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Australian Government
Department of Industry,
Innovation and Science

Business

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Building Better Regions Fund - Infrastructure Projects Stream Application Form

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Instructions

About the Building Better Regions Fund

The Australian Government has announced a total of \$641.6 million over 5 years for the program. For this grant opportunity \$200 million is available over 2 years. Up to \$45 million of this funding will support Tourism Infrastructure Projects.

The program will run from 2017-18 to 2021-22.

The program has been designed to achieve the following outcomes in regional and remote communities:

- create jobs
- have a positive impact on economic activity, including Indigenous economic participation through employment and supplier-use outcomes
- enhance community facilities
- enhance leadership capacity
- encourage community cohesion and sense of identity.

Your project must not be located in an excluded area. You may still apply if your project is in an excluded area, however you must clearly demonstrate the significant and demonstrable benefits and employment outcomes which flow directly to an eligible area.

Excluded areas are the Urban Centre and Locality (UCL) cities over 1 million people for Sydney, Melbourne, Brisbane, Perth and Adelaide as defined by the Australian Bureau of Statistics; Australian Statistical Geography Standard. For the city of Canberra, the excluded area is only the part of the Canberra-Queanbeyan Significant Urban Area that is located within the Australian Capital Territory.

A [mapping tool](#) is available to assist you in determining eligibility of the location of your project.

The Infrastructure Projects Stream will support projects which involve the construction of new infrastructure, or the upgrade or extension of existing infrastructure that provide economic and social benefits to regional and remote areas.

Completing this form

Please read the [Grant Opportunity Guidelines](#) before completing this application form.

Attachments

All attachments marked as required must be attached before your application can be submitted. Files with “.pdf, .rtf, .doc, docx, .xls, .xlsx, .xslm” extension types can be uploaded. Total file size of all attachments in the application cannot exceed 20MB. It is recommended that document sizes be kept to a minimum to reduce upload times.

To reduce the file size of documents you can convert the document to a PDF (by opening the document, selected ‘Save As’ and choosing ‘PDF (.pdf)’ or removing unnecessary images. Where only a part of the supporting document is relevant to the application, that part plus the cover and contents pages may be provided rather than the entire document. For example, an excerpt from a master plan or feasibility study.

Disclosure of information

The Commonwealth’s use and disclosure of your information (provided in this application or otherwise) is set out in the Building Better Regions Fund [Grant Opportunity Guidelines](#).

Google Places

The address search fields in this form use Google Places to help fill in the address details. By using this feature you agree to be bound by [Google’s Terms of Service](#) and are subject to [Google’s Privacy Policy](#).

Getting help

If you require assistance completing this application form please contact us on 13 28 46 or at [business.gov.au](#). Our website and staff can help you with forms, finding business information and services and allow you to provide feedback, comments or suggestions.

You should also read the [Grant Opportunity Guidelines](#) and sample grant agreement before completing an application. View these documents at [business.gov.au](#).

Requirements

This form functions best when it is completed using the most recent version of your internet browser. This form is not compatible with Internet Explorer 8 or earlier browsers. If you are using an earlier browser version, you may have difficulty in displaying the form

correctly or it may not display at all.

Unsubmitted forms

You can save your unsubmitted form by clicking SAVE FOR LATER at the top of this form.

This form has a Tracking Code displayed in the top right corner. Please make a note of this Tracking Code for your records. The Tracking Code is required to reopen your saved form and you will need to provide this code if you require assistance with your form.

Incomplete, unsubmitted forms are retained until the closing date for the round.

Submitting your form

Applications may be submitted at any time up until 5.00 pm Australian Eastern Daylight Time (AEDT) on Thursday 15 November 2018.

The Contact Person will automatically be emailed with a receipt and a PDF of your submitted application to confirm that the submission has been successful. Please keep this receipt for your records. You can also use the "Download the form and receipt" link or email yourself a copy of the receipt and submission. Both of these options are available in the "To keep a copy of the completed form" box on the Submission Complete page.

If you have any enquiries relating to submission of your form, you will need to provide your receipt number.

Eligibility

Eligibility

This section will help you determine whether you are eligible to apply for the program.

Does your organisation have an ABN? *

For trustees applying on behalf of a trust, this refers to the ABN of the trust.

☒ Yes

☐ No

Is your organisation an incorporated not-for-profit organisation? *

- Registered with the Australian Charities and Not-for-profits Commission
- State or Territory Incorporated Association
- You have governance documentation that includes not-for-profit clauses or statements, and non-distribution of dissolution clauses?

You will be required to provide evidence of your not-for-profit status later in the form.

☐ Yes

☒ No

Is your organisation an incorporated Australian local government agency or body? *

A local governing body as defined by the Local Government (Financial Assistance) Act 1995. For the purposes of the program, the following organisations are also considered local governing bodies:

- Anangu Pitjantjatjara, Maralinga, Gerard, Nepabunna and Yalata local governing bodies in SA
- Cocos (Keeling) Islands Shire Council
- The Lord Howe Island Board
- Norfolk Island Regional Council
- The Outback Communities Authority
- The Shire of Christmas Island
- The Silvertown and Tibbooburra villages in NSW
- The Trust Account in the NT
- ACT Government.

☒ Yes

☐ No

Is your project located in an eligible area? *

Please use the [mapping tool](#) to determine the eligibility of your project location. Information from the mapping tool will be required throughout your application. We advise you to keep the mapping tool open.

Excluded areas are the Urban Centre and Locality (UCL) cities over 1 million people for Sydney, Melbourne, Brisbane, Perth and Adelaide as defined by the Australian Bureau of Statistics' Australian Statistical Geography Standard. For the city of Canberra, the excluded area is only the part of the Canberra-Queanbeyan Significant Urban Area that is located within the Australian Capital Territory.

☒ Located in an eligible area

☐ Located in an excluded area and the significant benefits, including employment opportunities, will flow directly to an **eligible** area

☐ Located in an excluded area and the economic and social benefits will flow directly to an **excluded** area

Is your project a capital project involving one of the following? *

Please select all that apply.

☒ Construction of new infrastructure

- ☒ Upgrade to existing infrastructure
- ☐ Extension of existing infrastructure
- ☐ Replacement of existing infrastructure
- ☐ None of the above

Has construction started or are construction contracts in place for the project activities at the time of application? *

☐ Yes

☒ No

Contact details

Primary contact

Person authorised to act on behalf of the applicant.

(Note: At least one phone number or mobile must be entered and all the remaining fields are mandatory unless stated otherwise.)

Title

s47F

Given Name *

s47F

Family Name *

s47F

Position Title *

Manager Infrastructure Central Highlands Regional Council

Please enter either a phone or mobile number *

Phone	Mobile
<div><div>s47F</div></div>	<div></div>

Email *

s47F

Provide the postal address of the primary contact.

Address line 1 *

PO Box 21

Address line 2

Address line 3

Suburb *

Emerald

State *

QLD

Postcode *

4720

Is the applicant the primary contact's employer? *

☒ Yes
☐ No

Feedback

How did the applicant hear about the program? *

- ☐ Advertisement
- ☐ Attend Public Forum
- ☐ Call Centre
- ☐ Direct Mail / Email
- ☐ Industry Group
- ☐ Internet
- ☐ Newspaper / Magazine
- ☐ Word of mouth
- ☐ Social Media
- ☒ Other

Please provide details *

RDA Fitzroy Central West and Peak Services

Applicant information

Type of applicant

In this section you must indicate what type of entity you operate under.

All entities must have an ABN.

Select which type of entity your organisation is: *

- ☐ an incorporated not-for-profit organisation
- ☒ an incorporated Australian local government agency or body

Applicant details

Enter your ABN and click the Validate button to retrieve your registration details.

Australian Business Number (ABN) *

79 198 223 277

Australian Company Number (ACN)

The entity name refers to the name that appears on all official documents or legal papers. The entity name may be different from the business name.

Entity name *

CENTRAL HIGHLANDS REGIONAL COUNCIL

Your business may have registered one or more business names. If you operate under a business or trading name you can enter alternate name(s) here. If your business or trading name is not listed here select 'Other'.

Business/trading name

Other

If you have not registered your business name but trade under another name enter it here.

Other business/trading name *

N/A

☒ GST registered

ANZSIC details

What is the applicant's main revenue earning activity under the Australian and New Zealand Standard Industrial Classification (ANZSIC)?

The Australian and New Zealand Standard Industrial Classification (ANZSIC) is a classification system used by government to group data about organisations based on their primary business activity.

The ANZSIC codes and titles are available from the [Australian Bureau of Statistics \(ABS\) website](#).

Phone 13 28 46 if you require assistance.

ANZSIC division *

O Public Administration and Safety

ANZSIC class *

7530 Local Government Administration

Address details

Is your Organisation Street Address (Australian Head Office) the same as the Contact details entered in the contact details section? *

☐ Yes

☒ No

Provide your Organisation Street Address (Australian Head Office)

Address line 1 *

65 Egerton Street

Address line 2

Address line 3

Suburb *

Emerald

State *

QLD

Postcode *

4720

Is the Postal Address the same as the Organisation Street Address entered above? *

☐ Yes

☒ No

Provide your Organisation Postal Address.

Address line 1 *

PO Box 21

Address line 2

Address line 3

Suburb *

Emerlad

State *

QLD

Postcode *

4720

Website address

Provide your organisation's website address

<http://www.centralhighlands.qld.gov.au/>

Latest financial year figures

Has the applicant existed for a complete financial year? *

☒ Yes

☐ No

Select the latest complete financial year. *

2017/18

We collect the following data from all applicants across all grant programs. We use this data to better understand your organisation and to help us develop better policies and programs.

All amounts in the table below must show a whole dollar value e.g. \$1 million should be presented as \$1,000,000. The turnover value must be that of the entity that is making the grant application (the 'applicant'), regardless of whether the entity belongs to a consolidated group for tax purposes.

These fields are mandatory and entering \$0 is acceptable if applicable. If they clearly do not apply to your organisation you may select not applicable.

Latest financial year figures

FY 2017/18

Sales revenue (turnover) *

\$170,127,514

☐

Not applicable

Total revenue from the sale of goods and services, as reported in the applicant's Business Activity Statement (BAS).

Export revenue *

☒

Not applicable

Total revenue from export sales, as reported in the applicant's Business Activity Statement (BAS).

R&D expenditure *

☒

Not applicable

Expenditure on Research and Development, i.e. creative work undertaken on a systematic basis in order to increase the stock of knowledge, including knowledge of man, culture and society, and the use of this stock of knowledge to devise new applications.

Taxable income *

☒

Not applicable

Taxable income or loss as per the Applicant's Business Income Company Tax Return Form.

Employees, including working proprietors and salaried directors (headcount) *

418

☐

Not applicable

Number of individuals who are entitled to paid leave (sick and holiday), or generate income from managing the business.

Independent contractors (headcount) *

☒

Not applicable

Number of individuals engaged by the business under a commercial contract (rather than an employment contract) to provide employee-like services on site.

Project details and funding

Project title and description

If your application is successful, the details you provide below will be published on the departmental website. Published project details will include:

- name of the applicant
- title of the project
- a description of the project and its intended outcomes
- amount of funding awarded.

Provide a project title *

Emerald Saleyards Expansion & Upgrade

Provide a brief project description for publication on our website. *

Please provide a brief overview description of the project outcome to be used in media releases, launches and other promotional documents. Ensure your project description focuses on what the project expects to achieve through implementation. Explain what it is you are going to do and how it will benefit your region or community.

The project increases & diversifies the Saleyards capacity & output, aggregating the Saleyards revenue, the Central Highlands GRP & jobs. The regional beef industry will be strengthened by increasing the condition of stock processed through the facility, maximising the return per head. New spelling paddocks & a double decker ramp increase throughput, revenue, jobs, beast condition, safety & reduce congestion impacts on surrounding businesses; a new bulk feed store increases capacity & mitigates spoilage losses; a new roof & lighting of the scalehouse & catwalk balustrading increases workplace health & safety, public safety, beast condition & animal welfare, also creating a new experiential tourism attraction for the region.

Project outputs

Summarise the individual items that will be delivered on completion of the project *
e.g.

- 25 new runway lights, 750m extension to runway, terminal extension to accommodate 20 additional retail outlets.
- construction of a two story multipurpose hall (include dimensions), incorporating two meeting rooms to seat up to 20 people, a reception/office space, public toilet facilities (include number of toilets), 10x5m stage and hall to seat 200 people, and café (include dimensions).

Construction of:

- 20 new spelling paddocks and drafting corridors. Including rail crossing, paths, tracks and internal roads, water and power supply and reticulation, lighting, environmental controls, stormwater and effluent management.
- Double Decker dump ramp. Including concrete pathways, elevated steel walkways along trucks, water and power supply and reticulation, lighting.
- 12m x 18m bulk feed storage shed. Including concrete floor and external free draining unloading platform and stormwater management.
- Roof and lighting over scalehouse and catwalk balustrading. Including power supply and reticulation, stormwater management

Project location

Your project location is determined by its latitude and longitude.

Your project location will determine your project’s remoteness classification. If your project has multiple sites, choose your most remote site as your project location to ensure you receive the appropriate remoteness classification. You should record each project site.

Where there is a mix of regional and remote locations, we will consider your entire project location as remote for the purposes of the

contribution requirement.

Is the head office address listed in the Applicant Information section of the form your project location? *

☐ Yes

☒ No

Project location

If your application is successful, and you do not own the land/infrastructure you require to conduct your project, you may be required to provide evidence that you have the appropriate authority to access the land/infrastructure during Grant Agreement negotiations.

Address line 1 *

Batts Street

Address line 2

Address line 3

Suburb *

Emerald

State *

QLD

Postcode *

4720

Enter the latitude and longitude of your project in the format latitude, longitude. This can be copied directly from the mapping tool once you have located your project on the map.

Provide the latitude and longitude of your project location. [Click here](#) to access the mapping tool that will help you determine the longitude and latitude of your project.

Latitude and Longitude *

-23.52303, 148.1482

Do you have additional project site locations? *

☐ Yes

☒ No

You can enter a maximum of 10 project sites in this application form. If you have more than 10 project sites, upload a document in the Supporting Documents section later in this form. You will need to identify each project site address and its latitude and longitude.

Remoteness classification

This section is to enter information on your project's remoteness classification and case for exceptional circumstances.

Remoteness classification

You identified your project location in the Applicant information section of this form. Your project location (latitude and longitude) determines your remoteness classification. The criteria for the remoteness classification is based on the Australian Bureau of Statistics' Remoteness Structure under the Australian Statistical Geography Standard.

It is very important that you specify the correct remoteness classification. An error may cause your contribution to be inadequate and your application to be considered ineligible.

If your project includes multiple site locations and there is a mix of regional and remote classifications we will consider your entire project location as remote for the purposes of the contribution requirement.

What is the remoteness classification of your project location? *

[Click here](#) to access the mapping tool that will help you determine the remoteness classification of your project location.

- ☐ Major Cities of Australia (included area)
- ☐ Inner Regional
- ☒ Outer Regional
- ☐ Remote
- ☐ Very Remote
- ☐ Excluded area (where economic and social benefits flow directly to an eligible area)

For projects classified as Major Cities of Australia (included area), Inner Regional, Outer Regional or Excluded Area, the Contribution Requirement is a cash contribution on at least a 1:1 basis (i.e. for every dollar of grant funding requested, your contribution must be at least one dollar).

For projects classified as Remote or Very Remote, the Contribution Requirement is a cash contribution on at least a 3:1 basis (i.e. for every three dollars of grant funding requested, your contribution must be at least one dollar).

Are you applying for an exceptional circumstances exemption to allow you to seek up to 100% grant funding for the Total Eligible Project Cost of your project? *

Exceptional circumstances may include:

- *Drought and/or disaster declaration*
- *Limited financial capacity of the local council*
- *Impact of industry decline*
- *Significant recent change in population or community demographics*
- *Other exceptional circumstances.*

Before you consider seeking an exemption, note:

- *Exemptions will only be granted in very limited circumstances*
- *If an exemption is not granted your application will be ineligible and there will be no opportunity to resubmit your application in the same funding round*
- *All applications, including those granted an exemption, will be assessed against each of the merit criteria. Applications without contributions may receive a lower score against the 'value for money' criterion (merit criterion 3)*
- *You are encouraged to leverage cash contributions, community partnerships and in-kind contributions, even if you seek an exemption, to strengthen your application and increase your score against the 'value for money' criterion.*

☐ Yes

☒ No

Based on the information you have entered, your cash contribution must be a minimum of **50 %** of your Total Eligible Project Cost. This contribution requirement will be used in calculations later in this form. It is very important that you specify the correct remoteness classification. An error may cause your contribution to be inadequate and your application to be considered ineligible.

Please identify the Local Government Area of your project location *

[Click here](#) to access the mapping tool that will help you determine your Local Government Area.

Central Highlands (RC) (QLD)

Maintaining project benefits

At the completion of the project, how will the outputs of the project be retained in original condition for the period outlined in section 10.4 of the Grant Opportunity Guidelines? You should outline the operational needs of the project into the future and a strategy to maintain the viability of the completed project. *

Central Highlands Regional Council has an Asset Management Plan and a Business Process Model for the Saleyards – see attached Central Highlands Regional Council Saleyards Asset Management Plan V2.00 March 2018 (Asset Man. Plan). The Asset Management Plan sets out the methodology for maintaining the current and proposed assets including replacement of assets at the end of their serviceable life based on the National Asset Management Framework and ISO5500 (p11 Asset Man. Plan). The Asset Management Plan budget forecasts to 10 years (p12-14 & 23 Asset Man. Plan). The Saleyards Asset Management Plan outlines compliance with legislative and statutory requirements for operation of the saleyards that centre around industrial relations, environmental protection, workplace health and safety, animal welfare, disease control, etc, (p 7 Business Process Model Asset Man Plan) and requires that all infrastructure is constructed in accordance with the legislation, statutory requirements and relevant industry standards and guidelines and regulatory requirements such as BCA / NCC (p10 Business Process Model Asset Man. Plan). The Saleyards Asset Management Plan also sets out the useful life of each asset if constructed in accordance with the above (p22 Asset Man. Plan). All proposed works exceed the operational period required in the Building Better Regions Round 3 Infrastructure Stream Guidelines of 5 years, with the shortest useful lifespan of the proposed works being 25 years.

Risk Management

Provide information on the key risks for the project and the mitigation or management strategies in place across the life of the project. It is a requirement to provide at least three risks with a maximum of five risks.

Risk 1

Risk *

Saleyards operation disruption during construction

Likelihood *

Likely

Consequence *

Substantial

Risk management strategy *

Contractor to organise construction programme with saleyards operators to determine any potential conflicts and to revise the programme if necessary to avoid or reduce conflicts.

Risk 2

Risk *

Accidental damage to ramps

Likelihood *

Likely

Consequence *

Substantial

Risk management strategy *

The designer will liaise with the Saleyards Operations Manager to confirm infrastructure and locations to ensure both new and existing dump / load ramps will not be accidentally hit by cattle delivery trucks

Risk 3

Risk *

Contaminated stormwater runoff enters existing stormwater system

Likelihood *

Likely

Consequence *

Substantial

Risk management strategy *

The designer will ensure all required regulatory requirements are met including town plan and code requirements

Risk 4

Risk *

Delay to commencement deadline

Likelihood *

Likely

Consequence *

Substantial

Risk management strategy *

Development Approval for at least one of the proposed works may be impacted by third parties. DA applications will be split into 2 and lodged concurrently with the lower risk works programmed to commence within the required deadlines. The higher impact works will be able to be completed by the required deadline

Project management

Describe how the project will be managed from commencement to completion. *

Include the following information:

- confirmation of required approvals, are they in place or being sought?
- how will goods and services be procured
- how you ensure the project is delivered on time, on budget and to the required standards, e.g. who will manage the project and what governance arrangements are in place.

Governance

A Project Control Group (PCG) will be formed with representation from each of the stakeholders to provide governance, oversight and report back to each of the stakeholder groups. The Project Manager will develop project control documents to manage the regulatory/approvals, design, budget, program, stakeholder and community requirements and expectations.

Approvals

A number of approvals have been identified for the project. An Environmental and Planning Review of the approvals is included in the attached CHRC MIP Emerald Saleyards Upgrades – Environmental and Planning Review Aug 18. The following approvals have been identified:

1. Material Change of Use (MOU) – only relates to spelling yards. Status yet to be submitted.
2. Operation Works Op Works – only relates to excavation or filling works over 100m3. Status yet to be submitted.
3. Building Approval (BA) – relates to double decker dump ramp, bulk feed storage shed, roof over scalehouse. Status yet to be submitted.
4. Reconfiguration of lot – spelling yards may require this depending on land acquisition or purchase process undertaken. Status yet to be submitted.
5. Wayleave – only required by spelling yards to allow a rail line cross over. Status yet to be submitted.

Cultural Heritage & Native Title

A search of the DES Queensland Heritage Register did not identify any indigenous places in the vicinity of the saleyards.

The Queensland Aboriginal Cultural Heritage Database and Register search did not identify any aboriginal cultural heritage places within 300 m of the saleyards property. The search identified that the:

Aboriginal party is the Western Kangoulou People

Cultural heritage body is the Lumburra Bimbi Pty Ltd.

The upgrades within the current saleyards do not present a cultural heritage risk. The proposed spelling yards are within a property that has been subject to previous disturbance. Therefore works are considered a low risk Category 4 under the Aboriginal Duty of Care Guidelines. During construction the minimum management measures to be implemented are an accidental finds procedure

The Native Title claim for the area is identified as for the Western Kangoulou People, tribunal number QC2013/002, which has been accepted for registration. The DNRME MinesOnline mapping database identify that none of the affected lots are subject to native title. This is due to native title being deemed extinguished over freehold tenure and the current infrastructure within Lot 201 DSN975.

Project Delivery

The project delivery will include a combination of “construct only” and / with key elements as “design and construct”:

Construction of New Spelling Yards

This project is best suited to Construct Only. The Contractor will provide proprietary fencing and gates, so CHRC’s designs may require minor amendment by the Contractor to reflect this. As well as the location and layout drawings, CHRC will provide designs for the water supply and irrigation systems for dust suppression.

Construction of New Bulk Feed Store

CHRC will supply the site plan and civil designs including levels for the building pad and hardstand area. As part of their Shed Design and Construct scope, the Contractor will arrange the design and construction of the actual hay shed to sit on the building pad.

Construction of a New Dump Ramp

This project is also best suited to Design and Construct given that the dump ramp is proprietary equipment. CHRC will provide location, layouts etc for the Contractor to develop up their designs.

Construction of New Scalehouse Roof & Catwalk balustading

This project is most suited to Design and Construct. It will be well documented to show the general arrangement required e.g. concept / sketch drawings, post locations preferred, services etc and operational and installation constraints and extent of designs by each party. The main roof structure will then be Design and Construct by the Contractor to match CHRC’s preferred arrangement.

Procurement

All procurement of consultants and contractors will be undertaken in accordance with the Local Government Regulation 2012. A number of local contractors have been identified as suitable to perform the works in the attached Project Plan details proposed procurement strategy.

Project activities

Provide details on the activities. If your application is successful, these activities will form the basis of the milestones in your grant agreement. Identity up to six major activities over the life of the project.

Your project will not be able to start before 1 March 2019.

Activity 1

Activity title *

Governance Phase

Activity description *

- Procure Project Manager
- Appoint Project Control Group (PCG)
- Develop Project Governance Terms of Reference, Project Brief and Project Design Brief

Estimated start date *

04 Mar 2019

Estimated end date *

20 Mar 2019

Activity cost (\$A) (ex GST) *

\$0

Activity 2

Activity title *

Design, Approval & Procurement Phase

Activity description *

- Procure Town Planning and design consultants
- Undertake DA and other approval documentation
- Lodge approvals
- Undertake Detailed Design and For Construction documentation for Bulk Feed Store, Double Decker Dump Ramp, Scalehouse Roof
- Procure Contractor

Estimated start date *

20 Mar 2019

Estimated end date *

11 Jul 2019

Activity cost (\$A) (ex GST) *

\$252,566

Activity 3

Activity title *

Construction + Design & Construction Phase

Activity description *

- Construct Bulk Feed Store
- Design & Construct Dump Ramp & Scalehouse Roof & Catwalk Balustrade
- Design Spelling Yards
- Construct Spelling Yards
- Handover
- Commencement of 12 months Defects Period

Estimated start date *

05 Jul 2019

Estimated end date *

07 Sep 2020

Activity cost (\$A) (ex GST) *

\$1,769,364

Total Activity (\$A) (ex GST)

The Total Activity Cost is your Total Eligible Project Cost. It should not include any ineligible activities.

\$2,021,930

Project duration

You must be ready to commence your project within 12 weeks of executing a grant agreement with the Commonwealth and conclude your project by 31 December 2021.

Estimated start date

04 Mar 2019

Estimated end date

07 Sep 2020

Project budget

Provide details of your total eligible project costs over the life of the project to be paid for with grant funding and contributions. Refer to Section 5 of the Grant Opportunity Guidelines. Costs not covered by the grant and contribution should be included in the Other Project Costs table.

Amounts must be GST exclusive. We only provide grant funding based on eligible activities. Refer to the [Grant Opportunity Guidelines](#) for guidance on eligible activities.

Purchase of materials

FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	Total	Description
\$0	\$33,000	\$12,000		\$45,000	Preliminaries
\$0	\$135,400	\$0		\$135,400	Site Establishment – clearing
\$0	\$657,500	\$263,000		\$920,500	Structures
\$0	\$159,401	\$67,369		\$226,770	Services – water, electrical
\$0	\$16,000	\$64,000		\$80,000	Roads, accesses and rail cross
\$0	\$100,130	\$40,637		\$140,767	Contingency

Total purchase of materials

FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	Total
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\$0	\$1,101,431	\$447,006	\$0	\$1,548,437
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External labour hire

FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	Total	Description
				\$0	

Total external labour hire

FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	Total
\$0	\$0	\$0	\$0	\$0

Plant and equipment hire

FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	Total	Description
				\$0	

Total plant and equipment hire

FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	Total
\$0	\$0	\$0	\$0	\$0

External consulting costs

FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	Total	Description
\$0	\$2,917	\$2,917		\$5,834	Building Certification
\$109,224	\$187,823	\$42,567		\$339,614	Project Management, Consultanc
\$58,846	\$26,154	\$0		\$85,000	Town Planning MCU, Op Works
\$16,807	\$21,689	\$4,549		\$43,045	Contingency

Total external consulting costs

FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	Total
\$184,877	\$238,583	\$50,033	\$0	\$473,493

Summary budget

Description	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	Total
Purchase of materials	\$0	\$1,101,431	\$447,006	\$0	\$1,548,437
External labour hire	\$0	\$0	\$0	\$0	\$0
Plant and equipment hire	\$0	\$0	\$0	\$0	\$0
External consulting costs	\$184,877	\$238,583	\$50,033	\$0	\$473,493
Total project costs	\$184,877	\$1,340,014	\$497,039	\$0	\$2,021,930

You may upload evidence to support your project budget, for example, supplier quotes, contractor quotes, invoices, etc in the Supporting Documents section of the form.

Other Project costs not covered by the grant and contribution

These costs do not form part of the Total Eligible Project Cost. Refer to Section 5 of the Grant Opportunity Guidelines. To provide us with an overview of the entire project include costs related to the project that do not fit under an eligible activity. This might include:

- purchase of land or existing infrastructure
- repair or replacement of existing infrastructure where there is no demonstrated significant increase in benefit
- purchase and installation of manufacturing equipment
- purchase of unfixed furniture such as desks and fridges
- ongoing operating costs including utilities and staffing
- ICT equipment , including software or hardware that is not an integral part of the funded capital project
- payment of salaries for the applicant's employees
- project overhead items including office equipment, vehicles or mobile capital equipment. Examples include trucks and earthmoving equipment and the applicant's internal plant operating costs
- business case development and feasibility studies. These costs can be included as part of in-kind contributions to this project.

FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	Total	Description
				\$0	

Total other project costs

FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	Total
\$0	\$0	\$0	\$0	\$0

Source of funding

Complete the table below to show how you will fund the eligible project costs.

Previously in the form you selected a remoteness classification based on your project location.

Based on the information you have entered, your cash contribution is a minimum of 50% of the Total Eligible Project Cost. If your contribution figures are not adding up please check your previously selected remoteness classification.

Amounts must be GST exclusive. Note, the minimum grant amount under the program is \$20,000 and the maximum grant amount is \$10,000,000.

Grant amount sought (\$A)

\$1,010,965

Other Commonwealth government funding (\$A)

\$0

Total Commonwealth government funding (\$A)

\$1,010,965

Grant percentage of eligible costs (%)

50.00

You must attach a cost benefit analysis if you are requesting a grant over \$1 million. *

File: Saleyard Cost Benefit Analysis.xlsx

Contributions

Only include Contributions that have been confirmed.

Complete the following fields below to describe your funding strategy for the project.

Enter cash and in-kind contributions from you, the applicant, and any other contributors.

In-kind contributions are non-cash contributions towards your total project value. In-kind contributions must directly relate to delivering the project activities. The in-kind contributions may include items you have listed in the 'other costs not covered by the grant' table.

You must attach letters evidencing the cash or in-kind contribution from each contributing organisation or individual. A sample letter is available at business.gov.au. They must be:

- On the organisation's letterhead (not applicable for individuals)
- Signed and dated by an authorised person or the individual providing the contribution
- Set out the value and timing of contributions and any conditions attached.

Contribution 1

Please include any applicant contributions at Contributor 1. The contributor field should be prefilled with the applicant's name. If it is not prefilled, you have not validated the applicant ABN in the Applicant details section of the form. If "Contributor" is left blank, we will assume this section identifies applicant contributions.

Contributor *

CENTRAL HIGHLANDS REGIONAL COUNCIL

Cash Contribution - If the contributor is not providing a cash contribution, please enter '0'

\$1,010,965

In-kind description - If the contributor is not providing an in-kind contribution please enter 'NA'

NA

Value of in-kind - If the contributor is not providing an in-kind contribution please enter '0'.

\$0

Applicants are not required to upload evidence of contributions from their own organisation. An authorised person completing the applicant declaration in the application form is sufficient confirmation of the applicant's contribution.

Contributions summary

Total Cash Contribution

\$1,010,965

Total value of in-kind (this does not form part of your contribution requirement)

\$0

Conflicts of interest

Do you have any perceived or existing conflicts of interest to declare? *

Refer to the [program guidelines](#) for further information on your conflict of interest responsibilities.

☐ Yes

☒ No

Merit criteria

The amount of detail and supporting evidence you provide should be commensurate with the project size, complexity and grant amount requested. You should provide evidence to support your answers.

You may attach any other documents that support your application and/or claims made in relation to the merit criteria noting that the total file size of all attachments to the application cannot exceed 20MB.

Merit criterion one - Economic Benefit (15 points)

The economic benefit your project will deliver to the region *

Economic benefits for a region may cover increases in economic activity, improvements in productivity, wider access to markets or fairer and more equitable economic outcomes. For projects located in an excluded area (as outlined in the [Grant Opportunity Guidelines](#)), you must clearly demonstrate how economic benefits flow directly into an eligible area. Examples of how your project could demonstrate these economic benefits include:

1. increasing the number or value of jobs, new businesses or the production of goods and services in the region (this includes direct and indirect opportunities created through the project)
2. providing opportunities for growth in existing sectors, e.g. tourism, agriculture, manufacturing
3. the use of local suppliers and goods
4. increasing efficiency of the transport system or service delivery
5. increasing Indigenous economic participation – including Indigenous employment and supplier-use outcomes
6. the degree to which the project delivers benefits beyond the construction phase.

Describe the economic benefit your project will deliver to the region during and beyond the construction phase.

The Emerald Saleyards are in growth corridors with new highway works opening the site to receive larger roadtrains from the north and an intermodal inland port funded for development 22km to the east of the site. The region is also benefiting from growth in agriculture sectors which is predominately beef cattle and feedlot facilities (CH Emerald Saleyard background snapshot).

The Emerald Saleyards facility is approaching its holding & throughput capacity which is putting pressure on overhead costs, workplace health & safety, beast condition & animal welfare, due to the facility reaching the limits of its design capacity. The Saleyards require upgrading which is prioritised in the Central Highlands 2047 Economic Master Plan (CHEMP p69) as a project critical to achieving planned economic outcomes & unlocking economic opportunities.

The proposed upgrades will have the following effects:

- The new spelling paddocks (CHRC MIP Prelim Eval p 10-11 for detailed description of works):
 - o Increased spelling capacity.
 - o Increased tick clearing service capacity as a minimum mandatory 4 day spelling is required post dipping.
 - o Free up existing spelling yards for use as selling yards increasing the saleyards sales capacity & revenue opportunities.
 - o Reduce current double handling practices of shuffling animals between yards due to conflict between sales operation & spelling operation reducing operating costs & improving WH&S.
 - o Increase the condition of animals currently being spelled as they are being unduly double handled & agitated by the regular unloading of cattle adjacent current spelling yards, all of which drops condition off beasts. Increased condition of spelled beasts would lead to higher demand for spelling & increased revenue for saleyards.
 - o Create opportunity for pre-sale spelling allowing beasts to recover condition lost during transport, maximising sale price. Range of 20kg to 80kg loss per beast = approx 6% to 23% potential uplift in returns per beast & additional revenue for the saleyards.
 - o Strengthen regional beef industry by maximising condition & possible returns per head.
 - o Increased capacity to offer spelling to meet animal welfare & animal transport guidelines & regulatory requirements, increasing logistics efficiency, revenue for the saleyards & animal welfare.
 - o Increases the % of diversified revenue streams for the saleyards.
 - o Grows the Emerald Saleyard brand as a premium facility for sales, spelling, tick clearing & weighing further increasing potential revenue.
- The new double decker dump ramp (CHRC MIP Prelim Eval p 8-10 for detailed description of works):
 - o Reduce peak unloading times as there will be two unloading ramps, the new ramp having greater unloading capacity as it will allow beasts to disembark in two columns instead of single file. This will increase the capacity & potential revenue of the saleyards.
 - o Reduce downtime for trucks waiting to unload – will reduce wait times by 1/3.
 - o Reduce traffic congestion on Daniel St as queued trucks will be unloaded more quickly.
 - o Reduce negative impacts on surrounding businesses, residents and emergency services response times.

- o Increase the efficiency of the transport network
 - o Maintain higher levels of condition on beasts with reduced transport time, resulting in higher returns per head.
 - o Increase animal welfare as beasts will spend less time in transport & hot conditions during summer
 - o Increased WH&S due to better operational practices & less overtime required during peak unloading times.
 - New Bulk Feed Store (Hay Shed) (CHRC MIP Prelim Eval p 11-12):
 - o Reduces operational losses due to spoilage, as all-weather protection will be provided for stored feed for spelling yards. This will also reduce clean up & disposal costs, further reducing running costs.
 - o Increases capacity for the spelling yards by allowing sufficient feed to be stored onsite to operate new spelling yards, supporting this revenue stream
 - o Maintains a high level of feed quality, maximising beast conditioning potential.
 - New Scalehouse roof & catwalk balustrading (CHRC MIP Prelim Eval p 7-8):
 - o Increased animal welfare reducing beast's exposure to the sun during hot months
 - o Increased WH&S of workers reducing exposure & heat exhaustion
 - o Increasing productivity
 - o Create an experiential tourism attraction (see CH E S background snapshot)
- Overall the project is expected to increase operational efficiencies across the saleyards which provides greater viability for the saleyards, keeps fees low and allows the facility to implement new additions and upgrades as well as develop associated services that support job creation. Based on economic modelling the project will create 7 new jobs during the construction phase & 1 new job ongoing and increase GRP by \$345,000 inclusive of direct outputs, supply chain effect and consumption effect. In the Impact Summary Report (REMPAN Economy) . Tourists are expected to extend their stay in the region by one day to attend sale day.

In responding to this criterion you must provide evidence to support your claims; this can include cost benefit analysis, economic modelling, etc.

Attachment *

File: Merit criterion one - Economic Benefit - Supporting Documents.pdf

Project employment

The questions below relate to the number of employees that will work on the project. Full time equivalent (FTE) means the number of working hours that one full-time employee completes during a fixed time period, such as one month or one year. FTE converts workload hours into the number of people required to complete that work. Therefore, one FTE is equivalent to one employee working full-time. You must substantiate any job creation figures with evidence.

For example: You have three employees and they work 50 hours, 40 hours, and 10 hours per week - totalling 100 hours. Assuming a full-time employee in your organisation works 40 hours per week, your full time equivalent calculation is 100 hours divided by 40 hours, or 2.5 FTE.

What is the total expected **direct** full time equivalent employment (employees and independent contractors) generated **during the project period** ?. *

12

How many of these employees do you anticipate will be Indigenous. *

0

What is the total expected **indirect** full time equivalent employment (employees and independent contractors) generated **during the project period**? *

0

How many of these employees do you anticipate will be Indigenous. *

0

What is the total expected **direct** full time equivalent employment (employees and independent contractors) generated **following the project period**? *

0

How many of these employees do you anticipate will be Indigenous. *

0

What is the total expected **indirect** full time equivalent employment (employees and independent contractors) generated **following the project period**? *

0

How many of these employees do you anticipate will be Indigenous. *

0

Merit criterion two - Social Benefit (15 points)

The social benefit your project will deliver to the region *

Social benefits for a region may cover increases in regional amenity, improving community connections and inclusion and providing opportunities for learning and knowledge creation. Examples of how your project could demonstrate these social benefits include:

- 1. making a region a more attractive place to live
- 2. improving community connections and social inclusion
- 3. supporting or protecting local heritage and culture
- 4. the degree to which the project fills a 'gap' within the community
- 5. increasing community volunteering
- 6. the degree to which the project delivers benefits beyond the construction phase
- 7. addresses disadvantage within the community.

Describe the social benefit your project will deliver to the region during and beyond the construction phase.

The upgrades to the Saleyards will make the saleyards a safer and more enjoyable place to work by reducing stress levels of workers and animals, reducing sun and heat exposure for workers and animals and improving operational practices to reduce double handling, etc.

The double decker dump ramp will reduce the negative traffic congestion impacts in the region of the saleyards improving the liveability and workability of the surrounding residences and businesses.

The improvements are expected to drive significant increases in use of the saleyards which has correlations to people from the land coming to town for the sales and improving community connections and social inclusion for people on the land, who can be disadvantaged in terms of social inclusion and community connection.

The retention of beasts condition through more efficient infrastructure and the opportunity to regain condition by pre-sale spelling would have a positive emotional impact on farmers needing to destock due to the drought conditions by ensuring they are able to get good prices for their stock.

The Experiential Tourism attraction proposed for the saleyards utilises a model where retired industry personnel volunteer their time to act as tour guides during sale days. This has the following positive effects for both the guide and tourists:

- Retired industry personnel stay involved and connected with an industry they have had a strong and sometimes lifelong connection with
- Contributes to retirees' sense of worth and value to the community
- Encourage social inclusion and community connections for retirees
- Promotes volunteering within the community
- Allows people to give something back to industry they have worked in
- Gives visitors to the region an authentic outback experience
- Gives visitors a firsthand experience of a part of the primary industry that they may know little about – provides an understanding and empathy for the work of those in the industry
- Allows visitors to interact with locals in a meaningful and mutually beneficial way

In responding to this criterion you must provide evidence to support your claims; this can include letters of support, community consultation or socio economic data.

Merit criterion three - Project delivery (5 points)

Your capacity, capability and resources to carry out the project *

You should demonstrate this through identifying:

- 1. your track record managing similar projects and access to personnel and/or partners with the right skills and experience
- 2. your access, or future access to, any infrastructure, capital equipment, technology, intellectual property, and readiness to commence the project with appropriate approvals planned for or in place
- 3. sound project planning to manage and monitor the project, which addresses scope, implementation methodology, timeframes, budget and risk
- 4. how you will operate and maintain the infrastructure and benefits of the project.

Evidence to support your claims can be attached at the Supporting Documents section of this form.

Governance
A Project Control Group (PCG) will be formed with representation from each of the stakeholders to provide governance, oversight and report back to each of the stakeholder groups. The Project Manager will develop project control documents to manage the regulatory/ approvals, design, budget, program, stakeholder and community requirements and expectations.

The attached Management Project Plan supports the applicant’s capacity, capability and resources to deliver the project.

Merit criterion four - Impact of grant funding (5 points)

Impact of grant funding on your project *

You should demonstrate this through identifying:

- 1. identifying the total investment the grant will leverage. This includes additional cash and in-kind contributions
- 2. the extent to which the project leverages additional partnerships
- 3. the likelihood the project would proceed without the grant. If not, why not? Explain how the grant will impact the project in terms of size, timing and reach.

Evidence to support your claims can be attached at the Supporting Documents section of this form.

The grant will leverage expenditure to date that has developed the proposed scope of works. Significant time, consultation and professional assessments and design has gone into developing this project which is evidenced by the relatively small total project costs compared to the outcomes that don’t just solve one need but offset several needs or multiply the effect of the offset, for example:

- The building of new spelling yards outside the saleyard compound provides additional capacity for spelling and selling at the same time as the existing spelling yards will become selling yards.
- The building of a new wider double decker dump ramp more than doubles the unloading capacity of the current facility as the new ramp is wider and will allow double the numbers of cattle to be unloaded from this one ramp.
- The scalehouse roof and catwalk balustrading not only provides better working conditions, improved productivity and animal welfare it also makes the facility safer and more suitable for tourists to visit.

The project is a coordinated response to the concerns and discussions with stakeholders that have existing partnerships with the applicant Central Highlands Regional Council; the Saleyards management and employees, the Saleyard Agents group, Emerald Livestock Assoc, transport companies, industry professionals and Central Highlands Development Corporation.
The Saleyards are run as an economic driver for the region and an industry support facility and as such revenue from the facility is 100% reinvested into the operation and maintenance of the facility. New additions to the facility must be planned over a long period to allow capital funds to be built up to finance additions and upgrades. Council currently has half the funds set aside for the project, should the applicant not be successful in obtaining grant funds Council would be required to scale back the scope of work and wait for additional

funds to be available to complete the balance of the work. At which time the facility is expected to be operating grossly over the capacity of the facility and required to turn away new business and stymie growth. The likely impacts of this would be:

- Loss of increased income
- Inefficient and high cost per head for processing, unnecessarily adding hidden costs with no economic advantage to any stakeholders
- Unnecessarily reducing the condition of the livestock that pass through the facility returning a lower yield per head back to the regions producers.
- Weakening the industry buy passing on high processing costs and lower yields due to condition loss at a time when the industry is suffering from extreme drought conditions and forced to destock.
- Maintaining a lower than potential capacity that could cause livestock to be transported past the site to another facility with sufficient capacity, adding more roadtrains to the road network.
- Reducing the efficiency and viability of the surrounding businesses in the lead up to sale day exponentially as demand grows and trucks queue up for longer periods
- Maintaining high levels of fatigue and exposure for both workers and livestock
- The Saleyards could face restrictions on their operation if the current operation continues to impact the road network with the potential for emergency services to be delayed in responding.
- Maintaining poor conditions that cause stress and loss of health and animal welfare.

Supporting documents

Supporting documents

You can upload up to eight supporting documents here. The following restrictions apply to attachments:

- Total file size of all attachments in the application should not exceed 20MB.
- Only files with the following file type extensions can be uploaded (.pdf, .rtf, .doc, .docx, .xls, .xlsx).

It is recommended that document sizes be kept to a minimum to reduce upload times.

To reduce the file size of documents you can convert the document to a PDF (by opening the document, selecting 'Save As' and choosing 'PDF (.pdf)' or by removing unnecessary images.

Where only a part of the supporting document is relevant to the application, that part plus the cover and contents pages may be provided rather than the entire document. For example an excerpt from a master plan or feasibility study.

For assistance with any technical issues experienced while completing this application form or attaching documents, please [Contact Us](#). Our website and staff can help you.

File: Project Plan_Emerald Saleyards Upgrade included appendices C & E & I & J.pdf

File: PP_AppA_2010 Emerald Saleyards Masterplan.pdf

File: PP_AppB_Emerald Saleyards Upgrade Preliminary Evaluation.pdf

File: PP_AppD_Environmental and Town Planning Review.pdf

File: PP_AppG_Asset Mgt Plan Business Process Model.pdf

File: PP_AppF_Project Schedule & PP_AppH_Cost Breakdown with Schedule of Quantities.pdf

File: Letters of Support for Emerald Saleyards Expansion & Upgrades BBRF Grant Application.pdf

File: Building better regions fund Accountant declaration Saleyards Upgrade.pdf

Applicant declaration

Privacy and confidentiality provisions

I acknowledge that this is an Australian Government program and that the department will use the information I provide in accordance with the following:

- [Australian Government Public Data Policy Statement](#)
- [Commonwealth Grants Rules and Guidelines](#)
- [program guidelines](#)
- applicable Australian laws.

Accordingly, I understand that the department may share my personal information provided in this application within this department and other government agencies:

1. for purposes directly related to administering the program, including governance, research and the distribution of funds to successful applicants; and
2. to facilitate research, assessment, monitoring and analysis of other programs and activities

unless otherwise prohibited by law.

I understand that where I am successful in obtaining a grant, the financial information that I provide for the purposes of payment will be accessible to departmental staff to enable payments to be made through the department's accounts payable software system.

I understand that information that is deemed 'confidential' in accordance with the guidelines may also be shared for a relevant Commonwealth purpose.

The department will publish information on individual grants in the public domain, including on the department's website and the [GrantConnect](#) website, unless otherwise prohibited by law.

☒ By checking this box I agree to all of the above declarations and confirm all of the above statements to be true *

Applicant declaration

I declare that I have read and understood the [program guidelines](#), including the privacy, confidentiality and disclosure provisions.

I declare that the proposed project outlined in this application and any associated expenditure has been endorsed by the applicant's Board or person with authority to commit the applicant to this project.

I declare that the applicant will comply with, and require that its subcontractors and independent contractors comply with, all applicable laws.

I declare that the information contained in this application together with any statement provided is, to the best of my knowledge, accurate, complete and not misleading and that I understand that giving of false or misleading information is a serious offence under the *Criminal Code 1995* (Cth).

I acknowledge that I may be requested to provide further clarification or documentation to verify the information supplied in this form and that the department may, during the application process, consult with other government agencies, including state and territory government agencies, about the applicant's claims and may also engage external technical or financial advisors to advise on information provided in the application.

I acknowledge that if the department is satisfied that any statement made in an application is incorrect, incomplete, false or misleading the department may, at its absolute discretion, take appropriate action. I note such action may include excluding an application from further consideration; withdrawing an offer of funding; using the information contained in the application for a fraud investigation that would be consistent with the Australian Government's Investigations Standard and Commonwealth Fraud Control Framework and for management purposes and/or terminating any grant agreement between the Commonwealth and the recipient including recovering funds already paid.

I acknowledge that this application comprises an offer to enter into a legally binding agreement with the Commonwealth. If this application is successful, the Commonwealth may accept this offer by sending me a letter of approval with annexed Grant Terms and

Conditions a copy of which is available on business.gov.au. On receipt of this letter, I will immediately be bound by a legally binding agreement comprising:

- this application
- the [program guidelines](#) in place at the time I submitted the application form
- the letter and annexed Grant Terms and Conditions.

I agree to participate in the periodic evaluation of the program undertaken by the department.

I declare that I am authorised to complete this form and acknowledge that by including my name in this application I am deemed to have signed this application.

I approve the information in this application being communicated to the department in electronic form.

☒ By checking this box I agree to all of the above declarations and confirm all of the above statements to be true *

State your name *

s47F

State your email address *

s47F

Merit criterion one - Economic Benefit

Enclosed the following attachments to support the merit criterion 1 – Economic Benefit

Central Highlands Emerald Saleyards Background Snapshot

2017-2022 Central Highlands Economic Master Plan extract (CHEMP p69)

CHRC Maturing the Infrastructure Pipeline (CHRC MIP) Preliminary Evaluation (p7-12)

Impact Summary Report (REMPPLAN Economy)

Emerald Saleyards Background

The Central Highlands agricultural industry is diverse, productive & growing, with cumulative growth in the average value produced per hectare of 12% from 2011 to 2016 surpassing the national average of 6% (Agribusiness Capability Statement p2).

Cattle grazing is the largest agricultural activity in the region generating \$540mil per annum – 70% of total agricultural output for the region (ACIL Allen Agribusiness Regional Stocktake Brief p1). The Central Highlands has the largest herd size by local government area – 1.37 million head which is 5.5% of the national herd (CHDC Beef Week Brief p1).

Central Highlands has 61 feedlots & there is significant opportunity to develop new feedlot facilities & operations in the region. Intensive beef industries are experiencing growth with current approvals & expansions of more than 52,200 SCU (Standard Cattle Unit) in progress in 2018 (CHDC Beef Week Brief p2), which may be driven by current drought conditions.

Emerald Saleyards is located at a major north-south & east-west junction point in the inland Qld road & rail network which is the primary road transport route for trade with southern States & the major inland transport corridor for the region (Locality Map). The Emerald Saleyards are the premier livestock selling centre for the Central Highlands with up to 100,000 head sold per annum & provides tick clearing, spelling & private weighing of cattle services. Combined sale numbers have increased 24+% since 2010-11 & private sale numbers are up 500%. Sales revenue including yard fees, feeding & dipping charges has increased 41% to \$1,022,645 over the same period (Emerald Saleyards Fact Sheet) p1-2). Emerald Saleyards was commissioned as a tick clearing facility in 2016, throughput has increased 350% from the initial take up.

DTMR (Department of Transport & Main Roads) is currently upgrading the Gregory highway to the north of Emerald to cater for the larger Type 2 road trains, which predominantly carry cattle (QT Gregory Hwy Upgrades p2). This will have the effect of allowing greater numbers of cattle to be transported more quickly to the saleyards & also means that the saleyards become a logical spelling point for cattle which is a mandatory requirement for long haul animal transport.

Funding has been secured to build an intermodal freight hub / inland port at Yamala 22km east of Emerald which will improve supply chain efficiency (CHDC Beef Week p2). There are also current proposals to develop two meat-processing plants in or near to Emerald.

Experiential Tourism Attraction

The Emerald Saleyards currently have capacity to be visited by the general public, the construction of the Scalehouse roof and catwalk balustrading will increase comfort levels and general public safety for visitors. An existing model from other saleyards is proposed where retired industry personnel provide guided tours of the saleyards and sale days as volunteers. The purpose of opening the facility to visitors is to increase the tourism offerings for the region helping to keep visitors in the region longer increasing their spend and providing them with an authentic outback experience. The Skift website notes (<https://skift.com/2018/11/06/five-trends-that-will-shape-experiential-travel-in-2019/>):

“Insiders” will help travellers live like locals: Getting the authentic version of a place will be of growing importance to travellers in 2019. Travelers are eager for cultural experiences that are more interactive than gazing through the window of a tour bus. They want to know where the hidden gems are, and they want to connect with the local culture and people. Locals are offering insider tours, and global companies are partnering with local players to up their authenticity (and to tap into the tour guide market valued at \$7 billion, according to a November 2017 IBISWorld report). Startups, new partnerships, and seasoned players will jockey for a piece of the pie in 2019.

Websites featuring locals who provide off-the-beaten-path recommendations and share personal stories continue to be a tactic that many tourist boards and destination marketing organizations are leveraging – and these sites will continue to be a popular way to engage and help travelers plan their stays.

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Central Highlands Economic Master Plan

**An Economic Master Plan to 2047 and Action Plan for
2017-2022**

Central Highlands Development Corporation

Final

September 2017



Contents

1	Executive Summary	1
2	Introduction	6
2.1	Context	6
2.2	Scope	8
3	Economic Baseline	10
3.1	Pillar One: Export Drivers	13
3.2	Pillar Two: Population Services	23
3.3	Pillar Three: Workforce	28
3.4	Pillar Four: Governance	31
3.5	Central Highlands Economic Snapshot	33
4	What is coming for the Central Highlands?	34
4.1	Understanding key global disruptors	34
4.2	What impact may disruptors have on the economy?	36
5	Developing an Economic Master Plan for the Central Highlands	39
5.1	Methodology	39
5.2	Summary of stakeholder engagement	39
5.3	Key objectives for the region's economy	43
6	Central Highlands 2047 Economic Master Plan	46
6.1	30 Year Vision for Central Highlands Economy	46
6.2	Achieving Economic Aspirations	49
6.3	CHEMP 2017-2022 Action Plan	51
6.4	Infrastructure to unlock economic opportunities	69
7	Implementing the CHEMP 2017 – 2022 Action Plan	70

Inherent Limitations

This report has been prepared as outlined in the Scope Section. The services provided in connection with this engagement comprise an advisory engagement, which is not subject to assurance or other standards issued by the Australian Auditing and Assurance Standards Board and, consequently no opinions or conclusions intended to convey assurance have been expressed.

The findings in this report are based on a qualitative study and the reported results reflect a perception of Central Highlands Development Corporation (CHDC) but only to the extent of the sample surveyed, being CHDC's approved representative sample of management, personnel, and stakeholders. Any projection to a wider group of stakeholders is subject to the level of bias in the method of sample selection.

No warranty of completeness, accuracy or reliability is given in relation to the statements and representations made by, and the information and documentation provided by, CHDC management, personnel, and other stakeholders consulted as part of the process.

KPMG have indicated within this report the sources of the information provided. We have not sought to independently verify those sources unless otherwise noted within the report.

KPMG is under no obligation in any circumstance to update this report, in either oral or written form, for events occurring after the report has been issued in final form.

The findings in this report have been formed on the above basis.

Third Party Reliance

This report is solely for the purpose set out in the Scope Section and for CHDC's information, and is not to be used for any other purpose or distributed to any other party without KPMG's prior written consent.

This report has been prepared at the request of CHDC in accordance with the terms of KPMG's engagement letter/contract dated 16 March 2017. Other than our responsibility to CHDC, neither KPMG nor any member or employee of KPMG undertakes responsibility arising in any way from reliance placed by a third party on this report. Any reliance placed is that party's sole responsibility.

Electronic Distribution of Reports

This draft KPMG report was produced solely for the use and benefit of CHDC and cannot be relied on or distributed, in whole or in part, in any format by any other party. The final report dated 1 September 2017 and KPMG accepts no liability for and has not undertaken work in respect of any event subsequent to that date which may affect the report.

Any redistribution of this report requires the prior written approval of KPMG and in any event is to be complete and unaltered version of the report and accompanied only by such other materials as KPMG may agree.

Responsibility for the security of any electronic distribution of this report remains the responsibility of CHDC and KPMG accepts no liability if the report is or has been altered in any way by any person.

1 Executive Summary

The Central Highlands Development Corporation (CHDC) in partnership with Central Highlands Regional Council (CHRC) and KPMG have together prepared an economic master plan for the Central Highlands region. The master plan builds on the solid foundations for economic development in the region established in 2013 through the endorsement and implementation of the region's first economic development strategy.

The 2047 Central Highlands Economic Master Plan (CHEMP) and associated 2017-2022 Action Plan has been developed in consultation with a broad range of industry, government and community stakeholders.

The CHEMP outlines a robust 30 year vision for the Central Highlands economy that is underpinned by four key pillars of the region's economy – **Export Drivers, Population, Workforce** and **Governance**. This vision has been developed to build on existing strengths and opportunities, and presents an opportunity for continued partnerships with government and the private sector to propel the Central Highlands economy towards a strong future for the community by 2047.



Supporting the realisation of this economic vision for the region requires a targeted and staged series of action plans to ensure momentum towards this vision is maintained and recast at strategic intervals of time. For the Central Highlands, a four phased approach to achieve the longer term Vision has been suggested.

These stages are:

1. **Strengthen existing activity:** Deepening and broadening existing industry sectors and establishing the foundations of enabling infrastructure. Fostering enhanced collaboration across industry, community and government to identify and pursue emerging opportunities.
2. **Attract investment to realise existing and emerging opportunities** Attracting investment and activity to the region to grow the productive performance of newly established and existing industry activities.
3. **Harness emerging opportunities** Supporting the conversion of opportunities presented through emerging technologies and industrial change.
4. **Realise aspirations and reset for the future:** A region that reflects the economic and local community aspirations identified previously. The economy is strong and has leveraged opportunities presented through global change. Refocus aspirations for a new phase into the future.



The CHEMP 2017-2022 Action Plan will assist CHDC, CHRC and other partners to guide economic development activities on a strategic pathway for the next five years with clear direction to achieve the longer term 30 Year Vision for the region's economy and local community.

The CHEMP 2017-2022 Action Plan has been developed with key objectives and actions aligned to each of the four pillars of the region's economy. These include:

OBJECTIVES	2017-22 ACTIONS
PILLAR 1: EXPORT DRIVERS	
1. Promoting comparative advantage	1.1 Regional Branding
2. Expansion and diversification of existing sectors	2.1 Domestic and international market development
	2.2 Expansion into high-value crops, livestock and horticulture
	2.3 Exploration of by-product use
3. Energy independence and renewables	3.1 Supporting a 24/7 economy
	3.2 Harnessing opportunities for renewables
	3.3 Promotion and optimisation of energy comparative advantage
4. Expansion of research and development activities	4.1 Research and development activities relating to the agriculture, resources education and training and other industry sectors.
	4.2 Coordinated rehabilitation and end of mine life research
	4.3 Industry representation in research activities
5. Improved connectivity	5.1 Improved freight and logistics
	5.2 Supply chain optimisation
	5.3 Increased digital capacity and reliability
6. Increasing the ease of doing business	6.1 Connectivity to markets
	6.2 Small business support and education
	6.3 Core business sharing agreements
	6.4 Innovation and start-up incubation
7. Stability and rehabilitation of the resources sector	7.1 Effective and formalised lifecycle planning in collaboration with the resources sector.
8. Optimising water trade, security and capacity	8.1 Water supply optimisation and ongoing supply certainty and reliability
	8.2 Leverage resources investment
9. Increasing tourism activity	9.1 Better coordination and engagement to support growth and diversification
	9.2 Local operator capacity building
PILLAR 2: POPULATION SERVICES	
10. Supporting a local workforce	10.1 Supporting and promoting livability
11. Improved community investment	11.1 Targeted community investments
	11.2 Multi-purpose community spaces
12. Access to and use of open data	12.1 Open and reliable data

13. Improved education and associated services	13.1	Agricultural Education
	13.2	Digital education and training
PILLAR 3: WORKFORCE		
14. Skill development and enhancement	14.1	Complementary skills development, training and retraining
	14.2	Specialist education and employment destination
	14.3	Joint public / private small business education
PILLAR 4: GOVERNANCE		
15. Improved collaboration and partnerships	15.1	Collaborative investment decisions
	15.2	Leverage the collective weight of the wider region
	15.3	Stronger collaborative advisory functions
16. Frameworks that support economic activity	16.1	Efficient planning frameworks
	16.2	Infrastructure to support economic activity

It is acknowledged that infrastructure plays a critical role in economic development. Through consultation activities to support the development of the CHEMP 30 year Vision and the CHEMP 2017-2022 Action Plan, a number of infrastructure projects were identified as being particularly critical to achieving the desired economic outcome for the Central Highlands¹.

IDENTIFIED INFRASTRUCTURE PRIORITIES	
Project	Description
Multi-purpose Centre	A multi-purpose piece of community infrastructure to facilitate sports, culture, tourism and other community events.
CQ Inland Port	An inter-modal freight facility to transfer goods from the road network over short intra-regional distances to rail for long haul distances.
Central Highlands Meat Processing Plant and Intensive Beef Industry Precinct	A meat processing facility in Emerald as part of the Agribusiness Precinct that can process 100,000 head of cattle a year.
Central Highlands Business Incubator and Innovation Hub	A technology and business start-up incubator and innovation space to develop innovative solutions or products across all sectors of the region's economy.
Grain and Pulse Processing Facilities	Processing facilities for grain, pulses and other plant products to promote regional value-adding.
Emerald Medical Village Stage 2	\$7 to \$12m investment in the expansion of the Emerald Medical Village.
Emerald Saleyard Complex	Expansion to the 5.1ha saleyard complex, currently processing 2,000 head a week of cattle.

¹ This list of infrastructure projects have not been assessed in terms of their contextual suitability, ability to generate benefits for the region or ability to be delivered – it is important to fully explore each identified project, potentially through a Business Case process, to determine suitability to progress.

Aged Care Facilities	Aged care facilities in key locations across the region, including Springsure, to support the region's aging population.
Project Regeneration	\$18.5m investment in Yamala 180Kt Grain Facility by GrainCorp, including high-speed rail loader.

It is intended that CHDC will continue to have a lead role in the implementation of the 2017-2022 Action Plan in close collaboration with the CHRC, industry representatives and community members.

The region's economic future is a priority for not just CHRC and CHDC – all members of the business community and community more generally will be impacted by the economic outcomes realised within the region in the future. Fundamentally, the implementation of the CHEMEP 2017-2022 Action Plan, as well as future economic development planning and activities should focus on the following:

- **Partnerships between key leaders, industry representatives, business owners and community members will be critical to long term success** – instilling a sense of wider community 'ownership' of the region's economic future will assist in leveraging innovation and knowledge across a range of sectors and activities.
- **Investment should be focused and aligned to not only shorter term economic objectives, but also to the longer term economic aspirations for the region** – providing structure and clear 'goal posts' to measure ongoing performance of economic development activities.
- **Innovative thinking and flexibility to adapt to change and harness opportunities will be essential** – ensures that the Central Highlands is not 'left behind' in a rapidly changing global environment.
- **Clear and targeted action planning should be undertaken on an iterative basis** – building on the frameworks and success of previous economic development and planning activities.

With clear strategies in place for 2017-2022, and a view towards the next 30 years, the Central Highlands economy is in a prime position to leverage the progress made in 2013-2016, and continue to expand its economic weight and productivity in a Queensland and broader context, without losing the unique factors that make the Central Highlands economy distinct from other regions and beneficial to its community.

2 Introduction

2.1 Context

Regional Overview

The Central Highlands region is a local government area in Central Queensland, Australia, encompassing an area over 60,000 square kilometres. Its communities and surrounding rural areas include the Arcadia Valley, Bauhinia, Blackwater, Bluff, Capella, Comet, Dingo, Duaringa, Emerald, Rolleston, Sapphire Gemfields (Anakie, Sapphire, Rubyvale and Willows Gemfields), Springsure and Tieri and the Tropic of Capricorn runs through the region.

The area includes one of Australia's largest coal reserves, the Bowen Basin, and is neighboured by the Galilee Basin, recognised as one of Australia's new mining areas. The Central Highlands is rich in minerals and agriculture, with irrigation from water storage in Nogoa and Comet rivers, and boasts the largest sapphire-producing fields in the Southern Hemisphere. The region's wealth of natural resources and agricultural value has seen it attract significant investment over an extended period of time which has benefited the local communities and economy.

The region is strategically located at the gateway to western Queensland, is in close proximity to the coast and has good connectivity to other regions within Queensland and more broadly.



Figure 1 – Central Highlands region

The Central Highlands' community is central to the region and its economy. It is important to understand the key characteristics of the people that live, work and grow in the region in order to plan for the economic future of their region.

Key Demographic Statistics

The region's economy is fundamentally supported by the community of the Central Highlands.

According to REMPLAN estimates, there are currently 31,083 residents and 16,710 jobs in the Central Highlands. Population is forecast to grow at a compound annual growth rate of 1.1% to 2021 however has experienced slight decline (-1.2%) since 2014.

Estimates indicate that the region has relatively low unemployment rates – 3.8% unemployment in December 2016 compared to the Queensland average of 6.1%. The strength in employment is fundamentally underpinned by activities associated with the key industry sectors of mining and resources, construction and agriculture. In addition to these key sectors of regional employment, there is strong representation across other supporting sectors of employment such as health, education and transport and logistics.

The region is considered to have a relatively low degree of disadvantage compared to other areas of Queensland. The Central Highlands has a SEIFA score, which is an index of relative socio-economic disadvantage of 1033, which is lower than the score for Brisbane (1048) but higher for Queensland (1002). This degree of advantage is an indication that the community in the Central Highlands is benefitted by substantial enough contributions to their way of living (including housing, employment, social services, etc.) to raise them above the Queensland average.

The Central Highlands community is supported by and consists of a number of key stakeholders that contribute to economic activity and community activity more generally.

Key Stakeholders

The Central Highlands Regional Council (CHRC) and its not-for-profit supporting entity Central Highlands Development Corporation (CHDC) are at the forefront of the region's leadership – particularly with respect to planning and supporting the region's economy. In addition to CHRC and CHDC, there are a number of key industry and supporting service stakeholders that operate, live and work in the region. All key stakeholders within the region are part of the community itself and as such, it is recognised that there are a number of contributors that are dedicated to ensuring that the communities and economy continue to experience sustainable economic growth into the future.

A key opportunity and remit from key leaders in the region for more effective 'ownership' of the region's future from broader community representation.

Previous Economic Planning Activities

In 2013, CHDC in partnership with CHRC developed and launched the **Central Highlands Development Strategy 2013-2016**. This three year strategy was the first dedicated economic planning activity undertaken in the region and it provided the focus and articulation of actions needed to facilitate economic growth and development in the region.

The strategy outlined a strong vision for a diversified Central Highlands economy that aligned to the Queensland State Government's vision for a four pillar economy driven by construction, resources, tourism and agriculture. The vision was developed on the basis that it builds on existing sectoral strengths and opportunities, and presents an opportunity for continued partnership with government, the private sector and non-for-profit entities to drive economic growth and further diversification in Central Queensland.

This strategy has been well executed by the Central Highlands Development Corporation and their industry and Local Government partners. By structuring the CHDC team to focus on the critical sectors of resources, agri-business and tourism, as well as providing an ongoing business development focus, the team have delivered on the 2013 strategy and seen the region through a period of subdued coal prices.

The success of the Central Highlands Development Strategy 2013-2016 is acknowledged, and it provides a strong platform for this new phase in economic planning and strategy for the Central Highlands.

6.4 Infrastructure to unlock economic opportunities

Infrastructure plays a critical role in economic development. A broad range of infrastructure assets – transport, digital, water, energy and others – are key enablers of activity and contribute to the productivity and growth of regions both in terms of economic activity as well as broader community development outcomes.

Through consultation activities to support the development of the CHEMP 30 year Vision and the CHEMP 2017-2022 Action Plan, a number of infrastructure projects were identified as being particularly critical to achieving the desired economic outcome for the region.

NOTE: The following list of infrastructure projects have not been assessed in terms of their contextual suitability, ability to generate benefits for the region or ability to be delivered – it is important to fully explore each identified project, potentially through a Business Case process, to determine suitability to progress.

IDENTIFIED INFRASTRUCTURE PRIORITIES	
Project	Description
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Aged Care Facilities	Aged care facilities in key locations across the region, including Springsure, to support the region's aging population.
Project Regeneration	\$18.5m investment in Yamala 180Kt Grain Facility by GrainCorp, including high-speed rail loader.

7 Implementing the CHEMP 2017 – 2022 Action Plan

It is intended that CHDC will continue to have a lead role in the implementation of the 2017-2022 Action Plan in close collaboration with the CHRC, industry representatives and community members.

The role of CHDC as the region's lead economic development agency will continue to be critical as will CHRC's role from a leadership perspective, however the role of industry will be increasingly important. The region's economic future is a priority for not just CHRC and CHDC – all members of the business community and community more generally will be impacted by the economic outcomes realised within the region in the future.

Fundamentally, the implementation of the CHEMP 2017-2022 Action Plan, as well as future economic development planning and activities should focus on the following:

- **Partnerships between key leaders, industry representatives, business owners and community members will be critical to long term success** – instilling a sense of wider community 'ownership' of the region's economic future will assist in leveraging innovation and knowledge across a range of sectors and activities.
- **Investment should be focused and aligned to not only shorter term economic objectives, but also to the longer term economic aspirations for the region** – providing structure and clear 'goal posts' to measure ongoing performance of economic development activities.
- **Innovative thinking and flexibility to adapt to change and harness opportunities will be essential** – ensures that the Central Highlands is not 'left behind' in a rapidly changing global environment.
- **Clear and targeted action planning should be undertaken on an iterative basis** – building on the frameworks and success of previous economic development and planning activities.

With clear strategies in place for 2017-2022, and a view towards the next 30 years, the Central Highlands economy is in a prime position to leverage the progress made in 2013-2016, and continue to expand its economic weight and productivity in a Queensland and broader context, without losing the unique factors that make the Central Highlands economy distinct from other regions and beneficial to its community.

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Central Highlands Regional Council

Maturing the Infrastructure Pipeline

Preliminary Evaluation

Emerald Saleyards Upgrades

August 2018

Executive summary

Overview

The Maturing the Infrastructure Pipeline Program (MIPP), administered by the Department of State Development, Manufacturing, Infrastructure and Planning, supports the development of robust project pipelines and enables projects to be matured from conceptually good ideas into solid proposals.

The following Preliminary Evaluation (PE) pre-project stage has been prepared for the Central Highlands Regional Council (CHRC) to enable an informed decision regarding whether to initiate the Emerald Saleyards Upgrade Project to meet the identified service needs.

The Emerald Saleyards caters for the inland Central Queensland Livestock producers and sellers. Emerald Saleyards provide the services of cattle sales, tick clearing, spelling and private weighing of cattle. However, the facility is nearing its holding and throughput capabilities. In addition, current practices are increasing overhead costs and animal welfare issues are a growing risk.

The strategic intent of this PE is to provide a level of WH&S and animal welfare practices that the saleyard stakeholders and wider community would expect.

Project Prioritisation

GHD worked with the Emerald Saleyard Stakeholder Group – comprising local industry representatives, livestock commission buyers and CHRC – to identify twelve (12) areas for upgrade at the Saleyards to improve working conditions, cattle welfare and cattle turnover. This was narrowed to four (4) priority projects to meet the following outcomes:

Priority Projects and Outcomes Sought

Recommended Project	Outcome Sought
Given Emerald's summer temperatures regularly exceed 35°C and cattle are contained in concrete holding pens, additional shade (via a new roofed area over the Scale-House) is required to reduce the risk of heat stress on cattle and their saleyards workers during hotter periods.	<i>Provide a safer work environment and reduce animal welfare issues</i>
Only one cattle ramp is suitable for road trains, creating congestion around the saleyards before cattle sales days and blocking connecting streets. Additional dump ramps are expected to deliver higher levels of efficiency and volume when unloading cattle, and reduce worker and cattle distress	<i>Promote greater level of efficiency and volume when unloading cattle</i>
Emerald Saleyards are commissioned as a tick clearing facility; requiring the spelling of cattle for at least four (4) days following dipping. The saleyards are currently not suitable for spelling due to capacity constraints, layout and shade availability, which creates undue stress for the animals. Therefore additional spelling capacity is recommended.	<i>Maximise holding yard capabilities</i>
Covered storage is required to "weather-proof" hay bales against damage – particularly heavy rain events during the summer storm season – to prevent loss of stored cattle feed.	<i>Reduce feed losses from weather damage</i>

Benefits Realisation

Promoting quality infrastructure to maximise economic development opportunities, including economic diversification, this project is aligned to the *Emerald Saleyards Master Plan 2010*, as well as CHRC's own strategic plans for the community, and state and regional infrastructure planning.

