,361	1,003,607	41,246	4%	1,025,415	1,025,415	98%
Liabilities											
Employee benefits	653	653	55	8,010	5,025	9,168	4,143	82%	5,025	5,025	167%
Trade creditors and accruals	2	0	27	1,610	8,921	1,640	(7,281)	-82%	8,921	8,921	11%
Borrowings:	0	0	0	0	0	0	0	0%	-	-	0%
Short-term	435	278	461	1,763	5,026	2,937	(2,089)	-42%	5,026	5,026	52%
Long-term	10,840	6,931	11,241	46,110	70,418	75,122	4,704	7%	90,418	90,418	83%
Other liabilities	0	0	9,742	527	10,199	10,473	274	3%	10,199	10,199	103%
Total Liabilities	11,930	7,862	21,528	58,020	99,589	99,341	(248)	0%	119,589	119,589	82%
Current assets	12,329	10,704	12,339	36,876	51,276	65,550	14,274	28%	29,254	29,254	239%
Current liabilities	1,052	892	544	11,384	18,972	12,871	(6,101)	-32%	17,059	17,059	65%
Non-current assets	195,238	120,759	9,980	605,381	911,085	938,057	26,972	3%	996,161	996,161	94%
Non-current liabilities	10,879	6,969	20,984	46,637	80,617	86,469	5,852	7%	102,529	102,529	84%
Net community assets	195,637	123,601	791	584,237	862,772	904,266	41,494	5%	905,826	905,826	100%

12.5 RISK BASED LAND USE COMPLIANCE POLICY

File No:	CM 4.7.18
Attachments:	1. Risk Based Land Use Compliance Policy ↓
Responsible Officer:	Brett Bacon - Director Community & Planning Services
Author:	David Battese - Manager Strategy & Development

SUMMARY

This report presents Council with a risk based land use compliance policy which seeks to provide guidance and direction on how compliance and enforcement actions are undertaken for non-compliant land use.

OFFICER'S RECOMMENDATION

THAT Council adopt and implement the "Risk Based Land Use Compliance Policy" as attached to this report and review its effectiveness after six months.

BACKGROUND

Council currently does not have a strategic framework to assist managing the competing demands associated with undertaking its land use compliance functions. This often proves problematic for officers when prioritising complaints or determining required actions and has resulted in responses and actions being influenced by the level of anger, frustration or persistence of a complainant rather than the identified risks or benefits to the community.

Furthermore, over recent years there has been a rising trend in the number of land use compliance complaints received by Council and without additional compliance resources being provided the effective resolution of these is becoming increasingly difficult. There is also a rising trend in the percentage of complaints associated with neighbourhood disputes and whilst many of these are minor in nature their resolution is often made more difficult by the dispute and as a consequence they can be extremely demanding upon Council resources.

Two reports on dealing with land use compliance complaints were presented at Council workshops in 2017 and during the associated discussions it was identified that a risk based approach to dealing with the abovementioned issues may be an option and it was requested that a risk based policy be prepared for consideration.

This report now presents Council with a risk based land use compliance policy which seeks to overcome the abovementioned problems by providing guidance and direction on how compliance and enforcement actions are undertaken for non-compliant land uses associated the following functions:

- (a) planning;
- (b) building;
- (c) environmental health; and
- (d) plumbing and drainage

In 2017 Council considered two workshop reports that discussed the increasing levels of non-compliant planning, building and plumbing matters and the associated challenges faced in allocating resources (both human and financial) to address these.

During these workshops Councillors expressed a view that due to resource limitations and increasing demands a risk based hierarchical approach should be considered to address these issues and that a policy be presented to Council for further discussion

COMMENTARY

Over recent years there has been a rising trend in the number of land use compliance complaints received by Council and being able to effectively address these using the existing level of resources has become very challenging. There has also been a rising trend in the percentage of complaints which result from neighbourhood disputes and whilst many of these are often minor in nature their resolution can be extremely demanding upon Councils resources.

These issues were discussed by Council when presented with two workshops reports on the matter in 2017. At that time Council considered a risk based approach to dealing with non-compliant land uses was a management option and requested that a risk based policy be prepared for consideration.

The policy attached to this report has been developed based on the following criteria;

- (i) risks to health and safety of persons;
- (ii) levels of environmental harm;
- (iii) levels of amenity impact;
- (iv) Council reputation/public perception;
- (v) levels of statutory non-compliance; and
- (vi) legal or economic consequence

Under the policy, complaints would be assessed and risk rated according to the criteria contained within the five risk levels in Appendix A of the policy. The appropriate action would then be taken in accordance with the policy's risk based resolution hierarchy.

The key advantages of Council adopting and implementing the risk based land use policy include the following:

- 1) assist to inform strategic decision making in prioritising investigations and allocating resources;
- 2) improved community outcomes;
- 3) providing direction for staff and Councillors in the use of resolution options which are appropriate and proportionate to the seriousness of the compliance matters under investigation;
- 4) increase the level of consistency in addressing non-compliant land uses;
- 5) provide clarity, direction and guidance for staff, councillors and the community around Councils approach to undertaking land use compliance; and
- 6) assist with managing community expectations around land use complaints.

PREVIOUS DECISIONS

Council considered this matter at two workshops in 2017 and requested that a risk based land use compliance policy be developed for discussion.

BUDGET IMPLICATIONS

No budget implications have been identified as a consequence of the adoption and implementation of this policy.

LEGISLATIVE CONTEXT

Land use compliance activities are directed by the following statutes:

- 1) *Local Government Act 2009*
- 2) *Planning Act 2016*
- 3) *Building Act 1975*
- 4) *Plumbing and Drainage Act 2002*

- 5) *Environmental Protection Act 1994*
- 6) *Public Health Act 2005*
- 7) *Food Act 2006*

LEGAL IMPLICATIONS

Council has statutory obligations in monitoring and enforcing compliance with the above legislation, however it is considered that the adoption and implementation of the attached policy would have minimal legal implications.

STAFFING IMPLICATIONS

If adopted and implemented it is believed that the risk based land use compliance policy would assist in alleviating the excessive workloads faced by some of Councils land use compliance staff.

RISK ASSESSMENT

Adoption of the policy would assist in reducing the risks Council is currently exposed to in undertaking its complaint based land use compliance by:

- 1) providing a strategic framework for prioritising complaints based on established risk criteria
- 2) providing guidance and direction for officers in determining resolution actions
- 3) assisting with consistency in decision making
- 4) focussing on changing behaviours to assist achieving acceptable land use compliance outcomes;
- 5) seeking voluntary compliance in order to minimise the need for enforcement action;
- 6) encouraging neighbours who are in dispute to use mediation to assist resolution;

CORPORATE/OPERATIONAL PLAN

Strategy GO2 of Council's Corporate Plan states: '*Develop strategic plans and policies to address local and regional issues and guide service provision.*'

CONCLUSION

It is considered that the attached risk based land use compliance policy will provide Council with a valuable strategic tool to assist managing its reactive compliance and enforcement actions associated with non-compliant land uses.

Accordingly, it is recommended that Council adopt and implement the "Risk Based Land Use Compliance Policy" as attached to this report and review its effectiveness after six months

12.5 - RISK BASED LAND USE COMPLIANCE POLICY

Risk Based Land Use Compliance Policy

Meeting Date: 5 April 2018

Attachment No: 1



RISK BASED LAND USE COMPLIANCE POLICY (COMMUNITY POLICY)

1. Scope

The Risk Based Land Use Compliance Policy (this 'Policy') provides guidance and direction for Livingstone Shire Council in allocating resources to maximise the community benefits when undertaking reactive compliance and enforcement actions associated with the following:

- (a) planning;
- (b) building;
- (c) environmental health; and
- (d) plumbing and drainage.

2. Purpose

The purpose of this Policy is to:

- (a) Implement a "**risk based assessment**" approach for evaluating the impacts and/or consequences of non-compliant land use activities based on the following criteria:
 - (i) risks to health and safety of persons;
 - (ii) levels of environmental harm;
 - (iii) levels of amenity impact;
 - (iv) Council reputation/public perception;
 - (v) levels of statutory non-compliance; and
 - (vi) legal or economic consequences.
- (b) Inform strategic decision making in prioritising investigations and allocating resources based on a "**risk based assessment**" of land use compliance complaints;
- (c) Maximise the benefits to the community in the allocation of resources for resolving land use compliance matters.
- (d) Ensure the use of resolution options which are appropriate and proportionate to the seriousness of the compliance matters under investigation; and
- (e) Apply consistency in addressing non-compliant land uses.

NOTE: The policy is not intended to limit Council officers in their use of discretion or exercise of official functions. The full circumstances and facts of each case must be considered and decisions made based on the merits of the individual case.

3. References (legislation/related documents)

Building Act 1975
Environmental Protection Act 1994
Food Act 2006

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Local Government Act 2009
 Planning Act 2016
 Plumbing and Drainage Act 2002
 Public Health Act 2005

4. Definitions

To assist with interpretation, the following definitions shall apply:

Compliance and regulatory enforcement	The actions undertaken by Council in ensuring a person is reasonably complying with, or is taking appropriate steps towards reasonable compliance with, relevant laws, regulations, approvals, standards and/or policies.
Person	Includes a body of persons, whether incorporated or unincorporated
Risk based assessment	The risk rated evaluation of a land use activity against the criteria outlined in Appendix A of this policy

5. Policy Statement

Council commits to:

- (a) act in accordance with the principles of natural justice and procedural fairness;
- (b) focus on changing behaviours to assist achieving acceptable land use compliance outcomes;
- (c) seek voluntary compliance in order to minimise the need for enforcement action;
- (d) encourage neighbours who are in dispute to use mediation to assist resolution;
- (e) use "**risk based assessment**" of land use compliance complaints to inform strategic decision making and prioritise investigations and the allocation of resources accordingly;
- (f) not apply unreasonable or extreme interpretations of acts, regulations or conditions of approval which would be inconsistent with those previously applied for similar matters; and
- (g) collect and analyse data and other information gathered to inform "**risk based assessment**" decision making.

5.1 Compliance and Regulatory Enforcement

To assist in ensuring the appropriate observance of community expectations and standards, Council uses the following tools and strategies.

5.1.1 Compliance assistance

Compliance assistance involves informing the community on when and why compliance is required and what actions are required to achieve compliance. Council aims to encourage voluntary compliance by providing information to the community to:

- (a) remove barriers to compliance such as a lack of knowledge regarding legislative requirements and landowner or occupier responsibilities;
- (b) increase awareness and understanding within the community on what constitutes compliance and how it can be achieved;
- (c) highlight the consequences of non-compliance, such as loss of reputation to business, risks to health and safety, impacts upon

amenity, damage to the environment and the financial penalties which apply; and

- (d) facilitate compliance through proactive and positive engagement with landowners or occupiers who are associated with non-compliant land uses.

Council provides compliance assistance in a number of ways including the following;

- (a) professional officer advisory services;
- (b) customer service centre;
- (c) website information;
- (d) community education through information uploaded onto Council's website;
- (e) online development enquiry service;
- (f) newsletters (for example: Food Advisor and The Plum Drum);
- (g) development forums;
- (h) information sheets;
- (i) application and approval guides; and
- (j) providing details of dispute resolution services which are available.

5.1.2 Pro-active compliance and regulatory functions

Proactive compliance is systematically undertaken by Council through the following functions:

- (a) building certification (approvals and inspections);
- (b) plumbing certification (approvals and inspections);
- (c) development assessment (approvals and inspections);
- (d) environmental health business activities (approvals and inspections); and

5.1.3 Reactive compliance and regulatory functions.

Reactive compliance and regulatory enforcement is undertaken in response to customer requests received by Council. Each of these requests is assessed and risk rated according to the criteria in **Appendix A** of this policy, with the appropriate action then taken in accordance with the "**risk based resolution hierarchy**" shown below.

Note - The initial response time for addressing a particular matter should be in accordance with the performance measures contained within Council's adopted service level agreements.

5.1.4 Compliance resolution and enforcement action

The "**risk based resolution hierarchy**" below identifies the range of compliance resolution and enforcement options available for Council to use for each of the identified risk categories.

The starting and finishing points for each customer request will be dependent upon the particular circumstances of the case. However, the response(s) chosen should be appropriate and proportionate to the seriousness of the offence(s) and should:

- (a) set a proper precedent for future cases;

- (b) be consistent with the intent and objectives of the relevant legislation;
- (c) be an appropriate use of Council's resources; and
- (d) be consistent with those previously applied to similar matters (except where there is sufficient evidence to demonstrate otherwise).

Risk based resolution hierarchy					
<i>NOTE - The "risk based resolution hierarchy" is a guide only and each case will be assessed on the facts and circumstances relevant to it.</i>					
Resolution actions	Risk rating				
	Extreme	High	Medium	Low	Very Low
Prosecution	✓	✓			
Court Order	✓	✓			
Penalty Notice	✓	✓	✓		
Enforcement Notice	✓	✓	✓		
Show Cause Notice	✓	✓	✓		
Letter requesting undertaking	✓	✓	✓	✓	✓
Negotiated Outcome	✓	✓	✓	✓	✓
Formal Caution/Warning	✓	✓	✓	✓	✓
Civil dispute mediation	✓	✓	✓	✓	✓
Property Notation/Breach recorded	✓	✓	✓	✓	✓
Verbal advice only		✓	✓	✓	✓
Information sheet				✓	✓
No Action					✓

6. Changes to this Policy

This Policy is to remain in force until any of the following occur:

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

CHRIS MURDOCH
CHIEF EXECUTIVE OFFICER

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Appendix A

Rating categories for non – compliant land uses

NOTE - Examples have been provided for guidance purposes only

<u>EXTREME - LEVEL 5</u>	
<u>RISK CRITERIA</u>	<u>CONSIDERATIONS/CONSEQUENCES</u>
Health and safety	<ul style="list-style-type: none">• Death or serious injury to persons highly probable (with little or no pre-warning of occurrence)• Severe and/or permanent damage to the environment• Intense detrimental impact on the liveability of the community• Death or serious injury to flora or fauna• Serious damage to Council's reputation• Enforcement action strongly recommended• Prosecution strongly considered
Environmental impact	
Amenity	
Legal/Economic	
Council reputation/Public perception	
For example:	
<ul style="list-style-type: none">• Dangerous and/or dilapidated building adjacent to public space or a threat to an adjoining premises• Unfenced or non-compliant pool fence (other than minor matters)• Effluent discharge into waterway or public place• Absence of High Hazard Backflow Prevention Device at cross connection with drinking water supply• Significant fire safety non-compliance of a building(s)• Large scale clearing of protected vegetation• Significant food safety non-compliance• Disturbance of friable asbestos• Odours so offensive some people are evacuated or leave voluntarily• Multiple (more than five) complaints• Extensive media interest• Major spill or dumping of hazardous substance(s) into waterway or stormwater system• Personal appearance services (high risk tattoos)	
<u>HIGH - LEVEL 4</u>	
<u>RISK CRITERIA</u>	<u>CONSIDERATIONS/CONSEQUENCES</u>
Health and safety	<ul style="list-style-type: none">• Death or serious injury to persons possible but occurrence has a reasonable pre-warning time (for example: storm surge, flooding or bushfire)• Serious and/or long-term impact to the environment• Serious impact on the liveability of the community• Potential serious harm to flora and/or fauna• High/moderate risk to Council's reputation• Enforcement action recommended• Prosecution considered
Environmental impact	
Amenity	
Legal/Economic	
Council reputation/Public perception	
For example:	
<ul style="list-style-type: none">• Significant obstruction of footpath or road• Unapproved and unsuitable onsite sewage facility• Residential occupation of buildings in a high risk natural hazard area without the required appropriate building/planning approval• Defective High Hazard Backflow Prevention device at cross connection with drinking water supply• Land pollution (public dumping)	

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<ul style="list-style-type: none">• Pollution of waterways• Air pollution (multiple properties affected)• Multiple (more than two) public complaints• Ombudsman or state member interest• High local media interest• Lack of sediment or erosion control (large scale impacts)• Land filling requiring operational works approvals• Light industry or General industry in a residential area.• Significant stormwater diversion from development having adverse impacts• Homeowner working on asbestos containing material• Significant ongoing dust, noise or light emission nuisances	
<u>MEDIUM - LEVEL 3</u> <u>RISK CRITERIA</u>	<u>MEDIUM - LEVEL 3</u> <u>CONSIDERATIONS/CONSEQUENCES</u>
Health and safety	<ul style="list-style-type: none">• Consequence of death or serious injury unlikely• Injury or adverse health effects to persons possible but not imminent• Moderate and/or medium-term impact to the environment• Significant level of statutory non-compliance• Moderate impact on the liveability of the neighbourhood• Some ongoing management implications• Minimal reputational damage to Council• Public largely unaware and few (two or less) complaints• Independent mediation an option• Enforcement action considered• Prosecution considered
Environmental impact	
Amenity	
Legal/Economic	
Council reputation/Public perception	
Level of statutory non - compliance	
For example: <ul style="list-style-type: none">• Contravenes conditions of Council approval(s) with resolution difficult• Lack of or defective Medium Hazard Backflow Prevention device• Residential occupation of buildings without building and/or plumbing approval(s)• Stormwater diversion from development having a moderate adverse impact on two or more properties• Moderate impact on the liveability of two or more properties• Inconsistent impact assessable land use• Impact assessable land use involving referral agency• Shop or Medical centre use in a Residential Zone• Indoor sports facility (gymnasium) use in a Residential Zone• Lack of requisite quarterly servicing of on-site sewerage facility (for example: Aerated Wastewater Treatment System)• Unapproved swimming pool that is compliant with the pool safety standards• Unapproved Class 10 buildings greater than twenty square metres (for example: garden shed or pergola)• Lack of sediment or erosion control (moderate scale impacts)• Clearing of native vegetation in a covenant or sensitive area such as erosion prone land or waterway• Moderate ongoing dust, noise, odour or light emission nuisances• Overspray from spray painting activity	
<u>LOW – LEVEL 2</u> <u>RISK CRITERIA</u>	<u>LOW – LEVEL 2</u> <u>CONSIDERATIONS/CONSEQUENCES</u>
Health and safety	<ul style="list-style-type: none">• Minor injury or adverse health effects to persons possible• Minor or short-term impact to the environment and community• Moderate impact on the liveability of one property
Environmental impact	

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Amenity	<ul style="list-style-type: none">• Moderate level of statutory non compliance• Negligible impact on Council's reputation• No legal action anticipated• Independent mediation considered appropriate action• Enforcement action unlikely
Legal/Economic	
Council reputation/Public perception	
Level of statutory non - compliance	
For example:	
<ul style="list-style-type: none">• Unapproved Class 10 buildings less than twenty square metres (for example: garden shed or pergola)• Unapproved retaining wall (less than 1.5 metres high)• Code assessable development involving a referral agency• Office or Bed and breakfast in an existing Dwelling house• Domestic noise complaints affecting one property only• Conditions of Council approval(s) contravened but able to be reasonably resolved• Multiple minor matters of legislative non-compliance, with compliance able to be achieved• Stormwater diversion from development having a moderate adverse impact on one property only• Lack of sediment or erosion control (low scale impacts)• Minor ongoing dust, noise, odour or light emission nuisances	
<u>VERY LOW – (LEVEL 1)</u> <u>RISK CRITERIA</u>	<u>VERY LOW – (LEVEL 1)</u> <u>CONSIDERATIONS/CONSEQUENCES</u>
Health and safety	<ul style="list-style-type: none">• Very minor impact to the environment and community• No adverse health or safety risks to persons• Multiple neighbour disputes unlikely• Minor matter of legislative non-compliance• Minor matter of legislative non-compliance exacerbated by neighbourhood dispute• Independent mediation considered appropriate action• Enforcement action not considered
Environmental impact	
Amenity impacts	
Legal/Economic	
Level of statutory non - compliance	
For example:	
<ul style="list-style-type: none">• Minor vegetation modification in covenants• In ground swimming pool in a flood hazard area• Home based business in a Dwelling house• Commercial land use in an existing building in a Business or Centre Zones• Accepted development not satisfying the applicable codes• Building encroachment over boundary• Dividing fences and associated minor retaining works• Strata disputes• Stormwater nuisances not associated with development• Amenity issues not related to a development (for example: tree planting or landscaping works)• Minor building works (for example: pergola, barbecue area or awning)• Plants/letter boxes in road reserve• Property owner replacing tap ware in own dwelling (not licensed plumber)• Light, dust, noise or odour matters with minor nuisance impact to one property only.	

12.6 OGMORE COMMUNITY AND RECREATION COMMITTEE INC.

File No: CR2.13.7, CR2.13.19
Attachments: Nil
Responsible Officer: Brett Bacon - Director Community & Planning Services
David Mazzaferri - Manager Disaster Management, Recovery and Resilience
Author: Melissa Minter - Co-ordinator Community Partnership

SUMMARY

Council officers have been working with the Ogmore Community and Recreation Committee Inc. and interested community members to consider goals, ideas, concerns and viable options associated with their desire to re-establish a community hall / meeting place in Ogmore.

OFFICER'S RECOMMENDATION

THAT Council advise the Ogmore Community and Recreation Committee Inc. that:

- 1) due to budgetary constraints no action will be taken to establish a community hall in Ogmore; and
- 2) Ogmore Community and Recreation Committee Inc. be advised that Council is willing to relinquish its interest in the 'old' Ogmore School site and transfer trusteeship in order to allow the Ogmore Community and Recreation Committee Inc. to become the sole trustee.

BACKGROUND

Ogmore Community and Recreation Committee Inc. has been liaising with Council regarding its goal to obtain a suitable building to use as a community hall / meeting place in Ogmore. Council officers have met on-site several times with the Ogmore Community and Recreation Committee Inc. and interested residents to discuss options and provide support and guidance in terms of identifying innovative solutions for cost effective and sustainable outcomes.

The Ogmore community identifies itself as separate to the Marlborough community and seeks to secure a more suitable hall / meeting place. The Ogmore Community and Recreation Committee Inc. has recently sold its only asset (namely the Ogmore Hall, located at 99 Dempsey Street) so now has no formal facility from which to base itself.

COMMENTARY

A number of options have been considered by parties to discussions between 2015 and now including:

- (1) provision of a shed structure with a small kitchen and verandah area on Bicentennial Park;
- (2) use of the old Ogmore School structures; and
- (3) sale of the old Ogmore School with proceeds to be reinvested back in to the Ogmore community.

Bicentennial Park

Bicentennial Park is owned and maintained by Council and contains public toilets, tables and chairs, shade and other infrastructure. The local Rural Fire Brigade occupies a previous State Government owned building in the Park.

The Ogmores Community and Recreation Committee Inc. originally requested that Council construct a shed on-site to support its request. The cost of the shed as at October 2015 was approximately \$70,000. The project was deferred for consideration as part of the 2016-2017 budget deliberations and later excluded from the 2016-2017 capital budget due to financial constraints. The Ogmores Community and Recreation Committee Inc. was informed of this on 4 August 2016. The Ogmores Community and Recreation Committee Inc. has recently indicated that it would be willing to contribute \$20,000 toward the cost of a shed.

Sale of old Ogmores School and other options

In 2017, the Ogmores Community and Recreation Committee Inc. requested that Council consider sale of the old Ogmores School with reinvestment of funds back into the Ogmores community for the purpose of funding a community hall/meeting place.

