



**Redland**  
CITY COUNCIL

# **AGENDA**

## **GENERAL MEETING**

**Wednesday, 22 March 2017**  
**commencing at 9.30am**

The Council Chambers  
35 Bloomfield Street  
CLEVELAND QLD

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## **1 DECLARATION OF OPENING**

On establishing there is a quorum, the Mayor will declare the meeting open.

### **Recognition of the Traditional Owners**

Council acknowledges the Quandamooka people who are the traditional custodians of the land on which we meet. Council also pays respect to their elders, past and present, and extend that respect to other indigenous Australians who are present.

## **2 RECORD OF ATTENDANCE AND LEAVE OF ABSENCE**

Motion is required to approve leave of absence for any Councillor absent from today's meeting.

## **3 DEVOTIONAL SEGMENT**

Member of the Ministers' Fellowship will lead Council in a brief devotional segment.

## **4 RECOGNITION OF ACHIEVEMENT**

Mayor to present any recognition of achievement items.

## **5 RECEIPT AND CONFIRMATION OF MINUTES**

### **5.1 GENERAL MEETING MINUTES 8 MARCH 2017**

Motion is required to confirm the Minutes of the General Meeting of Council held on 8 March 2017.

## **6 MATTERS OUTSTANDING FROM PREVIOUS COUNCIL MEETING MINUTES**

There are no matters outstanding.

## **7 PUBLIC PARTICIPATION**

In accordance with s.31 of POL-3127 Council Meeting Standing Orders:

1. In each meeting (other than special meetings), a period of 15 minutes may be made available by resolution to permit members of the public to address the local government on matters of public interest relating to the local government. This period may be extended by resolution.
  2. Priority will be given to members of the public who make written application to the CEO no later than 4.30pm two days before the meeting. A request may also be made to the chairperson, when invited to do so, at the commencement of the public participation period of the meeting.
  3. The time allocated to each speaker shall be a maximum of five minutes. The chairperson, at his/her discretion, has authority to withdraw the approval to address Council before the time period has elapsed.
  4. The chairperson will consider each application on its merits and may consider any relevant matter in his/her decision to allow or disallow a person to address the local government, e.g.
    - a) Whether the matter is of public interest;
    - b) The number of people who wish to address the meeting about the same subject
-

- c) The number of times that a person, or anyone else, has addressed the local government previously about the matter;
  - d) The person's behaviour at that or a previous meeting' and
  - e) If the person has made a written application to address the meeting.
5. Any person invited to address the meeting must:
- a) State their name and suburb, or organisation they represent and the subject they wish to speak about;
  - b) Stand (unless unable to do so);
  - c) Act and speak with decorum;
  - d) Be respectful and courteous; and
  - e) Make no comments directed at any individual Council employee, Councillor or member of the public, ensuring that all comments relate to Council as a whole.

## 8 PETITIONS AND PRESENTATIONS

Councillors may present petitions or make presentations under this section.

## 9 MOTION TO ALTER THE ORDER OF BUSINESS

The order of business may be altered for a particular meeting where the Councillors at that meeting pass a motion to that effect. Any motion to alter the order of business may be moved without notice.

## 10 DECLARATION OF MATERIAL PERSONAL INTEREST OR CONFLICT OF INTEREST ON ANY ITEMS OF BUSINESS

Councillors are reminded of their responsibilities in relation to a Councillor's material personal interest and conflict of interest at a meeting (for full details see sections 172 and 173 of the *Local Government Act 2009*). In summary:

**If a Councillor has a material personal interest in a matter before the meeting:**

*The Councillor must—*

- *inform the meeting of the Councillor's material personal interest in the matter; and*
- *leave the meeting room (including any area set aside for the public), and stay out of the meeting room while the matter is being discussed and voted on.*

*The following information must be recorded in the minutes of the meeting, and on the local government's website—*

- *the name of the Councillor who has the material personal interest, or possible material personal interest, in a matter;*
- *the nature of the material personal interest, or possible material personal interest, as described by the Councillor.*

A Councillor has a **material personal interest** in the matter if any of the following persons stands to gain a benefit, or suffer a loss, (either directly or indirectly) depending on the outcome of the consideration of the matter at the meeting—

- (a) the Councillor;
  - (b) a spouse of the Councillor;
  - (c) a parent, child or sibling of the Councillor;
-

- (d) a partner of the Councillor;
- (e) an employer (other than a government entity) of the Councillor;
- (f) an entity (other than a government entity) of which the Councillor is a member;
- (g) another person prescribed under a regulation.

**If a Councillor has a conflict of interest (a *real conflict of interest*), or could reasonably be taken to have a conflict of interest (a *perceived conflict of interest*) in a matter before the meeting:**

*The Councillor must—*

- *deal with the real conflict of interest or perceived conflict of interest in a transparent and accountable way.*
- *Inform the meeting of—*
  - (a) *the Councillor's personal interests in the matter; and*
  - (b) *if the Councillor participates in the meeting in relation to the matter, how the Councillor intends to deal with the real or perceived conflict of interest.*

*The following must be recorded in the minutes of the meeting, and on the local government's website—*

- (a) *the name of the Councillor who has the real or perceived conflict of interest;*
- (b) *the nature of the personal interest, as described by the Councillor;*
- (c) *how the Councillor dealt with the real or perceived conflict of interest;*
- (d) *if the Councillor voted on the matter—how the Councillor voted on the matter;*
- (e) *how the majority of persons who were entitled to vote at the meeting voted on the matter.*

**A *conflict of interest* is a conflict between—**

- (a) *a Councillor's personal interests (including personal interests arising from the Councillor's relationships, for example); and*
- (b) *the public interest;*

*that might lead to a decision that is contrary to the public interest.*

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**11 REPORTS TO COUNCIL****11.1 OFFICE OF CEO****11.1.1 ADOPTION OF ASSET MANAGEMENT PROJECT PLAN AND DEVELOPMENT MANDATE FOR ASSET MANAGEMENT GOVERNANCE MODEL****Objective Reference:** A2216230**Attachment:** [Asset Management Project – Project Plan](#)**Responsible/Authorising Officer:****Deborah Corbett-Hall  
Chief Financial Officer****Report Author:** **Tony Rogers  
Asset Management Project Manager**

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**PURPOSE**

The purpose of this report is to formally adopt (following Council endorsement) the Asset Management Project Plan and to seek from Council a mandate to develop an Asset Management Governance Model.

**BACKGROUND**

The Asset Management Project - Project Plan requires the development of an Asset Management Governance Model. The primary purpose of the Asset Management Governance Model is to demonstrate the framework comprising the policies, guidelines, relationships and processes whereby authority within Redland City Council is exercised and maintained over assets.

Currently the mandate from Council vesting the authority to manage assets on behalf of Redland City Council is uncertain, such that governance and compliance could be seen to be compromised.

**ISSUES**

Council is currently required to sanction various components of the Asset Management Governance Model, via policy documents, without the benefit of an over-arching model that succinctly articulates the authority and parameters that Council expects will be exercised and maintained over public assets.

Without such a mandate, Council Officers make decisions, and operate within parameters, that they consider appropriate. Although these decisions may pass a reasonableness test, Council is potentially exposed to allegations that the custodianship of public assets has been compromised as the boundaries for such decisions, have not been set.

For the Asset Management Project (previously endorsed by Council) to achieve its goals, it is necessary for the project to have clearly established boundaries within

which the deliverables of the project will operate. Good governance practice requires these boundaries to be established by Council.

## **STRATEGIC IMPLICATIONS**

### **Legislative Requirements**

The Asset Management Project - Project Plan requires the development of an Asset Management Governance Model that will display adherence to good governance practice, as required and described in the *Local Government Act 2009*, the *Local Government Regulation 2012* and Financial Management (Sustainability) Guideline 2013.

### **Risk Management**

The Asset Management Project - Project Plan requires the development of an Asset Management Governance Model. The Model will represent to Council a method to govern asset management processes with the ultimate aim to mitigate the following corporate risks:

- CIT-09      Ineffective or inadequate asset management including inability to deliver on asset management plans
- CIT-10      Inability to deliver on strategic, operational and legislative plans
- CIT-22      Failure to meet customer expectations
- RWW-03      Failure of assets
- RWW-04      Asset capabilities don't meet the needs of customers
- RWW-10      Treatment failure due to mechanical or electrical breakdown
- CIT-117      Inadequate facilities due to ageing and/or inadequate maintenance

### **Financial**

No impact, as the purpose of the report is the formal adoption of the Asset Management Project - Project Plan and to mandate the development only of an Asset Management Governance Model, which is within scope of the current funding of the Asset Management Project.

### **People**

No impact, as the purpose of the report is the formal adoption of the Asset Management Project - Project Plan and to mandate the development only of an Asset Management Governance Model.

### **Environmental**

No impact, as the purpose of the report is the formal adoption of the Asset Management Project - Project Plan and to mandate the development only of an Asset Management Governance Model.

### **Social**

No impact, as the purpose of the report is the formal adoption of the Asset Management Project Plan - Project Plan and to mandate the development only of an Asset Management Governance Model.



### **Alignment with Council's Policy and Plans**

This report has a direct relationship with the following items of the Corporate Plan:

8. Inclusive and ethical governance

Deep engagement, quality leadership at all levels, transparent and accountable democratic processes and a spirit of partnership between the community and Council will enrich residents' participation in local decision-making to achieve the community's Redlands 2030 vision and goals.

8.1 Council's Information Management Strategy and technology systems are engineered to increase efficiency and provide excellent customer service outcomes.

8.2 Council produces and delivers against sustainable financial forecasts as a result of best practice Capital and Asset Management Plans that guide project planning and service delivery across the city.

8.3 Implementation of the Corporate Plan is well coordinated across Council and through a delivery mechanism that provides clear line of sight, accountability and performance measurement for all employees.

### **CONSULTATION**

The Asset Management Project Plan, that includes an Asset Management Governance Mandate within its scope, has been presented to, and endorsed by the Executive Leadership Team, the Operational Leadership Group, and a portion of councillors.

### **OPTIONS**

1. Council resolves to formally adopt the Asset Management Project Plan and mandates the development of an Asset Management Governance Model specifically excluding the implementation of the model and presenting the model for Council approval before implementation.
2. Council requests further information.
3. Council resolves not to formally adopt the Asset Management Project Plan and does not mandate an Asset Management Governance Model, instead, resolving to utilize current funding purely for the replacement of existing asset management software.
4. Council resolves not to formally adopt the Asset Management Project Plan removing the need for a mandate of an Asset Management Governance Model, instead, resolving to discontinue the Asset Management Project.

### **OFFICER'S RECOMMENDATION**

**That Council resolves to formally adopt the Asset Management Project Plan and mandates the development of an Asset Management Governance Model specifically excluding the implementation of the model and presenting the model for Council approval before implementation.**



# Project Plan

<b>Project name</b>	Asset Management – Phase 1	<b>Project no.</b>	<b>10409</b>
<b>Project Manager</b>	<b>Tony Rogers</b>	<b>Date</b>	<b>8/11/2016</b>
<b>Department</b>	Financial Services	<b>Version</b>	<b>1.0</b>
<b>Group</b>	Financial Services	<b>Author</b>	Tony Rogers

Document History and Version Control				
Version	Version Change Description	Author	Date Approved	Approved By
0.1	Draft	Tony Rogers	02/11/2016	Tony Rogers – Project Manager
0.2	Draft	Tony Rogers	16/12/2016	Deborah Corbett-Hall - Project Sponsor, for distribution
0.3	Draft	Tony Rogers	21/12/2016	Incorporate ELT changes
1.0	Version 1	Tony Rogers	25/01/2017	Council in Chambers

Current Version Approval			
Version	Date Approved	Approvers Name	Approvers Position
1.0	19/12/2016	Deborah Corbett-Hall	Chief Executive Officer – Project Sponsor
1.0	19/12/2016	Glynn Henderson	Chief Information Officer – Steering Committee Member
1.0	21/12/2016	ELT Formal	Endorsed subject to changes as minuted
1.0	25/01/2017	Council in Chambers	Approved.

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## Scope

This project will deliver the first phase of the Asset Management Model Architecture improvements for Redland City Council.

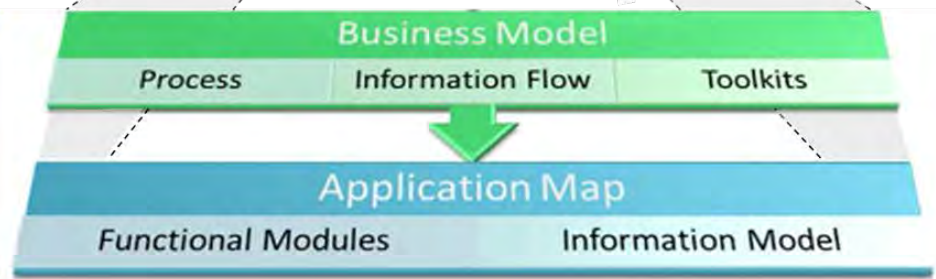
### Phase One

- Asset Management Foundations



### Phase Two

- Asset Management Processes & Enablers



### Included

The scope of this project includes the establishment of an Asset Management Framework comprised of a Governance Model and Organisational Model.

The Governance Model will incorporate the policies, service level agreements, operational-level agreements, key result areas, key performance indicators, and the compliance aspects necessary to support the RCC Asset Management Model Architecture.

The Organisational Model will define the organisational structure and the roles and responsibilities necessary to support the RCC Asset Management Model Architecture.

### Excluded

The scope of this project excludes the establishment of the Asset Management Business Model and Application Map, that is, the evaluation and implementation of any process reengineering and any enabling technologies. This will be undertaken as Phase Two after the successful delivery of Phase One.

It is not the intention for this project to deliver the results of the foundations laid but rather the mechanisms that will support the attainment of Asset Management improvements.

Lessons Incorporated		
Lesson No.	Lesson Description	Use
AMA Proj – End Stage Report	Leveraging learning from past RCC projects.	Lessons Learnt reviewed for potential inclusion.
	Leverage learning from other councils and asset rich organisations.	Balanced requests and visits to external parties.
	<b>Business Case:</b> Leverage external experience (recruited / contracted / networking with other organisations) to ensure pragmatic and comprehensive business cases are developed initially or clearly communicate the “level of confidence” of estimates and next steps to all stakeholders with decision rights.	Noted
	<b>Business Case:</b> Include cost of procurement activities in the business case.	Noted
	<b>Communications &amp; Stakeholder Management:</b> Ensure all organisational areas at the ELT and direct reports are informed and supporting the project both during planning and implementation.	Noted
AMAP – Learnings Register 30	<b>Communications &amp; Stakeholder Management:</b> We should have surveyed our customers at the outset to obtain a baseline measure of satisfaction levels with the PMO. We had started the discussion about surveys with Bernard Houston from Communications. The idea was to undertake two surveys, one focussed on customer satisfaction, the other focussed around awareness.	Survey and Communications to be embedded in project with ADKAR adoption.
AMAP – Learnings Register 29	<b>Business Case:</b> We should have made sure the benefits that would be achieved that were identified in the project brief were realistic. Benefits were not based on fact.	Benefits Realisation Plan to be managed by Benefits Owner.
AMAP – Learnings Register 26	<b>Communications &amp; Stakeholder Management:</b> Found it was not sufficient to communicate only to the OLG as messages do not get to all the necessary recipients.	Survey and Communications to be embedded in project with ADKAR adoption.
AMAP – Learnings Register 24	<b>Scheduling:</b> Should have identified what the other significant change that was occurring in the organisation at the same time as the PMO Project to avoid overloading customers.	Regular sessions with PMO to identify any potential clashes with other transformational projects, while considering business cycles in project scheduling.

Lessons Incorporated		
Lesson No.	Lesson Description	Use
AMAP – Learnings Register 25	<b>Change Management:</b> Should have developed training that was based on roles rather than generic training organisation wide, this would be more efficient and meet user needs more effectively.	Noted and adopted.
AMAP – Learnings Register 4	<b>Reporting:</b> The reporting aspect of the project was poorly targeted and there was conjecture whether this was part of the project or outside the scope. Due to the number of reports relied upon by the business this needs to be addressed in future.	Noted.
AMAP – Learnings Register 12	<b>Data:</b> The data base conversion is a timely and tedious process.	Data Sampling will be undertaken to establish the most probable quality level of the data and this will be used to inform the schedule.
Lessons Learned		
Lessons learnt will be captured progressively in the PMO Lessons Log. As part of Project Closure a Lessons Learnt Report will be produced based on details contained in the Lessons Log.		

## List of products/ deliverables

The following is a list of the deliverables or products to be produced by the project. A product description for each product is included in Appendix A.

Product description No.	Name of product / deliverable
1.01	<a href="#">1.01 Develop Asset Management Organisational Structures</a>
1.02	<a href="#">1.02 Develop Asset Management Roles and Responsibilities</a>
1.03	<a href="#">1.03 Negotiate Asset Management Key Performance Indicators inclusion in Position Descriptions</a>
1.04	<a href="#">1.04 Training Documentation and Planning</a>
1.05	<a href="#">1.05 End User Training Delivery</a>
1.06	<a href="#">1.06 Post Implementation Support</a>
2.01	<a href="#">2.01 Framework</a>
2.02	<a href="#">2.02 Policy</a>
2.03	<a href="#">2.03 Strategy</a>
2.04	<a href="#">2.04 Service Level Agreements</a>
2.05	<a href="#">2.05 Develop Asset Management Performance Measures</a>
2.06	<a href="#">2.06 Implementation Roadmap</a>
3.01	<a href="#">3.01 Council Mandate of Governance Model</a>
3.02	<a href="#">3.02 Asset Management Steering Committee</a>
3.03	<a href="#">3.03 Identify Supporting Tools and Models</a>
3.04	<a href="#">3.04 Develop Gateway Review Process and Responsibilities</a>
4.01	<a href="#">4.01 Promote Asset Management</a>
4.02	<a href="#">4.02 Develop Desire to Change Asset Management System</a>
4.03	<a href="#">4.03 Develop Asset Management Knowledge Management Plan</a>
4.04	<a href="#">4.04 Increase Organisational Asset Management Ability</a>
4.05	<a href="#">4.05 OCM Reinforce Changes</a>

## Tolerances

The Project Manager is to report exceptions to Project Steering Committee and the PMO if at any time the following tolerances will not be met:

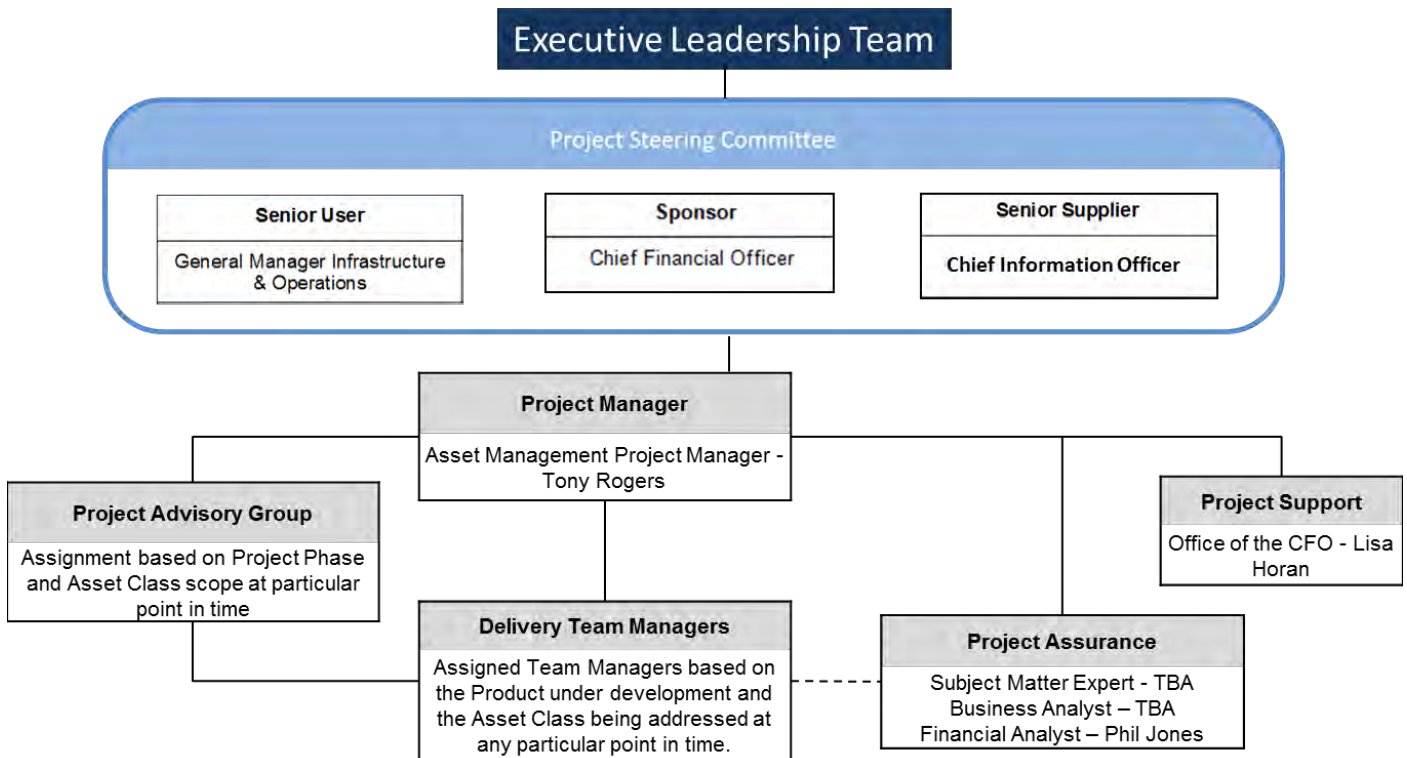
<b>Cost</b>	+5% of adopted budget
<b>Time</b>	+12 weeks on Project End Date
<b>Quality</b>	None
<b>Risk</b>	Any risk with a residual risk consequence level of E or any risk identified as unacceptable in RCC Risk Attitude Statement.
<b>Scope</b>	None
<b>Benefits</b>	None

<b>Stage Descriptions</b>				
<b>Stage no.</b>	<b>Activities</b>	<b>Products</b>	<b>Start date</b>	<b>End date</b>
1	Obtain Council mandate for the adoption of an Enterprise Asset Management Model Architecture then develop the framework, policies, strategies, service levels and performance measures required to ensure Governance of the system.	3.01 Council Mandate of Governance Model 3.02 Asset Management Steering Committee 2.01 Framework 2.02 Policy 2.03 Strategy 2.04 Asset Management Service Level Agreements 2.05 Develop Asset Management Performance Measures 3.03 Identify Supporting Tools and Models 3.04 Develop Gateway Review Process and Responsibilities	Jan 2017	Jun 2017
2	Develop and Implement the Organisational Structure complete with the required Roles and Responsibilities that will support the Governance framework.	1.01 Develop Asset Management Organisational Structures 1.02 Develop Asset Management Roles and Responsibilities 1.03 Negotiate Asset Management Key Performance Indicators inclusion in Position Descriptions	Feb 2017	Jun 2017
3	Transform the Organisational capability and capacity necessary to support continuous improvement in Asset Management.	4.01 Promote Asset Management 4.02 Develop Desire to Change Asset Management System 4.03 Develop Asset Management Knowledge Management Plan 4.04 Increase Organisational Asset Management Ability 1.04 Training Documentation and Planning 1.05 End User Training Delivery 1.06 Post Implementation Support 4.05 OCM Reinforce Changes	Jan 2017	Aug 2017



<b>Stage Descriptions</b>				
<b>Stage no.</b>	<b>Activities</b>	<b>Products</b>	<b>Start date</b>	<b>End date</b>
4	The Implementation Roadmap will describe the strategic activities necessary to accomplish alignment of the Asset Management function within RCC to international standards. It is a living document that will be progressively informed by the previous stages.	2.06 Implementation Roadmap	Jan 2017	Aug 2017

## Project team structure



## Project Team Roles and Responsibilities

### Project Steering Committee Membership

The Steering Committee is accountable to the Executive Leadership Team (ELT) for the success of the project and has the authority to direct the project within the remit set by Council and ELT in the project mandate.