Successful implementation of the recommended projects is expected to achieve the following benefits, as outlined in the Benefits Management Plan:

- Improved safety outcomes – for workers and animal welfare.
- Improved cattle throughput.
- Reduced urban impact from truck unloading wait times.
- Improved holding yard capacity; and
- Decrease in feed losses.

Options Analysis

For each of the four projects, four sub-options were considered, being:

- Option 1 – Base Case (Do nothing – Business as Usual).
- Option 2 – Operational Management – e.g. transfer to an existing offsite facility.
- Option 3 – Infrastructure Upgrades (Minimal new infrastructure to achieve outcome).
- Option 4 – Infrastructure Upgrades (Preferred new infrastructure – addition to Option 3).

Assessment of the options against each project was undertaken against criteria:

- Strategic alignment
- Advantages
- Disadvantages
- Addressing benefits
- Capital Costs
- Deliverable Timeframe
- Reputational impacts
- Planning constraints

The general outcomes of this assessment were:

- The operational options of each item were not preferred. These shifted business elsewhere, lost potential income and left the current Emerald Saleyards at capacity with limited capacity for continued growth.
- For the new infrastructure Options 3 and 4, the additional work and costs for Preferred Option 4 (over and above Option 3) is minor in all cases, therefore Option 4 is recommended for the further evaluation.

Therefore, GHD recommended progressing two options within each project forward for further Evaluation – Option 1 (Do nothing) and Option 4 (Preferred New Infrastructure). These options for evaluation are summarised below:

Item	Outcome	Options for Evaluation
1	Provide a safer work environment	1.1 Do nothing – PPE only
		1.4 New cover roof and lighting for nightwork
2	Promote a greater level of efficiency and volume when unloading cattle.	2.1 Do nothing
		2.4 New additional wide double-decker dump ramp
3	Maximise holding yard capabilities.	3.1 Do nothing
		3.4 New holding yards at NW corner of site
4	Reduce feed losses from weather damage.	4.1 Do nothing
		4.4 New feed shed with adjacent hardstand area

Economic Assessment

A rapid Cost-Benefit Analysis (CBA) was performed on two options:

- Option 1 – Projects 1, 2, and 4 - General upgrades, including the development of an additional dump ramp, hay shed and scale house roof; and
- Option 2 – All Projects - General upgrades (as above) plus spelling yards (project 3).

Cost Benefit Analysis Results

Option	Option 1		Option 2	
Discount Rate	4%	7%	4%	7%
Present Value of Benefits	\$2,015,378	\$1,416,085	\$5,995,122	\$4,212,414
Present Value of Costs	\$1,016,564	\$891,752	\$2,382,324	\$2,216,737
Net Present Value	\$998,813	\$524,333	\$3,612,797	\$1,995,677
Benefit Cost Ratio	1.98	1.59	2.52	1.90
Internal Rate of Return	14.6%		16.6%	

Both options result in a positive economic impact, with BCRs greater than one at the 7% discount rate. Option Two records the largest benefit based off the capital expenditure, with a higher internal rate of return than Option One.

Sensitivity testing was undertaken to evaluate downside construction risks, considering impacts of 10% and 20% increases in capital costs above what had been provisioned for. All BCRs remained positive.

Market Sounding

GHD contacted contractors and suppliers recommended by CHRC Saleyards Management in relation to all four (4) proposed projects. All Contractors were keen to be involved in the supply of materials and construction phases when these projects proceed, and provided indicative cost estimates for the materials and construction requirements.

A number of collaboration opportunities were also identified, with parties including Aurizon, CHRC Waste Department, impacted local businesses and residents and the Emerald Show Society.

Recommendation

The four (4) selected projects have demonstrated preliminary financial viability, and address issues of WHS, OHS and overall saleyards capacity limitations. It is recommended that these projects be progressed to Business Case stage.

While no significant risks were identified in the high-level risk analysis performed for this PE, further evaluation will be required prior to progressing to the Business Case.

Table of contents

1.	Introduction	1
1.1	General	1
1.2	Project Governance Structure	1
1.3	Purpose of the Preliminary Evaluation.....	1
1.4	Process	1
1.5	Limitations and Assumptions:	1
1.6	Cost Estimates	2
2.	Background	3
2.1	Study Area	3
2.2	Related Activity	4
2.3	Existing Facilities	4
3.	Definition of Need.....	7
3.1	General	7
3.2	Methodology	7
3.3	Previous information	7
3.4	Stakeholder Engagement	7
3.5	Potential Projects	7
3.6	Issues and Needs	8
3.7	Strategic Alignment.....	13
3.8	Define the Outcomes Sought.....	14
4.	Outcomes Sought	15
4.1	General	15
4.2	Scope of Outcomes Sought and Potential Conflicts.....	16
4.3	Collaboration Opportunities	16
5.	Identification of Options.....	18
5.1	General	18
5.2	Potential Options to achieve the Outcome	18
6.	Definition of Options	25
6.1	Definition of the Options to be evaluated.....	25
6.2	Benefits Management Plan.....	26
7.	Preliminary Evaluation	27
7.1	Risk Analysis.....	27
7.2	Financial and Economic Analyses	28
7.3	Market Sounding.....	33
7.4	Legislative Approval Issues	34
7.5	Government Policy Issues	35
7.6	Regulatory Issues	35
7.7	Public Interest Assessment	35

8.	Procurement Strategies	37
8.1	General Strategy.....	37
8.2	Traditional Delivery Methods	37
8.3	General	38
9.	Project Organisation and Governance.....	39
10.	Business Case Plan and Budget	40
10.1	General	40
10.2	Risks and Costs	40
10.3	Procedure	40
10.4	Governance and Resources	41
10.5	Budget.....	41
10.6	Program	41
11.	Recommendations and Conclusions	43

Table index

Table 1: Project Governance Structure	1
Table 2: Stakeholder group - Project Needs list.....	8
Table 3: Scope of Outcomes Sought and Stakeholder Benefits.....	15
Table 4: Scope of Outcomes with Potential Conflicts.	16
Table 5: Potential Options	18
Table 6: Provide a safer work environment.....	19
Table 7: Promote a greater level of efficiency and volume when unloading cattle	20
Table 8: Maximise holding yard capabilities.....	22
Table 9: Reduce feed losses from weather damage.....	23
Table 10: Options Shortlist for Preliminary Evaluation.....	25
Table 11: Benefits Management Plan Summary.....	26
Table 12: Project Risk Register.....	27
Table 13: Cost-Benefit Analysis Results – Option One Scale house roof	32
Table 14: Cost-Benefit Analysis Results – Option Two New Dump Ramp	32
Table 15: Sensitivity Analysis, 10% Capital Expenditure Increase	33
Table 16: Cost Sensitivity Analysis, 20% Capital Expenditure Increase.....	33
Table 17: Stakeholder Interest	35
Table 18: Business Case – Indicative Program	41

Figure index

Figure 1: Emerald Saleyards Location	3
Figure 2: Emerald Saleyards Throughput and Revenue (Source: CHRC)	5
Figure 3: Scale-house (at left) and weighbridge in the foreground.	9
Figure 4: Existing roof structure over draft yard - extended to new roof over Scale-house.....	9
Figure 5: Entrance to Loading Ramps Area.....	10
Figure 6: Existing double-decker single width in and out loading ramp.....	10
Figure 7: Unladen Cattle Road trains waiting.....	11
Figure 8: Looking west along rail siding - Rail ramp at left. Opposite land on right of tracks is proposed new Spelling Yards	12
Figure 9: Current Hay Storage Area – damaged bales at left of photo.....	12
Figure 10: Rapid CBA Approach.....	28
Figure 11: Business Case Organisation Chart.....	39

Appendices

Appendix A – Emerald Saleyards Environment and Planning Review
Appendix B - Saleyards Project Layout Plans
Appendix C – Estimate of Cost
Appendix D – Benefit Management Plan

Table of Abbreviations

Abbreviation	Term
CHDC	Central Highlands Development Corporation Ltd
CHRC	Central Highlands Regional Council
DSDMIP	Department of State Development, Manufacturing, Infrastructure, and Planning
DTMR	Queensland Department of Transport and Main Roads
ELSA	Emerald Livestock Selling Association
ES	Emerald Saleyards
MIPP	Maturing the Infrastructure Pipeline Program
PAF	Project Assessment Framework
PE	Preliminary Evaluation
SASR	Strategic Assessment of Service Requirement

1. Introduction

1.1 General

The Project Assessment Framework ('PAF') provides the tools and techniques to assess projects throughout the project lifecycle and is not limited to infrastructure projects or public-private partnership (PPP) projects. The PAF defines the lifecycle of a project to include eight project phases, as set out by the Queensland Government.

1.2 Project Governance Structure

Table 1: Project Governance Structure

Role	Organisation
Customer	Department of State Development, Manufacturing, Infrastructure, and Planning
Local Government Client	Central Highlands Regional Council
Supplier	GHD Pty Ltd

1.3 Purpose of the Preliminary Evaluation

The purpose of the Preliminary Evaluation (PE) pre-project stage is to provide information to assist the Central Highlands Regional Council (CHRC) in making an informed decision regarding whether to initiate the Emerald Saleyards Upgrade Project to meet the identified service needs.

1.4 Process

This report defines the following project aspects:

- Provide an overview of the background of the initiative;
- Confirm the alignment this initiative has with strategic objectives;
- Identify the problem needing to be addressed;
- Identify what outcomes are being sought;
- Identify a range of potential options to achieve the outcome;
- Define the shortlisted Options;
- Identify benefits, preliminary cost estimates, and risks;
- Review of Legislative Approvals required;
- Consideration of Procurement and Methods;
- Project Organisation, Plan and Budget for the next Business Case Stage, and;
- Seek approval to proceed to the next phase.

1.5 Limitations and Assumptions:

This report has been prepared by GHD for the Central Highlands Regional Council and may only be used and relied on by Central Highlands Regional Council for the purpose agreed

between GHD and the Central Highlands Regional Council as set out in Section 1.3 of this report.

GHD otherwise disclaims responsibility to any person other than Central Highlands Regional Council arising in connection with this report. GHD also excludes implied warranties and conditions, to the extent legally permissible.

The services undertaken by GHD in connection with preparing this report were limited to those specifically detailed in the report and are subject to the scope limitations set out in the report.

The opinions, conclusions and any recommendations in this report are based on conditions encountered and information reviewed at the date of preparation of the report. GHD has no responsibility or obligation to update this report to account for events or changes occurring subsequent to the date that the report was prepared.

The opinions, conclusions and any recommendations in this report are based on assumptions made by GHD described in this report (refer sections 1 to 12 of this report). GHD disclaims liability arising from any of the assumptions being incorrect.

GHD has prepared this report on the basis of information provided by Central Highlands Regional Council and others who provided information to GHD (including Government authorities), which GHD has not independently verified or checked beyond the agreed scope of work. GHD does not accept liability in connection with such unverified information, including errors and omissions in the report which were caused by errors or omissions in that information.

1.6 Cost Estimates

GHD has prepared the preliminary cost estimates using information reasonably available to the GHD employee(s) who prepared this report and based on assumptions and judgments made by GHD based upon historical rates from Tendered projects and on information provided by CHRC and their suppliers.

The Cost Estimate is a preliminary estimate only. Actual prices, costs, and other variables may be different to those used to prepare the Cost Estimate and may change. No detailed quotations have been obtained for actions identified in this schedule.

GHD does not represent, warrant or guarantee that the works can or will be undertaken at a cost which is the same or less than the Cost Estimate. Where estimates of potential costs are provided with an indicated level of confidence, notwithstanding the conservatism of the level of confidence selected as the planning level, there remains a chance that the cost will be greater than the planning estimate, and any funding would not be adequate.

The confidence level considered to be most appropriate for planning purposes will vary depending on the conservatism of the user and the nature of the project. The user should, therefore, select appropriate confidence levels to suit their particular risk profile.

2. Background

The Maturing the Infrastructure Pipeline Program (MIPP) supports the development of a robust project pipeline and enables projects to be matured from conceptually good ideas into solid proposals.

2.1 Study Area

Emerald Saleyards is located at 1 Batts Street; Emerald QLD and caters for the inland Central Queensland Livestock producers and sellers with a catchment area of many thousands of square kilometres. Cattle are transported from as far as Cloncurry in the north, Barcaldine in the west, Rolleston in the south and east to Blackwater. This catchment area holds more than three million head of cattle and as at June 2016 was the highest rated cattle region in Australia for shear head numbers (Meat & Livestock Australia). Nearest alternative saleyards from Emerald are: Gracemere/CQLX (260km), Roma (400km) and Charters Towers (480km). The weekly sales provide an economic benefit from employing locals and associated spending from travelling stock agents, transport operators and visiting producers.

The Emerald Saleyards site is set on 5.1 hectares with services including:

- Cattle sales – a number of markets are held each week for the sale of cattle;
- Tick clearing and spelling, and;
- Private weighing of cattle.



Figure 1: Emerald Saleyards Location

Emerald Saleyards has a current turnover of \$100m with flow-on benefits reaching deep into the Emerald community from all arms of the Saleyards. Buyers, agents, producers, truck drivers, saleyards staff/workers all have a level of input towards the Emerald communities' financial benefits from each cattle sale held.

2.2 Related Activity

Cattle is a major industry in the Central Highlands with the Emerald Saleyards catchment areas holding positions 1 (Fitzroy), 3 (Burdekin) and 5 (Desert Channels) in the Meat and Livestock Australian Rankings as producing the highest cattle numbers in Australia as of June 2016. This equates to 20% of all the cattle within Australia being located within these three catchment areas.

Associated activities and projects include:

- Emerald being located at a major junction point in the inland Queensland road network. This inland road network is the primary transport route across the state of Queensland to the west and to the north from New South Wales and Victoria for Townsville/Cairns freight.
- DTMR (Department of Transport and Main Roads) is currently upgrading the Gregory highway to the north of Emerald to cater for the larger Type 2 road trains, which predominantly carry cattle.
- The Department of Transport and Main Roads recently prepared a SASR and are currently commencing a Preliminary Evaluation for a future 4-lane upgrade of roads through Emerald. A significant portion of heavy vehicles is cattle road trains.
- Plans to develop a “road to rail” inland port facility at Yamala, 22km to the east of Emerald. Road upgrading is commencing and Graincorp are relocating their Emerald grain processing facilities to a new facility at Yamala.
- An inland port project with Council planning to open up the area to the south of Yamala for prime agriculture by developing 21km of feeder roads off Bonnie Doon Road.
- Current proposals to develop two (2) meat-processing plants in or near to Emerald.

2.3 Existing Facilities

The existing saleyards facilities comprise the following:

- 230 steel selling pens with a throughput capacity of approximately 2,000 cattle per week;
- Maximum throughput capacity of 3,000 cattle per week which includes tick treating cattle, spelling and private weighing.
- Rail siding with ramp to load cattle onto wagons;
- Vacant area at rear to north, part of which is currently used for a small herd of cattle;
- One (1) accredited tick clearing cattle dip for Biosecurity Certification;
- One (1) double-decker loading ramp. This is single file, double deck and is used for both in and out loading;
- Sales area with a covered roof structure;
- Full and half deck live-weight scales on the approach/adjacent to the sales area;
- Drive through underbody truck wash with high-pressure wash-down facility;
- Office and amenity buildings, and;
- Car and truck parking areas.



Figure 2: Emerald Saleyards Throughput and Revenue (Source: CHRC)

Figure 2 above shows the increase in Emerald Saleyard numbers over the past seven (7) years, however, this growth has reached its capacity according to the Saleyards manager, with the Saleyards infrastructure unable to accommodate any further significant increase in throughput.

3. Definition of Need

3.1 General

An initial planning meeting with Central Highlands Regional Council (CHRC), held on 19th January 2018, and subsequent meetings has given an increased understanding of CHRC's project requirements.

3.2 Methodology

As no formal planning or SASR has been carried out to assess the options and sub-options, GHD has first stepped through a "mini-SASR" to confirm the needs and outcomes and to develop a short-list of options.

These have then been progressed through the formal Preliminary Evaluation process.

3.3 Previous information

Council has provided the following information:

- Copy of Emerald Saleyards 2010 Proway Master Plan;
- Contact details for Suppliers of suitable products or equipment for the projects;
- Cost Details and concept drawings for a suitable Scale house Roof and Hay Shed;
- High-level initial project cost estimates prepared by Emerald Saleyards Management, and;
- Stakeholder group assessment of Project Importance scoring.

3.4 Stakeholder Engagement

GHD has held a number of meetings with the Emerald Saleyards Management Team. The information provided to GHD was the culmination of previous Stakeholder meetings by CHRC to discuss and to prioritise the perceived issues and needs going forward for the Emerald Saleyards facility.

The Emerald Saleyard Stakeholder Group comprised representatives from:

- Agforce;
- Local Transport Operators;
- Emerald Livestock Selling Association (ELSA);
- Central Highlands Regional Council (CHRC) drafting contracting;
- Peter Klan Contracting, and;
- Livestock Commission Buyers;

3.5 Potential Projects

This Stakeholder group initially identified twelve (12) areas for upgrade, as shown in Table 2 on the next page. These projects are required for the Emerald Saleyards to provide better working conditions, improve cattle turnover and increase cattle welfare within the saleyards.

Table 2: Stakeholder group - Project Needs list

CHRC Items	CHRC Priority Rating	Proposed Upgrade Project
12	*1	Spelling Yards
7	2	Additional Dump Ramp
1	3	Hay Sheds for feed storage
6	4	Light Pole Replacement – Existing timber posts to steel.
2	5	Scale house – Additional Shade.
4	6	Roof over Crush and Dip Area
3	7	Catwalk for Top of Double Deck Ramp
5	8	Draft Area – Additional Shade
8	9	Concrete yards and delivery lanes
9	10	Redesign main draft to air operated
10	11	Reseal front carpark and turn around area
11	12	Renovate offices/canteen

Note: * Within the twelve (12) proposals listed above, a proposal for new spelling yards was subsequently added as per Section 3.6.3 after the stakeholders group meeting to discuss a priority rating.

Of the above twelve (12) proposals put forward, the stakeholders have narrowed down the scope to the following four (4) priority projects:

- Scale house – additional shade.
- Additional Dump Ramp.
- Spelling Yards.
- Hay Shed;

The background and needs for these four (4) shortlisted priority upgrades are discussed in more detail as follows:

3.6 Issues and Needs

3.6.1 Item 1: Provide a safer work environment–New Scale-house roof

During Emerald's summer, the daily temperature is regularly over 35°C and often exceeds 40°C. With a few hundred cattle to manage and concrete holding pens, the working conditions for saleyards employees is difficult and strained. Emerald Saleyards management advice is that the risk of heat stress on cattle and their seven (7) saleyards workers is high during these hotter periods.



Figure 3: Scale-house (at left) and weighbridge in the foreground.

The worst impacted area is the high-activity area at and around the scalehouse above, which GHD has recommended be covered for shade. The area under the proposed cover/roof is used primarily for delivery to assembly pens and for retagging of radio-frequency identification (RFID) prior to penning.

Animal welfare concerns also arise with cattle held in exposed holding pens for a lengthy amount of time with full exposure to the sun.

Concerns for staff safety through prolonged periods of working in the sun along with other heat-related factors are a risk to Emerald Saleyards. With the adverse impact on productivity from moderate exposure in hot weather, a greater degree of exposure could have serious WH&S implications.

The need for cover over this high-utilisation area is seen as a priority.



Figure 4: Existing roof structure over draft yard - extended to new roof over Scale-house.

3.6.2 Item 2: Promote a greater level of efficiency and volume when unloading cattle – provide additional Dump Ramp

Every Wednesday evening in preparation for the Thursday cattle sales, road trains line up along Daniels Street at the Saleyards entrance waiting to unload at the only single cattle ramp suitable for road trains. These road trains block almost 400m of Daniels Street and connecting streets, with trucks idling and cattle moving about in the trailers.



Figure 5: Entrance to Loading Ramps Area.

This waiting places undue stress on the cattle in the afternoon sun before unloading. Also, there is additional time, cost and weather exposure spent by drivers, saleyards workers and agents waiting before moving the cattle to designated yards.



Figure 6: Existing double-decker single width in and out loading ramp.

The current single width double-decker unloading facility for road trains only allows a single file of animals to exit the trailers at a time. This push of cattle as they are being unloaded causes animals to strike hips against corner posts, jamming of two animals in a race and trampling issues, which cause undue stress and injury.

The same single-width loading ramp is also used for out-loading cattle onto transport. The current ramp is suitable for this purpose as the ability of a single-width loading ramp does not allow cattle to turn around or fall which would cause a trampling scenario when being loaded onto transport.



Figure 7: Unladen Cattle Road trains waiting.

The nature of the peak window for cattle delivery on Wednesday evening prior to Thursday's sales causes this operational bottleneck in unloading cattle. This "peak" problem is not repeated post sales as demand for removing cattle from the saleyards is more spread out, as "sold" cattle are transported to different destinations, their departure depends on transport availability. Therefore out loading is staggered and sometimes takes a number of days to complete.

A new (additional) and wider dump ramp would result in a greater throughput of cattle when unloading from a cattle delivery road train. Emerald Saleyards Management has calculated future throughput levels with existing yarding configurations and deemed that the increase in cattle using the new dump ramp can be supported by current CHRC staffing levels. During peak times, however, between 11am to 7pm every Wednesday a representative from the Emerald Saleyards Agents would need to be on hand to provide additional support. This is explained by the Saleyards manager as an additional service from the Saleyard agents group.

The requirement for an additional unloading facility is of high importance.

3.6.3 Item 3: Maximise holding yard capabilities – New Spelling Yards

In 2016, Emerald Saleyards was commissioned as a tick clearing facility, which the use of has increased by 350% from its 2016 uptake to current throughput. Regulations for cattle tick clearing certification require the spelling of cattle for at least four (4) days following dipping. This is to monitor and prove the effectiveness of the dip on treated cattle and prevent spreading to other yarded cattle.

This spelling process currently uses the existing facility yards, which are not suitable as:

- Cattle throughput at the Emerald Saleyards is restricted by the yards which are near capacity and this is limiting income;
- Current spelling yards within the existing facility do not have any shaded areas, which also causes animal stress for such extended stays, leading to animal welfare concerns, and;
- Current cattle spelling yards also border the road train unloading route. These trucks are startling cattle in the adjacent yards at every delivery causing cattle to become stressed and agitated.
- Saleyards management also advises that the spelled cattle are not able to rest for the full 4-day period and are usually "shuffled" between a number of yards to make room for other cattle. This re-location increases the stress on the cattle and increases workload for saleyards staff.



Figure 8: Looking west along rail siding - Rail ramp at left. Opposite land on right of tracks is proposed new Spelling Yards

Spelled cattle yards currently number twenty-eight (28), however; estimates put the additional yardage required to be another twenty (20) yards (48 total) in order to safely manage animal welfare issues and capacity restraints. Livestock being moved between Biosecurity Queensland tick zones must be treated to ensure no ticks are transported into tick free zones. Treated cattle will be moved to the new yards for the spelling period before being relocated to current spelling yards in the main sale yard area prior to further transport.

GHD recommends that new Spelling yards be constructed to meet current animal welfare practices and expand the saleyard's capacity.

3.6.4 Item 4: Reduce feed losses from weather damage – New Hay Shed

Currently, feed for cattle is delivered to the Saleyards site on non-sale days so there is no disruption to cattle delivery. Hay is delivered by a road train which during peak times can be twice a week to meet demand.



Figure 9: Current Hay Storage Area – damaged bales at left of photo

During heavy rain events, which during Emerald's summer storm season are quite regular, the stored cattle feed held in the saleyards is damaged. At the time of GHD's first site visit, rainfall in February 2018 had caused damage to eleven (11) of the twenty (20) site stored round hay bales. (Refer to Figure 9). At any one time, the range of stock on the ground at Emerald is between 80-100 round bales with the costs of round hay bales approximately \$112 per bale.

Damaged bales then need to be disposed of from the Saleyards site to make room for fresh feed. This is time-consuming and costly for Central Highlands Regional Council's parks and gardens team, having to load and find suitable gardens and areas to mulch with the damaged hay. This hay damage scenario is ongoing as there is currently no sheltered storage onsite. Supply and demand issues dictate that a minimum number of bales must be on hand on site.

GHD recommend that a new Hay Shed be provided as covered storage to protect this feed.

3.7 Strategic Alignment

3.7.1 Local, regional and state Government strategies and priorities

These proposed four (4) Emerald Saleyards upgrade projects align with the following Local and State Government strategies and policies:

Emerald Saleyards Master Plan 2010 developed by ProWay Livestock Equipment.

The four identified service requirement solutions will work towards meeting a number of items outlined in the Emerald Saleyards Master Plan 2010 developed by ProWay Livestock Equipment.

- Chapter 2 of the Master Plan requires the upgrade of delivery/buyers pens and expresses the need for an additional double-deck offload ramp. The additional ramp will allow for greater cattle offloading and throughput. There would be an efficiency by faster separation of non-sales cattle (e.g. for dipping) which currently impede the flow of cattle being off-loaded for sales. This would improve the utilisation of the Saleyard facilities.
- Chapter 4 – Item 2 calls for more sale pens within the Emerald Saleyard facility. These additional spelling pens would improve the overall maximum capacity of the saleyards to meet ever-increasing forecast models. By freeing up existing sales pens that are currently being used for spelling, these additional pens would then be available to accommodate the increasing weekly sale head numbers.
- Chapter 5 – This chapter of the Master Plan addresses animal welfare and WH&S concerns. The Master Plan points out that animal welfare groups are increasingly highlighting welfare issues at cattle saleyards in relation to practices in which Emerald Saleyards may not be fully compliant in its facilities or practices. Site works in the time since the issue of the Master Plan have begun to address animal welfare problems but there are still areas and infrastructure required to reduce undue stress on the animals.

As detailed in the ***2013-2018 Corporate Plan***, Central Highlands Regional Council (CHRC) is committed to:

Building ***“Strong, Vibrant Communities”*** with strong social networks, that respect our heritage, and promote active, healthy communities. This includes:

- Providing and maintaining accessible community services and facilities that meet the needs of our diverse communities and offer value for money for all stakeholders
- “Building and Maintaining Quality Infrastructure” that is well connected, well serviced, and well planned.

This project also links to the following ***Central Highlands CH2022 Community Plan***,

This includes:

“Integrated quality infrastructure” connecting and servicing our communities with quality maintained infrastructure and integrated transport networks through advanced telecommunications, innovative urban design, and affordable housing choices.

- **“Diverse prosperous economy”** boasting a thriving responsive economy led by innovation, leading-edge technology and a skilled professional workforce that attracts continued investment across our diverse business, industry and tourism enterprises.

The Central Highlands Economic Master Plan (Economic Master Plan to 2047) outlines priorities such as:

“Expansion and diversification of existing sectors” for the expansion into high-value crops, livestock, and horticulture. By focusing on cattle throughput allows for more accommodating facilities and diversification with the livestock areas that might have by-passed Emerald Saleyards in the past for another, more-suitable marketplace.

“Industry and Export Drivers” with a major shift towards agricultural expansion and diversification. Expansion and improved operations within the Emerald Saleyards allows for expansion of the livestock component of Emerald’s agricultural section while simultaneously making better use of current available facilities.

Regional / State Planning

This project aligns with multiple regional and state planning policies including:

- State Infrastructure Plan;
- Central Queensland Regional Plan, and;
- Central Queensland – Economic Infrastructure Framework.

These policy documents have similar goals including:

- Enhancing the use of existing infrastructure to be fit for purpose, and;
- Upgrading infrastructure to maintain/enhance economic development opportunities.

3.8 Define the Outcomes Sought

The outcomes sought for the four (4) key issues are:

- Provide a safer work environment and a reduction in animal welfare issues
- Promote a greater level of efficiency and volume when unloading cattle;
- Maximise holding yard capabilities, and;
- Reduce feed losses from weather damage.

4. Outcomes Sought

4.1 General

The desire to cement the long-term growth of the Saleyards facility has resulted in the CHRC seeking to progress the following proposed four projects, along with their associated benefits that can be achieved from project outcomes are as listed in Table 3.

Item Descriptions:

- Item 1 – Scale house Roof
- Item 2 - New Dump Ramp
- Item 3 – New Spelling Yards
- Item 4 - Hay Shed

Table 3: Scope of Outcomes Sought and Stakeholder Benefits

Item	Outcome	Criteria for success	Stakeholder Benefits
1	Provide a safer work environment	Provide a facility with the capacity to accommodate cattle and saleyard workers in all weather conditions that will decrease animal welfare issues and the risk of WH&S breaches.	Reduced animal welfare issues and WH&S risks. Greater staff safety, amenity and job satisfaction.
2	Promote a greater level of efficiency and volume when unloading cattle.	Provide the capability to offload cattle faster, safer and more efficiently at similar rates to competitive industry levels.	Increased cattle throughput capacity. Will allow the facility to grow further. Increased income to all parties. Reduction in local traffic issues.
3	Maximise holding yard capabilities	Provide a facility in which cattle in transit or in spelling can have adequate room that will decrease the level of animal welfare issues while cattle are easy to monitor and move.	Increased cattle throughput as frees up existing pens, better financial returns. Reduced animal welfare issues. Better utilisation of dipping facilities.
4	Reduce feed losses from weather damage.	Provide an area that is equipped to contain Saleyard feed/hay from the weather. The area should be easily accessed and provide adequate storage space.	Reduced costs of feed wastage and associated CHRC labour costs in its removal. Reduce delays in re-supplying.

4.2 Scope of Outcomes Sought and Potential Conflicts

From discussion with Saleyards Management, the scope of the new service requirements with the following potential conflicts identified are outlined in Table 4. Identifying potential conflicts helped develop final cost estimates and further scope final potential outcomes.

Table 4: Scope of Outcomes with Potential Conflicts.

Item	Outcome	Scope of Outcomes	Potential Conflicts
1	Provide a safer work environment	Provide a cover roof of sorts, with a clearance of at least 5 metres, over the scalehouse area, scales and approaches. Look to potentially partly enclose the top of sides and to adjoin the existing roof structure.	Roof posts in the yards could be their own restriction and safety issue. Construction access is difficult and may impact operations and cost.
2	Promote a greater level of efficiency and volume when unloading cattle.	Provide a second ramp for in-loading only. Locate in the area north of the current ramp, but with sufficient separation for Type 1 roadtrain to queue. Locate to suit pens. Consider the wider "dump" ramp for increased capacity and less animal stress.	Area is very tight for truck access – may impact first ramp truck access, and block off hay shed. Requires operational management
3	Maximise holding yard capabilities.	Provide 20 new pens in the quieter and separated area to the north of the rail line. Pens to be larger and leave trees for shade. Provide water troughs, irrigation for dust and a new crossing over the rail line.	Location is near rural residential area. Potential issues from noise, dust, odour, and access traffic. Aurizon risk with regular crossing of the rail line. Potential of train carriages to block access to spelling yards.
4	Reduce feed losses from weather damage.	Provide a new cover structure or shed in the general area of the current storage. Size to suit capacity for approximately 100 bales of hay. Two sides against the weather to be enclosed, other sides open.	Tight area for access – blocks when trucks are at the new unloading ramp above.

4.3 Collaboration Opportunities

As well as the Stakeholder group in Section 3.4, who were previously consulted, opportunities for collaboration have been identified with the following additional parties:

- Aurizon regarding the rail siding operation and crossing
- CHRC Waste Department regarding construction of and access to the western side of the Spelling Yards.
- Businesses along Batts Street that are impacted by road trains waiting to unload. These trucks waiting to unload cattle block carparks and public access.
- Nearby residents in Hogans Road, Emerald to which the Spelling yards may impacted.

- Emerald Show Society as a neighbour to the Emerald Saleyards will be impacted by potentially additional transport traffic and contractor traffic during construction phases of the saleyards upgrade.

5. Identification of Options

5.1 General

Due to the:

- Constrained Nature of the Site and facility, and;
- Relatively small size and value of the works envisaged.

The number and scope of options available is quite limited. This is outlined in Section 3.2 and is the reason for CHRC proceeding straight to the Preliminary Evaluation stage.

5.2 Potential Options to achieve the Outcome

For the four (4) projects, the following four sub-options have been identified:

- Option 1 – Base Case (Do nothing – Business as Usual)
- Option 2 – Operational Management – e.g. transfer to an existing offsite facility.
- Option 3 – Infrastructure Upgrades (Minimal new infrastructure to achieve outcome)
- Option 4 – Infrastructure Upgrades (Preferred new infrastructure – addition to Option 3)

The Operational Management option for Issues 2, 3 and 4 involve providing off-site facilities. So there is some risk that the increased on-site capacity (especially Issue 3, the Spelling Yards, may detract business from any off-site facilities or options.

The detailed descriptions of the nature and extent of work envisaged for each of these (4 x 4) sixteen sub-options is outlined in Table 6 and are summarised in Table 5 below:

Table 5: Potential Options

Item	Outcome	Options
1	Provide a safer work environment	1.1 Do nothing – Personal Protection Equipment only
		1.2 Peak or hot times, bypass cattle to Gracemere
		1.3 New cover roof, day work only
		1.4 New cover roof and lighting for night work
2	Promote a greater level of efficiency and volume when unloading cattle.	2.1 - Do nothing
		2.2 - Operational – stagger unloading times, or bypass to Gracemere at peak times
		2.3 - Replacement of existing ramp with wider double-decker dump ramp
		2.4 – New additional wider double-decker dump ramp
3	Maximise holding yard capabilities.	3.1 Do nothing
		3.2 Operational –Outsource, hold cattle offsite
		3.3 New holding yards at NE corner of site
		3.4 New holding yards at NW corner of site
4	Reduce feed losses from weather damage.	4.1 Do nothing
		4.2 Hold feed in offsite facility and bring in as needed
		4.3 New feed shed
		4.4 New feed shed with adjacent hardstand area

Assessment of Potential Options

Item 1: Scale house Roof

Table 6: Provide a safer work environment

Item	Option 1 – Base Case	Option 2	Option 3	Option 4
Title	Business as usual	Operational Management	Infrastructure upgrades to Emerald Saleyards	New Infrastructure to Emerald Saleyards
Description	Continue interim PPE solutions to sun exposure.	When forecast cattle sales are near or over the capacity of Emerald capabilities cattle are transported to Gracemere yards. Transfer sale times to suitable morning/evening times when the sun is not as hot.	Extension of existing roof shade structures. Incorporating support locations within existing yards and pens.	Extension of existing roof shade structures. Incorporating support locations within existing yards and pens. <i>The inclusion of lighting for safe night works.</i>
Strategic alignment	No alignment with ProWay 2010 Master Plan.	Partial alignment with ProWay 2010 Master Plan.	Full alignment with ProWay 2010 Master Plan.	Full alignment with ProWay 2010 Master Plan.
Advantages	No major capital funding required. Known facility workings. No disruption to weekly sales.	No major capital funding required. Greater cattle welfare during sales.	Greater ability to provide animal welfare. Decrease UV health risks to all Saleyard users (staff, agents and the general public). Maintain animal care/sales accreditation. Greater throughput of cattle numbers. Improved efficiency (Higher staff energy levels). Employee retention. Able to continue work during wet weather.	Greater ability to provide animal welfare. Decrease UV health risks to all Saleyard users (staff, agents and the general public). Maintain animal care/sales accreditation. Greater throughput of cattle numbers. Improved efficiency (Higher staff energy levels). Employee retention. Able to continue work during wet weather. <i>Ability for night works during peak times.</i>
Disadvantages	No ability to provide animal welfare. Increase UV health risks to Saleyard users (staff, agents and the general public). Possible loss of animal care/sales accreditation. Poor community relationship. Bad publicity to CHRC and ES if conditions exposed to media outlets. No ability to implement ProWay Master Plan.	Reduced revenue to ES and flow on effect. Removal of cattle from the Emerald Saleyards. Loss of jobs through reduced staffing roles. No ability to implement ProWay Master Plan. Probable community backlash.	Higher capital cost. Temporary construction disruption to Emerald Saleyards.	Higher capital cost. Temporary construction disruption to Emerald Saleyards.

Item	Option 1 – Base Case	Option 2	Option 3	Option 4
High-level benefits addressed	No alignment.	Partial alignment. Outweighed by organisation and community disadvantages	Full alignment	Full alignment including added income revenue benefits
Total estimated capital cost	As per current spending with increased forecast maintenance spending	Not Costed Saleyard users time only	\$281,300	\$300,150
Estimated whole-of-life operational cost	To be provided for Gate 2.	To be provided for Gate 2.	To be provided for Gate 2.	To be provided for Gate 2
Operational cost impacts	N/A	Substantially reduced operational cost due to loss of cattle numbers.	Reduced operational costs once the structure is completed through OH&S breaches.	Reduced operational costs once all works are completed through OH&S breaches.
Timeframe (i.e. deliverability of project)	N/A	1 month	1-2 years	1-2 years
Change and communications	No change impact Potential negative reputational impact	Significant change impact Obvious negative reputational impact	Significant change impact Obvious positive reputational impact	Significant change impact Positive reputational impact
Environmental, urban planning and development, cultural heritage and native title	None known	Welfare sensitivities could be impacted from the additional travel time of stock on road trains. Yard/pen availability regarding the use of existing neighbouring facilities.	Pre-planning already implemented with little impacts on the proposal.	Pre-planning already implemented with little impacts on the proposal.

Item 2: New Dump Ramp

Table 7: Promote a greater level of efficiency and volume when unloading cattle

Item	Option 1 – Base Case	Option 2	Option 3	Option 4
Title	Business as usual	Operational Management	Infrastructure upgrades to Emerald Saleyards	New Infrastructure to Emerald Saleyards
Description	Carry on with currently loading procedure.	When forecast cattle sales are near or over the capacity of Emerald capabilities cattle are transported to Gracemere yards. Implement delivery time windows for trucks to stagger unloading.	Replacement of existing double-decker unloading ramp with double decker 'dump' ramp.	Addition of double-decker 'dump' ramp <i>Incorporating increased width races and unloading pens.</i>
Strategic alignment	No alignment with ProWay 2010 Master Plan.	Partial alignment with ProWay 2010 Master Plan.	Full alignment with ProWay 2010 Master Plan.	Full alignment with ProWay 2010 Master Plan with additional animal welfare issues addressed.
Advantages	No major capital funding required. Transport drivers understand currently facility capabilities. No disruption to weekly sales.	No major capital funding required. Greater cattle welfare during sales.	Reduced unloading times. Maintain animal care/sales accreditation. Higher throughput rates than current operations.	Greatly reduced unloading times. Decrease wasted time to Saleyard staff. Maintain animal care/sales accreditation.

Item	Option 1 – Base Case	Option 2	Option 3	Option 4
				Free up local roads from waiting transport trucks. <i>Greater ability to provide animal welfare.</i>
Disadvantages	Unloading times remain the same. Costs associated with waiting trucks/staff. No ability to improve animal welfare. No ability to increase cattle intake/turnover. Blocking of local streets with waiting trucks. No ability to implement ProWay Master Plan.	Reduced revenue to ES and flow on effect. Removal of cattle from the Emerald Saleyards. Loss of jobs through reduced staffing roles. Fatigue issues of transport drivers having to travel an additional +260km than usual for deliveries. No ability to implement ProWay Master Plan. Probable community backlash.	Higher capital cost. Temporary construction disruption to Emerald Saleyards. Injury and crush of unloaded cattle.	Higher capital cost. Temporary construction disruption to Emerald Saleyards.
High-level benefits addressed	No alignment.	Partial alignment. Outweighed by organisation and community disadvantages	Full alignment	Full alignment including added animal welfare and throughput benefits.
Total estimated capital cost	As per current spending with increased forecast maintenance spending.	Not Costed Saleyard users time only	\$200,000	\$275,500
Estimated whole-of-life operational cost	To be provided for Gate 2.	To be provided for Gate 2.	To be provided for Gate 2.	To be provided for Gate 2.
Operational cost impacts	N/A	Substantially reduced operational cost due to loss of cattle numbers.	Reduced operational costs once the structure is completed through efficiency and turnover.	Reduced operational costs once the structure is completed through efficiency and turnover.
Timeframe (i.e. deliverability of project)	N/A	1 month	3 months	3 months
Change and communications	No change impact Potential negative reputational impact	Significant change impact Obvious negative reputational impact	Significant change impact Obvious positive reputational impact	Significant change impact Positive reputational impact
Environmental, urban planning and development, cultural heritage and native title	N/A	N/A	N/A	N/A

Item 3: New Spelling Yards

Table 8: Maximise holding yard capabilities

Item	Option 1 – Base Case	Option 2	Option 3	Option 4
Title	Business as usual	Operational Management	Infrastructure upgrades to Emerald Saleyards	New Infrastructure to Emerald Saleyards
Description	Continue with current holding yard situation.	Provide local contractor to transport treated cattle to outsourced holding yards. Cattle waiting for treatment or delivery will be held at an outsourced local cattle yard for pickup and transport.	New holding yards with suitable size pens. Large sized pens with natural tree shade. Located away from delivery trucks for animal welfare.	New holding yards with suitable size pens with built shade structures. Located away from delivery trucks for animal welfare.
Strategic alignment	No alignment with ProWay 2010 Master Plan.	Partial alignment with ProWay 2010 Master Plan.	Full alignment with ProWay 2010 Master Plan.	Full alignment with ProWay 2010 Master Plan with additional animal welfare benefits met.
Advantages	No major capital funding required. Known holding ability of yards No disruption to weekly sales. Separation of cattle from residential areas.	No major capital funding required. Greater cattle welfare during sales.	Potential ability to hold more cattle in land allotment. Greater ability to provide animal welfare. Decrease wasted time to Saleyard staff in moving cattle around to available pens. Maintain animal care/sales accreditation. Provide another income stream to Emerald Saleyards.	Easily accessible viewing for stock agents and saleyard staff. Greater ability to provide animal welfare. Decrease wasted time to Saleyard staff in moving cattle around to available pens. Maintain animal care/sales accreditation. Provide another income stream to Emerald Saleyards.
Disadvantages	No ability to improve animal welfare. No ability to increase cattle intake/turnover. No ability to implement ProWay Master Plan.	Reduced revenue to ES. Removal of cattle from the Emerald Saleyards. Loss of jobs through reduced staffing roles. No ability to implement ProWay Master Plan.	Higher capital cost. Disruption to neighbouring houses during construction and operations. Rail line interference. Maintaining runoff water quality	Higher capital cost. Rail line interference.
High-level benefits addressed	N/A	Partial alignment. Outweighed by organisation and community disadvantages	Full alignment	Full alignment
Total estimated capital cost	As per current spending with increased forecast maintenance spending.	Not Costed.	\$1,303,500	\$1,303,500
Estimated whole-of-life operational cost	To be provided for Gate 2.	To be provided for Gate 2.	To be provided for Gate 2.	To be provided for Gate 2.
Operational cost impacts	N/A	Higher staff costs from moving cattle regularly for spelling offsite.	Reduced operational costs once the structure is completed through efficiency and turnover.	Reduced operational costs once the structure is completed through efficiency and turnover.

Item	Option 1 – Base Case	Option 2	Option 3	Option 4
Timeframe (i.e. deliverability of project)	N/A	1 month	12 months	12 months
Change and communications	No change impact Potential negative reputational impact	Significant change impact	Significant change impact. Additional income streams available on completion.	Additional income streams available on completion.
Environmental, urban planning and development, cultural heritage and native title	N/A	Yard/pen availability regarding the use of outsourced facilities.	New yards access is across Aurizon existing rail crossing. Planning and approval must be sought. Environmental and urban planning to be determined in proposal for potential runoff issues.	New yards access is across Aurizon existing rail crossing. Planning and approval must be sought. Environmental and urban planning to be determined in proposal impact chapter.

Item 4: Hay Shed

Table 9: Reduce feed losses from weather damage

Item	Option 1 – Base Case	Option 2	Option 3	Option 4
Title	Business as usual	Operational Management	Infrastructure upgrades to Emerald Saleyards	New Infrastructure to Emerald Saleyards
Description	Continue replacement and disposal of feed as required due to weather damage.	Transfer holding of cattle yard feed to an offsite location. Delivery will be on an 'on demand' basis.	Construction of a shed structure to store feed.	Construction of a shed structure to store feed. <i>Incorporating hardstand loading and unloading capabilities.</i>
Strategic alignment	No alignment with ProWay 2010 Master Plan.	Partial alignment with ProWay 2010 Master Plan.	Full alignment with ProWay 2010 Master Plan.	Full alignment with ProWay 2010 Master Plan with OH&S benefits.
Advantages	No major capital funding required. Known facility workings.	No major capital funding required. Greater storage capabilities of feed. No loss of feed from weather damage. The increase of usable site area from the removal of feed stockpile.	Reduced weather exposure/damage to feed. Ability to provide storage to onsite vehicles. Decrease CHRC collection of damaged feed.	Reduced weather exposure/damage to feed. Ability to provide storage to onsite vehicles. Decrease CHRC collection of damaged feed. <i>Ability to unload feed and not encroach on truck turning area. Hardstand area protecting driveway asphalt from damage during unloading.</i>
Disadvantages	Continued loss of weather damaged feed, associated replacement costs, and delay. Costs to CHRC of removing weather damaged feed. No ability to implement ProWay Master Plan.	Wait/lead times of feed deliveries from orders being placed. Costs associated with contracted feed and delivery arrangements. Increasing vehicles to cattle delivery area No ability to implement ProWay Master Plan.	Higher capital cost. Temporary construction disruption to cattle delivery turning area. Damage to driveway through machinery skewing/turning while unloading feed.	Higher capital cost. Temporary construction disruption to cattle delivery turning area.

Item	Option 1 – Base Case	Option 2	Option 3	Option 4
High-level benefits addressed	N/A	Partial alignment.	Full alignment	Full alignment with additional OH&S benefits.
Total estimated capital cost	As per current spending with increased forecast spending and seasonal dependent availability of feed.	Not Costed.	\$127,000	\$140,000
Estimated whole-of-life operational cost	To be provided for Gate 2.	To be provided for Gate 2.	To be provided for Gate 2.	To be provided for Gate 2.
Operational cost impacts	N/A	High operational cost due to contractual arrangements that would be necessary to operate the agreement.	Reduced operational costs once the structure is completed through savings from lost/damaged feed and CHRC crews to remove waste.	
Timeframe (i.e. deliverability of project)	N/A	1 month	6 months	6 months
Change and communications	No change impact Potential negative reputational impact	Significant change impact	Significant change impact Obvious positive reputational impact	Significant change impact Positive reputational impact
Environmental, urban planning and development, cultural heritage and native title	N/A	Additional road traffic of daily feed deliveries may have an impact on cattle delivery turning circles during unloading.	Building approval to be sought for construction of the new shed. Pre-planning already implemented with little impacts on the proposal.	Building approval to be sought for construction of the new shed. Pre-planning already implemented with little impacts on the proposal.

6. Definition of Options

6.1 Definition of the Options to be evaluated

A detailed high-level “first pass” assessment was carried out for the 16 options in Table 5. The results are tabulated in Table 10. The General outcomes were:

- The operational options of each item were not preferred. These shifted business elsewhere, lost potential income and left the current Emerald Saleyards at capacity with limited capacity for continued growth.
- For the new infrastructure options 3 and 4, the additional work and costs for Preferred Option 4 (over and above Option 3) is minor in all cases, therefore Option 4 is recommended for the further evaluation.

GHD recommends that for the four (4) projects, the options for Evaluation are Option 1 (Do nothing) and Option 4 (Preferred New Infrastructure). These options for evaluation are summarised in Table 10 below:

Table 10: Options Shortlist for Preliminary Evaluation

Item	Outcome	Options for Evaluation
1	Provide a safer work environment	1.1 Do nothing – PPE only
		1.4 New cover roof and lighting for nightwork
2	Promote a greater level of efficiency and volume when unloading cattle.	2.1 Do nothing
		2.4 New additional wide double-decker dump ramp
3	Maximise holding yard capabilities.	3.1 Do nothing
		3.4 New holding yards at NW corner of site
4	Reduce feed losses from weather damage.	4.1 Do nothing
		4.4 New feed shed with adjacent hardstand area

6.2 Benefits Management Plan

A Benefits Management Plan (BMP) has been prepared, following extensive consultation with CHRC Saleyards Management. The fully quantified BMP is attached in Appendix H. A summary of this Benefits Management Plan is provided in Table 11.

Table 11: Benefits Management Plan Summary

Strategic alignment with Emerald Saleyards Master Plan	Project Objectives	Key Benefit	Planned Outcome	Measure
Chapter 5: The need to improve the WH&S and animal welfare facets of the yards to fall into line with current legislation	Item 1: Provide a safer work environment	Improved safety outcomes	Improved productivity of workers	Worker productivity (number of staff in CHRC budget for Saleyards labour)
			Improved safety outcomes for workers	Incidents in lost time injury register
			Improved level of animal welfare	Average weight of cattle whilst in spelling yards
Chapter 4: The capacity of the current yards and the expected capacities for the future	Item 2: Promote a greater level of efficiency and volume when unloading cattle	Improved cattle throughput		
Chapter 2: The lack of and deteriorating condition of the delivery and buyers pens and the operations improving the design of these yards to target agistment/clearance operations of cattle to generate further income for the CHRC			Improved efficiency in unloading	Time taken for operators to unload cattle
			Average waiting time of last truck in queue	
			Average number of cattle unloaded	
			Increased income stream	Annual income
	Improved holding yard capacity			
	Item 3: Maximise holding yard capacity	Reduced urban impact from truck wait times	Increased cattle turnover	Average number of cattle unloaded
		Improved holding yard capacity		
	Item 4: Reduce feed losses from weather damage	decrease in feed losses	Reduced amount of hay damaged by weather	Percentage of bales spoiled per year
			Reduced disposal and clean-up cost from hay loss	Annual spend on disposal and clean-up

The quantified Benefit outputs shown in Appendix D have been input into the Financial Analyses in Section 7.2

7. Preliminary Evaluation

7.1 Risk Analysis

A Preliminary Project Risk Analysis has been carried out for the four (4) proposed Projects. Listed in detail within Table 12, the considerations are:

- Financial Risk;
- Design Phase;
- Approvals;
- Project Management;
- Construction Phase, and;
- Operations / Maintenance Risks.

Apart from the standard risks, which would apply to similar projects, the following are some of the project-specific or unusual risks identified to date.

Table 12: Project Risk Register

Category	Key Risk and Description	Supplementary Risk	Potential Impact / Consequence
Option 1.4 – Scale house Roof			
Construction Phase	Disruption to the operations of the Saleyards.	Construction of the Scale house Roof temporarily disrupts the operations of the Saleyards, which may result in lost costs and delays/ poor performance of work.	Financial
Construction Phase	Site Access	The current site location for the scalehouse roof is currently surrounded by existing infrastructure. Temporary removal and reinstatement of some items may be required to gain sufficient access for construction, which may result in additional cost and or programme delays. Being surrounded by existing items the risk of damage to those items during construction is greater.	Financial
Option 2.4 - New Dump Ramp			
Construction Phase	Disruption to the operations of the Saleyards.	Construction of dump load ramp temporarily disrupts the operations of the saleyard, which may result in lost costs to the saleyards and delays/ poor performance of work.	Financial
Operations / Maintenance	Accidental impact damage	The new dump ramp is accidentally damaged by being in the vicinity of the cattle delivery trucks while turning or unloading.	Financial
Option 3.4 - New Spelling Yards			
Approvals	Aurizon approval for rail crossing.	If approval is not obtained from Aurizon the rail crossing then the spelling yards are unable to be used and this project can't go ahead.	Financial
Approvals	Stormwater Runoff	Council may not permit the cattle-contaminated stormwater runoff to flow into the residential open drain	Financial
Approvals	Material Change of Use (MCU) Required	May trigger upgrade of an existing non-compliance, such as traffic or TMR Intersection	Financial
Approvals	Public objection to project.	As there is residents north-east of the proposed spelling yards location there is the potential for public objection for the project to go ahead because of residents unhappy with the noise, dust, and odour which will be created due to the associated works.	Reputation
Operations / Maintenance	Parked out load roadtrain.	Access to the spelling yards via the crossing point will be blocked via the train while loading cattle and can't be used if additional cattle are required to be transported to the other side until the train has departed resulting in lost time.	Business disruptions
Operations / Maintenance	Wet weather	No base in yards and black soil becomes difficult for cattle to walk in	Reputation
Option 4.4 - Hay Shed			
Construction Phase	Disruption to the operations of the Cattle delivery turning area	Construction of the Hay Shed temporarily disrupts the operations of the cattle delivery turning area, which may result in lost costs and delays/ poor performance of work.	Financial

The Project Risk Registers are dynamic documents and shall be reviewed and updated regularly throughout the project life.

7.2 Financial and Economic Analyses

The following section outlines the Cost-benefit analysis (CBA) for the options being considered for the Emerald Saleyard Upgrade. The purpose of this assessment is to understand the economic and social return of each of the identified development options for the upgrades for the Emerald Saleyards.

7.2.1 Project Scope and Methodology

The methodology employed in this study is a rapid CBA approach. This section of the report presents the rapid CBA methodology and outlines key economic assumptions in the model. Given the size and nature of this project, this approach to assessing the economic impact should be considered sound.

Cost-benefit analysis is a method used to aid decisions about the allocation of resources, expressing both costs and benefits in monetary terms where possible to provide a basis for direct comparison. The method discounts future costs and benefits to a present value, allowing for comparison of alternative courses of action by reference to the net social benefits that they produce for the community as a whole.

The figure below outlines our preferred rapid CBA approach, fundamentally comparing alternative project options to a defined base case to determine the incremental impact of the project. Our approach is developed in accordance with best practice national and state guidelines, including the *Queensland Government (2015) Project Assessment Framework for Cost-Benefit Analysis*.

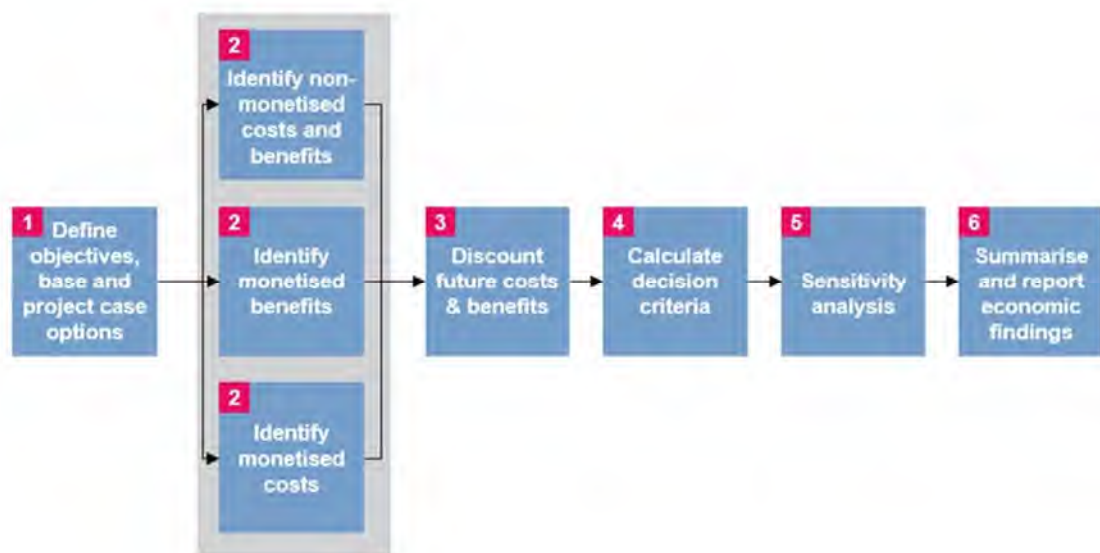


Figure 10: Rapid CBA Approach

The key steps applied within the methodology include:

1. **Defining objectives, base and project case options** – Defining the objectives in addition to the base case and project case for comparison.
2. **Identification of benefits and costs** – All benefits and costs are identified and quantified where possible. These are the costs and benefits that may be expected due to the move from the base case to the project case.
3. **Discount future costs and benefits** – Appropriate measures of net economic worth are generated, including Net Present Value (NPV) and the Benefit-Cost Ratio (BCR).
4. **Calculate decision criteria** – The selected measure/s of net economic worth are calculated and interpreted. This report considers both the net present value (NPV) and benefit-cost ratio (BCR) measures.
5. **Sensitivity analysis** – Where appropriate, decision criteria are calculated with a range of input values to present the sensitivity of the output values to inputs.
6. **Summarise and report economic findings** – The preferred option is determined from the relevant decision criteria and a report prepared to summarise findings.

7.2.2 Assumptions

The following base assumptions were used in developing this cost-benefit analysis:

- Project periods as per below;
 - Construction period - 2020
 - Operational commencement - 2021
- The evaluation period is 30 years from 2020 to 2049 inclusive, and;
- A discount rate of 7% will be used for the core case and 4% and 10% discount rates are to be used to conduct sensitivities.

In addition to these base assumptions, development assumptions relating to the costs and benefits of the saleyard upgrades have been identified in the sections below.

Project Costs

For the assessment two options have been identified, these being:

- Option 1 – General upgrades, and;
- Option 2 – General upgrades plus spelling yards.

Option 1 - General upgrades relate to the development of an additional dump ramp, hay shed and scale house roof.

Based on this, the project capital cost for option one is \$715,030 (excluding GST), which is comprised of:

- Dump Ramp – \$275,500 (excluding GST)
- Scale House Roof – \$300,150 (excluding GST)
- Hay Shed – \$139,380 (excluding GST)

Furthermore, the capital cost of option two is \$2,018,530 (excluding GST), with:

- General upgrades of option one - \$715,030 (excluding GST)
- Spelling Yards - \$1,303,500 (excluding GST)

Maintenance Costs

For this assessment, additional maintenance costs were assumed to be an annual proportion of the additional capital expenditure. This was conducted for each development item. The below outlines the annual additional maintenance costs as a percentage of the construction cost:

- Dump Ramp – 1.0% of CapEx per year
- Scale House Roof – 1.0% of CapEx per year
- Hay Shed – 1.0% of CapEx per year
- Spelling Yards – 2.0% of CapEx per year

Refurbishment Costs

Given the project, assessment period is 30 years and the life of the proposed development items are 20 years for the Dump Ramp, Scale house roof and hay shed. An assessment period of 40 years for the spelling yards with a requirement for refurbishment at the end of the useful life. The following assumptions have been developed for the refurbishment costs for each item based off a percentage of the initial construction expense:

- Dump Ramp – Refurbishment cost of 50% of CapEx.
- Scale House Roof – Refurbishment cost of 50% of CapEx.
- Hay Shed – Refurbishment cost of 50% of CapEx.
- Spelling Yards – Refurbishment cost of 50% of CapEx.

Project Benefits

The following benefits have been identified as a result of the upgrade to the Emerald Saleyards.

Benefits from Increased Productivity on Saleyard Operators

As a result of the installation of the new ramp, cattle being unloaded from trucks is likely to be completed in a shorter period of time, due to a doubling of unloading capacity. This would result in a decrease of the time that the saleyard operators would be required to be unloading cattle throughout the week. Based on unloading patterns and the time of day cattle are normally unloaded prior to a sale day, GHD has assumed that each week, due to the installation of the second ramp, it would save the saleyard operators four hours from Monday to Friday, between 7am and 4pm, and six hours during after hour periods.

Based off figures provided by the Emerald Saleyards, it was estimated to save Council, or user's \$56.72/hour between 7am and 4pm Monday to Friday and \$85.09/hour after hours on Monday to Friday

Benefit from Decreased Truck Wait Times on Operators

Installation of the new ramp would increase the efficiency for trucks unloading cattle and as such, decrease the wait time for unloading. Wait times for unloading cattle can be upwards of one to one and a half hours for vehicles. With the addition of the new ramp, GHD has estimated a potential 15 minute time saving for truck operators waiting to unload, with at least 25 vehicles unloading each week prior to sales. Based off average hourly earnings for drivers in Central Queensland, a \$40 per hour opportunity cost of waiting has been applied to vehicles waiting to unload, which should be seen as highly conservative, and underestimates the true value from the decreased wait time.

Reduced Urban Impact from Truck Wait Times

Vehicles currently waiting to unload cattle prior to a sale currently queue through the existing access roads leading up to the saleyards, in some instances this queue extends over 400 meters, impacting public amenity through both the noise from the vehicles being left on idle and congestion of the road. Through increasing unloading efficiency there will be a social, and potential environmental benefit from the vehicles not being parked up through the access roads to the saleyards. The value of this public amenity has been estimated at \$10 per truck per hour of wait time.

Incremental Increase to Animal welfare

The new dump ramp is expected to provide an incremental benefit to the cattle passing through the facility, with a decreased amount of time waiting on trucks, and less bruising during loading and unloading. It has been assumed that the increased value \$0.50 per beast was applied to the increased animal welfare during loading and unloading, with an average of 81,581 cattle passing through the facility per year over the past three financial years.

Reduced Loss of Hay from Weather Events

Hay used at the saleyards is currently exposed to the elements, with 80 bales of hay arriving prior to weekly sales most weeks. Given the bales are exposed to the elements, when a rain event occurs it can result in the bales being spoiled and not fit for animal consumption. It was assumed that due to the current arrangements, 2.5% of all bales are impacted each year, at a cost of \$112 per bale (as per the current contract price provided by Central Highlands Regional Council).

Reduced Disposal and Clean-up Cost from Hay Loss

Due to the loss of hay from weather events, the spoiled hay needs to be disposed of by council staff. This includes collecting the spoiled bales, transporting them, and disposing of them as mulch in council gardens. It has been assumed that on average two council staff spend one-hour removing spoiled hay bales, and disposing of them each week. Based off the hourly cost recovery rate for saleyard staff, it was assumed that the council cost for disposal was \$56.72 per person per hour. It should be noted this is based off an average across the year. It is possible that over some weeks council staff are not required to remove any bales, whilst in other weeks council staff may spend several hours disposing of spoiled hay.

Decreased Lost Time Due to Extreme Weather Events

It was identified that the saleyard operations continue no matter the weather, with the exception of extreme electrical storm events. It has been assumed that there are five extreme weather events each year, which result in the scale house operations being suspended, with each weather event closing the facility for four hours. This subsequently means that the two staff at the saleyards are unproductive during this time.

Increased Productivity Associated with New Roofing

The current scale house is not covered and is exposed to the elements. Given the Saleyard's obligations under animal welfare, no matter what the temperature is within the yards, staff must continue to get the cattle processed and off the concreted areas. As a result of this, in many instances operations should have been suspended due to workplace health and safety issues, however, animal welfare issues are placed above these. With the establishment of a new roof over the scale house area, it was assumed that a 1.5% productivity increase per hour would be realised through the roofing being installed. This productivity increase was applied to the 2,800 annual total number of staff hours at the saleyards, and the cost recovery fee for saleyard staff of \$39.12 per hour.

Increased Throughput from Increased Capacity

As a result of the new spelling yards being constructed, resulting in an increased capacity at the saleyards, it was assumed that the number of cattle passing through would increase by 5% above what would have previously been seen should the expansion of the spelling yards not occur (based off the average cattle throughout over the past three years). As a result of the increase, there will be a \$9.10 per head increase in fees payable from the increased throughput.

Improved Livestock Management

The new spelling yards are likely to increase the level of animal welfare for cattle while within the saleyards. It has been assumed that due to the new spelling yards being constructed, the level of animal welfare will increase, resulting in the cattle being able to maintain a higher weight while at the saleyards. It has been assumed that each beast would result in an average increased weight of 1kg per beast while at the saleyards prior to sale. It has also been assumed that the average sale price per head is \$2.00 per kilo.

7.2.3 Results

Based off the identified project costs, and benefits the following results were identified for Option One for the Emerald Saleyards.

Table 13: Cost-Benefit Analysis Results – Option One Scale house roof

Indicator	4%	7%	10%
Present Value of Benefits	\$2,015,378	\$1,416,085	\$1,051,201
Present Value of Costs	\$1,016,564	\$891,752	\$807,972
Net Present Value	\$998,813	\$524,333	\$243,229
Benefit Cost Ratio	1.98	1.59	1.30
Internal Rate of Return	14.6%		

Option Two for the Emerald Saleyards development is below.

Table 14: Cost-Benefit Analysis Results – Option Two New Dump Ramp

Indicator	4%	7%	10%
Present Value of Benefits	\$5,995,122	\$4,212,414	\$3,126,996
Present Value of Costs	\$2,382,324	\$2,216,737	\$2,085,326
Net Present Value	\$3,612,797	\$1,995,677	\$1,041,670
Benefit Cost Ratio	2.52	1.90	1.50
Internal Rate of Return	16.6%		

As can be seen in the above tables, both options result in a positive economic impact, with BCR's greater than one at the 7% discount rate. Option two records the largest benefit based off the capital expenditure, with an internal rate of return of 16.6%, higher than option one's internal rate of return of 14.6%.

7.2.4 Sensitivity Analysis

Sensitivity analysis on the results of the cost-benefit analysis has been conducted on the construction price for the options. For the purpose of this assessment, the sensitivity analysis has been assessed on the downside construction risk and examining the impact of an increase in capital costs of 10% and 20% above what has been provisioned for. The table below provides the results of sensitivity testing with a 10% increase in capital expenditure across the life of the project (capital expenditure, maintenance, and refurbishment).

Table 15: Sensitivity Analysis, 10% Capital Expenditure Increase

Indicator	4%	7%	10%
Option 1 NPV	\$897,157	\$435,158	\$162,432
Option 1 BCR	1.80	1.44	1.18
Option 2 NPV	\$3,374,565	\$1,774,003	\$833,137
Option 2 BCR	2.29	1.73	1.36

The table below provides the results of sensitivity testing with a 20% increase in capital expenditure across the life of the project (capital expenditure, maintenance, and refurbishment).

Table 16: Cost Sensitivity Analysis, 20% Capital Expenditure Increase

Indicator	4%	7%	10%
Option 1 NPV	\$795,500	\$345,983	\$81,635
Option 1 BCR	1.65	1.32	1.08
Option 2 NPV	\$3,136,333	\$1,552,330	\$624,605
Option 2 BCR	2.10	1.58	1.25

7.3 Market Sounding

GHD has contacted contractors and suppliers recommended by CHRC Saleyards Management in relation to all four (4) proposed projects. All Contractors were keen to be involved in the supply of materials and construction phases when these projects proceed. They offered useful information in regards to the scope of work required and potential issues.

These Contractors have carried out work recently or currently at the Emerald Saleyards and some provided indicative cost estimates for the materials and construction required for the proposed projects. These costs have been input into the Cost Estimates in Appendix G.

7.4 Legislative Approval Issues

A desktop environmental and planning review of the project has been undertaken to identify the legislative approval requirements. The findings are summarised as follows, with the full review available in Appendix A.

7.4.1 Environmental Requirements

The Emerald Saleyards is an existing facility where environmental risks are currently managed (such as stormwater controls) and the proposed upgrades present a minor environmental risk. However, during detailed design, if waste soil (e.g. from excavations) is to be removed from site a Soil Disposal Permit may be required from the Department of Environment and Science.

The proposed spelling yards upgrade is within a property that has been subject to some historical disturbance. There are no mapped waterways or vegetation communities within the property. The environmental risks associated with the spelling yards are stormwater management and social (proximity of the spelling yards to residences).

7.4.2 Planning Requirements

The Planning Act 2016 and the Central Highlands Regional Council Planning Scheme (2016) were reviewed. The categories of assessable development and applicability to the project are outlined as follows:

- Material change of use:
 - Although the Emerald Saleyards are not currently governed by a development approval the proposed upgrades within the Saleyards do not trigger a material change of use.
 - The spelling yards will likely require a material change of use application due to the 'undefined use' categorisation under the Planning Scheme. An application for impact assessable development is required which includes addressing the relevant State Development Assessment Provisions (including State-transport). CHRC will be assessment manager with DSDMIP acting as the referral agency.
- Operational work:
 - If undertaken by state government or council then operational works is not an assessable development (i.e. does not trigger approval); however, the Emerald Saleyards are a commercial business and as such operational works is defined by CHRC as assessable development.
 - The consideration of State-transport will be required (as per the State Development Assessment Provisions). CHRC will be assessment manager with DSDMIP (Planning) acting as the referral agency.
- Building work:
 - It is considered that the roofed area, dump ramp and hay shed will require Building Works approval. These can be obtained through a Builder Certifier.
- Reconfiguration of lot:
 - May be required for the spelling yards, this will depend upon the process of land acquisition or purchase that is undertaken.

In addition, the upgrades propose to include a new cattle entry to the spelling yards over the railway. This will require a Wayleave to be sought from the appropriate rail authority. This process can take months, and aspects to be considered include (but are not limited to) continued operation of the railway and stormwater impacts (such as will the development increase stormwater entering the railway line).

7.5 Government Policy Issues

The proposed four (4) Emerald Saleyards Projects align with Local and State Government Policies, as outlined in Section 3.7 – Strategic Alignment.

7.6 Regulatory Issues

Regulatory Issues have generally been addressed in previous Section 7.4.

The two (2) key regulatory issues which the projects proposed will address are:

- Work Health and Safety (WH&S) and;
- Animal Welfare Legislation.

7.7 Public Interest Assessment

During the course of this report, a number of additional interested parties have been identified. The initial list of Stakeholders in Section 3.4 has therefore been expanded as outlined in Table 13 below. A number of these parties below have already been consulted for this Preliminary Evaluation, however, all the below Stakeholders should be consulted further at the next Business Case stage.