The previous Ogmores School is currently a reserve for community purposes (recreation) and Council is the trustee for the reserve. Due to the land tenure arrangement, Council officers liaised with the Department of Natural Resources and Mines to discuss options and seek general support to sell the land. The Department of Natural Resources and Mines has advised that in order to sell the reserve, Council will need to lodge a formal application to purchase state land (the reserve). The application must include / demonstrate:

- (1) evidence that the reserve is no longer required for community purposes and that the community supports freeholding of the reserve land which is to include comprehensive community consultation; and
- (2) that Council meets section 122 (1) of the *Land Act 1994* and that it has priority as per section 123 of the *Land Act 1994*.

The State will assess native title and any associated costs and prepare a valuation to determine the market value as part of the application process.

Preliminary costs to Council for purchase, survey, valuation, stamp duty and registration fees will be approximately \$28,000. This estimate excludes costs relating to native title, which may be identified as part of the freeholding process.

Council would need to make application to the Department of Natural Resources and Mines. The process from receipt of the application will take between twelve and eighteen months.

The Department of Natural Resources and Mines identified several other options for Council to consider, where evidence can be provided that the reserve is no longer required for community purposes including:

- (1) Council can request that the land be converted back to Unallocated State Land and the State would then become owners and sell the property. Council would need to clear the site and/or undertake a 'clean up' of the site prior to conversion of the tenure; or
- (2) Council can transfer trusteeship to an Incorporated body. This means that the organisation would become trustees.

The first option requires Council to remove all structures from the site. The second option would require a letter of agreement from the relevant organisation. This option was presented to the Ogmores Community and Recreation Committee Inc. for further consideration.

PREVIOUS DECISIONS

At a workshop held on 21 February 2017, Council requested that the relevant officer talk to the community in relation to contacting the Queensland Government to discuss options pertaining to the previous Ogmores school. The community was consulted and the Queensland Government provided feedback.

BUDGET IMPLICATIONS

There is no allocation in Council's 2017 – 2017 budget to cover the costs associated with purchase of the old Ogmores school and site clean-up or construction of a shed in

Bicentennial Park. Council would need to consider any options in future budget deliberations.

LEGISLATIVE CONTEXT

Should Council opt to sell or relinquish tenure of the old Ogmores School site, the following requirements of the *Land Act 1994* will need to be met:

Council is required to meet the following requirements of the *Land Act 1994*:

122 Deeds of grant of unallocated State land

- (1) *A deed of grant of unallocated State land may be granted without competition if the grant is to MEDQ or if the Minister decides—*
 - (a) *the land is not needed for a public purpose; and*
 - (b) *the intended use is the most appropriate use of the land; and*
 - (c) *1 or more of the priority criteria apply.*

123 Priority criteria

For sections 121 and 122—

priority criteria are—

- (a) *the applicant is an adjoining registered owner or lessee, and selling or leasing to anyone else would be considered inequitable; or*
- (b) *no other persons are likely to be interested in obtaining the land; or*
- (c) *the applicant held a significant interest in the land before it became unallocated State land; or*

Example of significant interest—

a deed of grant in trust or a long term lease

- (d) *there is no dedicated access and the only practical access is through the applicant's land.*

LEGAL IMPLICATIONS

There are no legal implications associated with the recommended option provided that the requirements of the *Land Act 1994* are met.

STAFFING IMPLICATIONS

The recommended option would require Council officers to follow relevant conveyancing and other property requirements as per the *Land Act 1994*.

Other options presented, including sale and site clean-up of the school or construction of a shed in Bicentennial park, will require a significant amount of time from a number of areas within Council though any work can be undertaken with existing resources.

RISK ASSESSMENT

The principal financial risk associated with purchasing the school premises in order to sell it, is the eventual sale price is less than the purchase price (meaning that Council is left with no facility and no funds).

The principal risk associated with investment in a new shed on Bicentennial Park is the lack of and/or limited use of the facility and higher need for similar assets in other higher priority areas of the Shire. There is also the risk that the community is provided with a facility which it cannot manage (financially or practically) in to the future.

CORPORATE/OPERATIONAL PLAN

Strategy CO1 of Council's Corporate Plan states: '*Facilitate, encourage and enable self-sustainable community associations and volunteer groups to pursue their diverse aspirations.*'

CONCLUSION

Investment in a community hall/ meeting place at this point in time is difficult to justify. It is recommended that Council advise the Ogmores Community and Recreation Committee Inc. that due to financial constraints, no action will be taken to establish a community hall in Ogmores in the immediate future.

However, it is further recommended that the Ogmores Community and Recreation Committee Inc. be advised that Council is willing to relinquish its interest in the previous Ogmores School site and would be willing to transfer trusteeship to the Ogmores Community and Recreation Committee Inc. This would allow the group to become the sole trustee of the site allowing for use of the structures and assets.

12.7 FINAL LIVINGSTONE PLANNING SCHEME 2018 - APPROVAL TO COMMENCE

File No: 18.3.5

Attachments: 1. Ministerial approval [↓](#)
2. Statement of Integration of State Interests [↓](#)

Responsible Officer: David Battese - Manager Strategy & Development
Brett Bacon - Director Community & Planning Services

Author: Melissa Warwick - Senior Strategic Planner

SUMMARY

The purpose of this report is to seek approval from Council to adopt and commence the Livingstone Planning Scheme 2018 following approval from the Minister for State Development, Manufacturing, Infrastructure and Planning, Hon Cameron Dick, received on 23 March 2018. The approval from the Minister comes after Council lodged the amended aligned version of the draft planning scheme with the State on 13 October 2017.

OFFICER'S RECOMMENDATION

THAT Council resolves:

- 1) to adopt and commence the proposed new planning scheme (*Livingstone Planning Scheme 2018*) on Monday 1 May 2018; and
- 2) in accordance with *Statutory guideline 01/16 – Making and amending local planning instruments*, to:
 - (a) note how the state planning policy is appropriately integrated in the approved planning scheme; and
 - (b) place notices in the gazette, a newspaper circulating generally in the local government's area and on Council's website.

BACKGROUND

The approval of *Livingstone Planning Scheme 2018* for commencement follows lodgement of an alignment amendment version of the scheme on 13 October 2017 with the Minister for approval. The alignment amendments were in response to the commencement of the new *Planning Act 2016* on 3 July 2017. The approval council received has no conditions attached to it.

The alignment amendment changes did not need to be publicly notified as they were able to be made under the guidance and rules outlined by the State. The changes are to terminology for development types and to ensure the scheme reflects new decision rules regarding 'bounded assessments'. This body of work was done by Ethos Urban (previously Buckley Vann Planning + Development) for Council on behalf of the state government.

This is the first new planning scheme for the de-amalgamated Livingstone Shire and is a key project for Council.

COMMENTARY

This report and recommendation is to seek approval to commence the new *Livingstone Planning Scheme 2018*. This will supersede the current 2005 Planning Scheme (aligned version) which commenced on 10 July 2017.

General features

- 1) The new planning scheme is structured to align with the standardised *Queensland Planning Provisions*. Land use definitions have been standardised across the State.

This means that the format and look of the scheme is different from the 2005 Planning Scheme.

(Note: The rules for drafting new planning schemes under the *Sustainable Planning Act 2009* changed with the commencement of new legislation on 3 July 2017. Commencement of the *Planning Act 2016* changed the requirements to reduce those parts of the current planning provisions which will now be mandatory. This will form future amendments where it is identified the standardised planning provisions are not conducive to land use planning outcomes for Livingstone Shire).

- 2) The scheme incorporates all of the State's interests for the planning scheme area (for example; State significant vegetation, key extractive resource deposits, major infrastructure, bushfire and erosion prone lands).
- 3) There is a Strategic Framework at the beginning of the scheme which sets out Council's broad vision for the development of the Shire over the next twenty-five (25) years and includes policy provisions and maps (formerly incorporated in Desired Environmental Outcomes). This will be used for the assessment of Impact Assessable development applications.
- 4) Zone names are different to align with the *Queensland Planning Provisions* and there are more zones. Each zone has its own code which defines the preferred uses and built form within the zone.
- 5) Zone codes are structured to achieving a predominant form of building within each zone, with less focus on rigid land-use separation.
- 6) There are a number of Overlay maps which 'sit above' the zone maps. These deal with constraints to development (for example; bushfire), or protect natural values (for example; significant vegetation). Each overlay has its own code.
- 7) Where improved data and information is available, higher levels of community resilience to natural disasters will be required for new development, in order to minimise risk from flooding, storm surge, bushfire and landslip.
- 8) As a separate process Council is undertaking public consultation on a draft Local Government Infrastructure Plan – this will form Part 4 of the *Livingstone Planning Scheme 2018* when it is dovetailed into the new scheme in the coming months. Submissions close on this part of the draft plan on 23 April 2018.

Until such time as a Local Government Infrastructure Plan is in place, Council will continue with its current *Adopted Infrastructure Charges Resolution (No. 3)*.

- 9) To coincide with the commencement there is a requirement for online access to planning schemes. To this end final testing is now being undertaken with an online interactive version of the new scheme, including online mapping.

PREVIOUS DECISIONS

The last report in this regard was to Council on 6 June 2017.

BUDGET IMPLICATIONS

There are no budget implications associated with the adoption of the *Livingstone Planning Scheme 2018*.

LEGISLATIVE CONTEXT

The process required to be followed to prepare a new planning scheme is outlined in state guidelines. The requirement for a resolution to commence and to notify the scheme sits within those requirements.

Development applications within twelve (12) months of the new scheme commencing can be requested to be considered under the superseded 2005 Planning Scheme.

LEGAL IMPLICATIONS

None applicable at this time.

STAFFING IMPLICATIONS

This project is being run and implemented with resources within council.

RISK ASSESSMENT

Following the approval to commence from the Minister, and no conditions to change any provisions within the scheme, all versions of the final scheme and mapping can now be locked in and internal Pathway and ArcGIS systems tested to ensure that all systems align. This was not able to be done until we received approval. This is crucial for quality assurance and version control. Instructions to internal staff will follow council resolution to ensure practices are maintained.

CORPORATE/OPERATIONAL PLAN

Strategy GO2 of Council's Corporate Plan states: *'Develop strategic plans and policies to address local and regional issues and guide service provision.'*

CONCLUSION

That council resolve to commence the *Livingstone Planning Scheme 2018* effective from Monday 1 May 2018.

12.7 - FINAL LIVINGSTONE PLANNING SCHEME 2018 - APPROVAL TO COMMENCE

Ministerial approval

Meeting Date: 5 April 2018

Attachment No: 1



The Hon Cameron Dick MP
Minister for State Development,
Manufacturing, Infrastructure and Planning

Our ref: MC17/4677

Your ref: LU18.3.5

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23 MAR 2018

Councillor Bill Ludwig
Mayor
Livingstone Shire Council
PO Box 2292
YEPPOON QLD 4703

Dear Councillor Ludwig *Bill*,

Thank you for the Livingstone Shire Council's (the council) letter of 12 October 2017, to the then Minister for Planning, the Honourable Jackie Trad MP, requesting approval to adopt the proposed draft Livingstone Shire Planning Scheme (the proposed planning scheme). As the Minister for State Development, Manufacturing, Infrastructure and Planning, I am now responding.

The proposed planning scheme has been assessed in terms of submissions received during public consultation, changes made as a result of public consultation, as well as the requirements of the *Sustainable Planning Act 2009* and whether or not the state interests would be adversely affected.

I am pleased to advise, in accordance with Statutory guideline 01/16 – Making and amending local planning instruments, the council may proceed to adopt the proposed planning scheme.

I am also pleased to advise, in accordance with section 287(3) of the *Planning Act 2016* (the Planning Act), I am satisfied that the aligned version of the proposed planning scheme is consistent with the Planning Act, and that it has not substantially changed the effect of the proposed planning scheme. As such, the council may adopt the aligned version of the proposed planning scheme, provided to the now Department of State Development, Manufacturing, Infrastructure and Planning (the department) on 13 October 2017.

I congratulate the council on the achievement of this major milestone. The new planning scheme is a great outcome for the community.

It is noted that the proposed planning scheme approved for adoption has been prepared and assessed against the SPP April 2016, and that it only partially reflects the SPP July 2017. As a result, the council will be required to apply the assessment benchmarks within Part E of the SPP July 2017 to the extent of any inconsistencies with the planning scheme.


Should the council wish to have the proposed planning scheme aligned to compliance with the SPP July 2017, a tailored scheme amendment can be initiated after the planning scheme is adopted and has commenced. The department will continue to work with the council to clarify the extent of inconsistency between the planning scheme and the SPP July 2017.

Advice regarding the aspects of state planning instruments that are integrated in the planning scheme is enclosed for your information.

Please be advised that the council will need to complete its Local Government Infrastructure Plan by 30 June 2018, to ensure that it can continue to levy charges for infrastructure.

If you require further information, please contact Mr Anthony Walsh, Manager, Planning and Development Services – North, in the department, on (07) 4924 2904 or anthony.walsh@dilgp.qld.gov.au, who will be pleased to assist.

Yours sincerely



CAMERON DICK MP
Minister for State Development, Manufacturing,
Infrastructure and Planning

Enc

cc: Ms Chris Murdoch
Chief Executive Officer
Livingstone Shire Council
PO Box 2292
YEPPOON QLD 4703

12.7 - FINAL LIVINGSTONE PLANNING SCHEME 2018 - APPROVAL TO COMMENCE

Statement of Integration of State Interests

Meeting Date: 5 April 2018

Attachment No: 2

STATEMENT OF STATE INTEREST INTEGRATION

- 1) I am satisfied that the State Planning Policy April 2016 (SPP April 2016) is appropriately integrated into the proposed Livingstone Planning Scheme 2017 in the following ways:

Aspects of the SPP April 2016 appropriately integrated:

- Guiding principles
- Planning for liveable communities and housing
 - Housing supply and diversity
 - Liveable communities
- Planning for economic growth
 - Agriculture
 - Development and construction
 - Mining and extractive resources
 - Tourism
- Planning for the environment and heritage
 - Biodiversity
 - Cultural heritage
 - Water quality
 - Coastal environment
- Planning for safety and resilience to hazards
 - Emissions and hazardous activities
 - Natural hazards, risk and resilience
- Planning for infrastructure
 - Energy and water supply
 - State transport infrastructure
 - Strategic airports and aviation facilities.

Aspects of the SPP April 2016 not relevant:

- Planning for infrastructure
 - Strategic ports.

- 2) I am satisfied that the State Planning Policy July 2017 (SPP July 2017) is appropriately integrated into the proposed Livingstone Planning Scheme 2017 in the following ways:

Aspects of the SPP July 2017 appropriately integrated

- Guiding principles
- Agriculture
- Development and construction
- Mining and extractive resources
- Tourism
- Emissions and hazardous activities

Aspects of the SPP July 2017 not relevant:

- Strategic ports

Please note that the SPP July 2017 was approved on 19 May 2017 and commenced on 3 July 2017. In accordance with section 8(4)(a) of the *Planning Act 2016*, the SPP July 2017 applies to the extent of any inconsistency. Where the planning scheme does not reflect the SPP July 2017, additional assessment benchmarks may apply and the SPP July 2017 as a whole may need to be considered to the extent of any inconsistency.

- 3) I have identified that the proposed planning scheme, specifically the strategic framework, appropriately advances the Central Queensland Regional Plan, October 2013 as it applies to the planning scheme area.

Dated this 22nd day of March 2018

A handwritten signature in blue ink, appearing to read 'Cameron Dick', with a long horizontal flourish extending to the right.

CAMERON DICK MP
Minister for State Development, Manufacturing,
Infrastructure and Planning

12.8 INVEST CAPRICORN COAST REGION ECONOMIC DEVELOPMENT PLAN**File No:** 8.5.16**Attachments:**

1. Invest Capricorn Coast Region Economic Development Plan [↓](#)
2. Invest Capricorn Coast Region Economic Development Plan Summary [↓](#)
3. Invest Capricorn Coast Region Leadership Alliance TOR [↓](#)

Responsible Officer: Debra Howe - Director Strategic Growth and Development
Marcus Vycke - Manager Growth and Economic Development**Author:** Sonia Barber - Senior Economic Development Officer

SUMMARY

The final version of the Invest Capricorn Coast Region Economic Development Plan (EDP), refer Attachment 1, is ready for adoption, and the Invest Capricorn Coast Region Economic Development Plan Summary, refer Attachment 2, provides a community summary of the Plan.

As identified in the EDP, the Invest Capricorn Coast Region Leadership Alliance Terms of Reference refer Attachment 3, support the formation of a Leadership Alliance between Council, government agencies, local business and the community to provide strategic guidance and/or recommendations on regional economic development outcomes and initiatives.

OFFICER'S RECOMMENDATION

THAT Councillors:

1. Adopt the Invest Capricorn Coast Region Economic Development Plan as the framework document that will guide the strategic growth and economic development of the Capricorn Coast region.
2. Adopt the Invest Capricorn Coast Region Leadership Alliance Terms of Reference and support the formation of a Leadership Alliance between Council, government agencies, local business and the community to provide strategic guidance and/or recommendations on regional economic development outcomes and initiatives.

BACKGROUNDChanges to EDP

Council's EDP, prepared by Growth and Economic Development, in conjunction with Lucid Economics, has completed community engagement, been updated to reflect feedback and is now ready for adoption.

Key changes made to the EDP were:

- updating the economic profile and infographic to reflect the 2016 Census data
- updating terminology to reflect Council structural changes and Queensland Government department name changes
- reflecting the Great Keppel Island \$25 million water and power infrastructure commitment from the Queensland Government
- included the Mayor's foreword

- updates to reflect relevant points raised in submissions received from Capricorn Enterprise and the community during the public engagement process
- updated some photos
- final graphic design
- creation of a summary version of the EDP for public distribution

The final version of the EDP reflects the aspirations of the Council and key stakeholders and partners, and has realistic actions which are prioritised, manages expectations and delivers Council's and the community's vision for the region.

Invest Capricorn Coast Region Leadership Alliance Terms of Reference

Local governments play a key advocacy role in facilitating local economic development and are structured to service the local community and are attuned to local needs, constraints and opportunities. By facilitating growth and investment opportunities in the local economy, Local governments can also support broader community wellbeing goals. Local Government must champion the local economy and be a driving force for economic growth. Local governments have numerous levers to create an environment conducive to economic growth, investment and job creation. Outlined below highlights the core areas of local government influence and economic development leadership:

- **Advocate** for good ideas, policy change and infrastructure investments from the Queensland and Australian Governments.
- **Facilitate** positive outcomes through relationships with key local service providers; partnerships with adjoining jurisdictions and organisations; interpretation and dispersal of important baseline data on key statistics, demographics, trends and other pertinent information; convening partners to identify pathways, resources and responsibilities for achieving priorities.
- **Regulate** through a sound regulatory framework, provide certainty for existing businesses, potential investors and the community.
- **Plan** direct and facilitate future growth by working with the community and development industry.
- **Provide Services:** provide a range of important and valuable services for the local economy, including infrastructure, waste collection, place-making and multiple other services.
- **Collaborate:** Public-private partnerships are an extremely effective means of delivering mutually beneficial initiatives that require the different capabilities of private and government sectors.

Local government's work should be complementary to private sector efforts, not competitive or duplicative. On that basis, the intention is to seek input and support from the business community and other organisations and agencies by establishing an Invest Capricorn Coast Region Leadership Alliance to work with Council and Capricorn Enterprise to provide strategic guidance and/or recommendations on regional economic development outcomes and strategies, including the actions detailed in the Invest Capricorn Coast Region Economic Development Plan.

The Invest Capricorn Coast Region Leadership Alliance Terms of Reference, refer Attachment 3, sets the guidelines for the roles and function of the Leadership Alliance.

COMMENTARY

The EDP documents the strategic directions and objectives, agreed strategies and actions and milestones to achieve the collective aspirations of the Council and community that respect the Capricorn Coast region's values and authenticity.

The EDP sets the framework for enhanced strategic growth and development that aims to strengthen the economic base of the region by creating partnerships and alliances with government, business, investors and industry to establish the region as part of the global community.

The EDP has been developed in collaboration with Council and key stakeholders and partners, and as such, their ideas, feedback and suggested actions have been taken into account when preparing the document.

Lucid Economics, a suitably experienced boutique consulting firm specialising in economic development, was engaged to work cooperatively with Growth and Economic Development team to co-facilitate developing the EDP.

The Growth and Economic Development team have led the finalisation of the EDP.

The EDP is a comprehensive 56-page document which will be available online on Council's website as well as via USB on request. Due to the size of the full document a limited number of print versions will be available.

A "summary" version of the EDP has been developed for marketing purposes, and a limited number will be printed and available for distribution to the public, as well as downloadable from Council's website. The Summary EDP is a snapshot of the overall EDP and consists of a 20-page A5 booklet.

The Summary EDP will be a living document that will be updated annually to provide a public "report card" of economic development outcomes in the year prior and an overview of the upcoming initiatives.

The completion of the EDP marks a major milestone for Council as it provides a collaborative roadmap with detailed strategic initiatives and supportive activities that in conjunction with enabling projects, will facilitate future economic growth.

PREVIOUS DECISIONS

On the 4 April 2017 and 2 May 2017 Growth and Economic Development co-facilitated a visioning workshop with Councilors. The first draft of the EDP was presented to Council on the 30 May 2017 and at that workshop, Councillors input was sought on the economic vision, the content of the economic development plan, strategic directions and the identified catalytic projects.

Councillor feedback from the 30 May 2017 workshop has been incorporated into the EDP and the updated EDP was presented to Council on 13 June 2017. The action from the Councillor workshop on 13 June 2017 was that final draft be reviewed and prepared for online consultation at the 20 June Ordinary meeting.

The EDP was not ready for community engagement at that point and instead was updated to reflect recent policy and economic changes. The EDP was then sent back to external stakeholders for their comments, which were incorporated into the EDP online community engagement version.

On the 6 November 2017 ordinary Council meeting it was resolved to commence online community engagement of the draft EDP for a period of one month. The draft EDP went to community engagement on 6 November 2017 and closed on 6 December 2017.

On the 22 January 2017 workshop Councilors' were updated on the community engagement feedback received and Council's response to the Capricorn Enterprise Submission.

BUDGET IMPLICATIONS

The cost of preparing the EDP was accounted for in the 16/17 budget and an allocation of \$40,000 has been allocated in 17/18 adopted budget for the implementation of the EDP.

LEGISLATIVE CONTEXT

Not applicable.

LEGAL IMPLICATIONS

Not applicable.

STAFFING IMPLICATIONS

The EDP is the core work for Growth and Economic Development team.

RISK ASSESSMENT

The risk in not preparing the EDP is potentially piecemeal economic development activities and initiatives are undertaken, missed opportunities or miss-guided effort which may not achieve the strategic growth and development that Council desires for the Capricorn Coast region.

CORPORATE/OPERATIONAL PLAN

Corporate Plan Reference: **Strategy EC1: Identify and capitalise on economic opportunities for the benefit of the community.**

CONCLUSION

The Invest Capricorn Coast Region Economic Development Plan has recently undergone community engagement and has been updated to reflect feedback where relevant.