The Project Steering Committee is also responsible for the communications between the project management team and stakeholders external to that team.

The following positions are considered mandatory for membership of the Steering Committee. Each is required as there must reside in this group the ability and authority to make decisions, approve plans, and authorize any necessary deviation from stage plans as well as the authority to allocate resources to the project.

However, the project board is not a democracy controlled by votes. The Sponsor is the ultimate decision-maker and is supported in decision-making by the Senior Supplier and Senior User.

### Roles and Responsibilities

The following Roles and Responsibilities have a place on the Project Steering Committee.

Role	Primary Responsibility
Sponsor	The Sponsor's role is to ensure that the project is focussed throughout its life on achieving objectives and delivering a product that will achieve the forecast benefits.
Senior User	The Senior User represents the interests of all those who will use the project's products. The role commits user resources and monitors products against requirements. The role specifies the benefits and is held to account by demonstrating to Council that the forecast benefits have been realized.
Senior Supplier	The Senior Supplier represents the interests of those designing, developing, facilitating, procuring, or implementing the project's products. This role is responsible for the quality of the products delivered.

**Note:** Given the impending change of incumbents in the roles of General Manager - Infrastructure & Operations and General Manager – Organisational Services, the present incumbents have made the following recommendations.

The Senior Supplier Role will initially be occupied by the Chief Information Officer - Glynn Henderson who has been empowered to commit resources to the project on behalf of the entire Organisational Services Department. For continuity the Executive Leadership Team endorsed the C.I.O.'s elevation to the role of Senior Supplier.

The Senior User Role will initially be occupied by Lex Smith who has been empowered to commit resources to the project on behalf of the entire Infrastructure and Operations Department

The Project Manager is responsible to the Project Steering Committee and is given the authority to run the project on a day-to-day basis. Primary responsibilities are as follows,

Role	Primary Responsibility
Project Manager	The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Project Steering Committee within the constraints laid down by them. The Project Managers primary responsibility is to ensure that the project produces the required products within the specified tolerances of time, cost, quality, scope, risk and benefits.

According to the scale, complexity, importance and risk of any project, Project Steering Committee Members may delegate some Project Assurance tasks to separate individuals. In the case of the Asset Management Project it is intended that a Project Assurance Group be formed to provide a forum to facilitate the integration of the project management team with the functional units of the participating corporate or external organizations. The Project Assurance Group and Delivery Team Managers will report to the Project Manager and have the following primary responsibilities,

Role	Primary Responsibility
Project Assurance	Project Assurance covers primary stakeholder interests (business, user and supplier). Assurance will cover but is not limited to, ensuring that, <ul style="list-style-type: none"> <li>• Risks are controlled</li> <li>• The right people are involved</li> <li>• Quality Control actions are dealt with correctly</li> <li>• An acceptable solution is being developed</li> <li>• Internal and external communications are working</li> <li>• Applicable standards are being used</li> <li>• The scope of the project is not changing unnoticed</li> </ul>
Delivery Team Manager	The Delivery Team Manager's primary responsibility is to ensure production of those products as defined by the Project Manager, to an appropriate quality, in a set timescale and at a cost acceptable to the Project Board. The Manager reports to and takes direction from the Project Manager.

These responsibilities are provided to give direction only. It is expected that the incumbents will familiarize themselves with the full responsibilities and duties of these roles as defined within the RCC Project and Program Management Framework.

The Project Assurance Roles will be further specialized as follows,

Role	Primary Responsibility
Business Project Assurance	In addition to the general responsibilities of Project Assurance the role sanctioned to focus on the Business aspects of Assurance will,

Role	Primary Responsibility
	<ul style="list-style-type: none"> <li>• Advise on the selection of project team members</li> <li>• Advise on the Risk Management Strategy</li> <li>• Check that project remains aligned to the Council strategy</li> <li>• Periodically check that the project remains viable</li> <li>• Review risk and issue impacts on the business case</li> <li>• Constrain user and supplier excesses</li> <li>• Other responsibilities as may be required from time to time.</li> </ul>
User Project Assurance	<p>In addition to the general responsibilities of Project Assurance the role sanctioned to focus on the User aspects of Assurance will,</p> <ul style="list-style-type: none"> <li>• Advise on stakeholder engagement</li> <li>• Advise on Communication Management Strategy</li> <li>• Ensure that the specification of the user's needs is accurate, complete and unambiguous.</li> <li>• Monitor risks to the user</li> <li>• Ensure that user liaison is functioning effectively</li> <li>• Other responsibilities as may be required from time to time.</li> </ul>
Supplier Project Assurance	<p>In addition to the general responsibilities of Project Assurance the role sanctioned to focus on the Supplier aspects of Assurance will,</p> <ul style="list-style-type: none"> <li>• Review Product descriptions</li> <li>• Advise on the Quality Management Strategy and the Configuration Management Strategy</li> <li>• Monitor any risks in the production aspects of the project</li> <li>• Other responsibilities as may be required from time to time.</li> </ul>

It is anticipated that the Project Assurance User Roles on the Project Advisory Group will be filled under a rotational basis aligning with the implementation roll-out plan. It is anticipated that the first deployment of the solution will be the Water & Waste Infrastructure Group therefore the initial role assignments considered appropriate are as follows,

Role	Position	Incumbent
Supplier	Chief Information Officer or Information Management Representative	Glynn HENDERSON or his nominee
Supplier Project Assurance	Portfolio Director	Liz CONNOLLY
User Project Assurance	Group Manager Water & Waste Infrastructure Group	Brad TAYLOR
Business Project Assurance	Finance Manager - Business Partnering	Richard CAHILL
User Project Assurance	Service Manager Workplace Development	Angela SAXBY
Supplier Project Assurance	Programme Manager - Business Transformation	Andrew HURFORD
Business Project Assurance	Group Manager - Internal Audit	Siggy COVILL

The Project Support function has the responsibilities as defined RCC Project and Program Management Framework and guidelines. The Advisory Group's responsibilities include supporting the Project Manager in the execution of the day-to-day duties of the project manager position.

## Project monitoring and control

Apart from collating the weekly Checkpoint Reports of Delivery Managers, the Project Manager is tasked with the responsibility of producing reports on project progress to the Sponsor and PMO. For monthly meetings reports and agendas will be produced and distributed two working days in advance of the scheduled date for the meeting. The Highlight Report will conform to the format of the [RCC Project Highlight Report Template](#) documenting the current status of,

- the financial position of the project,
- progress against schedule,
- results of quality reviews,
- risks and issues,
- change management (scope, benefits and variations),
- Business Readiness Scorecard.

All meetings will be introduced to the business readiness scorecard as early as possible. The business readiness scorecard is a tool used to communicate the readiness of a business to undertake significant change at any point in time. Significant decisions, such as the 'Go' decision for the deployment of new software needs to be considered from a balanced point of view that takes into account the four pillars of project success,

- The readiness of the people,
- The robustness of processes,
- Fit for purpose technology,
- The quality of the Data underpinning the process.

Regular evaluation of the Business Readiness Scorecard will be used by the Project Manager to highlight potential issues, or exceptions, which may need corrective action or focus.

Meetings will not be a presentation of the reports. It will be necessary for attendees to have reviewed that material beforehand so that the meeting can concentrate on the governance of the project addressing any items flagged as requiring action by the Sponsor. Meetings will not be used as the vehicle to present action items for the first time, any exceptions will be reported immediately as required.

Meetings	Frequency	Attendees
Steering committee meetings	Monthly	Senior Supplier Senior User Sponsor (Project Manager by Invitation)
Project Assurance Group	Weekly	Project Manager Group Manager Water & Waste Infrastructure Group Service Manager Workplace Development Finance Manager - Business Partnering Programme Manager - Business Transformation Portfolio Director Chief Information Officer Group Manager – Internal Audit

<b>Meetings</b>	<b>Frequency</b>	<b>Attendees</b>
Project meetings	Weekly	Project Manager Business Project Assurance User Project Assurance Supplier Project Assurance
Risk meetings	Monthly	Project Manager Business Project Assurance User Project Assurance Supplier Project Assurance Chief Financial Officer Chief Information Officer Portfolio Director
Delivery team meetings	Weekly	Project Manager Delivery Team Managers
Quality Review Meetings	Product Delivery	Project Manager Business Project Assurance User Project Assurance Supplier Project Assurance

<b>Report</b>	<b>Purpose</b>	<b>Timing</b>	<b>Provided by</b>
Checkpoint reports	Required to inform the Project Manager of progress of the work package.	Produced on a weekly basis.	Delivery Team Manager
Highlight reports	Required to inform the Steering Committee and the PMO of the projects progress of the stage.	Produced monthly.	Project Manager
End Stage reports	Required to inform the Steering Committee and the PMO on progress of the project to date. Provides sufficient information to enable the Steering Committee to decide what to do next with the project e.g. Authorise the next stage, amend the scope or stop the project.	Produced before the end of each stage	Project Manager

Report	Purpose	Timing	Provided by
Exception reports	Required to inform the Sponsor and PMO of the deviation from the plan and inform decision on a course of action.	Produced as soon as it is forecast a tolerance area is likely to be exceeded.	Project Manager
End Project report	<p>Required to review how the project performed against the Business Case and pass on of any lessons that can be applied to other projects.</p> <p>Pass on of details of unfinished work, ongoing risks or potential product modifications to the group charged with future support of the project's products in their operational life.</p>	At project closure	Project Manager

<b>Procurement plan – Financial Year 2016-17</b>									
Work, services or goods to be procured	Procurement process:	Tender/ Quote/ EOI title	Tender/ Quote/ EOI no	Previous contact no. (if applicable)	Timeframe	Start date	Cost	Authority delegated to approve procurement	Officer delegated to conduct procurement
Quality Assurance – Reviews and Recommendations					Ah-hoc	1 Feb 2017	\$50,000.00 <sup>(a)</sup>		
Business Objects Analyst					6 Weeks	1 Jan 2017	\$30,000.00 <sup>(b)</sup>		
Data Analyst					3 Weeks	1 Dec 2017	\$15,000.00 <sup>(c)</sup>		
Business Analyst					26 Weeks	1 Jan 2017	\$67,000.00 <sup>(d)</sup>		

<b>Potential Suppliers</b>
1. CT Management Group – John Gorman
2. Ramafin Integrated Business Support – Dr John Sing

<b>Evaluation Panel Members</b>	<b>Position title</b>
1. Deborah Corbett-Hall	Chief Financial Officer
2. Tony Rogers	Asset Management Project Manager
3. TBA	Procurement Officer

**Notes:**

- (a) Quality Assurance timing is flexible within schedule and may be delayed into next financial year. To be considered at next budget review.
- (b) Contingency allowance in the event that Information Management is unable to progress B.I. in the timeframe allocated. To be considered at next budget review.
- (c) Contingency allowance in the event that Information Management is unable to progress data sampling in the timeframe allocated. To be considered at next budget review.
- (d) Additional position previously approved within budget.



## Quality plan

The following Quality Outcomes are included in the individual quality plans within individual Product Descriptions. These are based on the premise that while RCC wishes to align with the International Standard for Asset Management (ISO 55000) there is currently no desire to attain certification. However, the use of the standard as a quality benchmark enables discussion and decision making that articulates any deviation as applied to the RCC situation and circumstance.

Product Quality Item	Quality criteria	Quality tolerance	Quality method	Quality skills required
1.01.01	The establishment of the AMOS will not commence prior to the quality criteria being achieved for Asset Management Framework (Product 2.01), the Asset Management Policy (Product 2.02), and the Asset Management Strategy (Product 2.03).	None	Quality Gate meeting with Project Leadership.	Audit, Project Management.
1.01.02	Organisational Change Management	This product does not include the implementation of the design, this will be undertaken as part of Organisational Change Management.	Accepted hand-over to Organisational Change Management.	Organisational Change Management.
1.01.03	Stakeholder Engagement	Without exception all Group Managers will be consulted during the analysis phase and supportive of the recommendations.	Minutes from presentation meeting and sign-off of recommendations.	Organisational Change Management expertise and experience.
1.01.04	Appropriateness for Roles and Responsibilities Development	Test Fitness for Purpose.	Review	Human Resources, Project Management.
1.02.01	All Position Descriptions covered by the AMRR portfolio will be accepted by HR for the Position Classification Review process.	None	HR acceptance of documented Position Description.	RCC HR Position Classification Review process experience.

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Product Quality Item	Quality criteria	Quality tolerance	Quality method	Quality skills required
1.03.01	All Position Descriptions covered by the AMRR portfolio must have KPIs embedded.	None	Incumbent and their immediate supervisor sign-off and acceptance of documented KPIs within Position Description.	RCC HR Position Classification Review process experience.
1.03.02	No incumbent of an existing Asset Management Role will suffer short-term disadvantage by the introduction of KPIs.	None	Staff Complaints to HR relating to either the process or outcomes of the introduction of individual Asset Management performance measures.	HR complaints handling and reporting experience.
1.04.01	All Position Descriptions covered by the AMRR portfolio must be evaluated for training needs of incumbents.	None	Incumbent and their immediate supervisor sign-off and acceptance of individual training plans.	RCC HR Position Classification Review process experience.
1.04.02	Training Documentation and Training Plans will comply with current practice for Adult Learning and Education.	None	Review.	Contemporary working knowledge of Adult Learning and Education gained in an Organisational Change Management role.
1.05.01	Appointment of Qualified Trainers	None	Review and Survey	Contemporary working knowledge of Adult Learning and Education gained in an Organisational Change Management role.

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Product Quality Item	Quality criteria	Quality tolerance	Quality method	Quality skills required
1.05.02	Fit for Purpose Training Venues.	None	Inspection and Survey.	Contemporary working knowledge of Adult Learning and Education gained in an Organisational Change Management role.
1.05.03	Fit for Purpose Training Plan.	<20% of Attendees need to reschedule.	Survey.	Experience of scheduling events within the RCC environment.
1.05.04	Training Delivery and Education Program Evaluation.	Average Attendee Satisfaction score >4 on a 1 to 5 Scale.	Survey.	Organisational Change Management Analysis and Evaluation experience.
1.06.01	Support Requirements	At least 80% of those affected have had the opportunity to provide input to the support requirements.	Interview and/or Survey.	Business Process Audit skills.
1.06.02	Agreed Support Model	Agreement reached on the Support Model with all affected Managers.	Interview and/or Survey.	Support Model Development.
1.06.03	Fit for Purpose Support Model.	All support questions or issues addressed according to Support Model Criteria.	Support KPIs established and monitored.	Support Delivery.
1.06.04	BAU Support Handover.	As determined and negotiated with BAU Support Organisation	QA of Agreement.	Business Process Audit skills.
2.01.01	The RCC AMF will be audited against ISO 55000.	Deviation from the standard will be tolerated where it is demonstrated that such compliance would be counter to the best interests of RCC.	A review of the product will be conducted prior to the product being presented for approval.	The reviewer will process a working knowledge of ISO 55000 and have experience in the provision of audit services to other local government authorities within Queensland, as well as the ability to document and report findings to the Council in Chambers.
2.01.02	Conforms to RCC Asset Management Governance Model	None	Review and Audit	Knowledge of the RCC Asset Management Council Mandate of Governance Model (AMGM)

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Product Quality Item	Quality criteria	Quality tolerance	Quality method	Quality skills required
2.01.03	Adopted by Council in Chambers	None	Council General Meeting Minutes to demonstrate a resolution to adopt the policy is carried in the majority.	None, a link to the minutes to be included in the Project Quality Management Plan.
2.02.01	The RCC AMP will be audited against ISO 55000.	Deviation from the standard will be tolerated where it is demonstrated that such compliance would be counter to the best interests of RCC.	A review of the product will be conducted prior to the product being presented for approval.	The reviewer will process a working knowledge of ISO 55000 and have experience in the provision of audit services to other local government authorities within Queensland, as well as the ability to document and report findings to the Council in Chambers.
2.02.02	Adopted by Council in Chambers	None	Council General Meeting Minutes to demonstrate a resolution to adopt the policy is carried in the majority.	None, a link to the minutes to be included in the Project Quality Management Plan.
2.03.01	The RCC AMP will be audited against ISO 55000.	Deviation from the standard will be tolerated where it is demonstrated that such compliance would be counter to the best interests of RCC.	A review of the product will be conducted prior to the product being presented for approval.	The reviewer will process a working knowledge of ISO 55000 and have experience in the provision of audit services to other local government authorities within Queensland, as well as the ability to document and report findings to the Council in Chambers.

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Product Quality Item	Quality criteria	Quality tolerance	Quality method	Quality skills required
2.03.02	Consistency Check with Asset Management Policy	None	A desk top audit of the product will be conducted prior to the product being presented for approval.	The reviewer will process a working knowledge of the RCC Asset Management Policy as well as the ability to document and report findings to the CEO.
2.03.03	CEO Approval	None	Signature of CEO applied to the document.	None, a link to the approval document to be included in the Project Quality Management Plan.
2.04.01	The RCC AMSLA framework will be audited against ISO 55000.	Deviation from the standard will be tolerated where it is demonstrated that such compliance would be counter to the best interests of RCC.	A review of the product will be conducted prior to the product being presented for approval.	The reviewer will process a working knowledge of ISO 55000 and have experience in the provision of audit services to other local government authorities within Queensland, as well as the ability to document and report findings to the Council in Chambers.

## Quality plan

The following Quality Outcomes are included in the individual quality plans within individual Product Descriptions. These are based on the premise that while RCC wishes to align with the International Standard for Asset Management (ISO 55000) there is currently no desire to attain certification. However, the use of the standard as a quality benchmark enables discussion and decision making that articulates any deviation as applied to the RCC situation and circumstance.

Product Quality Item	Quality criteria	Quality tolerance	Quality method	Quality skills required
2.04.02	The RCC AMSLA Statements will be audited against the IIMM.	<p>All major aspects of the service and specific areas of customer interest must be covered.</p> <p>Key Service Attributes are recognizable from a customer point of view.</p> <p>Key Service Attributes are meaningful from an Asset Management perspective.</p> <p>The number of key service attributes is manageable and appropriate to the quality of financial and service level data available.</p>	A peer review of the product will be conducted prior to the product being presented for approval.	The reviewer will process a working knowledge of the International Infrastructure Management Manual as well as the ability to document and report findings to the Asset Management Steering Committee.
2.04.03	Consistency Check with Asset Management Policy and Strategy.	None	A desk top audit of the product will be conducted prior to the product being presented for approval.	The reviewer will process a working knowledge of the RCC Asset Management Policy as well as the ability to document and report findings to the CEO.
2.04.04	CEO Approval	None	Signature of CEO applied to the document.	None, a link to the approval document to be included in the Project Quality Management Plan.

<b>Quality plan</b>				
<p>The following Quality Outcomes are included in the individual quality plans within individual Product Descriptions. These are based on the premise that while RCC wishes to align with the International Standard for Asset Management (ISO 55000) there is currently no desire to attain certification. However, the use of the standard as a quality benchmark enables discussion and decision making that articulates any deviation as applied to the RCC situation and circumstance.</p>				
<b>Product Quality Item</b>	<b>Quality criteria</b>	<b>Quality tolerance</b>	<b>Quality method</b>	<b>Quality skills required</b>
2.05.01	The RCC AMPM will be audited against ISO 55000.	Deviation from the standard will be tolerated where it is demonstrated that such compliance would be counter to the best interests of RCC.	A review of the product will be conducted prior to the product being presented for approval.	The reviewer will process a working knowledge of ISO 55000 and have experience in the provision of audit services to other local government authorities within Queensland, as well as the ability to document and report findings to the Council in Chambers.
2.05.02	Impacted Stakeholders have been afforded the opportunity to participate in the establishment of KPIs for which they have considerable influence in the attainment of targets.	At least 80% of impacted staff should be allowed the opportunity to participate.	Survey of impacted areas.	Organisational Change Management expertise and experience.
2.06.01	The RCC AMIR will be a robust and supported plan that matches both short and long term goals with specific technology solutions to help meet those goals.	The AMIR will withstand scrutiny presenting a logical case for a particular course of action.	A review of the product will be conducted prior to the product being presented for approval.	The reviewer will process sound knowledge of emerging technology trends, Solution Architecture skills, Information Management experience and qualifications coupled with exemplary independent consulting capability.
2.06.02	Impacted Stakeholders have been afforded the opportunity to participate in the establishment of the Implementation Roadmap.	At least 60% of impacted staff should be allowed the opportunity to provide input.	Survey of impacted areas.	Organisational Change Management expertise and experience.
3.01.01	The AMGM will be benchmarked.	Deviation from the benchmark will be tolerated where it is demonstrated that such compliance would be counter to the best interests of RCC.	A review of the product will be conducted prior to the product being presented for mandating.	The reviewer will process a working knowledge of current Governance Requirements and have experience in the provision of audit services to other local government authorities within Queensland, as well as the ability to document and report findings to the Council in Chambers.