Table 17: Stakeholder Interest

Stakeholder Category	Interest in the Project
Aurizon	As the owner of the rail corridor that the spelling yards project must cross, Aurizon has a high level of project interest.
Central Highlands Regional Council	Key beneficiary of the project.
Department of Transport and Main Roads	Interest in additional truck traffic around existing saleyard intersections and road networks.
CHRC – Planning	Interest surrounding the Spelling yards project will involve expectations from the CHRC to approve the MCU.
CHRC – Development	CHRC will want to ensure a positive outcome for Emerald and community from economic benefits.
CHRC – Waste Transfer Station	The potential spelling yard bordering the Waste Transfer Station and impact of heavy machinery close to spelled cattle yields a high project interest.
Emerald Showgrounds Association	The showgrounds association will have a high interest in the noise, amenity and property impacts.
Adjacent stakeholders – Hogans Road	Residents will have a high interest in the project impacts. Impacts such as noise, amenity, property impacts and property values.

Adjacent stakeholders – Daniels Street	Businesses interest will be from additional truck noise with parked vehicles blocking business access potentially reduced.
Residents and action groups	Residents and local action groups will have a general interest in Emerald and its economic prosperity; including any social and financial impacts on surrounding residents.

8. Procurement Strategies

8.1 General Strategy

The proposed Projects are relatively minor in nature. The combined estimated costs of all four (4) projects is just over \$2M. Therefore, alternative delivery methods such as PPP, Construction Management, Managing Contractor and Project Alliance are not considered appropriate and have not been investigated.

8.2 Traditional Delivery Methods

The preferred delivery methods shall be reviewed and confirmed at the next Business Case stage. However, these are likely to be of the following forms:

8.2.1 Scale house Roof

This project is most suited to Design and Construct. (D&C) However, it will need to be well documented to show the general arrangement required (eg concept/sketch drawings, post locations preferred, services etc) and operational and installation constraints and extent of designs by each party.

The main roof structure will then be Design and Construct by the Contractor to match the client-preferred arrangement. We note that the one supplier who provided a D&C cost estimate requested that CHRC provide the footing design and construction separately.

8.2.2 New Dump Ramp

This project is also best suited to Design and Construct given that the dump ramp is proprietary equipment. The Principal will provide location, layouts etc for the Contractor to develop up their designs.

8.2.3 Spelling Yards

This Project is best suited to construct only. The Contractor will provide proprietary fencing and gates, so the Principal's designs may require minor amendment by the Contractor to reflect this.

As well as the location, layout drawings, the Principal will provide designs for the water supply and irrigation systems for dust suppression.

8.2.4 Hay Shed

The Principal will likely supply the site plan and civil designs including levels for the building pad and hardstand area. As part of their Shed D&C scope, the Contractor will arrange the design and construction of the actual hay shed to sit on the building pad.

8.3 General

The following are comments regarding the Delivery Methods:

The Delivery methods outlined in Section 8.2 above are preliminary only and may require adjustment as these project/s evolve.

Due to the tight site constraints, services and requirements, full Design and Construct with little input by the Principal (CHRC) would likely be a high-risk approach. It is recommended that for any delivery model that the Principal at least develop up surveys, site and services plans, concept sketch drawings and a rigorous performance specification to ensure that they get:

- The product that they want.
- In the correct location and with the associated tie-ins.
- With minimal cost variations to the Contract.

It is noted that the four (4) proposed projects have been considered as “stand-alone” due to the different suppliers of the main structures/equipment. A scenario that would combine the four projects into one single construction contract has not been considered at this early stage.

9. Project Organisation and Governance

The proposed structure is illustrated in Figure 11 below:

Business Case Organisation Chart

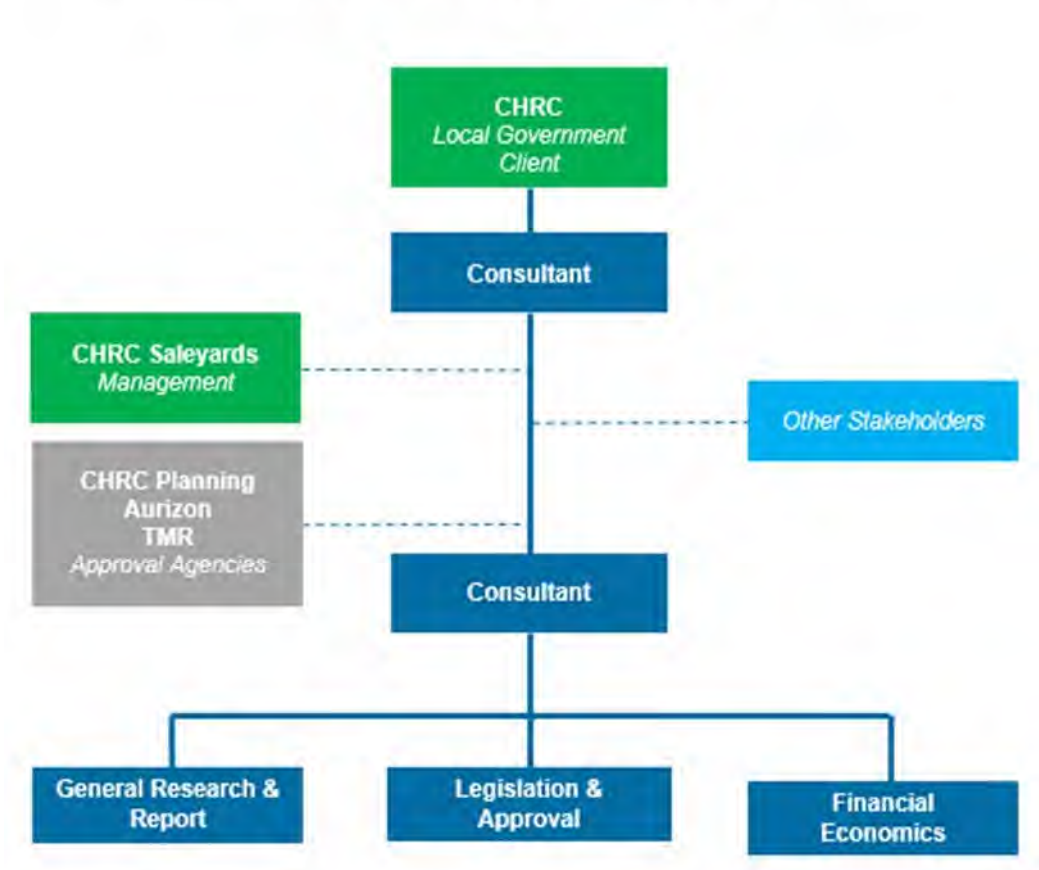


Figure 11: Business Case Organisation Chart

10. Business Case Plan and Budget

10.1 General

Due to the relatively small size of the four (4) projects, much of the information developed during this Preliminary Evaluation will be re-used within the next approval stages. The Business Case will review this PE information for applicability, expand or supplement where necessary and update costs.

10.2 Risks and Costs

For these Projects, the main aims of the Business case are:

- Investigate the key or unusual project risks and develop mitigation to a level that it can be suitably quantified;
- Adjust the Cost Estimates to reflect allowance for the above, and;
- Re-analyse the Financial inputs to demonstrate that the project remains viable.

All risks will require review and updating at the Business Case Stage, however, the following are most likely to impact costs and financial viability:

- *Scale house Roof* – Construction Access and Constructability – costs may increase.
- *Spelling yards* – Approvals, being Aurizon Crossing and the Council MCU Application. The latter may trigger objections from local residents, and other upgrade requirements from agencies.

Note that Approvals are potential “Showstoppers” therefore Preliminary Advice should be obtained from the relevant Authorities at the Business Case Stage.

10.3 Procedure

The Procedure for conducting the Business Case (BC) shall be generally in accordance with the Project Assessment Framework document – “Business Case Development” and will include:

- Procure a Consultant for the BC Stage.
- Prepare a Project Implementation Plan (PIP) for conducting this Business Case.
- Review of this Preliminary Evaluation (PE) Report and Information.
- Confirm the Outcome Sought (Section 4 of this PE report).
- Confirm the Project Options and Delivery Models (Sections 5, 6 and 8 of this PE Report).
- Conduct detailed analysis of Options. This is largely completed in this PE Report. The updated analysis should include consideration of the updated risks, including those in Section 10.2 above, closer consideration of the regulatory issues (Section 7.6) and Public Interest review with the updated Stakeholder list in Section 7.7.
- Develop a Project Implementation Plan for the Remaining Stages of the project Life with the contents as per Section 2.5 of the PAF Guideline document. Key is the Funding Framework.
- Seek Approval to Proceed.

10.4 Governance and Resources

Governance and Recourses required for the next Business Case Stage are illustrated in Figure 11 in Section 9.

10.5 Budget

A Budget Estimate for the Business Case is:

Consultant	\$60,000
CHRC and DILGIP	\$40,000
Total	\$100,000 + GST

10.6 Program

A program to proceed to the Business Case stage is as follow:

Table 18: Business Case – Indicative Program

Milestone Description	Due Date
Completion of PE	04/07/2018
Procure Consultant (2.5M)	16/11/2018
Implementation Plan (3W)	07/12/2018
Options Development (8W)	15/02/2019
Benefits Management Plan (3W)	07/03/2019
Options Evaluation (4W)	05/04/2019
Business Case (Draft) (4W)	26/04/2019
Final Report (4W)	24/05/2019

11. Recommendations and Conclusions

GHD concludes that these four (4) projects have demonstrated preliminary financial viability, as well as addressing issues of WHS, OHS, and overall saleyards capacity limitations.

We, therefore, recommend that these projects be progressed to Business Case stage.

Prior to progressing to Business Case we recommend that the risks in Section 10.2 require further evaluation. In particular, risks around approvals for the Spelling yards need progressing to ensure there are no “show-stoppers”.

Appendices

Appendix A – Emerald Saleyards Environment and Planning Review

Appendix B - Saleyards Project Layout Plans

Appendix C – Estimate of Cost



Item 1 - Schedule of Quantities for Scalehouse Roof at Emerald Saleyards

GHD has prepared this Schedule of Quantities set out below using information reasonably available to the GHD employee(s) who prepared it; and based on assumptions and judgments made by GHD. The schedule presented have been developed for the purposes of comparing tenderers and may be used for preliminary budgeting. The accuracy of the schedule is not expected to be better than about $\pm 30\%$ for the items described in this schedule.

Note: All costs are excluding G.S.T unless stated otherwise

1	PRELIMINARIES	\$10,000
2	SITE ESTABLISHMENT	\$12,000
3	STRUCTURES	\$167,000
4	ELECTRICAL INSTALLATIONS	\$13,000
5	MISCELLANEOUS ITEMS	\$5,000
6	PROVISIONAL ITEMS	\$0
	SUB TOTAL	\$207,000
	PRINCIPAL's COSTS (15%)	\$31,050
	CONTINGENCY (+ 30%)	\$62,100
	SUB TOTAL	\$300,150
	10% G.S.T	\$30,015
	GRAND TOTAL (INCLUDING G.S.T)	\$330,165



Item 1 - Schedule of Quantities for Scalehouse Roof at Emerald Saleyards

GHD has prepared this Schedule of Quantities set out below using information reasonably available to the GHD employee(s) who prepared it; and based on assumptions and judgments made by GHD. The schedule presented have been developed for the purposes of comparing tenderers and may be used for preliminary budgeting. The accuracy of the schedule is not expected to be better than about $\pm 30\%$ for the items described in this schedule.

Item	Description	Unit	Quantity	Unit Rate	Amount
1	PRELIMINARIES				
	Establish, insurances, safety, testing etc	Item	1	10,000	10,000
	Sub-Total (excl GST)				10,000
2	SITE ESTABLISHMENT				
2.1	Clearing and grubbing				
2.1.1	General Minor Clearing	Item	1	2,000	2,000
2.2	Demolition				
2.2.1	Prov Allowance to Demolish and reinstate fences or paths at column clashes.	Item	1	5,000	5,000
2.3	Earthworks				
2.3.1	Prov allowance minor earthworks around columns, cutting existing slabs etc	Item	1	5,000	5,000
	Sub-Total (excl GST)				12,000
3	STRUCTURES				
3.1	New Roof Structure				
3.1.1	New Roof Structure incl standard erection (supply, deliver and install)	Item	1	110,000	110,000
3.1.2	Prov Extra over for limited access, interruption from operations etc	Item	1	25,000	25,000
3.1.3	Unloading	Item	1	7,000	7,000
3.1.4	Footings	Item	1	25,000	25,000
	Sub-Total (excl GST)				167,000
4	ELECTRICAL INSTALLATIONS				
4.1	Electrical Services				
4.1.1	Power supply	Item	1	3,000	3,000
4.1.2	Install lighting	Item	1	10,000	10,000
	Sub-Total (excl GST)				13,000
5	MISCELLANEOUS ITEMS				
5.1.1	Council Fees - Building Application and Certifier	Item	1	5,000	5,000
	Sub-Total (excl GST)				5,000
6	PROVISIONAL ITEMS				
6.1.1		Item	0	1	0
6.1.2		Item	0	1	0
	Sub-Total (excl GST)				0

SUB - TOTAL (excl GST) 207,000

Project Management, Survey, Q-Leave and other PRINCIPAL's COSTS (15%) 31,050

CONTINGENCY (+ 30%) 62,100

SUB TOTAL (With Contingency) 300,150

10% GST 30,015

Grand TOTAL (incl GST) 330,165



Item 2 - Schedule of Quantities for Additonal Dump Ramp at Emerald Saleyards

GHD has prepared this Schedule of Quantities set out below using information reasonably available to the GHD employee(s) who prepared it; and based on assumptions and judgments made by GHD. The schedule presented have been developed for the purposes of comparing tenderers and may be used for preliminary budgeting. The accuracy of the schedule is not expected to be better than about $\pm 30\%$ for the items described in this schedule.

Note: All costs are excluding G.S.T unless stated otherwise

1	PRELIMINARIES	\$10,000
2	SITE ESTABLISHMENT	\$14,000
3	STRUCTURES	\$135,000
4	SERVICE INSTALLATIONS	\$31,000
5	MISCELLANEOUS ITEMS	\$0
6	PROVISIONAL ITEMS	\$0
	SUB TOTAL	\$190,000
	PRINCIPAL's COSTS (15%)	\$28,500
	CONTINGENCY (+ 30%)	\$57,000
	SUB TOTAL	\$275,500
	10% G.S.T	\$27,550
	GRAND TOTAL (INCLUDING G.S.T)	\$303,050



Item 2- Schedule of Quantities for Additonal Dump Ramp at Emerald Saleyards

GHD has prepared this Schedule of Quantities set out below using information reasonably available to the GHD employee(s) who prepared it; and based on assumptions and judgments made by GHD. The schedule presented have been developed for the purposes of comparing tenderers and may be used for preliminary budgeting. The accuracy of the schedule is not expected to be better than about $\pm 30\%$ for the items described in this schedule.

Item	Description	Unit	Quantity	Unit Rate	Amount
1	PRELIMINARIES				
	Establish, insurances, safety, testing etc	Item	1	10,000	10,000
	Sub-Total (excl GST)				10,000
2	SITE ESTABLISHMENT				
2.1	Clearing				
2.1.1	General Clearing	Item	1	2,000	2,000
2.2	Demolition				
2.2.1	Demolition of existing fencing etc around and re-instate	Item	1	10,000	10,000
2.3	Earthworks				
2.3.1	Ground preparation and new imported fill to construct pad	Item	1	2,000	2,000
	Sub-Total (excl GST)				14,000
3	STRUCTURES				
3.1	Equipment				
3.1.1	Supply and Installation of New Dump Ramp	Item	1	110,000	110,000
3.1.2	New concrete pathway	Item	1	10,000	10,000
3.1.3	New elevated steel walkways along trucks (If Ordered)	Item	1	15,000	15,000
	Sub-Total (excl GST)				135,000
4	SERVICE INSTALLATIONS				
4.1	Electrical				
4.1.1	electrical connection 50m to pit at existing ramp	Item	1	8,000	8,000
4.1.2	Lighting - 2 x MV floodlights	Item	1	20,000	20,000
4.2	Water Supply				
4.2.1	Extend water supply and new tap (If ordered)	Item	1	3,000	3,000
	Sub-Total (excl GST)				31,000
5	MISCELLANEOUS ITEMS				
5.1.1		lm	0	1	0
5.1.3		m2	0	1	0
	Sub-Total (excl GST)				0
6	PROVISIONAL ITEMS				
6.1.1		Item	0	1	0
6.1.2		lm	0	1	0
	Sub-Total (excl GST)				0

SUB - TOTAL (excl GST) 190,000

Project Management, Survey, Q-Leave and other PRINCIPAL's COSTS (15%) 28,500

CONTINGENCY (+ 30%) 57,000

SUB TOTAL (With Contingency) 275,500

10% GST 27,550

Grand TOTAL (incl GST) 303,050



Item 3 - Schedule of Quantities for Spelling Yards at Emerald Saleyards

GHD has prepared this Schedule of Quantities set out below using information reasonably available to the GHD employee(s) who prepared it; and based on assumptions and judgments made by GHD. The schedule presented have been developed for the purposes of comparing tenderers and may be used for preliminary budgeting. The accuracy of the schedule is not expected to be better than about $\pm 30\%$ for the items described in this schedule.

Note: All costs are excluding G.S.T unless stated otherwise

1	PRELIMINARIES	\$15,000
2	SITE ESTABLISHMENT	\$62,500
3	STRUCTURES	\$568,500
4	ACCESS	\$73,000
5	SERVICES	\$110,000
6	PROVISIONAL ITEMS	\$40,000
	SUB TOTAL	\$869,000
	PRINCIPAL's COSTS (20%)	\$173,800
	CONTINGENCY (+ 30%)	\$260,700
	SUB TOTAL	\$1,303,500
	10% G.S.T	\$130,350
	GRAND TOTAL (INCLUDING G.S.T)	\$1,433,850



Item 3 - Schedule of Quantities for Spelling Yards at Emerald Saleyards

GHD has prepared this Schedule of Quantities set out below using information reasonably available to the GHD employee(s) who prepared it; and based on assumptions and judgments made by GHD. The schedule presented have been developed for the purposes of comparing tenderers and may be used for preliminary budgeting. The accuracy of the schedule is not expected to be better than about ± 30% for the items described in this schedule.

Item	Description	Unit	Quantity	Unit Rate	Amount
1	PRELIMINARIES				
	Establishment, insurances, safety etc	Item	1	15,000	15,000
	Sub-Total (excl GST)				15,000
2	SITE ESTABLISHMENT				
2.1	Clearing and grubbing				
2.1.1	General Clearing and grubbing for fencelines and light undergrowth	Ha	3.5	5,000	17,500
2.2	Demolition				
2.2.1	Demolition of existing old fences, remove rubbish and debris	Item	1	20,000	20,000
2.3	Earthworks				
2.3.1	Minor earthworks to fill hollows, trim to shape etc - Provisional	m3	500	50	25,000
	Sub-Total (excl GST)				62,500
3	STRUCTURES				
3.1	Concrete				
3.1.1	External 6 rail fencing	m	900	175	157,500
3.1.2	Internal 3 rail + 3 wire fencing	m	1200	140	168,000
3.1.3	New gates	No	23	1,000	23,000
3.1.4	Gravel to corridors	m3	500	120	60,000
3.1.5	Extra over for 200 gravel in pens	m3	1600	100	160,000
	Sub-Total (excl GST)				568,500
4	ACCESS				
4.1	Rail Crossing				
4.1.1	New concrete crossing over rail line	Item	1	25,000	25,000
4.1.2	New corridor at existing yards including fence modifications and concrete base	Item	1	20,000	20,000
4.1.3	Concrete path into new spelling yards middle corridor	Item	1	18,000	18,000
4.2	Roads Access				
4.2.1	Construct minor access off Council internal western road	Item	1	5,000	5,000
4.2.2	Upgrade access track from the east	Item	1	5,000	5,000
	Sub-Total (excl GST)				73,000
5	SERVICES				
5.1.1	Water supply extend (thru culvert in rail reserve, add pump, power supply)	Item	1	25,000	25,000
5.1.2	Poly reticulation to supply troughs	m	900	50	45,000
5.1.3	Supply and install troughs	No	20	1,000	20,000
5.1.4	Supply and install sprinklers	No	20	1,000	20,000
	Sub-Total (excl GST)				110,000
6	PROVISIONAL ITEMS				
6.1.1	Aurizon fees	Item	1	20,000	20,000
6.1.2	Aurizon requirements (Provisional - to be determined)	item	1	20,000	20,000
	Sub-Total (excl GST)				40,000

SUB - TOTAL (excl GST) 869,000

Designs, Project Management, Q-Leave and other PRINCIPAL's COSTS (20%) 173,800

CONTINGENCY (+ 30%) 260,700

SUB TOTAL (With Contingency) 1,303,500

10% GST 130,350

Grand TOTAL (incl GST) 1,433,850



Item 4 - Schedule of Quantities for Hay Shed at Emerald Saleyards

GHD has prepared this Schedule of Quantities set out below using information reasonably available to the GHD employee(s) who prepared it; and based on assumptions and judgments made by GHD. The schedule presented have been developed for the purposes of comparing tenderers and may be used for preliminary budgeting. The accuracy of the schedule is not expected to be better than about $\pm 30\%$ for the items described in this schedule.

Note: All costs are excluding G.S.T unless stated otherwise

1	PRELIMINARIES	\$10,000
2	SITE ESTABLISHMENT	\$41,400
3	STRUCTURES	\$45,000
4	ELECTRICAL INSTALLATIONS	\$0
5	MISCELLANEOUS ITEMS	\$0
6	PROVISIONAL ITEMS	\$0
	SUB TOTAL	\$96,400
	PRINCIPAL's COSTS (15%)	\$14,460
	CONTINGENCY (+ 30%)	\$28,920
	SUB TOTAL	\$139,780
	10% G.S.T	\$13,978
	GRAND TOTAL (INCLUDING G.S.T)	\$153,758



Item 4 - Schedule of Quantities for Hay Shed at Emerald Saleyards

GHD has prepared this Schedule of Quantities set out below using information reasonably available to the GHD employee(s) who prepared it; and based on assumptions and judgments made by GHD. The schedule presented have been developed for the purposes of comparing tenderers and may be used for preliminary budgeting. The accuracy of the schedule is not expected to be better than about $\pm 30\%$ for the items described in this schedule.

Item	Description	Unit	Quantity	Unit Rate	Amount
1	PRELIMINARIES				
	Establish, insurances, safety, testing etc	Item	1	10,000	10,000
	Sub-Total (excl GST)				10,000
2	SITE ESTABLISHMENT				
2.1	Clearing and grubbing				
2.1.1	General Clearing and grubbing	Item	1	5,000	5,000
2.2	Demolition				
2.2.1	Demolition minor	Item	1	2,000	2,000
2.2.2	Demolish existing open drain and culvert under Building. Re-locate to new drain behind building	Item	1	20,000	20,000
2.3	Earthworks				
2.3.1	Ground preparation and provide gravel select fill platform to shed and unloading area	m3	120	120	14,400
	Sub-Total (excl GST)				41,400
3	STRUCTURES				
3.1	Concrete				
3.1.1	New 12x18 shed - Supply only (incl markup)	Item	1	25,000	25,000
3.1.2	Installation of Shed	Item	1	20,000	20,000
	Sub-Total (excl GST)				45,000
4	SERVICES INSTALLATIONS				
4.1	Electrical				
4.1.1	None required - CHRC advice	Item	0	1	0
4.2	Water Supply				
4.2.1	Not Required - CHRC advice	Item	0	1	0
	Sub-Total (excl GST)				0
5	MISCELLANEOUS ITEMS				
	Sub-Total (excl GST)				0
6	PROVISIONAL ITEMS				
6.1.1		Item	0	1	0
6.1.2		lm	0	1	0
	Sub-Total (excl GST)				0

SUB - TOTAL (excl GST) 96,400

Project Management, Survey, Q-Leave and other PRINCIPAL's COSTS (15%) 14,460

CONTINGENCY (+ 30%) 28,920

SUB TOTAL (With Contingency) 139,780

10% GST 13,978

Grand TOTAL (incl GST) 153,758

Appendix D – Benefit Management Plan

Strategic alignment with Emerald Saleyards Master Plan	Project Objectives	Key Benefit	Planned Outcome	Measure	Baseline (Base case)	Baseline data period (Base Case)	Target for 2049 (Project Case)	Benefit realised: Difference between Baseline and actual (at time of measure)	Data Sources	Data availability	Resp. Officer - Measurement	
Chapter 5: The need to improve the OHS&S and animal welfare facets of the yards to fall into line with current legislation	Item 1: Provide a safer work environment	Improved safety outcomes	Improved productivity of workers	Worker productivity (number of staff in CHRC budget for Saleyards labour)	2.4 F.T.	2017/2018	2 F.T.		Central Highlands Regional Council	-	N/A	
			Improved safety outcomes for workers	Incidents in lost time injury register		2017/2018	0 lost time injuries		Central Highlands Regional Council	-	N/A	
			Improved level of animal welfare	Average weight of cattle whilst in spelling yards	Current recorded weights of cattle before/after spelling	2017/2018	0.2% weight increase post spelling		Emerald Livestock Selling Association	-		
Chapter 4: The capacity of the current yards and the expected capacities for the future	Item 2: Promote a greater level of efficiency and volume when unloading cattle	Improved cattle throughput										
Chapter 2: The lack of and deteriorating condition of the delivery and buyers pens and the operations improving the design of these yards to target agistment/clearance operations of cattle to generate further income for the CHRC			Improved efficiency in unloading	Time taken for operators to unload cattle	30 minutes	2018	10 minute reduction per truck		Emerald Livestock Selling Association	Manager estimation from prior knowledge.		
				Average waiting time of last truck in queue	1 hour 15 minutes	2018	30 minute reduction for last truck		Emerald Livestock Selling Association	3 trucks in queue with 10min saving per truck.		
			Reduced urban impact from truck wait times	Increased cattle turnover	Average number of cattle unloaded	90,234/annum	2016/2017	5% increase		Central Highlands Regional Council		Council Webpage
	Item 3: Maximise holding yard capacity	Improved holding yard capacity										
			Increased income stream	Annual income	\$1,022,645 total sales revenue.	2016/2017	5% increase		Central Highlands Regional Council	Council Webpage		
	Item 4: Reduce feed losses from weather damage	Improved feed losses	Reduced amount of hay damaged by weather events	Percentage of bales spoiled per year	2.5%	2018	0%		Central Highlands Regional Council	-		
			Reduced disposal and clean-up cost from hay loss	Annual spend on disposal and clean-up	Est. \$6,000 per year	2018	\$0		Central Highlands Regional Council	Council Webpage – Saleyard operator fees (+45%).	N/A	

www.ghd.com

GHD
36 Borilla Street
Emerald Q 4720
T: 0749 731600 F: 0749 726236 E: gltmail@ghd.com

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[https://projects.ghd.com/oc/nqoc/maturingtheinfrastru/Delivery/Documents/4220347-IMP_Emerald Saleyards Preliminary Evaluation Rev 0.docx](https://projects.ghd.com/oc/nqoc/maturingtheinfrastru/Delivery/Documents/4220347-IMP_Emerald%20Saleyards%20Preliminary%20Evaluation%20Rev%200.docx)

Document Status

Revision	Author	Reviewer		Approved for Issue		
		Name	Signature	Name	Signature	Date
A	s47F					09/07/2018
B						08/08/2018



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Emerald Saleyards Expansion & Upgrade

Construction Phase

Impact Report for Central Highlands (R)

Impact Scenario

Industry Sector	Direct Change Jobs	Direct Change Output (\$M)
Construction		\$2.022

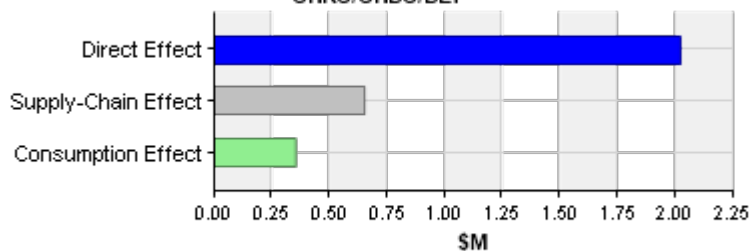
Impact on Output

From a direct increase in output of \$2.022 million it is estimated that the demand for intermediate goods and services would rise by \$0.653 million. This represents a Type 1 Output multiplier of 1.323. These supply-chain effects include multiple rounds of flow-on effects, as servicing sectors increase their own output and demand for local goods and services in response to the direct change to the economy.

The increases in direct and indirect output would typically correspond to the creation of jobs in the economy. Corresponding to this change in employment would be an increase in the total of wages and salaries paid to employees. A proportion of these wages and salaries are typically spent on consumption and a proportion of this expenditure is captured in the local economy. The consumption effects under this scenario are estimated at \$0.353 million.

Total output, including all direct, supply-chain and consumption effects is estimated to increase by up to \$3.028 million. This represents a Type 2 Output multiplier of 1.497.

Impact Output Total - Central Highlands (R) (2017 Release 4) - CHRC/CHDC/DET



Impact on Employment

From a direct increase in output of \$2.022 million the corresponding creation of direct jobs is estimated at 4 jobs. From this direct expansion in the economy, flow-on supply-chain effects in terms of local purchases of goods and services are anticipated, and it is estimated that these indirect impacts would result in the gain of a further 2 jobs. This represents a Type 1 Employment multiplier of 1.500.

The increase in direct and indirect output and the corresponding creation of jobs in the economy are expected to result in an increase in the wages and salaries paid to employees. A proportion of these wages and salaries are typically spent on consumption and a proportion of this expenditure is captured in the local economy. The consumption effects under this scenario are estimated to further boost employment by 1 job.

Total employment, including all direct, supply-chain and consumption effects is estimated to increase by up to 7 jobs. This represents a Type 2 Employment multiplier of 1.750.

Impact Employment Total - Central Highlands (R) (2017 Release 4) - CHRC/CHDC/DET

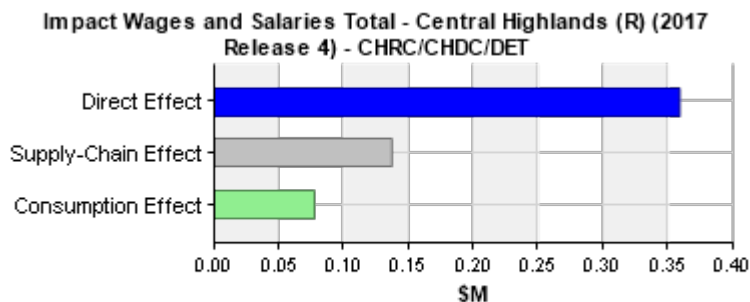


Impact on Wages and Salaries

From a direct increase in output of \$2.022 million it is estimated that direct wages and salaries would increase by \$0.359 million. From this direct expansion in the economy, flow-on supply-chain effects in terms of local purchases of goods and services are anticipated, and it is estimated that these indirect impacts would result in the gain of a further 2 jobs and a further increase in wages and salaries of \$0.137 million. This represents a Type 1 Wages and Salaries multiplier of 1.382.

The increase in direct and indirect output and the corresponding creation of jobs in the economy are expected to result in an increase in the wages and salaries paid to employees. A proportion of these wages and salaries are typically spent on consumption and a proportion of this expenditure is captured in the local economy. The consumption effects under this scenario are expected to further boost employment in sectors such as retail therefore further increasing wages and salaries by \$0.077 million.

Total wages and salaries, including all direct, supply-chain and consumption effects is estimated to increase by up to \$0.573 million. This represents a Type 2 Wages and Salaries multiplier of 1.597.

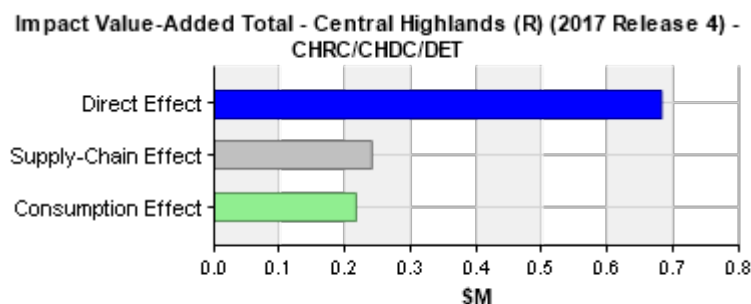


Impact on Value-Added

From a direct increase in output of \$2.022 million the corresponding increase in direct value-added is estimated at \$0.682 million. From this direct expansion in the economy, flow-on supply-chain effects in terms of local purchases of goods and services are anticipated, and it is estimated that these indirect impacts would result in a further increase to value-added of \$0.240 million. This represents a Type 1 Value-added multiplier of 1.352.

The increase in direct and indirect output and the corresponding boost to jobs in the economy are expected to result in an increase in the wages and salaries paid to employees. A proportion of these wages and salaries are typically spent on consumption and a proportion of this expenditure is captured in the local economy. The consumption effects under this scenario are expected to further boost value-added by \$0.216 million.

Total value-added, including all direct, supply-chain and consumption effects is estimated to increase by up to \$1.138 million. This represents a Type 2 Value-added multiplier of 1.669.



Impact Summary

Impact Summary	Direct Effect	Supply-Chain Effect	Consumption Effect	Total Effect	Type 1 Multiplier	Type 2 Multiplier
Output (\$M)	\$2.022	\$0.653	\$0.353	\$3.028	1.323	1.497
Employment (Jobs)	4	2	1	7	1.500	1.750
Wages and Salaries (\$M)	\$0.359	\$0.137	\$0.077	\$0.573	1.382	1.597
Value-added (\$M)	\$0.682	\$0.240	\$0.216	\$1.138	1.352	1.669

Emerald Saleyards Expansion & Upgrades After Construction & Ongoing Impact Summary Report for Central Highlands (R)

Impact Scenario

Industry Sector	Direct Change Jobs	Direct Change Output (\$M)
Livestock, Grains Other Agriculture		\$0.246

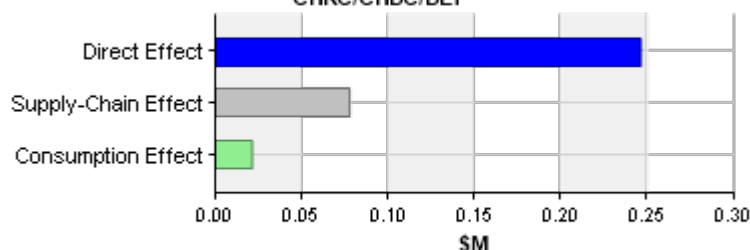
Impact on Output

From a direct increase in output of \$0.246 million it is estimated that the demand for intermediate goods and services would rise by \$0.078 million. This represents a Type 1 Output multiplier of 1.316. These supply-chain effects include multiple rounds of flow-on effects, as servicing sectors increase their own output and demand for local goods and services in response to the direct change to the economy.

The increases in direct and indirect output would typically correspond to the creation of jobs in the economy. Corresponding to this change in employment would be an increase in the total of wages and salaries paid to employees. A proportion of these wages and salaries are typically spent on consumption and a proportion of this expenditure is captured in the local economy. The consumption effects under this scenario are estimated at \$0.021 million.

Total output, including all direct, supply-chain and consumption effects is estimated to increase by up to \$0.345 million. This represents a Type 2 Output multiplier of 1.403.

Impact Output Total - Central Highlands (R) (2017 Release 4) -
CHRC/CHDC/DET



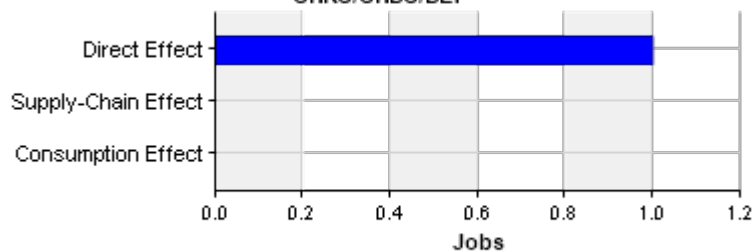
Impact on Employment

From a direct increase in output of \$0.246 million the corresponding creation of direct jobs is estimated at 1 job. From this direct expansion in the economy, flow-on supply-chain effects in terms of local purchases of goods and services are anticipated, and it is estimated that these indirect impacts would result in the gain of a further 0 jobs. This represents a Type 1 Employment multiplier of 1.000.

The increase in direct and indirect output and the corresponding creation of jobs in the economy are expected to result in an increase in the wages and salaries paid to employees. A proportion of these wages and salaries are typically spent on consumption and a proportion of this expenditure is captured in the local economy. The consumption effects under this scenario are estimated to further boost employment by 0 jobs.

Total employment, including all direct, supply-chain and consumption effects is estimated to increase by up to 1 job. This represents a Type 2 Employment multiplier of 1.000.

Impact Employment Total - Central Highlands (R) (2017 Release 4) -
CHRC/CHDC/DET

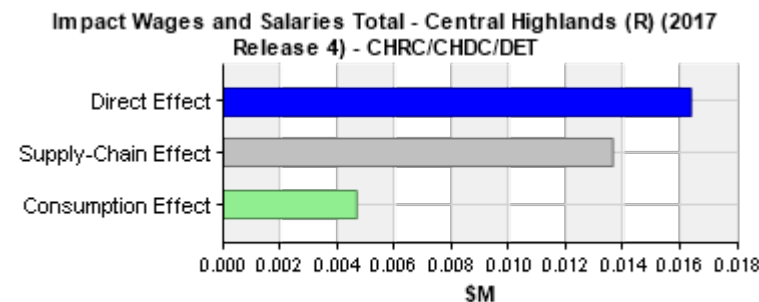


Impact on Wages and Salaries

From a direct increase in output of \$0.246 million it is estimated that direct wages and salaries would increase by \$0.016 million. From this direct expansion in the economy, flow-on supply-chain effects in terms of local purchases of goods and services are anticipated, and it is estimated that these indirect impacts would result in the gain of a further 0 jobs and a further increase in wages and salaries of \$0.014 million. This represents a Type 1 Wages and Salaries multiplier of 1.833.

The increase in direct and indirect output and the corresponding creation of jobs in the economy are expected to result in an increase in the wages and salaries paid to employees. A proportion of these wages and salaries are typically spent on consumption and a proportion of this expenditure is captured in the local economy. The consumption effects under this scenario are expected to further boost employment in sectors such as retail therefore further increasing wages and salaries by \$0.005 million.

Total wages and salaries, including all direct, supply-chain and consumption effects is estimated to increase by up to \$0.035 million. This represents a Type 2 Wages and Salaries multiplier of 2.119.

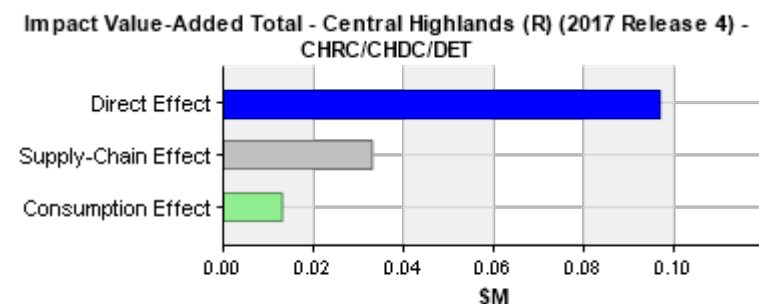


Impact on Value-Added

From a direct increase in output of \$0.246 million the corresponding increase in direct value-added is estimated at \$0.097 million. From this direct expansion in the economy, flow-on supply-chain effects in terms of local purchases of goods and services are anticipated, and it is estimated that these indirect impacts would result in a further increase to value-added of \$0.033 million. This represents a Type 1 Value-added multiplier of 1.341.

The increase in direct and indirect output and the corresponding boost to jobs in the economy are expected to result in an increase in the wages and salaries paid to employees. A proportion of these wages and salaries are typically spent on consumption and a proportion of this expenditure is captured in the local economy. The consumption effects under this scenario are expected to further boost value-added by \$0.013 million.

Total value-added, including all direct, supply-chain and consumption effects is estimated to increase by up to \$0.143 million. This represents a Type 2 Value-added multiplier of 1.476.



Impact Summary

Impact Summary	Direct Effect	Supply-Chain Effect	Consumption Effect	Total Effect	Type 1 Multiplier	Type 2 Multiplier
Output (\$M)	\$0.246	\$0.078	\$0.021	\$0.345	1.316	1.403
Employment (Jobs)	1	0	0	1	1.000	1.000
Wages and Salaries (\$M)	\$0.016	\$0.014	\$0.005	\$0.035	1.833	2.119
Value-added (\$M)	\$0.097	\$0.033	\$0.013	\$0.143	1.341	1.476

Disclaimer

All figures, data and commentary presented in this report are based on data sourced from the Australia Bureau of Statistics (ABS), most of which relates to the 2016, 2011, 2006 and 2001 Censuses.

Using ABS datasets and an input / output methodology industrial economic data estimates for defined geographic regions are generated.

This report is provided in good faith with every effort made to provide accurate data and apply comprehensive knowledge. However, REMPLAN does not guarantee the accuracy of data nor the conclusions drawn from this information. A decision to pursue any action in any way related to the figures, data and commentary presented in this report is wholly the responsibility of the party concerned. REMPLAN advises any party to conduct detailed feasibility studies and seek professional advice before proceeding with any such action and accept no responsibility for the consequences of pursuing any such action.

Document out of scope - publicly available (s22). Will not be included in pack.

Tourism thrives at Roma Saleyards thanks to retired graziers

ABC Western Old

By Andrea Crothers

Posted 25 Nov 2016, 4:02pm Fri 25 Nov 2016, 4:02pm



Photo: Retired grazier Geoff Thompson guides weekly tours through the Roma Saleyards. (Supplied: Martin Bunyard)

Livestock saleyards might not seem like a typical tourist destination, but catering to visitors is paying off in south-west Queensland.

Australia's largest selling centre, the Roma Saleyards, have catered for almost 3,500 visitors through guided tours in the past six months.

At its peak, 175 visitors toured the council-owned saleyards in one day.

The tours were introduced after retired graziers approached the Maranoa Regional Council with the idea a few years ago.

Councillor Peter Flynn is chairman of the Saleyards Advisory Committee, and said the result was a credit to the four knowledgeable volunteers who operated the tours.

"It's gone out of all proportion really. It's grown massively," Mr Flynn said.

EDUCATING VISITORS ABOUT BEEF INDUSTRY A PLUS

Tours take visitors through the day-to-day processes of the saleyards, guiding them onto the viewing platform while the selling is happening.

They also include a walk through the buyers' gallery and through the load-out process.

The free service operates at the Tuesday store sale and Thursday prime sale days, but guides also conduct tours on other days by request, even arranging for local livestock agents to provide mock auctions.

Cr Flynn said educating visitors about the beef industry was a major benefit of the tours.

"The tourists who come, they seem to have a reinvigoration as far as their expectations as to what happens at a saleyards," he said.

"I think a lot of people who come just haven't any idea as to what the processes at the saleyards are about."

He said the attraction was an example of value-adding to existing facilities in a town.

"Now [visitors] actually make sure they stay in town of a Monday or a Wednesday night to make sure they're in town for the tours that start at 8:30 on sales mornings," Cr Flynn said.



Photo: Visitors are encouraged to ask questions during the tours. (Supplied: Chris Fithall)

FORMER GRAZERS VOLUNTEER AS TOUR GUIDES

The volunteer tour guides are integral to the success of Roma Saleyards' tourism endeavour.

Former beef and sheep grazer Jim Scott had been doing camp oven cooking at the local caravan park when he was approached by fellow retiree Geoff Thompson to join the tour team.

While Mr Scott was admittedly "a little bit apprehensive at first", he now finds giving the tours "most enjoyable".

With visitors from around the world and of varying ages, Mr Scott said the guides encouraged questions to best inform the participants.

"The most common question is 'Which is the best steak?'" he said.

"This is a debatable question ... I could put half a dozen bull buyers in the ring and I'll ask them and they'll all have a different answer, so you make your choice.

"I really suggest to [the visitors], go and get friendly with your local corner butcher."

Visitors were also shocked by the cost of cattle sold through the saleyards compared to the price per kilogram of beef at the supermarket.

Mr Scott said he was driven by "getting through to people in our urban areas the real story of what actually happens in rural Australia".

"We try very hard to give people a personalised service," he said.

"For my mind it's reward enough just for people to stop in town an extra day just for our saleyards."

The Roma Saleyards success story comes as the Blackall-Tambo Regional Council, in central-west Queensland, looks to follow suit at its local selling centre.

The council has applied for funding to install a viewing platform over the Blackall Saleyards in a bid to improve safety, but also hope it may open the way for tourists too.

Reference from:

<https://www.abc.net.au/news/2016-11-25/tourism-thrives-at-roma-saleyards-thanks-to-retired-graziers/8058904>

Five Trends That Will Shape Experiential Travel in 2019

Experiential travel isn't particularly new. There's been growing demand around culinary travel, cultural exploration, and activity-based travel experiences for a number of years now. But the demand for experiential travel shows no signs of slowing down. Adventurers will continue to hunt for truly local and authentic experiences, whether that's the best food truck in Portland, the hidden beaches of Madagascar, or textile weaving classes in Peru — especially as these types of experiences grow more accessible thanks to our smartphones and the ever-increasing number of digital and mobile platforms that make traveling easier.

Here, we look at a few examples of what will drive experiential travel in 2019.

Culinary travel will continue to rise, largely thanks to Instagram: Food is an inherently social and emotional experience, making it an important pillar in experience-based travel. We expect to see more travelers plan their trips around food in 2019, whether that's food-based activities such as stomping wine grapes in Italy, seeking out the best dim sum in Hong Kong, or exploring the night markets of Singapore.

Social media — particularly Instagram — has helped food and drink-based experiences and destinations gain exposure. In 2019, we predict that you will be just as likely to see an Instagram post of a handmade Italian pasta dish as you are an Italian statue. It's important for destinations to understand the role of food and social media in travel — and their inherent opportunities.

“Insiders” will help travelers live like locals: Getting the authentic version of a place will be of growing importance to travelers in 2019. Travelers are eager for cultural experiences that are more interactive than gazing through the window of a tour bus. They want to know where the hidden gems are, and they want to connect with the local culture and people. Locals are offering insider tours, and global companies are partnering with local players to up their authenticity (and to tap into the tour guide market valued at \$7 billion, according to a November 2017 IBISWorld report). [Startups](#), [new partnerships](#), and seasoned players will jockey for a piece of the pie in 2019.

Websites featuring locals who provide off-the-beaten-path recommendations and share personal stories continue to be a tactic that many tourist boards and destination marketing organizations are leveraging — and these sites will continue to be a popular way to engage and help travelers plan their stays.

Pop culture will help boost destinations: TV and movies have always drawn travelers to certain destinations. Recently, [Girls Trip spurred a new wave of women's group travel to New Orleans](#),

[Crazy Rich Asians](#) majorly boosted travel searches to Singapore, and [Game of Thrones](#) has fueled tourism in Croatia, Northern Ireland, and Iceland.

Meanwhile, an increasing number of travel and culinary docuseries are available on streaming platforms such as Netflix, including *Somebody Feed Phil*, *Chef's Table*, and *Ugly Delicious*, inspiring consumers to explore culinary experiences near and far. We expect to see even more pop culture-inspired travel in 2019.

Business and leisure travel will blend even further: Gen Z has officially entered the workforce, and like the millennials that came before them, they're likely to want to blend their business trips with their leisure travel. In 2017, more than 60 percent of business trips were extended to include leisure time, both in the U.S. and globally, [according to a report from Expedia](#). That was a nearly 40 percent increase since 2016.

Culinary experiences have also become important parts of such trips. A recent [study](#) from Expedia Group Media Solutions found that 56 percent of travelers who combined their business and leisure travel said they are more likely to consider extending a work trip to include leisure time if the destination has great food or restaurants.

All told, more than 70 percent of travelers who combine business and leisure travel said there are destinations they have visited or will visit in the future for business that they would like to extend for leisure travel. This pattern will continue to represent major dollars and growth in the travel space.

Technology will continue to open new doors to travelers: Smartphones have made it easier than ever for travelers to visit unexplored corners of the world, make last minute itinerary changes, and book unique experiences. Travelers can now translate foreign languages and currencies, navigate unknown neighborhoods, and read reviews of restaurants, activities, and accommodations through mobile apps.

Travelers are considering destinations that otherwise might have gone unconsidered thanks to augmented reality (AR) and virtual reality (VR) technologies. With [a try-before-you-buy approach, virtual tours using these technologies](#) can make far-flung or negatively perceived destinations less intimidating. They can also enhance the travel experience by supplementing a walk with [tidbits from local experts](#) or [enhancing a museum experience](#). These technologies will undoubtedly continue to impact the travel world in 2019.

As you continue to plan your business and marketing strategies for the year ahead — or even think about your own travel plans — taking these experiential travel trends into consideration will help ensure you hit the mark in 2019.

Reference from:

<https://skift.com/2018/11/06/five-trends-that-will-shape-experiential-travel-in-2019/>



AgForce Queensland Farmers Limited

ABN 57 611 736 700

Second Floor, 110 Mary Street, Brisbane, Qld, 4000
PO Box 13186, North Bank Plaza, cnr Ann & George Sts, Brisbane Qld 4003

Ph: (07) 3236 3100
Fax: (07) 3236 3077
Email: agforce@agforceqld.org.au
Web: www.agforceqld.org.au

Ref: JB/JS

3 September 2018

Attn: s47F

Central Highlands Regional Council
Emerald

Re: Support for upgrade of Emerald Cattle Selling Yards

AgForce is the peak rural group representing the majority of beef, sheep & wool and grain producers in Queensland. The broadacre beef, sheep and grains industries in Queensland generate around \$15.54 Billion to the Queensland economy. AgForce exists to facilitate the long-term growth, viability, competitiveness and profitability of these industries. Our members provide high-quality food and fibre products to Australian and overseas consumers, manage around 40% of the Queensland agricultural landscape and contribute significantly to the social fabric of rural and remote communities.

The Emerald region is one of the central hubs of Central Queensland providing a very important marketing platform for the Agricultural Industry. These upgrades to the Emerald facility not only provide immediate benefits to the Workplace Health & safety of staff and the animal welfare of those cattle utilising the facility but it also assists in keeping an important piece of the agricultural industry chain in place. The Emerald facility provides employment and assists in long term financial benefits to the community along with binding the social fabric of this rural community together. The gathering of producers is not common especially in such difficult weather events and providing a regional facility such as this assists in the mental health of producers enabling them to attend sales at a much closer precinct to their properties. If the maintenance and improvements were not made to this facility, people would not only have animal welfare concerns in not having options to sell locally but also would remove the social interaction so drastically needed in these isolated regions.

AgForce is pleased to have a representative on the board involved in the development of this project and AgForce commends the Central Highlands Regional Council on having the foresight to prioritise these upgrades to ensure that the selling yards are maintained to enable to sustain and improve high quality animal welfare guidelines and the social fabric of the region.

Yours sincerely/faithfully

s47F

AgForce Central Queensland President & Director



3 September 2018

To whom it may concern,

RE: Letter of Support for the Emerald Saleyards Upgrade

The Central Highlands Development Corporation (CHDC) congratulates the Central Highlands Regional Council (CHRC) on its submission to secure funding for the upgrade of the Emerald Saleyards Complex. Identified in the Central Highlands Economic Masterplan (2017) as a critical piece of infrastructure, the Emerald Saleyards Complex plays an important role in the further expansion of the agricultural industry. We fully support CHRC's continuing improvement of the Complex.

Established in 1997, CHDC is the lead economic development body for the Central Highlands region and has spent more than 20 years advocating for sustainable regional growth. The organisation actively partners with industry experts, businesses, government and communities to drive growth, enable innovation, build capability and deliver economic outcomes. CHDC facilitates a wide range of projects and initiatives across the region and is proactive in providing relevant advice, statistical information, workshops and networks to support business, industry, government and community.

The Central Highlands region in Queensland is one of the state's key agricultural producers, generating over \$740 million per annum in economic value. A region covering only 2.9% of Queensland's land mass, the Central Highlands significantly out-performs its peers, contributing 5.6% of the state's agricultural value of production. From 2011 to 2016, the region has seen a cumulative growth in the average value produced per hectare of 12%, well surpassing the national average of 6%.

The agricultural industry makes up almost 40% of businesses across the Central Highlands, making it one of the most important economic drivers for the region. After the resources sector, it is the second-largest employing industry with over 1,700 employees earning \$36 million in wages annually, in diverse roles across technology, operations, livestock management, grazing, sales, feedlotting and more.

The Central Highlands has a long and proud history of beef production. Beef grazing is worth more than \$540 million to the region and is the largest commodity within the local agricultural industry, accounting for 70% of the total output. With 1.3 million head of cattle in the region, and 4.5 million ha of grazing land, the Central Highlands boasts 5.5% of the national herd and has the largest herd size of any local government area in Queensland.

Strategically located to service the growing Northern Australia market, the Central Highlands region is ideally connected to road, rail and air. The Emerald Saleyards complex in its current form is a significant enabler for the region, servicing sellers, buyers and agents from a catchment area spanning thousands of kilometres – from Cloncurry to Barcaldine and Rolleston, an area with more than 3 million head of cattle. It is estimated that more than 110,000 head of cattle are throughput



annually, with weekly sales, major weaner and feeder sales up to three times per year, and an annual bull sale. Total sales revenue for the saleyards in FY17 was over \$1 million.

CHDC in partnership with the Central Highlands Regional Council delivers the award-winning Central Highlands Accelerate Agribusiness (CHAA) initiative which aims to grow, promote and realise value and opportunity for all businesses producing agricultural & food products, processing and other value-adding services in the Central Highlands region.

CHAA's goal is to ensure the Central Highlands region is positioned to exploit its long-term potential as well as grow its comparative advantage.

CHAA is working with Council staff & saleyards management to ensure the Emerald Saleyards capitalise on growing market opportunities & reach its full potential.

CHDC acknowledges that infrastructure plays a critical role in economic development. Through consultation activities to support the development of the 2017-2047 Central Highlands Economic Master Plan, the expansion & upgrade of the Emerald Saleyards was identified as one of nine infrastructure projects particularly critical to achieving the desired economic outcome for the Central Highlands.

We believe that the expansion to the Emerald Saleyard Complex will continue to boost the Central Highlands's credibility as a the most capable beef producing region in Queensland. Such expansions could add critical revenue that will flow back into further broad developments for the community of the Central Highlands, and provide additional employment opportunities. There are also a multitude of benefits to animal safety and welfare, given the addition of the roofing over the pens.

CHDC look forward continuing supporting CHRC as they develop the Emerald Saleyards Complex, and their commitment to the ongoing economic growth of the Central Highlands region.

Kind regards,

s47F

A large grey rectangular box redacting the signature of the Acting General Manager.

Acting General Manager



Friday 31 August 2018

s47F

Saleyards Manager
Central Highlands Regional Council
PO Box 21
Emerald QLD 4720

Dear s47F

Elders has played a key role in rural Australia for more than 175 years.

As a leading agribusiness, we are committed to providing our clients with a solution that meets their needs across every aspect of their farming business. We are committed to delivering value to the local communities in which we operate and the future of Australia's agricultural industry.

Emerald Saleyards caters for the inland Central Queensland Livestock producers and sellers with a catchment area encompassing Cloncurry in the north, Barcaldine in the west, Rolleston in the south and Blackwater in the east. This catchment area holds more than three million head of cattle and is consistently one of the highest rated cattle regions in Australia.

The Emerald Saleyards are also important to the wider Australian cattle markets. Besides serving the State and national markets, the region is an important primary exporter. It was estimated in a November 2017 agribusiness snapshot by ACIL Allen that the value of exports from the Central Highlands would have amounted to approximately \$500 million in 2016. Cattle exports, being mainly beef, explains 70 per cent of this figure.

Combined sales at the Emerald Saleyards facility are approximately \$100 million annually, but our weekly sales extend economic benefit throughout the Central Highlands community. The influx of buyers, agents, producers, truck drivers, etc all contribute economic benefit to the wider Central Highlands business community from each cattle sale held.

Proposed works at the Emerald Saleyards will cement the long-term growth of the Saleyards facility. Increased productivity and throughput, improved livestock management, decreased truck wait times and the subsequent reduced urban impact from trucks will allow our region to remain competitive and capitalise on current market opportunities. The upgrades will also improve conditions for cattle which will mean they are less stressed. Cattle movement will be improved, wait times reduced and there will be a greater provision of shelter, reducing exposure to heat. Whilst this not only creates a better environment for the cattle themselves, it also creates more confidence for buyers.

Kind regards

s47F

Branch Manager
Elders Limited Emerald

EMERALD LIVESTOCK SELLING ASSOCIATION

INCORPORATED
ABN 22 907 621 826

Monday, 27th August 2018

s47F

General Manager Commercial Services
Central Highlands Regional Council
PO Box 21
Emerald QLD 4720



s47F
Dear

On behalf of the Emerald Livestock Selling Association (ELSA), we congratulate Council on their efforts to seek funding to upgrade the Emerald Saleyards.

ELSA is the body responsible for conducting sales at the Saleyards. We are serviced by a group of highly competent and experienced livestock and property agents, holding combined prime and store cattle sale every Thursday plus major weaner and feeder sales. The saleyards also host an annual bull sale.

As a key facility stakeholder, we have been involved in the development of this upgrade project from the beginning. We are active members of the Emerald Saleyards Coordination Committee, a reference group established as a forum for communication on matters relating to the Saleyards. The committee is accessible to all ELSA agents, and provides a structured communication mechanism between Council, Saleyards management and staff, ELSA, AgForce and other relevant stakeholders such as Livestock and Rural Transporters of Queensland.

The Emerald Saleyards is the Central Highlands' livestock trading facility of choice because of its proximity to a well-serviced urban area and the facilities it has on offer including sales, tick clearing and private weighing. It is well-maintained having had some \$1.9 million-worth of upgrades from 2009 to 2018; however it is nearing its holding and throughput capabilities restricting its ability to capitalise on market opportunities. Current practices are also increasing overhead costs, animal welfare issues are an increasing risk, as is workplace health and safety.

Over the last five years, an average of around 100,000 head of cattle worth \$100 million have been yarded each year. We regularly process over 2,000 head of cattle per week – to date in 2017/18, numbers have more regularly than in previous years reached peaks of over 10,000 per month. Figures from Livestock Exchange Pty Ltd show a huge increase in the volume of sales at the facility - values have increased by 44% from \$83.6M to \$94.6M in the four years from 2012 to 2016, with a 40% increase in the number of cattle processed. This significant increase in usage of the complex is stretching the capacity of the current facility, requiring upgrades to be undertaken in order to maintain and further grow capacity.

This level of turnover also provides a significant economic benefit to the region. Not only does it provide an essential service to cattle buyers and sellers, but also provides a direct economic benefit through employment and support of associated businesses.

Significant indirect economic impacts include aspects such as the number of people that weekly sale days bring into the town, transport operators, feed suppliers and other support industries.

The upgrade of the Emerald Saleyards will enable the facility to more efficiently cater to the significant beef production industry in the region, currently worth \$540.8 million annually.

ELSA is 100% behind Central Highlands Regional Council in their bid to secure funding for this project and call on the State Government to support this much valued agricultural and economic development infrastructure.

Yours sincerely,

s47F

.....
President
Emerald Livestock Selling Association



Monday, 3rd September 2018

Scott Mason
Chief Executive Officer
Central Highlands Regional Council
PO Box 21
Emerald QLD 4720

Dear Scott

Emerald Land and Cattle Company are focused on servicing local and regional clients with our reliable livestock and property sales services and specialist auctioneering ability. In only our second year of operation, our commitment to our clients and our industry was acknowledged when we received the Agribusiness Award at the Central Highlands Business Excellence Awards.

I myself have over ten years' experience in livestock and property agent/auctioneering. In 2012 I was the Queensland Australian Livestock and Property Agents Association Young Auctioneer Competition winner at Ekka. In short, I have a passion for cattle and the cattle industry.

I was born and bred in Stanthorpe in Southern Queensland; however moved to Emerald in 2006 to complete a Diploma of Beef Production and Rural Business Management at the Emerald Agricultural College.

A major attraction for me was that the Central Highlands and Emerald has a diverse and ever-expanding agriculture industry, especially the highly renowned beef cattle. Being in the Central Highlands allowed me to conduct my studies, move through to employment and then transition further to establish my own business.

In committing to upgrading the Emerald Saleyards, Central Highlands council is acknowledging that this facility is a driving force behind agricultural growth and sustainability. Works will have significant benefit to not only the local agricultural industry – cattle grazing is the largest agricultural activity in the Central Highlands, generating \$540 million in agricultural value – but also the wider Central Queensland business community.

The works will also assist Council to address concerns regarding animal welfare. I myself have been concerned about this for many years, as have many of my clients. This aspect detracts from what is otherwise a sound and modern facility.

As I understand, if Council is unable to secure funding to complete these works, they will need to be staged or delayed. This will further limit the Emerald Saleyards ability to grow and position our region to take full advantage of market growth opportunities.

Yours sincerely,

s47F

Managing Director / Owner



s4

4th September, 2018

s47F

Emerald Saleyards Manager
Central Highlands Regional Council
PO Box 21
Emerald Qld 4720

EMERALD SALEYARDS UPGRADE

Dear s47F

As you are aware, s47F and I currently own and operate Forest Hills Brangus Stud, Capella where we strive to breed quality Brangus cattle for both stud and commercial operations.

We purchased Forest Hills in mid-2009 to fatten bought-in cattle and regulate stocking rates as seasonal conditions and available grass cover allows. I am also a commercial cattle buyer, so my experience with Emerald Saleyards is both as a buyer and producer.

Due to the fact that Emerald Saleyards has become a clearing facility expansion with regards to better holding/feeding pens is extremely important and perhaps should become a priority. It is very pleasing and a rewarding achievement that the clearing facility has had approval as it makes it a lot more attractive to purchasers of cattle going through to clean – tick free areas to utilise this facility, resulting in turnover and increased profits for this facility.

Subsequently, to accommodate this the saleyards will require some upgrades to the spelling and feeding services for not only the wellbeing of stock but also the for the vendor clearing cattle/producer to be obtaining the best service he is paying for.

Therefore, hay should always be sheltered to maintain its maximum quality and level of nutrition. To successfully achieve this a larger amount of storage will be required which in return may allow purchased hay to be stored for longer periods and also opening up opportunities to take advantage of cheaper prices throughout the year when hay is more readily available rather than paying peak prices in the off growing season and storing it according in preparation for the dryer months of the year.

s47F



Whilst I purchase cattle for a large number of clients, the most common question I get asked after buying cattle is, how much is the hay and what is the quality like – will they actually eat it, is it worth feeding to them?

To assist in reducing waste of cattle fodder, I would strongly recommend purchasing and installing good quality hay racks to all yards – preferably hay racks that are up off the ground that have troughs on either side to reduce the level of feed that goes on the ground. This would also reduce the amount of dirt built up in the pens, hence reducing the amount of times per year that they would require cleaning resulting in cost efficiency with regards to fodder and cleaning of pens.

Due to increased numbers of cattle flowing through the yards there is also a greater need for an additional loading ramp to reduce overstressing the cattle by rushing them through to allow for the next truck to come through and unload. This would also assist with the importance of keeping the trucks moving without interfering with their restricted driving/working hours logged.

I would also encourage a new set of scales and lighting to be put in place and it would make sense to cover this entire area to protect an expensive asset along with keeping it a cooler and friendlier environment for cattle and staff to work in, especially during the hotter summer months and at night time. This will also reduce the heat and stress of the cattle allowing them to flow through in a lower stress environment.

Forwarded for your information and favour of attention. If you have any further queries please don't hesitate to contact me.

Kind Regards

s47F

Forest Hills Brangus/Silvester Livestock Services

Landmark Operations Limited
ABN 73 008 743 217
380 La Trobe Street Melbourne 3000
GPO Box 4562 Melbourne
Victoria 3001 Australia
T 03 9209 2000 F 03 9670 2782
landmark.com.au

29-08-2018

Scott Mason

Chief Executive Officer

Central Highlands Regional Council

PO Box 21

Emerald QLD 4720

Dear Scott,

I have worked as a livestock salesman for Landmark in Emerald for the past 42 years, prior to which I filled similar roles in Townsville, Hughenden, Warwick and Roma. Our business services the entire Central Highlands district in the procurement and marketing of cattle on behalf of producers throughout this area.

The purpose of our letter is to express our concerns with regard to our major marketing facility, the Emerald Saleyards. Contrary to some opinion, we are of the belief that saleyards as a marketing option are now in a growth phase, our experience being more and more of our client base are using auction at saleyards as a regular, reliable and true value based marketing alternative. I believe this to be the case in most areas of the state, evidenced by significant capital expenditure in upgrades to the major selling centres such as Gracemere, Roma, Dalby and Blackall.

To ensure the continuity of growth in throughput, it is essential we have a modern and safe facility, not only in the interest of vendors, but also and equally important, the buyers. As Emerald is now a clearing facility for entry of ticky cattle into tick free areas many cattle are held over post sale for at least periods of four days or longer. As a result, additional spelling yards and an all-weather hay storage would give confidence to buyers from the tick free areas as to the welfare of their stock post sale, and ensure their continued and much needed competition.

We have no doubt an up to date selling facility will be strongly welcomed by our clientele, promoting further growth for the support of Central Highlands producers as well as from outside our normal supply areas.

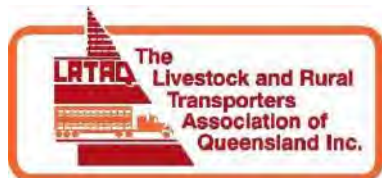
Saleyards have been part of the economy of Emerald and the Central Highlands for the past 70 years with regularity and stability year in and year out, and our vision of continuity and growth is well founded.

Yours Sincerely,

s47F

Livestock Sales Specialist

Landmark Emerald

**LRTAQ****ABN****EMAIL****WEB**

82 252 478 543

admin@lrtaq.com.au

www.lrtaq.com.au

WORKING TOGETHER – CARRYING QUEENSLAND**ADDRESS****FREECALL**

PO Box 2063, IDALIA QLD 4811

1800 079 513

22.08.18

Scott Mason
Chief Executive Officer
Central Highlands Regional Council
PO Box 21
Emerald Qld 4720

Dear Mr Mason,

The executive and members of the Livestock and Rural Transporters Association of Queensland Inc. (LRTAQ) are pleased to provide our support for the Central Highlands Regional Councils application to upgrade the Emerald Saleyards.

We understand that the CHRC are submitting the application under the State Governments Building our Regions funding program to upgrade the Emerald Saleyards, and that the \$2 million upgrade would include:

1. Construction of new spelling yards at the NW (rear) of the site: 20 additional yards, spelling paddocks to maximise holding yard capabilities and accommodate cattle for regulated timeframes between tick dipping, reducing bottlenecks currently being experienced and address animal welfare concerns.
2. Construction of a new hay storage shed and hardstand: an all-weather hay shed for storage of 1,600 bales of feed per year will reduce feed losses from weather damage.
3. Construction of a new double deck dump ramp: this (second) new double deck dump ramp will ensure more efficient unloading of cattle, up to 30 road trains per day.
4. Construction of a new undercover area over the scalehouse and lighting: an undercover scalehouse (a work area used for weighing, scanning and post-sale delivery processes) will provide improved working conditions for staff and animal welfare conditions for the cattle by reducing exposure to heat. The inclusion of lighting for night use will provide a safer work environment.

Currently, the Emerald saleyards only has one narrow double deck ramp used for the unloading and loading out of livestock. Due to this ramp being the only one at this busy facility, the wait time for the movement of livestock in and out of these saleyards, can often be longer than desired. This then poses issues centring round animal welfare and fatigue management of drivers of livestock transport.

The benefit of having a designated double deck dump ramp will mean a marked improvement for all livestock transport operators using the facility.

As fatigue management and animal welfare are the main issues faced by livestock transport operators, the LRTAQ consider the improvements listed above as essential for the continued viability of the Emerald Saleyards.

The LRTAQ fully support this application and would appreciate being kept informed as to the outcome of this application.

Yours sincerely

s47F



LRTAQ President



MICHAEL MAGUIRE AND COMPANY PTY LTD

Livestock Sales - Property Sales - Clearing Sales

s47F

SHOP 1/13 BORILLA ST, EMERALD Q 4720 • PO BOX 2309 s47F

ABN: 92 100 861 783

E-mail: s47F

Web Page: www.michaelmaguire.com.au

Thursday, 30th August 2018

s47F

General Manager Commercial Services
Central Highlands Regional Council
PO Box 21
EMERALD QLD 4720

Dear s47F

For over 20 years, Michael Maguire and Company Pty Ltd have been conducting livestock and property sales, auctioneering and clearing sales throughout Central Queensland. Our services cover every category of rural business from real estate sales, livestock sales and auctions.

We are renowned for our honesty, commitment and understanding of client's needs, our professionally trained team, and our dedicated and friendly service.

As a member of the Emerald Livestock Selling Association (ELSA), I am involved in the weekly sales markets. We hold a combined prime and store cattle sale nearly every Thursday, and consistently yard in excess of 2,000 head each week (up to 100,000 per annum, worth \$100 million) plus major weaner and feeder sales in June, July and August.

The proposed upgrades at the Emerald Saleyards have been needed since we moved to weekly sales, that is for over 10 years. Our ability to respond to market demand is restricted, as is income; and the facilities result in animal welfare issues and a less than ideal working environment for saleyards staff, agents and buyers.

We thank the Central Highlands Regional Council for recognising the Emerald Saleyards position as a premier Central Queensland livestock trading facility and encourage the State Government to value our agricultural industry and support Council in delivering these upgrades.

Kind regards /

s47F

Livestock Property Consultant / Manager
Mobile: s47F

Wednesday 22 August 2018

s47F

Saleyards Manager
Central Highlands Regional Council
PO Box 21
Emerald Qld 4720



P & CA KLAN CONTRACTING

Dear s47F

Thank you for the opportunity to support Council in their bid for funding to upgrade the Emerald Saleyards.

Emerald Livestock Selling Association hold weekly cattle sales at the Saleyards. Their agents promote the sales, and contract my business, Peter Klan Contracting, to unload, draft and pen cattle. We work all around the Saleyards, except the scalehouse (Council staff service this area).

We typically have a staff level of anywhere from 8 - 12 workers for the weekly sales process on Wednesdays through to Friday, and minor levels on the other days.

Council's project will have a positive impact on my business, and my staff.

On a Wednesday evening in preparation for Thursday's cattle sale, road trains will line up along Daniels Street at the Saleyards entrance, waiting to unload at the only single cattle ramp suitable for road trains. These road trains block Daniels Street, trucks idle and cattle move about in the trailers. This places a lot of stress on the cattle waiting to be unloaded, especially if it's a hot day. This inefficiency also creates extra time and cost for my business, and exposures my own staff to the weather more.