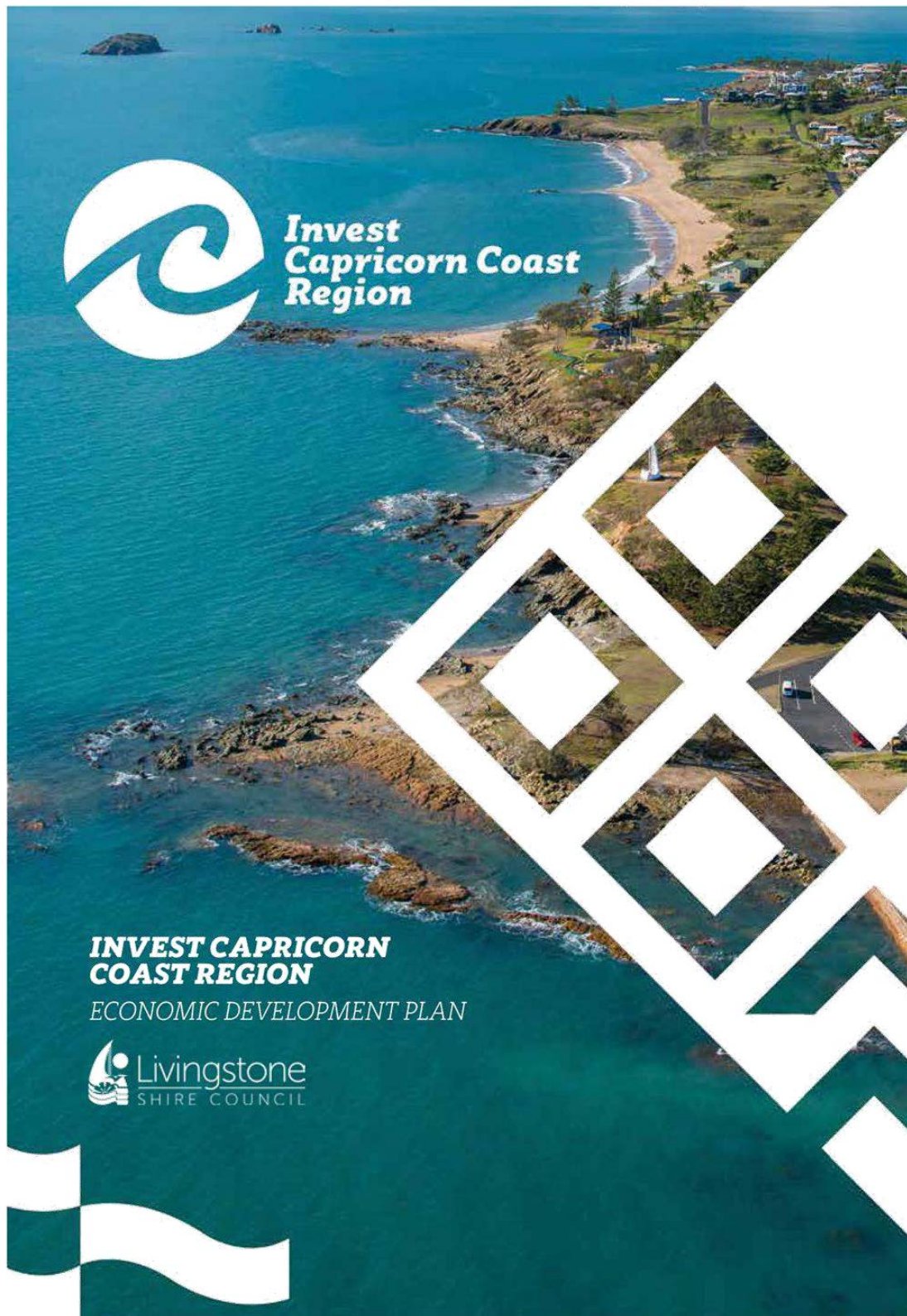
This report seeks Council adoption of the final version of the Invest Capricorn Coast Region Economic Development Plan, refer Attachment 1 and the Invest Capricorn Region Leadership Alliance Terms of Reference, refer Attachment 3, marking a major milestone for Livingstone Shire Council and the community.

12.8 - INVEST CAPRICORN COAST REGION ECONOMIC DEVELOPMENT PLAN

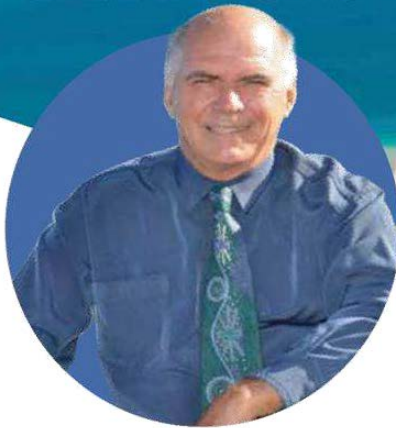
Invest Capricorn Coast Region Economic Development Plan

Meeting Date: 5 April 2018

Attachment No: 1



A MESSAGE FROM THE MAYOR



Bill Ludwig Mayor
Livingstone Shire Council

As one of the faster-growing areas outside the southern corner, the Capricorn Coast region offers unrivalled investment and commercial opportunities, as well as premier lifestyle options. Importantly, our region is well-positioned with the critical infrastructure required to service a diverse and growing economy.

The Invest Capricorn Coast Region Economic Development Plan (EDP) documents our current economic status, our assets, opportunities and future goals. The primary aim of the plan is to provide a roadmap that links these key elements together with

detailed strategic initiatives and supporting activities that, in conjunction with enabling projects, will facilitate future economic growth.

While Council has a critical role to play as both a 'champion' and facilitator of economic growth, the successful delivery of a plan of this scope and magnitude can only be achieved in partnership, and with collective input from every business and industry sector. These sectors must include local business, tourism, service delivery, construction, primary production and resource industries. Extensive engagement with the community and all sectors was undertaken in the development of this plan.

It is equally critical that our EDP has input and support from all tiers of government to ensure that, where necessary, our plan is as closely aligned as possible with current and future regional, state and national economic development strategic initiatives, many of which have been considered and referenced in the EDP.

Council is fully committed to taking a continuing proactive role in working collaboratively and

Version 0.0 2017



constructively with the private sector and government to facilitate and, where appropriate, implement the delivery of identified EDP initiatives and associated major projects. The success of this approach is evident with key economic enabling projects being delivered, or in the pipeline including:

- the multi-faceted Yeppoon Foreshore and Town Centre Revitalisation
- The Centre of Excellence for Disaster Management, Innovation and Community Resilience ("The Hub")
- Emu Park Centenary of ANZAC and Foreshore Precincts
- Station Quarter, the Yeppoon Railway Precinct redevelopment
- Causeway Lake Masterplan
- Barmaryee and Emu Park Multi-sports grounds; and
- Panorama Drive strategic link road.

By playing a pro-active role in driving economic growth through well-targeted major project delivery, Council has forged strategic partnerships with the Queensland and Australian governments and leveraged major grants and funding commitments totalling more than \$130 million in the past four years. This funding success, which includes the commitment from the Queensland Government to provide enabling power and water trunk infrastructure for Great Keppel Island, is providing the much-needed catalyst for attracting private investment that will in-turn generate further long-term job creation opportunities.

Council's commitment to the on-going development

of further stages of The Gateway Business and Industry Park, which will cater for innovative commercial developments over the next decade and beyond, as well as the establishment of the Capricorn Coast Homemaker Centre will play a pivotal role in transitioning the Capricorn Coast region into a significant retail, commercial and industrial hub. Strategically positioned only minutes from Yeppoon's town centre, both developments will more-than-adequately service our rapidly growing population, and facilitate the establishment of new and diversified enterprises.

Council is also taking a lead role in supporting disaster management, education and training opportunities, with the construction of a \$6.225 million The Centre of Excellence for Disaster Management, Innovation and Community Resilience ("The Hub"). Jointly funded by Local, Queensland and Australian governments, this development will foster education and training and significantly expand study options in the field of disaster management and community resilience.

Looking forward the Invest Capricorn Coast Region Economic Development Plan will help enable us all to focus on building a stronger more vibrant and resilient base from which to grow both our local and regional economies. Your support and valued input will play a vital part in enabling us collectively to realise our region's full potential.

Bill Ludwig
Livingstone Shire Council Mayor

Invest Capricorn Coast Region

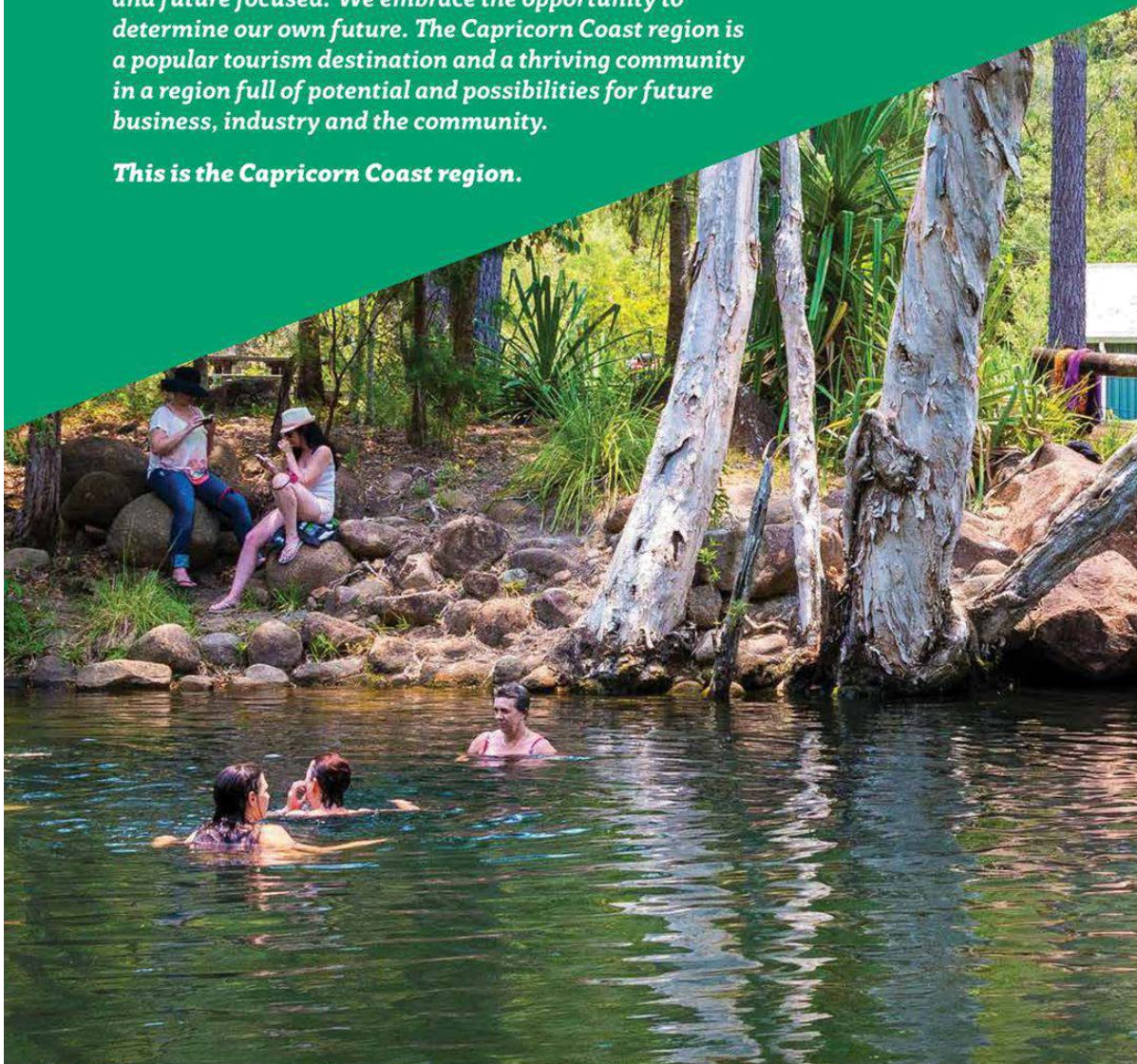


Our Identity:

CAPRICORN COAST REGION

We are a region of lifestyle, diversity, sustainability, innovation and untapped opportunities. We are driven and future focused. We embrace the opportunity to determine our own future. The Capricorn Coast region is a popular tourism destination and a thriving community in a region full of potential and possibilities for future business, industry and the community.

This is the Capricorn Coast region.





Invest Capricorn Coast Region







OUR GOAL:

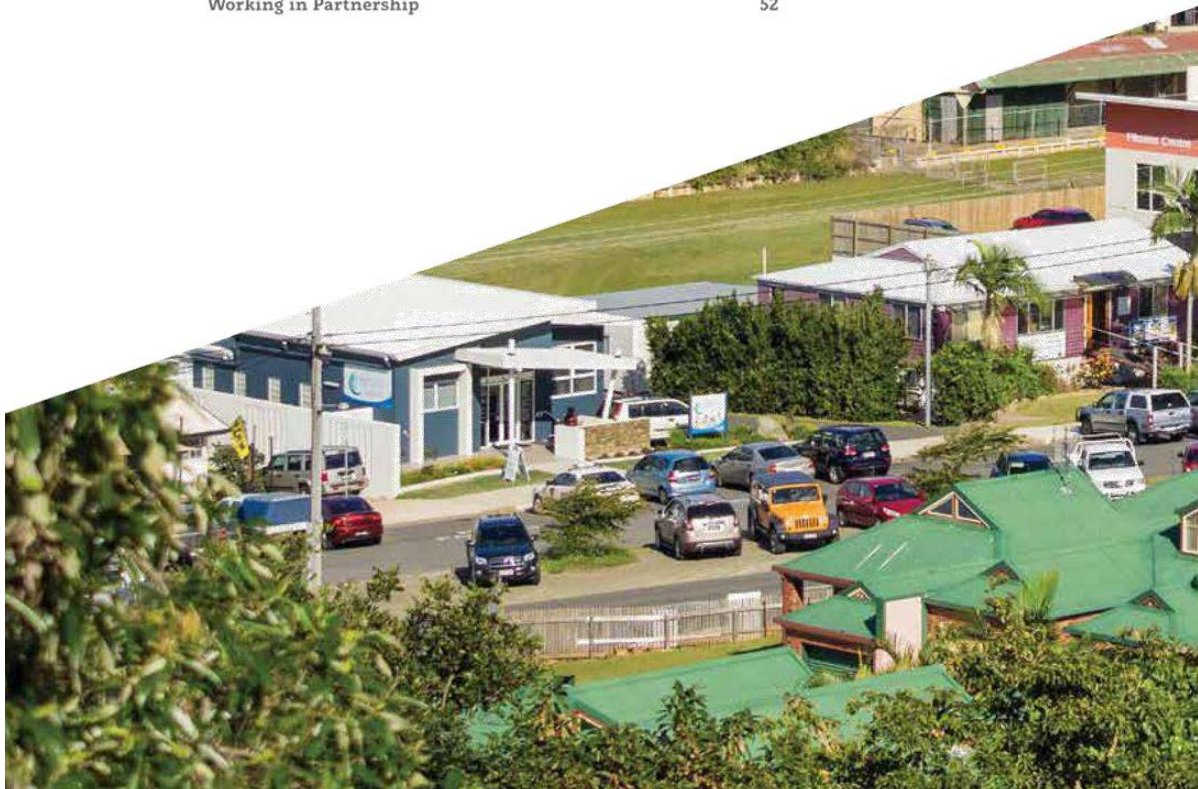
A diverse, strong, innovative and sustainable local economy providing employment and business opportunities for current and future generations.

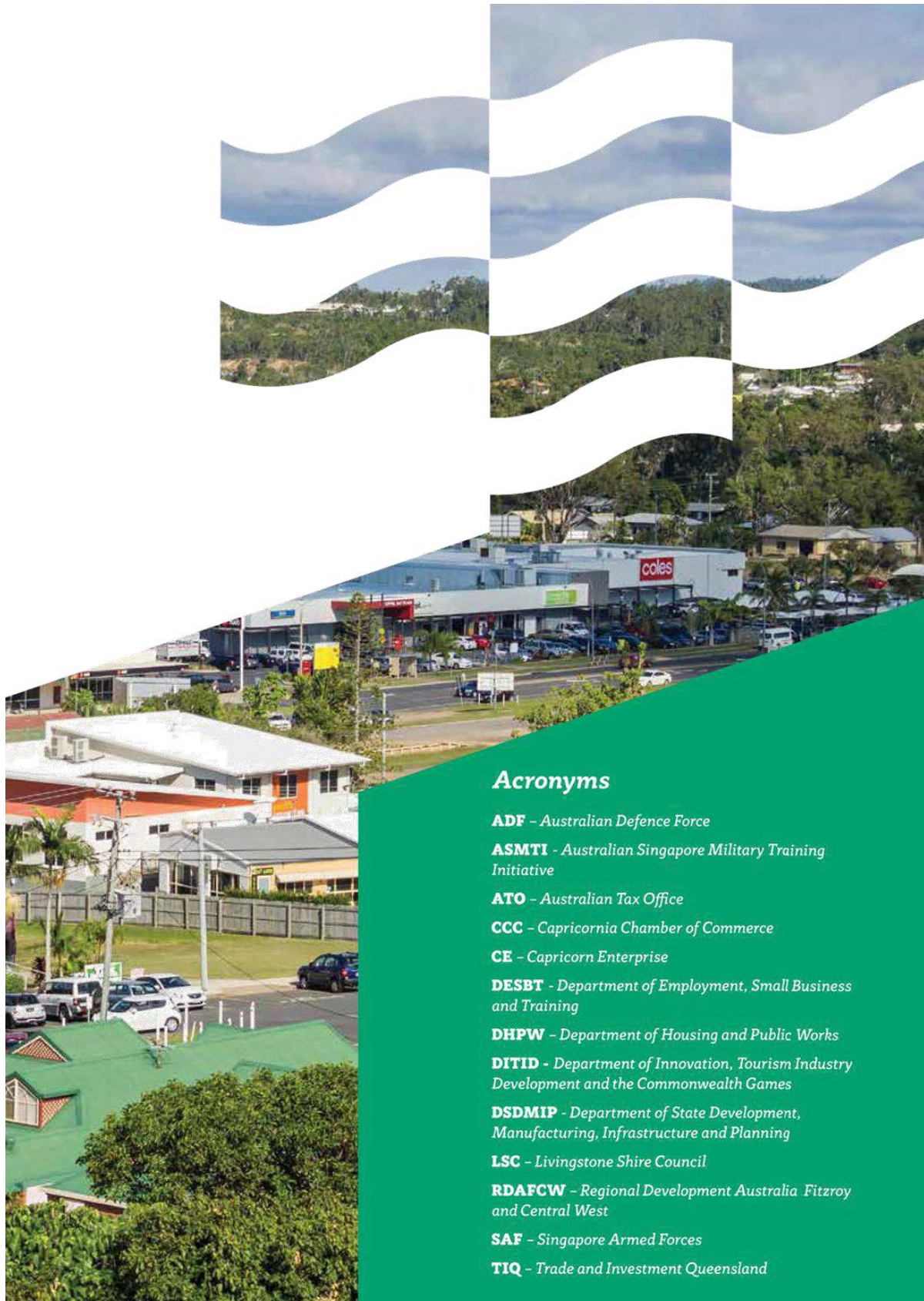
Invest Capricorn Coast Region



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Acronyms

ADF – Australian Defence Force

ASMTI – Australian Singapore Military Training Initiative

ATO – Australian Tax Office

CCC – Capricornia Chamber of Commerce

CE – Capricorn Enterprise

DESBT – Department of Employment, Small Business and Training

DHPW – Department of Housing and Public Works

DITID – Department of Innovation, Tourism Industry Development and the Commonwealth Games

DSDMIP – Department of State Development, Manufacturing, Infrastructure and Planning

LSC – Livingstone Shire Council

RDAFCW – Regional Development Australia Fitzroy and Central West

SAF – Singapore Armed Forces

TIQ – Trade and Investment Queensland

CAPRICORN COAST REGION

The Capricorn Coast region encompasses Livingstone Shire in Central Queensland at the southern end of the Great Barrier Reef. The Capricorn Coast is a region of lifestyle, diversity, sustainability, innovation and untapped opportunities. We are driven and future focused. We embrace the opportunity to determine our future. The Capricorn Coast region is a popular tourism destination supported by a thriving community full of potential and possibilities for future investment and business development.

The Capricorn Coast region offers an outstanding range of lifestyle and business opportunities that stem from:

- Vibrant beachfront, urban and village environments
- A modern boat harbour
- Fantastic wide beaches
- Numerous islands including Great Keppel Island (popular for its clear blue water and white sand beaches)
- Rainforest retreats and limestone caves
- National parks and coastal headlands as well as walkways/bikeways
- Multiple golf courses, vacation stays and other tourist attractions

- A picturesque volcanic plug and mountain-backed rural environments
- Hosting state and national sporting and major leisure events such as Yeppoon Triathlon, and CQUniversity Village Festival
- Award-winning range of restaurants showcasing our delicious local produce
- Superior fishing, crabbing, sailing, boating, and water-based recreational opportunities.

In addition to these assets, the Capricorn Coast region has a strong agricultural sector comprising beef cattle, pineapples and a range of tropical fruits, including mangos, lychees, dragon fruit and macadamias. The district is renowned for pure gold pineapples, the popularity of which is growing rapidly on a national level. The Capricorn Coast region is the only place in Australia able to grow pineapples all year round.





The region is also home to one of Australia's most important defence force training facilities at Shoalwater Bay, where the Australian Defence Force (ADF) and other allies, such as the Singapore Armed Forces (SAF) and United States (US) military conduct regular training exercises every year.

The foundation of the economy is local small business, including retail stores, accommodation providers, restaurants and cafes, engineering and various service businesses. Small businesses make up 99% of all businesses in the region.

Living and working in the region is affordable, with very competitive rent and purchase prices for land, housing, commercial and industrial uses. Notwithstanding how great the community is right now, there is enormous potential for additional growth in agriculture, tourism, education, health and wellbeing services, and technology and innovation industries.

Livingstone Shire Council believes in the incredible potential of the Capricorn Coast region and is investing heavily, in partnership with the Queensland and Australian governments (over \$100 million), in multiple strategic projects that will lay the foundation for future growth.

ROLE OF LOCAL GOVERNMENT IN ECONOMIC DEVELOPMENT

Local governments play a key advocacy role in facilitating local economic development and are structured to service the local community and are attuned to local needs, constraints and opportunities. By facilitating growth and investment opportunities in the local economy, Local governments can also support broader community wellbeing goals. Local Government must champion the local economy and be a driving force for economic growth.

Local governments have numerous levers to create an environment conducive to economic growth, investment and job creation. The diagram below highlights the core areas of Local Government influence:

- **Advocate** for good ideas, policy change and infrastructure investments from the Queensland and Australian governments.

- **Facilitate** positive outcomes through relationships with key local service providers; partnerships with adjoining jurisdictions and organisations; interpretation and dispersal of important baseline data on key statistics, demographics, trends and other pertinent information; convening partners to identify pathways, resources and responsibilities for achieving priorities.
- **Regulate** through a sound regulatory framework, and provide certainty for existing businesses, potential investors and the community.
- **Plan** direct and facilitate future growth by working with the community and development industry.
- **Provide Services:** provide a range of important and valuable services for the local economy, including infrastructure, waste collection, placemaking and multiple other services.
- **Collaborate:** Public-private partnerships are an extremely effective means of delivering mutually beneficial initiatives that require the different capabilities of private and government sectors.

Local Government's work should be complementary to private sector efforts, not competitive or duplicative.

An Invest Capricorn Coast Leadership Alliance will be established to work with Council and Capricorn Enterprise to provide strategic guidance and/or recommendations on regional economic development outcomes and strategies, including the actions detailed in the Invest Capricorn Coast Region Economic Development Plan.





Invest Capricorn Coast Region

13

ECONOMIC CONTEXT



Capricorn Coast's regional economy is nothing short of dynamic and diverse.

In terms of Gross Regional Product (GRP), construction is the top performing sector; aided by the delivery of major local projects equating to a staggering \$100-plus million in the last four years. Additionally, continued growth in agricultural and manufacturing sectors is reflected in increased GRP contributions over the past decade.