## Quality plan

The following Quality Outcomes are included in the individual quality plans within individual Product Descriptions. These are based on the premise that while RCC wishes to align with the International Standard for Asset Management (ISO 55000) there is currently no desire to attain certification. However, the use of the standard as a quality benchmark enables discussion and decision making that articulates any deviation as applied to the RCC situation and circumstance.

Product Quality Item	Quality criteria	Quality tolerance	Quality method	Quality skills required
3.01.02	Adopted by Council in Chambers	None	Council General Meeting Minutes to demonstrate a resolution to adopt the policy is carried in the majority.	None, a link to the minutes to be included in the Project Quality Management Plan.
3.02.01	The TOR will be fit for purpose.	None	A review of the product will be conducted prior to the product being presented for approval.	The reviewer will process a working knowledge of current Governance Requirements and have experience in the provision of audit services to other local government authorities within Queensland, as well as the ability to document and report findings to the Council in Chambers.
3.02.02	The TOR will align with the AMGM.	None. Any required deviation from the AMGM can only be included after the AMGM has been updated and the change approved as set out in that document.	Review.	The reviewer will process a working knowledge of the current RCC Governance Model.
3.02.03	Adopted by Council in Chambers	None	Council General Meeting Minutes to demonstrate a resolution to adopt the Terms of Reference is carried in the majority.	None, a link to the minutes to be included in the Project Quality Management Plan.



## Quality plan

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Product Quality Item	Quality criteria	Quality tolerance	Quality method	Quality skills required
3.03.01	The RCC AMSTM will be audited against ISO 55000.	Deviation from the standard will be tolerated where it is demonstrated that such compliance would be counter to the best interests of RCC.	A review of the product will be conducted prior to the product being presented for approval.	The reviewer will process a working knowledge of ISO 55000 and have experience in the provision of audit services to other local government authorities within Queensland, as well as the ability to document and report findings to the Council in Chambers.
3.03.02	Demonstrated rigour in the tool and model selection process.	None	A review of the product will be conducted prior to the product being presented for approval.	The reviewer will process a working knowledge of ISO 55000 and have experience in the provision of audit services to other local government authorities within Queensland
3.03.03	Demonstrated acceptance of the tools and models by stakeholders.	>80% acceptance by identified stakeholders.	Survey.	Organisational Change Management Analysis and Evaluation experience.
3.03.04	Adopted by Asset Management Steering Committee.	None	Asset Management Steering Committee Meeting Minutes to demonstrate a resolution to adopt the recommended Tools and Models.	None, a link to the minutes to be included in the Project Quality Management Plan.
3.04.01	Conduct a Risk Assessment for each recommended Gateway Point	The Gateway Review has the desired effect of reducing the risk of proceeding with any particular decision.	Risk Assessment.	The reviewer will process a working knowledge of Risk Assessment and have experience in the provision of audit services to other local government authorities within Queensland, as well as the ability to document and report findings to the Chief Executive Officer.

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Product Quality Item	Quality criteria	Quality tolerance	Quality method	Quality skills required
3.04.02	Demonstrated rigour in the analysis of the Gateway Reviews required.	None	A review of the product will be conducted prior to the product being presented for approval.	The reviewer will process a working knowledge of Gateway Reviews and have experience in the provision of review services to other local government authorities within Queensland
3.04.03	Demonstrated acceptance of the Gateways by stakeholders.	>80% acceptance by identified stakeholders.	Survey.	Organisational Change Management Analysis and Evaluation experience.
3.04.04	Adopted by Asset Management Steering Committee.	None	Asset Management Steering Committee Meeting Minutes to demonstrate a resolution to adopt the recommended Gateway Reviews.	None, a link to the minutes to be included in the Project Quality Management Plan.
4.01.01	The RCC AMOCMA Plan will be fit for purpose.	None.	A review of the product will be conducted prior to the product being presented for approval.	The reviewer will process a working knowledge of RCC organisational capability improvement strategies.
4.01.02	Effectiveness of Plan to be continually monitored.	None	Interview/Survey.	Organisational Change Management Analysis and Evaluation experience.
4.02.01	The RCC AMOCMD Plan will be fit for purpose.	None.	A review of the product will be conducted prior to the product being presented for approval.	The reviewer will process a working knowledge of RCC organisational capability improvement strategies.
4.02.02	Effectiveness of Plan to be continually monitored.	None	Interview/Survey.	Organisational Change Management Analysis and Evaluation experience.

<b>Quality plan</b>				
<p>The following Quality Outcomes are included in the individual quality plans within individual Product Descriptions. These are based on the premise that while RCC wishes to align with the International Standard for Asset Management (ISO 55000) there is currently no desire to attain certification. However, the use of the standard as a quality benchmark enables discussion and decision making that articulates any deviation as applied to the RCC situation and circumstance.</p>				
<b>Product Quality Item</b>	<b>Quality criteria</b>	<b>Quality tolerance</b>	<b>Quality method</b>	<b>Quality skills required</b>
4.03.01	The RCC AMOCMK Plan will be fit for purpose.	None.	A review of the product will be conducted prior to the product being presented for approval.	The reviewer will process a working knowledge of RCC organisational capability improvement strategies.
4.03.02	Effectiveness of Plan to be continually monitored.	None	Interview/Survey.	Organisational Change Management Analysis and Evaluation experience.
4.04.01	The RCC AMOCMAB Plan will be fit for purpose.	None.	A review of the product will be conducted prior to the product being presented for approval.	The reviewer will process a working knowledge of RCC organisational capability improvement strategies.
4.04.02	Effectiveness of Plan to be continually monitored.	None	Interview/Survey.	Organisational Change Management Analysis and Evaluation experience.
4.05.01	The RCC AMOCMR Plan will be fit for purpose.	None.	A review of the product will be conducted prior to the product being presented for approval.	The reviewer will process a working knowledge of RCC organisational capability improvement strategies.
4.05.02	Effectiveness of Plan to be continually monitored.	None	Interview/Survey.	Organisational Change Management Analysis and Evaluation experience.
<b>Quality assurance</b>				
<ul style="list-style-type: none"> <li>• Products will not be closed, and work will not be allowed to proceed, until all quality criteria have been met or as directed by the Steering Committee after giving due consideration to the risk of continuing without the quality criteria having been met.</li> <li>• The Project Manager will report against the quality criteria to the Steering Committee at the delivery of each product and summarise these at the completion of each stage.</li> <li>• The quality review technique to be adopted will ensure the project's products are of the required standard (i.e. meet defined quality criteria). This will</li> </ul>				

## Quality plan

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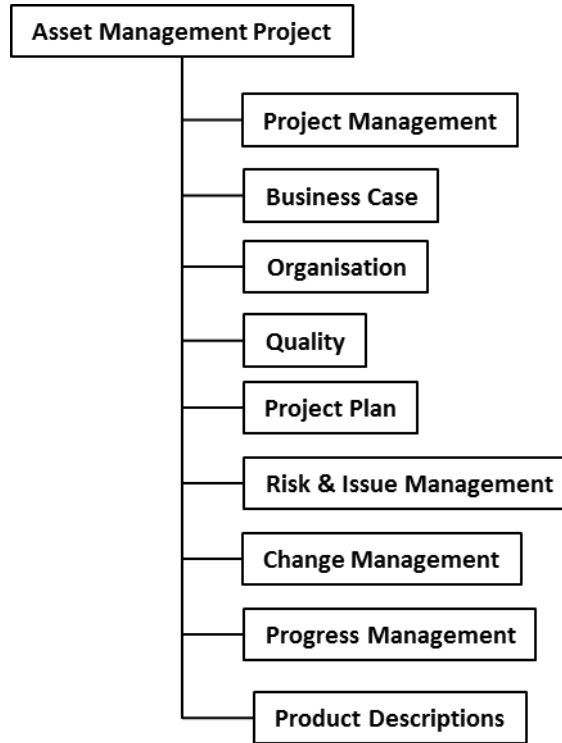
Product Quality Item	Quality criteria	Quality tolerance	Quality method	Quality skills required
take place in a quality review meeting, which will identify errors in the product. The quality review meeting will not attempt to solve the problems it identifies. The meeting brings together people who have an interest in the project's outputs (or products) and people on the project team able to address issues identified. There are defined roles including a Chair, Presenter, Reviewer(s) and Scribe.				

**Information Management plan**

**Plan**

Deliverables and Outputs of the project will be stored in the RCC electronic content management system, **Objective Navigator**. A folder named '**Asset Management Project Phase 1**' will be created within the '**Program Asset Management Advancement**' folder within the '**Projects**' folder that currently resides in the '**Financial Services**' folder.

The following folder structure will be adopted,



All project artefacts will be stored in this repository.

**Identify**

The Asset Management Project's products and their components will be identified using the product outline numbering assigned in the Product Breakdown Structure (PBS). The document title will then incorporate a relevant document title, followed by any specific Product identifier, then the date in the format YYYYMMDD, as per the following example,

- 1.05 Product Description AMTD 20161107

The file Name Product Identifier in this case, AMTD, denotes this document as the Asset Management Training Delivery.

The following scheme will be used to allocate a unique identifier for each configuration item, for example:

0.1 – first draft

0.2 – second draft

1.0 – first approved release

1.1 – first draft after initial approved release

2.0 – second approved release

All documents will have a Document History and Version Control Block as follows,

Document History and Version Control				
Version	Version Change Description	Author	Date Approved	Approved By
0.1	Draft	Tony Rogers	02/11/2016	Steering Committee

**Control**

- Products will be endorsed by Project Leadership verifying quality criteria have been addressed before Approval is requested from the Project Sponsor.
- Sponsor Approval will be documented and a hyperlink to the minutes included in the Version Control block under the 'Approved By' column.
- A configuration item will not be identified as an approved release unless the link to the documented approval of the Project Sponsor is included.
- Hardcopy records relevant to the management of the project will be considered uncontrolled copies, and in all instances the electronic version will be taken as the current document.
- Access to the 'Asset Management Project' folder and its contents will be controlled via the access features inherent in the **Objective Navigator** tool restricting file access to only those approved by the Project Sponsor.
- Copies of configuration items may be requested and distributed and will be identified by the inclusion in the footer or watermark the words, 'Uncontrolled Copy'.
- How completed products will be handed over to those who will maintain them in their operational life will be documented in the product 'Post Implementation Support'.
- Documentation will be archived at the end of the project lifecycle, i.e. after the Closure Report has been approved by the Steering Committee.

## Risk management plan

### Risk management procedures:

The project will follow the risk management approach and risk treatment options outlined in the RCC Project and Program Management Framework and Guidelines. Risk tolerances are defined in the Tolerances section of this Project Plan.

### Early warning indicators:

The project will report both the Schedule Performance Index (SPI) and the Cost Performance Index (CPI) to Steering Committee. The Project Manager will monitor these on a weekly basis and take corrective action when the indicators breach the 10% tolerance.

Schedule performance index (SPI) is a ratio of the earned value (EV) to the planned value (PV). If the SPI is less than one, it indicates that the project is potentially behind schedule to-date whereas an SPI greater than one, indicates the project is running ahead of schedule.

The Cost Performance Index measures the efficiency of expenses spent on a project. The formula that a business normally uses to assess the cost performance index (CPI) is the ratio of earned value (EV) over actual costs (AC); therefore, CPI is equal to EV divided by AC. A value higher than one indicates a favourable condition, while a value under one would be considered unfavourable.

The project manager will manage the schedule to a project closure date (Completion of Phases 1 & 2) of the 30<sup>th</sup> November 2018. The Steering Committee will be notified at the earliest possible time when the Project Manager is unable to remediate the closure of the project before this date.

### Risk records:

Risk records will be maintained in the assigned Risk Register with the RCC [P3 Portal](#).

### Risk reporting:

It is considered appropriate for Steering Committee members to be selected on the basis that they have the necessary control over processes necessary to mitigate project risks. Further they will be expected to actively participate in Risk Management Workshops, especially when environment scanning is undertaken to identify any new risks.

### Timing of risk management activities:

A Risk Management Group will meet on a monthly basis with the following agenda,

- Environment Scan – Attendees to identify changes in the operating environment that may have introduced new risks or alter risk mitigation treatments.
- Review Risks – current documented risks are reviewed for confirmation that the assessment is still valid.
- Review Treatments – Review the progress of risk treatments with the Risk Owner and update as necessary.
- Review Residual Risk – Assess if the Risk Treatment has had the desired effect.
- Minutes will be taken and the Risk Register updated in accordance with the minutes. Links to minutes will be included in the Register to demonstrate the authority for the change.

## Roles and responsibilities:

Responsibilities for risk management activities are summarised as follows:

<b>Role</b>	<b>Responsibilities</b>
<b>Council</b>	<ul style="list-style-type: none"><li>• Provide the Council risk management policy and risk management process guide.</li></ul>
<b>Sponsor</b>	<ul style="list-style-type: none"><li>• Be accountable for all aspects of risk management and in particular ensure a project Risk Management Strategy exists.</li><li>• Ensure that risks associated with the Business Case are identified assessed and controlled.</li><li>• Escalate risks to Council as necessary</li></ul>
<b>Senior User</b>	<ul style="list-style-type: none"><li>• Ensure that risks to the users are identified assessed and controlled (such as the impact on benefits, operational use and maintenance)</li></ul>
<b>Senior Supplier</b>	<ul style="list-style-type: none"><li>• Ensure that risks relating to supplier aspects are identified, assessed and controlled (such as the creation of the project's products)</li></ul>
<b>Project Manager</b>	<ul style="list-style-type: none"><li>• Create the Risk Management Strategy</li><li>• Create and Maintain the Risk Register</li><li>• Ensure that project risks are identified, assessed and controlled throughout the project lifecycle.</li></ul>
<b>Team Manager</b>	<ul style="list-style-type: none"><li>• Participate in the identification, assessment and control of risks.</li></ul>
<b>Project Assurance</b>	<ul style="list-style-type: none"><li>• Review risk management practices to ensure that they are performed in line with the project's Risk Management Strategy.</li></ul>
<b>Project Support</b>	<ul style="list-style-type: none"><li>• Assist the Project Manager in maintaining the project's Risk register</li></ul>

## Issues management:

Issues will be managed in the same way as risks in that they will be captured and examined, escalated as required and corrective actions taken. Issues will be captured in an Issues Register which shall be in a similar format to the Risk Register so that they may be managed to an appropriate conclusion. For issues that need to be formally managed an issue report will be produced. An Issue Report shall contain a description, impact assessment and recommendations for a request to change or off specification approval.



## Organizational Change Management plan

The Organizational Change Management plan will be developed during the project initiation stage. It is recognised that the Asset Management Project is not a technology project. The Asset Management Project is a business transformation project that will have significant implications for individual staff members which must be handled professionally and sensitively. This will be accomplished by adopting the Organisational Change Management framework recommended by RCC Human Resources Group.

To ensure that there is the capability and capacity for the proposed changes within RCC products and quality criteria have been included that align with the ADKAR framework. These will be included in the Business Readiness Scorecard.

In order to manage the successful implementation of the projects outputs, and any new capability while maintaining appropriate levels of business as usual, a Business Transition Plan will be produced as part of the Product 1.01.01 Post Implementation Support.

The definition of the activities required once the outcomes have been achieved, to ensure that the changes are seen as 'embedded change' as well as measuring the benefits realisation will occur during the Initiate stage of the project.

## Stakeholder engagement identification

A complete Stakeholder Engagement Plan will be developed as a component of the product 4.01 Promote Asset Management. The following represents a sample of the currently identified Stakeholders only and should not be relied upon as complete.

Stakeholder	Interest in the project	Level of engagement needed	Method	Timing	Frequency	Who is responsible for engagement
Councillors	Outcome accountable group	Inform	Briefing sessions prior to council meeting if a decision is required and Highlight Report	Project Duration	Align with current Council Meeting Schedule	CEO and Sponsor
ELT	Outcome accountable group	Inform	Highlight Report	Project Duration	Align with current ELT Meeting Schedule	Sponsor
SMT	Output utilisation group	Empower	Face-to-face meetings, forums and briefing sessions	Project Duration	Align with current monthly Asset Management Steering Committee meeting	Project Manager
End Users	Outcome impacted	Consult	Face-to-face meetings, intranet messages and briefing sessions	Project Duration	Align with current regular business group meetings	Group Managers
Strategic Planning Review & Corporate Planning	Outcome Impacted	Consult & Inform	Face-to-face meetings	Project Duration	Monthly	Business Transformation
Reporting Review	Outcome Impacted	Consult & Inform	Face-to-face meetings	Project Duration	Monthly	Business Transformation
Community	Outcome impacted	Inform	Media Campaign	Project Duration	End Stage Report	Corporate Communications

## Key messages to communicate

Key Messages will be developed according to the level of awareness that exists. This will be determined as a component of the Product 'Promote Asset Management'. The following are examples of the messages currently determined to be appropriate.

Previous Communications as follows:

- 27 Nov 2015 [CEO Message](#)
- 05 July 2016 [ELT Message - Asset Management Project Update](#)
- 10 August 2016 [ELT Message - Asset Management Project Update](#)
- 06 October 2016 [OLG Presentation – Asset Management Project Update](#)

### **Elevator Pitch:**

As custodians of public assets, Redland City Council will strive for best practice in ensuring these assets deliver cost appropriate services that are required by their community. Asset Management Project was established to facilitate this.

### **Initial Message:**

The Asset Management Project will deliver more than a technology enabler. The way that the business manages assets will be transformed. The project will commence with the foundations of good asset management practices, Governance and Organisation Structure. This does not mean an organisational restructure. It means recognising the roles and responsibilities needed for good asset management and ensuring this responsibility is understood by our staff and their managers and is reflected in position descriptions.

## Resources needed for engagement

**Change Agents within impacted business groups.  
OCM expertise**

## Benefits Realisation Plan

Phase 1 of the Asset Management Project is focussed on proving the necessary Governance and Organisation Model to support Asset Management within RCC. It is anticipated the Phase 2 will then be well positioned for benefits to be realized. It is intended that the Benefits Realisation Plan will be finalised as part of Phase 2. As a starting point the following benefits have been taken from 'Sustainable Asset Management: Linking Assets, People, and Processes for Results' by Roopchan Lutchman, 2006.