The single width double decker unloading facility for road trains only allows a single file of animals to exit the trailers at a time. This push of cattle as they are being unloaded causes unnecessary harm to the cattle as they strike hips against corner posts, the jamming of two animals in a race and trampling issues. This causes even more stress to the animal and increases their risk of injury.

Agitated cattle also increased the risk of injury to my staff who are handling them. They risk being crushed, kicked and trampled which can lead to fractures, dislocations and other injuries.

s47G

Council's proposed works at the Emerald Saleyards will provide a better environment for cattle and a safer working environment for our staff. It won't mean I have less staff, but it will mean they will be more efficient. Also, happier cattle equals better staff safety and better conditions, which equals greater job satisfaction. That's a win all round for my business.

Yours sincerely

s47F

QNT Rural Emerald

ABN: 75 623 903 855

1/8 Borilla Street

Emerald QLD 4702

PO Box 1474

Rockhampton QLD 4700



s47F

Email: admin@qntrural.com.au

Web: www.qntrural.com.au

Monday, 3rd Sept '18

Scott Mason

Chief Executive Officer

Central Highlands Regional Council

PO Box 21

Emerald QLD 4720

Dear Scott

QNT Rural offers specialist services in livestock and property marketing. We provide livestock marketing options in processor, feedlot and live export markets.

We pride ourselves on offering outstanding customer service and are committed to delivering solutions to help their clients achieve more.

I have been in the rural services industry for 38 years, with 28 years as a licensed stock and station agent specialising in rural property and livestock sales. I also have 10 years as a senior agribusiness bank manager throughout QLD and NSW. I am a third-generation stock and station agent and a permanent resident in Emerald.

As a member of the Emerald Livestock Selling Association, I am in full support of the proposed upgrades at the Emerald Saleyards. Council have engaged the association when prioritising these works and they will allow us to address concerns regarding work health and safety, animal welfare and also to respond to opportunities presenting in market growth through increased throughput.

The additional dump ramp will provide a greater level of efficiency and volume when unloading cattle; whilst the roof over the scalehouse will minimise cattle's exposure to full sun.

Emerald Saleyards are a major tick clearing facility – use of this has increased 350% from 2016 when it was introduced. However the current facilities do not support further growth – cattle throughput is restricted because we are near capacity, there's no shaded areas for cattle and the location of the current yards results in cattle being startled by road trains which means they are agitated and stressed. A new hay shed will ensure we reduce feed losses.

These works will give buyers confidence of their stocks condition post-sale; and ensure the Emerald Saleyards remains a major centre for livestock producers and sellers.

Yours sincerely,

s47F



QNT Rural



8 November 2018

Mr Scott Mason
Chief Executive Officer
Central Highlands Regional Council
PO Box 21
Emerald QLD 4720

Dear Mr Mason

On behalf of Regional Development Australia Fitzroy and Central West (RDAFCW), I am pleased to support Central Highland Regional Council's application under the Building Better Regions Fund to upgrade the Emerald Saleyard and Spelling Yards (the Project).

The Project will deliver a number of strategic enhancements to the current Emerald Saleyards complex, allowing increased efficiencies in operation.

The project will provide:

- a larger area for spelling paddocks to accommodate cattle;
- provide a double decker dump ramp for more efficient loading and unloading of up to 30 road trains per day;
- provide an all-weather hay shed for storage of 1,600 bales of feed per year, a percentage of which currently get destroyed due to exposure to the elements; and
- a shade structure over the work area used for weighing, scanning and post-sale delivery processes, providing improved working conditions for staff and animal welfare conditions for cattle by reducing exposure to heat.

The project will increase workplace health and safety, increase animal welfare, increase the facility's capacity and protect feed stored on site.

RDAFCW supports Central Highlands Regional Council's application to the Building Better Regions Fund and acknowledges the positive opportunity this Project brings to create efficiencies to cattle operations at the complex.

Yours faithfully

s47F

Chair
RDA Fitzroy and Central West

Building Better Regions Fund Accountant declaration

Role of person making declaration	General Manager Corporate Services
Name	s47F [Redacted]
Contact details	[Redacted]
Qualification	<input type="checkbox"/> Chartered Accountant <input checked="" type="checkbox"/> Certified Practising Accountant <input checked="" type="checkbox"/> CPA Australia <input type="checkbox"/> Chartered Accountants Australia and New Zealand <input type="checkbox"/> Institute of Public Accountants
Membership number:	s47F [Redacted]
Applicant's name:	Central Highlands Regional Council
Applicant's ABN:	791 982 232 77

I declare that:

- ☐ On the basis of the evidence **Central Highlands Regional Council** has supplied to me, I consider that **Central Highlands Regional Council** is able to fund its share of the cost of the proposed project from the following source of funding – **Council reserves / Loan funding**
- ☐ This opinion is based on the applicants share being **\$1,010,965.00** out of total project expenditure of **\$2,021,930.00**.

The applicant is part of a consolidated group for tax purposes.

Yes ☐

No ☒ X

Signature (Jason Bradshaw) ..

s47F [Redacted]

Signature (Arun Dias).....

s47F [Redacted]

Signed on this 15 day November of 2018

ProWay

Livestock Equipment

Master Plan for Emerald Saleyards





Wagga Wagga, Toowoomba,
Hamilton, Tamworth
Phone 1300 655 383
www.proway.com.au

CHRC

Attn: s47F

65 Egerton Street

Emerald QLD 4720

Dear s47F

Please find enclosed copies of the proposed Master Plan.

Included is a report reviewing the current design and facilities. ProWay has identified the areas of concern and has proposed adjustments to improve the OH and S, animal welfare and stock flow/efficiency facets of the facility.

I would like to thank you for your co-operation and patience throughout the course of this project. Should you have any questions please do not hesitate to contact me.

Regards,

s47F

Master Plan for Emerald Saleyards

Prepared for Central Highland Regional Council

Prepared by: ProWay Livestock Equipment

PO Box 85

Wagga Wagga NSW 2650

Phone 02 69324000 or Fax 02 69318410

Purpose of the Master Plan

The central purpose of the Master Plan is to ensure any further capital expenditure carried out at the sale yards is performed in a long term strategic manner.

The priority for ProWay was to improve the OH & S, labour efficiency and animal welfare facets of the facility. In doing this it was deemed important to where possible to work in and maintain the existing infrastructure that was deemed to be of sound design and in good condition.

By meeting with the current stake holders of the facility and observing the current handling procedures pre and post sale we have identified

- 1) Issues concerned with the current selling pens (drainage and number of pens)
- 2) The lack of and deteriorating condition of the delivery and buyers pens and the options of improving the design of these yards to target agistment/clearance operations of cattle to generate further income for the CHRC
- 3) Issues concerned with the current scanning, drafting and weighing processes
Within this component we will look at in detail-
 - a) the existing fats draft
 - b) the existing stores draft
 - c) the existing scanning process
 - d) existing vendors and buyers painting process
 - e) the existing weighing process and weighbridge infrastructure
- 4) The capacity of the current yards and the expected capacities for the future
- 5) The need to improve the OHS & S and Animal Welfare facets of the yards to fall into line with current legislation
- 6) Potential strategies for improved drainage and cleaning

ProWay has included a Master plan which integrates the current infrastructure with proposed future developments. Preliminary costs will be provided for these works to allow for future budgeting and planning by the Central Highland Regional Council

1) Issues concerning the current selling pens

Stakeholders including the agents, the yard contractor and council employed staff who maintains the facility all indicated that there is a need for more than the existing 154 sale pens particularly once the yards go to a weekly combined store and fat sale.

The short term solution to this is to divide the existing 24 larger sale pens which are 5.2m x 7.5m to create 48 sale pens measuring 2.6m x 7.5m. This will increase the available sale pens from 154 to 178 pens.

The next proposed solution is in the adjustment of the existing fats draft to an improved post sale draft to utilize the available space to the south (refer to Master plan). In doing this a further 18 sale pens (5.2m x 5.0m) will be created. The benefits of placing the additional sale pens in this location, is its central position within the facility which minimizes the travel of stock.

ProWay has identified as a long term solution for the creation of additional sale pens is the option of individual bull sale pens (refer to attached photos of the Wagga Wagga Sale Yard Bull Sale Pens). The benefit of this system is that currently individual bulls are occupying 26 SQM sale pens when in reality on 2-3 SQM pens are required.

A bull sale pen complex has been proposed on the southern boundary with the limits of the existing delivery pens. The major down side to this location is that these pens are often used in the delivery of cattle and as sale pens for larger lines in store sales.

Another possible position is to the west of the dip facility; however the issue of having sale cattle and buyers so close to the dip facility is questionable. ProWay feels until further consultation with the stake holders the southern position as per the Master plan is preferable.

2) Delivery/Buyers pens

With the move to a combine weekly sale it has been identified by all stakeholders and ProWay representatives there will be a need for more delivery / buyers pens to hold the numerous different lots of cattle before / after a sale.

Currently the deteriorated timber and cable buyers pens to the north of the sale facility provide 22 pens plus an additional five (5) which have been made immediately north of the first bank of sale pens from 115mm Cattle Rail.

The Master plan proposes to replace all the existing timber / cable pens with cattle rail steel pens. The Master plan includes the provision of 37 delivery / buyer pens. Cattle Rail has been selected as the prefer product due to longevity and practicality. The open forum meeting held at the CHRC Chambers indicated the existing cable design had not proved to be stock proof

Also proposed in this new area is a second double deck loading ramp, if this was included a number of these pens could be used as delivery pens pre sale and buyers pens post sale. The second ramp would also allow for cattle being delivered to the sale yards for other operations other than to be sold (e.g. dip clearance / overnight trucking agistment to

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ABN 64 071 312 804 Phone 1300 655 383 Fax 02 6931 8410 Email information@proway.com.au

be handled on and off trucks without disturbing the sale related functions of the existing ramp.

The Master plan design of these yards has also allowed for 4m wide access lanes to all pens to ease movement of stock and machinery (e.g. bob cat).

The railway unloading and holding facilities have currently been left out of the scope of this work. From the meeting it was apparent that they are not a priority for re-development until consultation has taken place with Queensland Rail.

3) Current drafting/weighing/scanning procedure

ProWay identifies that these area of the yards requires priority due to OH &S, labour inefficiencies and animal welfare issues of the current operation.

a) Existing Fats Draft

The existing pre-sale draft (used before the fat sale as well as after both the store and fat sale to process cattle into buyers lines) has been identified as a major concern in terms of operator safety, efficiency and animal welfare.

The large pound design is currently operated with the operator on the ground in the same pen as cattle being drafted; the operators spend time climbing fences to avoid stock. The risk of injury is high.

From an efficiency point of view as cattle were drafted they often turned and ran back into the pound when they saw the gate being opened, this added significantly to the time it took to draft the animals.

In terms of animal welfare it was noted that many of the animals where hiping and shouldering posts as they entered and exited the pound. The common act of using the gate to block cattle in a pound draft was being utilized. The resulting bruising to fat cattle destined for slaughter within 48 hours of leaving the facility is far from acceptable. Also the stress placed on cattle as they are isolated and separated in this draft system also has a detrimental impact on the final product.

The proposed new draft in this area uses less space, creating room for the additional 18 sale pens. It addresses OH & S by separating the operator from the stock and allowing them to work them from an elevated working platform. Cattle are brought into a sheeted lane way which brings cattle into a curved rotary force with a force gate.

Once cattle flow through the force they are funnelled into a single file race. From here cattle can be viewed and drafted accordingly into six separate draft pens and accordingly delivered to their sale pens.

Strategically placed sheeting and operator positioning above will improve cattle flow. Similar systems in other facilities have been shown to have significantly higher drafting throughput than conventional pound drafts.

Pneumatics incorporated into the 6-way draft and sliding gate at the entrance of the single file race will reduce the requirement for labour.

In the proposed Master plan it is envisaged that this draft will be used exclusively for post sale drafting. The position of this draft within the facility makes it ideal for drafting cattle once their lots have been sold while the rest of the sale continues.

The exception to this may be in the case of large sales when a second pre-sale drafting team will allow the processing of the sale stock to be carried out in a shorter time frame if this draft is also utilized.

b) Existing Store Draft

~~The existing store draft was seen to be significantly superior to the fat draft in terms of all the above issues; however there is scope for improvement.~~

The areas identified for improvement include the lead up to the force, the force, the race and the draft. We also included a scanning box with the ability to immobilize cattle animals to put in missing tags. There would also be the option to weigh cattle. This scan box will allow for safe and efficient post sale scanning which is the direction the stakeholders have indicated they are heading.

The Master Plan shows the incorporation of a new central walkway in the existing lead up to the force. This will allow the operator to safely move cattle from an elevated position. A further benefit of this system is that the division gates in the lead up lane are operated from the walkway.

The above lead up has a dual feed into a sheeted curved rotary force which optimizes cattle flow into a single file race. The inside arc of this single file race is un-sheeted while the outer arc is fully sheeted. The un-sheeted inner arc will allow cattle to be visually drafter as they approach the scanning box – similar to the existing setup. This race will be serviced by pneumatic rotary gates which will assist with cattle flow and reduce labour requirement. There is the option to make this race adjustable in width to cater for different classes of stock.

The proposed scanning box will be fully automated, allowing for a remote controlled entry gate, optional squeeze; remote controlled head bail and chin lifter. The automated components of the scanning box will allow cattle to be efficiently and safely scanned and drafted.

An additional capability of the scanning box is the ability to catch animals entering the facility that are missing NLIS tags for re-tagging before they enter their selling pens. This practice will significantly improve the efficiency post sale as re-tagging of animals will essentially be eliminated.

It was indicated by the stakeholders that the existing barrel draft was not ideal for drafting larger classes of stock (e.g. fat bullocks / cows and bulls). However it was also stressed that existing seven draft options must be maintained at a minimum to minimise re-drafting of cattle into sale lots.

The draft proposed in the Master Plan has maintained the seven draft options through binary draft unit. This will allow all classes of stock to be drafted through this system. The draft gates will be operated by pneumatic rams coordinated by a remote controlled unit. Once again the pneumatics will increase the efficiency of this draft system.

In the costing supplied by ProWay Livestock Equipment for the Master Plan it has allowed that Belvoir IT will provide all the software components to run these pneumatics while Proway will provide the necessary hardware.

It is envisaged that this draft will now become the sole pre-sale draft. Its favourable location to the delivery ramps and pens makes it the ideal draft for this purpose. Once again like the post-draft facility it could be operated by a second processing team to draft cattle after the completion of a large sale. There is a central laneway running east west which would be suitable for delivering cattle from this draft to the weighbridge.

c) The existing scanning process

Currently all stock are post sale scanned after the sale once they have been weighed they are run through a single file scanning race. Any cattle that are non-readers are re-tagged at this point.

The stakeholders due to a number of reasons have decided to go to presale scanning. This will mean the existing process will have to be adjusted significantly. In the new setup it is deemed that a scanning unit will be positioned at the pre and post sale drafts, as well as on the weighbridge. There will also be a requirement for the agents to have their own individual scanning wands.

Len Hill from Belvoir IT has advised two suitable pre-sale scanning options are

- 1) All cattle are scanned at the scanning box located at the pre-sale draft. This scan would identify the animals have NLIS tags and their vendor. If the current system was adjusted slightly and the contract drafter made the final decision on sale pen make up the cattle could be allocated their vendor number and lot number at this point.

Currently the agents like the ability to adjust sale pen make ups after the contract drafter has placed them in their pens but before the sale has commenced. In this case in a pre-sale scanning scenario the agents will be responsible for animal's lot order and the contractor will be responsible for the animal's vendor number. This will mean once the sale pens have been set an operator will need to go around and individually scan the animals in each sale pen with a wand and allocate them a lot number.

Once the animals have been sold in their pens and the 'paint out' cattle (i.e. animals that have been singled out by the buyer of the pen as not being wanted and then sold separately) have been scanned by an operator following the sale with a wand scanner. Any pens with 'splits' (i.e. contains paint out cattle) will be sent to the post sale draft and drafted accordingly before being put over the

weighbridge. Lots that have been sold with no splits can take the express lane way (as per the Master plan) and go directly onto the weighbridge and be weighed and scanned as an entire lot before being delivered to their buyer's pen.

- 2) The second more simple option (however it will mean significant change to current selling system) is that the animals enter the facility are pre-sale scanned at the draft. The contract drafter places them in their sale lots and allocates them their vendor and lot number. Agents leave the cattle in their sale pens as per the contract drafter's decision.

The cattle are sold on the conditions they are sold as a complete lot. They are sent to the weighbridge and weighed and then delivered to their sale pens. ~~There is the option to cut out the weighbridge if the cattle were pre-sale~~ weighed, thus just allowing them to be sent to their buyers pens. However there was significant opposition for the agents and the contract drafter to the concept of pre-sale weighing as well as removing the option of not offering the 'paint out' option to the buyers.

- d) Existing vendors and buyers painting process

Currently all cattle sold through the facility are allocated a vendor number and once sold a buyers number. It is expected when the facility goes to pre-sale scanning vendor numbers will no longer be required. Also the agents are going to confirm with the major fat buyers (i.e. Swift and Teys) that with pre-sale scanning buyers numbers will no longer be required.

It is expected that the 'paint out' cattle procedure will continue as this will be a way of recognizing lots which contain splits. These lots will come down the lane which leads directly to the post-sale draft (as per the Master plan) while the lots which contain no splits will bypass these split lots and be delivered to the weighbridge and scanner via the express lane.

- e) The existing weighing process and weighbridge infrastructure

In the Master plan the existing weighbridge and scale house will maintain their existing position in the facility. With the adjustments to the post sale draft the lead ups to the weighbridge will be redesigned as per the Master plan.

Belvoir IT proposes to set up scanning readers on the weighbridge to allow weigh and scanning to occur concurrently. ProWay proposes some panel adjustments to the weighbridge structure to improve cattle flow. The strategic placing of sheeted panels on the side and on the entry gate of the weighbridge will improve the current cattle flow over the bridge.

4) The capacity of the current yards and the expected capacities for the future

After consultation with the agents, contract drafter and the facility superintendent it was seen that the existing 154 sale pens can handle a sale of approx. 2000 head. If numbers exceed this there is the need to re-pen cattle once the sale has started.

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ABN 64 071 312 804 Phone 1300 655 383 Fax 02 6931 8410 Email Information@proway.com.au

Representatives from the contract drafter's team advised of a number of store sales in excess of 3000 head where the above practice was carried out.

It is expected with the move to the combined weekly sale that an offering of approx. 2500 head per week would be expected. In this case with the provision of the extra 42 sale pens (this is the pens mentioned in Chapter 1 Issues concerned with the current selling pens) the additional offering will be able to be handled without re-penning.

If the offerings start to increase past the 2500 head on a regular basis ProWay proposes two alternatives

- 1) Look at the option of the individual bull sale pens as per the Master plan.
 - 2) Consider building more sale pens within the facility, most likely in the confines of the current 115 cattle rail buyer pens near the 1st sale pens
 - 3) Consider re-penning cattle on a regular basis, many of the sale yards in Southern QLD (e.g. Dalby and Roma) and NSW (CTLX at Carcoar) re-pen cattle up to three times at their weekly sales.
- 5) **The need to improve the OH & S and animal welfare facets of the yards to fall into line with current legislation**

As highlight in Chapter 3 ProWay has identified a number of OH & S concerns with the existing fats draft and to a lesser extent the store draft.

Drafting areas should be designed to completely separate the operator from the beast thus placing operators out of harms way. The provision of elevated working platforms in the force area gives the operator the ability to work cattle from a safe position and assert pressure when necessary in a safe manner.

In the binary draft as per the Master plan the operator has the animal in a confined position and can simply and safely provide a draft option that the animal must take to escape. Also once the animal has been drafted it can not turn around and come back at the operator who is positioned in a cattle free area.

With the provision of elevated walkways and platforms no operators once inducted properly should be required to get on ground level in a force or draft pen with a beast.

Also as mentioned in Chapter 3 Animal Welfare is becoming an increasingly more important issue in sale yards. Anti-sale yard groups are pushing the line that sale yards are terrible environments for cattle to have to go through particularly for animals destined for slaughter in the short term. For this reason all facets of animal welfare must be considered in particular

- 1) how stressed animals are during the processing period and if infrastructure can be design to improve this via optimal cattle flow
- 2) due to the nature of the processing do cattle suffer undue stress for periods longer than necessary
- 3) is the facility designed to minimize bruising

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ABN 64 071 312 804 Phone 1300 655 383 Fax 02 6931 8410 Email information@proway.com.au

ProWay believe the proposed drafts in the Masterplan will significantly improve the OH & S and Animal Welfare compliance of the facility

6) Potential strategies for improved drainage and cleaning

It was noted that the area to the immediate north of the sale pens designated for buyers / delivery pens suffered from poor drainage. The only drainage route for excess water appeared to be a spoon drain collecting water from the north east corner of the facility and carrying north to a culvert drain under the railway line.

It was difficult to determine if this drainage system could handle the dispersment of water off the facility as a large proportion of the area occupied by the buyers / delivery yards was low lying and water logged (in a few places up to 100mm under water).

Before any development can be done in this area significant earth works will need to be done to improve the drainage and the base of the site.

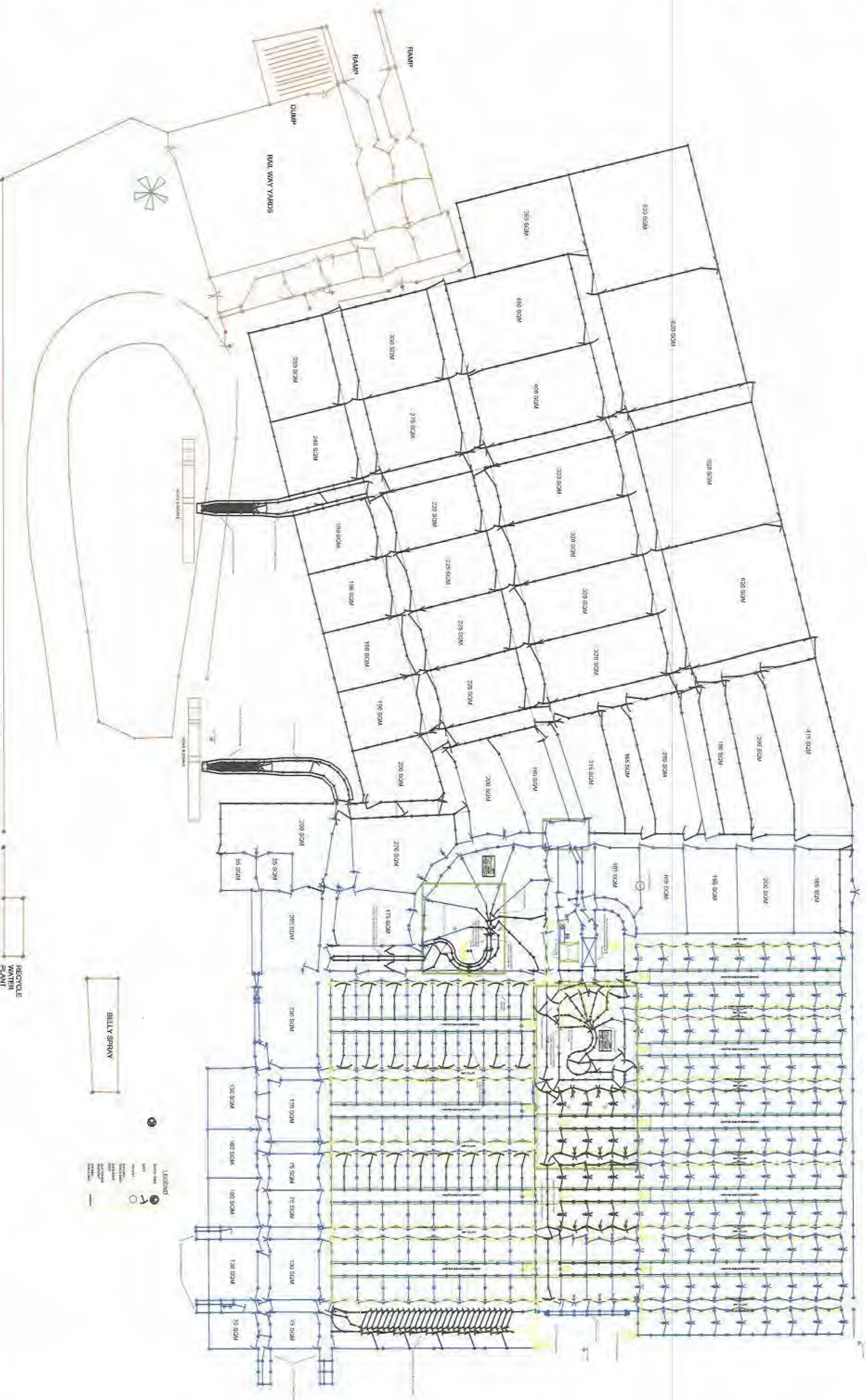
ProWay recommends gravelling the site. A commonly used product is 40mm road base. This is readily available and packs down well if watered to form a good base that will shed water. Do not use blue metal (which is hard on feet) or river gravel that will not pack down and stock will move out of the yards. A 2-4 degree slope over the site is recommended.

The laneways in this area have all been made 4.0m wide to allow easy access of machinery in particular bob cats for cleaning out of pens and taking fodder to agistment /clearance cattle.

The council employed staff at the facility indicated that it was a big job to clean out the concrete based sale pens every six weeks. ProWay representatives have noted that some sale yards in NSW use hand held blowers to remove excess manure from the sale pens once it has dried, this may be an option for CHRC to explore.

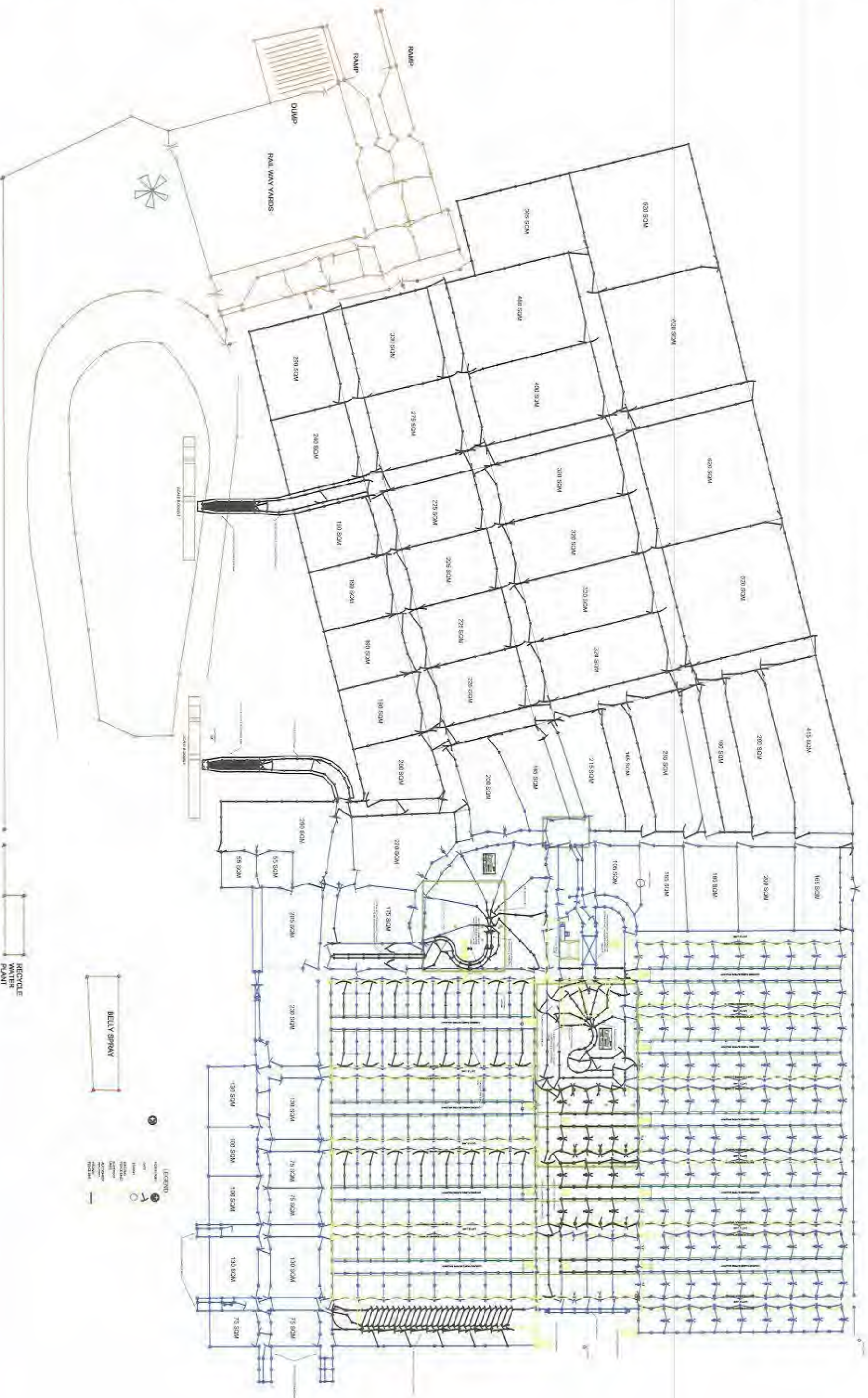
EMERALD SALEYARD MASTERPLAN 2010

DESIGNED & SUPPLIED BY PROWAY LIVESTOCK EQUIPMENT



EMERALD SALEYARD MASTERPLAN 2010

DESIGNED & SUPPLIED BY PROWAY LIVESTOCK EQUIPMENT





7-WAY BINARY DRAFT

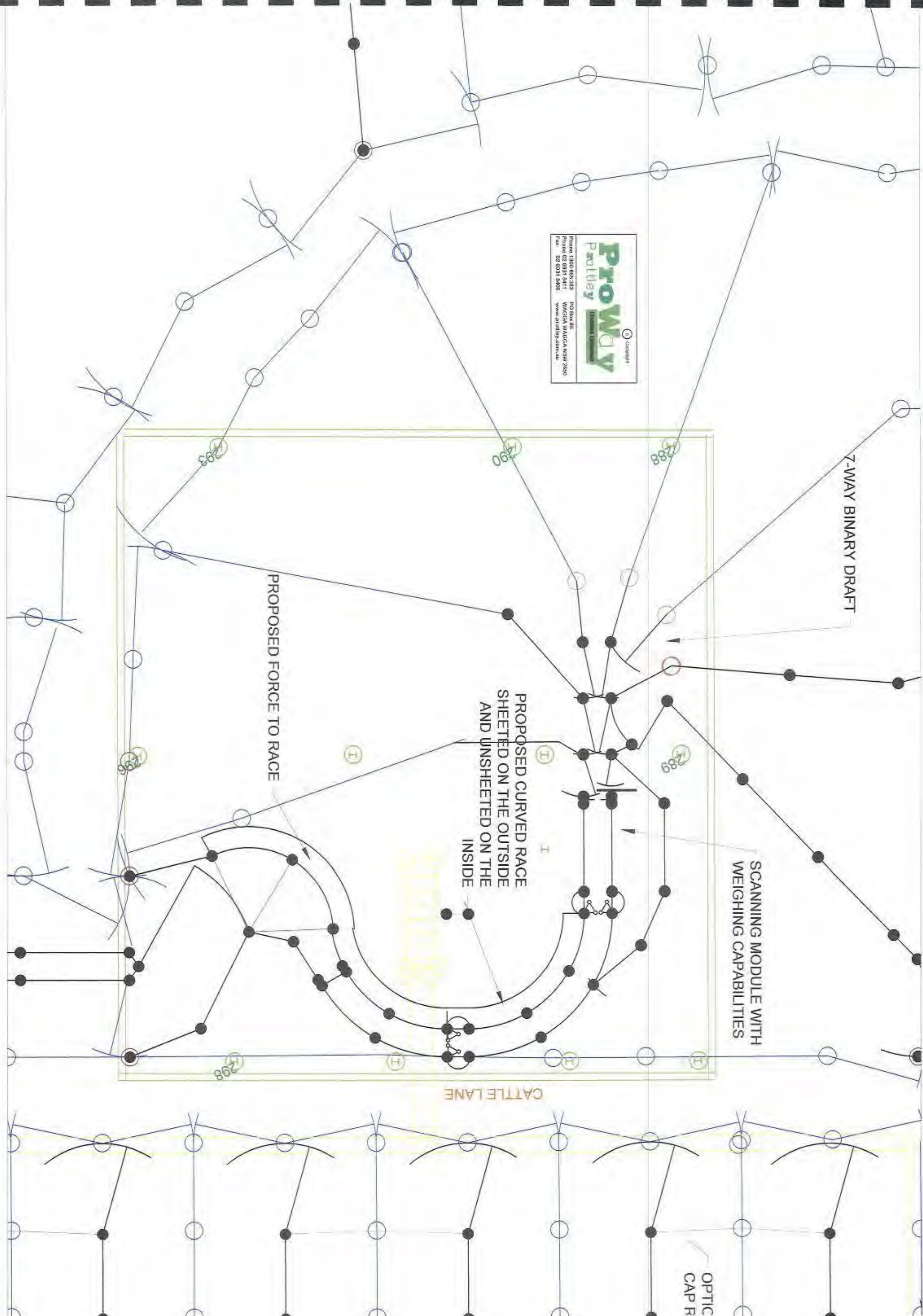
SCANNING MODULE WITH
WEIGHING CAPABILITIES

PROPOSED CURVED RACE
SHEETED ON THE OUTSIDE
AND UNSHEETED ON THE
INSIDE

PROPOSED FORCE TO RACE

CATTLE LANE

OPTIC
CAP R



BE SIDES REPLACED BY
READERS SUPPLIED BY
BELVOIR

EXISTING SCALE
HOUSE

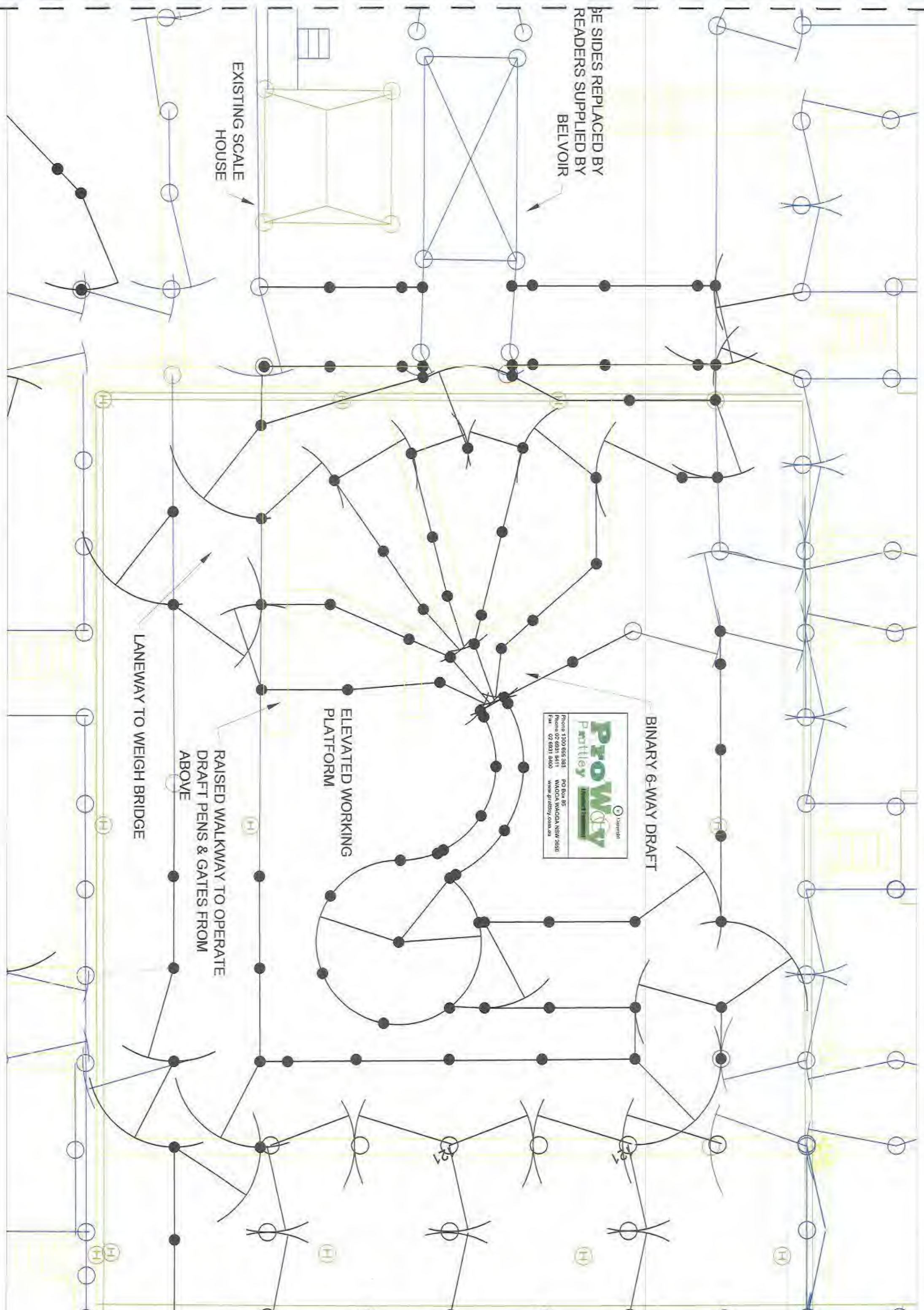
BINARY 6-WAY DRAFT



ELEVATED WORKING
PLATFORM

RAISED WALKWAY TO OPERATE
DRAFT PENS & GATES FROM
ABOVE

LANEWAY TO WEIGH BRIDGE



EXPRESS LANEWAY TO WEIGH BRIDGE

COVERED RAISED BUYERS WALKWAY

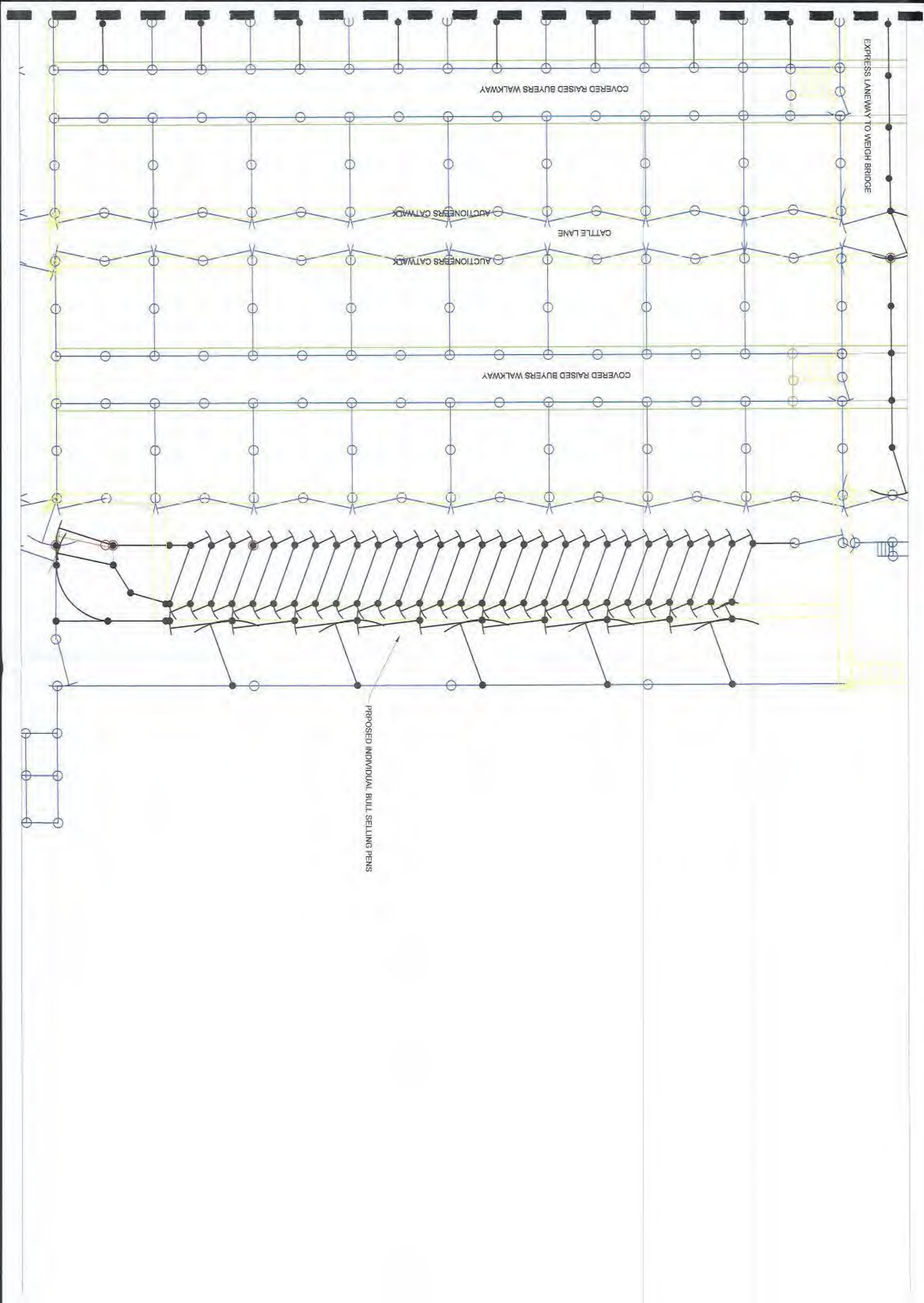
AUCTIONEERS CATWALK

CATTLE LANE

AUCTIONEERS CATWALK

COVERED RAISED BUYERS WALKWAY

PROPOSED INDIVIDUAL BULL SELLING PENS

































Central Highlands Regional Council

Maturing the Infrastructure Pipeline Preliminary Evaluation

Emerald Saleyards Upgrades

August 2018

Executive summary

Overview

The Maturing the Infrastructure Pipeline Program (MIPP), administered by the Department of State Development, Manufacturing, Infrastructure and Planning, supports the development of robust project pipelines and enables projects to be matured from conceptually good ideas into solid proposals.

The following Preliminary Evaluation (PE) pre-project stage has been prepared for the Central Highlands Regional Council (CHRC) to enable an informed decision regarding whether to initiate the Emerald Saleyards Upgrade Project to meet the identified service needs.

The Emerald Saleyards caters for the inland Central Queensland Livestock producers and sellers. Emerald Saleyards provide the services of cattle sales, tick clearing, spelling and private weighing of cattle. However, the facility is nearing its holding and throughput capabilities. In addition, current practices are increasing overhead costs and animal welfare issues are a growing risk.

The strategic intent of this PE is to provide a level of WH&S and animal welfare practices that the saleyard stakeholders and wider community would expect.

Project Prioritisation

GHD worked with the Emerald Saleyard Stakeholder Group – comprising local industry representatives, livestock commission buyers and CHRC – to identify twelve (12) areas for upgrade at the Saleyards to improve working conditions, cattle welfare and cattle turnover. This was narrowed to four (4) priority projects to meet the following outcomes:

Priority Projects and Outcomes Sought

Recommended Project	Outcome Sought
Given Emerald's summer temperatures regularly exceed 35°C and cattle are contained in concrete holding pens, additional shade (via a new roofed area over the Scale-House) is required to reduce the risk of heat stress on cattle and their saleyards workers during hotter periods.	<i>Provide a safer work environment and reduce animal welfare issues</i>
Only one cattle ramp is suitable for road trains, creating congestion around the saleyards before cattle sales days and blocking connecting streets. Additional dump ramps are expected to deliver higher levels of efficiency and volume when unloading cattle, and reduce worker and cattle distress	<i>Promote greater level of efficiency and volume when unloading cattle</i>
Emerald Saleyards are commissioned as a tick clearing facility; requiring the spelling of cattle for at least four (4) days following dipping. The saleyards are currently not suitable for spelling due to capacity constraints, layout and shade availability, which creates undue stress for the animals. Therefore additional spelling capacity is recommended.	<i>Maximise holding yard capabilities</i>
Covered storage is required to "weather-proof" hay bales against damage – particularly heavy rain events during the summer storm season – to prevent loss of stored cattle feed.	<i>Reduce feed losses from weather damage</i>

Benefits Realisation

Promoting quality infrastructure to maximise economic development opportunities, including economic diversification, this project is aligned to the *Emerald Saleyards Master Plan 2010*, as well as CHRC's own strategic plans for the community, and state and regional infrastructure planning.

Successful implementation of the recommended projects is expected to achieve the following benefits, as outlined in the Benefits Management Plan:

- Improved safety outcomes – for workers and animal welfare.
- Improved cattle throughput.
- Reduced urban impact from truck unloading wait times.
- Improved holding yard capacity; and
- Decrease in feed losses.

Options Analysis

For each of the four projects, four sub-options were considered, being:

- Option 1 – Base Case (Do nothing – Business as Usual).
- Option 2 – Operational Management – e.g. transfer to an existing offsite facility.
- Option 3 – Infrastructure Upgrades (Minimal new infrastructure to achieve outcome).
- Option 4 – Infrastructure Upgrades (Preferred new infrastructure – addition to Option 3).

Assessment of the options against each project was undertaken against criteria:

- Strategic alignment
- Advantages
- Disadvantages
- Addressing benefits
- Capital Costs
- Deliverable Timeframe
- Reputational impacts
- Planning constraints

The general outcomes of this assessment were:

- The operational options of each item were not preferred. These shifted business elsewhere, lost potential income and left the current Emerald Saleyards at capacity with limited capacity for continued growth.
- For the new infrastructure Options 3 and 4, the additional work and costs for Preferred Option 4 (over and above Option 3) is minor in all cases, therefore Option 4 is recommended for the further evaluation.

Therefore, GHD recommended progressing two options within each project forward for further Evaluation – Option 1 (Do nothing) and Option 4 (Preferred New Infrastructure). These options for evaluation are summarised below:

Item	Outcome	Options for Evaluation
1	Provide a safer work environment	1.1 Do nothing – PPE only
		1.4 New cover roof and lighting for nightwork
2	Promote a greater level of efficiency and volume when unloading cattle.	2.1 Do nothing
		2.4 New additional wide double-decker dump ramp
3	Maximise holding yard capabilities.	3.1 Do nothing
		3.4 New holding yards at NW corner of site
4	Reduce feed losses from weather damage.	4.1 Do nothing
		4.4 New feed shed with adjacent hardstand area

Economic Assessment

A rapid Cost-Benefit Analysis (CBA) was performed on two options:

- Option 1 – Projects 1, 2, and 4 - General upgrades, including the development of an additional dump ramp, hay shed and scale house roof; and
- Option 2 – All Projects - General upgrades (as above) plus spelling yards (project 3).

Cost Benefit Analysis Results

Option	Option 1		Option 2	
Discount Rate	4%	7%	4%	7%
Present Value of Benefits	\$2,015,378	\$1,416,085	\$5,995,122	\$4,212,414
Present Value of Costs	\$1,016,564	\$891,752	\$2,382,324	\$2,216,737
Net Present Value	\$998,813	\$524,333	\$3,612,797	\$1,995,677
Benefit Cost Ratio	1.98	1.59	2.52	1.90
Internal Rate of Return	14.6%		16.6%	

Both options result in a positive economic impact, with BCRs greater than one at the 7% discount rate. Option Two records the largest benefit based off the capital expenditure, with a higher internal rate of return than Option One.

Sensitivity testing was undertaken to evaluate downside construction risks, considering impacts of 10% and 20% increases in capital costs above what had been provisioned for. All BCRs remained positive.

Market Sounding

GHD contacted contractors and suppliers recommended by CHRC Saleyards Management in relation to all four (4) proposed projects. All Contractors were keen to be involved in the supply of materials and construction phases when these projects proceed, and provided indicative cost estimates for the materials and construction requirements.

A number of collaboration opportunities were also identified, with parties including Aurizon, CHRC Waste Department, impacted local businesses and residents and the Emerald Show Society.

Recommendation

The four (4) selected projects have demonstrated preliminary financial viability, and address issues of WHS, OHS and overall saleyards capacity limitations. It is recommended that these projects be progressed to Business Case stage.

While no significant risks were identified in the high-level risk analysis performed for this PE, further evaluation will be required prior to progressing to the Business Case.

Table of contents

1.	Introduction	1
1.1	General	1
1.2	Project Governance Structure	1
1.3	Purpose of the Preliminary Evaluation.....	1
1.4	Process	1
1.5	Limitations and Assumptions:	1
1.6	Cost Estimates	2
2.	Background	3
2.1	Study Area	3
2.2	Related Activity	4
2.3	Existing Facilities	4
3.	Definition of Need.....	7
3.1	General	7
3.2	Methodology	7
3.3	Previous information	7
3.4	Stakeholder Engagement	7
3.5	Potential Projects	7
3.6	Issues and Needs	8
3.7	Strategic Alignment.....	13
3.8	Define the Outcomes Sought.....	14
4.	Outcomes Sought	15
4.1	General	15
4.2	Scope of Outcomes Sought and Potential Conflicts.....	16
4.3	Collaboration Opportunities	16
5.	Identification of Options.....	18
5.1	General	18
5.2	Potential Options to achieve the Outcome	18
6.	Definition of Options	25
6.1	Definition of the Options to be evaluated.....	25
6.2	Benefits Management Plan.....	26
7.	Preliminary Evaluation	27
7.1	Risk Analysis.....	27
7.2	Financial and Economic Analyses	28
7.3	Market Sounding.....	33
7.4	Legislative Approval Issues	34
7.5	Government Policy Issues	35
7.6	Regulatory Issues	35
7.7	Public Interest Assessment	35

8.	Procurement Strategies	37
8.1	General Strategy.....	37
8.2	Traditional Delivery Methods	37
8.3	General	38
9.	Project Organisation and Governance.....	39
10.	Business Case Plan and Budget	40
10.1	General	40
10.2	Risks and Costs	40
10.3	Procedure	40
10.4	Governance and Resources	41
10.5	Budget.....	41
10.6	Program	41
11.	Recommendations and Conclusions	43

Table index

Table 1: Project Governance Structure	1
Table 2: Stakeholder group - Project Needs list.....	8
Table 3: Scope of Outcomes Sought and Stakeholder Benefits.....	15
Table 4: Scope of Outcomes with Potential Conflicts.	16
Table 5: Potential Options	18
Table 6: Provide a safer work environment.....	19
Table 7: Promote a greater level of efficiency and volume when unloading cattle	20
Table 8: Maximise holding yard capabilities.....	22
Table 9: Reduce feed losses from weather damage.....	23
Table 10: Options Shortlist for Preliminary Evaluation.....	25
Table 11: Benefits Management Plan Summary.....	26
Table 12: Project Risk Register.....	27
Table 13: Cost-Benefit Analysis Results – Option One Scale house roof	32
Table 14: Cost-Benefit Analysis Results – Option Two New Dump Ramp	32
Table 15: Sensitivity Analysis, 10% Capital Expenditure Increase	33
Table 16: Cost Sensitivity Analysis, 20% Capital Expenditure Increase.....	33
Table 17: Stakeholder Interest	35
Table 18: Business Case – Indicative Program	41

Figure index

Figure 1: Emerald Saleyards Location	3
Figure 2: Emerald Saleyards Throughput and Revenue (Source: CHRC)	5
Figure 3: Scale-house (at left) and weighbridge in the foreground.	9
Figure 4: Existing roof structure over draft yard - extended to new roof over Scale-house.....	9
Figure 5: Entrance to Loading Ramps Area.....	10
Figure 6: Existing double-decker single width in and out loading ramp.....	10
Figure 7: Unladen Cattle Road trains waiting.....	11
Figure 8: Looking west along rail siding - Rail ramp at left. Opposite land on right of tracks is proposed new Spelling Yards	12
Figure 9: Current Hay Storage Area – damaged bales at left of photo.....	12
Figure 10: Rapid CBA Approach.....	28
Figure 11: Business Case Organisation Chart.....	39

Appendices

Appendix A – Emerald Saleyards Environment and Planning Review
Appendix B - Saleyards Project Layout Plans
Appendix C – Estimate of Cost
Appendix D – Benefit Management Plan

Table of Abbreviations

Abbreviation	Term
CHDC	Central Highlands Development Corporation Ltd
CHRC	Central Highlands Regional Council
DSDMIP	Department of State Development, Manufacturing, Infrastructure, and Planning
DTMR	Queensland Department of Transport and Main Roads
ELSA	Emerald Livestock Selling Association
ES	Emerald Saleyards
MIPP	Maturing the Infrastructure Pipeline Program
PAF	Project Assessment Framework
PE	Preliminary Evaluation
SASR	Strategic Assessment of Service Requirement

1. Introduction

1.1 General

The Project Assessment Framework ('PAF') provides the tools and techniques to assess projects throughout the project lifecycle and is not limited to infrastructure projects or public-private partnership (PPP) projects. The PAF defines the lifecycle of a project to include eight project phases, as set out by the Queensland Government.

1.2 Project Governance Structure

Table 1: Project Governance Structure

Role	Organisation
Customer	Department of State Development, Manufacturing, Infrastructure, and Planning
Local Government Client	Central Highlands Regional Council
Supplier	GHD Pty Ltd

1.3 Purpose of the Preliminary Evaluation

The purpose of the Preliminary Evaluation (PE) pre-project stage is to provide information to assist the Central Highlands Regional Council (CHRC) in making an informed decision regarding whether to initiate the Emerald Saleyards Upgrade Project to meet the identified service needs.

1.4 Process

This report defines the following project aspects:

- Provide an overview of the background of the initiative;
- Confirm the alignment this initiative has with strategic objectives;
- Identify the problem needing to be addressed;
- Identify what outcomes are being sought;
- Identify a range of potential options to achieve the outcome;
- Define the shortlisted Options;
- Identify benefits, preliminary cost estimates, and risks;
- Review of Legislative Approvals required;
- Consideration of Procurement and Methods;
- Project Organisation, Plan and Budget for the next Business Case Stage, and;
- Seek approval to proceed to the next phase.

1.5 Limitations and Assumptions:

This report has been prepared by GHD for the Central Highlands Regional Council and may only be used and relied on by Central Highlands Regional Council for the purpose agreed

between GHD and the Central Highlands Regional Council as set out in Section 1.3 of this report.

GHD otherwise disclaims responsibility to any person other than Central Highlands Regional Council arising in connection with this report. GHD also excludes implied warranties and conditions, to the extent legally permissible.

The services undertaken by GHD in connection with preparing this report were limited to those specifically detailed in the report and are subject to the scope limitations set out in the report.

The opinions, conclusions and any recommendations in this report are based on conditions encountered and information reviewed at the date of preparation of the report. GHD has no responsibility or obligation to update this report to account for events or changes occurring subsequent to the date that the report was prepared.

The opinions, conclusions and any recommendations in this report are based on assumptions made by GHD described in this report (refer sections 1 to 12 of this report). GHD disclaims liability arising from any of the assumptions being incorrect.

GHD has prepared this report on the basis of information provided by Central Highlands Regional Council and others who provided information to GHD (including Government authorities), which GHD has not independently verified or checked beyond the agreed scope of work. GHD does not accept liability in connection with such unverified information, including errors and omissions in the report which were caused by errors or omissions in that information.

1.6 Cost Estimates

GHD has prepared the preliminary cost estimates using information reasonably available to the GHD employee(s) who prepared this report and based on assumptions and judgments made by GHD based upon historical rates from Tendered projects and on information provided by CHRC and their suppliers.

The Cost Estimate is a preliminary estimate only. Actual prices, costs, and other variables may be different to those used to prepare the Cost Estimate and may change. No detailed quotations have been obtained for actions identified in this schedule.

GHD does not represent, warrant or guarantee that the works can or will be undertaken at a cost which is the same or less than the Cost Estimate. Where estimates of potential costs are provided with an indicated level of confidence, notwithstanding the conservatism of the level of confidence selected as the planning level, there remains a chance that the cost will be greater than the planning estimate, and any funding would not be adequate.

The confidence level considered to be most appropriate for planning purposes will vary depending on the conservatism of the user and the nature of the project. The user should, therefore, select appropriate confidence levels to suit their particular risk profile.

2. Background

The Maturing the Infrastructure Pipeline Program (MIPP) supports the development of a robust project pipeline and enables projects to be matured from conceptually good ideas into solid proposals.

2.1 Study Area

Emerald Saleyards is located at 1 Batts Street; Emerald QLD and caters for the inland Central Queensland Livestock producers and sellers with a catchment area of many thousands of square kilometres. Cattle are transported from as far as Cloncurry in the north, Barcaldine in the west, Rolleston in the south and east to Blackwater. This catchment area holds more than three million head of cattle and as at June 2016 was the highest rated cattle region in Australia for shear head numbers (Meat & Livestock Australia). Nearest alternative saleyards from Emerald are: Gracemere/CQLX (260km), Roma (400km) and Charters Towers (480km). The weekly sales provide an economic benefit from employing locals and associated spending from travelling stock agents, transport operators and visiting producers.

The Emerald Saleyards site is set on 5.1 hectares with services including:

- Cattle sales – a number of markets are held each week for the sale of cattle;
- Tick clearing and spelling, and;
- Private weighing of cattle.



Figure 1: Emerald Saleyards Location

Emerald Saleyards has a current turnover of \$100m with flow-on benefits reaching deep into the Emerald community from all arms of the Saleyards. Buyers, agents, producers, truck drivers, saleyards staff/workers all have a level of input towards the Emerald communities' financial benefits from each cattle sale held.

2.2 Related Activity

Cattle is a major industry in the Central Highlands with the Emerald Saleyards catchment areas holding positions 1 (Fitzroy), 3 (Burdekin) and 5 (Desert Channels) in the Meat and Livestock Australian Rankings as producing the highest cattle numbers in Australia as of June 2016. This equates to 20% of all the cattle within Australia being located within these three catchment areas.

Associated activities and projects include:

- Emerald being located at a major junction point in the inland Queensland road network. This inland road network is the primary transport route across the state of Queensland to the west and to the north from New South Wales and Victoria for Townsville/Cairns freight.
- DTMR (Department of Transport and Main Roads) is currently upgrading the Gregory highway to the north of Emerald to cater for the larger Type 2 road trains, which predominantly carry cattle.
- The Department of Transport and Main Roads recently prepared a SASR and are currently commencing a Preliminary Evaluation for a future 4-lane upgrade of roads through Emerald. A significant portion of heavy vehicles is cattle road trains.
- Plans to develop a “road to rail” inland port facility at Yamala, 22km to the east of Emerald. Road upgrading is commencing and Graincorp are relocating their Emerald grain processing facilities to a new facility at Yamala.
- An inland port project with Council planning to open up the area to the south of Yamala for prime agriculture by developing 21km of feeder roads off Bonnie Doon Road.
- Current proposals to develop two (2) meat-processing plants in or near to Emerald.

2.3 Existing Facilities

The existing saleyards facilities comprise the following:

- 230 steel selling pens with a throughput capacity of approximately 2,000 cattle per week;
- Maximum throughput capacity of 3,000 cattle per week which includes tick treating cattle, spelling and private weighing.
- Rail siding with ramp to load cattle onto wagons;
- Vacant area at rear to north, part of which is currently used for a small herd of cattle;
- One (1) accredited tick clearing cattle dip for Biosecurity Certification;
- One (1) double-decker loading ramp. This is single file, double deck and is used for both in and out loading;
- Sales area with a covered roof structure;
- Full and half deck live-weight scales on the approach/adjacent to the sales area;
- Drive through underbody truck wash with high-pressure wash-down facility;
- Office and amenity buildings, and;
- Car and truck parking areas.



Figure 2: Emerald Saleyards Throughput and Revenue (Source: CHRC)

Figure 2 above shows the increase in Emerald Saleyard numbers over the past seven (7) years, however, this growth has reached its capacity according to the Saleyards manager, with the Saleyards infrastructure unable to accommodate any further significant increase in throughput.

3. Definition of Need

3.1 General

An initial planning meeting with Central Highlands Regional Council (CHRC), held on 19th January 2018, and subsequent meetings has given an increased understanding of CHRC's project requirements.

3.2 Methodology

As no formal planning or SASR has been carried out to assess the options and sub-options, GHD has first stepped through a "mini-SASR" to confirm the needs and outcomes and to develop a short-list of options.

These have then been progressed through the formal Preliminary Evaluation process.

3.3 Previous information

Council has provided the following information:

- Copy of Emerald Saleyards 2010 Proway Master Plan;
- Contact details for Suppliers of suitable products or equipment for the projects;
- Cost Details and concept drawings for a suitable Scale house Roof and Hay Shed;
- High-level initial project cost estimates prepared by Emerald Saleyards Management, and;
- Stakeholder group assessment of Project Importance scoring.

3.4 Stakeholder Engagement

GHD has held a number of meetings with the Emerald Saleyards Management Team. The information provided to GHD was the culmination of previous Stakeholder meetings by CHRC to discuss and to prioritise the perceived issues and needs going forward for the Emerald Saleyards facility.

The Emerald Saleyard Stakeholder Group comprised representatives from:

- Agforce;
- Local Transport Operators;
- Emerald Livestock Selling Association (ELSA);
- Central Highlands Regional Council (CHRC) drafting contracting;
- Peter Klan Contracting, and;
- Livestock Commission Buyers;

3.5 Potential Projects

This Stakeholder group initially identified twelve (12) areas for upgrade, as shown in Table 2 on the next page. These projects are required for the Emerald Saleyards to provide better working conditions, improve cattle turnover and increase cattle welfare within the saleyards.

Table 2: Stakeholder group - Project Needs list

CHRC Items	CHRC Priority Rating	Proposed Upgrade Project
12	*1	Spelling Yards
7	2	Additional Dump Ramp
1	3	Hay Sheds for feed storage
6	4	Light Pole Replacement – Existing timber posts to steel.
2	5	Scale house – Additional Shade.
4	6	Roof over Crush and Dip Area
3	7	Catwalk for Top of Double Deck Ramp
5	8	Draft Area – Additional Shade
8	9	Concrete yards and delivery lanes
9	10	Redesign main draft to air operated
10	11	Reseal front carpark and turn around area
11	12	Renovate offices/canteen

Note: * Within the twelve (12) proposals listed above, a proposal for new spelling yards was subsequently added as per Section 3.6.3 after the stakeholders group meeting to discuss a priority rating.

Of the above twelve (12) proposals put forward, the stakeholders have narrowed down the scope to the following four (4) priority projects:

- Scale house – additional shade.
- Additional Dump Ramp.
- Spelling Yards.
- Hay Shed;

The background and needs for these four (4) shortlisted priority upgrades are discussed in more detail as follows:

3.6 Issues and Needs

3.6.1 Item 1: Provide a safer work environment–New Scale-house roof

During Emerald's summer, the daily temperature is regularly over 35°C and often exceeds 40°C. With a few hundred cattle to manage and concrete holding pens, the working conditions for saleyards employees is difficult and strained. Emerald Saleyards management advice is that the risk of heat stress on cattle and their seven (7) saleyards workers is high during these hotter periods.



Figure 3: Scale-house (at left) and weighbridge in the foreground.

The worst impacted area is the high-activity area at and around the scalehouse above, which GHD has recommended be covered for shade. The area under the proposed cover/roof is used primarily for delivery to assembly pens and for retagging of radio-frequency identification (RFID) prior to penning.

Animal welfare concerns also arise with cattle held in exposed holding pens for a lengthy amount of time with full exposure to the sun.

Concerns for staff safety through prolonged periods of working in the sun along with other heat-related factors are a risk to Emerald Saleyards. With the adverse impact on productivity from moderate exposure in hot weather, a greater degree of exposure could have serious WH&S implications.

The need for cover over this high-utilisation area is seen as a priority.



Figure 4: Existing roof structure over draft yard - extended to new roof over Scale-house.

3.6.2 Item 2: Promote a greater level of efficiency and volume when unloading cattle – provide additional Dump Ramp

Every Wednesday evening in preparation for the Thursday cattle sales, road trains line up along Daniels Street at the Saleyards entrance waiting to unload at the only single cattle ramp suitable for road trains. These road trains block almost 400m of Daniels Street and connecting streets, with trucks idling and cattle moving about in the trailers.



Figure 5: Entrance to Loading Ramps Area.

This waiting places undue stress on the cattle in the afternoon sun before unloading. Also, there is additional time, cost and weather exposure spent by drivers, saleyards workers and agents waiting before moving the cattle to designated yards.



Figure 6: Existing double-decker single width in and out loading ramp.

The current single width double-decker unloading facility for road trains only allows a single file of animals to exit the trailers at a time. This push of cattle as they are being unloaded causes animals to strike hips against corner posts, jamming of two animals in a race and trampling issues, which cause undue stress and injury.

The same single-width loading ramp is also used for out-loading cattle onto transport. The current ramp is suitable for this purpose as the ability of a single-width loading ramp does not allow cattle to turn around or fall which would cause a trampling scenario when being loaded onto transport.



Figure 7: Unladen Cattle Road trains waiting.

The nature of the peak window for cattle delivery on Wednesday evening prior to Thursday's sales causes this operational bottleneck in unloading cattle. This "peak" problem is not repeated post sales as demand for removing cattle from the saleyards is more spread out, as "sold" cattle are transported to different destinations, their departure depends on transport availability. Therefore out loading is staggered and sometimes takes a number of days to complete.

A new (additional) and wider dump ramp would result in a greater throughput of cattle when unloading from a cattle delivery road train. Emerald Saleyards Management has calculated future throughput levels with existing yarding configurations and deemed that the increase in cattle using the new dump ramp can be supported by current CHRC staffing levels. During peak times, however, between 11am to 7pm every Wednesday a representative from the Emerald Saleyards Agents would need to be on hand to provide additional support. This is explained by the Saleyards manager as an additional service from the Saleyard agents group.

The requirement for an additional unloading facility is of high importance.

3.6.3 Item 3: Maximise holding yard capabilities – New Spelling Yards

In 2016, Emerald Saleyards was commissioned as a tick clearing facility, which the use of has increased by 350% from its 2016 uptake to current throughput. Regulations for cattle tick clearing certification require the spelling of cattle for at least four (4) days following dipping. This is to monitor and prove the effectiveness of the dip on treated cattle and prevent spreading to other yarded cattle.

This spelling process currently uses the existing facility yards, which are not suitable as:

- Cattle throughput at the Emerald Saleyards is restricted by the yards which are near capacity and this is limiting income;
- Current spelling yards within the existing facility do not have any shaded areas, which also causes animal stress for such extended stays, leading to animal welfare concerns, and;
- Current cattle spelling yards also border the road train unloading route. These trucks are startling cattle in the adjacent yards at every delivery causing cattle to become stressed and agitated.
- Saleyards management also advises that the spelled cattle are not able to rest for the full 4-day period and are usually "shuffled" between a number of yards to make room for other cattle. This re-location increases the stress on the cattle and increases workload for saleyards staff.



Figure 8: Looking west along rail siding - Rail ramp at left. Opposite land on right of tracks is proposed new Spelling Yards

Spelled cattle yards currently number twenty-eight (28), however; estimates put the additional yardage required to be another twenty (20) yards (48 total) in order to safely manage animal welfare issues and capacity restraints. Livestock being moved between Biosecurity Queensland tick zones must be treated to ensure no ticks are transported into tick free zones. Treated cattle will be moved to the new yards for the spelling period before being relocated to current spelling yards in the main sale yard area prior to further transport.

GHD recommends that new Spelling yards be constructed to meet current animal welfare practices and expand the saleyard's capacity.

3.6.4 Item 4: Reduce feed losses from weather damage – New Hay Shed

Currently, feed for cattle is delivered to the Saleyards site on non-sale days so there is no disruption to cattle delivery. Hay is delivered by a road train which during peak times can be twice a week to meet demand.



Figure 9: Current Hay Storage Area – damaged bales at left of photo

During heavy rain events, which during Emerald's summer storm season are quite regular, the stored cattle feed held in the saleyards is damaged. At the time of GHD's first site visit, rainfall in February 2018 had caused damage to eleven (11) of the twenty (20) site stored round hay bales. (Refer to Figure 9). At any one time, the range of stock on the ground at Emerald is between 80-100 round bales with the costs of round hay bales approximately \$112 per bale.

Damaged bales then need to be disposed of from the Saleyards site to make room for fresh feed. This is time-consuming and costly for Central Highlands Regional Council's parks and gardens team, having to load and find suitable gardens and areas to mulch with the damaged hay. This hay damage scenario is ongoing as there is currently no sheltered storage onsite. Supply and demand issues dictate that a minimum number of bales must be on hand on site.

GHD recommend that a new Hay Shed be provided as covered storage to protect this feed.

3.7 Strategic Alignment

3.7.1 Local, regional and state Government strategies and priorities

These proposed four (4) Emerald Saleyards upgrade projects align with the following Local and State Government strategies and policies:

Emerald Saleyards Master Plan 2010 developed by ProWay Livestock Equipment.

The four identified service requirement solutions will work towards meeting a number of items outlined in the Emerald Saleyards Master Plan 2010 developed by ProWay Livestock Equipment.

- Chapter 2 of the Master Plan requires the upgrade of delivery/buyers pens and expresses the need for an additional double-deck offload ramp. The additional ramp will allow for greater cattle offloading and throughput. There would be an efficiency by faster separation of non-sales cattle (e.g. for dipping) which currently impede the flow of cattle being off-loaded for sales. This would improve the utilisation of the Saleyard facilities.
- Chapter 4 – Item 2 calls for more sale pens within the Emerald Saleyard facility. These additional spelling pens would improve the overall maximum capacity of the saleyards to meet ever-increasing forecast models. By freeing up existing sales pens that are currently being used for spelling, these additional pens would then be available to accommodate the increasing weekly sale head numbers.
- Chapter 5 – This chapter of the Master Plan addresses animal welfare and WH&S concerns. The Master Plan points out that animal welfare groups are increasingly highlighting welfare issues at cattle saleyards in relation to practices in which Emerald Saleyards may not be fully compliant in its facilities or practices. Site works in the time since the issue of the Master Plan have begun to address animal welfare problems but there are still areas and infrastructure required to reduce undue stress on the animals.

As detailed in the ***2013-2018 Corporate Plan***, Central Highlands Regional Council (CHRC) is committed to:

Building ***“Strong, Vibrant Communities”*** with strong social networks, that respect our heritage, and promote active, healthy communities. This includes:

- Providing and maintaining accessible community services and facilities that meet the needs of our diverse communities and offer value for money for all stakeholders
- “Building and Maintaining Quality Infrastructure” that is well connected, well serviced, and well planned.