Tourism remains the region's largest employer (1,150 people); injecting \$151 million into the local economy (in the year ended September 2017). In fact, Capricorn Coast's tourism sector is more lucrative than Queensland's. Case in point: Tourism contributed 10% to Capricorn Coast region Vs 6% to the state's economy (in the financial year 2015-16). While tourism is important to the local economy, other service sectors – including education and healthcare – are also vital and growing employment sectors.

Small businesses (those with 20 or fewer employees) are the backbone of Capricorn Coast's regional economy comprising 99% of the region's 5,500-plus registered businesses (ABS 2016).

With commercial rental rates of nearly half that of Brisbane's, and – on the residential front – a median house price of \$400,000 (in comparison to Brisbane's \$650,000), Capricorn Coast region is an affordable and enviable destination in which to live, work, stay, play – and invest.

The region is resilient, nimble and forward-thinking; with a clear goal to embrace new technologies and support innovation to achieve long-term economic sustainability and growth, and – perhaps most importantly – the constant creation of local jobs.

Continual monitoring of demography and key industries/sectors to identify trends will allow Capricorn Coast region to harness opportunities locally, state wide and beyond. Through these efforts, Capricorn Coast region will remain *diverse, strong, innovative and sustainable*.



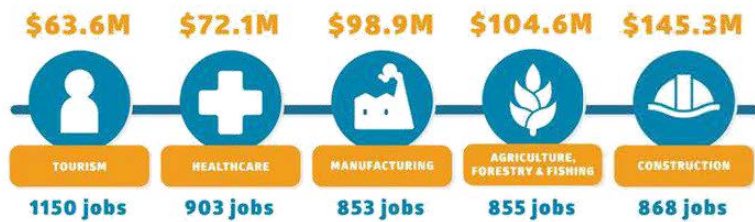
LOCAL ECONOMY



LIVINGSTONE SHIRE
ECONOMY

Source: ID Profile (2017)

TOP FIVE SECTORS (2015 - 2016)

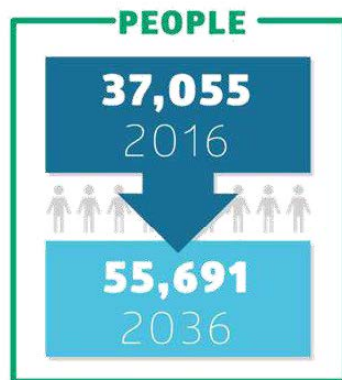


Source: ID Profile (2017)

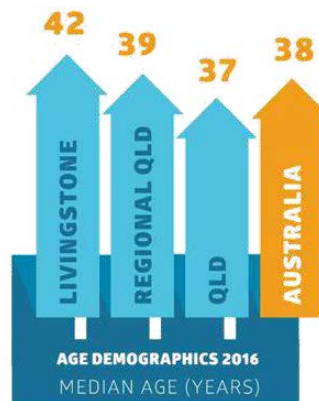


Source: ABS (2017)

PEOPLE



Source: Q650 (2017);
ABS (2017); Lucid Economics



Source: ABS 2016 Census

POPULATION GROWTH

5-year Avg Annual Growth to 2016

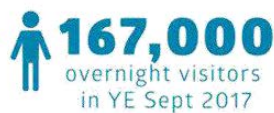


Source: ABS

TOURISM



Source: Tourism Research Australia (2017); ID (2017); Lucid Economics



TOURISM



JOB

LIVINGSTONE SHIRE

47.8%

Live and work in Livingstone

34.5%

Work in Rockhampton

12.6%

Work elsewhere

Source: ABS 2016 Census



+838 Jobs added in Livingstone between Sept 2016 & Sept 2017

UNEMPLOYMENT RATE

DECEMBER 2016



Source: Department of Employment

AFFORDABILITY

MAY 2017



COMMERCIAL OFFICE RENT

BRISBANE
AVG. \$524/SQM
LIVINGSTONE
AVG. \$277/SQM

Source: Savills (2017); Realcommercial.com (2017)



INDUSTRIAL LAND PRICES

BRISBANE
AVG. \$270/SQM
LIVINGSTONE
AVG. \$150/SQM

MEDIAN HOUSE PRICES

YE JUNE 2017



QLD Dept of Natural Resources, Mines and Energy

FUTURE JOBS

EXPECTED FUTURE EMPLOYMENT GROWTH 2015-2020 IN THE FITZROY REGION



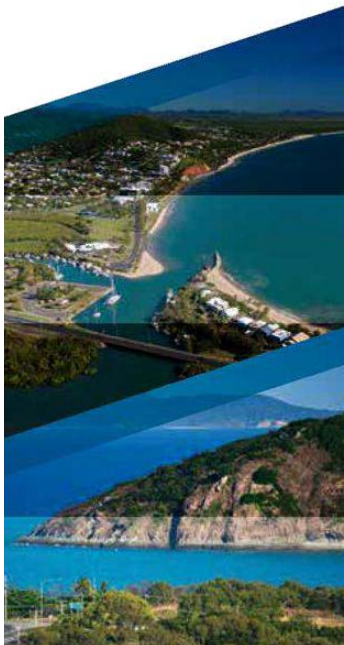
Source: Department of Employment

STRENGTHS AND OPPORTUNITIES

Strengths

The Capricorn Coast region is home to a growing business community, offering extensive investment opportunities with key strengths that can easily be built on to grow the local economy.

Key Strengths



Lifestyle and Amenity

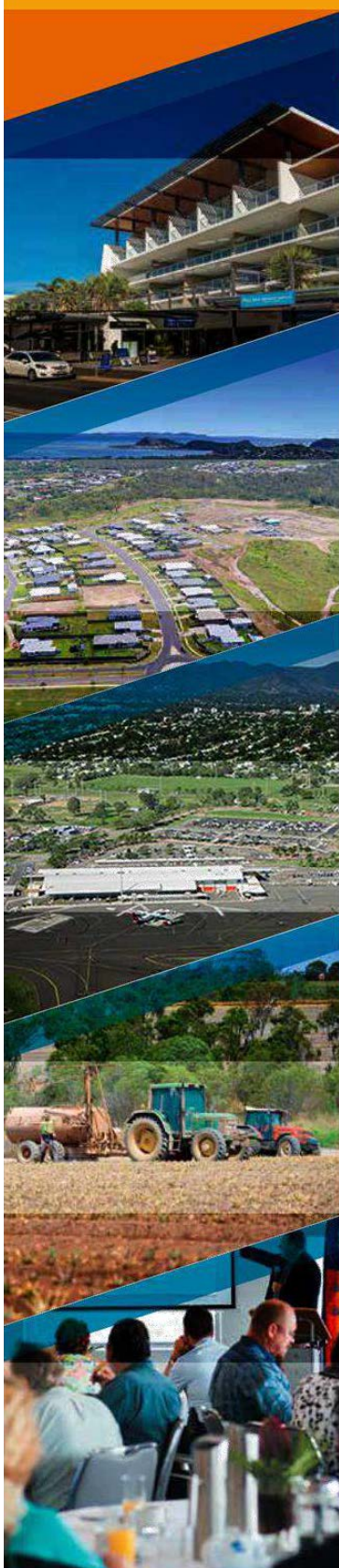
High quality lifestyle afforded by a year round moderate climate, multiple natural attractions and all the amenities needed to support a comfortable contemporary lifestyle.

The region is the ideal place to work and live, without the hassle of capital city living.

Natural Assets

Islands, Beaches, and Rainforest Retreats

The region boasts a wealth of recreational tourism assets that provide a foundation for future growth in tourism. From beaches, islands and the Southern Great Barrier Reef to rainforest retreats and limestone caves, the region offers outstanding exploring, camping, fishing, boating, and water-based recreational opportunities.



Population Growth and Investment

Population growth in the Capricorn Coast region has exceeded Queensland's growth rate for some time, a reflection of what the region has to offer. Regardless, the Capricorn Coast region has retained its identity as a coastal community with a village feel. Existing and pending infrastructure investments can support a considerably greater population with no impact on the current lifestyle and amenities. The Capricorn Coast also serves a much larger catchment, including the nearby city of Rockhampton where many Coast residents work.

Affordable Land, Premises and Housing

The Capricorn Coast region is a very affordable place to conduct business, acquire property and set up home. The median vacant land sale price is \$175,000 compared to \$231,000 across Queensland. The median house price is \$400,000 compared to \$650,000 in Brisbane and commercial rental rates are nearly half the price of Brisbane.

Accessability - Central Location

The Capricorn Coast region is located in the heart of Central Queensland, conveniently accessible to the mining, resource and agricultural assets of the broader region. A strong road and rail network to the north, south and west ensures streamlined product distribution. The region is also close to Gladstone, one of Australia's largest ports, and the airport in Rockhampton is just a quick half-an-hour drive, offering direct one-hour flights to Brisbane and other areas.

Climate, Water and Soils

The Capricorn Coast region enjoys a strong agricultural sector, contributing \$88 million to the regional economy in 2015-16. If approved, the future Rookwood Weir project will unlock major opportunities for expansion by providing 4,000 ML of water to the Livingstone Shire, which could be used to irrigate over 1,000 additional hectares of crops in the region.

Proactive leadership

The Capricorn Coast region's community, business and industry groups are proactive, progressive and forward thinking. Council is working side by side with the business community, with strong financial backing from the Queensland and Australian governments, to support additional growth. Over \$100 million is currently being invested in a variety of enabling infrastructure projects within the region, including \$53 million for the Yeppoon Foreshore and Town Centre Revitalisation Project. Business leadership and support is strong with Council, the Queensland and Australian governments and organisations such as the Capricornia Chamber of Commerce, Capricorn Enterprise and Start-Up Capricorn hosting multiple networking and development events to support business and industry.

Opportunities

The following sectors have considerable potential for growth:

Tourism Sport and Leisure

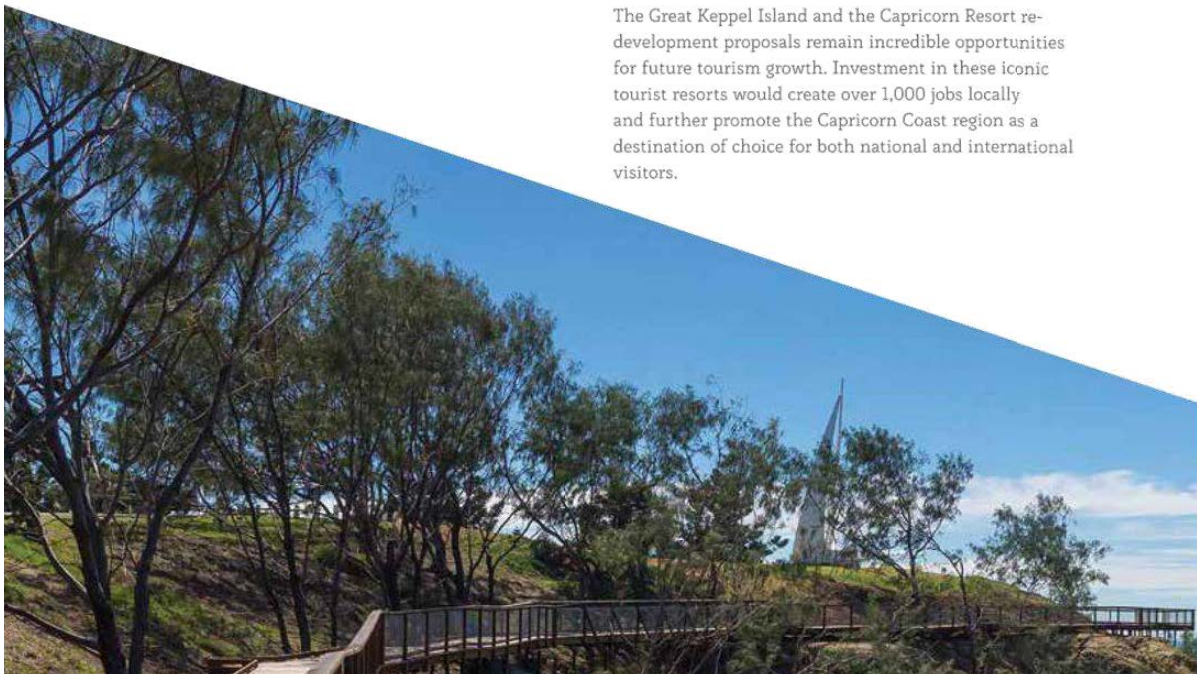
Tourism is already an important part of the economy providing 8.2% of all jobs and directly contributing nearly 10% to the local economy. Some assets are underleveraged. Great Keppel Island in particular could support substantially more visitors with its proximity to the Capricorn Coast. Regular transport from Rosslyn Bay Harbour to Great Keppel Island and its surrounding islands provide visitors direct access to the Southern Great Barrier Reef for swimming, snorkelling and fishing as well as unique eco-island adventures.

Opportunities for expansion include land based eco and nature-based tourism, sports/eco-based tourism (working with local schools and sporting organisations), agri-based tourism (particularly cattle stations), rock climbing, beach and water sports and fishing. There is a rich array of attractions in and surrounding Yeppoon. Capitalising on these opportunities will foster longer stays and increased value-add from visitors. Actions required to achieve these goals include:

- Targeted industry product development training opportunities for tourism operators to build their capacity to attract and increase visitation to the Capricorn Coast region

- Adding new tourism product and experiences including luxury accommodation conference/event venues and other niche products such as health and wellness experiences, agriculture/food tourism and Indigenous experiences
- Increasing access to the Southern Great Barrier Reef, fishing, islands and other natural attractions
- Expanding agritourism and eco-tourism experiences across the region
- Improving the accessibility and legibility of attractions to the drive market, including grey nomads and backpackers
- Improving the general appeal and attractiveness of the region's communities and precincts through placemaking
- Increasing the tourism profile of the Capricorn Coast region's unique existing attractions such as Koorana Crocodile Farm, Capricorn Caves, Cooberrie Park, Great Keppel Island retreats, Byfield based B&B's and retreats and Byfield National Park via industry development and marketing programs
- Development of locally distinctive events and better promoting existing events focused on business, sports, recreation, music, culture and celebrations.

The Great Keppel Island and the Capricorn Resort re-development proposals remain incredible opportunities for future tourism growth. Investment in these iconic tourist resorts would create over 1,000 jobs locally and further promote the Capricorn Coast region as a destination of choice for both national and international visitors.



Agriculture, Aquaculture and Value-Added Processing

Agriculture has been a traditional strength of the area, especially pineapples and cattle. Agriculture contributed \$88 million to the regional economy in 2015-16. The Capricorn Coast region's pineapple producers are looking at options to expand on existing operations including food processing plants. There are value-add opportunities in several other high-value crops such as tropical fruits that local small-scale farms have successfully field tested. The challenge now is to take advantage of the area's exceptional natural assets (climate, high quality soil and abundant rain) to maximise production.

Current trends in wellness and healthy eating support the production of high-quality organic produce to achieve premium prices. This produce can be further leveraged by local producers and restaurants, via the development of farm-to-plate dining experiences, and fostering food and agri-tourism opportunities.

Cattle processing is the most valuable agricultural activity in the region, making up approximately 70% of all agricultural production by value. Investment opportunities centre on expanding beef-fattening capacity through feedlot production in the region's north.

Aquaculture is another industry with enormous potential. Aquaculture opportunities could leverage many of the existing supply chains in the region and produce higher crop yields using our natural coastal topography.

Health and Wellbeing

Demand is increasing for healthcare services, aged care and retirement living in response to an ageing demographic profile. For aged care, or retirement villages in particular, the high level of amenity and lifestyle associated with the Capricorn Coast region presents a major attractor for these establishments, in particular resort-style retirement living. The advent of the 55+ village over the last decade has seen a number of active retirees downsize their traditional home and choose to live in an area that provides high-quality lifestyle, amenities and activities.

Growth in the wellness sector over the last few decades provides opportunities in a wide range of activities and industries, such as organic foods, herbal remedies, fitness, yoga, massage and alternative therapies. Given the clean, green environmental conditions across the entire Capricorn Coast region and a well-established wellness culture, the region offers a perfect platform to expand upon - and benefit from - the wellness market.



Digital Technology and Innovation

Council will endeavour to support business and industry in their uptake of digital technologies. Existing businesses can be expected to leverage new technologies to engage more often and meaningfully with their customers, broaden their markets, operate more efficiently and/or pursue new ventures.

Research shows digital investment provides a threefold return over traditional investment. Access to high-speed broadband provides a game-changing opportunity to leverage the Capricorn Coast region's outstanding amenity and lifestyle features to attract new residents, businesses and investors not bound by geography.

Australia's rapidly growing digital economy has overtaken many traditional industries such as agriculture, retail and transport to be worth around 5% of GDP, or \$79bn. By 2020 it is forecasted that growth will have continued reaching \$139bn or approximately 7% of GDP.

According to the Chamber of Commerce and Industry Queensland Digital Readiness Study (2016), Small to Medium Enterprise (SMEs) that have advanced levels of digital engagement are:

- 1.5 times more likely to be growing revenue, and earned 1.4 times more revenue per employee in the previous year
- More than eight times more likely to be creating jobs, and created an average of 12 additional jobs in the previous year
- Seven times more likely to be exporting
- More than 14 times more likely to be innovating by offering new products or services
- SME revenue growth was almost 20% higher for each step up the digital engagement ladder - that's a big digital dividend for business.

SMEs that do not embrace the new digital economy will be competing against new market entrants that use technology in a way that better meets their customers' needs. The rise of Uber, Netflix and Facebook have all been started by using smart technology to feed consumer demand for these services. Capricorn Coast region businesses need to be digitally enabled to ensure they can keep up with emerging digital trends.

All of the benefits associated with a digital economy require suitable digital connectivity and, where appropriate, Council will support and invest in digital infrastructure. Investment in digital infrastructure and technology also helps lower business' operational costs, increase the ease of doing business and assist them (and future investors) to increase revenue streams by using digital marketing tools such as iBeacons, sensors and Wi-Fi.

The Centre of Excellence for Disaster Management, Innovation and Community Resilience - "The Hub" in Yeppoon Town Centre, is designed to support an innovation hub where start-up businesses can co-locate. This will create opportunities to partner and access new digital programs, thus improving the productivity and competitiveness of key industries and increasing local jobs through the incubation of new businesses.

Council is committed to developing a "smart region strategy" to encourage innovative people and businesses to relocate to the Capricorn Coast region; but most importantly to advance our economy, attract investment, build our prosperity and improve our communities lifestyle.





Service Industry

Consultation with a variety of stakeholders revealed that – due to lack of choice or unavailability of products and services – many residents choose to shop online or outside the region, by travelling to Rockhampton or further afield. Development of the Capricorn Coast Homemaker Centre and The Gateway Business and Industry Park will enhance opportunities for keeping business local and enable more new businesses to invest in the region. This would provide residents greater “choice” in a wide variety of products and services, thereby filling gaps in the market.

The Capricorn Coast Homemaker Centre is designed to support “big box” retail outlets selling items such as hardware, whitegoods, furniture and plumbing/electrical supplies. The Gateway Business and Industry Park accommodates for a variety of mixed uses including manufacturing and engineering, garden centres and machinery repair shops, as well as any variety of trades and local services.

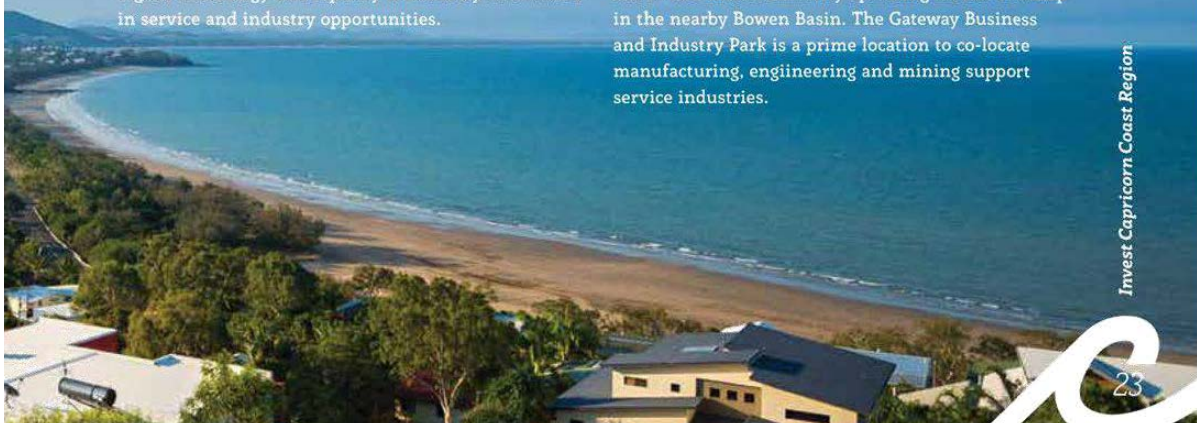
Professional and government support services are future growth prospects, particularly as additional digital technology and capacity is added by investment in service and industry opportunities.

Defence and Mining

The Capricorn Coast region incorporates the 454,000 hectare Shoalwater Bay Training Area which occupies approximately 25% of the region.

The major expansion of facilities and increased military training exercises planned for the Shoalwater Bay Training Area offers a host of opportunities for local suppliers to provide services and products to the Australian Defence Force, Singapore Armed Forces and the United States Military. Business and industry need to stay abreast of tendered work packages and proposal requirements and build servicing capacity by partnering wherever possible to take advantage of supply opportunities. The Gateway Business and Industry Park is the ideal location for a military logistic hub to provide localised storage and distribution capability to the Shoalwater Bay Training Area.

Existing and new service industries can also capitalise on the growth of the mining sector and major projects such as the Carmichael Mine and Rail project in the Galilee Basin, as well as opportunities arising from the 27 coal mines currently operating on our doorstep in the nearby Bowen Basin. The Gateway Business and Industry Park is a prime location to co-locate manufacturing, engineering and mining support service industries.



Education and Research

The choice of schools and education providers in the Capricorn Coast region is exceptional. The region hosts more than 25 child care centres, kindergartens, primary and secondary schools (both public and private). Yeppoon is home to two nationally renowned boarding schools – St Ursula's College and St Brendan's College – which cater for male and female boarders from across Australia and overseas at fees substantially less than those charged in capital cities.

Local students can pursue higher education through CQUniversity (CQUni) located 20 minutes' drive away in Rockhampton. CQUni is Australia's largest regional university and offers more than 300 university and TAFE qualifications through a range of flexible study options and practical learning experiences.