### Revision of expected benefits identified in Business Case

Description of planned benefit	Benefit category	Benefit Type	Measure that will be used	Current baseline performance	Target level of performance	Expected date the target will occur	Degree of certainty	Person accountable for benefit realisation
Asset Uptime	Efficiency gain	Tangible	Reduction in total hours assets are 'out of service'		30% Reduction	Year 4	Anticipated	
Material Cost	Efficiency gain	Tangible			30% Reduction	Year 4	Anticipated	
Inventory Value	Efficiency gain	Tangible	Value of Working Capital Held		15% Reduction	Year 4	Anticipated	
Planning & Scheduling Labour	Efficiency gain	Tangible	Hours or Dollars per month Planning & Scheduling Reactive Maintenance Works		20% Reduction	Year 4	Expected	
Inventory and Planning Labour	Efficiency gain	Tangible	Actual Hours or \$ Spent on Inventory & Planning Labour		20% Reduction	Year 4	Expected	
Overtime	Efficiency gain	Tangible	Actual Hours or Dollars spend on overtime		15% Reduction	Year 4	Anticipated	

<b>Description of planned benefit</b>	<b>Benefit category</b>	<b>Benefit Type</b>	<b>Measure that will be used</b>	<b>Current baseline performance</b>	<b>Target level of performance</b>	<b>Expected date the target will occur</b>	<b>Degree of certainty</b>	<b>Person accountable for benefit realisation</b>
Absenteeism	Efficiency gain	Tangible	Total Hours Absenteeism		5% Reduction	Year 4	Anticipated	
Capital Projects	Efficiency gain	Tangible	Value of Capital Works		7% Reduction	Year 4	Expected	
Energy Costs	Efficiency gain	Tangible	Actual Energy Costs		10% Reduction	Year 4	Anticipated	
Continuous Improvement (O&M)	Efficiency gain	Tangible	Reduction in O&M Costs		5% Reduction	Year 4	Anticipated	
More Efficient Routine Activities	Efficiency gain	Intangible					Anticipated	
Opportunity for value adding activities	Efficiency gain	Intangible					Anticipated	
Improve understanding of Asset Condition	Efficiency gain	Intangible					Anticipated	
Meet expectations required by LGA	Efficiency gain	Intangible					Definite	

## Appendix A - Product Description/s

[1.01 Develop Asset Management Organisational Structures](#)

[1.02 Develop Asset Management Roles and Responsibilities](#)

[1.03 Negotiate Asset Management Key Performance Indicators inclusion in Position Descriptions](#)

[1.04 Training Documentation and Planning](#)

[1.05 End User Training Delivery](#)

[1.06 Post Implementation Support](#)

[2.01 Framework](#)

[2.02 Policy](#)

[2.03 Strategy](#)

[2.04 Service Level Agreements](#)

[2.05 Develop Asset Management Performance Measures](#)

[2.06 Implementation Roadmap](#)

[3.01 Council Mandate of Governance Model](#)

[3.02 Asset Management Steering Committee](#)

[3.03 Identify Supporting Tools and Models](#)

[3.04 Develop Gateway Review Process and Responsibilities](#)

[4.01 Promote Asset Management](#)

[4.02 Develop Desire to Change Asset Management System](#)

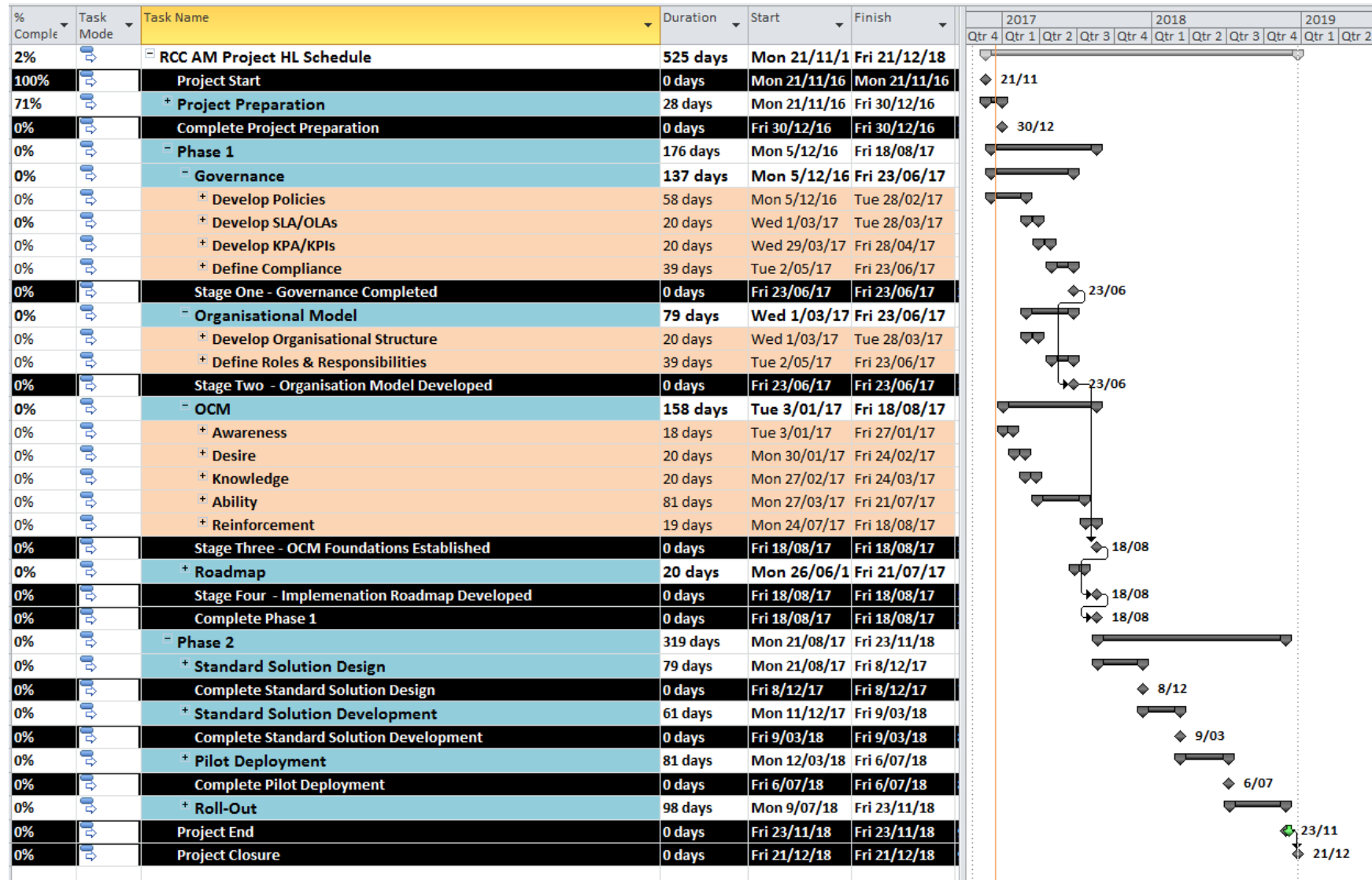
[4.03 Develop Asset Management Knowledge Management Plan](#)

[4.04 Increase Organisational Asset Management Ability](#)

[4.05 OCM Reinforce Changes](#)

## Appendix B - Project schedule

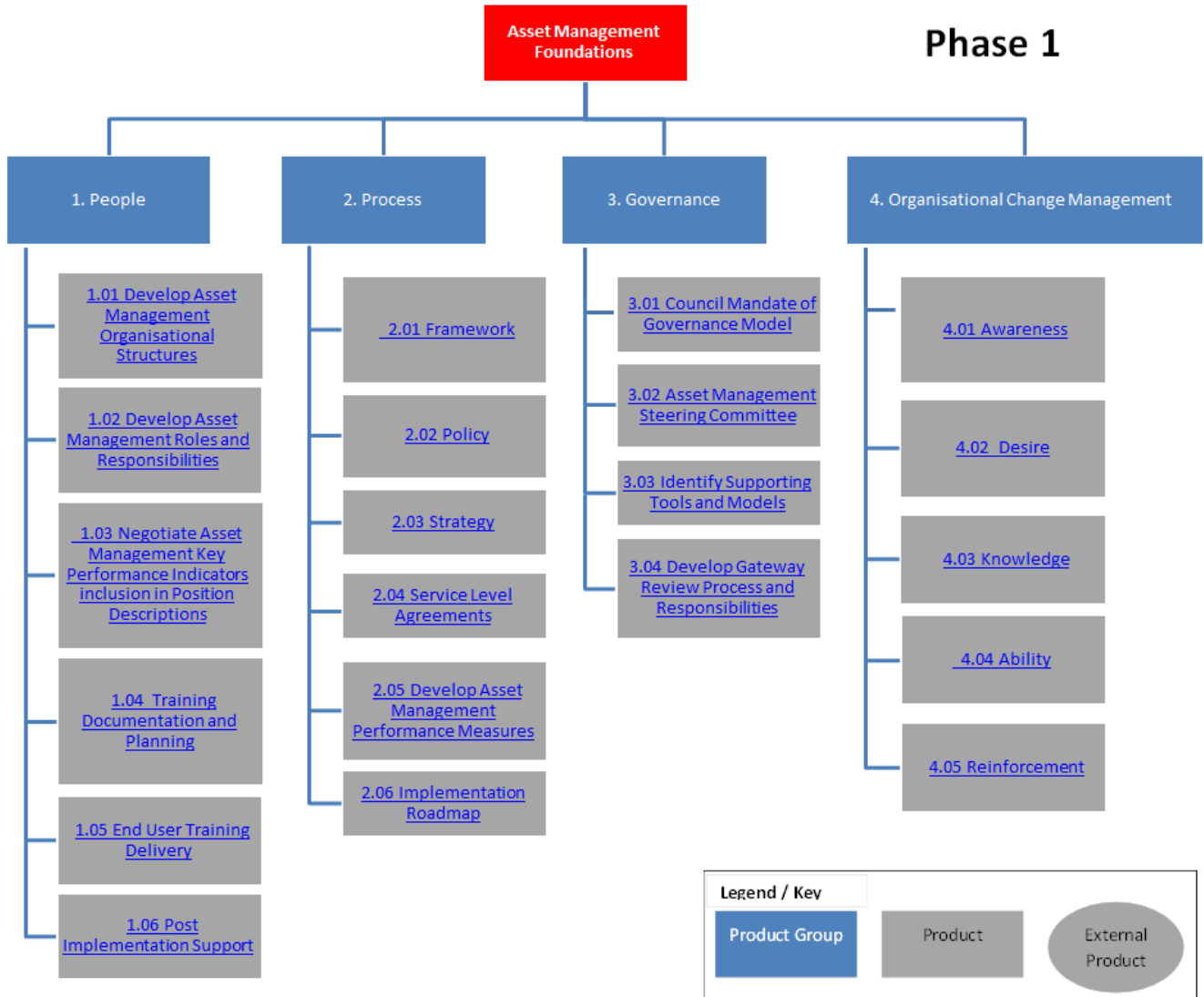
The Project Schedule can be found through the following link. A snap shot of the high-level schedule is depicted below,

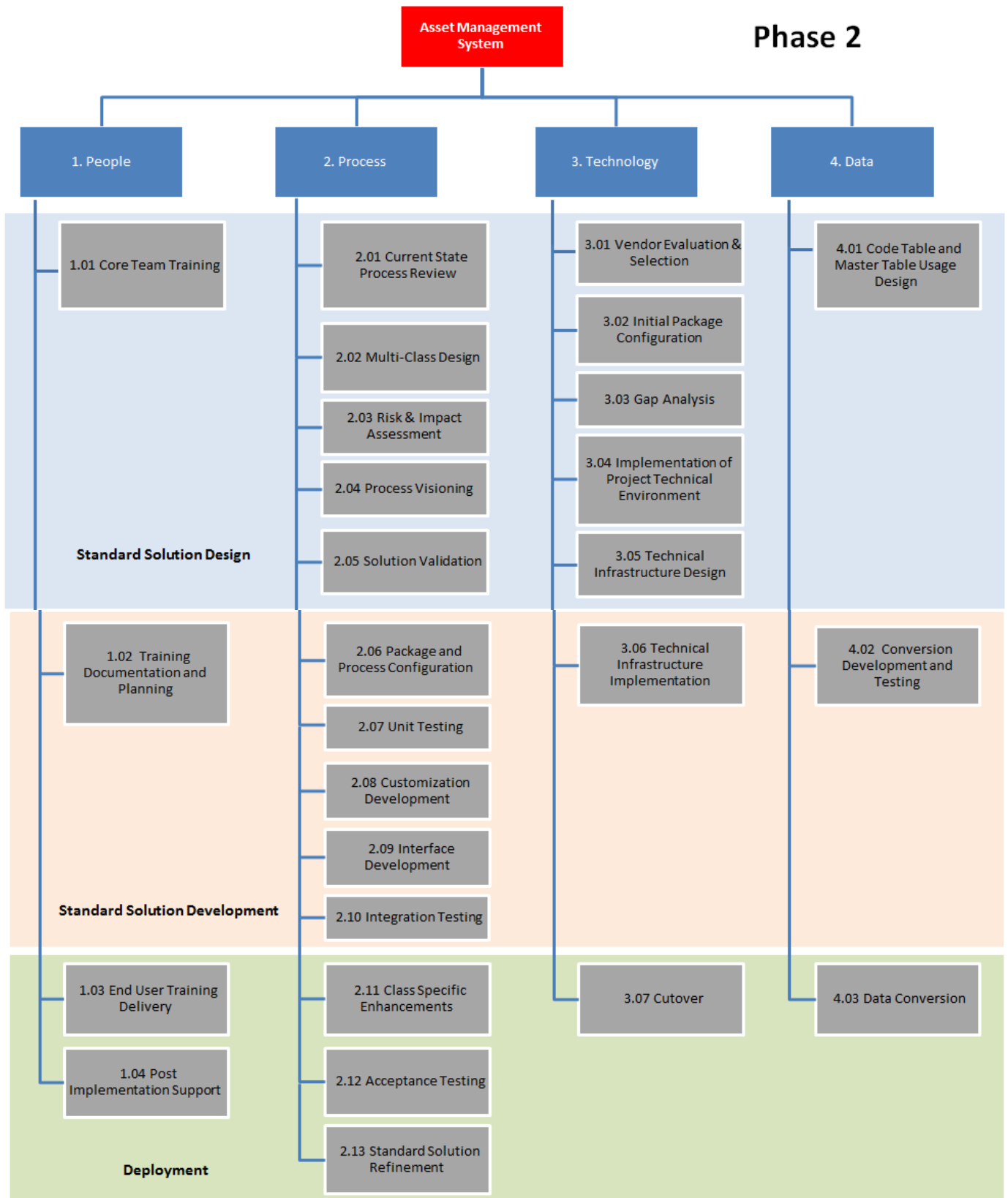


<b>Appendix C - Glossary</b>	
AMF	Asset Management - Framework
AMGM	Asset Management - Governance Mandate
AMGRP	Asset Management - Gateway Review Process
AMIR	Asset Management - Implementation Roadmap
AMKPI	Asset Management - Key Performance Indicators
AMOCMA	Asset Management - Organisational Change Management Awareness
AMOCMAB	Asset Management - Organisational Change Management Ability
AMOCMD	Asset Management - Organisational Change Management Desire
AMOCMK	Asset Management - Organisational Change Management Knowledge
AMOCMR	Asset Management - Organisational Change Management Reinforcement
AMOS	Asset Management - Organisation Structure
AMP	Asset Management - Policy
AMPIS	Asset Management - Post Implementation Support
AMPM	Asset Management - Performance Measures
AMRR	Asset Management - Roles and Responsibilities
AMS	Asset Management - Strategy
AMSC	Asset Management - Steering Committee
AMSLA	Asset Management - Service Level Agreement
AMSTM	Asset Management - Supporting Tools and Models
AMTD	Asset Management - Training Delivery
AMTDP	Asset Management - Training Documentation and Planning



# Appendix D – Product Breakdown Structures

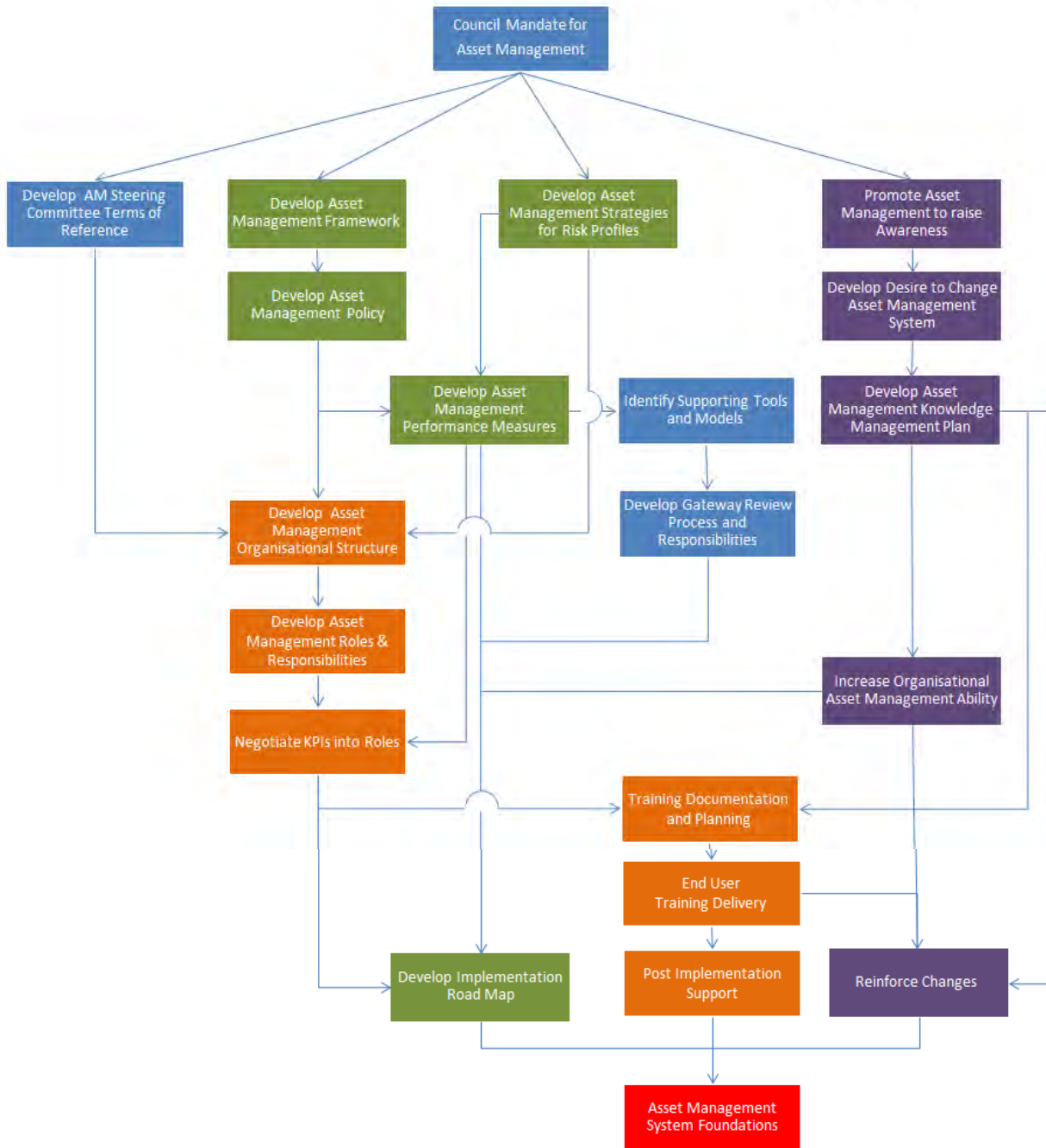




## Product Breakdown Structure



Phase 1

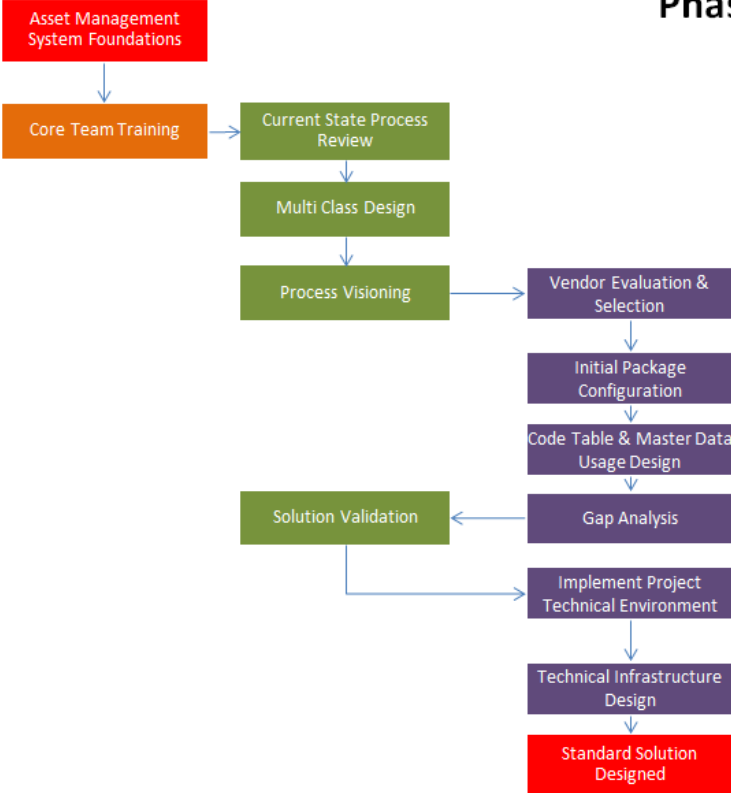


Product Flow Diagram

**Legend / Key**

People	OCM	Governance	Process
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# Phase 2 – Stage 1

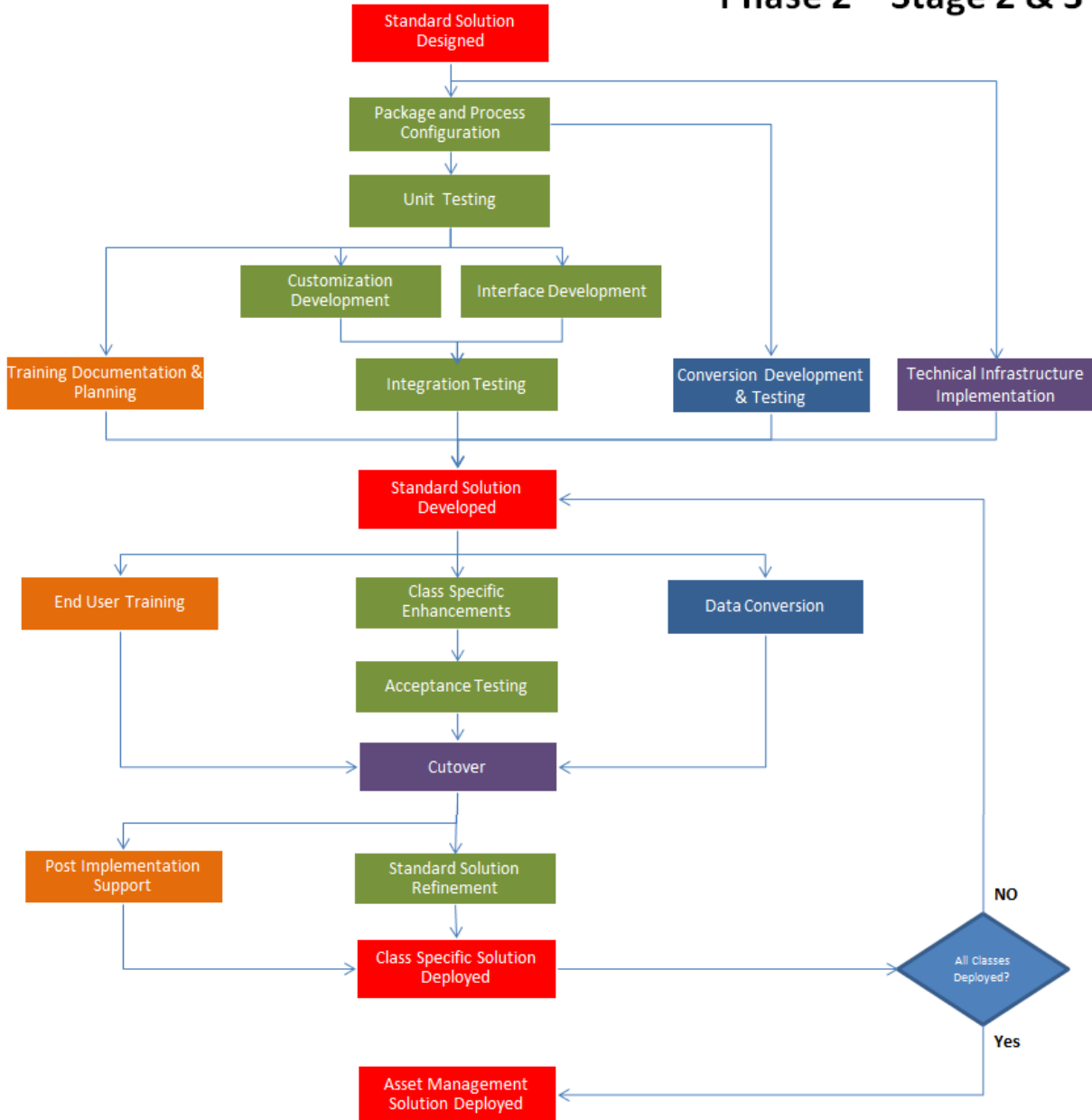


Product Flow Diagram

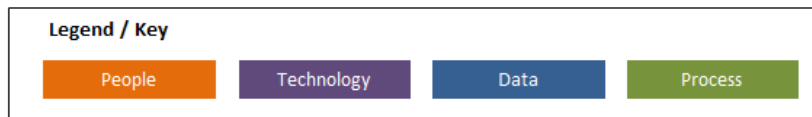
**Legend / Key**

People	Technology	Data	Process
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## Phase 2 – Stage 2 & 3



### Product Flow Diagram



**11.1.2 FEBRUARY 2017 MONTHLY FINANCIAL REPORT**

**Objective Reference:** A2180347  
Reports and Attachments

**Attachment:** [February 2017 Monthly Financial Report](#)

**Authorising Officer:**



**Deborah Corbett-Hall**  
Chief Financial Officer

**Responsible Officer:**

**Leandri Brown**  
Finance Manager Corporate Finance

**Report Authors:**

**Udaya Panambala Arachchilage**  
Corporate Financial Reporting Manager  
**Quasir Nasir**  
Corporate Accountant

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**PURPOSE**

The purpose of this report is to note the year to date financial results as at 28 February 2017.