This project also links to the following ***Central Highlands CH2022 Community Plan***,

This includes:

“Integrated quality infrastructure” connecting and servicing our communities with quality maintained infrastructure and integrated transport networks through advanced telecommunications, innovative urban design, and affordable housing choices.

- **“Diverse prosperous economy”** boasting a thriving responsive economy led by innovation, leading-edge technology and a skilled professional workforce that attracts continued investment across our diverse business, industry and tourism enterprises.

The Central Highlands Economic Master Plan (Economic Master Plan to 2047) outlines priorities such as:

“Expansion and diversification of existing sectors” for the expansion into high-value crops, livestock, and horticulture. By focusing on cattle throughput allows for more accommodating facilities and diversification with the livestock areas that might have by-passed Emerald Saleyards in the past for another, more-suitable marketplace.

“Industry and Export Drivers” with a major shift towards agricultural expansion and diversification. Expansion and improved operations within the Emerald Saleyards allows for expansion of the livestock component of Emerald’s agricultural section while simultaneously making better use of current available facilities.

Regional / State Planning

This project aligns with multiple regional and state planning policies including:

- State Infrastructure Plan;
- Central Queensland Regional Plan, and;
- Central Queensland – Economic Infrastructure Framework.

These policy documents have similar goals including:

- Enhancing the use of existing infrastructure to be fit for purpose, and;
- Upgrading infrastructure to maintain/enhance economic development opportunities.

3.8 Define the Outcomes Sought

The outcomes sought for the four (4) key issues are:

- Provide a safer work environment and a reduction in animal welfare issues
- Promote a greater level of efficiency and volume when unloading cattle;
- Maximise holding yard capabilities, and;
- Reduce feed losses from weather damage.

4. Outcomes Sought

4.1 General

The desire to cement the long-term growth of the Saleyards facility has resulted in the CHRC seeking to progress the following proposed four projects, along with their associated benefits that can be achieved from project outcomes are as listed in Table 3.

Item Descriptions:

- Item 1 – Scale house Roof
- Item 2 - New Dump Ramp
- Item 3 – New Spelling Yards
- Item 4 - Hay Shed

Table 3: Scope of Outcomes Sought and Stakeholder Benefits

Item	Outcome	Criteria for success	Stakeholder Benefits
1	Provide a safer work environment	Provide a facility with the capacity to accommodate cattle and saleyard workers in all weather conditions that will decrease animal welfare issues and the risk of WH&S breaches.	Reduced animal welfare issues and WH&S risks. Greater staff safety, amenity and job satisfaction.
2	Promote a greater level of efficiency and volume when unloading cattle.	Provide the capability to offload cattle faster, safer and more efficiently at similar rates to competitive industry levels.	Increased cattle throughput capacity. Will allow the facility to grow further. Increased income to all parties. Reduction in local traffic issues.
3	Maximise holding yard capabilities	Provide a facility in which cattle in transit or in spelling can have adequate room that will decrease the level of animal welfare issues while cattle are easy to monitor and move.	Increased cattle throughput as frees up existing pens, better financial returns. Reduced animal welfare issues. Better utilisation of dipping facilities.
4	Reduce feed losses from weather damage.	Provide an area that is equipped to contain Saleyard feed/hay from the weather. The area should be easily accessed and provide adequate storage space.	Reduced costs of feed wastage and associated CHRC labour costs in its removal. Reduce delays in re-supplying.

4.2 Scope of Outcomes Sought and Potential Conflicts

From discussion with Saleyards Management, the scope of the new service requirements with the following potential conflicts identified are outlined in Table 4. Identifying potential conflicts helped develop final cost estimates and further scope final potential outcomes.

Table 4: Scope of Outcomes with Potential Conflicts.

Item	Outcome	Scope of Outcomes	Potential Conflicts
1	Provide a safer work environment	Provide a cover roof of sorts, with a clearance of at least 5 metres, over the scalehouse area, scales and approaches. Look to potentially partly enclose the top of sides and to adjoin the existing roof structure.	Roof posts in the yards could be their own restriction and safety issue. Construction access is difficult and may impact operations and cost.
2	Promote a greater level of efficiency and volume when unloading cattle.	Provide a second ramp for in-loading only. Locate in the area north of the current ramp, but with sufficient separation for Type 1 roadtrain to queue. Locate to suit pens. Consider the wider "dump" ramp for increased capacity and less animal stress.	Area is very tight for truck access – may impact first ramp truck access, and block off hay shed. Requires operational management
3	Maximise holding yard capabilities.	Provide 20 new pens in the quieter and separated area to the north of the rail line. Pens to be larger and leave trees for shade. Provide water troughs, irrigation for dust and a new crossing over the rail line.	Location is near rural residential area. Potential issues from noise, dust, odour, and access traffic. Aurizon risk with regular crossing of the rail line. Potential of train carriages to block access to spelling yards.
4	Reduce feed losses from weather damage.	Provide a new cover structure or shed in the general area of the current storage. Size to suit capacity for approximately 100 bales of hay. Two sides against the weather to be enclosed, other sides open.	Tight area for access – blocks when trucks are at the new unloading ramp above.

4.3 Collaboration Opportunities

As well as the Stakeholder group in Section 3.4, who were previously consulted, opportunities for collaboration have been identified with the following additional parties:

- Aurizon regarding the rail siding operation and crossing
- CHRC Waste Department regarding construction of and access to the western side of the Spelling Yards.
- Businesses along Batts Street that are impacted by road trains waiting to unload. These trucks waiting to unload cattle block carparks and public access.
- Nearby residents in Hogans Road, Emerald to which the Spelling yards may impacted.

- Emerald Show Society as a neighbour to the Emerald Saleyards will be impacted by potentially additional transport traffic and contractor traffic during construction phases of the saleyards upgrade.

5. Identification of Options

5.1 General

Due to the:

- Constrained Nature of the Site and facility, and;
- Relatively small size and value of the works envisaged.

The number and scope of options available is quite limited. This is outlined in Section 3.2 and is the reason for CHRC proceeding straight to the Preliminary Evaluation stage.

5.2 Potential Options to achieve the Outcome

For the four (4) projects, the following four sub-options have been identified:

- Option 1 – Base Case (Do nothing – Business as Usual)
- Option 2 – Operational Management – e.g. transfer to an existing offsite facility.
- Option 3 – Infrastructure Upgrades (Minimal new infrastructure to achieve outcome)
- Option 4 – Infrastructure Upgrades (Preferred new infrastructure – addition to Option 3)

The Operational Management option for Issues 2, 3 and 4 involve providing off-site facilities. So there is some risk that the increased on-site capacity (especially Issue 3, the Spelling Yards, may detract business from any off-site facilities or options.

The detailed descriptions of the nature and extent of work envisaged for each of these (4 x 4) sixteen sub-options is outlined in Table 6 and are summarised in Table 5 below:

Table 5: Potential Options

Item	Outcome	Options
1	Provide a safer work environment	1.1 Do nothing – Personal Protection Equipment only
		1.2 Peak or hot times, bypass cattle to Gracemere
		1.3 New cover roof, day work only
		1.4 New cover roof and lighting for night work
2	Promote a greater level of efficiency and volume when unloading cattle.	2.1 - Do nothing
		2.2 - Operational – stagger unloading times, or bypass to Gracemere at peak times
		2.3 - Replacement of existing ramp with wider double-decker dump ramp
		2.4 – New additional wider double-decker dump ramp
3	Maximise holding yard capabilities.	3.1 Do nothing
		3.2 Operational –Outsource, hold cattle offsite
		3.3 New holding yards at NE corner of site
		3.4 New holding yards at NW corner of site
4	Reduce feed losses from weather damage.	4.1 Do nothing
		4.2 Hold feed in offsite facility and bring in as needed
		4.3 New feed shed
		4.4 New feed shed with adjacent hardstand area

Assessment of Potential Options

Item 1: Scale house Roof

Table 6: Provide a safer work environment

Item	Option 1 – Base Case	Option 2	Option 3	Option 4
Title	Business as usual	Operational Management	Infrastructure upgrades to Emerald Saleyards	New Infrastructure to Emerald Saleyards
Description	Continue interim PPE solutions to sun exposure.	When forecast cattle sales are near or over the capacity of Emerald capabilities cattle are transported to Gracemere yards. Transfer sale times to suitable morning/evening times when the sun is not as hot.	Extension of existing roof shade structures. Incorporating support locations within existing yards and pens.	Extension of existing roof shade structures. Incorporating support locations within existing yards and pens. <i>The inclusion of lighting for safe night works.</i>
Strategic alignment	No alignment with ProWay 2010 Master Plan.	Partial alignment with ProWay 2010 Master Plan.	Full alignment with ProWay 2010 Master Plan.	Full alignment with ProWay 2010 Master Plan.
Advantages	No major capital funding required. Known facility workings. No disruption to weekly sales.	No major capital funding required. Greater cattle welfare during sales.	Greater ability to provide animal welfare. Decrease UV health risks to all Saleyard users (staff, agents and the general public). Maintain animal care/sales accreditation. Greater throughput of cattle numbers. Improved efficiency (Higher staff energy levels). Employee retention. Able to continue work during wet weather.	Greater ability to provide animal welfare. Decrease UV health risks to all Saleyard users (staff, agents and the general public). Maintain animal care/sales accreditation. Greater throughput of cattle numbers. Improved efficiency (Higher staff energy levels). Employee retention. Able to continue work during wet weather. <i>Ability for night works during peak times.</i>
Disadvantages	No ability to provide animal welfare. Increase UV health risks to Saleyard users (staff, agents and the general public). Possible loss of animal care/sales accreditation. Poor community relationship. Bad publicity to CHRC and ES if conditions exposed to media outlets. No ability to implement ProWay Master Plan.	Reduced revenue to ES and flow on effect. Removal of cattle from the Emerald Saleyards. Loss of jobs through reduced staffing roles. No ability to implement ProWay Master Plan. Probable community backlash.	Higher capital cost. Temporary construction disruption to Emerald Saleyards.	Higher capital cost. Temporary construction disruption to Emerald Saleyards.

Item	Option 1 – Base Case	Option 2	Option 3	Option 4
High-level benefits addressed	No alignment.	Partial alignment. Outweighed by organisation and community disadvantages	Full alignment	Full alignment including added income revenue benefits
Total estimated capital cost	As per current spending with increased forecast maintenance spending	Not Costed Saleyard users time only	\$281,300	\$300,150
Estimated whole-of-life operational cost	To be provided for Gate 2.	To be provided for Gate 2.	To be provided for Gate 2.	To be provided for Gate 2
Operational cost impacts	N/A	Substantially reduced operational cost due to loss of cattle numbers.	Reduced operational costs once the structure is completed through OH&S breaches.	Reduced operational costs once all works are completed through OH&S breaches.
Timeframe (i.e. deliverability of project)	N/A	1 month	1-2 years	1-2 years
Change and communications	No change impact Potential negative reputational impact	Significant change impact Obvious negative reputational impact	Significant change impact Obvious positive reputational impact	Significant change impact Positive reputational impact
Environmental, urban planning and development, cultural heritage and native title	None known	Welfare sensitivities could be impacted from the additional travel time of stock on road trains. Yard/pen availability regarding the use of existing neighbouring facilities.	Pre-planning already implemented with little impacts on the proposal.	Pre-planning already implemented with little impacts on the proposal.

Item 2: New Dump Ramp

Table 7: Promote a greater level of efficiency and volume when unloading cattle

Item	Option 1 – Base Case	Option 2	Option 3	Option 4
Title	Business as usual	Operational Management	Infrastructure upgrades to Emerald Saleyards	New Infrastructure to Emerald Saleyards
Description	Carry on with currently loading procedure.	When forecast cattle sales are near or over the capacity of Emerald capabilities cattle are transported to Gracemere yards. Implement delivery time windows for trucks to stagger unloading.	Replacement of existing double-decker unloading ramp with double decker 'dump' ramp.	Addition of double-decker 'dump' ramp <i>Incorporating increased width races and unloading pens.</i>
Strategic alignment	No alignment with ProWay 2010 Master Plan.	Partial alignment with ProWay 2010 Master Plan.	Full alignment with ProWay 2010 Master Plan.	Full alignment with ProWay 2010 Master Plan with additional animal welfare issues addressed.
Advantages	No major capital funding required. Transport drivers understand currently facility capabilities. No disruption to weekly sales.	No major capital funding required. Greater cattle welfare during sales.	Reduced unloading times. Maintain animal care/sales accreditation. Higher throughput rates than current operations.	Greatly reduced unloading times. Decrease wasted time to Saleyard staff. Maintain animal care/sales accreditation.

Item	Option 1 – Base Case	Option 2	Option 3	Option 4
				Free up local roads from waiting transport trucks. <i>Greater ability to provide animal welfare.</i>
Disadvantages	Unloading times remain the same. Costs associated with waiting trucks/staff. No ability to improve animal welfare. No ability to increase cattle intake/turnover. Blocking of local streets with waiting trucks. No ability to implement ProWay Master Plan.	Reduced revenue to ES and flow on effect. Removal of cattle from the Emerald Saleyards. Loss of jobs through reduced staffing roles. Fatigue issues of transport drivers having to travel an additional +260km than usual for deliveries. No ability to implement ProWay Master Plan. Probable community backlash.	Higher capital cost. Temporary construction disruption to Emerald Saleyards. Injury and crush of unloaded cattle.	Higher capital cost. Temporary construction disruption to Emerald Saleyards.
High-level benefits addressed	No alignment.	Partial alignment. Outweighed by organisation and community disadvantages	Full alignment	Full alignment including added animal welfare and throughput benefits.
Total estimated capital cost	As per current spending with increased forecast maintenance spending.	Not Costed Saleyard users time only	\$200,000	\$275,500
Estimated whole-of-life operational cost	To be provided for Gate 2.	To be provided for Gate 2.	To be provided for Gate 2.	To be provided for Gate 2.
Operational cost impacts	N/A	Substantially reduced operational cost due to loss of cattle numbers.	Reduced operational costs once the structure is completed through efficiency and turnover.	Reduced operational costs once the structure is completed through efficiency and turnover.
Timeframe (i.e. deliverability of project)	N/A	1 month	3 months	3 months
Change and communications	No change impact Potential negative reputational impact	Significant change impact Obvious negative reputational impact	Significant change impact Obvious positive reputational impact	Significant change impact Positive reputational impact
Environmental, urban planning and development, cultural heritage and native title	N/A	N/A	N/A	N/A

Item 3: New Spelling Yards

Table 8: Maximise holding yard capabilities

Item	Option 1 – Base Case	Option 2	Option 3	Option 4
Title	Business as usual	Operational Management	Infrastructure upgrades to Emerald Saleyards	New Infrastructure to Emerald Saleyards
Description	Continue with current holding yard situation.	Provide local contractor to transport treated cattle to outsourced holding yards. Cattle waiting for treatment or delivery will be held at an outsourced local cattle yard for pickup and transport.	New holding yards with suitable size pens. Large sized pens with natural tree shade. Located away from delivery trucks for animal welfare.	New holding yards with suitable size pens with built shade structures. Located away from delivery trucks for animal welfare.
Strategic alignment	No alignment with ProWay 2010 Master Plan.	Partial alignment with ProWay 2010 Master Plan.	Full alignment with ProWay 2010 Master Plan.	Full alignment with ProWay 2010 Master Plan with additional animal welfare benefits met.
Advantages	No major capital funding required. Known holding ability of yards No disruption to weekly sales. Separation of cattle from residential areas.	No major capital funding required. Greater cattle welfare during sales.	Potential ability to hold more cattle in land allotment. Greater ability to provide animal welfare. Decrease wasted time to Saleyard staff in moving cattle around to available pens. Maintain animal care/sales accreditation. Provide another income stream to Emerald Saleyards.	Easily accessible viewing for stock agents and saleyard staff. Greater ability to provide animal welfare. Decrease wasted time to Saleyard staff in moving cattle around to available pens. Maintain animal care/sales accreditation. Provide another income stream to Emerald Saleyards.
Disadvantages	No ability to improve animal welfare. No ability to increase cattle intake/turnover. No ability to implement ProWay Master Plan.	Reduced revenue to ES. Removal of cattle from the Emerald Saleyards. Loss of jobs through reduced staffing roles. No ability to implement ProWay Master Plan.	Higher capital cost. Disruption to neighbouring houses during construction and operations. Rail line interference. Maintaining runoff water quality	Higher capital cost. Rail line interference.
High-level benefits addressed	N/A	Partial alignment. Outweighed by organisation and community disadvantages	Full alignment	Full alignment
Total estimated capital cost	As per current spending with increased forecast maintenance spending.	Not Costed.	\$1,303,500	\$1,303,500
Estimated whole-of-life operational cost	To be provided for Gate 2.	To be provided for Gate 2.	To be provided for Gate 2.	To be provided for Gate 2.
Operational cost impacts	N/A	Higher staff costs from moving cattle regularly for spelling offsite.	Reduced operational costs once the structure is completed through efficiency and turnover.	Reduced operational costs once the structure is completed through efficiency and turnover.

Item	Option 1 – Base Case	Option 2	Option 3	Option 4
Timeframe (i.e. deliverability of project)	N/A	1 month	12 months	12 months
Change and communications	No change impact Potential negative reputational impact	Significant change impact	Significant change impact. Additional income streams available on completion.	Additional income streams available on completion.
Environmental, urban planning and development, cultural heritage and native title	N/A	Yard/pen availability regarding the use of outsourced facilities.	New yards access is across Aurizon existing rail crossing. Planning and approval must be sought. Environmental and urban planning to be determined in proposal for potential runoff issues.	New yards access is across Aurizon existing rail crossing. Planning and approval must be sought. Environmental and urban planning to be determined in proposal impact chapter.

Item 4: Hay Shed

Table 9: Reduce feed losses from weather damage

Item	Option 1 – Base Case	Option 2	Option 3	Option 4
Title	Business as usual	Operational Management	Infrastructure upgrades to Emerald Saleyards	New Infrastructure to Emerald Saleyards
Description	Continue replacement and disposal of feed as required due to weather damage.	Transfer holding of cattle yard feed to an offsite location. Delivery will be on an 'on demand' basis.	Construction of a shed structure to store feed.	Construction of a shed structure to store feed. <i>Incorporating hardstand loading and unloading capabilities.</i>
Strategic alignment	No alignment with ProWay 2010 Master Plan.	Partial alignment with ProWay 2010 Master Plan.	Full alignment with ProWay 2010 Master Plan.	Full alignment with ProWay 2010 Master Plan with OH&S benefits.
Advantages	No major capital funding required. Known facility workings.	No major capital funding required. Greater storage capabilities of feed. No loss of feed from weather damage. The increase of usable site area from the removal of feed stockpile.	Reduced weather exposure/damage to feed. Ability to provide storage to onsite vehicles. Decrease CHRC collection of damaged feed.	Reduced weather exposure/damage to feed. Ability to provide storage to onsite vehicles. Decrease CHRC collection of damaged feed. <i>Ability to unload feed and not encroach on truck turning area. Hardstand area protecting driveway asphalt from damage during unloading.</i>
Disadvantages	Continued loss of weather damaged feed, associated replacement costs, and delay. Costs to CHRC of removing weather damaged feed. No ability to implement ProWay Master Plan.	Wait/lead times of feed deliveries from orders being placed. Costs associated with contracted feed and delivery arrangements. Increasing vehicles to cattle delivery area No ability to implement ProWay Master Plan.	Higher capital cost. Temporary construction disruption to cattle delivery turning area. Damage to driveway through machinery skewing/turning while unloading feed.	Higher capital cost. Temporary construction disruption to cattle delivery turning area.

Item	Option 1 – Base Case	Option 2	Option 3	Option 4
High-level benefits addressed	N/A	Partial alignment.	Full alignment	Full alignment with additional OH&S benefits.
Total estimated capital cost	As per current spending with increased forecast spending and seasonal dependent availability of feed.	Not Costed.	\$127,000	\$140,000
Estimated whole-of-life operational cost	To be provided for Gate 2.	To be provided for Gate 2.	To be provided for Gate 2.	To be provided for Gate 2.
Operational cost impacts	N/A	High operational cost due to contractual arrangements that would be necessary to operate the agreement.	Reduced operational costs once the structure is completed through savings from lost/damaged feed and CHRC crews to remove waste.	
Timeframe (i.e. deliverability of project)	N/A	1 month	6 months	6 months
Change and communications	No change impact Potential negative reputational impact	Significant change impact	Significant change impact Obvious positive reputational impact	Significant change impact Positive reputational impact
Environmental, urban planning and development, cultural heritage and native title	N/A	Additional road traffic of daily feed deliveries may have an impact on cattle delivery turning circles during unloading.	Building approval to be sought for construction of the new shed. Pre-planning already implemented with little impacts on the proposal.	Building approval to be sought for construction of the new shed. Pre-planning already implemented with little impacts on the proposal.

6. Definition of Options

6.1 Definition of the Options to be evaluated

A detailed high-level “first pass” assessment was carried out for the 16 options in Table 5. The results are tabulated in Table 10. The General outcomes were:

- The operational options of each item were not preferred. These shifted business elsewhere, lost potential income and left the current Emerald Saleyards at capacity with limited capacity for continued growth.
- For the new infrastructure options 3 and 4, the additional work and costs for Preferred Option 4 (over and above Option 3) is minor in all cases, therefore Option 4 is recommended for the further evaluation.

GHD recommends that for the four (4) projects, the options for Evaluation are Option 1 (Do nothing) and Option 4 (Preferred New Infrastructure). These options for evaluation are summarised in Table 10 below:

Table 10: Options Shortlist for Preliminary Evaluation

Item	Outcome	Options for Evaluation
1	Provide a safer work environment	1.1 Do nothing – PPE only
		1.4 New cover roof and lighting for nightwork
2	Promote a greater level of efficiency and volume when unloading cattle.	2.1 Do nothing
		2.4 New additional wide double-decker dump ramp
3	Maximise holding yard capabilities.	3.1 Do nothing
		3.4 New holding yards at NW corner of site
4	Reduce feed losses from weather damage.	4.1 Do nothing
		4.4 New feed shed with adjacent hardstand area

6.2 Benefits Management Plan

A Benefits Management Plan (BMP) has been prepared, following extensive consultation with CHRC Saleyards Management. The fully quantified BMP is attached in Appendix H. A summary of this Benefits Management Plan is provided in Table 11.

Table 11: Benefits Management Plan Summary

Strategic alignment with Emerald Saleyards Master Plan	Project Objectives	Key Benefit	Planned Outcome	Measure
Chapter 5: The need to improve the WH&S and animal welfare facets of the yards to fall into line with current legislation	Item 1: Provide a safer work environment	Improved safety outcomes	Improved productivity of workers	Worker productivity (number of staff in CHRC budget for Saleyards labour)
			Improved safety outcomes for workers	Incidents in lost time injury register
			Improved level of animal welfare	Average weight of cattle whilst in spelling yards
Chapter 4: The capacity of the current yards and the expected capacities for the future	Item 2: Promote a greater level of efficiency and volume when unloading cattle	Improved cattle throughput		
Chapter 2: The lack of and deteriorating condition of the delivery and buyers pens and the operations improving the design of these yards to target agistment/clearance operations of cattle to generate further income for the CHRC			Improved efficiency in unloading	Time taken for operators to unload cattle
			Average waiting time of last truck in queue	
		Reduced urban impact from truck wait times	Increased cattle turnover	Average number of cattle unloaded
Item 3: Maximise holding yard capacity			Increased income stream	Annual income
Item 4: Reduce feed losses from weather damage	decrease in feed losses	Reduced amount of hay damaged by weather	Percentage of bales spoiled per year	
		Reduced disposal and clean-up cost from hay loss	Annual spend on disposal and clean-up	

The quantified Benefit outputs shown in Appendix D have been input into the Financial Analyses in Section 7.2

7. Preliminary Evaluation

7.1 Risk Analysis

A Preliminary Project Risk Analysis has been carried out for the four (4) proposed Projects. Listed in detail within Table 12, the considerations are:

- Financial Risk;
- Design Phase;
- Approvals;
- Project Management;
- Construction Phase, and;
- Operations / Maintenance Risks.

Apart from the standard risks, which would apply to similar projects, the following are some of the project-specific or unusual risks identified to date.

Table 12: Project Risk Register

Category	Key Risk and Description	Supplementary Risk	Potential Impact / Consequence
Option 1.4 – Scale house Roof			
Construction Phase	Disruption to the operations of the Saleyards.	Construction of the Scale house Roof temporarily disrupts the operations of the Saleyards, which may result in lost costs and delays/ poor performance of work.	Financial
Construction Phase	Site Access	The current site location for the scalehouse roof is currently surrounded by existing infrastructure. Temporary removal and reinstatement of some items may be required to gain sufficient access for construction, which may result in additional cost and or programme delays. Being surrounded by existing items the risk of damage to those items during construction is greater.	Financial
Option 2.4 - New Dump Ramp			
Construction Phase	Disruption to the operations of the Saleyards.	Construction of dump load ramp temporarily disrupts the operations of the saleyard, which may result in lost costs to the saleyards and delays/ poor performance of work.	Financial
Operations / Maintenance	Accidental impact damage	The new dump ramp is accidentally damaged by being in the vicinity of the cattle delivery trucks while turning or unloading.	Financial
Option 3.4 - New Spelling Yards			
Approvals	Aurizon approval for rail crossing.	If approval is not obtained from Aurizon the rail crossing then the spelling yards are unable to be used and this project can't go ahead.	Financial
Approvals	Stormwater Runoff	Council may not permit the cattle-contaminated stormwater runoff to flow into the residential open drain	Financial
Approvals	Material Change of Use (MCU) Required	May trigger upgrade of an existing non-compliance, such as traffic or TMR Intersection	Financial
Approvals	Public objection to project.	As there is residents north-east of the proposed spelling yards location there is the potential for public objection for the project to go ahead because of residents unhappy with the noise, dust, and odour which will be created due to the associated works.	Reputation
Operations / Maintenance	Parked out load roadtrain.	Access to the spelling yards via the crossing point will be blocked via the train while loading cattle and can't be used if additional cattle are required to be transported to the other side until the train has departed resulting in lost time.	Business disruptions
Operations / Maintenance	Wet weather	No base in yards and black soil becomes difficult for cattle to walk in	Reputation
Option 4.4 - Hay Shed			
Construction Phase	Disruption to the operations of the Cattle delivery turning area	Construction of the Hay Shed temporarily disrupts the operations of the cattle delivery turning area, which may result in lost costs and delays/ poor performance of work.	Financial

The Project Risk Registers are dynamic documents and shall be reviewed and updated regularly throughout the project life.

7.2 Financial and Economic Analyses

The following section outlines the Cost-benefit analysis (CBA) for the options being considered for the Emerald Saleyard Upgrade. The purpose of this assessment is to understand the economic and social return of each of the identified development options for the upgrades for the Emerald Saleyards.

7.2.1 Project Scope and Methodology

The methodology employed in this study is a rapid CBA approach. This section of the report presents the rapid CBA methodology and outlines key economic assumptions in the model. Given the size and nature of this project, this approach to assessing the economic impact should be considered sound.

Cost-benefit analysis is a method used to aid decisions about the allocation of resources, expressing both costs and benefits in monetary terms where possible to provide a basis for direct comparison. The method discounts future costs and benefits to a present value, allowing for comparison of alternative courses of action by reference to the net social benefits that they produce for the community as a whole.

The figure below outlines our preferred rapid CBA approach, fundamentally comparing alternative project options to a defined base case to determine the incremental impact of the project. Our approach is developed in accordance with best practice national and state guidelines, including the *Queensland Government (2015) Project Assessment Framework for Cost-Benefit Analysis*.

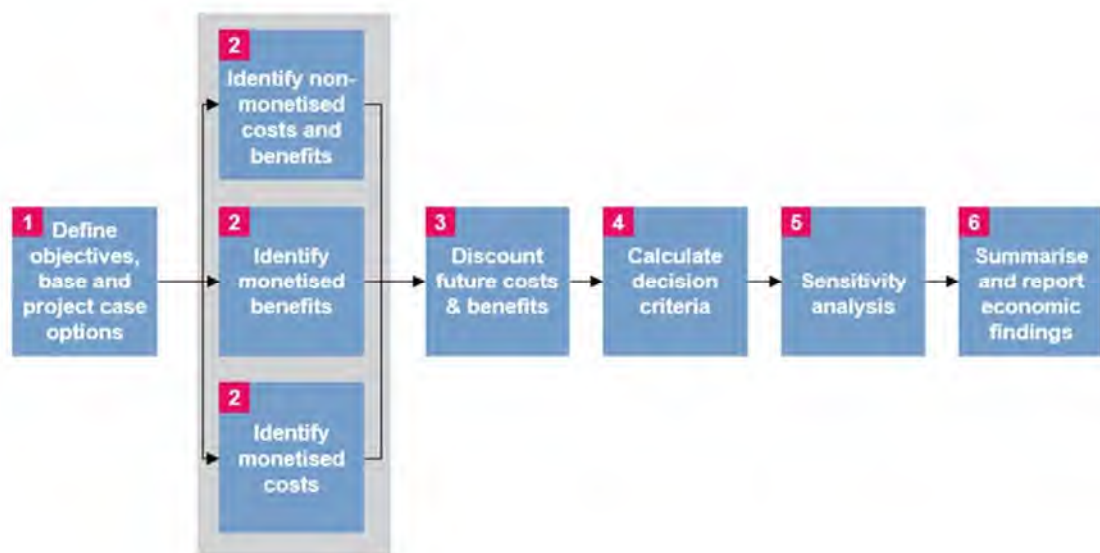


Figure 10: Rapid CBA Approach

The key steps applied within the methodology include:

1. **Defining objectives, base and project case options** – Defining the objectives in addition to the base case and project case for comparison.
2. **Identification of benefits and costs** – All benefits and costs are identified and quantified where possible. These are the costs and benefits that may be expected due to the move from the base case to the project case.
3. **Discount future costs and benefits** – Appropriate measures of net economic worth are generated, including Net Present Value (NPV) and the Benefit-Cost Ratio (BCR).
4. **Calculate decision criteria** – The selected measure/s of net economic worth are calculated and interpreted. This report considers both the net present value (NPV) and benefit-cost ratio (BCR) measures.
5. **Sensitivity analysis** – Where appropriate, decision criteria are calculated with a range of input values to present the sensitivity of the output values to inputs.
6. **Summarise and report economic findings** – The preferred option is determined from the relevant decision criteria and a report prepared to summarise findings.

7.2.2 Assumptions

The following base assumptions were used in developing this cost-benefit analysis:

- Project periods as per below;
 - Construction period - 2020
 - Operational commencement - 2021
- The evaluation period is 30 years from 2020 to 2049 inclusive, and;
- A discount rate of 7% will be used for the core case and 4% and 10% discount rates are to be used to conduct sensitivities.

In addition to these base assumptions, development assumptions relating to the costs and benefits of the saleyard upgrades have been identified in the sections below.

Project Costs

For the assessment two options have been identified, these being:

- Option 1 – General upgrades, and;
- Option 2 – General upgrades plus spelling yards.

Option 1 - General upgrades relate to the development of an additional dump ramp, hay shed and scale house roof.

Based on this, the project capital cost for option one is \$715,030 (excluding GST), which is comprised of:

- Dump Ramp – \$275,500 (excluding GST)
- Scale House Roof – \$300,150 (excluding GST)
- Hay Shed – \$139,380 (excluding GST)

Furthermore, the capital cost of option two is \$2,018,530 (excluding GST), with:

- General upgrades of option one - \$715,030 (excluding GST)
- Spelling Yards - \$1,303,500 (excluding GST)

Maintenance Costs

For this assessment, additional maintenance costs were assumed to be an annual proportion of the additional capital expenditure. This was conducted for each development item. The below outlines the annual additional maintenance costs as a percentage of the construction cost:

- Dump Ramp – 1.0% of CapEx per year
- Scale House Roof – 1.0% of CapEx per year
- Hay Shed – 1.0% of CapEx per year
- Spelling Yards – 2.0% of CapEx per year

Refurbishment Costs

Given the project, assessment period is 30 years and the life of the proposed development items are 20 years for the Dump Ramp, Scale house roof and hay shed. An assessment period of 40 years for the spelling yards with a requirement for refurbishment at the end of the useful life. The following assumptions have been developed for the refurbishment costs for each item based off a percentage of the initial construction expense:

- Dump Ramp – Refurbishment cost of 50% of CapEx.
- Scale House Roof – Refurbishment cost of 50% of CapEx.
- Hay Shed – Refurbishment cost of 50% of CapEx.
- Spelling Yards – Refurbishment cost of 50% of CapEx.

Project Benefits

The following benefits have been identified as a result of the upgrade to the Emerald Saleyards.

Benefits from Increased Productivity on Saleyard Operators

As a result of the installation of the new ramp, cattle being unloaded from trucks is likely to be completed in a shorter period of time, due to a doubling of unloading capacity. This would result in a decrease of the time that the saleyard operators would be required to be unloading cattle throughout the week. Based on unloading patterns and the time of day cattle are normally unloaded prior to a sale day, GHD has assumed that each week, due to the installation of the second ramp, it would save the saleyard operators four hours from Monday to Friday, between 7am and 4pm, and six hours during after hour periods.

Based off figures provided by the Emerald Saleyards, it was estimated to save Council, or user's \$56.72/hour between 7am and 4pm Monday to Friday and \$85.09/hour after hours on Monday to Friday

Benefit from Decreased Truck Wait Times on Operators

Installation of the new ramp would increase the efficiency for trucks unloading cattle and as such, decrease the wait time for unloading. Wait times for unloading cattle can be upwards of one to one and a half hours for vehicles. With the addition of the new ramp, GHD has estimated a potential 15 minute time saving for truck operators waiting to unload, with at least 25 vehicles unloading each week prior to sales. Based off average hourly earnings for drivers in Central Queensland, a \$40 per hour opportunity cost of waiting has been applied to vehicles waiting to unload, which should be seen as highly conservative, and underestimates the true value from the decreased wait time.

Reduced Urban Impact from Truck Wait Times

Vehicles currently waiting to unload cattle prior to a sale currently queue through the existing access roads leading up to the saleyards, in some instances this queue extends over 400 meters, impacting public amenity through both the noise from the vehicles being left on idle and congestion of the road. Through increasing unloading efficiency there will be a social, and potential environmental benefit from the vehicles not being parked up through the access roads to the saleyards. The value of this public amenity has been estimated at \$10 per truck per hour of wait time.

Incremental Increase to Animal welfare

The new dump ramp is expected to provide an incremental benefit to the cattle passing through the facility, with a decreased amount of time waiting on trucks, and less bruising during loading and unloading. It has been assumed that the increased value \$0.50 per beast was applied to the increased animal welfare during loading and unloading, with an average of 81,581 cattle passing through the facility per year over the past three financial years.

Reduced Loss of Hay from Weather Events

Hay used at the saleyards is currently exposed to the elements, with 80 bales of hay arriving prior to weekly sales most weeks. Given the bales are exposed to the elements, when a rain event occurs it can result in the bales being spoiled and not fit for animal consumption. It was assumed that due to the current arrangements, 2.5% of all bales are impacted each year, at a cost of \$112 per bale (as per the current contract price provided by Central Highlands Regional Council).

Reduced Disposal and Clean-up Cost from Hay Loss

Due to the loss of hay from weather events, the spoiled hay needs to be disposed of by council staff. This includes collecting the spoiled bales, transporting them, and disposing of them as mulch in council gardens. It has been assumed that on average two council staff spend one-hour removing spoiled hay bales, and disposing of them each week. Based off the hourly cost recovery rate for saleyard staff, it was assumed that the council cost for disposal was \$56.72 per person per hour. It should be noted this is based off an average across the year. It is possible that over some weeks council staff are not required to remove any bales, whilst in other weeks council staff may spend several hours disposing of spoiled hay.

Decreased Lost Time Due to Extreme Weather Events

It was identified that the saleyard operations continue no matter the weather, with the exception of extreme electrical storm events. It has been assumed that there are five extreme weather events each year, which result in the scale house operations being suspended, with each weather event closing the facility for four hours. This subsequently means that the two staff at the saleyards are unproductive during this time.

Increased Productivity Associated with New Roofing

The current scale house is not covered and is exposed to the elements. Given the Saleyard's obligations under animal welfare, no matter what the temperature is within the yards, staff must continue to get the cattle processed and off the concreted areas. As a result of this, in many instances operations should have been suspended due to workplace health and safety issues, however, animal welfare issues are placed above these. With the establishment of a new roof over the scale house area, it was assumed that a 1.5% productivity increase per hour would be realised through the roofing being installed. This productivity increase was applied to the 2,800 annual total number of staff hours at the saleyards, and the cost recovery fee for saleyard staff of \$39.12 per hour.

Increased Throughput from Increased Capacity

As a result of the new spelling yards being constructed, resulting in an increased capacity at the saleyards, it was assumed that the number of cattle passing through would increase by 5% above what would have previously been seen should the expansion of the spelling yards not occur (based off the average cattle throughout over the past three years). As a result of the increase, there will be a \$9.10 per head increase in fees payable from the increased throughput.

Improved Livestock Management

The new spelling yards are likely to increase the level of animal welfare for cattle while within the saleyards. It has been assumed that due to the new spelling yards being constructed, the level of animal welfare will increase, resulting in the cattle being able to maintain a higher weight while at the saleyards. It has been assumed that each beast would result in an average increased weight of 1kg per beast while at the saleyards prior to sale. It has also been assumed that the average sale price per head is \$2.00 per kilo.

7.2.3 Results

Based off the identified project costs, and benefits the following results were identified for Option One for the Emerald Saleyards.

Table 13: Cost-Benefit Analysis Results – Option One Scale house roof

Indicator	4%	7%	10%
Present Value of Benefits	\$2,015,378	\$1,416,085	\$1,051,201
Present Value of Costs	\$1,016,564	\$891,752	\$807,972
Net Present Value	\$998,813	\$524,333	\$243,229
Benefit Cost Ratio	1.98	1.59	1.30
Internal Rate of Return	14.6%		

Option Two for the Emerald Saleyards development is below.

Table 14: Cost-Benefit Analysis Results – Option Two New Dump Ramp

Indicator	4%	7%	10%
Present Value of Benefits	\$5,995,122	\$4,212,414	\$3,126,996
Present Value of Costs	\$2,382,324	\$2,216,737	\$2,085,326
Net Present Value	\$3,612,797	\$1,995,677	\$1,041,670
Benefit Cost Ratio	2.52	1.90	1.50
Internal Rate of Return	16.6%		

As can be seen in the above tables, both options result in a positive economic impact, with BCR's greater than one at the 7% discount rate. Option two records the largest benefit based off the capital expenditure, with an internal rate of return of 16.6%, higher than option one's internal rate of return of 14.6%.

7.2.4 Sensitivity Analysis

Sensitivity analysis on the results of the cost-benefit analysis has been conducted on the construction price for the options. For the purpose of this assessment, the sensitivity analysis has been assessed on the downside construction risk and examining the impact of an increase in capital costs of 10% and 20% above what has been provisioned for. The table below provides the results of sensitivity testing with a 10% increase in capital expenditure across the life of the project (capital expenditure, maintenance, and refurbishment).

Table 15: Sensitivity Analysis, 10% Capital Expenditure Increase

Indicator	4%	7%	10%
Option 1 NPV	\$897,157	\$435,158	\$162,432
Option 1 BCR	1.80	1.44	1.18
Option 2 NPV	\$3,374,565	\$1,774,003	\$833,137
Option 2 BCR	2.29	1.73	1.36

The table below provides the results of sensitivity testing with a 20% increase in capital expenditure across the life of the project (capital expenditure, maintenance, and refurbishment).

Table 16: Cost Sensitivity Analysis, 20% Capital Expenditure Increase

Indicator	4%	7%	10%
Option 1 NPV	\$795,500	\$345,983	\$81,635
Option 1 BCR	1.65	1.32	1.08
Option 2 NPV	\$3,136,333	\$1,552,330	\$624,605
Option 2 BCR	2.10	1.58	1.25

7.3 Market Sounding

GHD has contacted contractors and suppliers recommended by CHRC Saleyards Management in relation to all four (4) proposed projects. All Contractors were keen to be involved in the supply of materials and construction phases when these projects proceed. They offered useful information in regards to the scope of work required and potential issues.

These Contractors have carried out work recently or currently at the Emerald Saleyards and some provided indicative cost estimates for the materials and construction required for the proposed projects. These costs have been input into the Cost Estimates in Appendix G.

7.4 Legislative Approval Issues

A desktop environmental and planning review of the project has been undertaken to identify the legislative approval requirements. The findings are summarised as follows, with the full review available in Appendix A.

7.4.1 Environmental Requirements

The Emerald Saleyards is an existing facility where environmental risks are currently managed (such as stormwater controls) and the proposed upgrades present a minor environmental risk. However, during detailed design, if waste soil (e.g. from excavations) is to be removed from site a Soil Disposal Permit may be required from the Department of Environment and Science.

The proposed spelling yards upgrade is within a property that has been subject to some historical disturbance. There are no mapped waterways or vegetation communities within the property. The environmental risks associated with the spelling yards are stormwater management and social (proximity of the spelling yards to residences).

7.4.2 Planning Requirements

The Planning Act 2016 and the Central Highlands Regional Council Planning Scheme (2016) were reviewed. The categories of assessable development and applicability to the project are outlined as follows:

- Material change of use:
 - Although the Emerald Saleyards are not currently governed by a development approval the proposed upgrades within the Saleyards do not trigger a material change of use.
 - The spelling yards will likely require a material change of use application due to the 'undefined use' categorisation under the Planning Scheme. An application for impact assessable development is required which includes addressing the relevant State Development Assessment Provisions (including State-transport). CHRC will be assessment manager with DSDMIP acting as the referral agency.
- Operational work:
 - If undertaken by state government or council then operational works is not an assessable development (i.e. does not trigger approval); however, the Emerald Saleyards are a commercial business and as such operational works is defined by CHRC as assessable development.
 - The consideration of State-transport will be required (as per the State Development Assessment Provisions). CHRC will be assessment manager with DSDMIP (Planning) acting as the referral agency.
- Building work:
 - It is considered that the roofed area, dump ramp and hay shed will require Building Works approval. These can be obtained through a Builder Certifier.
- Reconfiguration of lot:
 - May be required for the spelling yards, this will depend upon the process of land acquisition or purchase that is undertaken.

In addition, the upgrades propose to include a new cattle entry to the spelling yards over the railway. This will require a Wayleave to be sought from the appropriate rail authority. This process can take months, and aspects to be considered include (but are not limited to) continued operation of the railway and stormwater impacts (such as will the development increase stormwater entering the railway line).

7.5 Government Policy Issues

The proposed four (4) Emerald Saleyards Projects align with Local and State Government Policies, as outlined in Section 3.7 – Strategic Alignment.

7.6 Regulatory Issues

Regulatory Issues have generally been addressed in previous Section 7.4.

The two (2) key regulatory issues which the projects proposed will address are:

- Work Health and Safety (WH&S) and;
- Animal Welfare Legislation.

7.7 Public Interest Assessment

During the course of this report, a number of additional interested parties have been identified. The initial list of Stakeholders in Section 3.4 has therefore been expanded as outlined in Table 13 below. A number of these parties below have already been consulted for this Preliminary Evaluation, however, all the below Stakeholders should be consulted further at the next Business Case stage.

Table 17: Stakeholder Interest

Stakeholder Category	Interest in the Project
Aurizon	As the owner of the rail corridor that the spelling yards project must cross, Aurizon has a high level of project interest.
Central Highlands Regional Council	Key beneficiary of the project.
Department of Transport and Main Roads	Interest in additional truck traffic around existing saleyard intersections and road networks.
CHRC – Planning	Interest surrounding the Spelling yards project will involve expectations from the CHRC to approve the MCU.
CHRC – Development	CHRC will want to ensure a positive outcome for Emerald and community from economic benefits.
CHRC – Waste Transfer Station	The potential spelling yard bordering the Waste Transfer Station and impact of heavy machinery close to spelled cattle yields a high project interest.
Emerald Showgrounds Association	The showgrounds association will have a high interest in the noise, amenity and property impacts.
Adjacent stakeholders – Hogans Road	Residents will have a high interest in the project impacts. Impacts such as noise, amenity, property impacts and property values.

Adjacent stakeholders – Daniels Street	Businesses interest will be from additional truck noise with parked vehicles blocking business access potentially reduced.
Residents and action groups	Residents and local action groups will have a general interest in Emerald and its economic prosperity; including any social and financial impacts on surrounding residents.

8. Procurement Strategies

8.1 General Strategy

The proposed Projects are relatively minor in nature. The combined estimated costs of all four (4) projects is just over \$2M. Therefore, alternative delivery methods such as PPP, Construction Management, Managing Contractor and Project Alliance are not considered appropriate and have not been investigated.

8.2 Traditional Delivery Methods

The preferred delivery methods shall be reviewed and confirmed at the next Business Case stage. However, these are likely to be of the following forms:

8.2.1 Scale house Roof

This project is most suited to Design and Construct. (D&C) However, it will need to be well documented to show the general arrangement required (eg concept/sketch drawings, post locations preferred, services etc) and operational and installation constraints and extent of designs by each party.

The main roof structure will then be Design and Construct by the Contractor to match the client-preferred arrangement. We note that the one supplier who provided a D&C cost estimate requested that CHRC provide the footing design and construction separately.

8.2.2 New Dump Ramp

This project is also best suited to Design and Construct given that the dump ramp is proprietary equipment. The Principal will provide location, layouts etc for the Contractor to develop up their designs.

8.2.3 Spelling Yards

This Project is best suited to construct only. The Contractor will provide proprietary fencing and gates, so the Principal's designs may require minor amendment by the Contractor to reflect this.

As well as the location, layout drawings, the Principal will provide designs for the water supply and irrigation systems for dust suppression.

8.2.4 Hay Shed

The Principal will likely supply the site plan and civil designs including levels for the building pad and hardstand area. As part of their Shed D&C scope, the Contractor will arrange the design and construction of the actual hay shed to sit on the building pad.

8.3 General

The following are comments regarding the Delivery Methods:

The Delivery methods outlined in Section 8.2 above are preliminary only and may require adjustment as these project/s evolve.

Due to the tight site constraints, services and requirements, full Design and Construct with little input by the Principal (CHRC) would likely be a high-risk approach. It is recommended that for any delivery model that the Principal at least develop up surveys, site and services plans, concept sketch drawings and a rigorous performance specification to ensure that they get:

- The product that they want.
- In the correct location and with the associated tie-ins.
- With minimal cost variations to the Contract.

It is noted that the four (4) proposed projects have been considered as “stand-alone” due to the different suppliers of the main structures/equipment. A scenario that would combine the four projects into one single construction contract has not been considered at this early stage.

9. Project Organisation and Governance

The proposed structure is illustrated in Figure 11 below:

Business Case Organisation Chart

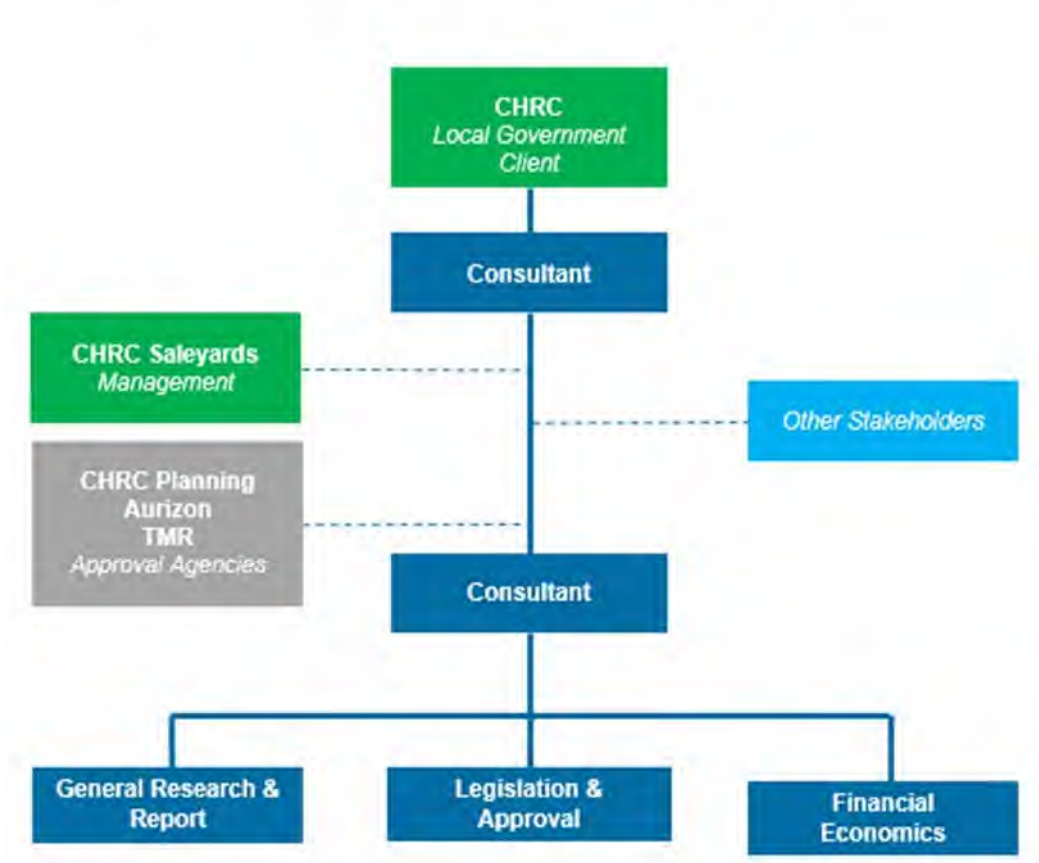


Figure 11: Business Case Organisation Chart

10. Business Case Plan and Budget

10.1 General

Due to the relatively small size of the four (4) projects, much of the information developed during this Preliminary Evaluation will be re-used within the next approval stages. The Business Case will review this PE information for applicability, expand or supplement where necessary and update costs.

10.2 Risks and Costs

For these Projects, the main aims of the Business case are:

- Investigate the key or unusual project risks and develop mitigation to a level that it can be suitably quantified;
- Adjust the Cost Estimates to reflect allowance for the above, and;
- Re-analyse the Financial inputs to demonstrate that the project remains viable.

All risks will require review and updating at the Business Case Stage, however, the following are most likely to impact costs and financial viability:

- *Scale house Roof* – Construction Access and Constructability – costs may increase.
- *Spelling yards* – Approvals, being Aurizon Crossing and the Council MCU Application. The latter may trigger objections from local residents, and other upgrade requirements from agencies.

Note that Approvals are potential “Showstoppers” therefore Preliminary Advice should be obtained from the relevant Authorities at the Business Case Stage.

10.3 Procedure

The Procedure for conducting the Business Case (BC) shall be generally in accordance with the Project Assessment Framework document – “Business Case Development” and will include:

- Procure a Consultant for the BC Stage.
- Prepare a Project Implementation Plan (PIP) for conducting this Business Case.
- Review of this Preliminary Evaluation (PE) Report and Information.
- Confirm the Outcome Sought (Section 4 of this PE report).
- Confirm the Project Options and Delivery Models (Sections 5, 6 and 8 of this PE Report).
- Conduct detailed analysis of Options. This is largely completed in this PE Report. The updated analysis should include consideration of the updated risks, including those in Section 10.2 above, closer consideration of the regulatory issues (Section 7.6) and Public Interest review with the updated Stakeholder list in Section 7.7.
- Develop a Project Implementation Plan for the Remaining Stages of the project Life with the contents as per Section 2.5 of the PAF Guideline document. Key is the Funding Framework.
- Seek Approval to Proceed.

10.4 Governance and Resources

Governance and Recourses required for the next Business Case Stage are illustrated in Figure 11 in Section 9.

10.5 Budget

A Budget Estimate for the Business Case is:

Consultant	\$60,000
CHRC and DILGIP	\$40,000
Total	\$100,000 + GST

10.6 Program

A program to proceed to the Business Case stage is as follow:

Table 18: Business Case – Indicative Program

Milestone Description	Due Date
Completion of PE	04/07/2018
Procure Consultant (2.5M)	16/11/2018
Implementation Plan (3W)	07/12/2018
Options Development (8W)	15/02/2019
Benefits Management Plan (3W)	07/03/2019
Options Evaluation (4W)	05/04/2019
Business Case (Draft) (4W)	26/04/2019
Final Report (4W)	24/05/2019

11. Recommendations and Conclusions

GHD concludes that these four (4) projects have demonstrated preliminary financial viability, as well as addressing issues of WHS, OHS, and overall saleyards capacity limitations.

We, therefore, recommend that these projects be progressed to Business Case stage.

Prior to progressing to Business Case we recommend that the risks in Section 10.2 require further evaluation. In particular, risks around approvals for the Spelling yards need progressing to ensure there are no “show-stoppers”.

Appendices

Appendix A – Emerald Saleyards Environment and Planning Review



Central Highlands Regional Council

Maturing the Infrastructure Pipeline Emerald Saleyards Upgrades - Environmental and Planning Review

August 2018

Table of contents

- 1. Introduction1
 - 1.1 Purpose of this Report1
 - 1.2 Location of Works1
 - 1.3 Scope and Limitations1
- 2. Existing Environment2
 - 2.1 Water2
 - 2.2 Soils2
 - 2.3 Ecological.....2
 - 2.4 Social Environment.....2
 - 2.5 Cultural Heritage3
 - 2.6 Native Title3
- 3. Legislative Requirements.....4
 - 3.1 Planning Triggers.....4
 - 3.2 Environmental and Heritage Legislation5
- 4. Conclusion8

Table index

- Table 1 Summary of Applicable Legislation.....5

1. Introduction

This report has been prepared for the Central Highlands Regional Council (CHRC) as part of the Maturing the Infrastructure Pipeline Project. Specifically this report is related to the Emerald Saleyards Upgrades. A desktop review of the environmental risks, environmental approvals/permits, planning approvals and land tenure implications has been undertaken. The desktop review was undertaken by completing searches of the relevant government databases and reviewing other available information for the site.

1.1 Purpose of this Report

This report presents a summary of the key environmental risks and planning requirements for the Emerald Saleyards Upgrades (herein referred to as the Project). The findings of this report will be relevant to the development of the Project.

1.2 Location of Works

The Emerald Saleyards are located in Emerald, with the proposed upgrades within land described as:

- Roofed area: Lot 2 RP607518 of freehold tenure
- Dump ramp and hay shed: Lot 62 RP843232 of freehold tenure
- Spelling yards:
 - Access via Lot 201 DSN975 of lands lease tenure (railway)
 - Yards on Lot 46 RP898315 of freehold tenure.

1.3 Scope and Limitations

This report: has been prepared by GHD for CHRC and may only be used and relied on by CHRC for the purpose agreed between GHD and the CHRC as set out in section 1.1 of this report. GHD otherwise disclaims responsibility to any person other than CHRC arising in connection with this report. GHD also excludes implied warranties and conditions, to the extent legally permissible.

The opinions, conclusions and any recommendations in this report are based on conditions encountered and information reviewed at the date of preparation of the report. GHD has no responsibility or obligation to update this report to account for events or changes occurring subsequent to the date that the report was prepared.

GHD has prepared this report on the basis of information provided by CHRC and others who provided information to GHD (including Government authorities and Council), which GHD has not independently verified or checked beyond the agreed scope of work. GHD does not accept liability in connection with such unverified information, including errors and omissions in the report which were caused by errors or omissions in that information.

2. Existing Environment

2.1 Water

There are no mapped watercourses, waterways for waterway barrier works or wetlands within or in proximity to the site. There is a local drain to the north of the current saleyards, in the immediate proximity to the proposed spelling yards. It is likely it plays a role in stormwater control in the area and as such is to be considered during design.

2.2 Soils

During detailed design searches of the Environmental Management Register (EMR) and Contaminated Land Register (CLR) are to be undertaken to identify if the properties have been listed due to a previous or current notifiable activity. Historically cattle dips have been activities that are required to be listed on the EMR, therefore the potential risk of contaminated soils is to be further reviewed.

2.3 Ecological

Ecological factors for the site and surrounding area has been reviewed. The following presents the findings:

- Department of Natural Resources, Mines and Energy (DNRME) map the site and the immediate area as Category X vegetation, i.e. non-remnant.
- The Department of Environment and Science (DES) protected flora trigger map identifies that the site or surrounding area is not in a high risk area (i.e. a protected plant survey is not required)
- The vegetation at the spelling yards may be suitable habitat for fauna species. However, due to disturbances in the surrounding area habitat values have been degraded. Therefore habitat disturbance due to clearing is a low risk.
- It is likely that weed species have been established on site. Weeds or biosecurity matters are to be managed as per the local Pest Management Plan.

2.4 Social Environment

2.4.1 Land Use

The Emerald Saleyards are an existing use in the area, as such works to the saleyards is considered ancillary to the current use. The land uses surrounding the Saleyards include:

- Emerald showground
- Aurizon railway lines
- Industrial area
- Community use (local government utilities)
- Rural residential and general residential properties
- Central Queensland University Emerald Campus
- Agricultural land uses.

There are no protected areas, such as national parks within or in proximity to the Emerald Saleyards.

2.4.2 Sensitive Receptors

The new use associated with the upgrades is the spelling yards.

The sensitive receptors in proximity to the spelling yards are the four rural properties to the north and northeast. The use of the land to the north of the railway line has the potential to result in impacts to these residences via:

- Dust and odour
- Noise
- Visual amenity.

Such impacts are required to be managed in accordance with the relevant Environmental Protection Policies and Council laws. Consultation with these landholders may be beneficial to determine if mitigation measures are to be included in design. Mitigation during design depends upon the risks, for this Project the planting of suitable vegetation screens either along the spelling yards property or closer to the residences is recommended. However, if noise is raised as a legitimate concern by the landholders, a noise impact review may be required to determine the likely impact and provide recommendations.

The Emerald Showground is not a key sensitive receptor as it is only periodically utilised and uses can include cattle, horse or other shows.

2.5 Cultural Heritage

A search of the DES Queensland Heritage Register did not identify any non-indigenous places in the vicinity of the saleyards.

The Queensland Aboriginal Cultural Heritage Database and Register search did not identify any aboriginal cultural heritage places within 300 m of the saleyards property. The search identified that the:

- Aboriginal party is the Western Kangoulou People
- Cultural heritage body is the Lumburra Bimbi Pty Ltd.

The upgrades within the current saleyards do not present a cultural heritage risk. The proposed spelling yards are within a property that has been subject to previous disturbance. Therefore works are considered a low risk Category 4 under the Aboriginal Duty of Care Guidelines. During construction the minimum management measures to be implemented are an accidental finds procedure.

2.6 Native Title

The Native Title claim for the area is identified as for the Western Kangoulou People, tribunal number QC2013/002, which has been accepted for registration. The DNRME MinesOnline mapping database identify that none of the affected lots are subject to native title. This is due to native title being deemed extinguished over freehold tenure and the current infrastructure within Lot 201 DSN975.

3. Legislative Requirements

3.1 Planning Triggers

3.1.1 Local Planning Scheme

The Project is within the Central Highlands Regional Council (CHRC) Planning Scheme 2016 area. The current zoning of the Emerald Saleyards and the spelling yards properties are facilities for community use.

The Planning Scheme does not have a use definition that specifically includes the activity of housing livestock for sale / transport. Therefore, the uses are likely defined as 'undefined use'. CHRC have indicated that the current Emerald Saleyards would have pre-dated council approval requirements and as such is not operated under a Development Permit.

Material Change of Use

A review of the Planning Scheme and preliminary discussion with Council has been undertaken.

Works within the current Emerald Saleyards property (e.g. the ramp and hay shed) would be accepted development and not trigger assessable development (material change of use) as the works do not significantly increase the intensity of use.

The spelling yards are considered an undefined use under the Planning Scheme. Although they are ancillary to the Emerald Saleyards, they will be an intensification of the use of land (north of the Aurizon railway) and as such trigger assessable development. The yards are an undefined use and as such will require an impact assessable development application which includes an assessment of all relevant parts of the Planning Scheme and public notification.

It is recommended that the Planning Scheme triggers be confirmed with CHRC via pre-lodgement discussion during detailed design.

Operational Work

While the Planning Regulation 2017 identifies that if operational works are undertaken by state government or council then the operational works are not assessable development (i.e. does not trigger approval). However, as the Emerald Saleyards are a commercial business run by council it is considered likely that operational works, i.e. >100 m³ of excavation and/or filling, will be classified as assessable development.

Overlays

A review of the current overlays has identified that the following are applicable to the Emerald Saleyards:

- 8 km radius from Emerald Airport
- Flood hazard overlay
- Agricultural overlay (good quality agricultural land)
- Regional infrastructure overlay – within 500 m of waste management facility buffer.

There are no specific requirements of the overlays applicable to the upgrades, however the design team should be aware of the overlays or risks.

3.1.2 Planning Act 2017

The general categories of assessable development is as follows. A review of their applicability has also been undertaken.

- Material change of use:
 - Not required for works within the current Emerald Saleyards.
 - Required as per the Planning Scheme for the spelling yards. An application for impact assessable development is required which includes addressing the relevant State Development Assessment Provisions (including State-transport). CHRC will be assessment manager with DSDMIP acting as the referral agency.
- Operational work:
 - If undertaken by state government or council then operational works is not assessable development (i.e. does not trigger approval); however the Emerald Saleyards are a commercial business and as such operational works is defined as assessable development.
 - The consideration of State-transport will be required (as per the State Development Assessment Provisions). CHRC will be assessment manager with DSDMIP acting as the referral agency.
- Building work:
 - It is considered that the roofed area, dump ramp and hay shed will require Building Works approval. These can be obtained through a Builder Certifier.
- Reconfiguration of lot:
 - May be required for the spelling yards, this depends on the process of land acquisition or purchase that is undertaken.

3.1.3 Transport / Railway

To allow cattle entry to the spelling yards a new access over the railway will be required. This will require a Wayleave to be sought from the appropriate rail authority. This process can take months, and aspects to be considered include continued operation of the railway and stormwater impacts (such as, will the development increase stormwater entering the railway line).

It is recommended that upon completion of the concept design, liaison with the rail authority is undertaken. Specific advice is usually provided after the application for a Wayleave is lodged.

3.2 Environmental and Heritage Legislation

A review of state legislations applicability to the Project has been undertaken. The results are provided in Table 1.

Table 1 Summary of Applicable Legislation

Legislation	Responsible Authority	Activity	License / Permit / Approval
<i>Aboriginal Cultural Heritage Act 2003</i>	Department of Aboriginal and Torres Strait Islander Partnerships	Require those conducting disturbance activities in areas of significance to take all reasonable and practical measures to avoid harming cultural heritage.	Applicable (Compliance) No known Aboriginal cultural heritage values present in the footprint. To meet Duty of Care Guidelines an accidental discovery procedure (minimum) is required.

Legislation	Responsible Authority	Activity	License / Permit / Approval
<i>Environmental Protection Act 1994</i>	DES	Where 'serious and material environmental harm' is caused or threatened.	Applicable (Compliance) No approvals triggered. Duty of Care and Duty to Notify.
		Requiring Environmentally Relevant Activities (ERA) associated with construction or operation.	Not applicable A review of the animal industry ERA's identified that the Emerald Saleyards, or spelling yards, are not an ERA.
		Management of soil disposal for land listed on the EMR or CLR	Applicable (to be confirmed) If the properties are listed on the EMR or CLR than Soil Disposal Permits will be required for any waste soil that is to be removed from site.
<i>Fisheries Act 1994</i>	Department of Agriculture and Fisheries	Works within waterways that involve erecting a barrier to fish movement across a watercourse.	Not applicable No waterways are impacted by the upgrades.
<i>Native Title Act 1993 (Commonwealth)</i> <i>Native Title (Queensland) Act 1993</i>	National Native Title Tribunal (Commonwealth) DNRME	Suppression of Native Title Rights and Interests that is inconsistent with the construction of bridge.	Not applicable The properties are not subject to native title.
<i>Nature Conservation Act 1992</i>	DES	Removal or disturbance of protected fauna and flora.	Not applicable No protected plants or fauna anticipated to be impacted.
		Disturbance or removal of animal breeding places	To be confirmed Where vegetation is to be removed a pre-clearance survey is required. If animal breeding places are identified (such as bird nests) then a Species Management Program is required.
<i>Queensland Heritage Act 1992</i>	DES	Works associated with places registered under the Act. Incidental discovery of artefacts and their protection.	Not applicable No places identified in the desktop search.
<i>State Development and Public Works Organisation Act 1971</i>	DSDMIP	Applicable to works deemed state significant under the Act. Relevant for areas declared to be State Development Areas.	Not applicable This Project is not a state significant coordinated Project and is not within a State Development Area.
<i>Regional Planning Interests Act 2014</i>	DSDMIP	The Act is relevant to regulated activities of resource, broad acre cropping and water storage (dam).	Not applicable The properties are identified as a Priority Agricultural Area. The Emerald Saleyards are not a regulated activity and as such the Act does not apply.

Legislation	Responsible Authority	Activity	License / Permit / Approval
<i>Vegetation Management Act 1999</i>	DNRME	Clearing of native vegetation.	Not applicable The spelling yards are within Category X area and as such vegetation clearing is not regulated.
<i>Water Act 2000</i>	DNRME	Destroy vegetation, excavate or place fill in a watercourse. Taking or interfering with water flow.	Not applicable No approvals triggered. No mapped watercourses traversed by the Project.

4. Conclusion

The proposed Emerald Saleyards Upgrades can occur without any significant environmental and planning triggers. There are aspects that will be required to be further considered during design. Key aspects include:

- Proximity of spelling yards to rural residential properties
- Assessable development (material change of use) for the spelling yards
- Operational works assessment development (for excavation or filling)
- Building works approval requirements
- Reconfiguration of lot or land acquisition process
- Railway wayleave agreement.