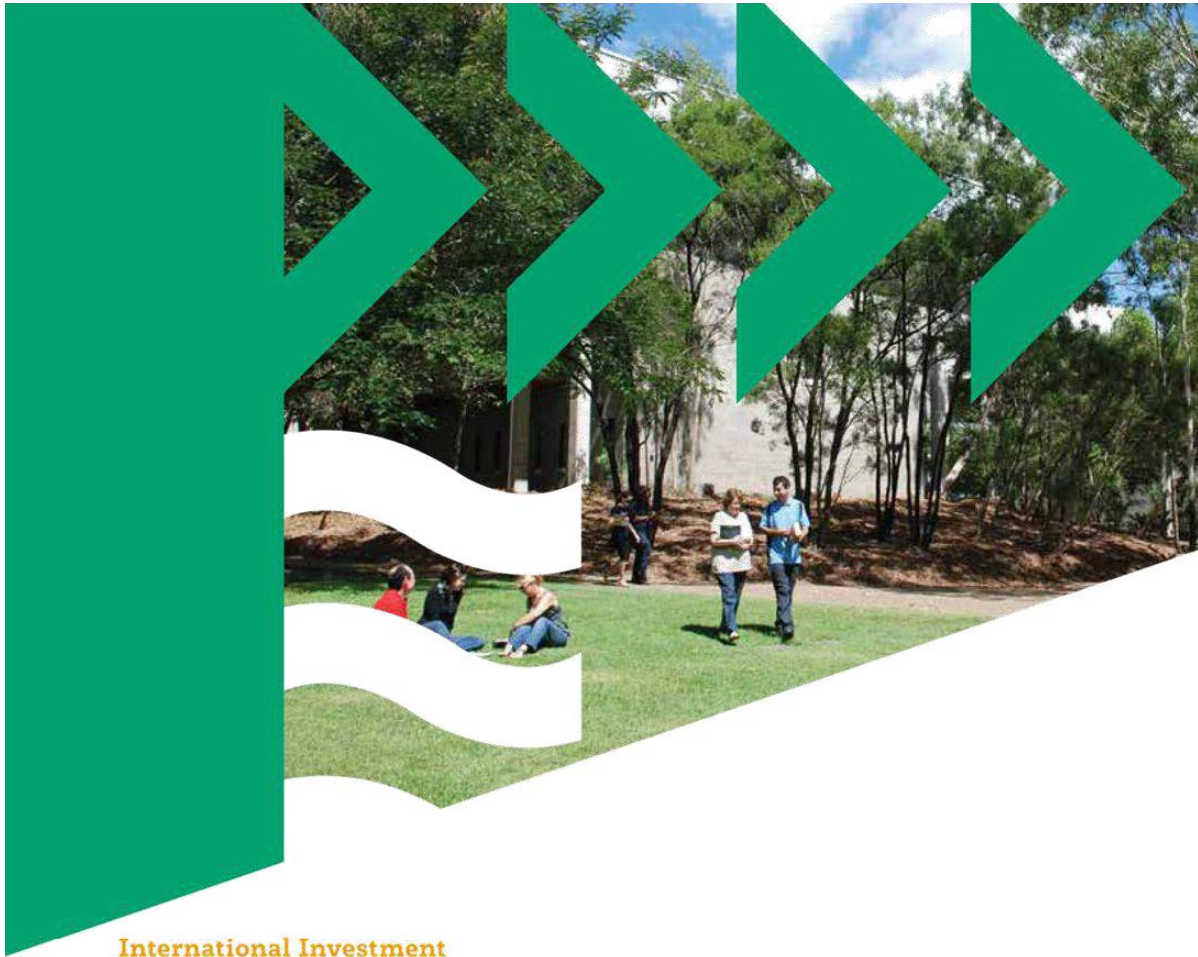
The Centre of Excellence for Disaster Management, Innovation and Community Resilience Centre of Excellence ("The Hub") has been designed as a Centre of Excellence in Disaster Management to provide specialist Disaster Recovery and Resilience training for students and emergency services personnel.

Maintaining and attracting skilled workers remains a challenge. The Capricorn Coast region is in direct competition with the allure of capital cities, many people – particularly youth and professionals – opt to live and work in capital cities rather than regional areas. The region, however, hosts most of the amenities and services that capital cities provide at a lower cost. Recognising this, efforts are being made to align training with local skills requirements to mitigate the outflow of talent through job containment and optimising local workforce diversity.

The international education and training sector (Queensland's second largest service export) is growing rapidly. Over a third of Queensland's international students study in regional areas. Attracting international students to take advantage of the Capricorn Coast region's close proximity to CQUni could lead to the establishment of an international student hub.

Beyond educational offerings, there are opportunities for local research initiatives that could be associated with various universities. These initiatives could work cooperatively with local business and industry to generate considerable innovation as well as support the growth of any identified high-value industry opportunities. For example, establishing a research centre on Great Keppel Island would provide multiple reef, marine biology, climate and related research opportunities. This could leverage existing access and infrastructure on the island, as well highlight its position as a premier tourist destination on the Southern Great Barrier Reef. The Centre of Excellence for Disaster Management, Innovation and Community Resilience ("The Hub") will function as a Disaster Management Training Centre hosting specialist accredited disaster coordination and resilience training courses.





International Investment Attraction

The global economy is undergoing a shift and is being impacted by many factors such as the rise of Asia, population aging, pressure on natural resources, climate change, borrowing constraints on governments and the opportunities of the digital age. To ensure the Capricorn Coast region can play a part in the global economy it is essential that we promote our abundant natural assets, food and agribusiness, tourism, and education and training strengths to showcase our comparative advantage and promote foreign investment in our region.

Council has established relationships with the major trading partners of China and Singapore through trade and investment missions to both countries to broaden the economic and cultural opportunities for our community, promote investment opportunities and grow the economy of the Capricorn Coast region.

Council has entered a Friendship City Agreement with the City of Yangzhong and a Town Friendship Agreement with Xinba, China, to establish a foundation relationship and pave the way for future cultural, social and economic exchanges and investment attraction and industry development opportunities.

Opportunities exist for international investment in but not limited to:

- Key tourist attraction redevelopments (Great Keppel Island and the Capricorn Resort)
- Green energy innovation (technology sharing with City of Yangzhong)
- Increased agricultural productivity
- Value-added food exports
- Establishment of an international student hub
- Mining equipment, technology and services (METS) companies to establish in The Gateway Business and Industry Park
- Aquaculture export opportunities
- Singapore Armed Forces and United States Military Education Tour Packages planned activities
- CQUni international students visitor experiences ("Weekend at the Coast").

Stakeholder Engagement

During preliminary consultation in the development of this plan, local business and key stakeholders contributed to the identification of many of the competitive advantages and future growth opportunities as outlined in this document. At the same time, they highlighted a variety of matters to consider for the future economic growth of the Capricorn Coast region.

Feedback from consultation key stakeholders highlighted the following opportunities:



Key Issues to Consider

Consultation with stakeholders highlighted a variety of key considerations including:

- Need for local job generation (many residents travel to Rockhampton every day for work)
- Promotion of the regions investment identity and limited awareness of the potential of the area at state and national level
- Expansion of healthcare/aged care/retirement living services
- Difficulty in finding local skilled workers
- Tyranny of distance away from major markets and many suppliers/service providers

The Economic Development Plan will seek to address these issues through local business and industry development, investment attraction and other targeted activities.



Invest Capricorn Coast Region

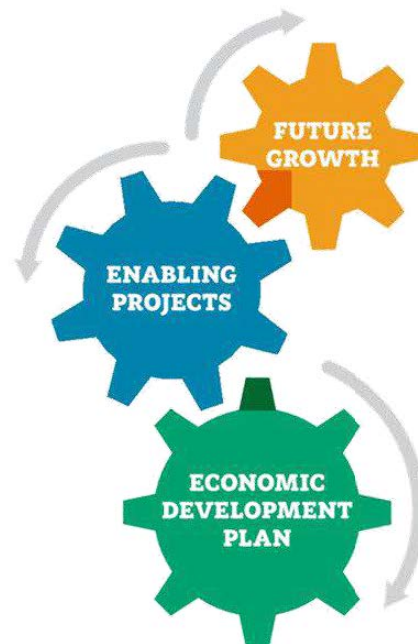
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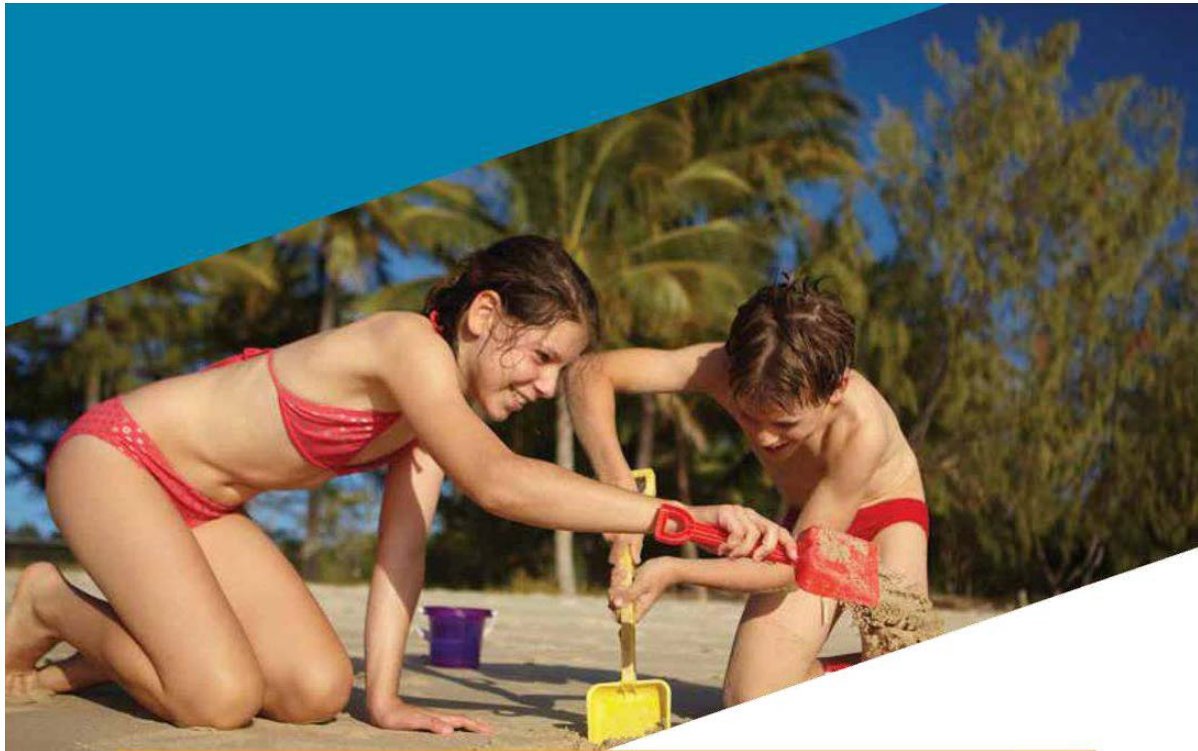
ECONOMIC DEVELOPMENT PLAN OVERVIEW

The Economic Development Plan is structured to work in tandem with the enabling projects that Livingstone Shire Council currently has underway in partnership with other tiers of government.

The Economic Development Plan provides a foundation for three strategic initiatives and supporting activities that will work with the enabling projects to facilitate future economic growth and the achievement of these strategies. The Plan is a “living” document, in that it will evolve as needed to meet future challenges and opportunities.

The diagram on the right provides an overview of the Economic Development Plan, which has been informed through preliminary consultation with business, industry and government agencies including a detailed review of the economy and the region’s competitive advantages and future growth opportunities.



**GOAL:**

A diverse, strong, innovative and sustainable local economy providing employment and business opportunities for current and future generations.

ECONOMIC DEVELOPMENT PLAN**1. Local Business and Industry Development**

- Proactive business expansion and retention program
- Ensuring alignment across skills, jobs, and local residents
- Placemaking designed to drive visitation and customers
- Advocate for greater infrastructure investment from Queensland and Australian governments

2. Investment Attraction

- Marketing the region as a desirable tourism destination
- Promoting investment opportunities across the region
- Proactive targeting and engagement with prospective investors

3. Technology and Innovation

- Improving digital engagement and take-up amongst local businesses
- Deploy digital infrastructure to increase business
- Foster an environment that encourages entrepreneurial innovation

OUTCOMES

Local Employment
Local Business Opportunities
Economic Growth
Community Vibrancy
Economic Vitality

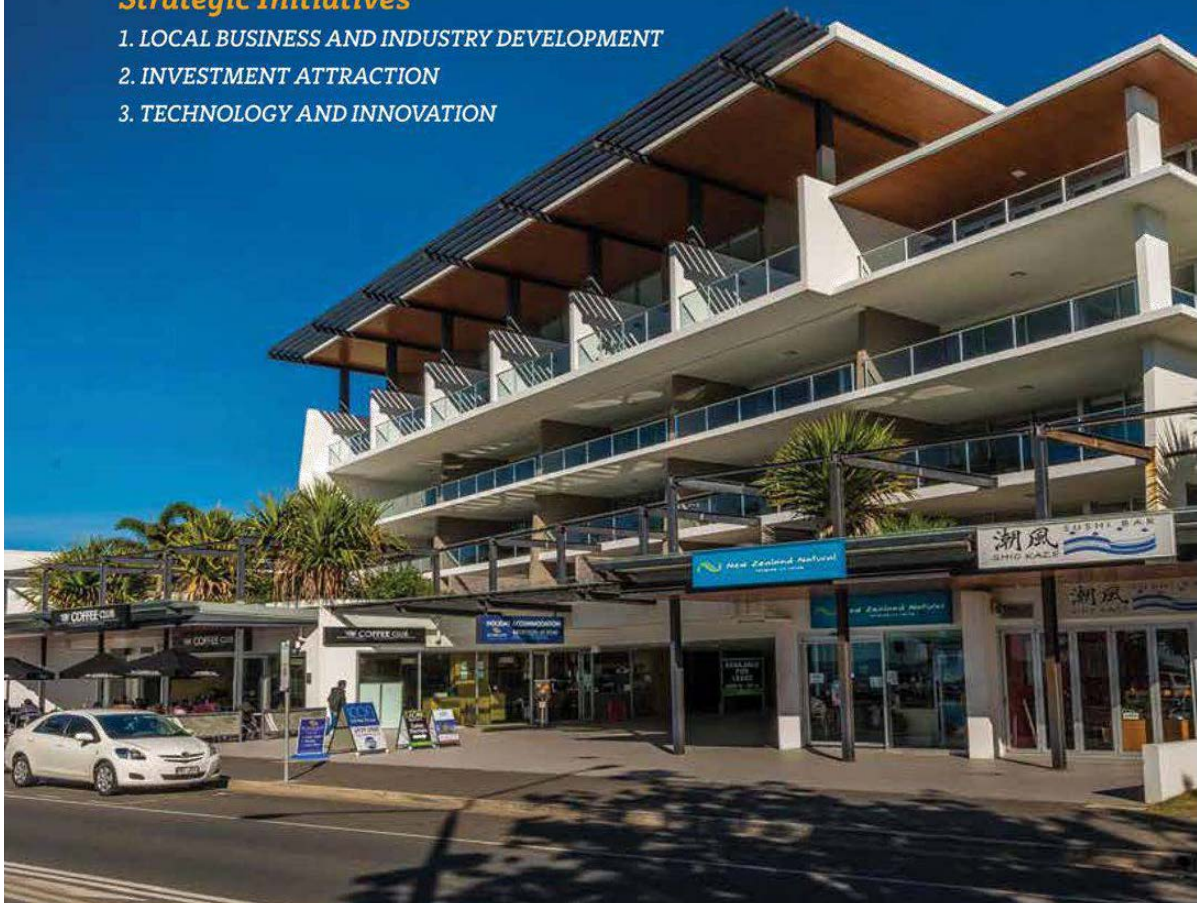
Invest Capricorn Coast Region



ECONOMIC DEVELOPMENT PLAN STRATEGIC INITIATIVES

Strategic Initiatives

1. LOCAL BUSINESS AND INDUSTRY DEVELOPMENT
2. INVESTMENT ATTRACTION
3. TECHNOLOGY AND INNOVATION





1. Local Business and Industry Development

Overview

Ensuring the growth and sustainability of local business and industry is fundamental to assuring the success of the local economy. Proactive engagement with local employers provides essential insights into local trends, issues and opportunities. Ensuring businesses have up-to-date information regarding grants, assistance programs and other current trends can help their expansion and security, and enable them to take full advantage of future growth opportunities. Ensuring public places in key locations are attractive and inviting will encourage residents to buy local, and visitors to linger longer and potentially provide more support to local businesses.

Why?

In most modern economies, 60%-80% of investment and job growth comes from existing business and industry. Like most economies across Australia, our local economy is dominated by small-to-medium enterprises. The importance of building capacity in local small-to-medium enterprises featured prominently during the consultation and development of this Economic Development Plan. The collective benefit of assisting local business and industry to develop and grow will have a profound and positive impact on both the local and regional economy.

Link to Council's Corporate Plan

- **Strategy EC1:** Identify and capitalise on economic opportunities for the benefit of the community.
- **Strategy EC2:** Facilitate, encourage and enable the establishment of businesses and industries and the retention, growth and diversification of existing businesses and industries in suitable locations.
- **Strategy EC4:** Establish initiatives including partnerships with both government and the private sector to create enterprises and undertake projects that generate jobs, wealth creation opportunities and sustainable economic growth.

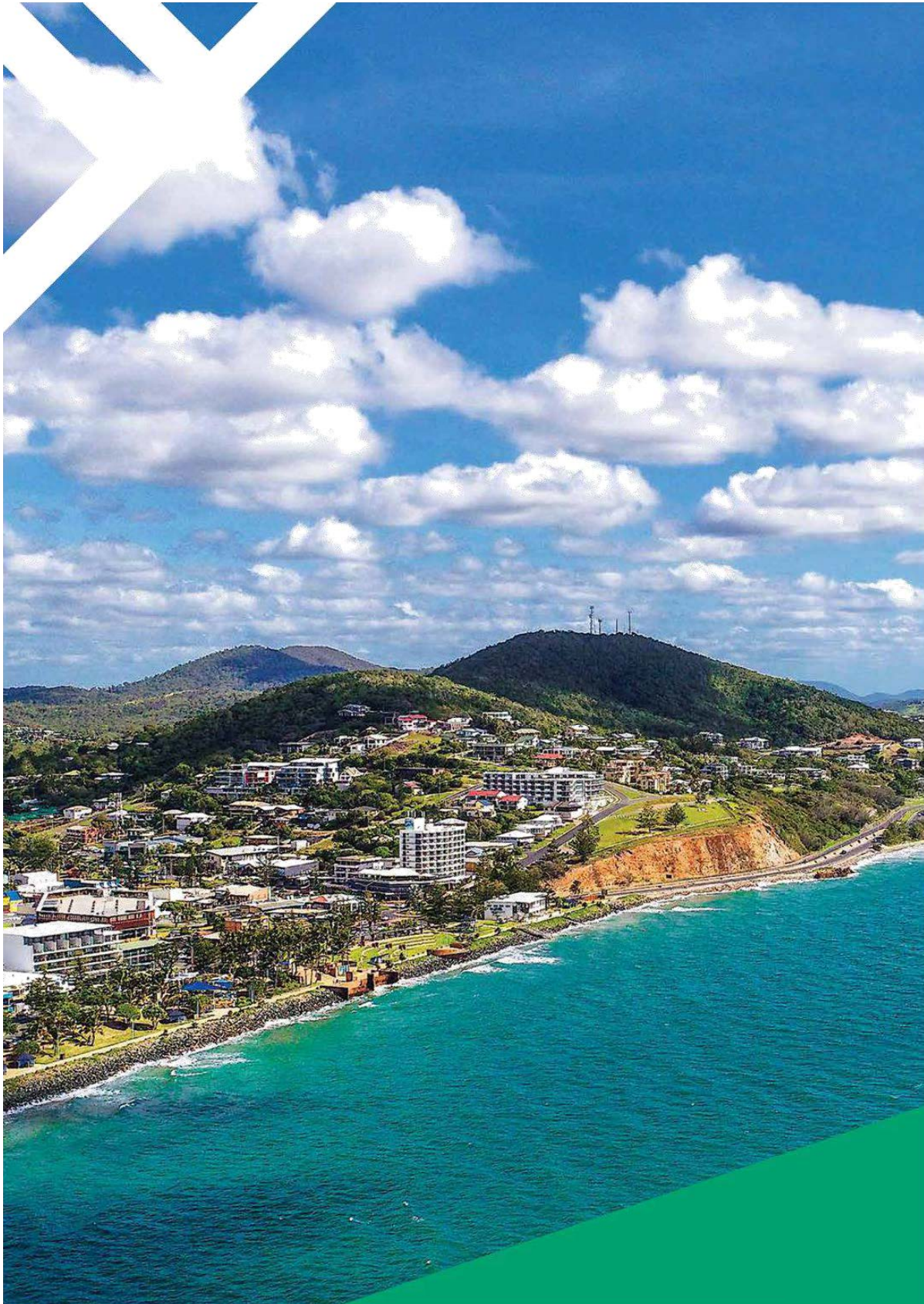
1. Local Business and Industry Development

ACTION	LEAD AGENCY	STAKEHOLDERS	MEASURE	TIME FRAME
1.1 Proactive business expansion and retention program				
1.1.1 Directly engage individually with local business owners	LSC Economy and Places	Local businesses	Business satisfaction survey	Annual
1.1.2 Assist local businesses to connect to various Queensland and Australian Government programs	LSC Economy and Places in partnership with CE	Local businesses, Queensland and Australian Government, Austrade, DSDMIP, DHPW, ATO, CE, CCC, RDAFCW	The number of businesses that accessed programs This is in addition to, or in partnership with, the support that CE, CCC, DSDMIP, DHPW, Austrade, ATO and RDAFCW provide to local businesses	Annual
1.1.3 Provide seminars and workshops for local businesses on industry relevant topics	LSC Economy and Places in partnership with CE	Local businesses, business and industry groups, Austrade, DSDMIP, DHPW, ATO, CE, CCC, RDAFCW	Conduct quarterly seminars / workshops This is in addition to, or in partnership with the seminars/ workshops that CE, CCC, DSDMIP, DHPW, Austrade, ATO and RDAFCW facilitate for local businesses	Annual
1.1.4 Using EconomyID, provide regular economic updates to the local business community	LSC Economy and Places	LSC Economy and Places	Provide quarterly updates	Annual
1.1.5 Provide a Business Development Program for local businesses	Capricorn Enterprise in partnership with LSC Economy and Places	Local businesses	Number of businesses that accessed program	Annual
1.2 Ensuring alignment across skills, jobs and local residents				
1.2.1 Identify existing skills gap through analysis and discussions with businesses	LSC Economy and Places	Local businesses and business and industry groups	Individual meetings with businesses – research and report on actions required to address skills gap	Ongoing
1.2.2 Engage with education providers regarding filling skills gaps	LSC Economy and Places	Education and training providers	Quarterly meetings with education and training providers	Ongoing
1.2.3 Facilitate access to local jobs for local residents through Yeppoon and Capricorn Coast Region Joblink		Yeppoon and Capricorn Coast Region Joblink	Increasing membership and local jobs advertised for local people	Annual



ACTION	LEAD AGENCY	STAKEHOLDERS	MEASURE	TIME FRAME
1.3 Placemaking designed to drive visitation and customers				
1.3.1 Implement Yeppoon Placemaking Strategy in collaboration with community members	LSC Economy and Places in partnership with LSC Community Engagement	Community and local business, Keppel Coast Arts, CQUni, LSC Livability and Wellbeing, LSC Infrastructure.	Number/value of initiatives implemented from Priority Initiatives List Council financial investment Community financial and in-kind investment	Annual
1.3.2 Integrate placemaking into all appropriate Council initiatives within the public realm	LSC Economy and Places in partnership with LSC Community Engagement	Community and local business, Keppel Coast Arts, CQUni, LSC Livability and Wellbeing, LSC Infrastructure.	100% compliance with Council policies prescribing placemaking considerations Number/value of placemaking initiatives undertaken	Annual
1.3.3 Undertake placemaking initiatives wherever a substantial impact on community and visitor perspectives can be achieved	LSC Economy and Places in partnership with LSC Community Engagement	Community and local business, Keppel Coast Arts, CQUni, LSC Livability and Wellbeing, LSC Infrastructure.	Number/value of placemaking initiatives undertaken Community response indicated through feedback to Council and social media	Annual
1.4 Advocate for greater infrastructure investment from the Queensland and Australian governments				
1.4.1 Develop advocacy document and key selling messages for Government	LSC Office of Mayor & CEO, LSC Economy and Places	LSC Livability and Wellbeing, LSC Infrastructure, LSC Finance and Business Excellence, Queensland and Australian Government	Development of annual advocacy document	Annual
1.4.2 Conduct annual trips to Brisbane and Canberra to meet with key political figures and senior staff	LSC Office of Mayor & CEO	Queensland and Australian Government	Minimum two trips per year	Annual
1.4.3 Submit grant applications to applicable programs for community, business and infrastructure projects	LSC Economy and Places	LSC Livability and Wellbeing, LSC Infrastructure, LSC Finance and Business excellence, Local businesses; Queensland and Australian Government	Submit four growth and economic development funding grant applications on behalf of LSC as approved by Council Assist a minimum of five local businesses apply for eligible grants to grow their business	Ongoing





2. Investment Attraction

Overview

Thoughtful and targeted investment marketing and promotional activities will generate private sector awareness of the Capricorn Coast region's potential as an attractive investment option. Ensuring a distinct coastal investment identity, the promotion of "open for business", combined with marketing the liveability of the Capricorn Coast will raise the investment profile of the region. Aggressively pursuing and engaging prospective investors within identified targeted sectors will ensure efforts are focused in areas that offer the greatest chance of success and optimal benefit to the community and economy.