**BACKGROUND**

Council adopts an annual budget and then reports on performance against the budget on a monthly basis. This is not only a legal requirement but enables the organisation to periodically review its financial performance and position and respond to changes in community requirements, market forces or other outside influences.

**ISSUES*****Final Budget Review 2016-2017 and development of Budget 2017-2018***

Council is working towards a final budget review for 2016-2017 to be completed early in the fourth quarter of the financial year. This final budget review should also factor in carry forward projects (of a capital nature) and be consistent with the 2017-2018 budget submissions that officers are currently compiling. The attached February 2017 results will help inform officers with their final budget review submissions.

***Interim audit for financial year 2016-2017***

The Queensland Audit Office (QAO) is commencing the 2016-2017 interim external audit on 13 March 2017. As per previous years, this visit affords the opportunity for interim reviews to be undertaken on Council's system of controls, transactions and balances in preparation for the end of the financial year.

**STRATEGIC IMPLICATIONS**

Council continued to report a strong financial position and favourable operating result at the end of February 2017.

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Council has either achieved or favourably exceeded the following key financial stability and sustainability ratios as at the end of February 2017:

- Operating surplus ratio;
- Net financial liabilities;
- Level of dependence on general rate revenue;
- Ability to pay our bills – current ratio;
- Ability to repay our debt – debt servicing ratio;
- Cash balance;
- Cash balances – cash capacity in months;
- Longer term financial stability – debt to asset ratio;
- Operating performance ratio; and
- Interest coverage ratio.

The asset sustainability ratio did not meet the target at the end of February 2017.

Council's asset sustainability ratio target is an average long term target and at the end of February 2017, Council's renewal spend on infrastructure assets was \$18.29M compared to depreciation expense on infrastructure assets of \$32.62M for the financial year to date. Although Council continues to focus on renewal capital works to move this long term measure upwards towards the target zone, it should be noted that the upward revaluation of infrastructure asset classes increases the depreciation expense on infrastructure assets, without an impact to renewal spend. Further capital spending on non-renewal projects impacts the renewal ratio directly through increasing depreciation expense once the assets are installed and indirectly by redirecting funds from renewal activities. The overall impact is higher depreciation, lower renewal spend and therefore a lower asset sustainability ratio.

### **Legislative Requirements**

The February 2017 financial results are presented in accordance with the legislative requirement of section 204(2) of the *Local Government Regulation 2012*, requiring the Chief Executive Officer to present the financial report to a monthly Council meeting.

### **Risk Management**

The February 2017 financial results have been noted by the Executive Leadership Team and relevant officers who can provide further clarification and advice around actual to budget variances.

### **Financial**

There is no direct financial impact to Council as a result of this report; however it provides an indication of financial outcomes at the end of February 2017.

### **People**

Nil impact expected as the purpose of the attached report is to provide financial information to Council based upon actual versus budgeted financial activity.

### **Environmental**

Nil impact expected as the purpose of the attached report is to provide financial information to Council based upon actual versus budgeted financial activity.

**Social**

Nil impact expected as the purpose of the attached report is to provide financial information to Council based upon actual versus budgeted financial activity.

**Alignment with Council's Policy and Plans**

This report has a relationship with the following items of the 2015-2020 Corporate Plan:

**8. Inclusive and ethical governance**

Deep engagement, quality leadership at all levels, transparent and accountable democratic processes and a spirit of partnership between the community and Council will enrich residents' participation in local decision-making to achieve the community's Redlands 2030 vision and goals.

- 8.2 Council produces and delivers against sustainable financial forecasts as a result of best practice Capital and Asset Management Plans that guide project planning and service delivery across the city.

**CONSULTATION**

Council departmental officers, Financial Services Group officers and the Executive Leadership Team are consulted on financial results and outcomes throughout the period.

**OPTIONS**

1. That Council resolves to note the financial position, results and ratios for February 2017 as presented in the attached Monthly Financial Report.
2. That Council requests additional information.

**OFFICER'S RECOMMENDATION**

**That Council resolves to note the financial position, results and ratios for February 2017 as presented in the attached Monthly Financial Report.**





**Redland**  
CITY COUNCIL



# Monthly Financial Report

## February 2017



## CONTENTS

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## 1. EXECUTIVE SUMMARY

This monthly report illustrates the financial performance and position of Redland City Council compared to its adopted budget at an organisational level for the period ended 28 February 2017. The revised annual budget referred to in this report incorporates the changes from the first budget review adopted by Council on 23 November 2016.

### Key Financial Highlights and Overview

Key Financial Results	Annual Revised Budget \$000	YTD Revised Budget \$000	YTD Actual \$000	YTD Variance \$000	YTD Variance %	Status
Operating Surplus/(Deficit)	(7,396)	5,918	10,144	4,226	71%	✓
Recurrent Revenue	253,697	175,324	174,947	(377)	0%	🔔
Recurrent Expenditure	261,094	169,406	164,803	(4,603)	-3%	✓
Capital Works Expenditure	90,469	41,852	36,194	(5,658)	-14%	✓
Closing Cash & Cash Equivalents	124,990	157,432	169,526	12,094	8%	✓

#### Status Legend:

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

*Note: all amounts are rounded to the nearest thousand dollars.*

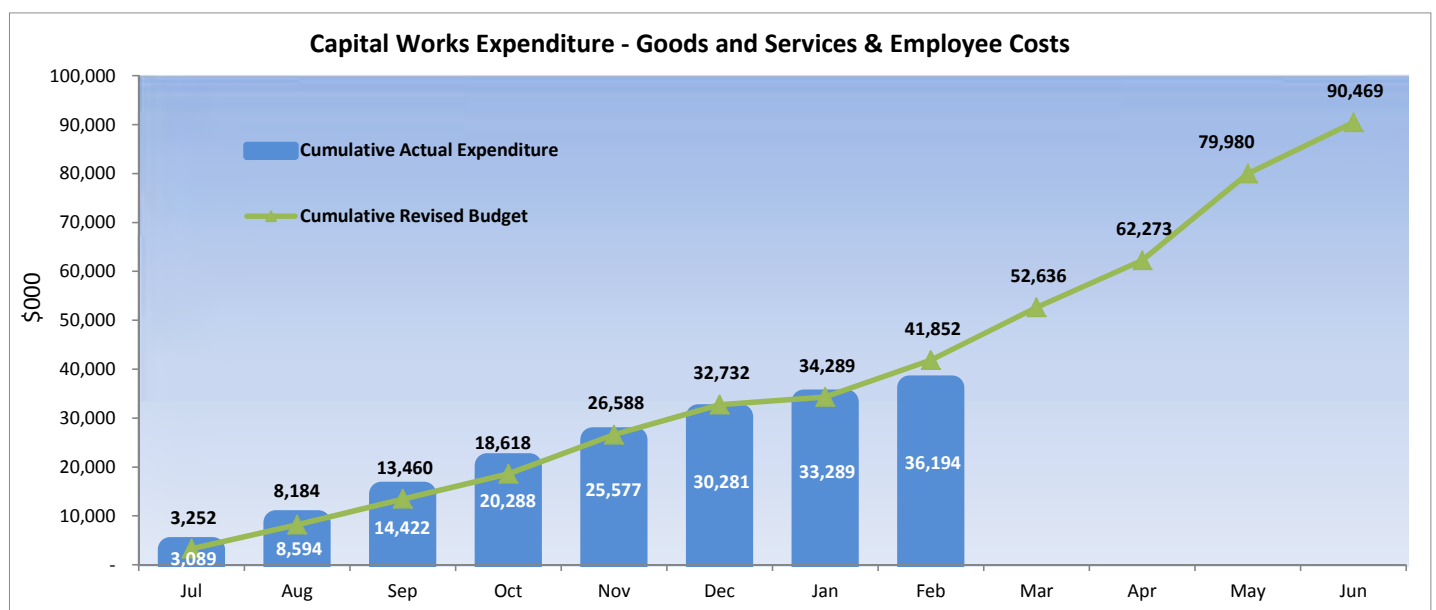
The year to date operating surplus of \$10.14M exceeded the year to date revised budget by \$4.23M. The favourable variance is primarily due to the underspends in contractor, consultant, bulk water purchase costs, as well as vacancies across the organisation.

Higher than expected water consumption has contributed to higher than expected levies and utility charges revenue, especially bulk water charges revenue with a \$1.26M favourable variance to the budget. This is offset by operating grants and subsidies income behind budget.

The favourable variance in depreciation expense is mainly due to timing of works for a number of projects in progress and awaiting capitalisation. Capital works that are no longer expected to be undertaken in this financial year will be addressed during the final budget review for financial year ended 30 June 2017.

Council's capital works expenditure is below budget by \$5.66M. This is mainly due to timing of works for a number of projects which are delayed, have not yet commenced or are still in the early stages of being progressed.

General rates for the third quarter due for payment this month boosts Council's cash balance. Constrained cash reserves represent 62% of the cash balance.



## 2. KEY PERFORMANCE INDICATORS

### Key Performance Indicators

Financial Stability Ratios and Measures of Sustainability	Target	Annual Revised Budget	YTD February 2017	Status
<b>Operating Surplus Ratio (%)</b>	Target between 0% and 10% (on average over the long-term)	-2.92%	5.80%	✓
<b>Asset Sustainability Ratio (%)</b>	Target greater than 90% (on average over the long-term)	65.68%	56.07%	✗
<b>Net Financial Liabilities (%)*</b>	Target less than 60% (on average over the long-term)	-25.75%	-57.03%	✓
<b>Level of Dependence on General Rate Revenue (%)</b>	Target less than 37.5%	32.69%	35.39%	✓
<b>Ability to Pay Our Bills - Current Ratio</b>	Target between 1.1 & 4.1	3.71	3.95	✓
<b>Ability to Repay Our Debt - Debt Servicing Ratio (%)</b>	Target less than or equal to 10%	3.05%	4.48%	✓
<b>Cash Balance \$M</b>	Target greater than or equal to \$40M	\$124.990M	\$169.526M	✓
<b>Cash Balances - Cash Capacity in Months</b>	Target 3 to 4 months	7.28	10.52	✓
<b>Longer Term Financial Stability - Debt to Asset Ratio (%)</b>	Target less than or equal to 10%	1.72%	1.67%	✓
<b>Operating Performance (%)</b>	Target greater than or equal to 20%	17.62%	28.28%	✓
<b>Interest Coverage Ratio (%)**</b>	Target between 0% and 5%	-0.51%	-0.45%	✓

#### Status Legend

KPI target achieved or exceeded	✓	KPI target not achieved	✗
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\* The net financial liabilities ratio exceeds the target range when current assets are greater than total liabilities (and the ratio is negative)

\*\* The interest coverage ratio exceeds the target range when interest revenue is greater than interest expense (and the ratio is negative)

### 3. STATEMENT OF COMPREHENSIVE INCOME

#### STATEMENT OF COMPREHENSIVE INCOME For the period ending 28 February 2017

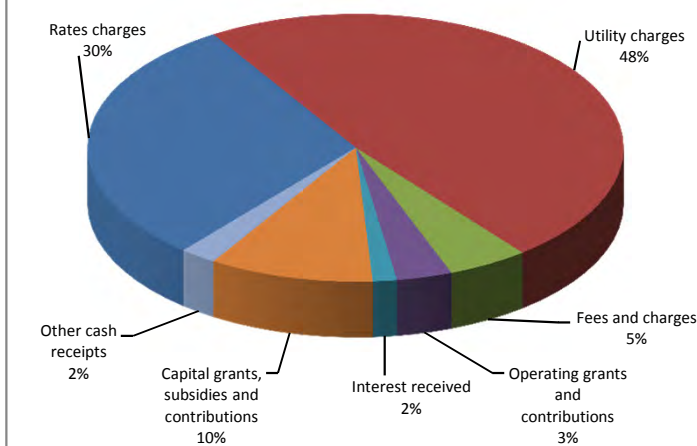
	Annual	Annual	YTD	YTD	YTD
	Original Budget \$000	Revised Budget \$000	Revised Budget \$000	Actual \$000	Variance \$000
<b>Recurrent revenue</b>					
Rates, levies and charges	214,758	214,908	150,996	152,578	1,582
Fees and charges	13,291	13,391	9,284	8,706	(578)
Rental income	811	811	542	450	(92)
Interest received	4,271	4,481	3,040	2,912	(128)
Investment returns	4,685	1,800	-	-	-
Sales revenue	4,030	4,070	2,747	2,498	(249)
Other income	763	1,096	770	846	76
Grants, subsidies and contributions	11,959	13,140	7,945	6,957	(988)
<b>Total recurrent revenue</b>	<b>254,569</b>	<b>253,697</b>	<b>175,324</b>	<b>174,947</b>	<b>(377)</b>
<b>Capital revenue</b>					
Grants, subsidies and contributions	32,248	33,955	19,353	19,800	447
Non-cash contributions	3,144	3,144	53	601	548
<b>Total capital revenue</b>	<b>35,393</b>	<b>37,100</b>	<b>19,406</b>	<b>20,401</b>	<b>995</b>
<b>TOTAL INCOME</b>	<b>289,962</b>	<b>290,797</b>	<b>194,730</b>	<b>195,348</b>	<b>618</b>
<b>Recurrent expenses</b>					
Employee benefits	80,389	81,514	55,612	54,631	(981)
Materials and services	119,315	120,431	74,462	71,467	(2,995)
Finance costs	3,758	3,763	2,344	2,361	17
Depreciation and amortisation	50,628	55,386	36,988	36,344	(644)
<b>Total recurrent expenses</b>	<b>254,090</b>	<b>261,094</b>	<b>169,406</b>	<b>164,803</b>	<b>(4,603)</b>
<b>Capital expenses</b>					
(Gain)/loss on disposal of non-current assets	289	(172)	(52)	1,202	1,254
<b>Total capital expenses</b>	<b>289</b>	<b>(172)</b>	<b>(52)</b>	<b>1,202</b>	<b>1,254</b>
<b>TOTAL EXPENSES</b>	<b>254,379</b>	<b>260,922</b>	<b>169,354</b>	<b>166,005</b>	<b>(3,349)</b>
<b>NET RESULT</b>	<b>35,583</b>	<b>29,876</b>	<b>25,376</b>	<b>29,343</b>	<b>3,967</b>
<b>Other comprehensive income/(loss)</b>					
Items that will not be reclassified to a net result					
Revaluation of property, plant and equipment	-	-	-	(796)	(796)
<b>TOTAL COMPREHENSIVE INCOME</b>	<b>35,583</b>	<b>29,876</b>	<b>25,376</b>	<b>28,547</b>	<b>3,171</b>

## 4. STATEMENT OF CASH FLOWS

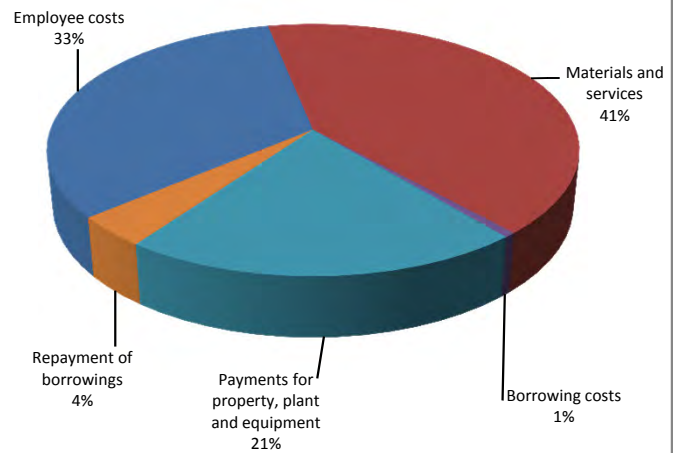
### STATEMENT OF CASH FLOWS For the period ending 28 February 2017

	Annual	Annual	YTD	YTD
	Original Budget \$000	Revised Budget \$000	Revised Budget \$000	Actual \$000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>				
Receipts from customers	232,889	233,512	167,958	169,654
Payments to suppliers and employees	(202,780)	(205,026)	(131,915)	(127,824)
	<b>30,110</b>	<b>28,486</b>	<b>36,043</b>	<b>41,830</b>
Interest received	4,271	4,481	3,040	2,912
Rental income	811	811	542	450
Non-capital grants and contributions	11,056	11,367	6,175	6,701
Borrowing costs	(3,195)	(1,066)	(1,066)	(1,066)
<b>Net cash inflow / (outflow) from operating activities</b>	<b>43,053</b>	<b>44,080</b>	<b>44,734</b>	<b>50,827</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>				
Payments for property, plant and equipment	(76,938)	(90,469)	(41,852)	(36,068)
Payments for intangible assets	(100)	-	-	(126)
Proceeds from sale of property, plant and equipment	630	1,091	665	658
Capital grants, subsidies and contributions	32,248	33,955	19,353	19,800
Other cash flows from investing activities	4,685	1,800	-	-
<b>Net cash inflow / (outflow) from investing activities</b>	<b>(39,474)</b>	<b>(53,622)</b>	<b>(21,834)</b>	<b>(15,736)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>				
Repayment of borrowings	(4,551)	(6,680)	(6,680)	(6,777)
<b>Net cash inflow / (outflow) from financing activities</b>	<b>(4,551)</b>	<b>(6,680)</b>	<b>(6,680)</b>	<b>(6,777)</b>
<b>Net increase / (decrease) in cash held</b>	<b>(972)</b>	<b>(16,222)</b>	<b>16,220</b>	<b>28,314</b>
<b>Cash and cash equivalents at the beginning of the year</b>	<b>119,449</b>	<b>141,212</b>	<b>141,212</b>	<b>141,212</b>
<b>Cash and cash equivalents at the end of the financial year / period</b>	<b>118,477</b>	<b>124,990</b>	<b>157,432</b>	<b>169,526</b>

### Cash Funding (YTD)



### Cash Expenditure (YTD)



Total Cash Funding (Actual YTD)	200,175
Total Cash Funding (Annual Revised Budget)	287,019
% of Budget Achieved YTD	70%

Total Cash Expenditure (Actual YTD)	171,861
Total Cash Expenditure (Annual Revised Budget)	303,241
% of Budget Achieved YTD	57%

## 5. STATEMENT OF FINANCIAL POSITION

### STATEMENT OF FINANCIAL POSITION As at 28 February 2017

	Annual	Annual	YTD	YTD
	Original Budget \$000	Revised Budget \$000	Revised Budget \$000	Actual Balance \$000
<b>CURRENT ASSETS</b>				
Cash and cash equivalents	118,477	124,990	157,432	169,526
Trade and other receivables	25,017	25,805	23,170	27,048
Inventories	779	678	678	720
Non-current assets held for sale	1,309	4,278	4,278	1,029
Other current assets	1,104	2,122	2,123	2,329
<b>Total current assets</b>	<b>146,686</b>	<b>157,873</b>	<b>187,681</b>	<b>200,652</b>
<b>NON-CURRENT ASSETS</b>				
Investment property	956	1,054	1,054	1,054
Property, plant and equipment	2,293,906	2,463,219	2,429,884	2,423,993
Intangible assets	2,000	2,284	2,615	2,697
Other financial assets	73	73	73	73
Investment in other entities	10,063	5,961	5,961	9,004
<b>Total non-current assets</b>	<b>2,306,999</b>	<b>2,472,591</b>	<b>2,439,587</b>	<b>2,436,821</b>
<b>TOTAL ASSETS</b>	<b>2,453,685</b>	<b>2,630,464</b>	<b>2,627,268</b>	<b>2,637,473</b>
<b>CURRENT LIABILITIES</b>				
Trade and other payables	18,454	20,763	21,293	22,003
Borrowings	4,482	7,701	7,701	7,701
Provisions	7,571	12,465	12,762	11,227
Other current liabilities	2,673	1,665	3,147	9,924
<b>Total current liabilities</b>	<b>33,179</b>	<b>42,595</b>	<b>44,903</b>	<b>50,855</b>
<b>NON-CURRENT LIABILITIES</b>				
Borrowings	40,727	37,604	36,536	36,437
Provisions	12,143	12,350	12,413	13,596
<b>Total non-current liabilities</b>	<b>52,869</b>	<b>49,954</b>	<b>48,949</b>	<b>50,033</b>
<b>TOTAL LIABILITIES</b>	<b>86,048</b>	<b>92,549</b>	<b>93,852</b>	<b>100,888</b>
<b>NET COMMUNITY ASSETS</b>	<b>2,367,637</b>	<b>2,537,915</b>	<b>2,533,416</b>	<b>2,536,585</b>
<b>COMMUNITY EQUITY</b>				
Asset revaluation surplus	827,411	963,349	963,349	962,553
Retained surplus	1,443,724	1,471,259	1,469,789	1,468,153
Constrained cash reserves	96,502	103,307	100,278	105,879
<b>TOTAL COMMUNITY EQUITY</b>	<b>2,367,637</b>	<b>2,537,915</b>	<b>2,533,416</b>	<b>2,536,585</b>