GHD

36 Borilla Street

T: 61 7 4953 6312 F: 61 7 4951 4264 E: s47F

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Document Status

Revision	Author	Reviewer		Approved for Issue		
		Name	Signature	Name	Signature	Date
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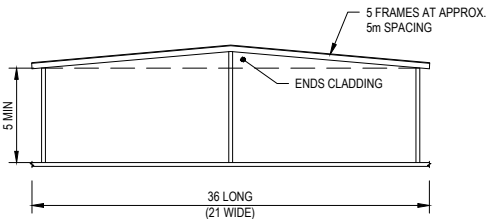
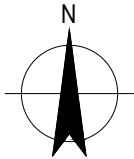
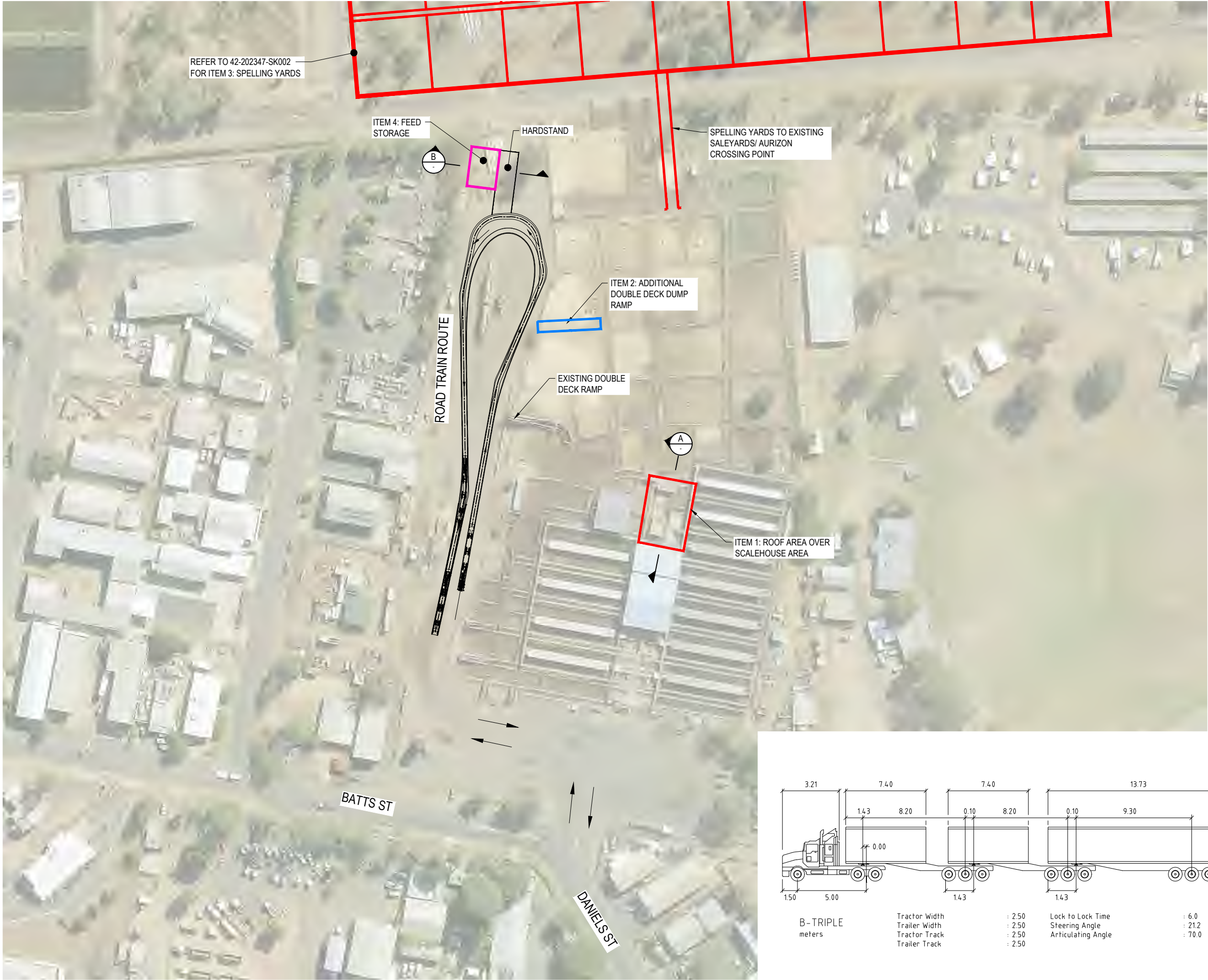
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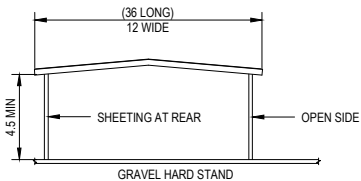
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Appendix B - Saleyards Project Layout Plans



A SECTION
NOT TO SCALE
1 - SCALEHOUSE ROOF



B SECTION
NOT TO SCALE
4 - HAY SHED

PRELIMINARY

B	REVISED DRAFT		
A	INITIAL ISSUE		
rev	description	app'd	date

CENTRAL HIGHLANDS REGIONAL COUNCIL
MATURING THE INFRASTRUCTURE PIPELINE
EMERALD SALEYARD - LAYOUT PLAN

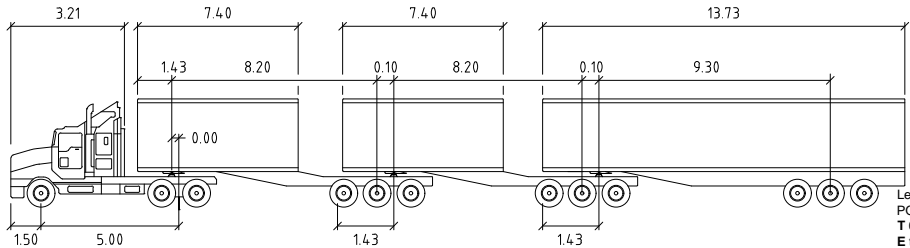


Level 1, 42 Sturt Street Townsville QLD 4810 Australia
PO Box 930 Townsville QLD 4810
T 61 7 4720 0400 F 61 7 4772 6514
E ts@mail@ghd.com.au W www.ghd.com.au

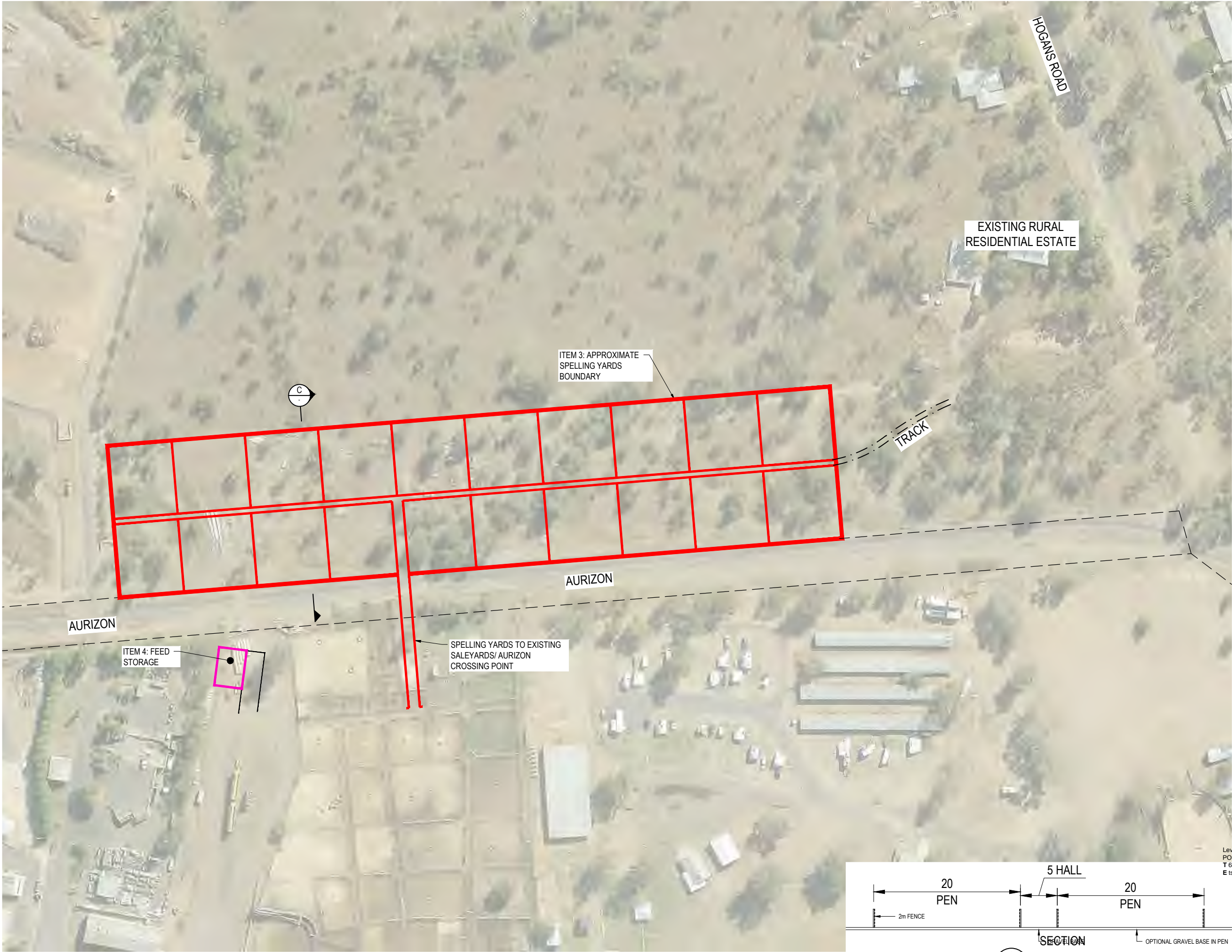
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scale N.T.S for A1 job no. 42-20347
date JUNE 2018 rev no. B

approved (PD) SK001



B-TRIPLE meters	Tractor Width : 250	Lock to Lock Time : 6.0
	Trailer Width : 250	Steering Angle : 21.2
	Tractor Track : 250	Articulating Angle : 70.0
	Trailer Track : 250	



B	REVISED DRAFT		
A	INITIAL ISSUE		
rev	description	app'd	date

CENTRAL HIGHLANDS REGIONAL COUNCIL
MATURING THE INFRASTRUCTURE PIPELINE
EMERALD SPELLING YARDS - LAYOUT PLAN

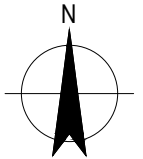
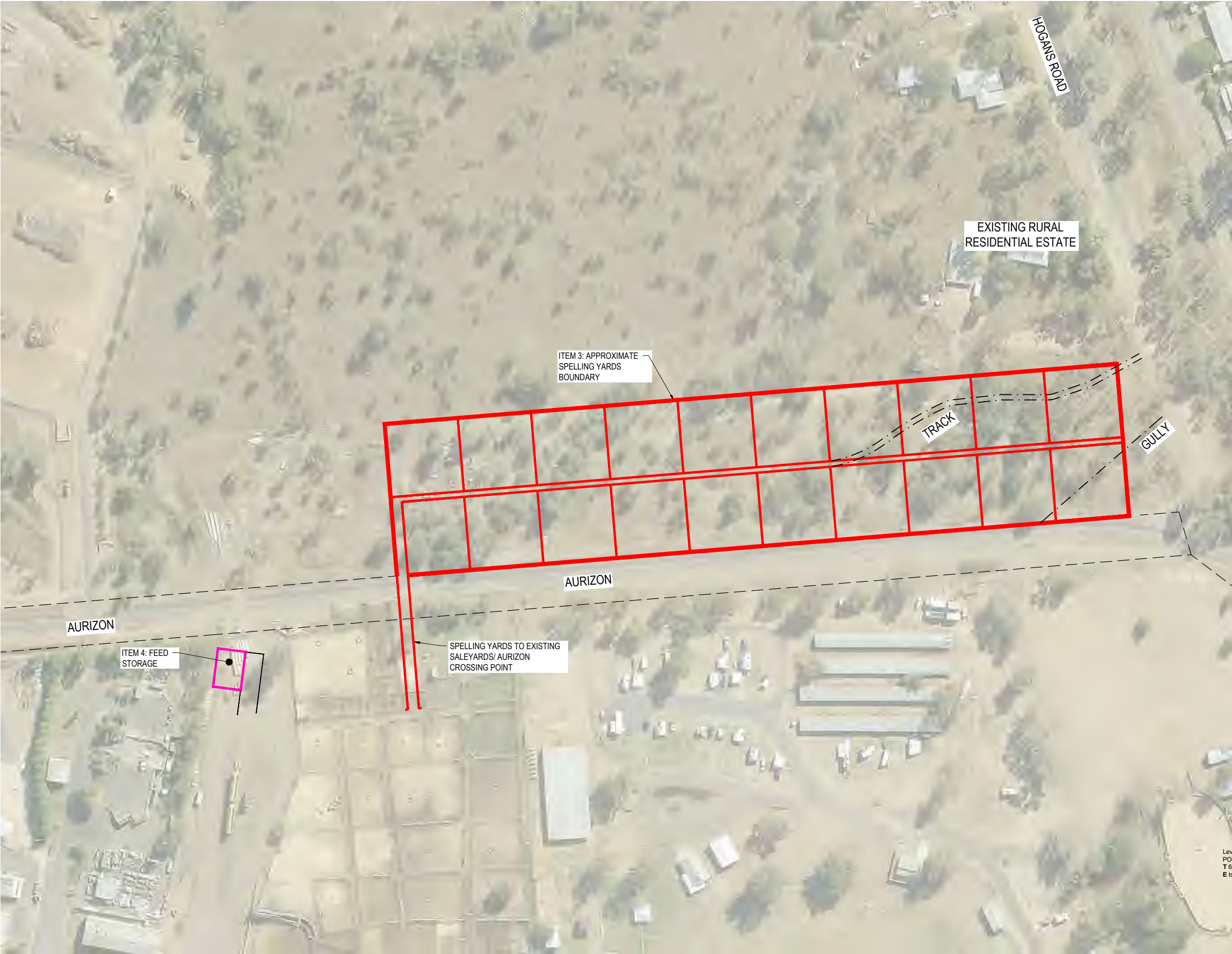


Level 1, 42 Sturt Street Townsville QLD 4810 Australia
PO Box 930 Townsville QLD 4810
T 61 7 4720 0400 F 61 7 4772 6514
E tsvmail@ghd.com.au W www.ghd.com.au

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PRELIMINARY

B	REVISED DRAFT		
A	INITIAL ISSUE		
rev	description	app'd	date

CENTRAL HIGHLANDS REGIONAL COUNCIL
MATURING THE INFRASTRUCTURE PIPELINE
EMERALD SPELLING YARDS - LAYOUT PLAN - EASTERN OPTION



Level 1, 42 Sturt Street Townsville QLD 4810 Australia
PO Box 930 Townsville QLD 4810
T 61 7 4720 0400 F 61 7 4772 6514
E ts@mail@ghd.com.au W www.ghd.com.au

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scale	N.T.S	for A1	job no.	42-20347
date	JUNE 2018		rev no.	B

approved (PD) SK003



Appendix C – Estimate of Cost



Item 1 - Schedule of Quantities for Scalehouse Roof at Emerald Saleyards

GHD has prepared this Schedule of Quantities set out below using information reasonably available to the GHD employee(s) who prepared it; and based on assumptions and judgments made by GHD. The schedule presented have been developed for the purposes of comparing tenderers and may be used for preliminary budgeting. The accuracy of the schedule is not expected to be better than about $\pm 30\%$ for the items described in this schedule.

Note: All costs are excluding G.S.T unless stated otherwise

1	PRELIMINARIES	\$10,000
2	SITE ESTABLISHMENT	\$12,000
3	STRUCTURES	\$167,000
4	ELECTRICAL INSTALLATIONS	\$13,000
5	MISCELLANEOUS ITEMS	\$5,000
6	PROVISIONAL ITEMS	\$0
	SUB TOTAL	\$207,000
	PRINCIPAL's COSTS (15%)	\$31,050
	CONTINGENCY (+ 30%)	\$62,100
	SUB TOTAL	\$300,150
	10% G.S.T	\$30,015
	GRAND TOTAL (INCLUDING G.S.T)	\$330,165



Item 1 - Schedule of Quantities for Scalehouse Roof at Emerald Saleyards

GHD has prepared this Schedule of Quantities set out below using information reasonably available to the GHD employee(s) who prepared it; and based on assumptions and judgments made by GHD. The schedule presented have been developed for the purposes of comparing tenderers and may be used for preliminary budgeting. The accuracy of the schedule is not expected to be better than about $\pm 30\%$ for the items described in this schedule.

Item	Description	Unit	Quantity	Unit Rate	Amount
1	PRELIMINARIES				
	Establish, insurances, safety, testing etc	Item	1	10,000	10,000
	Sub-Total (excl GST)				10,000
2	SITE ESTABLISHMENT				
2.1	Clearing and grubbing				
2.1.1	General Minor Clearing	Item	1	2,000	2,000
2.2	Demolition				
2.2.1	Prov Allowance to Demolish and reinstate fences or paths at column clashes.	Item	1	5,000	5,000
2.3	Earthworks				
2.3.1	Prov allowance minor earthworks around columns, cutting existing slabs etc	Item	1	5,000	5,000
	Sub-Total (excl GST)				12,000
3	STRUCTURES				
3.1	New Roof Structure				
3.1.1	New Roof Structure incl standard erection (supply, deliver and install)	Item	1	110,000	110,000
3.1.2	Prov Extra over for limited access, interruption from operations etc	Item	1	25,000	25,000
3.1.3	Unloading	Item	1	7,000	7,000
3.1.4	Footings	Item	1	25,000	25,000
	Sub-Total (excl GST)				167,000
4	ELECTRICAL INSTALLATIONS				
4.1	Electrical Services				
4.1.1	Power supply	Item	1	3,000	3,000
4.1.2	Install lighting	Item	1	10,000	10,000
	Sub-Total (excl GST)				13,000
5	MISCELLANEOUS ITEMS				
5.1.1	Council Fees - Building Application and Certifier	Item	1	5,000	5,000
	Sub-Total (excl GST)				5,000
6	PROVISIONAL ITEMS				
6.1.1		Item	0	1	0
6.1.2		Item	0	1	0
	Sub-Total (excl GST)				0

SUB - TOTAL (excl GST) 207,000

Project Management, Survey, Q-Leave and other PRINCIPAL's COSTS (15%) 31,050

CONTINGENCY (+ 30%) 62,100

SUB TOTAL (With Contingency) 300,150

10% GST 30,015

Grand TOTAL (incl GST) 330,165



Item 2 - Schedule of Quantities for Additonal Dump Ramp at Emerald Saleyards

GHD has prepared this Schedule of Quantities set out below using information reasonably available to the GHD employee(s) who prepared it; and based on assumptions and judgments made by GHD. The schedule presented have been developed for the purposes of comparing tenderers and may be used for preliminary budgeting. The accuracy of the schedule is not expected to be better than about $\pm 30\%$ for the items described in this schedule.

Note: All costs are excluding G.S.T unless stated otherwise

1	PRELIMINARIES	\$10,000
2	SITE ESTABLISHMENT	\$14,000
3	STRUCTURES	\$135,000
4	SERVICE INSTALLATIONS	\$31,000
5	MISCELLANEOUS ITEMS	\$0
6	PROVISIONAL ITEMS	\$0
	SUB TOTAL	\$190,000
	PRINCIPAL's COSTS (15%)	\$28,500
	CONTINGENCY (+ 30%)	\$57,000
	SUB TOTAL	\$275,500
	10% G.S.T	\$27,550
	GRAND TOTAL (INCLUDING G.S.T)	\$303,050



Item 2- Schedule of Quantities for Additional Dump Ramp at Emerald Saleyards

GHD has prepared this Schedule of Quantities set out below using information reasonably available to the GHD employee(s) who prepared it; and based on assumptions and judgments made by GHD. The schedule presented have been developed for the purposes of comparing tenderers and may be used for preliminary budgeting. The accuracy of the schedule is not expected to be better than about $\pm 30\%$ for the items described in this schedule.

Item	Description	Unit	Quantity	Unit Rate	Amount
1	PRELIMINARIES				
	Establish, insurances, safety, testing etc	Item	1	10,000	10,000
	Sub-Total (excl GST)				10,000
2	SITE ESTABLISHMENT				
2.1	Clearing				
2.1.1	General Clearing	Item	1	2,000	2,000
2.2	Demolition				
2.2.1	Demolition of existing fencing etc around and re-instate	Item	1	10,000	10,000
2.3	Earthworks				
2.3.1	Ground preparation and new imported fill to construct pad	Item	1	2,000	2,000
	Sub-Total (excl GST)				14,000
3	STRUCTURES				
3.1	Equipment				
3.1.1	Supply and Installation of New Dump Ramp	Item	1	110,000	110,000
3.1.2	New concrete pathway	Item	1	10,000	10,000
3.1.3	New elevated steel walkways along trucks (If Ordered)	Item	1	15,000	15,000
	Sub-Total (excl GST)				135,000
4	SERVICE INSTALLATIONS				
4.1	Electrical				
4.1.1	electrical connection 50m to pit at existing ramp	Item	1	8,000	8,000
4.1.2	Lighting - 2 x MV floodlights	Item	1	20,000	20,000
4.2	Water Supply				
4.2.1	Extend water supply and new tap (If ordered)	Item	1	3,000	3,000
	Sub-Total (excl GST)				31,000
5	MISCELLANEOUS ITEMS				
5.1.1		lm	0	1	0
5.1.3		m2	0	1	0
	Sub-Total (excl GST)				0
6	PROVISIONAL ITEMS				
6.1.1		Item	0	1	0
6.1.2		lm	0	1	0
	Sub-Total (excl GST)				0

SUB - TOTAL (excl GST) 190,000

Project Management, Survey, Q-Leave and other PRINCIPAL's COSTS (15%) 28,500

CONTINGENCY (+ 30%) 57,000

SUB TOTAL (With Contingency) 275,500

10% GST 27,550

Grand TOTAL (incl GST) 303,050



Item 3 - Schedule of Quantities for Spelling Yards at Emerald Saleyards

GHD has prepared this Schedule of Quantities set out below using information reasonably available to the GHD employee(s) who prepared it; and based on assumptions and judgments made by GHD. The schedule presented have been developed for the purposes of comparing tenderers and may be used for preliminary budgeting. The accuracy of the schedule is not expected to be better than about $\pm 30\%$ for the items described in this schedule.

Note: All costs are excluding G.S.T unless stated otherwise

1	PRELIMINARIES	\$15,000
2	SITE ESTABLISHMENT	\$62,500
3	STRUCTURES	\$568,500
4	ACCESS	\$73,000
5	SERVICES	\$110,000
6	PROVISIONAL ITEMS	\$40,000
	SUB TOTAL	\$869,000
	PRINCIPAL's COSTS (20%)	\$173,800
	CONTINGENCY (+ 30%)	\$260,700
	SUB TOTAL	\$1,303,500
	10% G.S.T	\$130,350
	GRAND TOTAL (INCLUDING G.S.T)	\$1,433,850



Item 3 - Schedule of Quantities for Spelling Yards at Emerald Saleyards

GHD has prepared this Schedule of Quantities set out below using information reasonably available to the GHD employee(s) who prepared it; and based on assumptions and judgments made by GHD. The schedule presented have been developed for the purposes of comparing tenderers and may be used for preliminary budgeting. The accuracy of the schedule is not expected to be better than about ± 30% for the items described in this schedule.

Item	Description	Unit	Quantity	Unit Rate	Amount
1	PRELIMINARIES				
	Establishment, insurances, safety etc	Item	1	15,000	15,000
	Sub-Total (excl GST)				15,000
2	SITE ESTABLISHMENT				
2.1	Clearing and grubbing				
2.1.1	General Clearing and grubbing for fencelines and light undergrowth	Ha	3.5	5,000	17,500
2.2	Demolition				
2.2.1	Demolition of existing old fences, remove rubbish and debris	Item	1	20,000	20,000
2.3	Earthworks				
2.3.1	Minor earthworks to fill hollows, trim to shape etc - Provisional	m3	500	50	25,000
	Sub-Total (excl GST)				62,500
3	STRUCTURES				
3.1	Concrete				
3.1.1	External 6 rail fencing	m	900	175	157,500
3.1.2	Internal 3 rail + 3 wire fencing	m	1200	140	168,000
3.1.3	New gates	No	23	1,000	23,000
3.1.4	Gravel to corridors	m3	500	120	60,000
3.1.5	Extra over for 200 gravel in pens	m3	1600	100	160,000
	Sub-Total (excl GST)				568,500
4	ACCESS				
4.1	Rail Crossing				
4.1.1	New concrete crossing over rail line	Item	1	25,000	25,000
4.1.2	New corridor at existing yards including fence modifications and concrete base	Item	1	20,000	20,000
4.1.3	Concrete path into new spelling yards middle corridor	Item	1	18,000	18,000
4.2	Roads Access				
4.2.1	Construct minor access off Council internal western road	Item	1	5,000	5,000
4.2.2	Upgrade access track from the east	Item	1	5,000	5,000
	Sub-Total (excl GST)				73,000
5	SERVICES				
5.1.1	Water supply extend (thru culvert in rail reserve, add pump, power supply)	Item	1	25,000	25,000
5.1.2	Poly reticulation to supply troughs	m	900	50	45,000
5.1.3	Supply and install troughs	No	20	1,000	20,000
5.1.4	Supply and install sprinklers	No	20	1,000	20,000
	Sub-Total (excl GST)				110,000
6	PROVISIONAL ITEMS				
6.1.1	Aurizon fees	Item	1	20,000	20,000
6.1.2	Aurizon requirements (Provisional - to be determined)	item	1	20,000	20,000
	Sub-Total (excl GST)				40,000

SUB - TOTAL (excl GST)	869,000
Designs, Project Management, Q-Leave and other PRINCIPAL's COSTS (20%)	173,800
CONTINGENCY (+ 30%)	260,700
SUB TOTAL (With Contingency)	1,303,500
10% GST	130,350
Grand TOTAL (incl GST)	1,433,850



Item 4 - Schedule of Quantities for Hay Shed at Emerald Saleyards

GHD has prepared this Schedule of Quantities set out below using information reasonably available to the GHD employee(s) who prepared it; and based on assumptions and judgments made by GHD. The schedule presented have been developed for the purposes of comparing tenderers and may be used for preliminary budgeting. The accuracy of the schedule is not expected to be better than about $\pm 30\%$ for the items described in this schedule.

Note: All costs are excluding G.S.T unless stated otherwise

1	PRELIMINARIES	\$10,000
2	SITE ESTABLISHMENT	\$41,400
3	STRUCTURES	\$45,000
4	ELECTRICAL INSTALLATIONS	\$0
5	MISCELLANEOUS ITEMS	\$0
6	PROVISIONAL ITEMS	\$0
	SUB TOTAL	\$96,400
	PRINCIPAL's COSTS (15%)	\$14,460
	CONTINGENCY (+ 30%)	\$28,920
	SUB TOTAL	\$139,780
	10% G.S.T	\$13,978
	GRAND TOTAL (INCLUDING G.S.T)	\$153,758



Item 4 - Schedule of Quantities for Hay Shed at Emerald Saleyards

GHD has prepared this Schedule of Quantities set out below using information reasonably available to the GHD employee(s) who prepared it; and based on assumptions and judgments made by GHD. The schedule presented have been developed for the purposes of comparing tenderers and may be used for preliminary budgeting. The accuracy of the schedule is not expected to be better than about $\pm 30\%$ for the items described in this schedule.

Item	Description	Unit	Quantity	Unit Rate	Amount
1	PRELIMINARIES				
	Establish, insurances, safety, testing etc	Item	1	10,000	10,000
	Sub-Total (excl GST)				10,000
2	SITE ESTABLISHMENT				
2.1	Clearing and grubbing				
2.1.1	General Clearing and grubbing	Item	1	5,000	5,000
2.2	Demolition				
2.2.1	Demolition minor	Item	1	2,000	2,000
2.2.2	Demolish existing open drain and culvert under Building. Re-locate to new drain behind building	Item	1	20,000	20,000
2.3	Earthworks				
2.3.1	Ground preparation and provide gravel select fill platform to shed and unloading area	m3	120	120	14,400
	Sub-Total (excl GST)				41,400
3	STRUCTURES				
3.1	Concrete				
3.1.1	New 12x18 shed - Supply only (incl markup)	Item	1	25,000	25,000
3.1.2	Installation of Shed	Item	1	20,000	20,000
	Sub-Total (excl GST)				45,000
4	SERVICES INSTALLATIONS				
4.1	Electrical				
4.1.1	None required - CHRC advice	Item	0	1	0
4.2	Water Supply				
4.2.1	Not Required - CHRC advice	Item	0	1	0
	Sub-Total (excl GST)				0
5	MISCELLANEOUS ITEMS				
	Sub-Total (excl GST)				0
6	PROVISIONAL ITEMS				
6.1.1		Item	0	1	0
6.1.2		lm	0	1	0
	Sub-Total (excl GST)				0

SUB - TOTAL (excl GST)	96,400
Project Management, Survey, Q-Leave and other PRINCIPAL's COSTS (15%)	14,460
CONTINGENCY (+ 30%)	28,920
SUB TOTAL (With Contingency)	139,780
10% GST	13,978
Grand TOTAL (incl GST)	153,758

Appendix D – Benefit Management Plan

Strategic alignment with Emerald Saleyards Master Plan	Project Objectives	Key Benefit	Planned Outcome	Measure	Baseline (Base case)	Baseline data period (Base Case)	Target for 2049 (Project Case)	Benefit realised: Difference between Baseline and actual (at time of measure)	Data Sources	Data availability	Resp. Officer - Measurement	
Chapter 5: The need to improve the OHS&S and animal welfare facets of the yards to fall into line with current legislation	Item 1: Provide a safer work environment	Improved safety outcomes	Improved productivity of workers	Worker productivity (number of staff in CHRC budget for Saleyards labour)	2.4 F.T.	2017/2018	2 F.T.		Central Highlands Regional Council	-	N/A	
			Improved safety outcomes for workers	Incidents in lost time injury register		2017/2018	0 lost time injuries		Central Highlands Regional Council	-	N/A	
			Improved level of animal welfare	Average weight of cattle whilst in spelling yards	Current recorded weights of cattle before/after spelling	2017/2018	0.2% weight increase post spelling		Emerald Livestock Selling Association	-	s47F	
Chapter 4: The capacity of the current yards and the expected capacities for the future	Item 2: Promote a greater level of efficiency and volume when unloading cattle	Improved cattle throughput										
Chapter 2: The lack of and deteriorating condition of the delivery and buyers pens and the operations improving the design of these yards to target agistment/clearance operations of cattle to generate further income for the CHRC												Improved efficiency in unloading
		Average waiting time of last truck in queue	1 hour 15 minutes	2018	30 minute reduction for last truck	Emerald Livestock Selling Association	3 trucks in queue with 10min saving per truck.					
	Reduced urban impact from truck wait times	Increased cattle turnover	Average number of cattle unloaded	90,234/annum	2016/2017	5% increase	Central Highlands Regional Council	Council Webpage				
Item 3: Maximise holding yard capacity	Improved holding yard capacity											
		Increased income stream	Annual income	\$1,022,645 total sales revenue.	2016/2017	5% increase	Central Highlands Regional Council	Council Webpage				
Item 4: Reduce feed losses from weather damage	Improved feed losses	Reduced amount of hay damaged by weather events	Percentage of bales spoiled per year	2.5%	2018	0%		Central Highlands Regional Council	-			
		Reduced disposal and clean-up cost from hay loss	Annual spend on disposal and clean-up	Est. \$6,000 per year	2018	\$0		Central Highlands Regional Council	Council Webpage – Saleyard operator fees (+45%).	N/A		

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GHD
36 Borilla Street
Emerald Q 4720
T: 0749 731600 F: 0749 726236 E: gltmail@ghd.com

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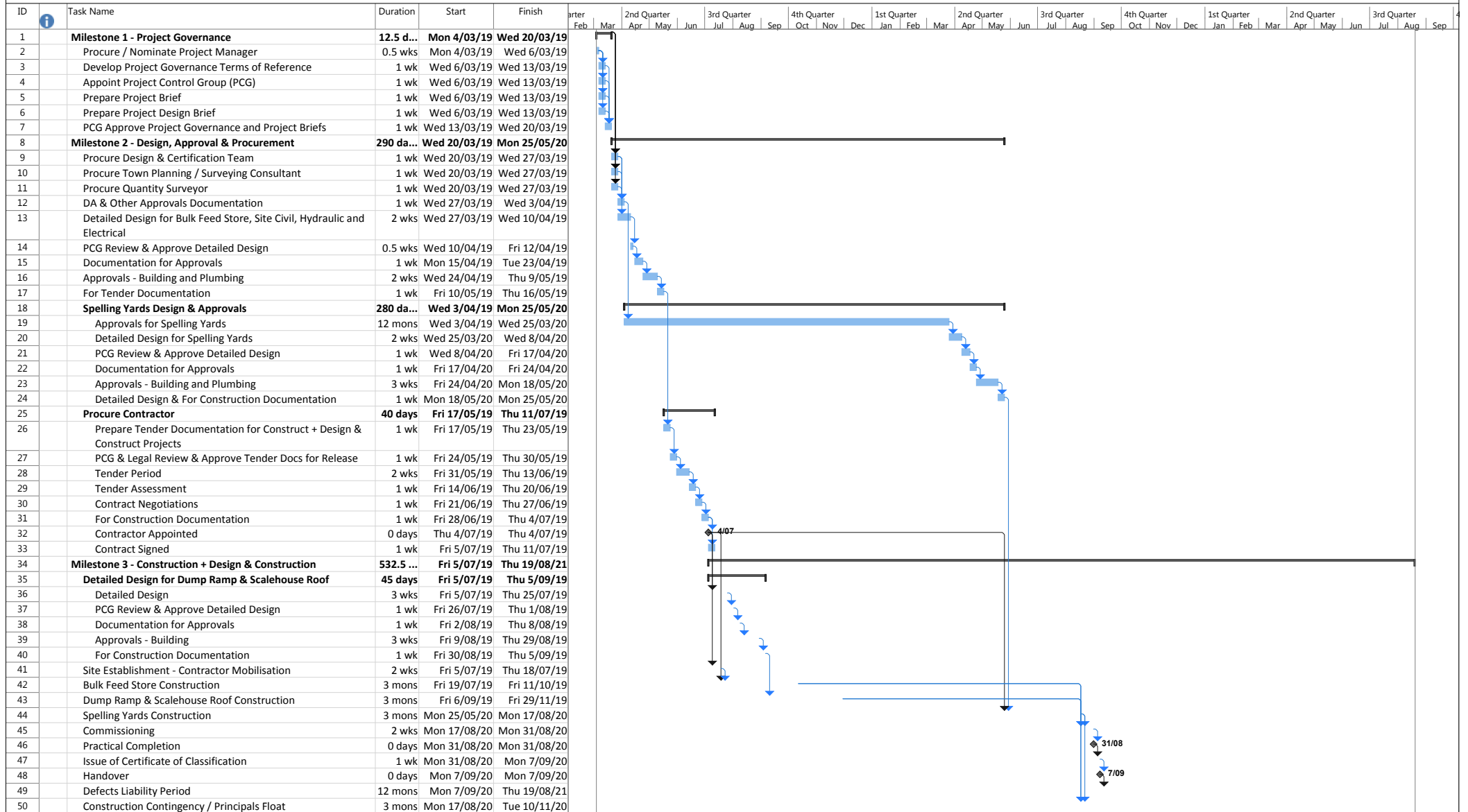
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Document Status

Revision	Author	Reviewer		Approved for Issue		
		Name	Signature	Name	Signature	Date
A	s47F					09/07/2018
B						08/08/2018



Emerald Saleyard Upgrades Program



Project: Emerald Salseyard Upgrades P Date: Tue 13/11/18	Task	Project Summary	Manual Task	Start-only	Deadline
	Split	Inactive Task	Duration-only	Finish-only	Progress
	Milestone	Inactive Milestone	Manual Summary Rollup	External Tasks	Manual Progress
	Summary	Inactive Summary	Manual Summary	External Milestone	

Emerald Saleyards Upgrade Project Project Cost Breakdown

Project items	Program funds sought	Council funds	Other funds	Total item cost
Construction costs				
Preliminaries (inc. establish, insurances, safety, etc)	\$22,500.00	\$22,500.00	\$0.00	\$45,000.00
Site establishment (inc. clearing / grubbing, demolition, earthworks, civil/shaping works)	\$67,700.00	\$67,700.00	\$0.00	\$135,400.00
Structures (inc. roofing, equipment, concrete)	\$460,250.00	\$460,250.00	\$0.00	\$920,500.00
Services - Water & Electrical (inc. power supply, lighting install, extend water supply, new taps, polyreticulation, troughs, sprinklers, redirect/protect effluent line, services relocation)	\$113,385.00	\$113,385.00	\$0.00	\$226,770.00
Roads access and rail crossing @ spelling yards (inc rail line crossing, corridor, paths / tracks,, internal roads).	\$40,000.00	\$40,000.00	\$0.00	\$80,000.00
Building escalation (if not included in quote)				
N/A	\$0.00	\$0.00	\$0.00	\$0.00
Professional fees				
Building certification	\$2,916.50	\$2,916.50	\$0.00	\$5,833.00
Principal's costs @20% (inc. project management, design consultancy, Q-Leave)	\$149,550.50	\$149,550.50	\$0.00	\$299,101.00
Statutory fees and charges				
Town planning, MCU, operational works	\$42,500.00	\$42,500.00	\$0.00	\$85,000.00
Other (please specify)				
N/A	\$0.00	\$0.00	\$0.00	\$0.00
Contingency (allow maximum 15%)				
Contingency @ 15%, exlcudes escalation and principal's costs (variance b/w cost breakdown and schedule of quantities due to rounding)	\$112,163.00	\$112,163.00	\$0.00	\$224,326.00
Total project cost	\$1,010,965.00	\$1,010,965.00	\$0.00	\$2,021,930.00

Item 3 - Schedule of Quantities for Spelling Yards at Emerald Saleyards

GHD has prepared this Schedule of Quantities set out below using information reasonably available to the GHD employee(s) who prepared it; and based on assumptions and judgments made by GHD. The schedule presented have been developed for the purposes of comparing tenderers and may be used for preliminary budgeting. The accuracy of the schedule is not expected to be better than about $\pm 30\%$ for the items described in this schedule.

Note: All costs are excluding G.S.T unless stated otherwise

1	PRELIMINARIES	\$15,000
2	SITE ESTABLISHMENT	\$66,000
3	STRUCTURES	\$568,500
4	ACCESS	\$80,000
5	SERVICES	\$110,000
6	PROVISIONAL ITEMS	\$126,055
	SUB TOTAL	\$965,555
	PRINCIPAL's COSTS (20%)	\$193,111
	CONTINGENCY (+ 15%)	\$144,833
	SUB TOTAL	\$1,303,499
	10% G.S.T	\$130,350
	GRAND TOTAL (INCLUDING G.S.T)	\$1,433,849

Item 3 - Schedule of Quantities for Spelling Yards at Emerald Saleyards

GHD has prepared this Schedule of Quantities set out below using information reasonably available to the GHD employee(s) who prepared it; and based on assumptions and judgments made by GHD. The schedule presented have been developed for the purposes of comparing tenderers and may be used for preliminary budgeting. The accuracy of the schedule is not expected to be better than about $\pm 30\%$ for the items described in this schedule.

Item	Description	Unit	Quantity	Unit Rate	Amount
1	PRELIMINARIES				
	Establishment, insurances, safety etc	Item	1	15,000	15,000
	Sub-Total (excl GST)				15,000
2	SITE ESTABLISHMENT				
2.1	Clearing and grubbing				
2.1.1	General Clearing and grubbing for fencelines and undergrowth	Ha	3.5	6,000	21,000
2.2	Demolition				
2.2.1	Demolition of existing old fences, remove rubbish and debris	Item	1	20,000	20,000
2.3	Earthworks				
2.3.1	Minor earthworks to fill hollows, trim to shape etc - Provisional	m3	500	50	25,000
	Sub-Total (excl GST)				66,000
3	STRUCTURES				
3.1	Concrete				
3.1.1	External 6 rail fencing	m	900	175	157,500
3.1.2	Internal 3 rail + 3 wire fencing	m	1200	140	168,000
3.1.3	New gates	No	23	1,000	23,000
3.1.4	Gravel to corridors	m3	500	120	60,000
3.1.5	Extra over for 200 gravel in pens	m3	1600	100	160,000
	Sub-Total (excl GST)				568,500
4	ACCESS				
4.1	Rail Crossing				
4.1.1	New concrete crossing over rail line	Item	1	30,000	30,000
4.1.2	New corridor at existing yards including fence modifications and concrete base	Item	1	20,000	20,000
4.1.3	Concrete path into new spelling yards middle corridor	Item	1	20,000	20,000
4.2	Roads Access				
4.2.1	Construct minor access off Council internal western road	Item	1	5,000	5,000
4.2.2	Upgrade access track from the east	Item	1	5,000	5,000
	Sub-Total (excl GST)				80,000
5	SERVICES				
5.1.1	Water supply extend (thru culvert in rail reserve, add pump, power supply)	Item	1	25,000	25,000
5.1.2	Poly reticulation to supply troughs	m	900	50	45,000
5.1.3	Supply and install troughs	No	20	1,000	20,000
5.1.4	Supply and install sprinklers	No	20	1,000	20,000
	Sub-Total (excl GST)				110,000
6	PROVISIONAL ITEMS				
6.1.1	Aurizon fees	Item	1	25,000	25,000
6.1.2	Aurizon requirements (Provisional - to be determined)	item	1	20,000	20,000
6.2	Town Planning MCU and Operational Works Fees (If Ordered)	item	1	40,000	40,000
6.3	Lighting - If Ordered	item	1	41,055	41,055
	Sub-Total (excl GST)				126,055

SUB - TOTAL (excl GST)	965,555
Designs, Project Management, Town Planning Consultant, Q-Leave and other	
PRINCIPAL's COSTS (20%)	193,111
CONTINGENCY (+ 15%)	144,833
SUB TOTAL (With Contingency)	1,303,499
10% GST	130,350
Grand TOTAL (incl GST)	1,433,849

Item 4 - Schedule of Quantities for Hay Shed at Emerald Saleyards

GHD has prepared this Schedule of Quantities set out below using information reasonably available to the GHD employee(s) who prepared it; and based on assumptions and judgments made by GHD. The schedule presented have been developed for the purposes of comparing tenderers and may be used for preliminary budgeting. The accuracy of the schedule is not expected to be better than about $\pm 30\%$ for the items described in this schedule.

Note: All costs are excluding G.S.T unless stated otherwise

1	PRELIMINARIES	\$10,000
2	SITE ESTABLISHMENT	\$41,900
3	STRUCTURES	\$45,000
4	ELECTRICAL INSTALLATIONS	\$0
5	MISCELLANEOUS ITEMS	\$0
6	PROVISIONAL ITEMS	\$6,641
	SUB TOTAL	\$103,541
	PRINCIPAL's COSTS (20%)	\$20,708
	CONTINGENCY (+ 15%)	\$15,531
	SUB TOTAL	\$139,780
	10% G.S.T	\$13,978
	GRAND TOTAL (INCLUDING G.S.T)	\$153,758

Item 4 - Schedule of Quantities for Hay Shed at Emerald Saleyards

GHD has prepared this Schedule of Quantities set out below using information reasonably available to the GHD employee(s) who prepared it; and based on assumptions and judgments made by GHD. The schedule presented have been developed for the purposes of comparing tenderers and may be used for preliminary budgeting. The accuracy of the schedule is not expected to be better than about ± 30% for the items described in this schedule.

Item	Description	Unit	Quantity	Unit Rate	Amount
1	PRELIMINARIES				
	Establish, insurances, safety, testing etc	Item	1	10,000	10,000
	Sub-Total (excl GST)				10,000
2	SITE ESTABLISHMENT				
2.1	Clearing and grubbing				
2.1.1	General Clearing and grubbing	Item	1	5,000	5,000
2.2	Demolition				
2.2.1	Demolition minor	Item	1	2,500	2,500
2.2.2	Demolish existing open drain and culvert under Building. Re-locate to new drain behind building	Item	1	20,000	20,000
2.3	Earthworks				
2.3.1	Ground preparation and provide gravel select fill platform to shed and unloading area	m3	120	120	14,400
	Sub-Total (excl GST)				41,900
3	STRUCTURES				
3.1	Concrete				
3.1.1	New 12x18 shed - Supply only (incl markup)	Item	1	25,000	25,000
3.1.2	Installation of Shed	Item	1	20,000	20,000
	Sub-Total (excl GST)				45,000
4	SERVICES INSTALLATIONS				
4.1	Electrical				
4.1.1	None required - CHRC advice	Item	0	1	0
4.2	Water Supply				
4.2.1	Not Required - CHRC advice	Item	0	1	0
	Sub-Total (excl GST)				0
5	MISCELLANEOUS ITEMS				
	Sub-Total (excl GST)				0
6	PROVISIONAL ITEMS				
6.1.1	Re-direct or protect effluent line (If Ordered)	Item	1	6,641	6,641
	Sub-Total (excl GST)				6,641

SUB - TOTAL (excl GST)	103,541
Project Management, Civil siteworks designs, Survey, Q-Leave and other	
PRINCIPAL's COSTS (20%)	20,708
CONTINGENCY (+ 15%)	15,531
SUB TOTAL (With Contingency)	139,780
10% GST	13,978
Grand TOTAL (incl GST)	153,758

Item 2 - Schedule of Quantities for Additonal Dump Ramp at Emerald Saleyards

GHD has prepared this Schedule of Quantities set out below using information reasonably available to the GHD employee(s) who prepared it; and based on assumptions and judgments made by GHD. The schedule presented have been developed for the purposes of comparing tenderers and may be used for preliminary budgeting. The accuracy of the schedule is not expected to be better than about $\pm 30\%$ for the items described in this schedule.

Note: All costs are excluding G.S.T unless stated otherwise

1	PRELIMINARIES	\$10,000
2	SITE ESTABLISHMENT	\$15,500
3	STRUCTURES	\$137,000
4	SERVICE INSTALLATIONS	\$32,000
5	MISCELLANEOUS ITEMS	\$0
6	PROVISIONAL ITEMS	\$9,574
	SUB TOTAL	\$204,074
	PRINCIPAL's COSTS (20%)	\$40,815
	CONTINGENCY (+ 15%)	\$30,611
	SUB TOTAL	\$275,500
	10% G.S.T	\$27,550
	GRAND TOTAL (INCLUDING G.S.T)	\$303,050

Item 2- Schedule of Quantities for Additonal Dump Ramp at Emerald Saleyards

GHD has prepared this Schedule of Quantities set out below using information reasonably available to the GHD employee(s) who prepared it; and based on assumptions and judgments made by GHD. The schedule presented have been developed for the purposes of comparing tenderers and may be used for preliminary budgeting. The accuracy of the schedule is not expected to be better than about ± 30% for the items described in this schedule.

Item	Description	Unit	Quantity	Unit Rate	Amount
1	PRELIMINARIES				
	Establish, insurances, safety, testing etc	Item	1	10,000	10,000
	Sub-Total (excl GST)				10,000
2	SITE ESTABLISHMENT				
2.1	Clearing				
2.1.1	General Clearing	Item	1	2,500	2,500
2.2	Demolition				
2.2.1	Demolition of existing fencing etc around and re-instate	Item	1	10,000	10,000
2.3	Earthworks				
2.3.1	Ground preparation and new imported fill to construct pad	Item	1	3,000	3,000
	Sub-Total (excl GST)				15,500
3	STRUCTURES				
3.1	Equipment				
3.1.1	Supply and Installation of New Dump Ramp	Item	1	110,000	110,000
3.1.2	New concrete pathway	Item	1	10,000	10,000
3.1.3	New elevated steel walkways along trucks (If Ordered)	Item	1	17,000	17,000
	Sub-Total (excl GST)				137,000
4	SERVICE INSTALLATIONS				
4.1	Electrical				
4.1.1	electrical connection 50m to pit at existing ramp	Item	1	8,000	8,000
4.1.2	Lighting - 2 x MV floodlights	Item	1	20,000	20,000
4.2	Water Supply				
4.2.1	Extend water supply and new tap (If ordered)	Item	1	4,000	4,000
	Sub-Total (excl GST)				32,000
5	MISCELLANEOUS ITEMS				
5.1.1		lm	0	1	0
5.1.3		m2	0	1	0
	Sub-Total (excl GST)				0
6	PROVISIONAL ITEMS				
6.1.1	Minor Civil and shaping Works (If Ordered)	Item	1	5,000	5,000
6.1.2	Alterations to Services (If ordered)	Item	1	4,574	4,574
	Sub-Total (excl GST)				9,574

SUB - TOTAL (excl GST)	204,074
Project Management, Survey, concept and civil designs, Q-Leave and other	
PRINCIPAL's COSTS (20%)	40,815
CONTINGENCY (+ 15%)	30,611
SUB TOTAL (With Contingency)	275,500
10% GST	27,550
Grand TOTAL (incl GST)	303,050

Item 1 - Schedule of Quantities for Scalehouse Roof at Emerald Saleyards

GHD has prepared this Schedule of Quantities set out below using information reasonably available to the GHD employee(s) who prepared it; and based on assumptions and judgments made by GHD. The schedule presented have been developed for the purposes of comparing tenderers and may be used for preliminary budgeting. The accuracy of the schedule is not expected to be better than about $\pm 30\%$ for the items described in this schedule.

Note: All costs are excluding G.S.T unless stated otherwise

1	PRELIMINARIES	\$10,000
2	SITE ESTABLISHMENT	\$12,000
3	STRUCTURES	\$167,000
4	ELECTRICAL INSTALLATIONS	\$15,500
5	MISCELLANEOUS ITEMS	\$5,833
6	PROVISIONAL ITEMS	\$12,000
	SUB TOTAL	\$222,333
	PRINCIPAL's COSTS (20%)	\$44,467
	CONTINGENCY (+ 15%)	\$33,350
	SUB TOTAL	\$300,150
	10% G.S.T	\$30,015
	GRAND TOTAL (INCLUDING G.S.T)	\$330,165

Item 1 - Schedule of Quantities for Scalehouse Roof at Emerald Saleyards

GHD has prepared this Schedule of Quantities set out below using information reasonably available to the GHD employee(s) who prepared it; and based on assumptions and judgments made by GHD. The schedule presented have been developed for the purposes of comparing tenderers and may be used for preliminary budgeting. The accuracy of the schedule is not expected to be better than about ± 30% for the items described in this schedule.

Item	Description	Unit	Quantity	Unit Rate	Amount
1	PRELIMINARIES				
	Establish, insurances, safety, testing etc	Item	1	10,000	10,000
	Sub-Total (excl GST)				10,000
2	SITE ESTABLISHMENT				
2.1	Clearing and grubbing				
2.1.1	General Minor Clearing	Item	1	2,000	2,000
2.2	Demolition				
2.2.1	Prov Allowance to Demolish and reinstate fences or paths at column clashes.	Item	1	5,000	5,000
2.3	Earthworks				
2.3.1	Prov allowance minor earthworks around columns, cutting existing slabs etc	Item	1	5,000	5,000
	Sub-Total (excl GST)				12,000
3	STRUCTURES				
3.1	New Roof Structure				
3.1.1	New Roof Structure incl standard erection (supply, deliver and install)	Item	1	110,000	110,000
3.1.2	Prov Extra over for limited access, interruption from operations etc	Item	1	25,000	25,000
3.1.3	Unloading	Item	1	7,000	7,000
3.1.4	Footings	Item	1	25,000	25,000
	Sub-Total (excl GST)				167,000
4	ELECTRICAL INSTALLATIONS				
4.1	Electrical Services				
4.1.1	Power supply	Item	1	5,500	5,500
4.1.2	Install lighting	Item	1	10,000	10,000
	Sub-Total (excl GST)				15,500
5	MISCELLANEOUS ITEMS				
5.1.1	Council Fees - Building Application and Certifier	Item	1	5,833	5,833
	Sub-Total (excl GST)				5,833
6	PROVISIONAL ITEMS				
6.1.1	Allowance for services relocations (If Ordered)	Item	1	12,000	12,000
	Sub-Total (excl GST)				12,000

SUB - TOTAL (excl GST)	222,333
Project Management, Survey, Civil Siteworks and footing designs, Q-Leave and other	
PRINCIPAL's COSTS (20%)	44,467
CONTINGENCY (+ 15%)	33,350
SUB TOTAL (With Contingency)	300,150
10% GST	30,015
Grand TOTAL (incl GST)	330,165



Saleyards Asset Management Plan

Version V2.00 - March 2018

ECM816422

Schedule of Changes & Amendments

Version	Date	Changes/Amendments	Author	Accepted By
V0.1	April 2015	Draft Asset Management Plan	Assetic	
V0.2	July 2015	Update for proposed 10 year budget	Assetic	
V0.3	October 2015	Review and update of Improvement Plan - Section 6.2.2 and Action Plan - Section 1.5	Assetic	
V0.4	December 2015	Update all Financial Data, tables and Graphs from CHRC Financial Statement ending 30 June 2015 and My Data 30 th June 2015.	CHRC CHRC	
V0.5	March 2016	Reconcile and Update Financials	CHRC	
V0.6	May 2016	Minor update – formatting, wording	CHRC	
V0.7	May 2016	Minor update – formatting, wording	CHRC	
V0.8	June 2016	Minor update – formatting, glossary	CHRC	
V0.9	June 2016	Minor update	CHRC	
V1.00	June 2016	Prepared for Endorsement	CHRC	
V1.00	June 2016	Endorsed by Council 14 th June 2016 Minutes ECM1057370 Signed Copy AMP ECM1057317	CHRC	
V2	March 2018	Update data in Asset Management Plans as per Financial Statements 30 th June 2017	CHRC	

1. Primary number changes to Versions (egg V1.0 to V2.0) will be made when the document undergoes its regular review and when significant changes are made to standards and guidelines for inspections, intervention levels or work
2. Secondary number changes (V1.0 to V1.1) will apply to minor amendments that do not materially impact the document and are intended only to clarify or update issues.

Endorsement Table

Name	Title	Endorsed & Signature	Date
s47F	Chief Executive Officer		
	General Manager Commercial Services		
	Saleyards Manager		
	General Manager Corporate Services		
	Manager Asset Management		

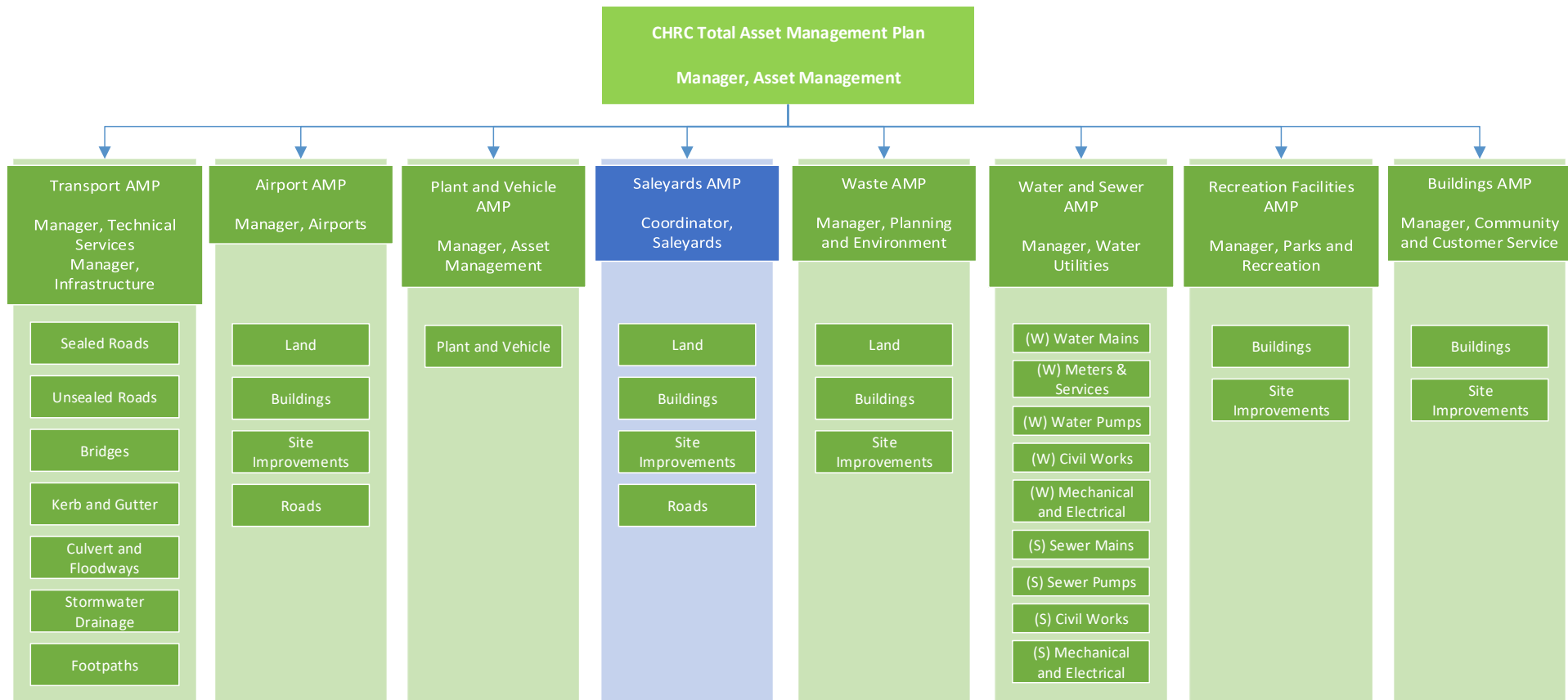
ECM816422 numbers for supporting documents

Document Title	Saleyards	As At Date
Asset Management Plan	ECM816422	30/06/2017
Business Process Model	ECM816421	30/06/2017
Business Plan	ECM864142	30/06/2017
Current State of Assets	ECM1028506	30/06/2017
Financial Statements	ECM1075554	30/06/2017
SPI Graphs	ECM1028506	30/06/2017
10 Year Plan - Budget	ECM1030718	30/06/2017
Maintenance	ECM1040623	30/06/2017
WIP Work in progress	ECM1034457	30/06/2017

Contents

Structure of the Total Asset Management Plan	5
1 Executive Summary	6
1.1 Background	6
1.2 Financial Ratios	7
2 Current State of Council's Assets (As at 30/06/2017)	8
2.1 Key Indicators	8
2.2 Asset Values	8
2.3 Asset Class Status	8
3 Levels of Service and Condition Assessment	10
4 Key Achievements (As at 30/06/2017)	11
4.1 Asset Management Practice	11
4.2 Project Design Framework	11
5 Asset Funding Levels (As at 30/06/2017)	12
5.1 Forecast 10-Year Funding Required (As at 30/06/2017)	12
5.2 Committed Funding (As at 30/06/2017)	13
5.3 Maintenance Expenditure (As at 30/06/2017)	15
5.3.1 Maintenance Activities	15
5.4 Financial Ratios (As at 30/06/2017)	16
6 Current Risk	18
7 Action Plan	19
7.1 Improvement Plan	19
7.2 Monitoring and Review Procedures	21
APPENDIX 1 – Asset Lives for Saleyards Assets	22
APPENDIX 2 – Proposed 10 Year Budget (As at 30/06/2017)	23
GLOSSARY	24

Structure of the Total Asset Management Plan



1 Executive Summary

1.1 Background






The Asset Management Plan is prepared to provide a record of:

- The state of Council's saleyard infrastructure assets at the close of the past financial year;
- Key achievements in the past financial year;
- Risks facing Saleyard Assets
- The 10-year funding required to achieve Council's adopted asset performance targets; and
- Planned Asset Management activities for the current financial year.

This Plan encompasses the Assets classes located at the Emerald and Springsure saleyards, including:

- Land
- Buildings
- Site Improvements
- Water

Summary of Assets Current Condition

Condition Rating	Description
1 	Excellent Condition: Only planned maintenance required
2 	Good: Minor maintenance required plus planned maintenance
3 	Average: Significant maintenance required
4 	Poor: Significant renewal/upgrade required
5 	Failed: Unserviceable

1.2 Financial Ratios

The CHRC Asset Financial Ratios for Emerald Saleyard are as follows: (As at 30/06/2017)

Ratio	%	Target	Met Yes or No
Asset Consumption Ratio	75%	Standard is met if the ration is greater than 50% Standard is improving if the ratio is between 60% and 75%	Yes
Asset Sustainability Ratio	137%	Standard is met if the ratio is greater than 90% Standard is improving if this ratio is between 90% and 110%	Yes
Asset Renewal Funding Ratio	125%	Standard is met if the ratio is between 75% and 95% Standard is improving if one of the below is met: <ul style="list-style-type: none"> •This ratio is between 95% and 105% •'Asset Sustainability' is between 90% and 110% •'Asset Consumption Ratio' is between 50% and 75% 	Yes

2 Current State of Council's Assets (As at 30/06/2017)

2.1 Key Indicators

Council own and maintain the Saleyard assets as follows:

Assets	No of Assets	Basic Assets Details
Land	2	Emerald Saleyard with access to ramps
Buildings	5	Supervisors office, Amenities, Dwelling, and workshop
Loading Ramps & Yards	4	Catwalk truck loading facility
Selling Pens	3	Cattle selling Steel pens
Fence	6	Holding yard, loading facility areas
Roads & Car Parks	3	Access roads, parking & carport
Shelters	1	
Wash Pads	1	Vehicle wash pads
Total	25	

2.2 Asset Values

The value and condition of the Council's Saleyard asset as at 30/06/2017 is summarised below:

Asset Class	Gross Replacement Cost (\$)	Annual Depreciation Expense (\$)	Accumulated Depreciation (\$)	Written Down Value (\$)
Land	850,000	-	-	850,000
Building	519,382	15,107	203,996	315,385
Site Improvement	6,617,027	234,378	1,723,204	4,893,822
Water	152,269	4,051	71,386	80,882
Total	8,138,679	253,538	1,998,589	6,140,090

2.3 Asset Class Status

Council currently has a lack of accurate and comparable information of the physical condition of building and site improvement assets and consequently the financial condition or Service Potential Index (SPI) of an asset (required for fair value determination), is used. The SPI is calculated using a set of assumptions such as the age of the asset and the estimated useful life. It is not based on actual wear and tear, or real life condition.

The condition of the Saleyards assets based on the Service Potential Index when Condition Assessment is not available. Future condition inspections will be undertaken to verify or update the asset condition

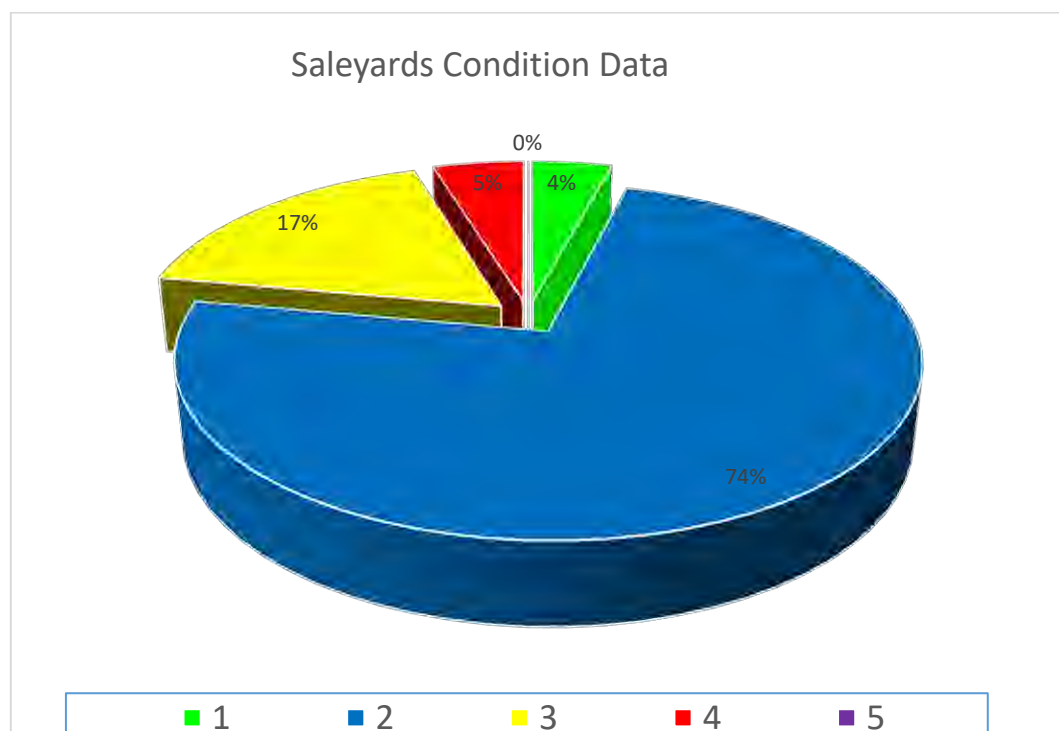
The 1- 5 condition rankings in the table and charts refer to the following ratings:

Condition Rating	Description
1 ■	Excellent Condition: Only planned maintenance required
2 ■	Good: Minor maintenance required plus planned maintenance
3 ■	Average: Significant maintenance required
4 ■	Poor: Significant renewal/upgrade required
5 ■	Failed: Unserviceable

The Condition/SPI profile of the Saleyards Assets are shown below

Condition	Replacement Value (\$)	% of Network
■ 1	303,691	4%
■ 2	5369958,271	74%
■ 3	1,268,599	17%
■ 4	346,431	5%
■ 5	0	0%
Total	7,288,679	100%

*Land is not included in condition figures



3 Levels of Service and Condition Assessment

“Council acknowledges that assets (particularly infrastructure assets) support its core business of delivering services to the Central Highlands community. The Central Highlands Regional Council is committed to ensuring that infrastructure and services are provided in a sustainable manner, with appropriate levels of service to residents and visitors.” (CHRC Asset Management Policy, 14 June 2016)

CHRC has established levels of service. Levels of service should be varied with respect to the role and importance of the asset and its use within the saleyard asset network. Assets which pose health and safety risks, or have the potential to affect large numbers of stakeholders warrant a higher level of service.

CHRC strives to operate and maintain all of its assets to achieve the following strategic objectives.

1. Ensure saleyard assets are maintained at a safe standard.
2. Ensure that saleyard assets provide the functions sought by the community.
3. Ensure that assets provide services at the standard that the community agrees to and can afford.

Refer to the CHRC Saleyards Business Process Model for Levels of Service and Condition Assessment

4 Key Achievements (As at 30/06/2017)

- A Business Plan has been prepared for the Emerald Saleyards (ECM # 864142).
- The appointment of a Saleyards Manager
- The appointment of a Commercial Analyst

4.1 Asset Management Practice

“Council is committed to the adoption of sound asset management practices and processes which will significantly contribute to the achievement of the regions vision.” (CHRC Asset Management Policy, 14 June 2016)

Over the past 12 months the Asset Management team and Asset Champions have delivered significant outcomes in progressing the Asset Management System with 68% of the original Road Map actions, developed in May 2016, now completed. This initial Road Map was comprised of mostly core maturity actions. The Road Map has now been reviewed and additional actions added to achieve intermediate AM maturity. The Road Map is currently based on the National Asset Management Framework, but with the introduction of ISO5500 in 2014 and it fast becoming the industry standard, the aim is to start measuring against these parameters in the future.

The new corporate software package Technology One Council solution workshops have commenced. The new technology will ensure we improve our governance, reduce risks and meet out reporting obligations. The most important advantage for Asset management is that it is mobile and cloud based, this gives us the ability to work anywhere, at any time, on any device. Ensuring our Data in the current system is in the right format to be loaded into the new system has been a priority.

4.2 Project Design Framework

Council’s Project Decision Framework (PDF) and Project Prioritisation Model (PPM) have been reviewed and reworked to improve on the organisation’s governance around prioritising and approving capital projects. The PDF and PPS facilitate a transparent, consistent and defensible process that allows for more informed investment decisions that consider required levels of service, non-asset alternatives, whole of life net costs and benefits. The new PDF and PPM have been implemented for the assessment of the 2018/19 capital budget. The creation, update and use of the PDF and PPM assists Council in adhering to the guiding principles for Accountability and Direction, Lifecycle Management, and Service Level Management as described in the CHRC Asset Management Policy. The PDF and PPM are also meet the requirements for core asset management maturity.

5 Asset Funding Levels (As at 30/06/2017)

The proposed 10 year budget for capital renewal, upgrade and new works for Saleyards is summarised in the following table:

Year	Capital Renewal (\$)	Upgrade (\$)	New (\$)	Total (\$)
2017-18	-	322,000	228,000	550,000
2018-19	120,000	135,000	580,000	835,000
2019-20	-	370,000	120,000	490,000
2020-21	-	-	-	-
2021-22	-	100,000	120,000	220,000
2022-23	-	100,000	-	100,000
2023-24	-	100,000	-	100,000
2024-25	-	100,000	-	100,000
2025-26	-	100,000	30,000	130,000
2026-27	-	-	-	-
Total	120,000	1,327,000	1,078,000	2,525,000

5.1 Forecast 10-Year Funding Required (As at 30/06/2017)

A ten year analysis of existing conditions and costs has been undertaken to determine funding implications for the asset condition. Funding requirements are based on the **Service Potential Index** and **remaining asset lives** in the Council's Asset Management System. The risks associated with using SPI as a basis for financial forecasting is outlined in Chapter 6 - Current Risk.

Assets that require renewal over the next ten years

Asset Name	Renewal Cost (\$)
Reseal Front Carpark and turn-around	120,000

5.2 Committed Funding (As at 30/06/2017)

The proposed 10 year capital expenditure budgets for renewal, upgrade and new saleyard assets, is shown below

Capital Expenditure Type	Total (\$)
Renew	120,000
Upgrade	1,327,000
New	1,078,000
Total	2,525,000

Year	Renewal (\$)	New /Upgrade (\$)	Total (\$)
2017-18	-	550,000	550,000
2018-19	120,000	715,000	835,000
2019-20	-	490,000	490,000
2020-21	-	0	-
2021-22	-	220,000	220,000
2022-23	-	100,000	100,000
2023-24	-	100,000	100,000
2024-25	-	100,000	100,000
2025-26	-	130,000	130,000
2026-27	-	0	-
Total	120,000	2,405,000	2,525,000

Comparison of the Renewal/Upgrade/New are described below.

- Renewal is 5% of the total 10 year Saleyards budget
- Upgrade is 43% of the total 10 year Saleyards budget
- New is 52% of the total 10 year Saleyards budget

As outlined in the Asset Management Policy, “Council is also committed to managing its assets from a ‘whole of life’ perspective in accordance with recognised industry practice. Council recognises the need to establish an appropriate balance between the creation of new assets and the maintenance of its existing asset base. This includes reducing the gap between current expenditure on infrastructure maintenance and renewal and the level of expenditure required to ensure on-going infrastructure sustainability.” (CHRC Asset Management Policy, 14 June 2016) it is imperative that Council consider the whole of life costs for all upgrade and new projects, and sound business cases are developed and vetted to ensure the right projects are identified for investment.

The proposed budget includes the following new, upgrade and renewal works:

Project	Type	Total cost (\$)
Draft Area - Additional Shade (2)	New	25,000
Barricade overhead catwalks	New	3,000
Concrete crush yards, 1-8 lane and drainage around double deck ramp	New	80,000
Additional Drafting Facility	Upgrade	200,000
Full Weighbridge Deck	New	120,000
Remove asbestos from saleyard buildings at Springsure	Upgrade	22,000
Emerald Saleyard - Concrete extensions (Works for Queensland 17-19)	Upgrade	100,000
Total		550,000

Any shortfall in funding for the asset renewal requires consideration to the following options:

- Assets are not renewed as and when required.
- Asset lives and therefore age being extended requiring increases in maintenance and operational expenditure.
- Reductions in levels of service.
- Potential disposal of the asset.
- Forgoing other CHRC purchases and constructions.
- Potential increase in rates.

5.3 Maintenance Expenditure (As at 30/06/2017)

Asset Type	2015/16 Expenditure	2016/17 Expenditure	2017/18 Budget	Average
Saleyards	139,260	119,187	146,900	135,116

5.3.1 Maintenance Activities

Maintenance activities are detailed in the CHRC Saleyards Business Process Model and include the following:

Activity	Items
Saleyards Services	<ul style="list-style-type: none"> • Water Outages • Electrical and Gas Outages • Cleaning – Holding Areas • Cleaning – Main Administration Offices, weighing office, canteen, entry and exit area, toilets
Carparks and Roadways	<ul style="list-style-type: none"> • Pothole Maintenance • Heavy Patching • Shoving / Delamination Maintenance
Kerb Maintenance	<ul style="list-style-type: none"> • Kerb Repairs
Pen Maintenance	<ul style="list-style-type: none"> • Water Trough Repairs • Railing Repairs • Post Repairs • Standing Area Grinding • Mucking out pens
Dead Animals	<ul style="list-style-type: none"> • Disposal of Dead Animals
Maintenance Other	<ul style="list-style-type: none"> • Work shed • Elevated Walkways • Unloading and Loading Ramps • Paddock and Boundary Fencing • Building Maintenance • Building Security • Site Security • Vehicle, Plant & Equipment Minor Maintenance • Vehicle, Plant & Equipment Major Maintenance • Sign Maintenance • Wash bays

5.4 Financial Ratios (As at 30/06/2017)

Below is an explanation of the calculation of the financial ratios. Please see Section 1.2 for commentary on the resultant ratios.

Asset Consumption Ratio:

This ratio seeks to highlight the aged condition of a local government's stock of physical assets. If a local government is responsibly maintaining and renewing / replacing its assets in accordance with a well prepared asset management plan, then the fact that its Asset Consumption Ratio may be relatively low and/or declining should not be cause for concern – providing it is operating sustainably.

$$\text{Asset Consumption Ratio} = \frac{\text{Depreciated Replacement Cost of Depreciable Assets}}{\text{Current Replacement Cost of Depreciable Assets}}$$

Purpose: This ratio measures the extent to which depreciable assets have been consumed by comparing their written down value to their replacement cost.

Standards: Standard is met if the ratio can be measured and is 50% or greater (0.50 or >).
Standard is improving if the ratio is between 60% and 75% (0.60 and 0.75).

Current Asset Consumption Ratio

Asset Group	Total Replacement Cost (\$)	Written Down Value (\$)	Ratio %
Saleyards	8,138,679	6,140,090	75%

Asset Sustainability Ratio

This ratio is an approximation of the extent to which assets managed by a local government are being replaced as these reach the end of their useful lives. It is calculated by measuring capital expenditure on renewal or replacement of assets, relative to depreciation expense. Expenditure on new or additional assets is excluded.