Livingstone Shire Council acknowledges that new business investment is essential for the growth of existing businesses, and local employment opportunities and economic diversification. To this end, Council will do everything within its power to leverage its existing capital assets such as The Gateway Business and Industry Park and the Capricorn Coast Homemaker Centre.

We will continue to work with Capricorn Enterprise and other partners to increase tourism assets and unlock new opportunities attached to ecotourism, sports tourism, agri-tourism, rock climbing, beach and water sports and

fishing. By capitalising on these opportunities we intend to grow the region's reputation as a unique bush to beach holiday destination, fostering longer stays and increasing value-add to local business from visitors.

Why?

Local job and business growth are the principle economic drivers supporting the region's future prosperity. New private and public sector investment and enhanced tourism product and services will deliver new jobs and ensure local business and industry growth. We will use better branding, marketing and business development activities to promote the key elements and essence of the Capricorn Coast region as a leading tourist, business and investment location.

Link to Council's Corporate Plan

- **Strategy EC2:** Facilitate, encourage and enable the establishment of businesses and industries and the retention, growth and diversification of existing businesses and industries in suitable locations.
- **Strategy EC3:** Promote Livingstone Shire as a desirable destination for investment, business, industry, tourism and living.



2. Investment Attraction

ACTION	LEAD AGENCY	STAKEHOLDERS	MEASURE	TIME FRAME
2.1 Marketing the region as a desirable tourism destination				
2.1.1 Capricorn Enterprise continues to build on the Capricorn Coast region's unique identity (brand)	Capricorn Enterprise	LSC, Local tourism attraction and destination operators, local businesses, business and industry groups	Develop unique identity (brand) as per the initiatives outlined in the Capricorn Destination Tourism Plan and the LCS/CE Annual Agreement	Annual
2.1.2 Capricorn Enterprise continues to develop the suite of marketing materials to promote the Capricorn Coast as the premier destination on the Southern Great Barrier Reef	Capricorn Enterprise	LSC, Local tourism attraction and destination operators, local businesses, business and industry groups	Range of marketing materials per the initiatives outlined in the Capricorn Destination Tourism Plan and the LCS/CE Annual Agreement	Annual
2.1.3 Capricorn Enterprise continues to develop and implement a focused tourism and lifestyle marketing campaign to promote the Capricorn Coast as the premier destination on the Southern Great Barrier Reef	Capricorn Enterprise	LSC, Local tourism attraction and destination operators, local businesses, business and industry groups	Develop a Capricorn Coast region tourism and lifestyle marketing campaign as per the initiatives outlined in the Capricorn Destination Tourism Plan and the LCS/Capricorn Enterprise Annual Agreement	Annual
2.2 Promoting investment opportunities across the region				
2.2.1 Develop a suite of marketing materials for the Capricorn Coast region to promote it as a viable, diverse investment prospect	LSC Economy and Places	TIQ, DSDMIP, RDA, Austrade, CE	Range of marketing materials including website content, Capricorn Coast region investment prospectus, investment video brochure, The Gateway Business and Industry Park investment prospectus	Annual
2.2.2 Conduct targeted marketing campaign/program to raise awareness and recruit investment to the region	LSC Economy and Places	DSDMIP, RDA, TIQ, Austrade, CE	The number of enquiries from new investment prospects inside and outside the region	Annual

ACTION	LEAD AGENCY	STAKEHOLDERS	MEASURE	TIME FRAME
2.3 Proactive targeting and engagement with prospective investors				
2.3.1 Research to target-specific industries and potential investors	LSC Economy and Places	DSDMIP, RDA, TIQ, CE, CQUni, Austrade, private enterprise	Tailored research into identified opportunities Develop a list of potential industries that match the regions needs	Annual
2.3.2 Proactively engage with potential investors regarding opportunities to invest in the region	LSC Economy and Places	DSDMIP, RDA, TIQ, CE	Number of potential investors contacted and success stories from these contacts	Annual
2.3.3 Research national and offshore market opportunities for goods that can be produced locally	LSC Economy and Places	DSDMIP, TIQ, CE, Austrade	Tailored research into identified opportunities The number of local businesses connected with new markets	Ongoing
2.3.4 Leverage from Sister-City partnerships, and international partnerships to attract investment and new jobs; ADF and SAF Shoalwater Bay Training Area military exercises expansion.	LSC Economy and Places	DSDMIP, TIQ, CE, Austrade, ADF, SAF	Form a Sister City relationship with the City of Yangzhong and Xinba Town Friendship Agreement, China, to promote investment opportunities in the region Synthesize and build on partnerships with Singapore to capitalise on infrastructure and local supply investment opportunities under the ASMTI agreement with the SAF and ADF expanded military training exercises at the Shoalwater Bay Training Area	Annual





3. Technology and Innovation

Overview

Remaining abreast of new technologies will help local businesses and industry access new markets, become more efficient and develop new products and services. High speed digital connectivity allows professionals and businesses to locate and operate wherever they want. In this respect the Capricorn Coast region is a very attractive lifestyle choice for non-geographically limited businesses. For these reasons Council will support the ongoing evolution of a digitally enabled environment and entrepreneurial culture to optimise the Capricorn Coast region's appeal to digital economy innovators.

Why?

Spurring creativity and fostering an environment of entrepreneurship will lead to new business ventures, new jobs and increasing levels of innovation and knowledge creation within the local economy.

Link to the Council's Corporate Plan

- **Strategy EC1:** Identify and capitalise on economic opportunities for the benefits of the community.
- **Strategy EC2:** Facilitate, encourage and enable the establishment of businesses and industries and the retention, growth and diversification of existing businesses and industries in suitable locations.
- **Strategy EC4:** Establish initiatives including partnerships with both government and the private sector to create enterprises and undertake projects that generate jobs, wealth creation opportunities and sustainable economic growth.

3. Technology and Innovation

ACTION	LEAD AGENCY	STAKEHOLDERS	MEASURE	TIME FRAME
3.1 Improving digital engagement and take-up amongst local businesses				
3.1.1 Provide specific workshops and learning opportunities for local businesses regarding new digital technology (digital marketing, social media training)	LSC Economy and Places	LSC Community Engagement, LSC ICT Services, DSDMIP, DHPW, CCC, Startup Capricorn, CE	Provide four workshops	Annual
3.1.2 Identify local digital and innovation champions to share benefits of digital literacy and adoption with the community and local business	LSC Economy and Places	Local businesses	Identify two digital community champions, appoint a Councillor digital champion	Ongoing
3.1.3 Develop a Smart Region Strategy to ensure that the region's business and community embraces the global digital trend to advance our economy, attract investment and build our prosperity	LSC Economy and Places	LSC Community Engagement, LSC ICT Services, DSDMIP, DHPW, CCC, Startup Capricorn, CE		Year 1
3.2 Deploy digital infrastructure to increase business				
3.2.1 Deploy digital infrastructure across major tourism, small business and industrial precincts to provide cost-effective digital marketing opportunities for business to encourage visitors and increase retail spend	LSC Economy and Places in partnership with DHPW, DITID, LSC Community Engagement and Capricorn Enterprise	Industry provider	Digital infrastructure deployed	Year 1 Year 2 Year 3
3.3 Foster an environment that encourages entrepreneurial innovation				
3.3.1 Host guest speakers to inspire and encourage local residents and businesses to start new ventures	LSC Economy and Places	DSDMIP, DHPW, CCC, Startup Capricorn, CE	Host two functions with guest speakers	Annual
3.3.2 Provide support, advice and contacts to local residents and businesses that want to start a new venture	LSC Economy and Places	Local community, start-ups, Startup Capricorn	Provide support to four local start-ups	Annual
3.3.3 Support a business incubator-style enterprise that can create an environment of new business ideas and ventures	LSC Economy and Places	Startup Capricorn ICT Network, CQUni, start-ups	Develop feasibility study and concept	Ongoing

MONITORING AND TRACKING ACTION PLAN PROGRESS

As with any plan, tracking and monitoring progress is essential for ensuring that efforts remain focused on initiatives that deliver the greatest return to the economy and community. We will do this in several ways:

- Track the progress Plan implementation and outcomes achieved
- Monitor general economic progress
- Continually engage with the business community
- Adjust priorities according to new information and opportunities.

No organisation can fully control what takes place in the economy and should not be solely held accountable for it; however, by undertaking these actions we can ensure that the Economic Development Plan is always optimally attuned to supporting positive economic forces.

No organisation or business can fully control what takes place in the economy as the capacity to manage

it is impacted by multiple factors. While many of these are beyond the control of one organisation, being strategic, planning and taking action in accordance with identified needs and opportunities both mitigates risk and maximises return. The actions stipulated in this plan have been determined on that basis. Their successful delivery is dependent on Council, the community, government, local businesses and industry organisations working closely together in partnership.

There are a variety of economic indicators that change on an annual and/or quarterly basis that we can reference to provide insights on the state of the economy, including:

- Gross Regional Product (GRP)
- Employment, by industry
- Unemployment rate
- Building approvals
- Median house prices
- Population growth
- Tourism visitation and expenditure.

These indicators should be tracked and published annually as an economic scorecard, coinciding with a review of the individual initiatives and tasks contained in the strategic initiatives program of work.



ENABLING PROJECTS

Multiple infrastructure projects have the capability to boost local economic capacity and performance by catalysing new investment.

There are four project categories:

- **Game Changer** projects that deliver substantial and immediate economic impacts
- **Aspirational** projects are not achievable in the short term (due to resourcing or market limitations) but could be future game changers
- **Enabling Infrastructure Projects** are those those that can reasonably be expected to deliver as core services, which are essential to economic growth
- **Community Development** projects that add to the identity, liveability and appeal of the area, such as placemaking and youth/senior support initiatives.





Game Changer Projects



Yeppoon Foreshore and Town Centre Revitalisation

The Yeppoon Foreshore and Town Centre Revitalisation project represents a \$53 million investment into the region, jointly funded with the Australian Government contributing \$10 million, the Queensland Government \$29 million and Council \$14 million. The overall objective is to revitalise existing public spaces and increase tourism, recreation and commercial land uses within the Yeppoon Foreshore and Town Centre precinct. This project includes the completed Keppel Kraken Water Play, the Yeppoon Town Centre carpark and car wash business (with associated tenancies), pathway connections and public art.

The Yeppoon Foreshore and Town Centre Revitalisation project also includes a lagoon pool, which includes a shallow-depth children's play area as well as an informal lap swimming area, plus shaded areas in and around the lagoon. The two-storey pavilion overlooking the lagoon will offer new dining and entertainment opportunities. Upgrades to Appleton Park skate bowl and playground

equipment and placemaking along Anzac Parade and the main foreshore section are included.

Finalisation of the project will see the Yeppoon foreshore transformed, creating a hive of resident and visitor activity and spend, enhancing future private sector investment across the region.

With its beachside location and proximity to the revitalised Yeppoon Foreshore and Town Centre the current site of the Council chambers is a prime future site for high-end tourism development to fully complement the transformation.

<http://www.livingstone.qld.gov.au/855/Yeppoon-Foreshore-and-Town-Centre-Revita>



The Gateway Business and Industry Park

The Gateway Business and Industry Park is a Council owned master planned business park on 56 hectares located five minutes from Yeppoon Town Centre. The park has preliminary approval offering simple self-assessment for light-to-medium (low impact) business and industry uses, including:

- Manufacturing/processing activities
- Showroom display/sales activities
- Garden centre/landscape supplies
- Indoor entertainment
- Indoor sports facility
- Local utility
- Machinery repair workshop
- Metal product manufacturing or welding
- Produce store
- Retail warehouse
- Sale or hire premises
- Storage/sales activities

- Storage premises
- Take-away food store
- Telecommunications facility
- Transport activities
- Veterinary clinic
- Vehicle depot
- Car wash
- Funeral parlour.

Stage 1 of the project is complete (2016) and Stage 2 was developed in 2017 and lots ranging from 2,000m² to 12,000m² are available for purchase. Once fully developed with active businesses, The Gateway Business and Industry Park has the potential to generate hundreds of local jobs.

<https://www.livingstone.qld.gov.au/832/Gateway>

Capricorn Coast Homemaker Centre



The Capricorn Coast Homemaker Centre is a dedicated "Homemaker Centre" fronting the Yeppoon-to-Rockhampton Road. The site is in a central location on nine hectares of land close to town and is earmarked for large format retail, bulky goods and associated businesses. Stage 1 went to market in 2016 and commenced development in 2017. Stage 2 will be developed in future years subject to demand. The total development has the potential to add around 300 local jobs to the Capricorn Coast region and, with the right tenancy mix will retain local spend within the community. Council received \$3 million funding from the Queensland Government through the Works for Queensland (W4Q) program which is an initiative to assist with local job creation.

The Centre of Excellence for Disaster Management, Innovation and Community Resilience ("The Hub")



The Centre of Excellence for Disaster Management, Innovation and Community Resilience, known as The Hub is a \$6.225 million project jointly funded by the Australian and Queensland governments and Livingstone Shire Council. It is a cyclone-proof three-storey building in Yeppoon Town Centre, designed to function as a strategic hub for managing and coordinating disaster situations and recovery efforts and building community resilience.

Additionally, and potentially more importantly, the centre can also function as a state-of-the-art centre of excellence for an education and research facility to encourage entrepreneurship, and provide flexible co-working space via a high-technology learning space. The centre has the potential to become a hub of innovation and economic development for the Capricorn Coast region, providing a catalyst for future employment.

<http://www.livingstone.qld.gov.au/1228/LDCC-and-Community-Education-Resilience>



Shoalwater Bay Training Area Expansion



The 454,000 hectare Shoalwater Bay Training Area was established in 1965 and occupies approximately 25% of the region. Shoalwater Bay is recognised as one of the best military training areas in the world and is set to expand under the Australia Singapore Military Training Initiative. The number of Singapore Armed Forces troops will at least double and time on the ground is expected to triple in the next 20 years. The Australian Defence Force estimates that through the Comprehensive Strategic Partnership, the Singapore Government will invest approximately \$1 billion in Rockhampton and Capricorn Coast regions over the next 10 years. In addition, the Australian Defence Force intends to deliver infrastructure improvements to the Shoalwater Bay Training Area to accommodate the expanded activities in the order of \$120 to \$140 million dollars over the next few years.

Defence force exercises at the Shoalwater Bay Training Area inject an estimated \$10 million into the regional economy every year. The majority of this benefit presently accrues to the broader Central Queensland area, but it is anticipated that the expansion will ensure a greater value flow to the Capricorn Coast region as a result of investment in local infrastructure, such as the sealing of Stanage Bay Road.

Infrastructure funding will also unlock growth potential in the beef cattle, seafood, horticulture and tourism sectors. Local suppliers will find their capacity to provide services and supply products enhanced as well.

Beyond direct industry growth opportunities, defence exercises in the region can bolster tourism if leave opportunities for service personnel are expanded.

Causeway Lake Revitalisation



Once a premier coastal attraction for a wide range of recreation activities, the Causeway Lake has been severely impacted by siltation, which has limited its recreational and environmental functionality. Demand for a safe environment to conduct traditional activities such as skiing, boating, kayaking, sailing and fishing is growing, yet current lake conditions can only minimally sustain these activities. The lake desperately needs dredging as the first step towards restoration. At the same time, improvements to the shoreline are needed to support the expected renaissance of on-the-water activities. Existing ramps, amenities, lighting, parking, landscaping, picnic furniture and other infrastructure also need upgrading and there is the opportunity for creating a new oceanside access to support access to Keppel Bay, the islands and beyond.

Council is currently working with the State Government to identify the constraints and opportunities surrounding the Causeway Lake, with a view to mapping out a much brighter future for this valued coastal asset. This presents an exciting growth opportunity for Capricorn Coast region.



Lower Fitzroy River Infrastructure Project – Rookwood Weir



The proposed \$260 million Rookwood Weir will create an additional 4,000 ML of water to support high-value agricultural and industrial activities in the Capricorn Coast region. An additional 1,000 hectares of high-value irrigable crops in the region are possible, with an estimated production value of \$1 billion. This will create 2,000 brand new jobs across Central Queensland.

<https://www.statedevelopment.qld.gov.au/assessments-and-approvals/lower-fitzroy-river-infrastructure-project.html>

Station Quarter, Yeppoon Heritage Railway Precinct



The Yeppoon railway line was officially closed in 2004 creating a vacant 2.4 hectare site in Yeppoon's Town Centre, approximately 1 km from the beach. The site is currently being master planned by Economic Development Queensland with a view to redeveloping it.

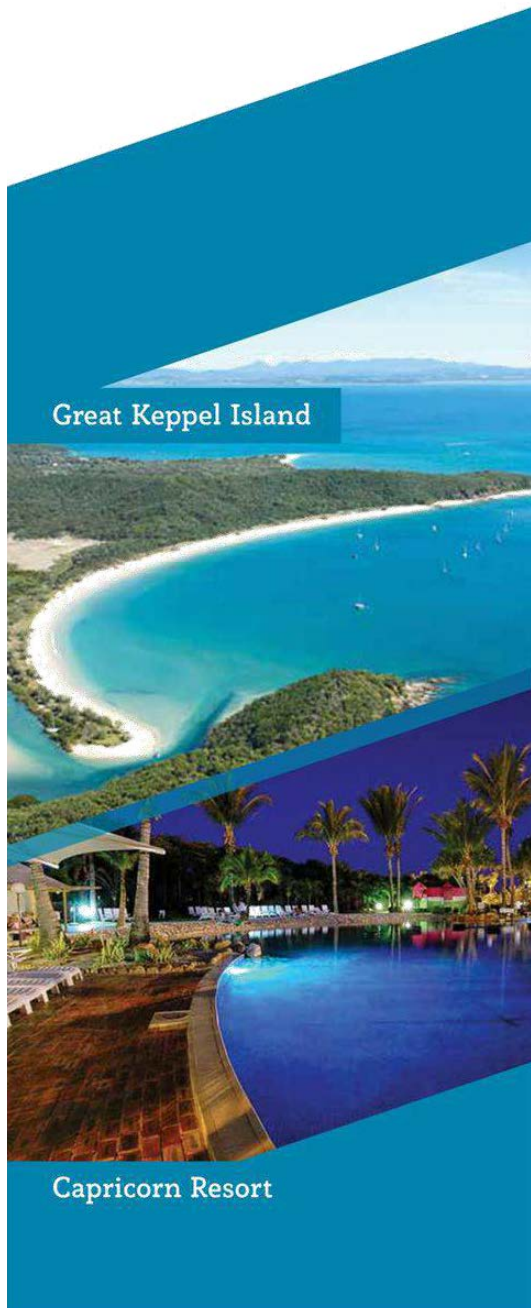
Conceptual plans include a mix of residential, retail and commercial, bringing new opportunity to the western end of the Yeppoon Town Centre. In combination with the Centre of Excellence for Disaster Management, Innovation and Community Resilience - "The Hub" and the Yeppoon Foreshore and Town Centre Revitalisation project, and the Station Quarter Precinct will transform the Yeppoon Town Centre.

<https://www.dilgp.qld.gov.au/economic-development/yeppoon-heritage-railway-precinct.html>





Aspirational Projects



Great Keppel Island

Capricorn Resort

Great Keppel Island

Great Keppel Island currently provides a variety of high-quality, largely nature-based visitor experiences including fringing coral reefs and 17 pristine white sandy beaches. No other island in the Great Barrier Reef provides the same amenity. The quality of these natural assets and the island's close proximity to the coast provides enormous scope for development of new tourist targeted infrastructure and experiences. The island is served by ferry services and a landing strip accommodating a variety of aircraft. Approvals are in place for a premier eco-luxury resort comprising 700 villas, 300 apartments, an 18 hole championship golf course, beachfront hotel comprising 250 5-star suites, day spa, restaurants, swimming pools and retail shops, a 250 berth marina with yacht club and ferry terminal and a commercial airstrip with potential for direct flights to Sydney, Brisbane and Cairns. The Queensland Government has committed \$25 million towards the construction of water supply and electricity infrastructure to connect Great Keppel Island to mainland services. Council is working with the Queensland Government and Great Keppel Island tourism operators to deliver this major project to further facilitate and enhance the realisation of Great Keppel Island's full development potential as an iconic tourism destination.

Capricorn Resort

Capricorn Resort is located approximately 10 km north of Yeppoon and encompasses 22,000 acres, including 20 km of beachfront, a 280-room resort and associated amenities such as a restaurant, golf courses and pools. The resort owners are currently preparing an environmental impact statement for a \$600 million redevelopment of the site, to include a 300-room five-star resort, Wagyu cattle farm, residential community and village centre, airstrip and refurbishment of the existing 280-room resort.

The closures of the Keppel Island Resort and Capricorn Resorts have had a major impact on the local economy. The redevelopment of one, or preferably both of these resorts will do much to bolster the local economy.

Direct Air Link

Closure of the Rockhampton Airport during major flood events severely impacts the local economy, often shutting down air-based business activity for weeks at a time. More importantly, however, this projects a message of uncertainty for investors. Development of direct air links catering for regular passenger transport would address this "all too frequent" occurrence, and substantially bolster the local tourism sector, particularly the re-development of Capricorn Resort and Great Keppel Island. Direct air links



would increase the reach of the destination in a similar fashion to Hamilton Island and Lord Howe Island making it easy for interstate visitors to access the destination. Direct air links increase accessibility for local businesses for freight services, along with an all-weather airport access option for military training services. Finally, there is a considerable amount of existing airport infrastructure on the Capricorn Coast region that could be investigated further for future expansion to enable regular passenger transport services.

Alternative Energy Generation And Storage

Renewable energy technologies are rapidly transforming the energy industry and Capricorn Coast region. With an average of 300 days of sunshine a year, the region is extremely well positioned to take advantage of this revolution at a broad-scale level, to reduce local energy costs and environmental impacts, and create new local jobs.

Coastal Touring Route For Visitors

A challenge for the Capricorn Coast region is that it does not lie along the major North-South highway (Bruce Highway) and as such, visitors must seek out the destination and drive between 40 km to 50 km to access it. If there was a major coastal touring route in parallel with the Bruce Highway, considerably more traffic would be generated, which would create a significant increase in visitors to the region.