## 6. OPERATING STATEMENT

### OPERATING STATEMENT For the period ending 28 February 2017

	Annual	Annual	YTD	YTD	YTD
	Original Budget \$000	Revised Budget \$000	Revised Budget \$000	Actual \$000	Variance \$000
<b>Revenue</b>					
Rates charges	85,691	85,841	64,343	64,062	(281)
Levies and utility charges	132,436	132,436	89,157	90,952	1,795
<i>Less: Pensioner remissions and rebates</i>	(3,370)	(3,370)	(2,504)	(2,436)	68
Fees and charges	13,291	13,391	9,284	8,706	(578)
Operating grants and subsidies	11,370	12,339	7,330	6,408	(922)
Operating contributions and donations	589	801	615	549	(66)
Interest external	4,271	4,481	3,040	2,912	(128)
Investment returns	4,685	1,800	-	-	-
Other revenue	5,604	5,977	4,059	3,794	(265)
<b>Total revenue</b>	<b>254,569</b>	<b>253,697</b>	<b>175,324</b>	<b>174,947</b>	<b>(377)</b>
<b>Expenses</b>					
Employee benefits	80,389	81,514	55,612	54,631	(981)
Materials and services	119,731	121,237	75,192	72,408	(2,784)
Finance costs other	562	567	217	236	19
Other expenditure	398	73	(142)	(136)	6
Net internal costs	(814)	(878)	(588)	(805)	(217)
<b>Total expenses</b>	<b>200,266</b>	<b>202,512</b>	<b>130,291</b>	<b>126,334</b>	<b>(3,957)</b>
<b>Earnings before interest, tax and depreciation (EBITD)</b>	<b>54,303</b>	<b>51,185</b>	<b>45,033</b>	<b>48,613</b>	<b>3,580</b>
Interest expense	3,195	3,195	2,127	2,125	(2)
Depreciation and amortisation	50,628	55,386	36,988	36,344	(644)
<b>OPERATING SURPLUS/(DEFICIT)</b>	<b>479</b>	<b>(7,396)</b>	<b>5,918</b>	<b>10,144</b>	<b>4,226</b>

### Levies and utility charges breakup For the period ending 28 February 2017

	Annual	Annual	YTD	YTD	YTD
	Original Budget \$000	Revised Budget \$000	Revised Budget \$000	Actual \$000	Variance \$000
<b>Levies and utility charges</b>					
Refuse charges	20,903	20,903	13,935	13,803	(132)
Special charges	3,974	3,974	2,981	2,986	5
SES Separate charge	331	331	248	252	4
Environment levy	6,093	6,093	4,570	4,608	38
Landfill remediation charge	2,795	2,795	1,863	1,878	15
Wastewater charges	42,254	42,254	28,169	28,659	490
Water access charges	17,989	17,989	11,992	12,104	112
Water consumption charges	38,098	38,098	25,399	26,662	1,263
<b>Total Levies and utility charges</b>	<b>132,436</b>	<b>132,436</b>	<b>89,157</b>	<b>90,952</b>	<b>1,795</b>



## 7. CAPITAL FUNDING STATEMENT

### CAPITAL FUNDING STATEMENT For the period ending 28 February 2017

	Annual	Annual	YTD	YTD	YTD
	Original Budget \$000	Revised Budget \$000	Revised Budget \$000	Actual \$000	Variance \$000
<b>Sources of capital funding</b>					
Capital contributions and donations	29,425	29,425	15,882	16,222	340
Capital grants and subsidies	2,824	4,531	3,471	3,578	107
Proceeds on disposal of non-current assets	630	1,091	665	658	(7)
Capital transfers (to)/ from reserves	(15,839)	(10,179)	(5,387)	(9,964)	(4,577)
Non-cash contributions	3,144	3,144	53	601	548
Funding from general revenue	64,549	70,153	32,840	31,418	(1,422)
<b>Total sources of capital funding</b>	<b>84,733</b>	<b>98,164</b>	<b>47,524</b>	<b>42,513</b>	<b>(5,011)</b>
<b>Application of capital funds</b>					
Contributed assets	3,144	3,144	53	601	548
Capitalised goods and services	71,905	85,854	39,036	32,592	(6,444)
Capitalised employee costs	5,133	4,615	2,816	3,602	786
Loan redemption	4,551	4,551	5,619	5,718	99
<b>Total application of capital funds</b>	<b>84,733</b>	<b>98,164</b>	<b>47,524</b>	<b>42,513</b>	<b>(5,011)</b>
<b>Other budgeted items</b>					
Transfers to constrained operating reserves	(11,683)	(11,683)	(8,504)	(8,887)	(383)
Transfers from constrained operating reserves	10,321	10,730	5,787	5,146	(641)
WDV of assets disposed	919	919	613	1,860	1,247

## 8. REDLAND WATER & REDWASTE STATEMENTS

### REDLAND WATER SUMMARY OPERATING STATEMENT For the period ending 28 February 2017

	Annual	Annual	YTD	YTD	YTD
	Original	Revised	Revised	Actual	Variance
	Budget	Budget	Budget	\$000	\$000
	\$000	\$000	\$000		
Total revenue	102,096	102,096	68,051	69,479	1,428
Total expenses	57,907	57,703	38,170	36,246	(1,924)
Earnings before interest, tax and depreciation (EBITD)	44,189	44,392	29,881	33,233	3,352
Depreciation	16,505	18,062	12,029	11,995	(34)
<b>Operating surplus/(deficit)</b>	<b>27,684</b>	<b>26,330</b>	<b>17,852</b>	<b>21,238</b>	<b>3,386</b>

### REDLAND WATER CAPITAL FUNDING STATEMENT For the period ending 28 February 2017

	Annual	Annual	YTD	YTD	YTD
	Original	Revised	Revised	Actual	Variance
	Budget	Budget	Budget	\$000	\$000
	\$000	\$000	\$000		
Capital contributions, donations, grants and subsidies	6,539	6,539	4,472	5,935	1,463
Net transfer (to)/from constrained capital reserves	(713)	1,615	888	151	(737)
Other	3,065	3,065	-	-	-
Funding from utility revenue	7,993	8,790	3,541	2,122	(1,419)
<b>Total sources of capital funding</b>	<b>16,883</b>	<b>20,008</b>	<b>8,901</b>	<b>8,208</b>	<b>(693)</b>
Contributed assets	3,065	3,065	-	-	-
Capitalised expenditure	13,818	16,943	8,901	8,208	(693)
<b>Total applications of capital funds</b>	<b>16,883</b>	<b>20,008</b>	<b>8,901</b>	<b>8,208</b>	<b>(693)</b>

### REDWASTE OPERATING STATEMENT For the period ending 28 February 2017

	Annual	Annual	YTD	YTD	YTD
	Original	Revised	Revised	Actual	Variance
	Budget	Budget	Budget	\$000	\$000
	\$000	\$000	\$000		
Total revenue	24,137	24,137	15,936	15,718	(218)
Total expenses	18,155	17,958	11,775	11,569	(206)
Earnings before interest, tax and depreciation (EBITD)	5,982	6,179	4,161	4,149	(12)
Interest expense	40	40	27	27	-
Depreciation	572	225	149	103	(46)
<b>Operating surplus/(deficit)</b>	<b>5,371</b>	<b>5,915</b>	<b>3,985</b>	<b>4,019</b>	<b>34</b>

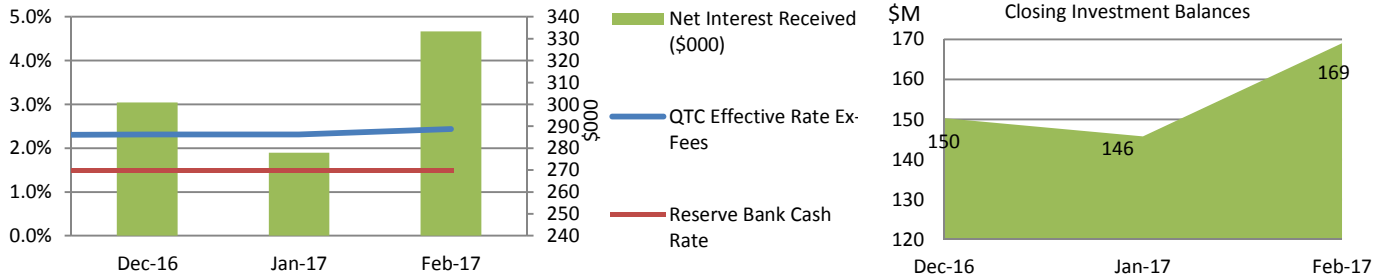
### REDWASTE CAPITAL FUNDING STATEMENT For the period ending 28 February 2017

	Annual	Annual	YTD	YTD	YTD
	Original	Revised	Revised	Actual	Variance
	Budget	Budget	Budget	\$000	\$000
	\$000	\$000	\$000		
Funding from utility revenue	307	1,737	1,277	1,105	(172)
<b>Total sources of capital funding</b>	<b>307</b>	<b>1,737</b>	<b>1,277</b>	<b>1,105</b>	<b>(172)</b>
Capitalised expenditure	233	1,662	1,202	989	(213)
Loan redemption	75	75	75	116	41
<b>Total applications of capital funds</b>	<b>307</b>	<b>1,737</b>	<b>1,277</b>	<b>1,105</b>	<b>(172)</b>

## 9. INVESTMENT & BORROWINGS REPORT

For the period ending 28 February 2017

### INVESTMENT RETURNS



**Total Investment at End of Month was \$169.07M**

All Council investments are currently held in the Capital Guaranteed Cash Fund, which is a fund operated by the Queensland Treasury Corporation (QTC).

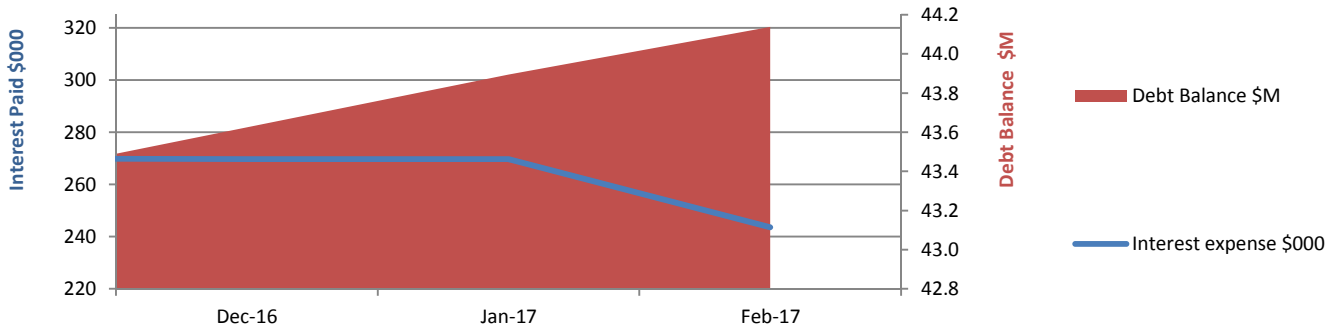
The movement in interest earned is indicative of both the interest rate and the surplus cash balances held, the latter of which is affected by business cash flow requirements on a monthly basis as well as the rating cycle.

Note: the Reserve Bank reduced the cash rate down to 1.5% in the August 2016 sitting - this has not changed in subsequent months.

On a daily basis, cash surplus to requirements are deposited with QTC to earn higher interest as QTC is offering a higher rate than what is achieved from Council's transactional bank accounts. The current interest rate paid by QTC of 2.44% exceeds the Bloomberg AusBond Bank Bill Index (previously the UBS Bank Bill Index) of 1.67% as at the end of February 2017 in accordance with Corporate POL-3013. Term deposit rates are being monitored to identify investment opportunities to ensure Council maximises its interest earnings.

Council adopted its revised Investment Policy (POL-3013) in May 2016 for the 2016/2017 financial year

### BORROWING COSTS



**Total Borrowings at End of Month were \$44.14M**



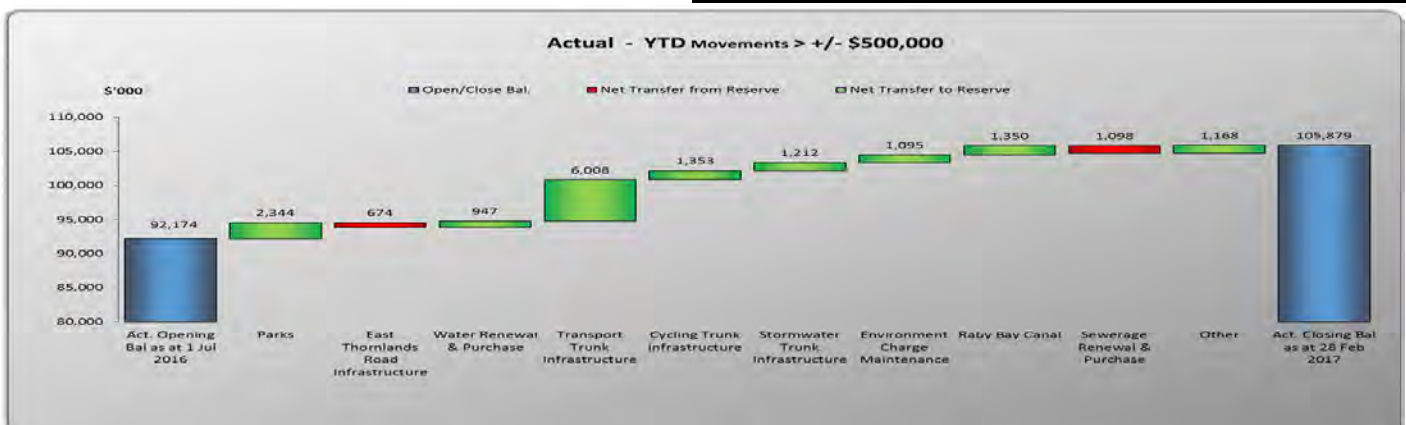
The existing loan accounts were converted to fixed rate loans on 1 April 2016 in line with QTC policies. In line with Council's debt policy, debt repayment has been made *annually* in advance for 2016/2017.

Dependent upon timing of monthly QTC statements, interest is accrued based on the prior month's actual interest. Once statements are received in the following month, interest is adjusted accordingly.

Council adopted its revised Debt Policy (POL-1838) in July 2016 for the 2016/2017 financial year

### 10. CONSTRAINED CASH RESERVES

Reserves as at 28 February 2017	Opening Balance	To Reserve	From Reserve	Closing Balance
	\$000	\$000	\$000	\$000
<b>Special Projects Reserve:</b>				
Weinam Creek Reserve	2,406	561	(15)	2,952
Red Art Gallery Commissions & Donations Reserve	2	-	-	2
	<b>2,408</b>	<b>561</b>	<b>(15)</b>	<b>2,954</b>
<b>Utilities Reserve:</b>				
Redland Water Reserve	8,300	-	-	8,300
Redland WasteWater Reserve	1,600	-	-	1,600
	<b>9,900</b>	-	-	<b>9,900</b>
<b>Constrained Works Reserve:</b>				
Parks Reserve	9,150	2,808	(464)	11,494
East Thornlands Road Infrastructure Reserve	674	-	(674)	-
Community Facility Infrastructure Reserve	1,696	487	-	2,183
Retail Water Renewal & Purchase Reserve	8,911	948	(1)	9,858
Sewerage Renewal & Purchase Reserve	6,516	3,559	(4,657)	5,418
Constrained Works Reserve-Capital Grants & Contributions	1,549	-	(9)	1,540
Transport Trunk Infrastructure Reserve	21,897	6,041	(33)	27,905
Cycling Trunk Infrastructure Reserve	5,844	1,841	(488)	7,197
Stormwater Infrastructure Reserve	5,613	1,212	-	6,825
Constrained Works Reserve-Operational Grants & Contributions	1,666	-	(186)	1,480
Tree Planting Reserve	64	35	(15)	84
	<b>63,580</b>	<b>16,931</b>	<b>(6,527)</b>	<b>73,984</b>
<b>Separate Charge Reserve - Environment:</b>				
Environment Charge Acquisition Reserve	6,794	-	(43)	6,751
Environment Charge Maintenance Reserve	1,243	4,609	(3,514)	2,338
	<b>8,037</b>	<b>4,609</b>	<b>(3,557)</b>	<b>9,089</b>
<b>Special Charge Reserve - Other:</b>				
Bay Island Rural Fire Levy Reserve	-	172	(120)	52
SMBI Translink Reserve	13	698	(475)	236
	<b>13</b>	<b>870</b>	<b>(595)</b>	<b>288</b>
<b>Special Charge Reserve - Canals:</b>				
Raby Bay Canal Reserve	4,113	2,094	(744)	5,463
Aquatic Paradise Canal Reserve	3,685	676	(565)	3,796
Sovereign Waters Lake Reserve	438	42	(75)	405
	<b>8,236</b>	<b>2,812</b>	<b>(1,384)</b>	<b>9,664</b>
<b>TOTALS</b>	<b>92,174</b>	<b>25,783</b>	<b>(12,078)</b>	<b>105,879</b>
				Closing cash and cash equivalents
				<b>169,526</b>
				Reserves as percentage of cash balance
				<b>62%</b>



Significant developer contributions of \$1M were received during the month relating to various infrastructure reserves. YTD growth in infrastructure reserves is predominantly from developments in Thornlands and Capalaba. Movement in the East Thornlands Road Infrastructure Reserve is due to closure of the fund and funds transferred to the Transport Trunk Infrastructure Reserve. Movement in the Sewerage Renewal & Purchase Reserve is mainly due to \$3.39M spend at the Pt Lookout waste water treatment plant. Significant reserve drawdowns were made from the Environmental Charge Maintenance Reserve during the month to undertake various maintenance works.

## 11. GLOSSARY

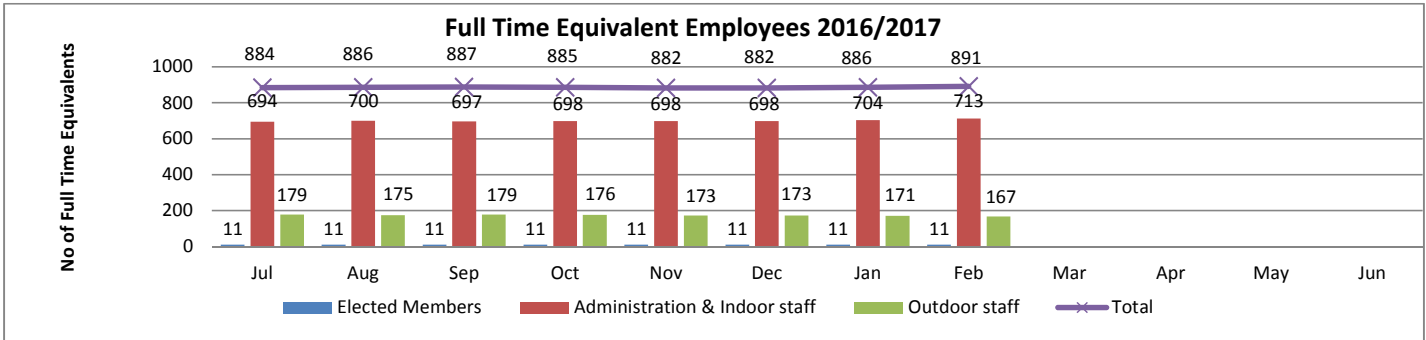
### Definition of Ratios

<b>Operating Surplus Ratio*:</b> <i>This is an indicator of the extent to which revenues raised cover operational expenses only or are available for capital funding purposes</i>	$\frac{\text{Net Operating Surplus}}{\text{Total Operating Revenue}}$
<b>Asset Sustainability Ratio*:</b> <i>This ratio indicates whether Council is renewing or replacing existing non-financial assets at the same rate that its overall stock of assets is wearing out</i>	$\frac{\text{Capital Expenditure on Replacement of Infrastructure Assets (Renewals)}}{\text{Depreciation Expenditure on Infrastructure Assets}}$
<b>Net Financial Liabilities*:</b> <i>This is an indicator of the extent to which the net financial liabilities of Council can be serviced by operating revenues</i>	$\frac{\text{Total Liabilities - Current Assets}}{\text{Total Operating Revenue}}$
<b>Level of Dependence on General Rate Revenue:</b> <i>This ratio measures Council's reliance on operating revenue from general rates (excludes utility revenues)</i>	$\frac{\text{General Rates - Pensioner Remissions}}{\text{Total Operating Revenue - Gain on Sale of Developed Land}}$
<b>Current Ratio:</b> <i>This measures the extent to which Council has liquid assets available to meet short term financial obligations</i>	$\frac{\text{Current Assets}}{\text{Current Liabilities}}$
<b>Debt Servicing Ratio:</b> <i>This indicates Council's ability to meet current debt instalments with recurrent revenue</i>	$\frac{\text{Interest Expense + Loan Redemption}}{\text{Total Operating Revenue - Gain on Sale of Developed Land}}$
<b>Cash Balance - \$M:</b>	Cash Held at Period End
<b>Cash Capacity in Months:</b> <i>This provides an indication as to the number of months cash held at period end would cover operating cash outflows</i>	$\frac{\text{Cash Held at Period End}}{[(\text{Cash Operating Costs} + \text{Interest Expense}) / \text{Period in Year}]}$
<b>Longer Term Financial Stability - Debt to Asset Ratio:</b> <i>This is total debt as a percentage of total assets, i.e. to what extent will our long term debt be covered by total assets</i>	$\frac{\text{Current and Non-current loans}}{\text{Total Assets}}$
<b>Operating Performance:</b> <i>This ratio provides an indication of Redland City Council's cash flow capabilities</i>	$\frac{\text{Net Cash from Operations} + \text{Interest Revenue and Expense}}{\text{Cash Operating Revenue} + \text{Interest Revenue}}$
<b>Interest Coverage Ratio:</b> <i>This ratio demonstrates the extent which operating revenues are being used to meet the financing charges</i>	$\frac{\text{Net Interest Expense on Debt Service}}{\text{Total Operating Revenue}}$

\* These targets are set to be achieved on average over the longer term and therefore are not necessarily expected to be met on a monthly basis.