Depreciation expense represents an estimate of the extent to which the assets have been consumed during that period. Measuring assets at fair value is critical to the calculation of a valid depreciation expense value.

$$\text{Asset Sustainability Ratio} = \frac{\text{Capital Renewal and Replacement Expenditure}}{\text{Annual Depreciation Expense}}$$

Purpose: This ratio indicates whether a local government is replacing or renewing existing non-financial assets at the same rate that its overall asset stock is wearing out.

Standards: Standard is met if the ratio can be measured and is 90% (or 0.90) Standard is improving if this ratio is between 90% and 110% (or 0.90 and 1.10).

Asset Group	Capital Renewal & Replacement Expenditure Year (\$)	Depreciation Expense Year (\$)	Ratio %
Saleyards	348,326	253,538	137%

Asset Renewal Funding Ratio

This ratio indicates whether the local government has the financial capacity to fund asset renewal as required, and can continue to provide existing levels of services in future, without additional operating income; or reductions in operating expenses.

The ratio is calculated from information included in the local government's Long Term Financial Plan and Asset Management Plan; not the Annual Financial Report. For the ratio to be meaningful, a consistent discount rate should generally be applied in Net Present Value (NPV) calculations

$$\text{Asset Renewal Funding Ratio} = \frac{\text{NPV of Planned Capital Renewals over 10 years}}{\text{NPV of Required Capital Expenditure over 10 years}}$$

Purpose: This ratio is a measure of the ability of a local government to fund its projected asset renewal / replacements in the future.

Standards: Standard is met if the ratio is between 75% and 95% (or 0.75 and 0.95). Standard is improving if the ratio is between 95% and 105% (or 0.95 and 1.05), and the ASR falls within the range 90% to 110%, and ACR falls within the range 50% to 75%.

Asset Group	Planned Capital renewals over 10 year plan (\$)	Required Capital Expenditure over 10years (\$)	Ratio %
Saleyards	105,799	84,925	125%

NPV rate used Cost of Debt Commercial 6.5%

6 Current Risk

The data in the Asset Management System shows most of the Saleyards assets are in good or excellent condition. Detailed inspections have not been carried out on the majority of the saleyards assets since 2014 so this data is considered to be of a poor quality. The main risk is not having any data on utilisation, functionality, accessibility and capacity. With this information combined with condition data, Council would be able to make informed and cost effective decisions regarding the renewal and upgrade of Council Saleyards. Condition data and regular inspection routines are required to ensure assets data in the system is accurate.

Further to the information above the QAO recently released its report titled 'Forecasting long-term sustainability of local government'. The report focused on major risk areas council's face in Queensland. The following key points and risks have been noted in the report in relation to asset condition and its impact on councils:

- A significant risk exposure exists where councils do not have a complete and accurate asset condition information.
- In the absence of asset condition data, the asset management plans were not complete and therefore lack an accurate forecast of future funding requirements.
- The incompleteness of long term financial plans as a result of incomplete asset management plans limits the council's and the community's ability to understand the consequences of asset condition and the effect it may have on current and future rates.

All of the above points have consequences on asset management and on council as a whole. Future asset renewal projections are significant and any change in, or the use of assumptions could easily understate or overstate council's projections of future surplus or deficits.

The QAO report also states that many Councils don't "*devote enough resources to obtain trustworthy asset condition data*" (Queensland Audit Office, 2016), yet it is the interpretation of this condition data will assist in Councils arriving at defensible estimates of reinvestment costs so that prudent and informed decisions can be made on the allocation of resources to restore defective assets. As outlined in Section 2.2, Council has a comprehensive framework and BPM for the condition assessment of its assets, it is just the point of responsibility, programming and resourcing that is not currently provided. It should also be noted that the collection of and the use of physical asset condition data is a requirement to reach core asset management maturity. As shown in the table below, the use of actual asset condition data will develop Council's asset management plans into the 'next generation' maturity.

7 Action Plan

7.1 Improvement Plan

The asset management improvement plan generated from this Asset Management Plan shown in the following table.

Objective	Priority Description
Accountability and direction within the organization	Clarify and agree asset management accountabilities, roles and responsibilities across the organisation.
	Ensure that the renewals planning is underpinned by a robust risk management regime. (Partial Operations/maintenance planning not included.)
	Ensure capital investment decisions are based on whole of life costs and balanced between new and renewal capital projects.
	Develop and implement an integrated planning process that encompasses the Community Plan, Asset Management Plans and the Long Term Financial Plan.
	There are internal processes to promote Asset Management across Council
	Council has a documented process for making capital investment decisions, which is driven by Council's Strategic Longer Term Plan, Long Term Financial Plan and the Service Plan and clearly details the impacts on the future operations and maintenance budgets, "Whole of Life" costs and risk management assessments.
	The staff structure and position descriptions clearly define asset management functions, responsibilities and skill requirements for managing all asset classes
Asset Information Management	Roles and responsibilities are clearly defined in a matrix or policy, identifying positions responsible for determining levels of service and positions responsible for managing the assets to meet service delivery needs
	Ensure the long term financial plan is informed by projections in the Asset Management Plans.
	Ensure that a consolidated population and demographic model is developed and maintained, and forms the basis of service demand forecasting across all asset Classes
	Capture and maintain fit-for-purpose asset condition and defect data.
	Council has an Asset Management Strategy which shows how the asset portfolio can meet the service delivery needs of the community and defines the future vision of asset management practices within Council
	AMPs have all been prepared in association with community consultation.

Objective	Priority Description
	<p>AMP covers at least 10 years and include:</p> <ul style="list-style-type: none"> • Consideration of non-asset service delivery solutions (leasing private/public partnerships) • Address asset performance and utilisation measures and associated targets as linked to levels of Service • Risk assessment and criticality profiles • Address lifecycle costs of assets • Forward programs identifying cash flow forecasts projected for: <ul style="list-style-type: none"> ○ Asset renewals ○ New assets and upgrades of existing assets ○ Maintenance expenditure ○ Operational expenditure (including depreciation expense) • Demand forecasts including possible effects of demographic change and demand management plans • Provide information about assets, including particular actions and costs to provide a defined (current and/or target level of service in the most cost effective manner • Asset rationalisation and disposal program • Recognise changes in service potential of assets through projections of asset replacement costs, depreciated replacement costs, depreciated replacement cost and depreciation expense. • Consideration of possible effects of climate change on asset useful lives and maintenance costs
	Asset Management systems have the functionality to generate maintenance and renewal programs and produce associated cash flow forecasts.
	Council's systems, procedures and processes allow it to benchmark its asset management performance against like Councils over time.
Asset Life Cycle Management	Develop and document operations and maintenance and renewal plans for inclusion in the Asset Management Plans.
	Investigate alternatives for renewal or extension of the asset lives
	Set up the Strategic Maintenance Planning so that it can generate a work order with an automatically generated response time. This response time is based on Council's service levels matrix and is preconfigured in the system based on asset hierarchy. (Tech 1 will facilitate this)
Service Level Management	Develop a framework for asset related service level reviews.
	Test the above framework as above against a pilot asset class to confirm service levels per budget.
	Establish reporting on performance against adopted service level targets.
	Review and improve the functional condition and performance processes.

Objective	Priority Description
	Finalise desired levels of service by establishing current performance and setting performance targets and update the Business Process Model.
	Test the current levels of service to determine if they are achievable for current budgets.
	Review response levels of service for reactive maintenance.
	Technical levels of service are incorporated into service agreements and/or maintenance, operational and capital renewal procedures.
	Council has undertaken the process of defining, quantifying and documenting current community levels of service and technical levels of service, and costs of providing the current levels of service
	Council has Service Plans for each of its services which have been developed in consultation with the community.

7.2 Monitoring and Review Procedures

Any Asset Management Plan must be a dynamic document, reflecting and responding to changes over time.

The effectiveness of this AMP can be measured in the following ways:

- The degree to which the required cash flows identified in this AMP are incorporated into Council's Long Term Financial Plan and Strategic Management Plan;
- The degree to which the detailed works programs, budgets, business plans and organisational structures take into account the 'global' works program trends provided by the AMP; and
- The performance of Council against the Strategic Levels of Service documented in the Business Process Model.

The Plan has a life of 4 years and is due for revision and updating within 2 years of each Council election.

APPENDIX 1 – Asset Lives for Saleyards Assets

Emerald (2017)

Asset Id	Asset Name	Financial Class	Suburb	Asset Useful life (yrs)	Remaining Useful Life (yrs)	OCI Overall Condition Index
OS - 167	Bitumen Paving Carpark Area	Site Improvements	Emerald	50	23	3
OS - 168	Lighting 5 old poles 2 new poles	Site Improvements	Emerald	30	15	3
OS - 169	Dipping Facility	Site Improvements	Emerald	30	26	3
OS - 170	Selling Pens	Site Improvements	Emerald	30	25	2
OS - 171	Timber holding yards	Site Improvements	Emerald	30	26	2
OS - 172	Railway loading/unloading facilities	Site Improvements	Emerald	30	19	2
OS - 225	D/D Ramp	Site Improvements	Emerald	30	13	1
OS - 306	Fence House	Site Improvements	Emerald	30	22	1
OS - 388	Catwalk Sevice Truck Loading Facility	Site Improvements	Emerald	50	33	2
OS - 389	Oldest Fence & Loading Ramps	Site Improvements	Emerald	30	22	2
OS - 712	Oldest Selling Pen	Site Improvements	Emerald	25	18	3
OS - 723	Carport	Site Improvements	Emerald	50	38	1
BLD - 318	Office Area Ground Level	Buildings and Facilities	Emerald	60	47	3
BLD - 397	Demountable Storage	Buildings and Facilities	Emerald	60	41	1
BLD - 398	Dwelling - Saleyard Dwelling	Buildings and Facilities	Emerald	60	35	3
BLD - 400	Workshop/Shed	Buildings and Facilities	Emerald	50	34	2
BLD - 316	Scale Hose	Site Improvements	Emerald	50	24	4
BLD - 399	Carport	Site Improvements	Emerald	25	38	2
BLD - 401	Roofed cattle areas and walkways	Site Improvements	Emerald	25	16	2
OS - 785	Weigh Bridge	Site Improvements	Emerald	30		2
OS - 786	No1.Large Shade Shelter Over Drafting Area	Site Improvements	Emerald	30		2
OS - 787	No2. Large Shade over Drafting Area	Site Improvements	Emerald	30		2
OS - 788	No3 Large Shade	Site Improvements	Emerald	30		2
OS - 789	loading Ramps x2	Site Improvements	Emerald	50		2
OS - 790	Switch Board	Site Improvements	Emerald	25		2
BLD - 900	Disability Toilet	Buildings and Facilities	Emerald	50		1
BLD - 901	Small House	Buildings and Facilities	Emerald	50		4
LAND - 177	Land - Emerald Saleyards	Land	Emerald			
LAND - 178	Land (Access to Ramps / Pens)	Land	Emerald			
LAND - 287	Land - Emerald Saleyards	Land	Emerald			

Springsure (2017)

Asset Id	Asset Name	Financial Class	Suburb	Asset Useful life (yrs)	Remaining Useful Life (yrs)	OCI Overall Condition Index
OS - 137	Dip & Yards	Site Improvements	Springsure	30	11	4
OS - 138	Washdown Pad	Site Improvements	Springsure	50	39	2
CHRC-WE-0866	Mechanical	Mechanical	Springsure			
CHRC-WE-0864	Electrical	Electrical	Springsure			
CHRC-WE-0867	Civil	Civil	Springsure			
CHRC-WE-0868	Civil	Civil	Springsure			
CHRC-WE-0869	Civil	Civil	Springsure			
CHRC-WE-0870	Civil	Civil	Springsure			
CHRC-WE-0871	Civil	Civil	Springsure			
CHRC_W_Bore_22	Springsure Bore	Springsure Bore	Springsure			

APPENDIX 2 – Proposed 10 Year Budget (As at 30/06/2017)

Project		2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
Draft Area - Additional Shade (2)	New	25000										25000
Scalehouse additional shade	New		160000									160000
Barricade overhead catwalks	New	3000										3000
Renovate Offices / Canteen	Upgrade		30000									30000
Stock agents Room - new air cons and fridge	New		20000									20000
Raw water tap & meter, polyline & new tanks for river water supply	New		10000									10000
Feasibility & design new complex	New					120000						120000
20 x 10m Shed for Hay Storage	New		100000									100000
Concrete crush yards, 1-8 lane and drainage around dble deck ramp	New	80000	70000	70000								220000
Reseal Front Carpark and turn-around area	Renewal		120000									120000
Additional Drafting Facility	Upgrade	200000										200000
Catwalk for top of double deck ramp	New		80000									80000
Roof over crush & dip area	New		20000									20000
Security cameras and system	New			50000								50000
Concrete lanes in back yards	Upgrade			300000								300000
Additional double deck ramp (second)	New		120000									120000
Full Weighbridge Deck	New	120000										120000
Light pole replacements (5 timber poles to be replaced with steel)	Upgrade		105000	70000								175000
Manure splash protectors for pens	New									30000		30000
Remove asbestos from saleyard buildings at Springsure	upgrade	22000										22000
Emerald Saleyard - Concrete extensions (Works for Queensland 17-19)	upgrade	100000										100000
Future capital works - Saleyards	Upgrade					100000	100000	100000	100000	100000		500000

GLOSSARY

Annual service cost (ASC)	An estimate of the cost that would be tendered, per annum, if tenders were called for the supply of a service to a performance specification for a fixed term. The Annual Service Cost includes operating, maintenance, depreciation, finance/ opportunity and disposal costs, less revenue.
Asset class	Grouping of assets of a similar nature and use in an entity's operations (AASB 166.37).
Asset condition assessment	The process of continuous or periodic inspection, assessment, measurement and interpretation of the resultant data to indicate the condition of a specific asset so as to determine the need for some preventative or remedial action.
Asset management	The combination of management, financial, economic, and engineering and other practices applied to physical assets with the objective of providing the required level of service in the most cost effective manner.
Assets	Future economic benefits controlled by the entity as a result of past transactions or other past events (AAS27.12). Property, plant and equipment including infrastructure and other assets (such as furniture and fittings) with benefits expected to last more than 12 month.
Average annual asset consumption (AAAC)	The amount of a local government's asset base consumed during a year. This may be calculated by dividing the Depreciable Amount (DA) by the Useful Life and totalled for each and every asset OR by dividing the Fair Value (Depreciated Replacement Cost) by the Remaining Life and totalled for each and every asset in an asset category or class.
Capital expenditure	Relatively large (material) expenditure, which has benefits, expected to last for more than 12 months. Capital expenditure includes renewal, expansion and upgrade. Where capital projects involve a combination of renewal, expansion and/or upgrade expenditures, the total project cost needs to be allocated accordingly.
Capital funding	Funding to pay for capital expenditure.
Capital grants	Monies received generally tied to the specific projects for which they are granted, which are often upgrade and/or expansion or new investment proposals.
Capital new expenditure	Expenditure which creates a new asset providing a new service to the community that did not exist beforehand. As it increases service potential it may impact revenue and will increase future operating and maintenance expenditure.
Capital renewal expenditure	Expenditure on an existing asset, which returns the service potential or the life of the asset up to that which it had originally. It is periodically required expenditure, relatively large (material) in value compared with the value of the components or sub-components of the asset being renewed. As it reinstates existing service potential, it has no impact on revenue, but may reduce future operating and maintenance expenditure if completed at the optimum time, e.g. resurfacing or re-sheeting a material part of a road network, replacing a material section of a drainage network with pipes of the same capacity, resurfacing an oval. Where capital projects involve a combination of renewal, expansion and/or upgrade expenditures, the total project cost needs to be allocated accordingly.
Capital upgrade expenditure	Expenditure, which enhances an existing asset to provide a higher level of service or expenditure that will increase the life of the asset beyond that which it had originally. Upgrade expenditure is discretionary and often does not result in additional revenue unless direct user charges apply. It will increase operating and maintenance expenditure in the future because of the increase in the council's asset base, e.g. widening the sealed area of an existing road, replacing drainage pipes with pipes of a greater capacity, enlarging a grandstand at a sporting facility. Where capital projects involve a combination of renewal, expansion and/or upgrade expenditures, the total project cost needs to be allocated accordingly.
Carrying amount	The amount at which an asset is recognised after deducting any accumulated depreciation / amortisation and accumulated impairment losses thereon.
Class of assets	See asset class definition
Component	An individual part of an asset which contributes to the composition of the whole and can be separated from or attached to an asset or a system.

Cost of an asset	The amount of cash or cash equivalents paid or the fair value of the consideration given to acquire an asset at the time of its acquisition or construction, plus any costs necessary to place the asset into service. This includes one-off design and project management costs.
Current replacement cost (CRC) / Current replacement value (CRV)	The cost the entity would incur to acquire the asset on the reporting date. The cost is measured by reference to the lowest cost at which the gross future economic benefits could be obtained in the normal course of business or the minimum it would cost, to replace the existing asset with a technologically modern equivalent new asset (not a second hand one) with the same economic benefits (gross service potential) allowing for any differences in the quantity and quality of output and in operating costs.
Current Replacement Cost "As New" (CRC)	The current cost of replacing the original service potential of an existing asset, with a similar modern equivalent asset, i.e. the total cost of replacing an existing asset with an as NEW or similar asset expressed in current dollar values.
Cyclic Maintenance	Replacement of higher value components/sub-components of assets that is undertaken on a regular cycle including repainting, building roof replacement, cycle, replacement of air conditioning equipment, etc. This work generally falls below the capital/ maintenance threshold and needs to be identified in a specific maintenance budget allocation.
Depreciable amount	The cost of an asset, or other amount substituted for its cost, less its residual value (AASB 116.6)
Depreciated replacement cost (DRC)	The current replacement cost (CRC) of an asset less, where applicable, accumulated depreciation calculated on the basis of such cost to reflect the already consumed or expired future economic benefits of the asset
Depreciation / amortisation	The systematic allocation of the depreciable amount (service potential) of an asset over its useful life.
Economic life	See useful life definition.
Expenditure	The spending of money on goods and services. Expenditure includes recurrent and capital.
Fair value / Written Down Value (WDV)	The amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties, in an arm's length transaction.
Greenfield asset values	Asset (re)valuation values based on the cost to initially acquire the asset.
Heritage asset	An asset with historic, artistic, scientific, technological, geographical or environmental qualities that is held and maintained principally for its contribution to knowledge and culture and this purpose is central to the objectives of the entity holding it.
Impairment Loss	The amount by which the carrying amount of an asset exceeds its recoverable amount.
Infrastructure assets	Physical assets of the entity or of another entity that contribute to meeting the public's need for access to major economic and social facilities and services, e.g. roads, drainage, footpaths and cycleway. These are typically large, interconnected networks or portfolios of composite assets. The components of these assets may be separately maintained, renewed or replaced individually so that the required level and standard of service from the network of assets is continuously sustained. Generally the components and hence the assets have long lives. They are fixed in place and are often have no market value.
Investment property	Property held to earn rentals or for capital appreciation or both, rather than for: (a) use in the production or supply of goods or services or for administrative purposes; or (b) sale in the ordinary course of business (AASB 140.5)
Level of service	The defined service quality for a particular service against which service performance may be measured. Service levels usually relate to quality, quantity, reliability, responsiveness, environmental, acceptability and cost).
Life Cycle Cost	The life cycle cost (LCC) is average cost to provide the service over the longest asset life cycle. It comprises annual maintenance and asset consumption expense, represented by depreciation expense. The Life Cycle Cost does not indicate the funds required to provide the service in a particular year.
Life Cycle Expenditure	The Life Cycle Expenditure (LCE) is the actual or planned annual maintenance and capital renewal expenditure incurred in providing the service in a particular year. Life Cycle Expenditure may be compared to Life Cycle Expenditure to give an initial indicator of life cycle sustainability.

Maintenance and renewal gap	Difference between estimated budgets and projected expenditures for maintenance and renewal of assets, totalled over a defined time (e.g. 5, 10 and 15 years).
Maintenance and renewal sustainability index	Ratio of estimated budget to projected expenditure for maintenance and renewal of assets over a defined time (e.g. 5, 10 and 15 years).
Maintenance expenditure	Recurrent expenditure, which is periodically or regularly required as part of the anticipated schedule of works required to ensure that the asset achieves its useful life and provides the required level of service. It is expenditure, which was anticipated in determining the asset's useful life.
Materiality	An item is material if its omission or misstatement could influence the economic decisions of users taken on the basis of the financial report. Materiality depends on the size and nature of the omission or misstatement judged in the surrounding circumstances.
Modern equivalent asset.	A structure similar to an existing structure and having the equivalent productive capacity, which could be built using modern materials, techniques and design. Replacement cost is the basis used to estimate the cost of constructing a modern equivalent asset.
Non-revenue generating investments	Investments for the provision of goods and services to sustain or improve services to the community that are not expected to generate any savings or revenue to the Council, e.g. parks and playgrounds, footpaths, roads and bridges, libraries, etc.
Operating expenditure	Recurrent expenditure, which is continuously required excluding maintenance and depreciation, e.g. power, fuel, staff, plant equipment, on-costs and overheads.
Planned Maintenance	Repair work that is identified and managed through a maintenance management system (MMS). MMS activities include inspection, assessing the condition against failure/breakdown criteria/experience, prioritising scheduling, actioning the work and reporting what was done to develop a maintenance history and improve maintenance and service delivery performance.
Rate of annual asset consumption	A measure of average annual consumption of assets (AAAC) expressed as a percentage of the depreciable amount (AAAC/DA). Depreciation may be used for AAAC.
Rate of annual asset renewal	A measure of the rate at which assets are being renewed per annum expressed as a percentage of depreciable amount (capital renewal expenditure/DA).
Rate of annual asset upgrade	A measure of the rate at which assets are being upgraded and expanded per annum expressed as a percentage of depreciable amount (capital upgrade/expansion expenditure/DA).
Reactive maintenance	Unplanned repair work that carried out in response to service requests and management/supervisory directions.
Recoverable amount	The higher of an asset's fair value, less costs to sell and its value in use.
Recurrent expenditure	Relatively small (immaterial) expenditure or that which has benefits expected to last less than 12 months. Recurrent expenditure includes operating and maintenance expenditure.
Recurrent funding	Funding to pay for recurrent expenditure.
Rehabilitation	See capital renewal expenditure definition above.
Remaining life	The time remaining until an asset ceases to provide the required service level or economic usefulness. Age plus remaining life is economic life.
Renewal	See capital renewal expenditure definition above.
Residual value	The net amount which an entity expects to obtain for an asset at the end of its useful life after deducting the expected costs of disposal.
Revenue generating investments	Investments for the provision of goods and services to sustain or improve services to the community that are expected to generate some savings or revenue to offset operating costs, e.g. public halls and theatres, childcare centres, sporting and recreation facilities, tourist information centres, etc.
Risk management	The application of a formal process to the range of possible values relating to key factors associated with a risk in order to determine the resultant ranges of outcomes and their probability of occurrence.
Section or segment	A self-contained part or piece of an infrastructure asset.

Service potential	The capacity to provide goods and services in accordance with the entity's objectives, whether those objectives are the generation of net cash inflows or the provision of goods and services of a particular volume and quantity to the beneficiaries thereof.
Service potential remaining	A measure of the remaining life of assets expressed as a percentage of economic life. It is also a measure of the percentage of the asset's potential to provide services that are still available for use in providing services (DRC/DA).
Strategic Management Plan	Documents Council objectives for a specified period (3-5 years), the principle activities to achieve the objectives, the means by which that will be carried out, estimated income and expenditure, measures to assess performance and how rating policy relates to the Council's objectives and activities.
Sub-component	Smaller individual parts that make up a component part.
Useful life	<p>Either:</p> <p>(a) the period over which an asset is expected to be available for use by an entity, or</p> <p>(b) the number of production or similar units expected to be obtained from the asset by the entity.</p> <p>It is estimated or expected time between placing the asset into service and removing it from service, or the estimated period of time over which the future economic benefits embodied in a depreciable asset, are expected to be consumed by the council. It is the same as the economic life.</p>
Value in Use	The present value of estimated future cash flows expected to arise from the continuing use of an asset and from its disposal at the end of its useful life. It is deemed to be depreciated replacement cost (DRC) for those assets whose future economic benefits are not primarily dependent on the asset's ability to generate new cash flows, where if deprived of the asset its future economic benefits would be replaced.



Central Highlands Regional Council Saleyards Business Process Model

Version 0.5 – December 2017

Schedule of Changes & Amendments

Version	Date	Changes/Amendments
V0.1	March 2015	First Draft
V0.2	April 2015	Edited following April SME Session
V0.3	October 2015	Update of LoS following October workshop
V0.4	March 2016	Final Pass Draft
VO.5	December 2017	Update of Information ,Responsibility, asset

Notes:

1. Primary number changes to Versions (eg V1.0 to V2.0) will be made when the document undergoes its regular review and when significant changes are made to standards and guidelines for inspections, intervention levels or work
2. Secondary number changes (V1.0 to V1.1) will apply to minor amendments that do not materially impact the document and are intended only to clarify or update issues.

Endorsement Table

Name	Title	Endorsed & Signature	Date
s47F	General Manager Commercial Services		
	Saleyards Manager		
	General Manager Corporate Services		
	Manager Asset Management		

Contents

1	SCOPE	4
2	HIERARCHY / CRITICALITY DEFINITIONS AND FRAMEWORK.....	4
3	CONDITION ASSESSMENT METHODS.....	5
3.1	Inspection Arrangements.....	7
3.2	Defect Intervention Levels & Response Times	7
4	CURRENT CONDITION ASSESSMENT DATA	7
5	LEVELS OF SERVICE	7
5.1	Customer Research and Expectations	7
5.2	Legislative and Statutory Requirements	7
5.3	Current Levels of Service.....	8
5.4	Technical and Management Levels of Service.....	10
5.5	Maintenance & Operational Levels of Service	10
6	MAINTENANCE INTERVENTION CRITERIA	11
7	RENEWAL/REPLACEMENT INTERVENTION CRITERIA	14

SALEYARDS BUSINESS PROCESS MODEL

1 SCOPE

The Saleyards Business Process Model includes the following areas:

- a. Hierarchy / Criticality Definitions and Framework.
- b. Condition Assessment Methods and
- c. Levels of Service

The type of assets contained in this model are listed in **Table 1** below:

Table 1 – Saleyards assets

Asset Type
Sealed Roads and Car parks; Cattle Pens; Effluent System; Buildings / Sheds; Covered Cattle Yards; Weigh Area; Plant and Machinery i.e. Vehicles, Bob Cat, etc.; Minor Plant i.e. pumps, hoists, etc.; Land

2 HIERARCHY / CRITICALITY DEFINITIONS AND FRAMEWORK

Three properties comprise the saleyards assets.

Emerald Saleyards

The Emerald Saleyard includes:

Assets	Asset Type
Saleyards	Saleyards, which apart from rear timber holding yards, are modern steel rail construction with concrete flooring; Weigh house; Cattle dips; Wash bays; Evaporation dams; Shade areas
Buildings	A two storey house - top floor is the supervisor's residence and ground floor includes offices, toilets and a canteen; Demountable office; Carport; Maintenance and storage sheds
Plant & Equipment	Vehicles; Bob Cat; Pumps; Hoists; etc.

Assets	Asset Type
Utilities	Lighting and mains power
Roads and Paving	Internal road; Carpark
Land	Total area is 5.146ha on Lot 2 on RP 607518 (3.398ha), and Lot 62 on RP843232 (1.758ha), which are both freehold title owned by CHRC.

Springsure Saleyards

This site is located off the Gregory Highway, about 5km from Springsure and includes saleyards, cattle dip and a wash bay.

The Property Description is L30DJN741.

This property is not operating as a saleyard and most of the holding yards and selling pens required to run a sale have been demolished.

Western Holding Paddock (Lot 13, DSM 800086)

The site is located approximately 13km west of Emerald, adjoining the southern side of the Capricorn Highway, and described as Lot 13 on DSN800086.

3 CONDITION ASSESSMENT METHODS

The condition Assessment methods for the type of assets located at the Saleyards are contained on the Business Process Models applicable to those asset types as follows:

Roads and Paving

Refer to Transport Business Process Model for condition assessment of sealed and unsealed pavements.

The overall condition rating for Runways, taxiways, aprons, carparks is shown in **Table 2** below:

Table 2 Roads and Paving Condition Rating

Rating	Status	Condition of building asset
1	Nil	<ul style="list-style-type: none"> No defects
2	Negligible	<ul style="list-style-type: none"> Minor defect Requires only cyclic maintenance
3	Minor	<ul style="list-style-type: none"> Average condition Significant maintenance required to improve condition
4	Moderate	<ul style="list-style-type: none"> Severe defects Restrictions on use Substantial maintenance required to keep the asset serviceable.
5	Extreme	<ul style="list-style-type: none"> Asset has failed Unsafe for use and must be closed

Buildings, Saleyard Facilities and Utilities

Building, cattle yards weigh house, cattle dips, and evaporation dams;

Refer to the following Business Process Models for condition assessment of Building and saleyard and utility assets

- Buildings and Facilities, Site Improvements

The overall condition rating for buildings is shown in **Table 3** below

Table 3 – Buildings Condition Rating

Rating	Status	Condition of building asset
1	Nil	<ul style="list-style-type: none"> • No defects • As new condition and appearance
2	Negligible	<ul style="list-style-type: none"> • Minor defects • Superficial wear and tear • Some deterioration to finishes • Major maintenance not required
3	Minor	<ul style="list-style-type: none"> • Average condition • Significant defects are evident • Worn finishes require maintenance • Services are functional but need attention • Deferred maintenance work exists
4	Moderate	<ul style="list-style-type: none"> • Badly deteriorated • Potential structural problems • Inferior appearance • Major defects • Components fail frequently
5	Extreme	<ul style="list-style-type: none"> • Building has failed • Not operational • Not viable • Unfit for occupancy or normal use • Environmental /contamination / pollution issues exist

Plant, vehicles and equipment

Refer to Fleet, Plant, Equipment and Miscellaneous Items Business Process Models for condition assessment of these assets

The overall condition rating for Fleet, Plant, Equipment and Miscellaneous Items is shown in **Table 4** below.

Table 4 – Fleet, Plant, Equipment and Miscellaneous Items Condition Rating

Rating	Status	Condition of building asset
1	Nil	<ul style="list-style-type: none"> • No defects • As new condition and appearance
2	Negligible	<ul style="list-style-type: none"> • Due date, hours operated or distance within 75% of replacement target • Minor defects • Superficial wear and tear • Major maintenance not required
3	Minor	<ul style="list-style-type: none"> • Due date, hours operated or distance within 50% of replacement target • Average condition • Deferred maintenance work exists

Rating	Status	Condition of building asset
4	Moderate	<ul style="list-style-type: none"> • Due date, hours operated or distance within 25% of replacement target • Major defects • Components fail frequently
5	Extreme	<ul style="list-style-type: none"> • Due date, hours operated or distance for replacement has been reached • Not operational • Not viable • Unsafe for use

3.1 Inspection Arrangements

Saleyards assets are regularly inspected and observed defects repaired as operationally feasible – taking into account critical sale days

3.2 Defect Intervention Levels & Response Times

The various defect intervention levels and response times for the range of anticipated defects are outlined in **Section 6 -MAINTENANCE INTERVENTION CRITERIA**.

4 CURRENT CONDITION ASSESSMENT DATA

Current condition of Saleyards assets is recorded in myData under the SPI.

Condition data will be confirmed or updated following the regular inspection of the Saleyards assets and components

5 LEVELS OF SERVICE

In developing the levels of service, CHRC will give regard to the CHRC's Customer Services Charter (See <http://www.centralhighlands.qld.gov.au/council-services>).

The Saleyards Core Service Statement is:

'To provide a reliable and accessible facility for traders to carry out sale trade whilst maintaining health, OHS and statutory standards at an affordable cost'.

Level of Service are defined as the outcomes the customer receives in terms of quality, quantity, responsiveness and performance provided by the asset.

5.1 Customer Research and Expectations

While no specific research has been undertaken, CHRC draws on verbal feedback from:

1. Regular meeting of the Saleyards Co-ordination Committee;
2. Anecdotal information gathered by the Saleyard Superintendent from the key stakeholders, in particular the buyers and sellers; and rural ratepayers;
3. The agricultural community in general.

5.2 Legislative and Statutory Requirements

Legislation
Applicable to Councils
Queensland Local Government Act 2009
Queensland Local Government Regulation 2012

Legislation
Queensland Industrial Relations Act 1999
Queensland Environmental Protection Act 1994
Queensland Work Health and Safety Act 2011
Applicable to Saleyards
Animal Care and Protection Act 2001
Agricultural and Veterinary Chemicals (Administration) Act 1992 (CWealth)
Agriculture and Veterinary Chemicals (Queensland) Act 1994
Brands Act 1915
Brands Regulation 2012
Chemical Usage (Agricultural and Veterinary) Control Act 1988
Disability Services Act 2006
Exotic Diseases in Animals Act 1981
Health Act 1937
Stock Act 1915
Stock Identification Regulation 2005
Veterinary Surgeons Act 1936
Weapons Act 1990
Standards and Specifications
Australian Code of Practice for Selling of Livestock, November 2007
A Best Practice Safety Management Guide for Saleyards & Working with Livestock
National Livestock Identification System (NLIS) for cattle
Emerald Saleyards is accredited under the <i>European Union Cattle Accreditation Scheme</i> (EUCAS). http://www.daff.gov.au/biosecurity/export/meat/elmer-3/eucas/saleyards

5.3 Current Levels of Service

CHRC proposes the following levels of service for the management of its Saleyards

Table 5 – Saleyards Level of Service

Key Performance Measure	Level of Service	Performance Measure Process	Performance Target	Current Performance
Safety	To operate and manage saleyard assets in a manner conducive to a hazard free environment in accordance with Work and Safety Act. Taking into account interactions on all days of operations and all users.	Effective implementation of Occupational Health and Safety (OH&S) Manual.	< 1 injury per annum.	100%
			Development of appropriate OH&S Policies and Procedures and staff adequately trained.	100%

Key Performance Measure	Level of Service	Performance Measure Process	Performance Target	Current Performance
Function	The saleyard is provided with essential services to facilitate a safe, efficient, and environmentally friendly operation.	Supply of: Fresh water.	Constant supply when livestock on-site	100%
		Energy being gas and electricity.	Constant supply when livestock on-site.	95%
		Waste Disposal System.	Suitable operational system and meeting environmental standards.	100%
		Roadways and unloading bays.	No closures when livestock on-site or immediately prior or post sale days.	100%
Function	Livestock quality and operations are carried out in an expeditious and humane manner.	Livestock securely yarded at the saleyard.	Pens in adequate structural condition.	99%
		Where pen allocation is drawn it is to be clearly communicated to all agents in adequate time to prevent any delays in the operational processes.	Effective communication preventing delays, by no more than 1 hour. Saleyards Sale Process as documented by management to be adhered to.	90
Quality	Management of livestock at saleyards is conducted to ensure that risk to animal welfare is minimised.	Compliance with the relevant animal welfare legislation.	Compliance with Legislation and Regulations.	100%
	Regular authorised scale calibration checks are undertaken to ensure the accuracy of weighing at all times.	Procedures established to ensure accurate and fair operation of the scales at all times.	Procedures established and regularly undertaken.	100% Tested every 6 months.
Quality	Efficient Capital Works Program.	Capital projects completed on time and within budget each financial year.	>90% of program completed and allocated funds spent.	95%
Reliability	The saleyard is available and accessible in line with the published operating days and hours.	Saleyard is accessible to both buyers and sellers, outside of natural disaster events.	0 closures due to poor site conditions or staff unavailability, excluding natural disaster events.	100%

5.4 Technical and Management Levels of Service

Saleyards associated infrastructure assets will generally be designed in accordance with relevant industry standards and guidelines such as those published by the Building Code of Australia.

Generally, unless there has been specific information otherwise, it has been assumed that all assets have been built to the required standard at the time of construction.

5.5 Maintenance & Operational Levels of Service

For the Levels of Service delivered on a day to day nature (i.e. responding to maintenance faults and responding to breakdowns), refer to **Section 6** - MAINTENANCE INTERVENTION CRITERIA

6 MAINTENANCE INTERVENTION CRITERIA

ROUTINE MAINTENANCE ITEMS	INTERVENTION LEVEL	RESPONSE TIMES		
		Urgent	Non-Urgent	Performance Standards
1. Saleyard Services				
1.1. Water Outages	Water outages that affect the health of the animals	As soon as operationally feasible taking into account critical sale days and stock numbers		99%
1.2. Electrical Outages	Power outages that affect the efficient operations of the Saleyard	As soon as operationally feasible – response time reliant on energy provider.		99%
1.3. Cleaning – Sale pens	After sale days	Main work areas hosed weekly Drinking troughs checked and cleaned weekly. Pens cleaned one per month.		99%
1.4. Cleaning – Main Admin Offices, Canteen, entry and exit area, toilets	Cyclic	Formal cleaning on Wednesdays, general cleaning on demand.		80%
2. Carparks and Roadways				
2.1. Potholes	Pothole with depth of 50mm - 100mm and area < 10m2	As required.		80%
2.2. Pavement defects	Pavement failures, with height displacement > 75mm and affecting an area between 100m2 and 500m2.			
2.3. Shoving / Delamination Maintenance	Any shoving with a height displacement of 75mm as measured under a 1.2m straight edge, or delamination defect with a diameter > 200mm			
3. Pen Maintenance				
3.1. Water Trough Repairs	Damaged water trough	Regularly inspected and observed defects repaired as operationally		90%
3.2. Railing Repairs	Rusted or damaged rail			90%

ROUTINE MAINTENANCE ITEMS	INTERVENTION LEVEL	RESPONSE TIMES		
		Urgent	Non-Urgent	Performance Standards
3.3. Post Repairs	Rusted or damaged single post	feasible – taking into account critical sale days.		90%
3.4. Standing Area Grinding	Height displacement is between 15mm and 40mm			80%
4. Dead Animals				
4.1. Dead Animals	Dead animals are disposed of in a manner that is in accordance with local health regulations and does not allow the spread of any disease	NA	2 Hrs	100%
5. Maintenance Other				
5.1. Work Shed	Roof, entry and exit doors, security	Response when signs of distress Regularly inspected and observed defects repaired as operationally feasible – taking into account critical sale days.		80%
5.2. Elevated Walkways	Rusted or damaged walkway components and does not compromise the structural adequacy and considered to affect less than 30% of walkway length i.e. loose hand rails, failed weld joints etc.			80%
5.3. Unloading and Loading Ramps	Ramp component failed and does not compromise the structural adequacy of the ramp i.e. rotted timber members, damaged buffers etc.			80%
5.4. Paddock and Boundary Fencing	Rotted or rusted or damaged fence for less than 20m length			80%
5.5. Building Maintenance	Failed building component which does not compromise the structural adequacy of the building and considered to affect less than 30% its area i.e. loose roofing sheets, damaged ceiling panels, damaged window, loose flooring etc.			80%
5.6. Building Security	Damaged and/or failed door locks			100%
5.7. Site Security	Damaged and/or failed gate and pen locking mechanisms			100%
5.8. Vehicle, Plant & Equipment Minor Maintenance	Scheduled maintenance activities in accordance with manufacturers specifications and manuals	NA	As Per Program	90%
5.9. Vehicle, Plant & Equipment Major Maintenance	Vehicle, Plant & Equipment not failed or not working	2 Hrs	5 days	90%
5.10.Sign Maintenance	Sign is illegible, non-standard, missing and/or fixtures are missing or	Response when signs of distress		90%

ROUTINE MAINTENANCE ITEMS	INTERVENTION LEVEL	RESPONSE TIMES		
		Urgent	Non-Urgent	Performance Standards
	damaged and/or post is non plumb or damaged	Regularly inspected and observed defects repaired as operationally feasible – taking into account critical sale days.		
5.11. Plunge Dip	Damage or deterioration			

NOTES:

1. These response times apply in normal operating conditions;
2. Exceptions may include:
 - “make safe / temporary repairs” until permanent repairs are completed;
 - any declared natural disaster event; and
 - urgent situations that, if left unattended, will impact the safety and welfare of animals or users.
3. Response times are for localities where the intervention requirement is not remote from a maintenance crew and where the crew is not engaged on other maintenance intervention.

7 RENEWAL/REPLACEMENT INTERVENTION CRITERIA

Renewal expenditure is major work which does not increase the asset's design capacity but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is upgrade/expansion or new works expenditure.

Council's forward renewal plan is based on the most recent strategic visual condition inspections which has identified assets which have reached a condition state of 4 or 5, which indicates that these have deteriorated by more than 40% and hence considered within the lower ranges of tolerable. Assets in this condition state are assessed and considered for renewal works.

The condition state is assessed on a 1-5 rating as follows

Rating	Considered to be	Description
1	Nil	Only planned maintenance required
2	Negligible	Minor maintenance required plus planned maintenance
3	Minor	Significant maintenance required
4	Moderate	Significant renewal/upgrade required
5	Extreme	Unserviceable

Due to the requirement for regular inspection and ensuring that Saleyards assets are in operational condition the need for renewal will be based on the current asset condition at inspection.

The criteria used to drive the renewal of assets is contained in the Business Process Models for the each type of assets located at the Saleyards. For example the decision to reconstruct a road pavement is defined in the Transport Business Process Model

Central Highlands Regional Council



PROJECT PLAN

Emerald Saleyards Upgrade

Tuesday 4 September 2018

Table of contents

1. Executive summary	3
2. Technical terms and acronyms	4
3. Document purpose	4
4. Project background	4
5. Project objectives and outcomes	7
5.1. Desired outcomes	7
5.2. Project objectives	7
6. Land	8
6.1. Land ownership	8
6.2. Permitted use	9
6.3. Native title and cultural heritage	10
6.4. Environmental and heritage legislation	11
6.5. Site preparations	11
6.6. Current conditions	12
7. Scope of works	16
7.1. In scope	16
7.2. Out of scope	17
7.3. Project timeframes and deliverables	17
7.4. Infrastructure ownership and management.....	18
8. Project management	19
8.1. Key personnel	19
8.2. Project delivery	20
8.3. Specialist expertise	21
8.4. Regulatory requirements	22
8.5. Project constraints.....	23
9. Project budget	23
9.1. Project costs	23
9.2. Cash flow forecast.....	23
9.3. Cost management.....	24
10. Project risk management.....	25
10.1. Risk identification and mitigation strategy	25

Appendices:

- A. 2010 Emerald Saleyards Masterplan
- B. Emerald Saleyards Upgrade Preliminary Evaluation
- C. Current Title Searches
- D. Environmental and Town Planning Review
- E. Project Layout Plans
- F. Project Schedule
- G. Asset Management Plan and Business Process Model
- H. Cost Breakdown with Schedule of Quantities
- I. Cash Flow Forecast
- J. Project Risk Register

1. Executive summary

Emerald Saleyards caters for the inland Central Queensland livestock producers and sellers. The facility provides the services of cattle sales, tick clearing, spelling and private weighing of cattle.

It is presently nearing its holding and throughput capabilities. Current practices are increasing overhead costs. Animal welfare and work health and safety issues are an increasing risk.

The Emerald Saleyards Master Plan, prepared in 2010, identified six (6) primary issues with current handling procedures during both pre and post cattle sales including the number of selling pens; lack of / deteriorating delivery / buyers pens; scanning / drafting / weighing processes; capacity of the yards and ability to meet future demand; workplace health and safety and animal welfare concerns; and poor drainage.

In 2017, Council secured funding through the Maturing the Infrastructure Pipeline Program to develop an upgrade strategy for the complex. This preliminary evaluation was undertaken by GHD and sought to address issues raised in the masterplan and assess options. The outputs were to provide a level of work health and safety and animal welfare practices that the saleyard stakeholders and wider community would expect, whilst ensuring the facility continues to be financially viable and support efficiencies in operations in order to cater to a growing marketing.

Engagement with stakeholders produced a list of 12 priority projects, and on further investigation, four (4) key areas were determined based on issue/need and viable solution. Council committed to progressing these strategic enhancements to the current saleyards complex including the construction of:

- **New spelling yards:** 20 additional spelling paddocks to increase holding yard capabilities, accommodate cattle for regulated timeframes between tick dipping and address animal welfare concerns. The new spelling yards are larger and better located than the existing facilities which will reduce road and rail bottlenecks currently being experienced.
- **New hay storage shed:** An all-weather hay shed for storage of 1,600 bales of feed per year will reduce feed losses from weather damage.
- **New double decker dump ramp:** This (second) new double decker dump ramp will ensure more efficient loading and unloading of cattle, up to 30 road trains per day.
- **New roofed area over the scalehouse with lighting and catwalk balustrading:** A roofed scalehouse (a work area used for weighing, scanning and post-sale delivery processes) and catwalk balustrading will provide improved working conditions for staff and animal welfare conditions for cattle by reducing exposure to heat. The inclusion of lighting for night-use will provide a safer work environment.

Upgrades are estimated to cost \$2.021 million and Council has elected to seek funding to support project delivery.

This project plan has been developed to support this funding application and to ensure successful delivery of the project and management of key project elements including scope, cost, risk management and procurement.

2. Technical terms and acronyms

Term / Acronym	Definition
CHRC / Council	Central Highlands Regional Council
DSDMIP	Dept of State Development, Manufacturing, Infrastructure and Planning
DTMR	Dept of Transport and Main Roads
RFID	Radio-frequency identification
WH&S	Work health and safety
RFI	Request for information
MCU	Material change of use

3. Document purpose

CHRC provides this Detailed Project Plan in support of this funding submission for the Emerald Saleyards Upgrade project.

This Plan contains the necessary project background information, implementation plan and the various project management elements which will need to be monitored and controlled during the construction phase.

4. Project background

Emerald Saleyards is owned and operated by the Central Highlands Regional Council.

Located at 1 Batts Street, Emerald, the complex caters for the inland Central Queensland livestock producers and sellers with a catchment area of many thousands of square kilometres.

Cattle are transported from as far as Cloncurry in the north, Barcaldine in the west, Rolleston in the south and east to Blackwater. This catchment area holds more than three million head of cattle and as at June 2016 was the highest rated cattle region in Australia for shear head numbers (Meat & Livestock Australia).

The nearest alternative saleyards from Emerald are: Gracemere/CQLX (260km), Roma (400km) and Charters Towers (480km). The weekly sales provide an economic benefit from employing locals and associated spending from travelling stock agents, transport operators and visiting producers.

The Emerald Saleyards site is set on 5.1 hectares with services including:

- Cattle sales – a number of markets are held each week for the sale of cattle
- Tick clearing and spelling, and;
- Private weighing of cattle.

Combined sales at the Emerald Saleyards is worth \$100 million with flow-on benefits reaching deep into the Emerald and wider Central Highlands community. The complex is a regional infrastructure priority and critical to achieving desired economic growth for the Central Highlands (Central Highlands Economic Masterplan 2017 – 2022, pg4).

The Emerald Saleyards Master Plan, prepared in 2010, identified six (6) primary issues with current handling procedures during both pre and post cattle sales including the number of selling pens; lack of / deteriorating delivery / buyers pens; scanning / drafting / weighing processes; capacity of the yards and ability to meet future demand; workplace health and safety and animal welfare concerns; and poor drainage (Appendix A).

The complex received a \$1.1 million upgrade in 2010; however It is presently nearing its holding and throughput capabilities. Current practices are increasing overhead costs. Animal welfare and work health and safety issues are an increasing risk.



[Figure 1: There has been an increase in Emerald Saleyard numbers over the past seven (7) years, however this growth has reached its capacity, with saleyards infrastructure unable to accommodate any further significant increase in throughput.]

In 2017, CHRC secured support through the Qld Government's Maturing the Infrastructure Pipeline Program to develop an upgrade strategy for the Emerald Saleyards through a preliminary evaluation.

Undertaken by GHD in 2018 the preliminary evaluation (Appendix B) assessed some 16 options to address issues raised in the master plan. The outputs were to provide a level of work health and safety and animal welfare practices that the saleyard stakeholders and wider community would expect, whilst ensuring the facility continues to be financially viable and support efficiencies in operations in order to cater to a growing marketing.

Four (4) key areas were shortlisted, and investigated with recommendations as follows:

1. Provide a safer work environment and reduce animal welfare issues

Given Emerald's summer temperatures regularly exceed 35°C and cattle are contained in concrete holding pens, additional shade (via a new roofed area over the scalehouse) is required to reduce the risk of heat stress on cattle and their saleyards workers during hotter periods.

2. Promote greater level of efficiency and volume when unloading cattle

Only one cattle ramp is suitable for road trains, creating congestion around the saleyards before cattle sales days and blocking connecting streets. Additional dump ramps will deliver higher levels of efficiency and volume when unloading cattle, and reduce worker and cattle distress

3. Maximise holding yard capabilities

Emerald Saleyards are commissioned as a tick clearing facility; requiring the spelling of cattle for at least four (4) days following dipping. The saleyards are currently not suitable for spelling due to capacity constraints, layout and shade availability, which creates undue stress for the animals. Therefore, additional spelling capacity will be added.

4. Reduce feed losses from weather damage

Covered storage is required to "weather-proof" hay bales against damage – particularly heavy rain events during the summer storm season – to prevent loss of stored cattle feed.

Subsequently, Council committed to progressing a number of strategic enhancements to the current saleyards complex including the construction of:

- 20 new spelling yards at the NW (rear) of the site: 20 additional spelling paddocks to increase holding yard capabilities, accommodate cattle for regulated timeframes between tick dipping and address animal welfare concerns. The new spelling yards are larger and better located than the existing facilities which will reduce road and rail bottlenecks currently being experienced.
- An all-weather hay shed for storage of 1,600 bales of feed per year, reducing feed losses from weather damage.
- A new double decker dump ramp for more efficient loading and unloading of up to 30 road trains per day.
- Lighting and a roofed area over the scalehouse, a work area used for weighing, scanning and post-sale delivery processes. This will provide improved working conditions for staff and animal welfare conditions for cattle by reducing exposure to heat. The inclusion of lighting for night-use will provide a safer work environment.

5. Project objectives and outcomes

5.1. Desired outcomes

In delivering this project, CHRC desires to cement the long-term growth of the saleyards facility. Stakeholder benefits that can be achieved from project outcomes are as listed below:

Ref	Benefit	Project Element	Measures
1	Increased productivity	Ramp Spelling yards Scalehouse roof and lighting	<ul style="list-style-type: none">• Decreased loading and unloading times• Reduced truck waiting times• Increased numbers of livestock in spelling yards• Increased throughput of livestock• Extended hours of operation - under light
2	Decreased truck queueing	Ramp	<ul style="list-style-type: none">• Decreased operator costs• Improved safety of drivers• Reduced impact on other road users• Reduced noise and exhaust emissions
3	Improved animal welfare	Ramp Spelling yards Hay shed	<ul style="list-style-type: none">• Decreased loading and unloading times• Decreased incidents of livestock injuries• Availability of unspoilt feed
4	Improved user safety	Ramp Scalehouse roof and lighting Spelling yards	<ul style="list-style-type: none">• Reduced number of incidents for workers• Reduced number of incidents for public• Reduced lost time injuries
5	Increased profitability	Hay shed Ramp Spelling yards	<ul style="list-style-type: none">• Decreased loading and unloading times• Reduced waiting times• Increased animal numbers in spelling yards• Reduction in bales spoilt and replacement costs• Reduction in disposal and clean-up costs for spoilt hay

5.2. Project objectives

To upgrade the Emerald Saleyards by October 2019.

6. Land

6.1. Land ownership

Situated just off the Capricorn Highway, in the western industrial area of Emerald at 1 Batts Street, the saleyards are owned and operated by CHRC.

The scope of works will take place within land described as:

- Scalehouse roof area: Lot 2 RP607518 of freehold tenure (registered owner: CHRC)
- Dump ramp and hay shed: Lot 62 RP843232 of freehold tenure (registered owner: CHRC)
- Spelling yards:
 - Access via Lot 201 DSN975 of lands lease tenure (railway) (registered lessee: DTMR, sub-lease: Queensland Rail Ltd)
 - Yards on Lot 46 RP898315 of freehold tenure (registered owner: CHRC)

Refer Appendix C Current Title Searches.



[Figure 2: Emerald Saleyards location]

6.2. Permitted use

A desktop review of the environmental risks, environmental approvals / permits, planning approvals and land tenure implications was undertaken by GHD in August 2018 (Appendix D).

The desktop review was undertaken by completing searches of the relevant government databases and reviewing other available information for the site for the purposes of identifying key environmental risks and planning requirements that are relevant to the development of the project.

GHD's report highlighted that the Emerald Saleyards are an existing use in the area, as such works to the saleyards is considered ancillary to the current use.

The land uses surrounding the saleyards include:

- Emerald showground
- Aurizon railway lines
- Industrial area
- Community use (local government utilities)
- Rural residential and general residential properties
- Central Queensland University Emerald Campus
- Agricultural land uses

Local Planning Scheme

The project is within the CHRC Planning Scheme 2016 area. The current zoning of the Emerald Saleyards and the spelling yards properties are facilities for community use.

The Planning Scheme does not have a use definition that specifically includes the activity of housing livestock for sale / transport; therefore, the uses are likely defined as 'undefined use'.

The current saleyards pre-dated council approval requirements and as such is not operated under a Development Permit.

Material Change of Use

Works within the current Emerald Saleyards property (e.g. the ramp and hay shed) would be accepted development and not trigger assessable development (material change of use or MCU) as the works do not significantly increase the intensity of use.

The spelling yards are considered an undefined use under the Planning Scheme. Although they are ancillary to the Emerald Saleyards, they will be an intensification of the use of land (north of the Aurizon railway) and as such may trigger assessable development (MCU). The yards are an undefined use and as such will require an impact assessable development application which includes an assessment of all relevant parts of the Planning Scheme and public notification.

CHRC will undertake further investigation on Planning Scheme triggers during pre-lodgement discussions during the detailed design phase in order to confirm whether an MCU is indeed required.

Operational Works

The Planning Regulation 2017 identifies that if operational works are undertaken by state government or Council, then the operational works are not assessable development (i.e. does not trigger approval). However, as the Emerald Saleyards are a commercial business run by Council it is considered likely that operational works, i.e. >100 m³ of excavation and/or filling, will be classified as assessable development.

Therefore, as part of the detailed design phase, an operational works application will be developed and submitted.

Wayleave

To allow cattle entry to the spelling yards a new access over the railway will be required. This will require a Wayleave to be sought. As the owner of the rail corridor that the spelling yards project must cross (Lot 201 DSN975), Aurizon has a high level of project interest.

Aspects that will be considered will be continued operation of the railway and stormwater impacts (such as, will the development increase stormwater entering the railway line).

Council will actively liaise with Aurizon for "in principle" approval.

Overlays

A review of the current overlays identified the following are applicable to the Emerald Saleyards:

- 8km radius from Emerald Airport
- Flood hazard overlay
- Agricultural overlay (good quality agricultural land)
- Regional infrastructure overlay – within 500m of waste management facility buffer.

There are no specific requirements of the overlays applicable to the upgrades, however these are to be noted as part of the detailed design phase.

6.3. Native title and cultural heritage

A search of Queensland Heritage Register did not identify any state heritage places or protected areas in the vicinity of the Emerald Airport.

A search of the Queensland Aboriginal Cultural Heritage Database and Register search did not identify any Aboriginal or Torres Strait Islander cultural heritage sites within 300m of the saleyards property.

The search identified the:

- Aboriginal party is the Western Kangoulou People
- Cultural heritage body is the Lumburra Bimbi

Proposed upgrades within the current saleyards do not present a cultural heritage risk. The proposed spelling yards are within a property that has been subject to previous disturbance. Therefore, works are considered a low risk Category 4 under the Aboriginal Duty of Care Guidelines. During construction the minimum management measures to be implemented are an accidental finds procedure.

The Native Title claim for the area is identified as the Western Kangoulou People, tribunal number QC2013/002, which has been accepted for registration. The Dept of Natural Resources, Mines and Energy Mines Online mapping database identified that none of the affected lots are subject to native title. This is due to native title being deemed extinguished over freehold tenure and the current infrastructure within Lot 201 DSN975.

6.4. Environmental and heritage legislation

A review of state legislations applicability to the project was undertaken as part of GHD's Environmental and Planning Review (refer Appendix D, pg5-7). This indicated:

- No known Aboriginal cultural heritage values present in the footprint. To meet Duty of Care Guidelines an accidental discovery procedure (minimum) is required.
- No approvals are triggered under the Environmental Protection Act 1994.
- No waterways are impacted by the upgrades and no mapped watercourses are traversed by the project.
- The properties are not subject to native title.
- No protected plants or fauna anticipated impacted.
- No places identified under the Queensland Heritage Act 1992.
- The project is not within a State Development Area.
- The properties are identified as a Priority Agricultural Area.
- The Vegetation Management Act 1999 is not applicable.

6.5. Site preparations

Spanning an area of 5.1 hectares, the Emerald Saleyards has been designed with the cattle producer in mind. It currently provides the following services:

- Weekly cattle sales (every Thursday)
- Tick clearing and spelling
- Private weighing of cattle

The existing saleyards facilities comprise the following:

- 230 steel selling pens with a throughput capacity of approximately 2,000 cattle per week;
- Maximum throughput capacity of 3,000 cattle per week which includes tick treating cattle, spelling and private weighing.
- Rail siding with ramp to load cattle onto wagons;
- Vacant area at rear to north, part of which is currently used for a small herd of cattle;
- One (1) accredited tick clearing cattle dip for Biosecurity Certification;
- One (1) double-decker loading ramp. This is single file, double deck and is used for both in and out loading;
- Sales area with a covered roof structure;
- Full and half deck live-weight scales on the approach/adjacent to the sales area;
- Drive through underbody truck wash with high-pressure wash-down facility;
- Office and amenity buildings, and;
- Car and truck parking areas.

6.6. Current conditions

Areas identified in the scope of works are described as follows:

Construction of New Spelling Yards

In 2016, Emerald Saleyards was commissioned as a tick clearing facility, which the use of has increased by 350% from its 2016 uptake to current throughput. Regulations for cattle tick clearing certification require the spelling of cattle for at least four (4) days following dipping. This is to monitor and prove the effectiveness of the dip on treated cattle and prevent spreading to other yarded cattle.

This spelling process currently uses the existing facility yards, which are not suitable as:

- Cattle throughput at the saleyards is restricted by the yards which are near capacity and this is limiting income;
- Current spelling yards within the existing facility do not have any shaded areas, which also causes animal stress for such extended stays, leading to animal welfare concerns, and;
- Current cattle spelling yards also border the road train unloading route. These trucks are startling cattle in the adjacent yards at every delivery, so cattle become stressed and agitated.
- Spelled cattle are not able to rest for the full 4-day period and are usually “shuffled” between a number of yards, to make room for other cattle. This re-location increases the stress on the cattle and increases workload for saleyards staff.

Spelled cattle yards currently number 28. Project works will include the construction of 20 additional spelling paddocks to increase holding yard capabilities, accommodate cattle for regulated timeframes between tick dipping and address animal welfare concerns. The new spelling yards are larger and better located than the existing facilities which will reduce road and rail bottlenecks currently being experienced.



[Figure 3: Looking west along rail siding with rail ramp at left. Opposite land on right of tracks is proposed new spelling yards]

Construction of New Hay Shed

Currently, feed for cattle is by hay deliveries to the saleyards site. These deliveries are made on non-sale days so there is no disruption to cattle delivery. Hay is delivered by a road train which during peak times can be twice a week to meet demand. In heavy rain events, which during Emerald's summer storm season are quite regular, the stored cattle feed held in the saleyards is damaged. Damaged bales then need to be disposed of from the saleyards site to make room for fresh feed. This is time-consuming and costly for CHRC, having to load and find suitable gardens and areas to mulch with the damaged hay. Hay damage is ongoing as there is currently no sheltered storage onsite. Supply and demand issues dictate that a minimum number of bales must be on hand on site.

Project works will provide an all-weather hay shed for storage of 1,600 bales of feed per year and reduce feed losses from weather damage.



[Figure 4: Current hay storage area, showing damaged bales at left of photo]

Construction of a New Dump Ramp

Every Wednesday evening in preparation for the Thursday cattle sales, road trains line up along Daniels Street at the Saleyards entrance, waiting to unload at the only single cattle ramp suitable for road trains. These road trains block almost 400m of Daniels Street and connecting streets, with trucks idling and cattle moving about in the trailers.

This places undue stress on cattle waiting in the afternoon sun to be unloaded. Also, there is additional time, cost and weather exposure spent by drivers, saleyards workers and agents waiting before moving the cattle to designated yards.

The current single width double decker unloading facility for road trains only allows a single file of animals to exit the trailers at a time. This push of cattle as they are being unloaded causes animals to strike hips against corner posts, jamming of two animals in a race and trampling issues, which cause undue stress and injury.

Project works will include the construction of a second double decker dump ramp for more efficient loading and unloading of up to 30 road trains per day.



[Figure 5: Existing double-decker single width in and out loading ramp]



[Figure 5: Unladen cattle road trains waiting]

Construction of New Scalehouse Roof

During Emerald's summer the daily temperature is regularly over 35°C and often exceeds 40°C. With a few hundred cattle to manage and concrete holding pens, the working conditions for saleyards employees is difficult and strained, and the risk of heat stress on cattle increased.

The worst impacted area is the high-activity area at and around the scalehouse. This area is used primarily for delivery to assembly pens and for retagging of radio-frequency identification (RFID) prior to penning.

Animal welfare concerns also arise with cattle held in exposed holding pens for a lengthy amount of time with full exposure to the sun.

Concerns for staff safety through prolonged periods of working in the sun along with other heat-related factors are also a risk. In addition, the adverse impact on productivity from moderate exposure in hot weather i.e. a greater degree of exposure, could have serious WH&S implications.

Project works will include the construction of a roof structure over the scalehouse, a work area used for weighing, scanning and post-sale delivery processes, providing improved working conditions for staff and animal welfare conditions for cattle by reducing exposure to heat. The inclusion of lighting for night-use will provide a safer work environment.



[Figure 6: Scalehouse (at left) and weighbridge in the foreground]



[Figure 6: Existing roof structure over draft yard to extended with new roof over scalehouse]

7. Scope of works

7.1. In scope

The following works are considered in scope:

Project management

- Obtain approvals
- Prepare design drawings
- Develop scope of works and tender documentation
- Invite tenders, award contracts
- Contract management

Spelling yards

- Preliminaries
- Site establishment including clearing and grubbing
- Demolition of existing fencing
- Earthworks
- External rail fencing
- Internal rail and wire fencing
- Gates
- Gravel
- Rail crossing works including new concrete crossing over rail line, corridor fencing, and path to new spelling yards
- New internal access road off internal western road
- Water supply extension
- Poly reticulation to supply troughs
- Supply and install troughs and sprinklers

Hay shed

- Preliminaries
- Site establishment including clearing and grubbing
- Demolition works including existing open drain and culvert
- Earthworks
- Supply and installation of 12x18m shed

Dump ramp

- Preliminaries
- Site establishment including general clearing
- Demolition of existing fencing and reinstatement
- Earthworks
- Supply and installation of dump ramp
- Concrete pathways
- Elevated steel walkways
- Electrical connection and lighting
- Extension of water supply and new tap

Scalehouse roof

- Preliminaries
- Site establishment including clearing and grubbing
- Earthworks
- New roof structure
- Electrical services
- Building application and certification

Refer Appendix E for Project Layout Plans.

7.2. Out of scope

The following works are considered out of scope:

- Adaptation / modification to existing saleyard facilities outside of that identified as 'in scope'

7.3. Project timeframes and deliverables

Refer Appendix F Project Schedule for detailed project deliverables and milestones.

A summary of the Project Schedule is presented below:

Project Schedule Summary	
Date	Milestone
4 March 2019	Design and approvals
July 2019	Construction phase of scalehouse roof and lighting, dump ramp and hay shed
May 2020	Construction phase of spelling yards
Sept 2020	Practical completion

7.4. Infrastructure ownership and management

The Emerald Saleyards is owned and operated by CHRC and as identified in Council's Asset Management Policy (14 June 2016), Council acknowledges that such infrastructure assets support its core business of delivering services to the Central Highlands community.

As outlined in the Saleyards Asset Management Plan, Council is committed to operating and maintaining the saleyards to ensure saleyard assets are maintained at a safe standard; provide the functions sought by the community; and provide services at the standard that the community agrees to and can afford (Appendix G, pg10).

The saleyards generate approx. \$1 million per year in income for Council; however it is run as a Community Service Obligation Activity with all funds redirected back into operations, maintenance and capital investment.

Council's identified contribution to this project has been allocated in the 2018/19 and 2019/20 capital works budgets; with ongoing maintenance subject to CHRC's Saleyards Asset Management Plan and Saleyards Business Process Model (Appendix G).

The below figures were identified as part of GHD's cost benefit analysis:

Whole-of-life costs	\$ per year (ave. over 25-year asset life)	Funding source
Maintenance	\$31,895.00	Central Highlands Regional Council
Operational		Central Highlands Regional Council
Rehabilitation / Replacement	\$14,308.00	Central Highlands Regional Council

8. Project management

8.1. Key personnel

Full Name	Role	DOB	Key skills
s47F General Manager, Commercial Services, Central Highlands Regional Council	Project Sponsor Supports and champions the project. Ensures that the interests of the Principal are met through the project. Concern for delivering program outcomes. Has responsibility to ensure there is adequate resourcing for the project, provides support and direction for the project delivery team.	s47F	
s47F Emerald Saleyards Manager, Central Highlands Regional Council	Project Director Provides the leadership for the overall project team and provides the program management for the project ensuring that Council processes are followed, that the team has what they need to progress the project. The project director will also manage the interactions between related projects and project teams.		
s47F Project Management Consultant (Contract)	Project Manager Responsible for day to day management and coordination of the project ensuring that Council policies and procedures as well as best practice in project management are incorporated into the project. Liaises with internal and stakeholders. Provides linkage between design and construction through lifecycle of project. The project manager will also contract manage on behalf of Council.		

8.2. Project delivery

As there is slight variation between the four (4) projects, project delivery will include a combination of “construct only” and / with key elements as “design and construct”:

Construction of New Spelling Yards

This project is best suited to Construct Only. The Contractor will provide proprietary fencing and gates, so CHRC's designs may require minor amendment by the Contractor to reflect this. As well as the location and layout drawings, CHRC will provide designs for the water supply and irrigation systems for dust suppression.

Construction of New Hay Shed

CHRC will supply the site plan and civil designs including levels for the building pad and hardstand area. As part of their Shed Design and Construct scope, the Contractor will arrange the design and construction of the actual hay shed to sit on the building pad.

Construction of a New Dump Ramp

This project is also best suited to Design and Construct given that the dump ramp is proprietary equipment. CHRC will provide location, layouts etc for the Contractor to develop up their designs.

Construction of New Scalehouse Roof

This project is most suited to Design and Construct. It will be well documented to show the general arrangement required e.g. concept / sketch drawings, post locations preferred, services etc and operational and installation constraints and extent of designs by each party. The main roof structure will then be Design and Construct by the Contractor to match CHRC's preferred arrangement.

Project delivery will be undertaken in the following stages See attached Gantt Chart:

Phase	Key Activities	Personnel	Deliverables
Detailed Design Phase – Ensure all details are considered so construction phase can be well managed			
Governance Phase	Update Project Management Plan (PMP) Manage phase	Project Management Consultant (Contract)	Sign off PMP Regulatory approvals underway
Detailed Design	Procure, brief and manage the External Design Consultant	Project Management Consultant (Contract)	Procurement of External Design Consultant
Call for Tenders	Request for Quotation (vendor panel) – hay shed. Request for Tender (open tender) - scalehouse roof, spelling yards and dump ramp.	Project Management Consultant (Contract), Emerald Saleyards Manager, CHRC Procurement	Tender documentation
Evaluate and Award of Tenders	Assess tenders for the four (4) work packages in line with CHRC's Procurement Procedure	Project Management Consultant (Contract), Emerald Saleyards Manager, CHRC Procurement	Tender evaluation process and documentation, including tender assessment reports recommending successful tenderers

Construction Phase – Execution of plans			
Project Management of Phase	Ensure Principal requirements are met Managing stakeholders Monitoring and reporting progress Manage construction contracts	Project Management Consultant (Contract)	Change register Approved / not approved changes Project progress reports Issues registers Regulatory approvals confirmed Compliance with contract terms and conditions
Construction	Assess risk, implement control measures, continuously review and develop improved work methods	Construction Contractor/s	Construction is compliant with Australian Standard/s and other regulatory bodies Approvals as identified in contract
Handover – Completion of contract/s, handover and acceptance by Principal			
Project Management of Phase	Ensure Principal requirements are met Managing stakeholders Monitoring and reporting progress Manage construction contracts	Project Management Consultant (Contract)	PMP Review points at regular intervals
Completion and Commissioning	Installation and testing regime meet expectations, design and Australian standards	Construction Contractor/s	Practical and final completion sign-offs
Handover	Defects Liability Period is clear, detailed and conditional guidelines for the maintenance of the works are documented	Project Management Consultant (Contract), Construction Contractor/s	Ensure the contractor is aware of any Defects Liability Period requirements.

8.3. Specialist expertise

Emerald Saleyards management have engaged / will engage the following organisations to assist in project delivery:

GHD: In 2018 a preliminary evaluation was undertaken by GHD to address issues raised in the master plan. The outputs were to provide a level of workplace health and safety and animal welfare practices that the saleyard stakeholders and wider community would expect, whilst ensuring the facility continues to be financially viable and support efficiencies in operations in order to cater to a growing marketing. This report was prepared for the Dept of State Development, Manufacturing, Infrastructure and Planning (DSDMIP) as part of the Maturing the Infrastructure Pipeline Project.

External Design Consultant: Council will engage a consultant to develop the detailed designs where applicable (e.g. spelling yards, civil designs for hay shed and dump ramp) and to prepare concept designs and scopes of work for those projects / work items to be tendered as “Design and Construct” (dump ramp, scalehouse roof and hay shed).