Convention Centre

Currently the Capricorn Coast region has no facilities to host major conventions and trade shows. The development of a Convention Centre (1,000 to 2,000 person capacity) would significantly increase the region's ability to attract business and leisure events to grow the tourism industry. The abundant local attractions provided by the Capricorn Coast constitute an enticing draw for event organisers seeking regional settings for major meetings, conventions, training workshops, trade shows and like events. Development with coincident supportive uses such as a cinema, virtual reality experiences or a maker space would further enhance the diversity and appeal of the venue.

Development of New Tourism Product

The region has a rich Indigenous and European history that can be much better leveraged to enhance our general tourism and business appeal through appropriate storytelling, interpretation and experiential engagement. Opportunities exist to develop unique new tourism

products that provide memorable engagements with local Aboriginal culture, or a farm-stay experience at a crocodile farm or a working cattle station. These are opportunities both Australian and overseas visitors are looking for, however, often struggle to find.

Enabling Infrastructure Projects

Baseline projects fall within standard expectations for the provision and maintenance of essential community infrastructure. These projects support normal economic and community growth but they may also be prioritised to deliver greater economic impact by timing their delivery to support emerging market opportunities. For example, building a road now that might have been planned for 10 years should be possible if unforeseen development opportunities land in the community's lap. Achieving this efficiency is not difficult, however, requires political, fiscal and organisational discipline to ensure alignment between project priorities and economic opportunities.

Community Development Projects

- Local art gallery expansions
- Yeppoon – Roslyn Bay Coastal Connections Walk and Bike-way, including ped-bridge connections across Fig Tree and Ross Creeks.
- Development of new botanical gardens
- Expansion of Capricorn Coast Hospital
- Expansion of Emu Park High and Primary schools and Yeppoon High School
- Increase number of boat ramps and marina infrastructure
- Extend Yeppoon Foreshore north (including creation of a new jetty/pier)
- Redevelopment of Yeppoon showgrounds
- Extension of existing Pineapple Rail Trail
- Placemaking initiatives at multiple locations
- Development of lookouts along Yeppoon Road in the vicinity of Mt. Jim Crow
- Extension of CQUni campus to Yeppoon
- Promotion of rock climbing and other unconventional sport opportunities
- Panorama Drive – northern strategic link road
- Sporting events attraction at Barmaryee Sports Complex



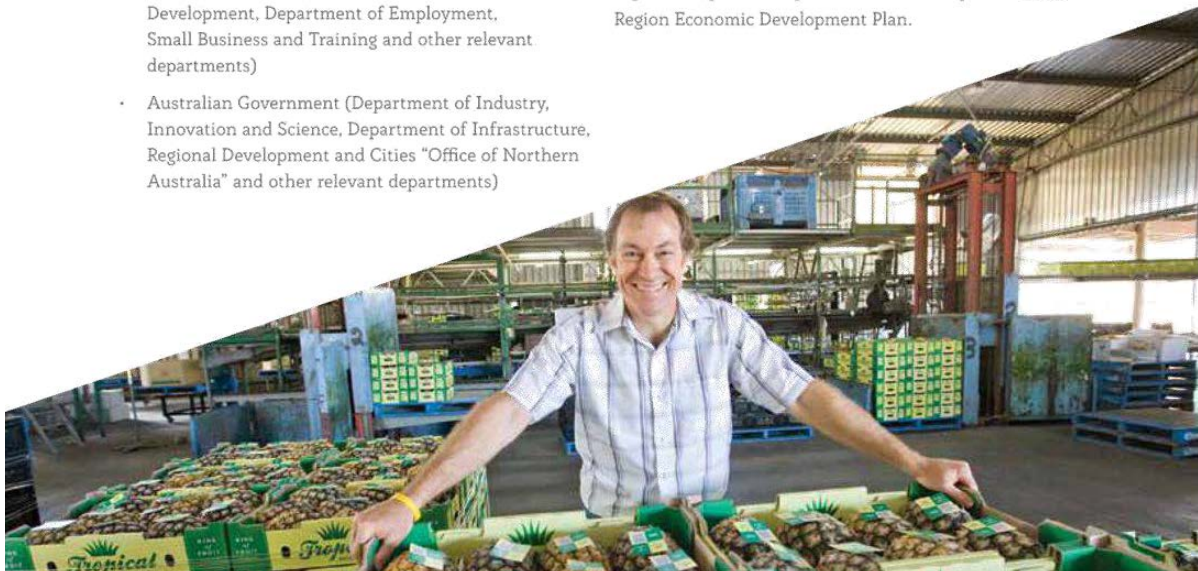
WORKING IN PARTNERSHIP

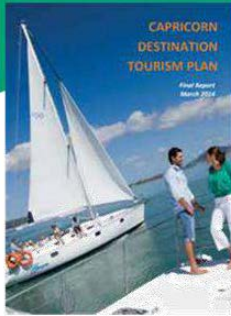
Economic development is a concerted effort by numerous businesses, organisations and government working in partnership together. No community can succeed in isolation, so the Livingstone Shire Council will work with a variety of partner organisations, including:

- Local businesses and investors
- Local business and industry organisations
- Capricorn Enterprise
- Capricornia Chamber of Commerce
- Start-Up Capricorn
- Other local governments
- Queensland Government (Department of State Development, Manufacturing, Infrastructure and Planning, Department of Housing and Public Works, Department of Innovation, Tourism Industry Development, Department of Employment, Small Business and Training and other relevant departments)
- Australian Government (Department of Industry, Innovation and Science, Department of Infrastructure, Regional Development and Cities "Office of Northern Australia" and other relevant departments)
- Indigenous stakeholders
- Educational and research facilities
- Community organisations and not-for-profits
- Essential service providers such as NBN, Ergon and Telstra.

Through partnership, all stakeholders can contribute to creating a sustainable economic future and successfully delivering the Economic Development Plan. The Economic Development Plan has considered all of the partner strategies that are following this section to ensure a strong alignment with all interlinked strategies and plans. This alignment is achieved through the strategic initiatives outlined in this Plan as well as the detailed opportunities that identify focus areas for future growth.

The following partner strategies and plans will work together in partnership with the Invest Capricorn Coast Region Economic Development Plan.



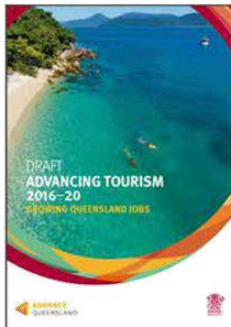


Lead agency: Capricorn Enterprise

The Capricorn Destination Tourism Plan is the Capricorn region's tourism strategy and highlights the resources required to reach the growth priorities of 2020. The destination growth priorities are:

- Support major investments by the private sector
- Secure funding for major public works for tourism - orientated projects
- Target growth in business and sporting events
- Continued financial and product-development support of the Southern Great Barrier Reef destination brand
- Annual experience development mentoring program
- Long-term increase in the events marketing budget
- Promote and develop the potential of the region's heritage, culture and arts
- Leverage the economic diversity of the region.

Aspirations for the growth of the Capricorn Coast region as a tourist destination are featured throughout the strategy and closely align with the desire to grow tourism product as detailed in this Economic Development Plan.



Lead agency: Advance Queensland

Advancing Tourism 2016-20 is the Queensland Government's plan to grow tourism and jobs. It seeks to capitalise on the opportunity afforded by unprecedented growth in tourism jobs by targeting four priority areas:

- Grow quality products, events and experiences
- Invest in infrastructure and access
- Build a skilled workforce and business capabilities
- Seize the opportunity in Asia.

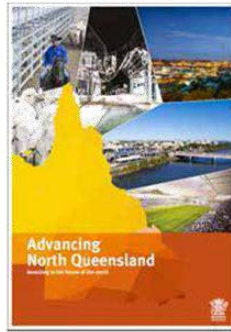


Lead agency: Office of Northern Australia

The White Paper on Developing Northern Australia sets out key policies and initiatives to unlock the North's vast potential in particular by the development of the Northern Australia Infrastructure Policy (NAIF). The NAIF offers concessional loans up to \$5 billion in aggregate for economic infrastructure private-sector investment that benefits Northern Australia. The Capricorn Coast region is included in the footprint of the Northern Australia area. The Australian Government's future agenda for growth in the north also includes:

- Better use of land and water resources
- A welcoming investment environment
- Improved governance and reduced regulatory burden
- Investment in infrastructure to lower costs for businesses and households
- A skilled workforce that meets the growing needs of the north
- Enhanced air, land and sea transport links to, from and within the north.





Lead agency: Queensland Government

The Queensland Government is working to advance and diversify North Queensland's economy. The Capricorn Coast region is included in the footprint of the North Queensland area. The Advancing North Queensland strategy includes five priority areas to drive growth and jobs:

- Roads infrastructure
- Water security
- Research and innovation
- Tourism, trade and investment
- North Queensland Stadium.



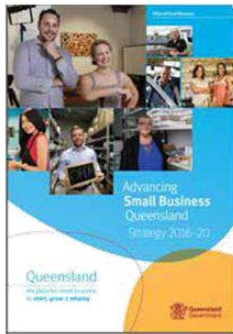
Lead agency: Trade and Investment Queensland

The Queensland Trade and Investment Strategy 2017- 2022 is a plan for cooperation between governments, businesses, educational institutions and local councils to create jobs by tapping into the immense opportunities being created by expanding international markets.

The Strategy seeks to achieve two aspirational targets:

- Increase Queensland's share of national overseas exports to 22% and maintain this through to 2022
- Increase the number of investment outcomes facilitated by the Queensland Government by 20% by 2022
- With a focus on international investment attraction, the Economic Development Plan aligns closely to this strategy.





Lead agency: Office of Small Business Queensland

The Advancing Small Business Queensland Strategy 2016-20 focuses on stronger advocacy for small business, simplified and coordinated service delivery and connecting small businesses to opportunity. It puts in place programs that help small businesses grow, innovate and take advantage of digital opportunities.

The Economic Development Plan, with its strategic focus on local business and industry development, closely aligns with the Strategy's desire to empower small businesses and will facilitate opportunities for growth by making sure local businesses are aware of, and are taking advantage of, government funding and support programs.



Lead agency: Department of Education

The consultation draft of "Advancing skills for the future" a strategy for vocational education and training in Queensland sets out the Queensland Government's vision for Vocational Education and Training (VET) to ensure that in a changing world, all Queenslanders are able to access – high- quality training that improves their life prospects and supports industry development and economic growth. The consultation draft of "Advancing skills for the future" focuses on three priority areas for action:

- Industry and innovation
- A quality system
- Access and participation.

The Economic Development Plan recognises that maintaining and attracting a skilled workforce in regional areas remains a challenge, so it is essential that strategies such as this, are in place to provide students with skills for the future, while supporting existing workers to reskill, so they can participate in a changing workforce.





For further information, contact:

Livingstone Shire Council's Economy and Places team

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E: economicdevelopment@livingstone.qld.gov.au

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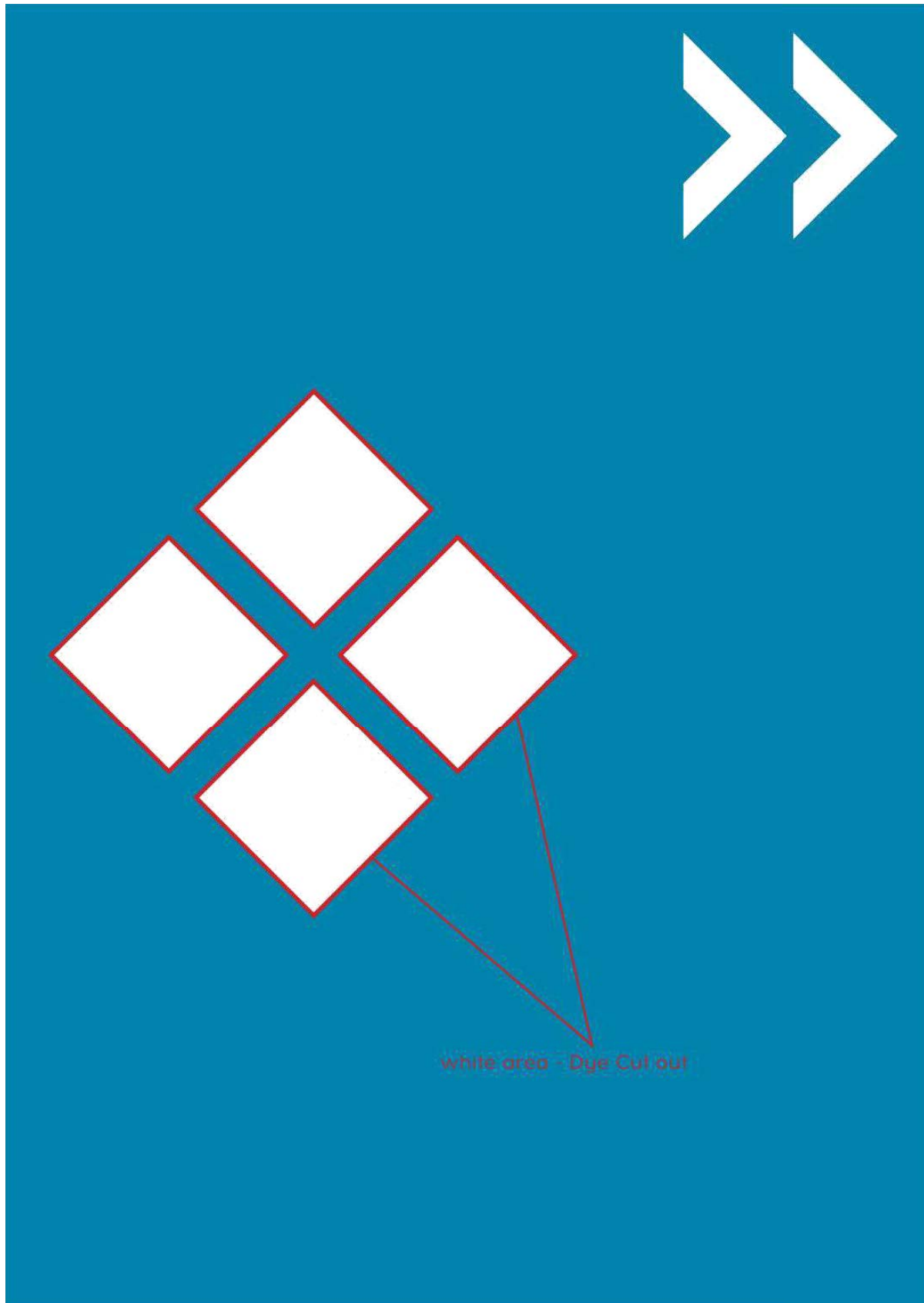
12.8 - INVEST CAPRICORN COAST REGION ECONOMIC DEVELOPMENT PLAN

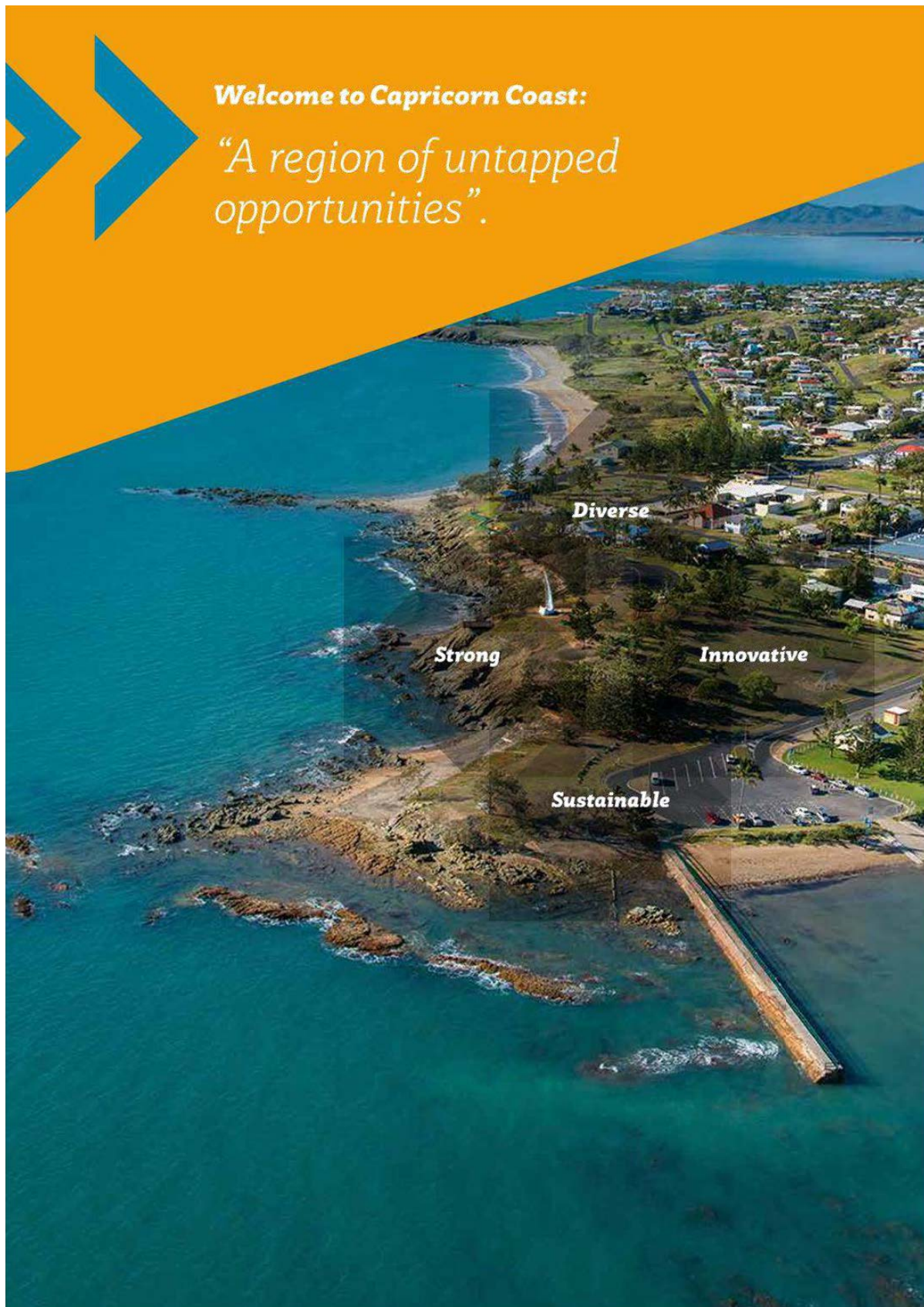
Invest Capricorn Coast Region Economic Development Plan Summary

Meeting Date: 5 April 2018

Attachment No: 2









As one of the faster-growing areas outside the southern corner, the Capricorn Coast region offers unrivalled investment and commercial opportunities, as well as premier lifestyle options. Importantly, our region is well-positioned with the critical infrastructure required to service a diverse and growing economy.

The Invest Capricorn Coast Region Economic Development Plan (EDP) documents our current economic status, our assets, opportunities and future goals. The primary aim of the plan is to provide a roadmap that links these key elements together with detailed strategic initiatives and supporting activities that, in conjunction with enabling projects, will facilitate future economic growth.

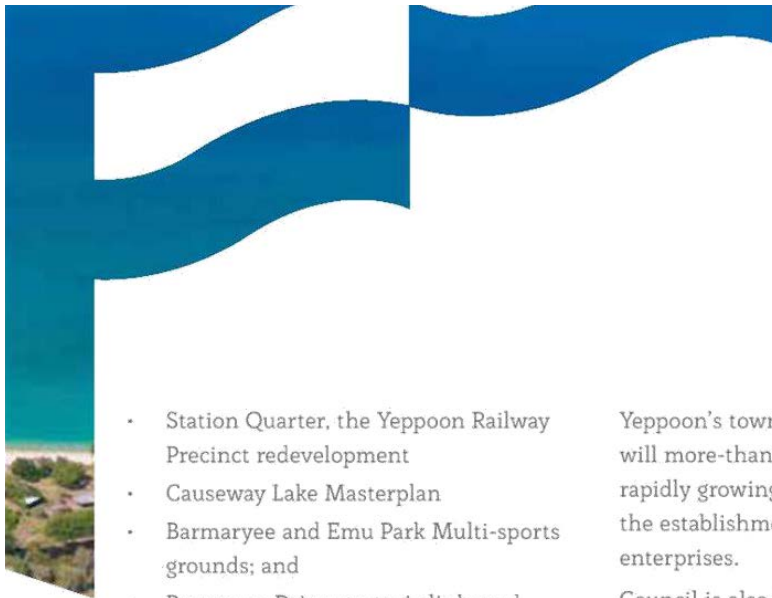
While Council has a critical role to play as both a 'champion' and facilitator of economic growth, the successful delivery of a plan of this scope and magnitude can only be achieved in partnership, and with collective input from every business and industry sector. These sectors must include local business, tourism, service delivery,

construction, primary production and resource industries. Extensive engagement with the community and all sectors was undertaken in the development of this plan.

It is equally critical that our EDP has input and support from all tiers of government to ensure that, where necessary, our plan is as closely aligned as possible with current and future regional, state and national economic development strategic initiatives, many of which have been considered and referenced in the EDP.

Council is fully committed to taking a continuing proactive role in working collaboratively and constructively with the private sector and government to facilitate and, where appropriate, implement the delivery of identified EDP initiatives and associated major projects. The success of this approach is evident with key economic enabling projects being delivered, or in the pipeline including:

- the multi-faceted Yeppoon Foreshore and Town Centre Revitalisation
- The Centre of Excellence for Disaster Management, Innovation and Community Resilience (The Hub)
- Emu Park Centenary of ANZAC and Foreshore Precincts



- Station Quarter, the Yeppoon Railway Precinct redevelopment
- Causeway Lake Masterplan
- Barmaryee and Emu Park Multi-sports grounds; and
- Panorama Drive strategic link road.

By playing a pro-active role in driving economic growth through well-targeted major project delivery, Council has forged strategic partnerships with the Queensland and Australian governments and leveraged major grants and funding commitments totalling more than \$130 million in the past four years. This funding success, which includes the commitment from the Queensland Government to provide enabling power and water trunk infrastructure for Great Keppel Island, is providing the much needed catalyst for attracting private investment that will in-turn generate further long-term job creation opportunities.

Council's commitment to the on-going development of further stages of The Gateway Business and Industry Park which will cater for innovative commercial developments over the next decade and beyond; as well as the establishment of the Capricorn Coast Homemaker Centre will play a pivotal role in transitioning the Capricorn Coast region into a significant retail, commercial and industrial hub. Strategically positioned only minutes from

Yeppoon's town centre, both developments will more-than-adequately service our rapidly growing population, and facilitate the establishment of new and diversified enterprises.

Council is also taking a lead role in supporting disaster management, education and training opportunities, with the construction of a \$6.225 million Centre of Excellence for Disaster Management, Innovation and Community Resilience ('The Hub'). Jointly funded by Local, Queensland and Australian Governments, this development will foster education and training and significantly expand study options in the field of disaster management and community resilience.

Looking forward the Invest Capricorn Coast Region Economic Development Plan will help enable us all to focus on building a stronger more vibrant and resilient base from which to grow both our local and regional economies. Your support and valued input will play a vital part in enabling us collectively to realise our region's full potential.

Bill Ludwig
Livingstone Shire Council Mayor

OUR IDENTITY

"We are a region of lifestyle, diversity, sustainability, innovation and untapped opportunities. We are driven and future focused. We embrace the opportunity to determine our own future. The Capricorn Coast region is a popular tourism destination and a thriving community in a region full of potential and possibilities for future business, industry and the community."