## 12. APPENDIX: ADDITIONAL AND NON-FINANCIAL INFORMATION

### Workforce Reporting



Department Level	Employee Type						Grand Total
	Casual	Contract of Service	Perm Full	Perm Part	Temp Full	Temp Part	
Office of CEO	11	4	93	13	12	0	133
Organisational Services	2	6	100	9	10	2	129
Community and Customer Service	34	4	248	58	21	8	373
Infrastructure and Operations	17	6	303	8	7	3	344
<b>Total</b>	<b>64</b>	<b>20</b>	<b>744</b>	<b>88</b>	<b>50</b>	<b>13</b>	<b>979</b>

Note: Full Time Equivalent Employees includes all full time employees at a value of 1 and all other employees, at a value less than 1. The table above demonstrates the headcount by department (excluding agency staff) and does not include a workload weighting. It includes casual staff in their non-substantive roles as at the end of the period where relevant.

### Overdue Rates Debtors

Days Overdue	Feb-16	% Overdue	Feb-17	% Overdue	\$ Variance	% Variance
0 - 30	\$5,787,557	3.30%	\$5,781,498	3.17%	-\$6,059	-0.13%
31 - 60	\$82	0.00%	\$1,040	0.00%	\$958	0.00%
61 - 90	\$73	0.00%	\$1,113	0.00%	\$1,039	0.00%
>90	\$4,500,482	2.57%	\$4,516,030	2.48%	\$15,548	-0.09%
<b>Total</b>	<b>\$10,288,194</b>	<b>5.87%</b>	<b>\$10,299,681</b>	<b>5.65%</b>	<b>\$11,486</b>	<b>-0.22%</b>

### External Funding Summary



#### Month of February 2017

**In the current month submitted applications include:**

Several applications and EOIs are now being prepared and have been referred to business units, however no applications were made this month.

**In the current month successful applications include:**

No reports for successful funding applications released this month.

#### YTD 2016/17

**The YTD main funding applications submitted & successful include:**

Local Government Subsidy Scheme Program x 2 applications:

- Thorneside WWTP (Package of 5 separate projects) - \$2.75M
- Indigiscapes Native Plant Nursery - \$0.11M

Queensland ANZAC Centenary Lasting Legacies Program:

- Remembering them: Honouring the First World War soldiers of the Redlands project - \$0.02M

QCoast2100 Program for Coastal Adaptation Study:

- 4 phases of work over 2016/2017 and 2017/2018 - \$0.20M

**The YTD main funding applications submitted & not successful include:**

- Ex-HMAS Tobruk EOI - Economic benefit in first year - \$1.50M

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**11.2 COMMUNITY & CUSTOMER SERVICES****11.2.1 DECISIONS MADE UNDER DELEGATED AUTHORITY FOR CATEGORY 1, 2 & 3 DEVELOPMENTS**

**Objective Reference:** A2228053  
Reports and Attachments (Archives)

**Attachment:** [Decisions Made Under Delegated Authority 19.02.2017 to 04.03.2017](#)

**Authorising Officer:**   
Louise Rusan  
General Manager Community & Customer Services

**Responsible Officer:** David Jeanes  
Group Manager City Planning & Assessment

**Report Author:** Debra Weeks  
Senior Business Support Officer

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**PURPOSE**

The purpose of this report is for Council to note that the decisions listed below were made under delegated authority for Category 1, 2 and 3 development applications.

This information is provided for public interest.

**BACKGROUND**

At the General Meeting of 27 July, 2011, Council resolved that development assessments be classified into the following four Categories:

Category 1 – Minor Complying Code Assessments and Compliance Assessments and associated administrative matters, including correspondence associated with the routine management of all development applications;

Category 2 – Complying Code Assessments and Compliance Assessments and Minor Impact Assessments;

Category 3 – Moderately Complex Code & Impact Assessments; and

Category 4 – Major and Significant Assessments

The applications detailed in this report have been assessed under:-

- Category 1 criteria - defined as complying code and compliance assessable applications, including building works assessable against the planning scheme, and other applications of a minor nature, including all accelerated applications.
  - Category 2 criteria - defined as complying code assessable and compliance assessable applications, including operational works, and Impact Assessable applications without submissions of objection. Also includes a number of process related delegations, including issuing planning certificates, approval of
-

works on and off maintenance and the release of bonds, and all other delegations not otherwise listed.

- Category 3 criteria that are defined as applications of a moderately complex nature, generally mainstream impact assessable applications and code assessable applications of a higher level of complexity. Impact applications may involve submissions objecting to the proposal readily addressable by reasonable and relevant conditions. Both may have minor level aspects outside a stated policy position that are subject to discretionary provisions of the Planning Scheme. Applications seeking approval of a plan of survey are included in this category. Applications can be referred to General Meeting for a decision.

### **OFFICER'S RECOMMENDATION**

**That Council resolves to note this report.**



## Decisions Made Under Delegated Authority 19.02.2017 to 25.02.2017

### CATEGORY 1

Application Id	Application Full Details	Applicant	Associated Property Address	Primary Category	Decision Date	Negotiated Decision Date	Decision Description	Division
BWP003976	Private Tennis Court	Bartley Burns Certifiers & Planners	42 Marlborough Road Wellington Point QLD 4160	Code Assessment	23/02/2017	NA	Development Permit	1
BWP004046	Design and Siting - Carport	Fastrack Building Certification	29 Celsa Street Wellington Point QLD 4160	Concurrence Agency Referral	21/02/2017	NA	Approved	1
BWP004053	Building Over/near relevant infrastructure - Dwelling and Pool	Building Code Approval Group Pty Ltd	13 Edie Terrace Wellington Point QLD 4160	Concurrence Agency Response	22/02/2017	NA	Approved	1
ROL006090	Standard Format: 1 into 2	Gee Jays Plumbing & Drainage Superfund Vadim RIBINSKY	12 Warner Street Wellington Point QLD 4160	Code Assessment	23/02/2017	NA	Development Permit	1
BWP004045	Design and Siting - Dwelling	GMA Certification Group Pty Ltd	1 Park Street Thornlands QLD 4164	Concurrence Agency Referral	21/02/2017	NA	Approved	3
MC012096	Dwelling House	Katherine Mary FLOWER Louise Heather SILLAR	5-9 Mango Place Thornlands QLD 4164	Code Assessment	13/12/2010	23/02/2017	Development Permit	3
BWP004058	Design and Siting - Carport	All Approvals Pty Ltd	5 Golf Court Redland Bay QLD 4165	Concurrence Agency Referral	24/02/2017	NA	Approved	4
BWP003959	Design and Siting - Dwelling House	Applied Building Approvals	14-16 Willes Street Russell Island QLD 4184	Concurrence Agency Referral	21/02/2017	NA	Approved	5
BWP004020	Design and Siting - Shade Sail x 3	Buildon Certification	1 The Boulevard Redland Bay QLD 4165	Concurrence Agency Referral	23/02/2017	NA	Approved	5
BWP004044	Design and Siting - Carport	Fluid Approvals	45 Pitt Street Redland Bay QLD 4165	Concurrence Agency Referral	21/02/2017	NA	Approved	5

## Decisions Made Under Delegated Authority 19.02.2017 to 25.02.2017

### CATEGORY 1

Application Id	Application Full Details	Applicant	Associated Property Address	Primary Category	Decision Date	Negotiated Decision Date	Decision Description	Division
MCU013907	Dwelling House	Kcw Developments	28 Lemontree Drive Macleay Island QLD 4184	Code Assessment	22/02/2017	NA	Development Permit	5
MCU013912	Dwelling	We Build-Um	21 Michiko Street Macleay Island QLD 4184	Code Assessment	22/02/2017	NA	Extension of Time	5
BWP003947	Boulder Retaining Wall	Somerville Consultants	28-32 Giles Road Redland Bay QLD 4165	Impact Assessment	23/02/2017	NA	Development Permit	6
BWP004009	Secondary Dwelling	ASI Planning Margit Sabina BULDO	97-99 Pioneer Road Sheldon QLD 4157	Code Assessment	23/02/2017	NA	Development Permit	6
BWP004054	Design and Siting - Dwelling House	Steve Bartley & Associates Pty Ltd	31 Sarsenet Circuit Mount Cotton QLD 4165	Concurrence Agency Referral	21/02/2017	NA	Approved	6
BWP004056	Design and Siting - Dwelling House	Coral Homes (Qld) Pty Ltd	61 Unwin Road Redland Bay QLD 4165	Concurrence Agency Referral	22/02/2017	NA	Approved	6
MCU013844	Dwelling House and Secondary Dwelling	Cyber Drafting & Design	125 Winston Road Sheldon QLD 4157	Code Assessment	24/02/2017	NA	Development Permit	6
ROL006092	Standard Format - 3 into 2	East Coast Surveys Pty Ltd	83-85 Boundary Road Thornlands QLD 4164	Code Assessment	25/10/2016	23/02/2017	Development Permit	6
BWP004051	Design & Siting - Deck & Awning	The Certifier Pty Ltd	20 Oaklands Street Alexandra Hills QLD 4161	Concurrence Agency Referral	21/02/2017	NA	Approved	7
BWP004032	Design and Siting - Carport	Fastrack Building Certification	5 Park Lane Ormiston QLD 4160	Concurrence Agency Referral	24/02/2017	NA	Approved	8
ROL006139	Standard Format - 1 into 2	Michell Town Planning & Development	35 Howlett Road Capalaba QLD 4157	Code Assessment	20/02/2017	NA	Development Permit	9
MCU013862	Dual Occupancy	Lm Planning Solutions	21 Charles Street Birkdale QLD 4159	Code Assessment	20/02/2017	NA	Development Permit	10

## Decisions Made Under Delegated Authority 19.02.2017 to 25.02.2017

### CATEGORY 2

Application Id	Application Full Details	Applicant	Associated Property Address	Primary Category	Decision Date	Negotiated Decision Date	Decision Description	Division
OPW002147	Excavation and Fill Works for Retaining Wall	Lynne Rosemary STEWART	186 Canaipa Point Drive Russell Island QLD 4184	Code Assessment	21/02/2017	NA	Approved	5

**Decisions Made Under Delegated Authority 26.02.2017 to 4.03.2017**  
**CATEGORY 1**

Application Id	Application Full Details	Applicant	Associated Property Address	Primary Category	Decision Date	Negotiated Decision Date	Decision Description	Division
BWP004065	Design and Siting - Carport	Fluid Approvals	1 Comic Court Wellington Point QLD 4160	Concurrence Agency Referral	27/02/2017	NA	Approved	1
BWP004076	Design and Siting - Awning	Fastrack Building Certification	6 Sophie Court Wellington Point QLD 4160	Concurrence Agency Referral	02/03/2017	NA	Approved	1
MCU013877	Dwelling House	Pro Town Planners	226 Main Road Wellington Point QLD 4160	Code Assessment	27/02/2017	NA	Development Permit	1
BWP004041	Design and Siting - Dwelling	Coral Homes (Qld) Pty Ltd	152 Bay Street Cleveland QLD 4163	Concurrence Agency Referral	02/03/2017	NA	Approved	2
BWP004072	Design and Siting - Dwelling	Building Code Approval Group Pty Ltd	15 Russell Street Cleveland QLD 4163	Concurrence Agency Referral	03/03/2017	NA	Approved	2
MCU013892	Dwelling House	Platinum Design Architects The Certifier Pty Ltd	11 Anchorage Drive Cleveland QLD 4163	Code Assessment	01/03/2017	NA	Development Permit	2
ROL006131	Standard Format - 1 into 2 Lots	Statewide Survey Group Pty Ltd Consulting Surveyors	7 Nandeebie Court Cleveland QLD 4163	Code Assessment	28/02/2017	NA	Development Permit	2
BWP004034	Design and Siting - Carport	The Certifier Pty Ltd	4 Venn Parade Thornlands QLD 4164	Concurrence Agency Referral	03/03/2017	NA	Approved	3
BWP004069	Design and Siting - Dwelling	Professional Certification Group	10 Yaroomba Close Thornlands QLD 4164	Concurrence Agency Referral	01/03/2017	NA	Approved	3
MCU013853	Class 1A Dwelling	Stuart Building Certification	54 Korsman Drive Thornlands QLD 4164	Code Assessment	01/03/2017	NA	Development Permit	3
MCU013932	Dwelling	Sunvista Homes Pty Ltd	20 Yaroomba Close Thornlands QLD 4164	Code Assessment	27/02/2017	NA	Development Permit	3

## Decisions Made Under Delegated Authority 26.02.2017 to 4.03.2017

### CATEGORY 1

Application Id	Application Full Details	Applicant	Associated Property Address	Primary Category	Decision Date	Negotiated Decision Date	Decision Description	Division
BWP004068	Design and Siting - Carport	The Certifier Pty Ltd	57 Aspect Drive Victoria Point QLD 4165	Concurrence Agency Referral	28/02/2017	NA	Approved	4
BWP004061	Design and Siting - Shed	Applied Building Approvals	19 Tukkeri Street Macleay Island QLD 4184	Concurrence Agency Referral	27/02/2017	NA	Approved	5
BWP004066	Combined Design and Siting and Amenity and Aesthetics - Outbuilding (2 shipping containers)	Applied Building Approvals	25-27 Tina Avenue Lamb Island QLD 4184	Concurrence Agency Referral	01/03/2017	NA	Approved	5
MCU013886	Dwelling	Zebra Design And Build Pty Ltd	36 Coorong Street Macleay Island QLD 4184	Code Assessment	01/03/2017	NA	Development Permit	5
MCU013897	Bed & Breakfast - Tourism Accommodation	Roman DOBROTINE Zoya SLAVINSKAYA	85-87 Summit Street Sheldon QLD 4157	Code Assessment	01/03/2017	NA	Development Permit	6
MCU013915	Dual Occupancy	Temptation Homes Pty Ltd	1 Falkirk Parade Redland Bay QLD 4165	Code Assessment	01/03/2017	NA	Development Permit	6
MCU013825	Dual Occupancy	Pamela Maree GARBUIO	295 Finucane Road Alexandra Hills QLD 4161	Code Assessment	28/02/2017	NA	Development Permit	7
BWP004075	Design and Siting - Carport	All Approvals Pty Ltd	10 Makaha Drive Birkdale QLD 4159	Concurrence Agency Referral	27/02/2017	NA	Approved	10
MCU013919	Dwelling House	Oj Pippin Homes	25 Baywalk Place Thorneside QLD 4158	Code Assessment	02/03/2017	NA	Development Permit	10
OP000576	Operational Works	Pryde Fabrications Pty Ltd As Trustee	2 Dinwoodie Road Thornlands QLD 4164	Code Assessment	24/11/2000	27/02/17	Development Permit	

## Decisions Made Under Delegated Authority 26.02.2017 to 4.03.2017

### CATEGORY 2

Application Id	Application Full Details	Applicant	Associated Property Address	Primary Category	Decision Date	Negotiated Decision Date	Decision Description	Division
OPW002115	Operational Works - Stormwater Drainage - 1 into 2	Kyla DAWSON	25 Dawson Road Alexandra Hills QLD 4161	SPA - 20 Day Compliance Assessment	28/02/2017	NA	Compliance Permit Approved	8


### CATEGORY 3

Application Id	Application Full Details	Applicant	Associated Property Address	Primary Category	Decision Date	Negotiated Decision Date	Decision Description	Division
MCU013812	Multiple Dwelling x 4	Mahey Pty Ltd As Trustee	4 Michelle Court Cleveland QLD 4163	Impact Assessment	28/02/2017	NA	Development Permit	2

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**11.2.2 PLANNING AND ENVIRONMENT COURT MATTERS CURRENT AS AT  
9 MARCH 2017**

**Objective Reference:** A2228189  
**Reports and Attachments (Archive)**

**Authorising Officer:**   
**Louise Rusan**  
**General Manager, Community & Customer Services**

**Responsible Officer:** **David Jeanes**  
**Group Manager, City Planning & Assessment**

**Report Author:** **Emma Martin**  
**Acting Senior Planner, Planning Assessment**

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**PURPOSE**

The purpose of this report is for Council to note the current appeals.

**BACKGROUND**

Information on appeals may be found as follows:

**1. Planning and Environment Court**

- a) Information on current appeals and declarations with the Planning and Environment Court involving Redland City Council can be found at the District Court web site using the "Search civil files (eCourts) Party Search" service: <http://www.courts.qld.gov.au/esearching/party.asp>
- b) Judgements of the Planning and Environment Court can be viewed via the Supreme Court of Queensland Library web site under the Planning and Environment Court link: <http://www.sclqld.org.au/gjudgment/>

**2. Department of Infrastructure, Local Government and Planning (DILGP)**

The DILGP provides a Database of Appeals (<http://www.dlg.qld.gov.au/resources/tools/planning-and-environment-court-appeals-database.html>) that may be searched for past appeals and declarations heard by the Planning and Environment Court.

The database contains:

- A consolidated list of all appeals and declarations lodged in the Planning and Environment Courts across Queensland of which the Chief Executive has been notified.
  - Information about the appeal or declaration, including the appeal number, name and year, the site address and local government.
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**APPEALS**

<b>1.</b>	<b>File Number:</b>	Appeal 3641 of 2015 - (MCU012812)
<b>Applicant:</b>		<b>King of Gifts Pty Ltd and HTC Consulting Pty Ltd</b>
<b>Application Details:</b>		Material Change of Use for Combined Service Station (including car wash) and Drive Through Restaurant 604-612 Redland Bay, Road, Alexandra Hills
<b>Appeal Details:</b>		Applicant appeal against refusal.
<b>Current Status:</b>		Appeal filed in Court on 16 September 2015. Without Prejudice meeting held December 2015. Direction orders obtained on 24 August 2016. New minor change application due to be heard in court 10 March 2017. Hearing set down for May 2017.

<b>2.</b>	<b>File Number:</b>	Appeal 4541 of 2015 - (ROL005873)
<b>Applicant:</b>		<b>Loncor Properties Pty Ltd</b>
<b>Application Details:</b>		Reconfiguring a Lot (1 into 43 lots) 35-41 Wrightson Road, Thornlands
<b>Appeal Details:</b>		Applicant appeal against refusal.
<b>Current Status:</b>		Judgment delivered 28 February 2017. Appeal dismissed.

<b>3.</b>	<b>File Number:</b>	Appeals 4940 of 2015, 2 of 2016 and 44 of 2016 - (MCU013296)
<b>Applicant:</b>		<b>Lipoma Pty Ltd, Lanrex Pty Ltd and Victoria Point Lakeside Pty Ltd</b>
<b>Application Details:</b>		Preliminary Approval for Material Change of Use for Mixed Use Development and Development Permit for Reconfiguring a Lot (1 into 2 lots) 128-144 Boundary Road, Thornlands
<b>Appeal Details:</b>		Submitter appeals against approval.
<b>Current Status:</b>		Appeals filed in Court on 18 December 2015, 4 January 2016 and 6 January 2016. Directions orders obtained 19 February 2016. Trial held 27-30 September 2016. Final submissions 7 October 2016. Awaiting Judgment.

<b>4.</b>	<b>File Number:</b>	Appeal 4004 of 2016 - (BD155692)
<b>Applicant:</b>		<b>Michelle Maree Webb</b>
<b>Application Details:</b>		Dwelling House at 236-246 Queen Street, Cleveland Building works (deemed material change of use in accordance with s265 of the <i>Sustainable Planning Act 2009</i> )
<b>Appeal Details:</b>		Applicant appeal against Council refusal
<b>Current Status:</b>		Appeal filed 5 October 2016.



<b>5.</b>	<b>File Number:</b>	Appeal 4807 of 2016 - (MCU013719)
<b>Applicant:</b>		<b>IVL Group Pty Ltd and Lanrex Pty Ltd</b>
<b>Application Details:</b>		Car Park at 32A Teak Lane, Victoria Point (Lot 12 on SP147233)
<b>Appeal Details:</b>		Applicant appeal against Council refusal
<b>Current Status:</b>		Appeal filed 6 December 2016. Experts being briefed. Court review scheduled for 24 March 2017.

<b>6.</b>	<b>File Number:</b>	Appeal BD617 of 2017 - (MCU013477)
<b>Applicant:</b>		<b>Roycorp Pty Ltd</b>
<b>Application Details:</b>		Multiple Dwelling (x 141) at 11 Rachow Street, Thornlands (Lot 8 on RP84253)
<b>Appeal Details:</b>		Applicant appeal against Council refusal
<b>Current Status:</b>		Appeal filed 20 February 2017. Experts being briefed.

#### **OTHER PLANNING & ENVIRONMENT COURT MATTERS/PROCEEDINGS**

<b>7.</b>	<b>File Number:</b>	2771, 2772 and 2774 of 2016
<b>Applicant:</b>		<b>KFA Investments Pty Ltd</b>
<b>Development:</b>		Unlawful filling at 91-101, 91-141 and 115 Rocky Passage Road, Redland Bay (Lot 1, Lot 2 and Lot 4 on SP117632)
<b>Appeal Details:</b>		Appeals against Enforcement Notices
<b>Current Status:</b>		Appeals 2772 and 2771 were discontinued by the Appellant on 16 February 2017. Appeal 2774 is to be reviewed on 30 March 2017.

<b>8.</b>	<b>File Number:</b>	3075 of 2016
<b>Applicant:</b>		<b>Michelle Maree Webb</b>
<b>Development:</b>		Dwelling House at 236-246 Queen Street, Cleveland (Lot 20 on SP175602)
<b>Proceeding Details:</b>		Council application for declarations that the Building Works approval (BD155692) be set aside, a Material Change of Use be applied for, the premises be revegetated and associated orders
<b>Current Status:</b>		Proceedings filed in Court on 5 August 2016. Court ordered mediation to occur before 14 March 2017.