Project Management: Council has engaged an external, contract-based project manager and Principal's representative. The project manager will be responsible for ensuring the project is delivered on time, on budget and to plan. Project manager responsibilities will comprise:

- Design Phase: brief and manage the External Design Consultant
- Tenders: prepare tender documentation, call and assess tenders for the four (4) work packages
- Construction Phase: manage the four (4) construction contracts

8.4. Regulatory requirements

Licence / permit / development approval required	Name of regulatory agency	Approved / not approved	Actions being taken and likely timeframe of approval
Material Change of Use	Central Highlands Regional Council	Not Approved	The spelling yards will likely require a material change of use application due to the 'undefined use' categorisation under the Planning Scheme. An application for impact assessable development is required which includes addressing the relevant State Development Assessment Provisions (including State-transport). CHRC will be assessment manager with DSDMIP acting as the referral agency.
Operational Works	Central Highlands Regional Council	Not Approved	<p>If undertaken by state government or council then operational works is not assessable development (i.e. does not trigger approval); however the Emerald Saleyards are a commercial business and as such operational works is defined as assessable development.</p> <p>The consideration of State-transport will be required (as per the State Development Assessment Provisions). CHRC will be assessment manager with DSDMIP acting as the referral agency.</p>
Building Works	Central Highlands Regional Council	Not Approved	It is considered that the roofed area, dump ramp and hay shed will require Building Works approval. These will be obtained through a Builder Certifier by the Contractor as part of their Design and Construct Contract.
Wayleave Application	Queensland Rail	Not Approved	To allow cattle entry to the spelling yards a new access over the railway will be required. This will require a Wayleave to be sought from the appropriate rail authority. Aspects to be considered include continued operation of the railway and stormwater impacts (such as, will the development increase stormwater entering the railway line).
Reconfiguration of Lot	Central Highlands Regional Council	Not Approved	May be required for the spelling yards, this depends on the process of land acquisition or purchase that is undertaken.

8.5. Project constraints

- Funding constraints must be met
- All necessary approvals through relevant authorities
- Will comply with Local Government laws and development requirements
- Works will be carried out in an operational facility i.e. effectively construction will be carried out “under traffic”
- Has to be operational during scheduled sale days
- Council procurement procedures

9. Project budget

9.1. Project costs

High-level initial project cost estimates were originally prepared by Emerald Saleyards Management, then as part of development of the Preliminary Evaluation, GHD also prepared an initial project cost estimate (Appendix A, pg44). This was developed using information reasonably available, and based on assumptions and judgements made by GHD using historic rates from tendered project and on information provided by CHRC.

Market analysis was also undertaken to inform project costings. GHD contacted contractors and suppliers recommended by CHRC in relation to scope of works. These contractors had carried out work recently or currently at the Emerald Saleyards and provided indicative cost estimates for the materials and construction required for the proposed projects.

In August 2018, cost estimates were revisited by GHD and the Project Manager and form the schedule of quantities used for the purposes of this funding application.

Total project cost is \$2,021,930.00.

Refer Appendix H for the completed cost breakdown template and GHD schedule of quantities.

9.2. Cash flow forecast

Refer Appendix I for the completed cash flow forecast.

9.3. Cost management

Once tenders are awarded the project budget and cash flow will be defined to capture the fixed price costs of various deliverables.

A Master Cost Plan will be used for all elements of work and will form the basis of all cost reporting on this project. This will be reported monthly with updated Forecast Cost to Complete.

The main headings and information being reported will be as follows:

Approved Budget

- Original budget.
- Approved variances to the budget.
- Current approved budget.

Committed Costs

- This includes for all orders placed and contracts awarded against the budget.

Cost to Date

- Actual expenditure to date (as at end of previous month) and formally recorded through the financial database.
- Accruals will be added to this and reflect costs incurred during the period but not as yet invoiced against the project.

Forecast Cost to Complete

- The major component is the Forecast Cost to Completion of the project and the Final forecast cost. The former is calculated through deducting expenditure and accruals from the latter.

Variances

- Where these forecasts differ from the latest approved budget, a variance amount is calculated. Variations are logged as approved, pending review or potential. The variations are then allowed for to derive the Forecast Cost to Complete.
- The narrative report should then show how the variance is to be dealt with i.e. seeking additional budget, potential set off against other budgets or as a surplus to be returned to the Principal.

10. Project risk management

As part of the Preliminary Evaluation, GHD undertook considerable risk analysis of this project which identified the areas of greatest risk and exposure to CHRC. Risk categories considered were:

- Financial Risk
- Design Phase
- Approvals
- Project Management
- Construction Phase
- Operations / Maintenance Risks

These risks will be mitigated throughout the life of the project to minimise the risk of potential additional expenditure.

Refer Appendix J Project Risk Register. Note, this project risk register is a dynamic document which shall be reviewed and updated regularly throughout the project lifecycle.

A summary of this project risk register is outlined in 1.15. Risk Identification and Mitigation Strategy.

10.1. Risk identification and mitigation strategy

Risk identification – major factors which could significantly influence the timing, cost or scope of the work.

Risk Level:	High (H)	Medium (M)	Low (L)
Likelihood:	Likely (L)	Possible (P)	Unlikely (U)

Risk	Initial Risk Level	Initial Likelihood	Mitigation strategy
Scalehouse Roof			
Change in scope due to unforeseen circumstances on site, results in additional costs to rectify latent conditions.	High	Possible	Contingency has been included in overall project cost to compensate for potential changes of scope.
Unforeseen design risk or poorly thought design negatively impacts construction feasibility in terms of cost, programme and safety.	High	Possible	A detailed safety in design risk assessment to be provided prior to completion of the detailed design phase.
RFI, design approvals delays resulting in delay to overall design program.	Medium	Possible	Project manager prioritise RFI's with dates response required. Advance notice for design reviews.
Disruption to the operations of the saleyards.	High	Possible	Project manager in consultation with contractors to organise construction programme with saleyards manager to determine any potential conflicts and to revise the programme if necessary to avoid / reduce conflicts.
Access to site impacted by existing infrastructure.	High	Possible	Project manager in consultation with contractors to organise construction programme with saleyards manager to determine any required temporary removal / reinstatement of existing infrastructure.

Risk	Initial Risk Level	Initial Likelihood	Mitigation strategy
Cost of wet weather delays not properly formalised in contract.	Medium	Possible	Use standard contract provisions AS4000 etc. Include delays due to wet weather in project program. Complete construction during dry season.
Procurement delays – time required to procure contractor not reflected in construction program.	Medium	Possible	Include procurement requirement sin project timelines to minimise risk of procurement delays and allow adequate time for material sourcing.
Sub-surface conditions different to that assumed by designer or design levels do not fit on existing ground terrain.	High	Possible	Undertake geotechnical and ground radar testing and investigation during detailed design. Site visit undertaken to confirm any unusual features that could impact the design.
Storm events – scalehouse roof not designed or constructed with correct bracing and hold down mechanisms.	Medium	Low	Roof to be designed to the correct wind conditions with construction inspection carried out.
New Dump Ramp			
Change in scope due to unforeseen circumstances on site, results in additional costs to rectify latent conditions.	High	Possible	Contingency has been included in overall project cost to compensate for potential changes of scope.
Unforeseen design risk or poorly thought design negatively impacts construction feasibility in terms of cost, programme and safety.	High	Possible	A detailed safety in design risk assessment to be provided prior to completion of the detailed design phase.
RFI, design approvals delays resulting in delay to overall design program.	Medium	Possible	Project manager prioritise RFI's with dates response required. Advance notice for design reviews.
Disruption to the operations of the saleyards.	High	Possible	Project manager in consultation with contractors to organise construction programme with saleyards manager to determine any potential conflicts and to revise the programme if necessary to avoid / reduce conflicts.
Cost of wet weather delays not properly formalised in contract.	Medium	Possible	Use standard contract provisions AS4000 etc. Include delays due to wet weather in project program. Complete construction during dry season.
Procurement delays – time required to procure contractor not reflected in construction program.	Medium	Possible	Include procurement requirement sin project timelines to minimise risk of procurement delays and allow adequate time for material sourcing.
Sub-surface conditions different to that assumed by designer or design levels do not fit on existing ground terrain.	High	Possible	Undertake geotechnical and ground radar testing and investigation during detailed design. Site visit undertaken to confirm any unusual features that could impact the design.
Accidental impact damage – the new dump ramp is accidentally damaged by being in the vicinity of the cattle delivery trucks while turning / unloading.	High	Possible	Designer to check with the saleyards manager if a physical barrier between the ramp and the road is required.
Gate mechanisms don't work properly due to poor or inaccurate design / fabrication.	High	Possible	Design drawings of ramp to be provided and reviewed prior to fabrication.
New Spelling Yards			
Change in scope due to unforeseen circumstances on site, results in	High	Possible	Contingency has been included in overall project cost to compensate for potential changes of scope.

Risk	Initial Risk Level	Initial Likelihood	Mitigation strategy
additional costs to rectify latent conditions.			
Unforeseen design risk or poorly thought design negatively impacts construction feasibility in terms of cost, programme and safety.	High	Possible	A detailed safety in design risk assessment to be provided prior to completion of the detailed design phase.
RFI, design approvals delays resulting in delay to overall design program.	Medium	Possible	Project manager prioritise RFI's with dates response required. Advance notice for design reviews.
Aurizon approval for rail crossing – approval delayed or not received.	High	Possible	Aurizon approval (Wayleave) is to be coordinated for 'in principle' approval as a priority.
Cattle-contaminated stormwater runoff not permitted to flow into the residential open drain.	High	Possible	Investigate option of settling or treatment pond at eastern end.
Material change of use may trigger upgrade of an existing non-compliance such as traffic or DTMR intersection.	High	Possible	Council to liaise and coordinate with relevant regulatory bodies as a priority.
Public objection to the project by residents (noise, dust, odour).	High	Possible	Implement appropriate resident liaison and communications strategy.
Health and safety risk of working on rail line and potential of disruption to train services.	High	Possible	Project manager in consultation with contractors to organise construction programme to determine any potential conflicts with train timetable.
Cost of wet weather delays not properly formalised in contract.	Medium	Possible	Use standard contract provisions AS4000 etc. Include delays due to wet weather in project program. Complete construction during dry season.
Procurement delays – time required to procure contractor not reflected in construction program.	Medium	Possible	Include procurement requirement sin project timelines to minimise risk of procurement delays and allow adequate time for material sourcing.
Geotechnical conditions different to design levels.	High	Possible	Undertake geotechnical and ground radar testing and investigation during detailed design. Site visit undertaken to confirm any unusual features that could impact the design.
Parked outload train may block access to the spelling yards.	Medium	Unlikely	Saleyards manager to work with train timelines.
Wet weather creates difficulty for cattle to walk in (no base, black soil).	High	Possible	Investigate inclusion of gravel base.
Potential health and safety risk of crossing the rail line.	High	Possible	Rail line is low frequency use and is managed by the saleyards. Saleyards manager to work with train timelines.
Hay Shed			
Change in scope due to unforeseen circumstances on site, results in additional costs to rectify latent conditions.	High	Possible	Contingency has been included in overall project cost to compensate for potential changes of scope.
Unforeseen design risk or poorly thought design negatively impacts construction feasibility in terms of cost, programme and safety.	High	Possible	A detailed safety in design risk assessment to be provided prior to completion of the detailed design phase.
RFI, design approvals delays resulting in delay to overall design program.	Medium	Possible	Project manager prioritise RFI's with dates response required. Advance notice for design reviews.

Risk	Initial Risk Level	Initial Likelihood	Mitigation strategy
Disruption to the operations of the saleyards – cattle delivery turning area.	High	Possible	Project manager in consultation with contractors to organise construction programme with saleyards manager to determine any potential conflicts and to revise the programme if necessary to avoid / reduce conflicts.
Cost of wet weather delays not properly formalised in contract.	Medium	Possible	Use standard contract provisions AS4000 etc. Include delays due to wet weather in project program. Complete construction during dry season.
Procurement delays – time required to procure contractor not reflected in construction program.	Medium	Possible	Include procurement requirement sin project timelines to minimise risk of procurement delays and allow adequate time for material sourcing.
Sub-surface conditions different to that assumed by designer or design levels do not fit on existing ground terrain.	High	Possible	Undertake geotechnical and ground radar testing and investigation during detailed design. Site visit undertaken to confirm any unusual features that could impact the design.
Storm events – hay shed not designed or constructed with correct bracing and hold down mechanisms.	Medium	Low	Roof to be designed to the correct wind conditions with construction inspection carried out.

Detailed Project Plan – Appendices enclosed the following documents:

DPP_AppC_Current Title Searches

DPP_AppE_Project Layout Plans

DPP_AppI_Cash Flow Forecast

DPP_AppJ_Project Risk Register

CURRENT TITLE SEARCH

NATURAL RESOURCES, MINES AND ENERGY, QUEENSLAND

Request No: 29260707

Search Date: 06/08/2018 15:35

Title Reference: 30335068

Date Created: 22/03/1968

Previous Title: 30273154

30273155

REGISTERED OWNER

Dealing No: 716210205 17/12/2014

CENTRAL HIGHLANDS REGIONAL COUNCIL

ESTATE AND LAND

Estate in Fee Simple

LOT 2 REGISTERED PLAN 607518

Local Government: CENTRAL HIGHLANDS

EASEMENTS, ENCUMBRANCES AND INTERESTS

1. Rights and interests reserved to the Crown by
Deed of Grant No. 30165234 (POR 60)

ADMINISTRATIVE ADVICES - NIL

UNREGISTERED DEALINGS - NIL

CERTIFICATE OF TITLE ISSUED - No

** End of Current Title Search **

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Requested By: D-ENQ PROPERTY & TITLE SEARCH

CURRENT TITLE SEARCH

NATURAL RESOURCES, MINES AND ENERGY, QUEENSLAND

Request No: 29260712

Search Date: 06/08/2018 15:35

Title Reference: 30640003

Date Created: 05/04/1993

Previous Title: 30625046

REGISTERED OWNER

Dealing No: 716210195 17/12/2014

CENTRAL HIGHLANDS REGIONAL COUNCIL

ESTATE AND LAND

Estate in Fee Simple

LOT 62 REGISTERED PLAN 843232
Local Government: CENTRAL HIGHLANDS

EASEMENTS, ENCUMBRANCES AND INTERESTS

1. Rights and interests reserved to the Crown by
Deed of Grant No. 30595009 (Lot 126 on CP DSN975)

ADMINISTRATIVE ADVICES - NIL

UNREGISTERED DEALINGS - NIL

CERTIFICATE OF TITLE ISSUED - No

** End of Current Title Search **

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Requested By: D-ENQ PROPERTY & TITLE SEARCH

CURRENT STATE TENURE SEARCH

NATURAL RESOURCES, MINES AND ENERGY, QUEENSLAND

Request No: 29280556

Search Date: 08/08/2018 15:09

Title Reference: 48004401

Date Created: 27/02/2010

Previous Title: 40008706

LAND DESCRIPTION

Estate in PERPETUITY

LOT 201 CROWN PLAN DSN975

Local Government: CENTRAL HIGHLANDS

REGISTERED LESSEE

Dealing No: 712575658 07/07/2009

THE STATE OF QUEENSLAND

(REPRESENTED BY DEPARTMENT OF TRANSPORT AND MAIN ROADS)

PERPETUAL TENURE INFORMATION

For Conditions, Primary Tenure information including Purpose
and Term of Tenure, refer to title reference 40008706

ENCUMBRANCES, EASEMENTS AND INTERESTS

1. SUB LEASE No 713429425 26/08/2010 at 11:17
QUEENSLAND RAIL LIMITED A.C.N. 132 181 090
OF THE WHOLE OF THE LAND
TERM: 30/06/2010 TO 30/06/2110 OPTION AS THEREIN STATED

ADMINISTRATIVE ADVICES - NIL

UNREGISTERED DEALINGS - NIL

CERTIFICATE OF TITLE ISSUED - No

Caution - Charges do not necessarily appear in order of priority

** End of Current State Tenure Search **

Information provided under section 34 Land Title Act(1994) or
section 281 Land Act(1994)

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Requested By: D-ENQ PROPERTY & TITLE SEARCH

CURRENT TITLE SEARCH

NATURAL RESOURCES, MINES AND ENERGY, QUEENSLAND

Request No: 29280558

Search Date: 08/08/2018 15:09

Title Reference: 50157321

Date Created: 29/01/1997

Previous Title: 30595009

REGISTERED OWNER

Dealing No: 716210195 17/12/2014

CENTRAL HIGHLANDS REGIONAL COUNCIL

ESTATE AND LAND

Estate in Fee Simple

LOT 46 REGISTERED PLAN 898315
Local Government: CENTRAL HIGHLANDS

EASEMENTS, ENCUMBRANCES AND INTERESTS

1. Rights and interests reserved to the Crown by
Deed of Grant No. 30595009 (Lot 126 on CP DSN975)

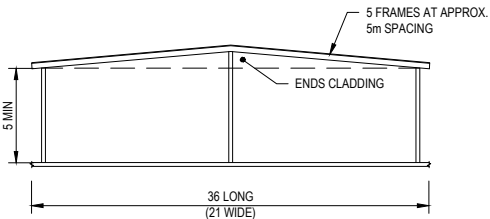
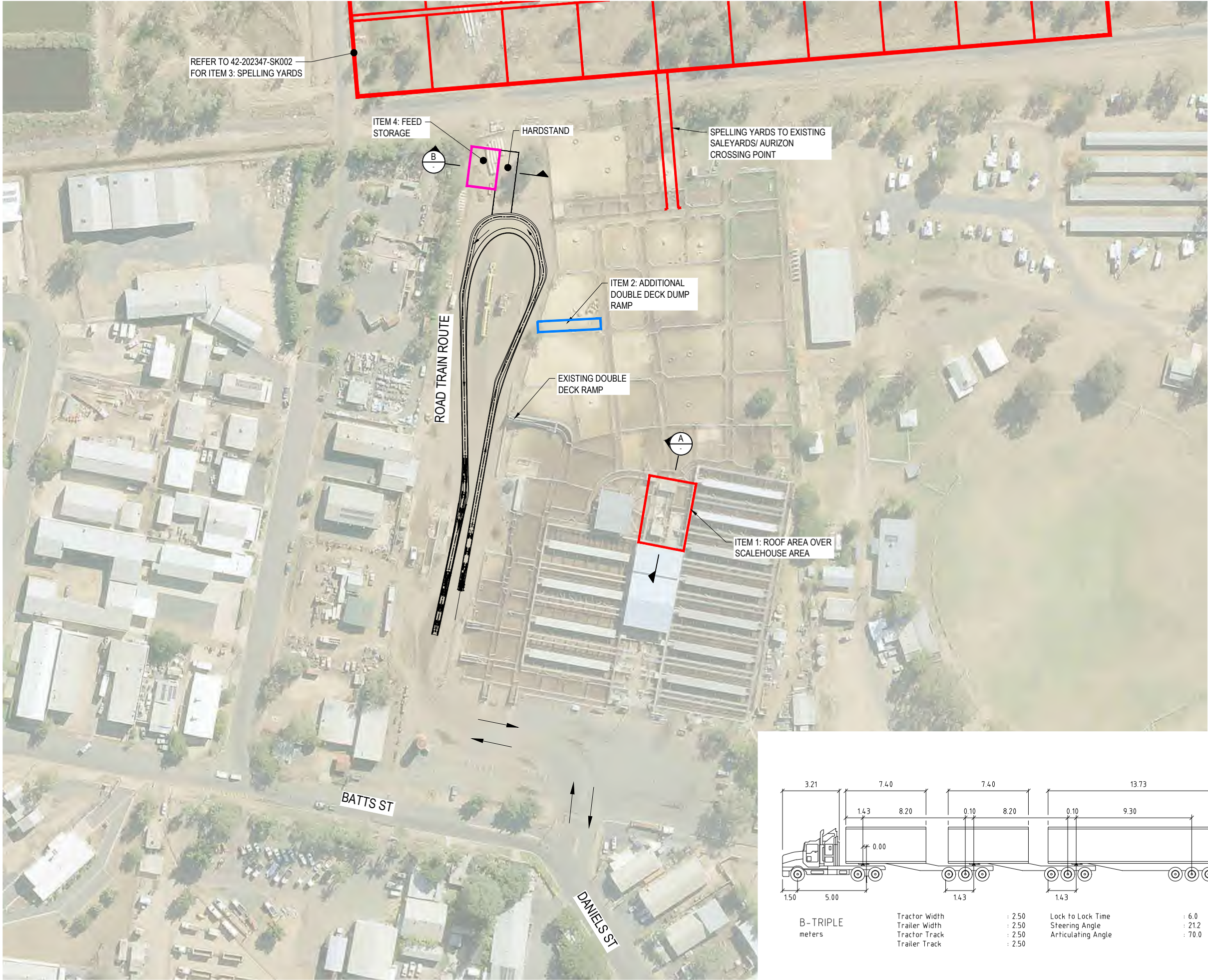
ADMINISTRATIVE ADVICES - NIL

UNREGISTERED DEALINGS - NIL

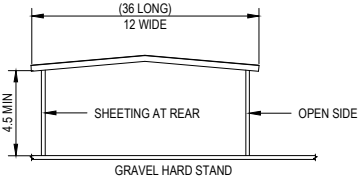
CERTIFICATE OF TITLE ISSUED - No

** End of Current Title Search **

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Requested By: D-ENQ PROPERTY & TITLE SEARCH



A SECTION
NOT TO SCALE
1 - SCALEHOUSE ROOF



B SECTION
NOT TO SCALE
4 - HAY SHED

PRELIMINARY

rev	description	app'd	date
A	INITIAL ISSUE		

DEPARTMENT OF STATE DEVELOPMENT,
MANUFACTURING, LOCAL GOVERNMENT &
PLANNING

MATURING THE INFRASTRUCTURE PIPELINE
EMERALD SALEYARD - LAYOUT PLAN

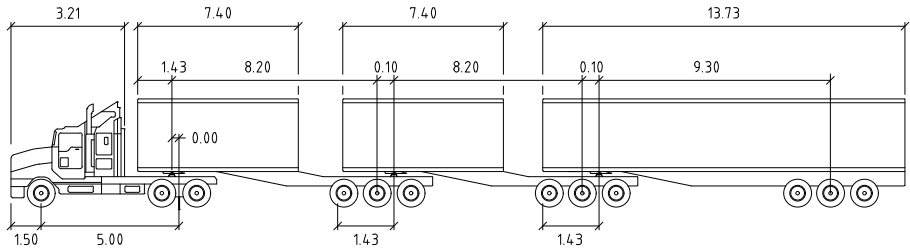


Level 1, 42 Sturt Street Townsville QLD 4810 Australia
PO Box 930 Townsville QLD 4810
T 61 7 4720 0400 F 61 7 4772 6514
E ts@mail@ghd.com.au W www.ghd.com.au

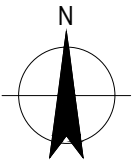
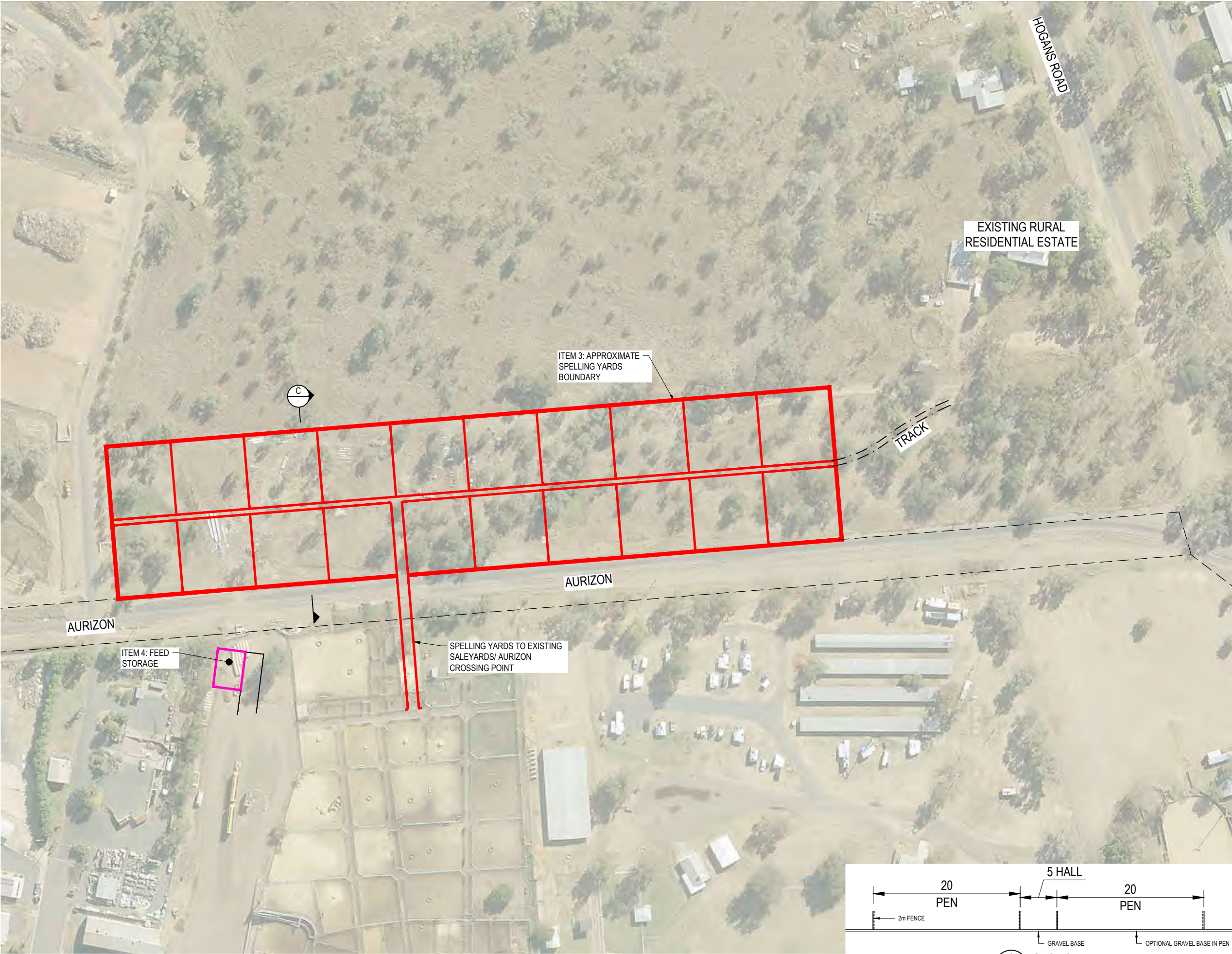
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scale | N.T.S | for A1 | job no. | 42-20347
date | JUNE 2018 | rev no. | A

approved (PD) SK001



Tractor Width	: 250	Lock to Lock Time	: 6.0
Trailer Width	: 250	Steering Angle	: 21.2
Tractor Track	: 250	Articulating Angle	: 70.0
Trailer Track	: 250		



PRELIMINARY

A	INITIAL ISSUE		
rev	description	app'd	date

DEPARTMENT OF STATE DEVELOPMENT,
MANUFACTURING, LOCAL GOVERNMENT &
PLANNING
MATURING THE INFRASTRUCTURE PIPELINE
EMERALD SPELLING YARDS - LAYOUT PLAN

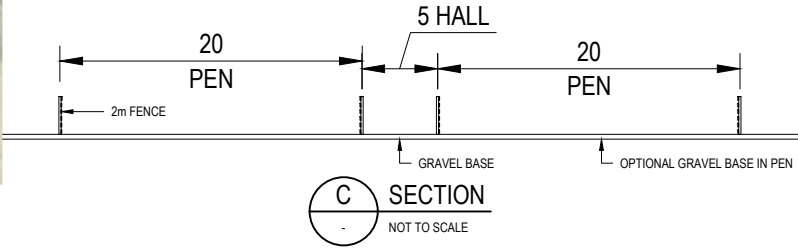


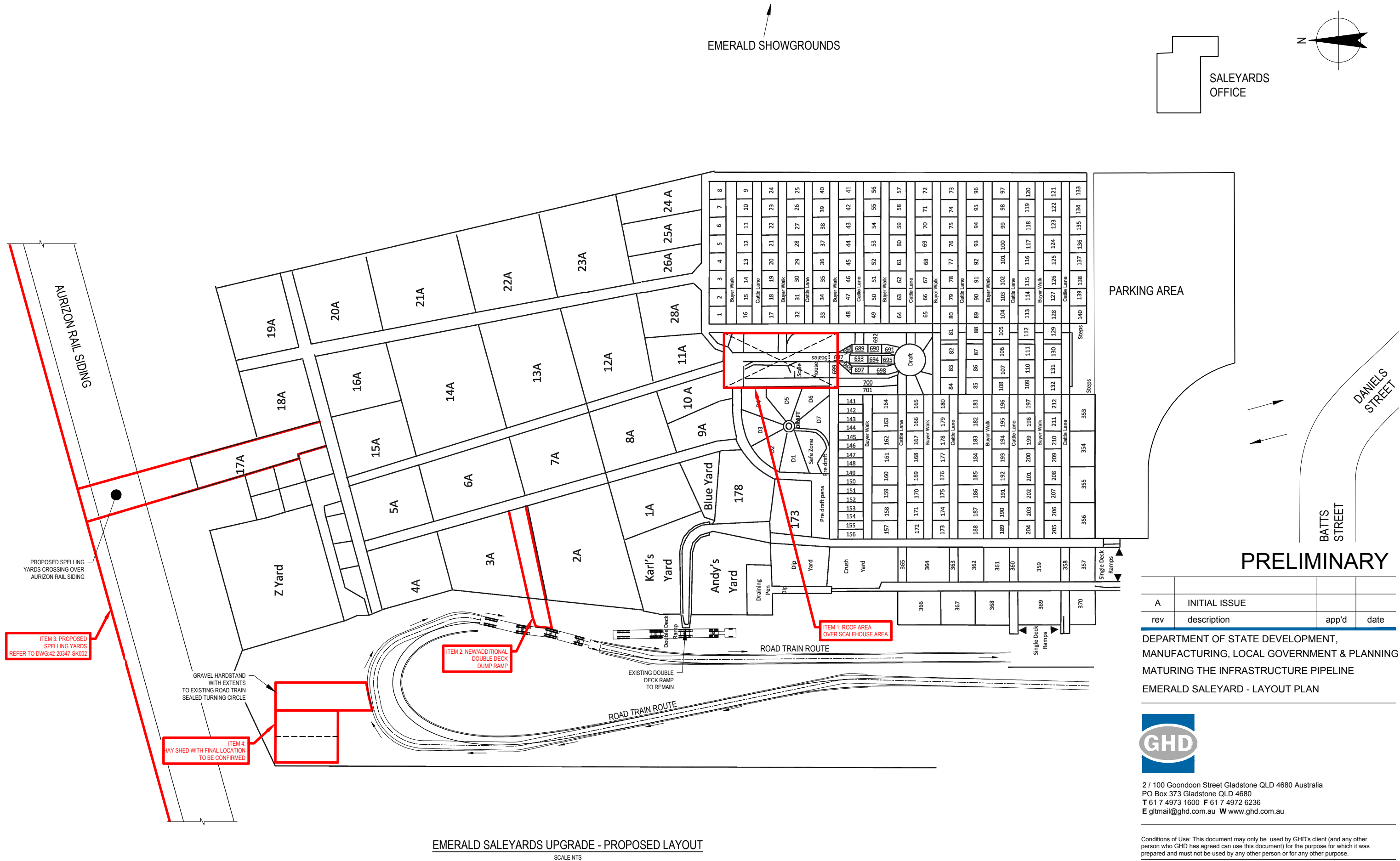
Level 1, 42 Sturt Street Townsville QLD 4810 Australia
PO Box 930 Townsville QLD 4810
T 61 7 4720 0400 F 61 7 4772 6514
E tsvmail@ghd.com.au W www.ghd.com.au

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scale | N.T.S | for A1 | job no. | 42-20347
date | JUNE 2018 | rev no. | A

approved (PD) SK002





EMERALD SALEYARDS UPGRADE - PROPOSED LAYOUT
SCALE NTS



2 / 100 Goondoon Street Gladstone QLD 4680 Australia
PO Box 373 Gladstone QLD 4680
T 61 7 4973 1600 F 61 7 4972 6236
E gltmail@ghd.com.au W www.ghd.com.au

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scale | N.T.S. for A3 | job no. | 42-20347
date | JUNE 2018 | rev no. | A

approved (PD) | SK004



Emerald Saleyards Preliminary Evaluation - New Dump Ramp - Option 2.4

Date:	21-June-2018	Revision No:	B			
Job:	Emerald Saleyards Preliminary Evaluation	Job No:	42/20347	Client:	Central Highlands Regional Council	Description:
People involved in Risk Assessment: 647F						

Ref ID	Status	Project Phase	Category	Key Risk and Description <small>What could go wrong</small>	Supplementary Risk Description	Potential Impact / Consequences	Initial Risk Rating			Potential Control Measures / Mitigation Strategies <small>(Consider Hierarchy of Control - Elimination, Substitution, Isolation, Engineering Controls, Administrative Controls)</small>	Responsibility	By When	PM Team Response	Residual Risk Rating			Comments	Date Last Reviewed
							C	L	RR					C	L	RR		
F1	Open		Financial	Not securing sufficient capital to fund development or tendered construction costs exceeds Council's funding budget.	Project stalls, additional financial risk to CHRC.	Financial	D		3 Significant	Communicate the existing issues that exist and potential risks if project does not go ahead in order to highlight the need for funding. Ensure cost assessment has been conducted based on engineering experience and Contractor quotes where possible including provisional items and contingencies.	Proponent			C		2 Moderate		
F2	Open		Financial	Change in Scope due to unforeseen circumstances on site.	Additional costs to rectify latent conditions such as services, change in scope, earthworks and wet weather.	Financial	D		3 Significant	Contingency has been included in the overall project cost to compensate for potential changes of scope.	Proponent			C		2 Moderate		
D1	Open		Design Phase	Unforeseen design risk or poorly thought design.	Unforeseen design risks or poorly thought design negatively impacts construction feasibility in terms of cost, programme and safety.	Health and Safety	D		3 Significant	A detailed safety in design risk assessment to be provided prior to completion of the detailed design phase.	Designer			C		2 Moderate		
P1	Open		Project management	RFI, Design approvals delays resulting in delay to overall design program	Significant Delays to program and causing delay costs	Programme	C		3 Moderate	Consultant project manager, prioritise RFI's with dates response required. Advance notice for design reviews	Designer			C		2 Moderate		
CN1	Open		Construction Phase	Disruption to the operations of the Saleyards.	Construction of dump load ramp temporarily disrupts the operations of the saleyard which may result in lost costs to the saleyards and delays/ poor performance of work.	Financial	C		4 Significant	Contractor to organise construction programme with saleyards operators to determine any potential conflicts and to revise the programme if necessary to avoid or reduce conflicts.	Constructor			C		3 Moderate		
CN2	Open		Construction Phase	Wet weather delays	Cost of wet weather delays not properly formalised in Contract	Financial	C		3 Moderate	Use standard Contract provisions AS4000 etc Include delays due to wet weather in project program. Complete construction during the dry season.	Designer			C		2 Moderate		
CN3	Open		Construction Phase	Procurement delays	Time required to procure Contractor not reflected in construction program	Programme	C		3 Moderate	Include procurement requirements in project timeline and critical path to minimise risk of procurement delays and allow adequate time for material sourcing.	Proponent			C		2 Moderate		
CN4	Open		Construction Phase	Geotechnical or sub-surface conditions are different to that assumed by designer or design levels do not fit on existing ground terrain.	Additional un-budgeted Construction costs, delays while testing undertaken and re-design occurs.	Financial	C		3 Moderate	Undertake Geotechnical Testing and investigation for detailed design. Site visit should be undertaken to confirm any unusual features that could effect the design. A provisional item to remove unsuitable ground and conduct a site visit should be included in the contract.	Designer			C		2 Moderate		
OM1	Open		Operations / Maintenance	Accidental impact damage	The new dump ramp is accidentally damaged by being in the vicinity of the cattle delivery trucks while turning or unloading.	Financial	D		3 Significant	As the existing dump ramp dosent contain any physcial barriers, the designer is to check with the saleyards operations if a physical barrier between the ramp and road is required/desired to prevent any damage to the new ramp.	Designer			C		2 Moderate		
OM2	Open		Operations / Maintenance	Gate mechanisms.	Mechanisms don't work properly due to poor or inaccurate design or fabrication.	Financial	D		3 Significant	Shop drawings of proposed ramp should be provided and reviewed to check errors in design and eliminate them before fabrication. Allowance of defects testing should be conducted after fabrication to identify if any operational errors remain which are to be rectified by the contractor.	Constructor			C		2 Moderate		



Emerald Saleyards Preliminary Evaluation - New Spelling Yards - Option 3.4

Date:	21-June-2018	Revision No:	B			
Job:	Emerald Saleyards Preliminary Evaluation	Job No:	42/20347	Client:	Central Highlands Regional Council	Description:
People involved in Risk Assessment:	s47F					

Ref ID	Status	Project Phase	Category	Key Risk and Description <small>What could go wrong</small>	Supplementary Risk Description	Potential Impact / Consequences	Initial Risk Rating			Potential Control Measures / Mitigation Strategies <small>(Consider Hierarchy of Control - Elimination, Substitution, Isolation, Engineering Controls, Administrative Controls)</small>	Responsibility	By When	PM Team Response	Residual Risk Rating			Comments	Date Last Reviewed
							C	L	RR					C	L	RR		
F1	Open		Financial	Not securing sufficient capital to fund development or tendered construction costs exceeds Council's funding budget.	Project stalls, additional financial risk to CHRC.	Financial	D		3 Significant	Communicate the existing issues that exist and potential risks if project does not go ahead in order to highlight the need for funding. Ensure cost assessment has been conducted based on engineering experience and Contractor quotes where possible including provisional items and contingencies.	Proponent			C		2 Moderate		
F2	Open		Financial	Change in Scope due to unforeseen circumstances on site.	Additional costs to rectify latent conditions such as services, change in scope, earthworks and wet weather.	Financial	D		3 Significant	Contingency has been included in the overall project cost to compensate for potential changes of scope.	Proponent			C		2 Moderate		
D1	Open		Design Phase	Unforeseen design risk or poorly thought design.	Unforeseen design risks or poorly thought design negatively impacts construction feasibility in terms of cost, programme and safety.	Health and Safety	D		3 Significant	A detailed safety in design risk assessment to be provided prior to completion of the detailed design phase.	Designer			C		2 Moderate		
P1	Open		Project management	RFI, Design approvals delays resulting in delay to overall design program	Significant Delays to program and causing delay costs	Programme	C		3 Moderate	Consultant project manager, prioritise RFI's with dates response required. Advance notice for design reviews	Designer			C		2 Moderate		
A1	Open		Approvals	Aurizon approval for rail crossing.	If approval is not obtained by aurizon the rail crossing then the spelling yards are unable to be used and this project cant go ahead.	Financial	E		3 Significant	Aurizon approval is to be liaised and co-ordinated for "in principle" approval at the next Business Case gates a first priority for this project to determine if this project can commence prior to design or construction.	Proponent			E		1 Moderate		
A2	Open		Approvals	Stormwater Runoff	Council may not permit the cattle-contaminated stormwater runoff to flow into the residential open drain	Financial	E		4 Severe	Aurizon approval is to be liaised and co-ordinated as a first priority for this project to determine if this project can commence prior to design or construction.	Proponent			E		2 Significant		
A3	Open		Approvals	MCU Required	May trigger upgrade of an existing non-compliance, such as traffic or TMR Intersection	Financial	D		4 Significant	Investigate at next Business Case gate - look at settling or treatment pond at eastern end	Designer			C		3 Moderate		
A4	Open		Approvals	Public objection to project.	As there is residents north-east of the proposed spelling yards location there is the potential for public objection for the project to go ahead because of residents unhappy with the noise, dust and odour which will be created due to the associated works.	Reputation	D		3 Significant	Appropriate resident liaison and community approvals need to be obtained to determine the outcome of whether the project can commence into a detailed design stage without vast negative impact to the surrounding community.	Proponent			D		2 Moderate		
CN1	Open		Construction Phase	Working on the rail line.	Potential health and safety risk of working on the rail line. Potential for works to not be able to be fully completed prior to an expected arrival of a train.	Financial	D		3 Significant	Contractor to organise construction programme with the Saleyards operators and train time table to determine when the works can be carried out.	Constructor			D		2 Moderate		
CN2	Open		Construction Phase	Wet weather delays	Cost of wet weather delays not properly formalised in Contract	Financial	C		3 Moderate	Use standard Contract provisions AS4000 etc. Include delays due to wet weather in project program. Complete construction during the dry season.	Designer			B		2 Low		
CN3	Open		Construction Phase	Procurement delays	Time required to procure Contractor not reflected in construction program	Programme	C		3 Moderate	Include procurement requirements in project timeline and critical path to minimise risk of procurement delays and allow adequate time for material sourcing.	Proponent			C		2 Moderate		
CN4	Open		Construction Phase	Geotechnical conditions are different to that assumed by designer (e.g. rock) or design levels do not fit on existing ground terrain.	Additional un-budgeted Construction costs, delays while testing undertaken and re-design occurs.	Financial	D		3 Significant	Undertake Geotechnical Testing and investigation for detailed design. Site visit should be undertaken to confirm any unusual features that could effect the design. A provisional item to remove unsuitable ground and conduct a site visit should be included in the contract.	Designer			D		2 Moderate		

Ref ID	Status	Project Phase	Category	Key Risk and Description <small>What could go wrong</small>	Supplementary Risk Description	Potential Impact / Consequences	Initial Risk Rating			Potential Control Measures / Mitigation Strategies <small>(Consider Hierarchy of Control - Elimination, Substitution, Isolation, Engineering Controls, Administrative Controls)</small>	Responsibility	By When	PM Team Response	Residual Risk Rating			Comments	Date Last Reviewed
							C	L	RR					C	L	RR		
OM1	Open		Operations / Maintenance	Parked outload train.	Access to the spelling yards via the crossing point will be blocked via the train while loading cattle and cant be used if additional cattle are required to be transported to the other side until the train has departed resulting in lost time.	Business disruptions	C		3 Moderate	Operator to work in with train times - only twice per week. Wagons are able to be de-coupled to allow cattle and staff to cross in the gap.	Operator			B		2 Low		
OM2	Open		Operations / Maintenance	Wet weather	No base in yards and black soil becomes difficult for cattle to walk in	Reputation	C		5 Significant	Review at next gate - allowed cost for optional gravel base in pens	Proponent			B		3 Moderate		
OM3	Open		Operations / Maintenance	Crossing rail line	Potential health and safety risk of crossing the rail line.	Health and Safety	E		3 Significant	Rail line is a low frequency use and is managed by the saleyards and the trains operation/arrivals are known and can be planned.	Designer			D		2 Moderate		



Emerald Saleyards Preliminary Evaluation - Hay Shed - Option 4.4

Date:	21-June-2018	Revision No:	B			
Job:	Emerald Saleyards Preliminary Evaluation	Job No:	42/20347	Client:	Central Highlands Regional Council	Description:
People involved in Risk Assessment:	s47F					

Ref ID	Status	Project Phase	Category	Key Risk and Description <small>What could go wrong</small>	Supplementary Risk Description	Potential Impact / Consequences	Initial Risk Rating			Potential Control Measures / Mitigation Strategies <small>(Consider Hierarchy of Control - Elimination, Substitution, Isolation, Engineering Controls, Administrative Controls)</small>	Responsibility	By When	PM Team Response	Residual Risk Rating			Comments	Date Last Reviewed
							C	L	RR					C	L	RR		
F1	Open		Financial	Not securing sufficient capital to fund development or tendered construction costs exceeds Council's funding budget.	Project stalls, additional financial risk to CHRC.	Financial	D		3 Significant	Communicate the existing issues that exist and potential risks if project does not go ahead in order to highlight the need for funding. Ensure cost assessment has been conducted based on engineering experience and Contractor quotes where possible including provisional items and contingencies.	Proponent			C		2 Moderate		
F2	Open		Financial	Change in Scope due to unforeseen circumstances on site.	Additional costs to rectify latent conditions such as services, change in scope, earthworks and wet weather.	Financial	D		3 Significant	Contingency has been included in the overall project cost to compensate for potential changes of scope.	Proponent			C		2 Moderate		
D1	Open		Design Phase	Unforeseen design risk or poorly thought design.	Unforeseen design risks or poorly thought design negatively impacts construction feasibility in terms of cost, programme and safety.	Health and Safety	D		3 Significant	A detailed safety in design risk assessment to be provided prior to completion of the detailed design phase.	Designer			C		2 Moderate		
P1	Open		Project management	RFI, Design approvals delays resulting in delay to overall design program	Significant Delays to program and causing delay costs	Programme	C		3 Moderate	Consultant project manager, prioritise RFIs with dates response required. Advance notice for design reviews	Designer			C		2 Moderate		
CN1	Open		Construction Phase	Disruption to the operations of the Cattle delivery turning area	Construction of the Hay Shed temporarily disrupts the operations of the cattle delivery turning area which may result in lost costs and delays/ poor performance of work.	Financial	C		4 Significant	Contractor to organise construction programme with cattle delivery operators to determine any potential conflicts and to revise the programme if necessary to avoid or reduce conflicts. Scheduling works out of delivery times. Hardstand allows off-loading to be carried out away from the access road.	Constructor			C		3 Moderate		
CN2	Open		Construction Phase	Wet weather delays	Cost of wet weather delays not properly formalised in Contract	Financial	C		3 Moderate	Use standard Contract provisions AS4000 etc. Include delays due to wet weather in project program. Complete construction during the dry season.	Designer			C		2 Moderate		
CN3	Open		Construction Phase	Procurement delays	Time required to procure Contractor not reflected in construction program	Programme	C		3 Moderate	Include procurement requirements in project timeline and critical path to minimise risk of procurement delays and allow adequate time for material sourcing.	Proponent			C		2 Moderate		
CN4	Open		Construction Phase	Geotechnical or sub-surface conditions are different to that assumed by designer or design levels do not fit on existing ground terrain.	Additional un-budgeted Construction costs, delays while testing undertaken and re-design occurs.	Financial	D		3 Significant	Undertake Geotechnical Testing and sub-surface investigation for detailed design. Site visit should be undertaken to confirm any unusual features that could effect the design. A provisional item to remove unsuitable ground and conduct a site visit should be included in the contract.	Designer			D		2 Moderate		
OM1	Open		Operations / Maintenance	Storm events	Hay shed not designed or constructed with correct bracing and hold down mechanisms which results in the roof to blow away or become partially damage during its operating life.	Financial	D		3 Significant	Shed to be designed to the correct wind conditions with construction inspection carried out to ensure that the structure is constructed in accordance with provided design drawings.	Designer			D		2 Moderate		

PROJECT CASH FLOW FORECAST

EMERALD SALEYARDS UPGRADE

CENTRAL HIGHLANDS REGIONAL COUNCIL (CHRC)

Particulars	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20
Opening Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Revenue																				
Building Better Regions Funds	\$0	\$32,913	\$39,355	\$26,278	\$27,737	\$61,628	\$83,383	\$54,044	\$54,044	\$54,044	\$54,044	\$54,044	\$54,044	\$54,044	\$54,044	\$62,044	\$60,954	\$60,954	\$62,412	\$60,954
Local Government	\$0	\$32,913	\$39,355	\$26,278	\$27,737	\$61,628	\$83,383	\$54,044	\$54,044	\$54,044	\$54,044	\$54,044	\$54,044	\$54,044	\$54,044	\$62,044	\$60,954	\$60,954	\$62,412	\$60,954
Other	\$0	\$0	\$0			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Revenue Subtotal	\$0	\$65,826	\$78,710	\$52,557	\$55,473	\$123,257	\$166,765	\$108,088	\$108,088	\$108,088	\$108,088	\$108,088	\$108,088	\$108,088	\$108,088	\$124,088	\$121,908	\$121,908	\$124,825	\$121,908
Less Expenditure																				
Preliminaries						\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
Site Establishment						\$67,700	\$67,700								\$0	\$0	\$0	\$0	\$0	\$0
Structures							\$65,750	\$65,750	\$65,750	\$65,750	\$65,750	\$65,750	\$65,750	\$65,750	\$65,750	\$65,750	\$65,750	\$65,750	\$65,750	\$65,750
Services							\$7,820	\$16,842	\$16,842	\$16,842	\$16,842	\$16,842	\$16,842	\$16,842	\$16,842	\$16,842	\$16,842	\$16,842	\$16,842	\$16,842
Road access & rail crossing																\$0	\$16,000	\$16,000	\$16,000	\$16,000
Building Certification					\$2,917															\$2,917
Project Management & Consultancy fees + disbursements		\$27,819	\$40,703	\$40,703	\$40,703	\$40,703	\$10,642	\$10,642	\$10,642	\$10,642	\$10,642	\$10,642	\$10,642	\$10,642	\$10,642	\$10,642	\$10,642	\$10,642	\$10,642	\$10,642
Town planning MCU, Op Works		\$28,333	\$28,333	\$2,179	\$2,179	\$2,179	\$2,179	\$2,179	\$2,179	\$2,179	\$2,179	\$2,179	\$2,179	\$2,179	\$2,179	\$2,179	\$2,179	\$2,179	\$2,179	
Contingency		\$9,674	\$9,674	\$9,674	\$9,674	\$9,674	\$9,674	\$9,674	\$9,674	\$9,674	\$9,674	\$9,674	\$9,674	\$9,674	\$9,674	\$9,674	\$9,674	\$9,674	\$9,674	\$9,674
Expenditure Subtotal	\$0	\$65,826	\$78,710	\$52,557	\$55,473	\$123,257	\$166,765	\$108,088	\$108,088	\$108,088	\$108,088	\$108,088	\$108,088	\$108,088	\$108,088	\$124,088	\$121,908	\$121,908	\$124,825	\$121,908
Net Cash In/Out	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Closing Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

All figures in the above schedule are GST exclusive

Cost benefit analysis template - introduction

This cost benefit Analysis template is to be completed by applicants seeking funding under the Building our Regions - round 4 program with a total project cost greater than \$500,000. Please use this template to identify and describe all relevant costs and benefits for the local government area that are anticipated to result from delivery of the proposed project.

Instructions

Please ensure you use this template to provide information for all costs/benefits that may be relevant to the project. At a minimum, all identified costs/benefits should be accompanied by a qualitative explanation on how these will be realised, and who will realise the cost/benefit. Where possible, these should be quantified using robust methods.

The types of costs/benefits to be captured include:

- **Economic impacts for the local government area** – *the additional economic costs/benefits the project will result in for local businesses and households*
- **Employment impacts** – *the expected impact of the project on employment opportunities within the local government area*
- **Direct financial impacts to the council** – *any additional costs, revenue or savings the council may realise as a result of the project*
- **Other impacts which may be difficult to quantify** – *benefits/costs of the project which may be significant, but the scale is difficult/unable to be measured.*

The reporting of project benefits should only capture the additional benefit expected to be realised as a result of the project going ahead, not the benefit already derived from existing facilities or infrastructure.

It is acknowledged some project benefits may be difficult to quantify. Where this is the case, these benefits should be captured within the template and supported by a detailed description of the benefit.

Applicants should be able to demonstrate and detail:

- *an understanding of the economic development opportunities of the project that are specific to the region*
- *a direct link between the project and the stated benefits*
- *the methods used to estimate the scale of these benefits*
- *references to supporting evidence and documentation which may be relevant to the project and the stated benefits.*

This template is accompanied by additional guidance material which will assist in completing the template. If you require additional assistance, please contact Annette Tranent at the Department of State Development, Manufacturing, Infrastructure and Planning (DSDMIP) on 0472 863 617.

Building our Regions - cost benefit analysis template

Guide sheet - how to complete this template

Version: Final

Updated: 20/07/2018

Building our
Regions

General information

The template has been structured to prompt responses from the applicant, the below key specifies where your inputs are required within the template.

Key

Cell type	Purpose of cell
Text	Please include all relevant information as prompted throughout the template in these cells.
Y/N	These cells require you to select Y=yes or N=no in response to a question within the template.
Text	These cells (blue text) display information you have provided to progress the application
Text	These cells (black text) display general information and instructions

Template structure

Input sheet

The purpose of the "Input" sheet is to collect and collate all the identified costs and benefits of the project including the employment impacts. This includes providing the supporting information for each of the identified impacts. In particular, the applicant is to provide the calculation methods for costs and benefits that are quantifiable and where a dollar value can be placed against each cost/benefit. Impacts with a dollar value should also be included in the following "DCF" sheet.

DCF sheet

The purpose of the "DCF" (discounted cash flow) sheet is to provide the time dependent dollar value of the impacts. This allows for calculation of key economic indicators from the dollar values assigned to costs and benefits.

Steps to completing this template

- 1 Identify impacts** - proceed to the "Input" sheet and provide list of relevant cost and benefit items associated with the project.
- 2 Consider dollar value of impacts** - for all identified impacts you are required to identify whether a dollar value can be assigned to the cost/benefit.
- 3 Provide description** - ensure you provide a detailed description of each of the identified costs and benefits in the highlighted description cells, making sure to link the description with the project.
- 4 Provide quantified impacts** - where possible, please provide the estimate of each cost/benefit in the space provided, along with an explanation of the method used to estimate the impact and/or the **dollar value** (if previously specified).
- 5 Forecast impacts in the DCF** - where identified costs/benefits have a dollar value assigned to them, proceed to the "DCF" sheet and include these in the year in which they occur.

Project description

The Emerald Saleyards caters for the inland Central Queensland livestock producers and sellers. Emerald saleyards provide the services of cattle sales, tick clearing, spelling and private weighing of cattle. The facility is nearing its holding and throughput capabilities. The current practices are increasing overhead costs and animal welfare issues are an increasing risk. A Master Plan for the Emerald Saleyards was prepared in 2010. This Plan identified six (6) issues with current handling procedures during both pre and post cattle sales that need to be addressed. As part of this master plan, a number of development options were identified to improve efficiency, productivity and animal husbandry at the Emerald Saleyards, these were:

The development of new, larger spelling yards to accommodate more cattle in better conditions

Constructing a new hay shed to provide a covered area for animal feed in order to prevent spoilage during rain events

1 Instructions

- 1.1 Please identify the anticipated employment impacts associated with the project in the 'yellow' areas under Section 2.
- 1.2 Please identify all relevant costs and benefits in 'yellow' highlighted areas under Sections 3 and 4.
- 1.3 Ensure you respond to 'green' Y/N prompts for each identified cost and benefit impact by selecting from the drop-down box.
- 1.4 For each identified cost/benefit, please provide relevant information in response to the questions (where appropriate) in the 'yellow' highlighted areas of this sheet below.
- Please refer to guidance material for additional information

2 Employment impacts

2.1 Employment impacts

What is the impact on employment as a direct result of the project?

Construction employment

Ongoing employment

Please describe and quantify (where possible) the employment impacts the project is anticipated to generate below.

When responding to the below employment prompts, please refer to annual FTEs where possible.

The construction activity is likely to support short-term employment over the course of the construction period for welders and fabricators. Council will seek to use local contractors to develop the project, supporting the local construction and manufacturing industries. Based on REMPLAN's Impact Modelling software, the construction activity is likely to result in 4 full time equivalent positions being supported over the year as a result of the construction expenditure. Based on the construction timeframe of 4 months, it has been estimated that the development will support 12 full time employees over the 4 month construction period (rather than the 4 full time equivalent positions over the year).

This piece of infrastructure is not seen to result in any direct employment during the operational phase. The infrastructure, and scope of works will continue to further support existing employment within the saleyards over the project period of 2 full time saleyard staff, with an additional casual employee for when workloads increase during peak sale times (equivalent to 0.4 full time equivalent hours). As such, this development will continue to support 2.4 full time equivalent staff at the saleyards.

Is the project expected to provide additional flow-on employment opportunities for the local government area?

Will the project require inputs from local suppliers during construction? Will this result in employment opportunities? Provide details/evidence.

Will there be flow-on employment opportunities from additional economic activity associated with the project. Provide details/evidence

In line with the Central Highlands Regional Council's procurement policy, local contractors will be sourced to complete the scope of works. As a result of sourcing local contractors, there is an expected flow-on impact in terms of support ongoing and construction, specifically cattle farming, throughout Central Queensland. In addition to the current operations, the development will support an increased number of farmers throughout Central Queensland selling their cattle. This may subsequently result in

3 Cost inputs

3.1 Costs

Please identify relevant costs below

1 Capital cost

2 Operating costs

3 Maintenance costs

Can you estimate the dollar value of the cost?

Y

N

Y

Please provide a detailed description of the cost (link to the project)

A schedule of quantities has been prepared by GHD for each of the new dump ramp, covered roof area, spelling yards and hay shed. These costs have been prepared for comparing tenderers for the construction of the facilities, and preliminary budgeting.

Given the scope of works the development is unlikely to result in any net increased operating costs, with existing operating costs remaining constant after the development.

Given the additional upgrades to the facility, the new facilities will result in a net increase of the maintenance costs for the saleyards.

Please provide an estimation of the cost, along with an explanation of the method used to estimate the cost

Per cost estimates, the construction cost for each component (excluding GST) is:

Spelling Yards - \$1,303,500
Hay Shed - \$139,780
Dump Ramp - \$275,500
Scalehouse Roof - \$300,150

The below outlines the estimated additional annual additional maintenance costs from the development. It has been assumed for the purpose of this assessment that additional annual maintenance costs are a percentage of the total construction cost:

-Dump Ramp – 1.0% of capex per year
-Scalehouse Roof – 1.0% of capex per year
-Hay Shed – 1.0% of capex per year
-Spelling Yards – 2.0% of capex per year

4 Benefit inputs

Please identify relevant benefits below

Please provide an estimation of the benefit, along with an explanation of the method used to estimate the benefit

6 Animal Welfare Benefits	Y	<p>One of the main causes of injury to animals during transportation is from the loading and unloading onto trucks. Older, no longer fit for use equipment poses the risk of injuring animals while ramping/de-ramping including bruising to livestock's legs, hooves and torso. The new dump ramp is expected to provide an incremental benefit to the cattle passing through the facility, with a decreased amount of time waiting on trucks, and less bruising during loading and unloading.</p> <p>In addition to the benefits associated with the dump ramp, the new spelling yards are likely to increase the level of animal welfare for cattle while within the saleyards. It has been assumed that due to the new spelling yards being constructed, the level of animal welfare will increase, resulting in each cattle being able to maintaining a higher level of animal welfare and husbandry during their time within the saleyards.</p>	<p>It has been assumed that the increased value \$1.00 per beast was applied to the increased animal welfare during loading and unloading, due to the improved conditions, and decreased risk of bruising and injury to the beasts, with an average of 100,365 cattle passing through the facility over the past three financial years (based on the three year average throughput data provided by the Emerald Saleyards).</p> <p>Based off research into improved animal welfare, improved standards and the ability for additional pens to be utilised during higher demand periods, the new spelling yards will provide an economic and social benefit to cattle which pass through the Emerald Saleyards. Based off research conducted relating to animal welfare benefits (sources outlined below), the new spelling pens will result in improved animal conditions. For the purpose of this assessment this benefit has not been quantified due to difficulty in determining a value which meets the consensus.</p> <p>Rebekah Eyer (2016), A Regulatory Study of the Australian Animal Welfare Framework for Queensland Saleyard Animals, Published by the Griffith Law School, Queensland, Australia</p> <p>Animal Health Australia (2013), Proposed Australian Animal Welfare Standards and Guidelines, Cattle consultation Regulation Impact Statement, Australian Animal Health Council, Canberra</p> <p>RMAC (2016), Meat Industry Strategic Plan 2020 - Including outlook to 2030, Red Meat Advisory Council, Barton ACT</p> <p>John McInerney (2004), Animal Welfare, Economics and Policy, Prepared for Defra, UK</p> <p>Australian Farm Institute (2015), The Economic Importance of Australia's Livestock Industries and the Role of Animal Medicines and Productivity-Enhancing Technologies, Animal Medicines Australia, Sydney</p> <p>Agriculture Victoria (2015), Australian Animal Welfare Standards and Guidelines - Livestock at Saleyards and Depots, Victorian Department of Economic Development, Jobs, Transport and Resources, Melbourne</p>
7 Decreased Financial Cost of Hay Loss	Y	<p>Hay to be used at the saleyards is currently exposed to the elements, with 80 bales of hay arriving prior to weekly sales most weeks. Given the bales are exposed to the elements, when a rain event occurs it can result in the bales being spoiled and not fit for animal consumption.</p> <p>Due to the loss of hay from weather events, the spoiled hay needs to be disposed of by council staff. This includes collecting the spoiled bales, transporting them, and disposing of them as mulch in council gardens. It has been assumed that on average two council staff spend one hour removing spoiled hay bales, and disposing of them each week.</p>	<p>Based on information from Emerald Saleyard staff, approximately 5% of all bales are impacted each year, at a cost of \$80 per bale (as per the current contract price provided by Central Highlands Regional Council). The hay shed roof will result in this 5% loss decreasing due to feed stored in an enclosed area.</p> <p>Based on the hourly cost recovery rate for saleyard staff, it was assumed that the council cost for disposal was \$56.72 per person per hour (as per the Central Highlands Regional Council cost recovery fee for staff). It should be noted this is based on an average across the year. It is possible that over some weeks council staff are not required to remove any bales, whilst in other weeks council staff may spend several hours disposing of spoiled hay.</p>
8 Decreased Lost Time Due to Extreme Weather Events	Y	<p>It was identified that the saleyard operations continue no matter the weather, with the exception of extreme electrical storm events. As such, the development of the scale house roof would result in increased productivity during times of extreme weather events when cattle are needed to be loaded and unloaded.</p>	<p>Based on consultation with Central Highland Regional Council and Emerald Saleyard staff, there are five extreme weather events each year which result in the scale house operations being suspended, with each weather event closing the facility for four hours impacting the 2 full time staff. This subsequently means that the two staff at the saleyards are unproductive during this time, with the staff's hourly cost being \$56.72/hour (as per the Central Highlands Regional Council cost recovery schedule).</p>
9 Increased Productivity Associated with New Roofing	Y	<p>The current scale house is not covered, and exposed to the elements. Given the saleyard's obligations under animal welfare, no matter what the temperature is within the yards, staff must continue to get the cattle processed and off the concrete areas. As a result of this, in many instances operations should have been suspended due to workplace health and safety issues, however animal welfare issues are placed above these.</p>	<p>With the establishment of a new roof over the scale house area, it was assumed that on average a 1.5% productivity increase per hour would be realised through the roofing being installed. This productivity increase was applied to the 2,800 annual total number of staff hours at the saleyards (as provided by Central Highlands Regional Council), and the cost recovery fee for saleyard staff of \$56.72 per hour.</p> <p>This productivity benefit has been obtained from a number of sources, including:</p> <p>Safe Work Australia (2014), Workplace Health and Safety, Business Productivity and Sustainability, prepared by the Centre for Workplace Leadership, University of Melbourne</p> <p>Sudhvir Singh, Elizabeth G. Hanna, Tord Kjellstrom (2015), Working in Australia's Heat: Health Promotion Concerns for Health and Productivity, Health Promotion International, Volume 30, Issue 2, 1 June 2015, Pages 239–250</p> <p>Wen Yi and Albert P. C. Chan (2017), Effects of Heat Stress on Construction Labor Productivity in Hong Kong: A Case Study of Rebar Workers, International Journal of Environmental Research and Public Health, 2017 Sep; 14(9): 1055.</p>
10 Residual/Depreciated Asset Value	Y	<p>The practical useful life of this development is 20 years for the dump ramp, scale house roof and hay shed and 40 years for the spelling yards, and rehabilitation work on the infrastructure will be conducted after 20 years, there will be a benefit associated with the infrastructure which extends beyond the 25 year period in the discounted cash flow.</p>	<p>Using the straight line depreciation method, and based on the useful life of the development's components of 20 years for the dump ramp, scale house roof and hay shed and 40 years for the spelling yards, and the refurbishment of the dump ramp, scale house roof and hay shed after 20 years, the residual value of all four components has been evaluated based on their remaining lifespan in year 25. For the dump ramp, scale house roof and hay shed the remaining life was identified as 16 years (of a 20 year life), with the spelling yards also having a remaining 16 year life (of a 40 year life). This remaining life has been applied to the rehabilitation costs of the dump ramp, scale house roof and hay shed, as well as the initial construction cost of the spelling yard.</p>

Building our Regions - cost benefit analysis template

DCF sheet
Applicant Central Highlands Regional Council
Project Emerald Saleyards Upgrade

Building our
Regions

1 Instructions

1.1 Please include all dollar value inputs in appropriate "yellow" highlighted areas for each identified cost and benefit impact below.
Please refer to guidance material for additional information

NOTE: Please ensure all dollar values are input as current year dollars (i.e. excluding inflation).

2 Cost Benefit Discounted Cash Flow Template

2.1 Costs

Cost name	Totals	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12
1 Capital cost	\$ 2,021,930.00	\$ 2,021,930											
2 Maintenance costs	\$ 797,383.20		\$ 33,224	\$ 33,224	\$ 33,224	\$ 33,224	\$ 33,224	\$ 33,224	\$ 33,224	\$ 33,224	\$ 33,224	\$ 33,224	\$ 33,224
3 Rehabilitation costs	\$ 357,715.00												
4	\$ -												
5	\$ -												
6	\$ -												
7	\$ -												
8	\$ -												
9	\$ -												
10	\$ -												
Undiscounted Subtotal Costs	\$ 3,177,028.20	\$ 2,021,930	\$ 33,224	\$ 33,224	\$ 33,224	\$ 33,224	\$ 33,224	\$ 33,224	\$ 33,224	\$ 33,224	\$ 33,224	\$ 33,224	\$ 33,224
Total Cost (PV)	\$ 2,495,430.95												

2.2 Benefits

Benefit name	Totals	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12
1 User fees	\$ 1,150,182.90		\$ 47,924	\$ 47,924	\$ 47,924	\$ 47,924	\$ 47,924	\$ 47,924	\$ 47,924	\$ 47,924	\$ 47,924	\$ 47,924	\$ 47,924
2 Decreased Saleyard Labour Fees from Ramp Efficiency	\$ 849,507.84		\$ 35,396	\$ 35,396	\$ 35,396	\$ 35,396	\$ 35,396	\$ 35,396	\$ 35,396	\$ 35,396	\$ 35,396	\$ 35,396	\$ 35,396
3 Decreased Truck Load/Unload Time	\$ 576,000.00		\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000
4 Animal Welfare Benefits	\$ 2,529,198.00		\$ 105,383	\$ 105,383	\$ 105,383	\$ 105,383	\$ 105,383	\$ 105,383	\$ 105,383	\$ 105,383	\$ 105,383	\$ 105,383	\$ 105,383
5 Decreased Financial Cost of Hay Loss	\$ 284,282.88		\$ 11,845	\$ 11,845	\$ 11,845	\$ 11,845	\$ 11,845	\$ 11,845	\$ 11,845	\$ 11,845	\$ 11,845	\$ 11,845	\$ 11,845
6 Decreased Lost Time Due to Extreme Weather Events	\$ 54,451.20		\$ 2,269	\$ 2,269	\$ 2,269	\$ 2,269	\$ 2,269	\$ 2,269	\$ 2,269	\$ 2,269	\$ 2,269	\$ 2,269	\$ 2,269
7 Increased Productivity Associated with New Roofing	\$ 57,173.76		\$ 2,382	\$ 2,382	\$ 2,382	\$ 2,382	\$ 2,382	\$ 2,382	\$ 2,382	\$ 2,382	\$ 2,382	\$ 2,382	\$ 2,382
8 Residual/Depreciated Asset Value	\$ 825,163.20												
9	\$ -												
10	\$ -												
Undiscounted Subtotal Benefits	\$ 6,325,959.78	\$ -	\$ 229,200	\$ 229,200	\$ 229,200	\$ 229,200	\$ 229,200	\$ 229,200	\$ 229,200	\$ 229,200	\$ 229,200	\$ 229,200	\$ 229,200
Total Benefit (PV)	\$ 2,791,447.85												

3 CBA Decision Criteria (NPV & BCR)

2.3 Decision criteria

Discount rate	NPV	BCR
Undiscounted	#####	1.99
Low (4%)	#####	1.417853429
Base (7%)	#####	1.118623562
High (10%)	#####	0.902875252

END OF SHEET



Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20	Year 21	Year 22	Year 23	Year 24	Year 25
\$ 33,224	\$ 33,224	\$ 33,224	\$ 33,224	\$ 33,224	\$ 33,224	\$ 33,224	\$ 33,224	\$ 33,224	\$ 33,224	\$ 33,224	\$ 33,224	\$ 33,224
								\$ 357,715				
\$ 33,224	\$ 33,224	\$ 33,224	\$ 33,224	\$ 33,224	\$ 33,224	\$ 33,224	\$ 33,224	\$ 390,939	\$ 33,224	\$ 33,224	\$ 33,224	\$ 33,224

Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20	Year 21	Year 22	Year 23	Year 24	Year 25
\$ 47,924	\$ 47,924	\$ 47,924	\$ 47,924	\$ 47,924	\$ 47,924	\$ 47,924	\$ 47,924	\$ 47,924	\$ 47,924	\$ 47,924	\$ 47,924	\$ 47,924
\$ 35,396	\$ 35,396	\$ 35,396	\$ 35,396	\$ 35,396	\$ 35,396	\$ 35,396	\$ 35,396	\$ 35,396	\$ 35,396	\$ 35,396	\$ 35,396	\$ 35,396
\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000
\$ 105,383	\$ 105,383	\$ 105,383	\$ 105,383	\$ 105,383	\$ 105,383	\$ 105,383	\$ 105,383	\$ 105,383	\$ 105,383	\$ 105,383	\$ 105,383	\$ 105,383
\$ 11,845	\$ 11,845	\$ 11,845	\$ 11,845	\$ 11,845	\$ 11,845	\$ 11,845	\$ 11,845	\$ 11,845	\$ 11,845	\$ 11,845	\$ 11,845	\$ 11,845
\$ 2,269	\$ 2,269	\$ 2,269	\$ 2,269	\$ 2,269	\$ 2,269	\$ 2,269	\$ 2,269	\$ 2,269	\$ 2,269	\$ 2,269	\$ 2,269	\$ 2,269
\$ 2,382	\$ 2,382	\$ 2,382	\$ 2,382	\$ 2,382	\$ 2,382	\$ 2,382	\$ 2,382	\$ 2,382	\$ 2,382	\$ 2,382	\$ 2,382	\$ 2,382
												\$ 825,163
\$ 229,200	\$ 229,200	\$ 229,200	\$ 229,200	\$ 229,200	\$ 229,200	\$ 229,200	\$ 229,200	\$ 229,200	\$ 229,200	\$ 229,200	\$ 229,200	\$ 1,054,363



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