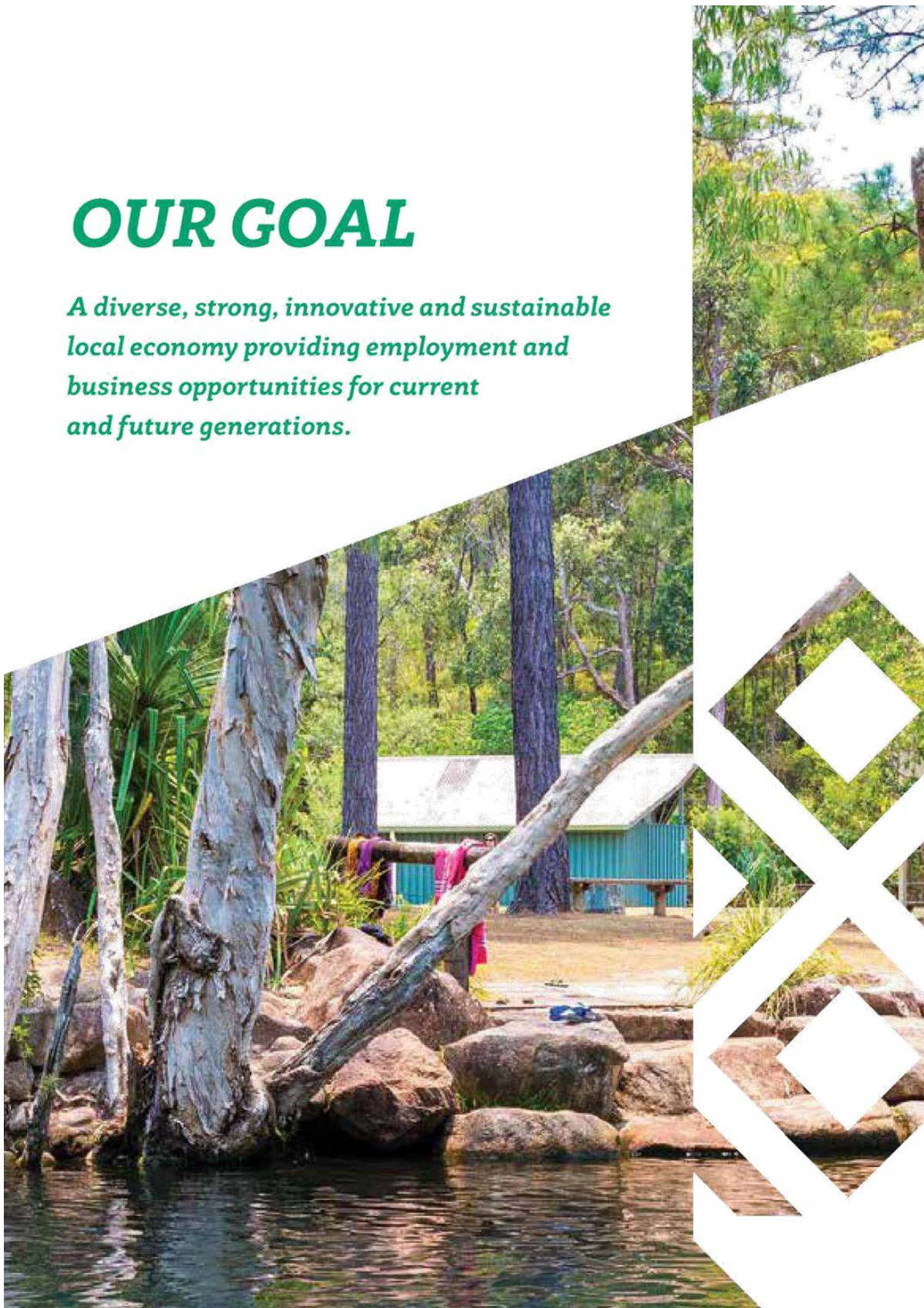


Source: QGSO (2017);
ABS (2017); Lucid Economics



OUR GOAL

A diverse, strong, innovative and sustainable local economy providing employment and business opportunities for current and future generations.



OUR STRENGTHS AND ASSETS

Our Capricorn Coast region is home to a growing business community, offering extensive investment opportunities with key strengths that can easily be built on to grow the local economy including:

1 Lifestyle and Amenity

An ideal place to live/work without the hassle of capital city living.

2 Natural Assets

Islands, beaches, rainforest retreats and limestone caves – ideal for exploring, camping, fishing and boating.

3 Population Growth and Investment

Our population growth rate exceeds Queensland's.

POPULATION GROWTH 5-year Avg Annual Growth to 2016


LIVINGSTONE
2.1%


CENTRAL QLD
0.8%


QLD
1.6%

Source: ABS



4 Affordable Land, Premises and Housing

Median house price is almost half of Brisbane's.



Source: QLD Dept of Natural Resources, Mines and Energy

5 Accessibility

Direct access via roads, rail and air to the mining, resource and agricultural assets of the broader region.

6 Climate, Water and Soils

Agriculture contributed \$88 million to the local economy in 2015-16.

TOP FIVE SECTORS (2015 - 2016)



7 Proactive Leadership

Resulting in strong financial backing – to the tune of \$100 million – from Queensland and Australian governments.



OUR OPPORTUNITIES



TOURISM SPORT AND LEISURE:

- Add new tourism product and experience (eg luxury accommodation and conference/event venues)
- Improve the region's appeal through placemaking projects
- Increase access to Southern Great Barrier Reef
- Develop locally distinctive events.

AGRICULTURE, AQUACULTURE AND VALUE-ADDED PROCESSING:

- Maximise production of local small-scale farms and aquaculture
- Produce high-quality organic produce
- Develop farm-to-plate dining experiences
- International investment attraction and industry development

opportunities arising from Friendship City Agreement with City of Yangzhong, China

HEALTH AND WELLBEING:

- Offer a high level of amenity and lifestyle with resort-style retirement living
- Encourage a wide range of activities and industries (e.g. organic foods, herbal remedies, fitness, yoga, massage and alternate therapies).

DIGITAL TECHNOLOGY AND INNOVATION:

- Support and invest in digital technology; encourage businesses to become digitally enabled
- Support the inception of an innovation hub
- Develop a "smart region strategy" to encourage people/businesses to relocate to the region.



**SERVICE INDUSTRY:**

- Keep business local
- Enable more new businesses to invest
- Support development including: Capricorn Coast Homemaker Centre, and The Gateway Business and Industry Park.

INTERNATIONAL INVESTMENT ATTRACTION:

- Key tourist attraction redevelopments (Great Keppel Island, Capricorn Resort)
- Green energy innovation
- Identify aquaculture export opportunities
- Singapore Armed Forces and United States Military education tour packages.

EDUCATION AND RESEARCH:

- Provide specialist Disaster Recover and Resilience training to students/emergency services personnel (through the Centre of Excellence for Disaster Management, Innovation and Community Resilience: 'The Hub')
- Maintain and attract skilled workers
- Support the establishment of a Great Keppel Island research centre.

DEFENCE AND MINING:

- Harness local opportunities provided by the Shoalwater Bay Training Area expansion
- Encourage business and industry to stay abreast of tendered work packages
- Capitalise on major mining projects in the Galilee and Bowen Basins.



ECONOMIC DEVELOPMENT PLAN OVERVIEW

STRATEGIC INITIATIVES,
FUTURE ACTIVITIES AND
PREDICTED OUTCOMES:

GOAL:

A diverse, strong, innovative and sustainable local economy providing employment and business opportunities for current and future generations.

ECONOMIC DEVELOPMENT PLAN

1. Local Business and Industry Development

- Proactive business expansion and retention program
- Ensuring alignment across skills, jobs, and local residents
- Placemaking designed to drive visitation and customers
- Advocate for greater infrastructure investment from Queensland and Australian governments

2. Investment Attraction

- Marketing the region as a desirable tourism destination
- Promoting investment opportunities across the region
- Proactive targeting and engagement with prospective investors

3. Technology and Innovation

- Improving digital engagement and take-up amongst local businesses
- Deploy digital infrastructure to increase business
- Foster an environment that encourages entrepreneurial innovation

OUTCOMES

Local Employment
Local Business Opportunities
Economic Growth
Community Vibrancy
Economic Vitality



“The Economic Development Plan is structured to work in tandem with the enabling projects that Livingstone Shire Council currently has underway in partnership with other tiers of government.”

Livingstone Shire Council Mayor Bill Ludwig

ENABLING PROJECTS





1

“GAME CHANGER” PROJECTS

Yeppoon Foreshore and Town Centre Revitalisation

A \$53 million investment (jointly funded by Council and the Queensland and Australian governments).

The Gateway Business and Industry Park

A Council-owned master planned business and industry park on 56 hectares, five minutes from Yeppoon Town Centre (lots in Stage 2 now available for purchase).

Capricorn Coast Homemaker Centre

The site (fronting the Yeppoon to Rockhampton Road) is earmarked for large-format retail, bulky goods and associated businesses that has the potential to add around 300 jobs to the region.

The Centre of Excellence for Disaster Management, Innovation and Community Resilience ('The Hub')

A \$6.225 million project (jointly funded by the Queensland and Australian governments and council) consisting of a cyclone-proof three-storey building, designed to function as a strategic hub for managing and coordinating disaster situations.

Shoalwater Bay Training Area Expansion

The Australian Defence Force estimates the Singapore Government will invest about \$1 billion in Rockhampton and Capricorn Coast regions over the next 10 years, along with infrastructure improvements to the tune of \$120-to-\$140 million.

Causeway Lake Revitalisation

Improvements to the lake and shoreline are needed to take advantage of on-the-water activities such as skiing, boating, sailing and fishing.

Station Quarter - Yeppoon Heritage Rail Precinct

Conceptual plans to redevelop this site include a mix of residential, retail and commercial endeavours.

Rockwood Weir

This proposed \$260 million weir will create an extra 4,000 ML of water. This could potentially service an additional 1,000 hectares of crops yielding an estimated production value of \$1 billion and creating 2,000 brand new jobs.

2

**ASPIRATIONAL
PROJECTS****Great Keppel Island**

Approvals are in place for a premier eco-luxury resort boasting 700 villas, 300 apartments and much, much more. The Queensland Government has committed \$25 million towards the construction of water supply and electricity infrastructure connection to mainland services.

Capricorn Resort

The current resort owners are preparing an environmental impact statement for a \$600 million redevelopment of the site that will include a 300-room five-star resort and Wagyu cattle farm.

Direct Air Link

Catering for regular passenger transport, a direct air link would address the frequent closure Rockhampton Airport experiences during major flood events, and bolster the local tourism sector; particularly Capricorn Resort and Great Keppel Island.

Alternative Energy Generation

With an average of 300 days of sunshine a year, our region is well-positioned to take advantage of this revolution.

Coastal Touring Route for Visitors

A major coastal touring route – as an alternative to the Bruce Highway – would generate more traffic and visitors to the region.

Convention Centre

The abundant local attractions provided by the Capricorn Coast region constitute an enticing draw for event organisers seeking regional settings for major meetings, conferences, conventions, training workshops, trade shows and like events.

Development of New Tourism Product

Our region's rich Indigenous and European history can be much better leveraged to enhance our general tourism and business appeal through appropriate storytelling, interpretation and experiential engagement. Opportunities exist to develop unique tourist attractions in this area.

3

**ENABLING
INFRASTRUCTURE
PROJECTS**

Projects that support normal economic and community growth that may be prioritised to deliver greater economic impact by timing delivery to support emerging market opportunities.

4

**COMMUNITY
DEVELOPMENT
PROJECTS**

A plethora of potential projects exist in this area – some of which include – Development of a new botanical garden, increase the number of boat ramps, local art gallery expansions, expansion of the Capricorn Coast Hospital and placemaking initiatives in multiple locations.



MEASURING OUR PERFORMANCE

As with any plan, tracking and monitoring progress is essential for ensuring that our efforts remain focused on initiatives that deliver the greatest return to the economy and community.

Economic indicators – including Gross Regional Product (GRP), employment by industry, unemployment rate, building approvals, median house prices, population growth and tourism visitation and expenditure – will be tracked annually as an economic scorecard. This will coincide with a review of the individual initiatives and tasks contained in the strategic initiatives program of work.

While no organisation can fully control what takes place in the economy, being strategic and taking action in accordance with identified needs and opportunities will allow Council to both mitigate risk and maximise returns.



HOW YOU CAN BE INVOLVED

ENGAGE with Council to participate in joint venture commercial activities such as land/infrastructure development, digital technology and/or training that may serve as a catalyst to further economic development.

ASK about relevant incentives (e.g. use of Council facilities, government grants, investment attraction incentives).

PARTICIPATE in training/workshops/events offered, organised and/or supported by Council.

VISIT Council's website (www.livingstone.qld.gov.au) and Facebook page to receive up-to-date information on events, workshops, permits, legislative changes, grants and funding opportunities and achievements.



NOTE

This Summary is an extract of the Invest Capricorn Coast Region Economic Development Plan. To download an electronic copy of the full plan please visit Livingstone Shire Council's website at www.livingstone.qld.gov.au

Printed on recycled paper

April 2018

FOR FURTHER INFORMATION, CONTACT:

Livingstone Shire Council's Economy and Places team

Ph: 07 4913 5000 or 1300 790 919

E: economicdevelopment@livingstone.qld.gov.au

www.livingstone.qld.gov.au



12.8 - INVEST CAPRICORN COAST REGION ECONOMIC DEVELOPMENT PLAN

Invest Capricorn Coast Region Leadership Alliance TOR

Meeting Date: 5 April 2018

Attachment No: 3



INVEST CAPRICORN COAST REGION LEADERSHIP ALLIANCE TERMS OF REFERENCE

VERSION 1

MARCH 2018



1. CONTEXT – ROLE OF LOCAL GOVERNMENT IN ECONOMIC DEVELOPMENT

Local governments play a key advocacy role in facilitating local economic development and are structured to service the local community and are attuned to local needs, constraints and opportunities. By facilitating growth and investment opportunities in the local economy, Local governments can also support broader community wellbeing goals. Local Government must champion the local economy and be a driving force for economic growth.

Local governments have numerous levers to create an environment conducive to economic growth, investment and job creation. Outlined below highlights the core areas of local government influence and economic development leadership:

- **Advocate** for good ideas, policy change and infrastructure investments from the Queensland and Australian Governments.
- **Facilitate** positive outcomes through relationships with key local service providers; partnerships with adjoining jurisdictions and organisations; interpretation and dispersal of important baseline data on key statistics, demographics, trends and other pertinent information; convening partners to identify pathways, resources and responsibilities for achieving priorities.
- **Regulate** through a sound regulatory framework, provide certainty for existing businesses, potential investors and the community.
- **Plan** direct and facilitate future growth by working with the community and development industry.
- **Provide Services:** provide a range of important and valuable services for the local economy, including infrastructure, waste collection, place-making and multiple other services.
- **Collaborate:** Public-private partnerships are an extremely effective means of delivering mutually beneficial initiatives that require the different capabilities of private and government sectors.

Local government's work should be complementary to private sector efforts, not competitive or duplicative.

On that basis, the intention is to seek input and support from the business community and other organisations and agencies by establishing an Invest Capricorn Coast Region Leadership Alliance to work with Council and Capricorn Enterprise to provide strategic guidance and/or recommendations on regional economic development outcomes and strategies, including the actions detailed in the Invest Capricorn Coast Region Economic Development Plan.

2. PURPOSE

The purpose of the Invest Capricorn Coast Region Leadership Alliance (is to provide pathways to and from Council to assist with effective decision making on employment generating and economic development opportunities, and to oversee the implementation

of the Invest Capricorn Coast Region Economic Development Plan to ensure a diverse, strong, innovative and sustainable local economy and future for the Capricorn Coast region.

3. BACKGROUND

Livingstone Shire Council (Council) in partnership with Capricorn Enterprise plays a key advocacy role in facilitating local economic development. Livingstone Shire Council seeks to establish a Leadership Alliance to support and secure the opportunities the Capricorn Coast region has to offer through lifestyle and natural advantages along with:

- world class tourism product
- high growth agricultural economy
- connections to mining
- excellent health care
- superior education and other providers, such as NBN, NDIS, and
- Shoalwater Bay, home to defence force training facilities.

Providing increased support to these economic pillars will provide real jobs and prosperity for the region.

4. ROLES AND FUNCTIONS OF THE LEADERSHIP ALLIANCE

The Leadership Alliance is established to provide advice to Council on the following areas:

- Assist in the implementation and review of the Invest Capricorn Coast Region Economic Development Plan
- Identify initiatives that support and improve the community vitality and economic viability through resilience of the local economy, business and industry
- Ensuring workforce skills in the region match industry need and enhance innovative and productive capacity of the workforce
- Identify new models for financing projects, leverage funding and encourage funding partnerships
- Assist in building long term competitiveness and export readiness by improving access to regional, national and international trading markets, partners, clients and labour to facilitate export of regional successes
- Identify regional, statewide and national partnerships that contribute to influencing the policies that ultimately support the local economy
- Nurture a robust and connected start-up ecosystem
- Promote the advantages of innovation and creativity in business and continue to build knowledge by supporting regular informational networking events
- Develop project ideas and new opportunities for consideration by Council
- Input into relevant Council policies and procedures that support a sustainable, viable and growing business sector; and

- Provide advice on National, State and Local Government infrastructure and services that are impacting on the growth potential of the region.

5. GENERAL

A) MEMBERSHIP

The leadership alliance membership will be comprised of:

- Mayor
- Deputy Mayor, and/or Portfolio Councillor for Economic Development and Tourism
- Director Strategic Growth and Development
- Manager Growth and Economic Development
- CEO Capricorn Enterprise
- Capricornia Chamber of Commerce (one representative)
- Department of State Development, Manufacturing, Infrastructure and Planning (one representative)
- Regional Development Australia Fitzroy and Central West (one representative)
- Trade and Investment Queensland (one representative)
- Four to six members from the business community

Business community members shall be secured through an Expressions of Interest process or by submittal of qualifications and interest statement. Business community representatives shall serve alternating two year terms.

Specialist participation can be sought as warranted for more complex or potentially controversial initiatives.

Members of the Council's Executive Leadership Team and other relevant offices shall act as ex-officio members of the Leadership Alliance and attend as and when required. Other Council Officers and business community members may be invited to attend meetings for particular projects and when otherwise relevant to the responsibilities of the Leadership Alliance.

B) CHAIR

The Portfolio Councillor for Economic Development and Tourism shall be appointed the inaugural chairman for an initial term of two years. Thereafter the Chairman role shall alternate annually between the Portfolio Councillor for Economic Development and Tourism and a business community representative determined by member majority vote.

C) SECRETARIAT

The Secretariat support will be provided by the Project Support Officer, Economy and Places who will arrange meetings, agendas and attend to record actions.

D) AGENDA ITEMS

All agenda items must be forwarded to the Secretariat 10 days prior to a scheduled meeting. Agendas will be provided to members one week prior to scheduled meetings but no later than 48 hours prior.

E) MINUTES AND MEETING PAPERS

The minutes/actions of each meeting will be prepared by the Secretariat in consultation with the Chairman and Manager Strategic Growth and Economic Development. Full copies of the minutes/actions, including attachments, will be provided to all members no later than three days following each meeting.

F) PROXIES TO MEETINGS

Members may nominate a proxy to attend a meeting if the member is unable to attend. The nominated proxy will provide relevant comments/feedback about the attended meeting to the member they are representing.

G) QUORUM REQUIREMENTS

A quorum will constitute half of the regular membership plus one.

H) MEETING

Meetings will be held approximately quarterly and shall be scheduled in accordance with need depending on the implementation plan and milestones.

I) MEMBERSHIP GUIDING PRINCIPLES AND VALUES

The principles and values for on the Leadership Alliance include, but are not limited to:

- Open approval to collaboration and partnership
- Decisions must be evidence based
- Conflict of interest disclosure must apply (no self-interest with this program)
- All aspects must have the highest level of confidentiality. This applies to data, anonymity of responses and evaluations.
- Local content is to be the focus
- Strategies must be tailored to the attributes of the region

6. ESTABLISHING PILLAR GROUPS AND SUB-COMMITTEES

The Leadership Alliance will establish Pillar Groups and sub-committees as required, to assist in its role and effectively deal with complex or specialised issues and to use Member's time more efficiently.

All Leadership Alliance Pillar Groups and sub-committees shall have terms of reference setting out matters relevant to their role, responsibilities, membership and the boundaries of their authority.

The following will apply to all Pillar Groups and sub-committees:

- A decision of Pillar Groups and sub-committees made in accordance with their terms of reference and the Invest Capricorn Coast Region Leadership Alliance Terms of Reference will be made as recommendations to the Leadership Alliance for endorsement.
- Pillar Groups and sub-committees may co-opt outside members from time-to-time in order to bring additional skills, experience or networks.
- Pillar Groups and sub-committees will be reviewed annually by the Leadership Alliance and will be formed or dismantled according to the Leadership Alliance agenda and requirements at the time.
- It is anticipated that Pillar Groups will meet monthly.

Pillar Leaders will provide formal written reports to the Leadership Alliance. This is required to be received by the secretariat at least 10 days prior to the Leadership Alliance meetings.

A) COMPOSITION OF PILLAR GROUPS

Pillar Groups will work on the projects and priorities outlined by the Leadership Alliance that are manageable, as the Leadership Alliance is only in its infancy, small, yet purposeful steps, are required to be taken.

Pillar Groups will be led by a Pillar Leader. These leaders, appointed by the Leadership Alliance, are likely to be subject matter experts in the sector the Pillar is operating in. It is also highly likely that the Pillar Leaders may come from the Leadership Alliance members.

Each Pillar Group will have a range of members drawn from both private and public entities through a nomination process. The Pillar Groups focuses will be underpinned by a range of projects that relate to the implementation of the Invest Capricorn Coast Region Economic Development Plan.

B) CONTEXT OF EXISTING SUB-COMMITTEE GROUPS

The Place Making Reference Group and the Economic Recovery Group are existing sub-committees that will support the principles and projects of the Leadership Alliance and directly contribute to the implementation of the Invest Capricorn Coast Region Economic Development Plan.

**13 QUESTIONS/STATEMENT/MOTIONS ON NOTICE FROM
COUNCILLORS**

Nil

14 CLOSED SESSION

In accordance with the provisions of section 275 of the *Local Government Regulation 2012*, a local government may resolve to close a meeting to the public to discuss confidential items, such that its Councillors or members consider it necessary to close the meeting.

RECOMMENDATION

THAT the meeting be closed to the public to discuss the following items, which are considered confidential in accordance with section 275 of the *Local Government Regulation 2012*, for the reasons indicated.

15.1 Write Off - Sundry Debtor

This report is considered confidential in accordance with section 275(1)(c), of the *Local Government Regulation 2012*, as it contains information relating to the local government's budget.

15 CONFIDENTIAL REPORTS

15.1 WRITE OFF - SUNDRY DEBTOR

File No: FM12.1.9

Attachments:

1. Proof of Debt - G & J Bird Enterprises Pty Ltd
2. Proof of Debt - Qld Nickel Pty Ltd

Responsible Officer: Matthew McGoldrick - Interim Chief Financial Officer
Andrea Ellis - Acting Director Corporate Services

Author: Priscilla Graham - Coordinator Revenue

This report is considered confidential in accordance with section 275(1)(c), of the *Local Government Regulation 2012*, as it contains information relating to the local government's budget.

SUMMARY

The following debtor account arrears have been identified as unrecoverable and are recommended to be written off as bad debts. These accounts have been outstanding for an extended time with minimal to no chance of recovery or are not commercially viable to pursue any further.

16 URGENT BUSINESS/QUESTIONS

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

17 CLOSURE OF MEETING