<b>9.</b>	<b>File Number:</b>	3870 of 2016
<b>Applicant:</b>		<b>Redland City Council</b>
<b>Respondent:</b>		<b>John Alexander Anderson</b>
<b>Development:</b>		Outdoor storage of goods, machinery, and vehicles) at 79 and 81 Harvey Street, Russell Island
<b>Appeal Details:</b>		Unlawful use
<b>Current Status:</b>		Draft orders proposed. Response due Council to list documents and lodge affidavits 10 November 2016. Mr Anderson to lodge affidavit material by 16 December 2016. Hearing scheduled for 16, 17 and 22 March 2017.

<b>10.</b>	<b>File Number:</b>	3871 of 2016
<b>Applicant:</b>		<b>Redland City Council</b>
<b>Respondent:</b>		<b>John Alexander Anderson</b>
<b>Development:</b>		Outdoor storage of goods, machinery, containers and vehicles) at 24 Pia Street, Russell Island
<b>Appeal Details:</b>		Unlawful use
<b>Current Status:</b>		Council to list documents and lodge affidavits 10 November 2016. Mr Anderson to lodge affidavit material by 16 December 2016. Hearing scheduled for 16, 17 and 22 March 2017.

<b>11.</b>	<b>File Number:</b>	3873 of 2016
<b>Applicant:</b>		<b>Redland City Council</b>
<b>Respondent:</b>		<b>Clint John McDonald and Lucas John McDonald</b>
<b>Development:</b>		Dwelling House or Warehouse at 3 Basil Court, Lamb Island
<b>Appeal Details:</b>		Unlawful use
<b>Current Status:</b>		Due to successful negotiations and action from the Respondents a Notice of discontinuance was filed on 3 March.

<b>12.</b>	<b>File Number:</b>	164 of 2017
<b>Applicant:</b>		<b>Redland City Council</b>
<b>Respondent:</b>		<b>Michelle Rodgers</b>
<b>Development:</b>		Unlawful Use of Premises – 9 Tascon Street, Ormiston
<b>Appeal Details:</b>		Appeal against Enforcement Notice
<b>Current Status:</b>		Appeal filed 18 January 2017

<b>13.</b>	<b>File Number:</b>	166 of 2017
<b>Applicant:</b>		<b>Redland City Council</b>
<b>Respondent:</b>		<b>Michelle Rodgers</b>
<b>Development:</b>		Unlawful Use of Premises – 11 Tascon Street, Ormiston
<b>Appeal Details:</b>		Appeal against Enforcement Notice
<b>Current Status:</b>		Appeal filed 18 January 2017

**OFFICER'S RECOMMENDATION**

That Council resolves to note this report.

**11.2.3 MC008414 – REQUEST TO EXTEND THE RELEVANT PERIOD – BIOMASS  
POWER PLANT 70-96 HILLVIEW ROAD, MOUNT COTTON**

**Objective Reference:** A2076533  
Reports and Attachments (Archives)

**Attachments:** [Site Aerial Photo](#)  
[Zoning Plan](#)  
[Proposal Plan](#)  
[2013 Judgment](#)



**Authorising Officer:** Louise Rusan  
General Manager Community and Customer  
Services

**Responsible Officer:** David Jeanes  
Group Manager City Planning and Assessment

**Report Author:** Scott Pearson  
Planning Officer

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**PURPOSE**

This Category 4 application is referred to Council for determination.

An approval by consent was granted by the Planning and Environment Court on 7 November 2007 for the operation of a power plant fuelled by chicken litter on the subject site at 70-96 Hillview Road, Mount Cotton.

A previous request to extend the relevant period was refused by Council in 2011. The applicant appealed against Council's decision and the appeal was upheld by the Court.

The applicant later applied for a further 18 month extension to the relevant period. In considering the relevant test and the reasons given in the previous Court Order, the request was approved on 6 May 2015.

A third request to extend the relevant period has now been lodged as the developer has experienced a delay in obtaining funding for the project. The applicant has requested that the relevant period be extended until 20 July 2018.

The current request has been assessed against the test under s388 of SPA. The application is considered to be consistent with current laws and policies. No new issues are likely to be raised in a submission if the application were to be lodged anew. Concurrence agency advice has also been provided by SARA with no objections to the extension. Overall, it is recommended that the request be approved.

**BACKGROUND**

The original application was lodged on 18 June 2004 and involved a Material Change of Use for a "Bio-mass Power Plant" (Undefined Use) and an Environmentally Relevant Activity (ERA) #17 – Fuel Burning. ERA #17 for fuel burning was a non-devolved activity, meaning that this aspect of the proposal was required to be

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assessed entirely by the Environmental Protection Agency (EPA) (now Department of Environment and Heritage Protection DEHP).

On 20 March 2007 a development permit, subject to conditions, was granted by Council at a Development Assessment Committee meeting.

An appeal against Council's decision was filed on 2 May 2007 by a submitter to the application. Without prejudice negotiations and discussions took place throughout 2007 between the parties involved in the appeal. A settlement was reached and the appeal was therefore dismissed by agreement of the parties. A Consent Order was issued by the Court on 7 November 2007, which upheld the approval of the application, subject to conditions.

Before the relevant period ended, the applicant lodged a request to extend the relevant period by 4 years. This was refused by Council in 2011. The reasons for refusal can be summarised as follows:

- Inconsistency with current laws and policies;
- Proposal does not achieve revegetation requirements;
- Insufficient evidence that the approved design will meet noise level criteria;
- Insufficient evidence that the approved design will meet air quality criteria;
- Community's awareness of proposal has subsided over time and new grounds of submission would exist.

The applicant appealed to the Planning and Environment (P&E) Court against Council's refusal. During the appeal, a number of matters were addressed via a permissible change lodged with the Court. The changes ensured consistency in the approved plans, additional monitoring requirements to ensure compliance with air quality criteria and more certain restrictions on fuel throughput.

The permissible change was approved on 28 February 2013 and the extension to the relevant period was then approved by the court on 20 March 2013.

In summary, the reasons for upholding the appeal were:

1. Whilst Council had decided not to oppose the appeal, the judge did not find this to be determinative. Rather, the judge concluded that if he could have taken the non-opposition of Council into account, this would have reinforced the other bases for his decision in allowing the appeal.
  2. The judge concluded that the development approval was consistent with the current laws and policies and therefore complied with the test in s388(1)(a) of SPA.
  3. The provision in s388(1) of SPA does not contemplate that any one of the four considerations is intended to prevail and it does not contemplate that a failure to comply with one of the criteria mandates refusal.
  4. Whilst it is likely that submissions would be made for a new development application, this request to extend the approval should not be refused because:
    - Such submissions would not result in any new issues not already raised by the more than 300 submissions on the original application;
    - The consistency of the approval with the planning documents would mean there must be a reasonable expectation from the community that a development of the kind approved may occur in the area; and
    - There is little utility in forcing the developer to go through an impact assessment process to obtain a development approval that would be consistent with the existing development approval and which would be unlikely to provoke a submission raising new matters for consideration.
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A second extension to the relevant period was requested by the applicant. Given the previous court case and Council's acceptance of that request, it was subsequently approved by Council on 6 May 2015.

The current and third request for an extension was lodged on 19 September 2016. In accordance with the *Sustainable Planning Act 2009* a decision on the current extension was initially due by 14 December 2016 and the request was therefore due to be decided by Council at the General Meeting of 13 December 2016.

Prior to the decision being made, the Applicant advised alternative design options were being considered for the plant and subsequently requested Council withdraw the application from the General Meeting agenda.

A new decision date of 22 March 2017 was agreed by Council to allow the applicant appropriate time to consider their design options. The applicant has since requested a further two months before Council decides the extension to the relevant period, however no justification or design information has been received to date. Given that any proposed changes to the design of the approved plant will need to be assessed separately to the request to extend the relevant period, it is considered there is no valid reason for Council to delay deciding the current request.

## **ISSUES**

### **Development Proposal & Site Description**

#### **Site**

The subject site is identified as Lot 2 on RP30611 and 70-96 Hillview Road, Mount Cotton. The land is zoned Conservation and Rural Non-Urban and contains a number of overlays including Bushfire Hazard, Habitat Protection, Extractive Resources, Flood Storm and Drainage Constrained Land, Landslide Hazard, Protection of Poultry Industry Overlay and the Waterways Wetlands and Moreton Bay Overlay.

The subject site has been used for poultry farming for several decades and currently accommodates four poultry sheds, a residential dwelling and a mobile phone tower. The buildings and associated use areas are contained within the northern half of the site. A dam exists on the eastern side of the site and it is understood that the south-eastern portion of the site has been used for intermittent grazing activities. The south-western portion of the site is heavily vegetated, steeply sloped and contains the highest elevations on the site.

The site itself is accessed from Hillview Road, which is a sealed bitumen road that accesses a number of rural properties and intersects with Mount Cotton Road to the east.

#### **Surrounding Area**

The surrounding area is predominantly rural in nature. The Golden Cockerel chicken processing plant is located to the direct east of the site, with another poultry farm on the northern side of Hillview Road. To the south of the site are a contractor's depot and the Barro Quarry. A number of small to medium size rural lots exist in the locality, which are used for a mix of uses, varying from purely residential dwellings on large lots to hobby farms and conservation-style lots. To the far west of the site are large stretches of bushland, which dominate both sides of West Mount Cotton Road.

Mount Cotton State School is located approximately 800 metres to the north-east of the site. A park residential estate exists on the eastern side of Mount Cotton Road.

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The Mount Cotton village residential estate also exists to the south-east of the site, on the eastern side of Mount Cotton Road.

### **Proposal**

The approved development involves the operation of a power plant fuelled by chicken litter at 70-96 Hillview Road, Mount Cotton. The power plant comprises a power generator, chimney, dry fluid coolers, a large fuel storage hall and an associated car parking area. The burning of chicken waste supplied from poultry farms generates power which provides electricity to the adjoining Golden Cockerel processing plant and the electricity grid.

The plant infrastructure will replace the existing large rectangular poultry growing shed on the north-eastern side of the site. The following summarises the development:

- the fuel to be burnt is primarily chicken litter (with other start up fuels being smaller quantities of sawdust and gas);
- the plant will have a throughput of 66,000 tonnes of chicken litter per annum;
- the sources of the fuel are local Darwalla operated poultry farms, however, dependent upon supply of litter sources may include competitor's farms and Darwalla operated farms outside the local area;
- the activity is proposed to operate continuously and will involve the continuous monitoring of temperature and velocity at the stack exit;
- there will be 15 truck movements per day (105 per week);
- the fuel storage hall will be approximately 11 metres in height above the existing ground level and 3000m<sup>2</sup> in area (60m x 50m);
- maximum litter storage will be 700 tonnes (4 days fuel) at any one time;
- the power generation / distribution and pollution control equipment / infrastructure occupies an area of approximately 2040m<sup>2</sup> (60m x 34m) on the south-western side of the fuel storage hall. This plant area has a predominate height similar to the height of the fuel storage hall, with a chimney that extends to 30 metres;
- the approved plans indicate a rotating kiln, which burns at a temperature between 900°C and 1200°C. The heat from the burner heats water to generate steam which drives a turbine and the turbine drives an alternator which produces the electricity that is released to the grid and the Golden Cockerel processing plant to the east of the site;
- the EPA conditions restrict the power generation to approximately 5MW of electricity;
- emissions will be released to the air via a bag house filter, lime dosing system and a 30m high stack;
- waste ash will be cooled and collected for reuse by licensed waste transporters; and
- the disposal of waste heat is proposed to be via a dry fluid cooling system (fans).

## **Application Assessment**

### ***Sustainable Planning Act 2009***

This application has been made in accordance with Section 383 (Integrated Development Assessment System, IDAS) of the *Sustainable Planning Act 2009* (SPA) and constitutes a Request to Extend the Relevant Period.

Section 388 of SPA states that, in deciding the request, the Assessment Manager must only have regard to the following:

- (a) the consistency of the approval, including its conditions, with the current laws and policies applying to the development, including, for example, the amount and type of infrastructure contributions, or infrastructure charges payable under an infrastructure charges schedule; and*
- (b) the community's current awareness of the development approval; and*
- (c) whether, if the request were refused—*
  - (i) further rights to make a submission may be available for a further development application; and*
  - (ii) the likely extent to which those rights may be exercised; and*
- (d) the views of any concurrence agency for the approval given under section 385.*

The above points are discussed below.

In considering this request, Council as assessment manager is bound to consider case law relevant to the matter. In this regard, the previous court judgement on the request to extend the relevant period is critical.

### **Consistency of Approval with Current Laws and Policies**

- **SEQ Regional Plan 2009-2031**

The site is located within the Regional Landscape and Rural Production Area in the SEQ Regional Plan 2009-2031. Within this designation, “urban activities” are heavily discouraged and are required to demonstrate locational requirements and overriding need for the development in the public interest.

The definition of an “Urban Activity” under the Regional Plan Regulatory Provisions is:

*Urban activity means a residential, industrial, retail, or commercial activity. It does not include the following –*

- (h) water cycle, waste management, telecommunications and **electricity infrastructure** [emphasis added];*

It is considered that the proposal falls under the umbrella of electricity infrastructure, and therefore does not constitute an “urban activity”. Therefore the use, originally lodged as an Undefined Use in 2004, is consistent with the SEQ Regional Plan.

- **State Planning Policies**

Stormwater was addressed at the time of the original application. The original approval acknowledged that detailed stormwater quality design would not be available until the works stage (compliance assessment stage).



Given the small ratio (approximately 20 percent) of roofed / paved structures to total undeveloped land area of the site, it is unlikely that the SPP trigger level will be exceeded. That however, will not be known for certain until the detailed design is done at the works stage, as the original approval indicated.

In any case, design according to the concentration parameters named at the time would still be acceptable, and would comply with the SPP.

- **State Planning Regulatory Provisions**

The South East Queensland Koala Conservation State Planning Regulatory Provisions came into effect in May 2010. Table 6 of the SPRP is relevant to the current assessment. The site is designated under the current SPRP as Medium Value Rehabilitation, Medium Value Bushland, High Value Rehabilitation and High Value Bushland. Table 6 Column 2 Item 2 therefore applies. The actual location of the development is within the Medium Value Rehabilitation designation. This requires removal of any non-juvenile koala habitat trees to be offset either by replanting or a monetary contribution under the Environmental Offsets Act 2014. Comparison of the proposal plan with current aerial photography demonstrates that no habitat trees will be impacted by the power plant, storage shed, access road or any other component. Overall, the proposal complies with the current SPRP.

- **Redlands Planning Scheme**

This section assesses the consistency of the approval against the current Redlands Planning Scheme (Version 7.1). Under this Scheme, the subject site is within the Rural Non-Urban Zone and the use is defined as High Impact Industry, which would be an Impact Assessable development, as was the case when the application was lodged in 2004 under the now superseded Planning Scheme. It is worth noting also that the previous request to extend the relevant period, approved 19 May 2015, was assessed under v7 of the RPS. No significant changes to the Planning Scheme that affect the assessment of this request were made in the new version. Consequently, the development is considered to be consistent with the current scheme. The current Scheme has been considered nonetheless below.

#### Zoning and overlay Intent

The general zoning and intention for this land is relatively unchanged from the 1988 Town Plan and the 1998 Strategic Plan through to the current Redlands Planning Scheme. In all planning documents, the zoning or designation is Rural Non-Urban, with the intention being to provide for agriculture and other rural uses, aligned uses that support the on-going operation of these rural uses and to protect the poultry industry and ensure its survival within Redland City.

It is considered that, as per the previous assessment, the location of the use compliments primary industrial activities, specifically the nearby chicken farm.

No part of the development is within the Conservation Zone. The following Overlays have also been assessed:

- Bushfire Hazard Overlay - outside mapped hazard area;
- Habitat Protection Overlay - there is no proposed development within the Bushland Habitat designated area. Therefore the proposal complies with Specific Outcome S2.1(3) of the Habitat Protection Overlay Code. The balance of the site, including the power plant location, is within the designated

Enhancement Area. Specific Outcome S2.1(7) of the Habitat Protection Overlay Code requires enhancement planting of habitat trees at a minimum rate of one tree per 200m<sup>2</sup> of the Enhancement Area. It is estimated that the site contains some 950 habitat trees, over the entire area designated Bushland Habitat and partially over the Enhancement Area. It is considered that the overlay code Specific Outcome is already met. It should also be noted that the original approval incorporates conditions for a Vegetation Management Plan and an Environmental Management Plan (incorporating a Fauna Management Plan);

- Extractive Resources Overlay - the use will be within a key regional resource buffer. However the proposal complies with the Specific Outcomes of the Code given it does not introduce any noise sensitive uses;
- Flood Storm and Drainage Constrained Land Overlay - the use is outside the mapped hazard area;
- Landslide Hazard Overlay - the proposal meets the requirements for development in the low landslide hazard area;
- Protection of Poultry Industry Overlay - the use is being constructed to complement the existing poultry farm;
- Waterways Wetlands and Moreton Bay Overlay - the use is also outside of the mapped waterway area.

### **Infrastructure Contributions**

For extensions to the relevant period of existing development approvals, sub-sections 976B(4)to(6) of the SPA Transitional Provisions allow a local government to issue an infrastructure charges notice (pursuant to their respective resolution) that supersedes planning scheme policy infrastructure conditions applied under IPA.

The purpose of these sub-sections is to ensure the provision to include extensions to relevant periods under sections 383 to 390 is captured. In particular, the test of consistency of the approval with the current laws and policies applying to the development, such as infrastructure contributions.

This does not adversely affect rights or impose obligations retrospectively as the extension is effectively reissuing the approval under the current charging framework.

The proposed development is subject to infrastructure charges in accordance with the State Planning Regulatory Provisions (adopted charges).

It is noted that the site is not connected to town water or the sewer system, so there is no Redland Water charge.

The total charge applicable to this development is:

**Total charge:           \$45,048.00**

This charge has been calculated as follows in accordance with Council's Adopted Infrastructure Charges Resolution (No. 2.3) August 2016.

**Notice #001490**

Non-Residential Component	
2100m2 High Impact Industry X \$58.10 (no sewer)	\$122,010.00
Stormwater Infrastructure	
2100m2 Stormwater Impervious Area X \$10.10/m2	\$21,210.00
Demand Credit	
4860m2 High Impact Rural X \$20.20	\$98,172.00
<b>Total Council Charge: \$45,048.00</b>	

**OFFSETS**

There are no offsets that apply under Chapter 8 Part 2 of the *Sustainable Planning Act 2009*.

**REFUNDS**

There are no refunds that apply under Chapter 8 Part 2 of the *Sustainable Planning Act 2009*.

Overall, a new Infrastructure Charges Notice for the above amount will be issued, should the extension to relevant period application be approved.

**Community Awareness and Potential Submissions**

Part of the extension to relevant period test is considering the *community's current awareness of the development approval*. It is likely that there would be a moderate knowledge of the development application. The application was subject to two sets of public notification in 2004 and 2005, and attracted 333 submissions. There have been numerous newspaper articles and letters to the editor in the local newspapers, which are free of cost and circulated to the entire Redland City population, and public meetings regarding the development.

It is worth considering though that it has been a significant amount of time since the original approval in 2007. Over 200 new lots in the surrounding area (Mount Cotton estate) have been created since the original application was publically notified, which means there is potential for new owners to have no knowledge of the development. Changes in property ownership within the catchment during this time are also inevitable.

The second part of the test is *whether, if the request were refused further rights to make a submission may be available for a further development application; and the likely extent to which those rights may be exercised*.

If the request was refused and a new Material Change of Use application was to be lodged, it is likely that a large number of submissions would be received, as was the case with the original application. Three hundred and thirty-three (333) submissions were received on the original development application and three hundred and thirty-two (332) of those submissions were objections to the proposal.

However, this test was considered in the previous court order and it was concluded that:

- The Order states that failure of any part of section 388 (in this instance the right to object) does not mandate a refusal of the extension request;
- The Order states that it was unlikely any new grounds of submission would be raised;
- The application was originally approved in accordance with the planning scheme, and there should be an expectation from new residents in the area along those lines; and
- There is little benefit in forcing the applicant to re-lodge essentially the same application, which for all intents and purposes is consistent with the existing development.

Given the interpretation by the Judge on Council's previous refusal, the current request for an extension to the relevant period is considered to comply with the relevant tests under SPA.

### **Concurrence Agencies**

SARA (State Assessment Referral Agency) (via the Department of Main Roads and Transport and the Department of Environment and Heritage Protection) in their correspondence, dated 5 October 2016, advised that no objection was raised to the request to extend the relevant period.

### **Assessment Summary**

In assessing this request, Council must consider Section 388 of the *Sustainable Planning Act* as a whole. This approach is consistent with that taken by the P & E Court in deciding the previous extension request.

As discussed above, while it is almost certain that objecting submissions would be received if the application were re-lodged, it is considered that the submissions are unlikely to raise new issues not already considered as part of the original application and subsequent Court appeal. This is strengthened by the premise that there have been no significant changes to laws and policies that have a specific impact on this development. In this regard, and considering the Judgment in the previous extension request, it is concluded that a reason would be difficult to defend.

### **Conclusion**

The request to extend the relevant period has been assessed against the relevant provisions of the *Sustainable Planning Act*, the current Redlands Planning Scheme and other applicable planning instruments. In this regard, it is recommended that the request to extend the relevant period be approved.

## **STRATEGIC IMPLICATIONS**

### **Legislative Requirements**

In accordance with the *Sustainable Planning Act 2009* this development application has been assessed against the Redlands Planning Scheme V7.1 and other relevant planning instruments. The decision is due on 14 December 2016.

### **Risk Management**

In accordance with the *Sustainable Planning Act 2009* the applicant may appeal to the Planning and Environment Court against a decision to refuse.

**Financial**

If approved, Council will collect infrastructure contributions in accordance with the State Planning Regulatory Provisions (adopted charges) and Council's Adopted Infrastructure Charges Resolution.

If the development is refused, there is potential that an appeal will be lodged and subsequent legal costs may apply.

**People**

Not applicable. There are no implications for staff.

**Environmental**

Environmental implications are detailed within the assessment in the "issues" section of this report.

**Social**

Social implications are detailed within the assessment in the "issues" section of this report.

**Alignment with Council's Policy and Plans**

The assessment and officer's recommendation align with Council's policies and plans as described within the "issues" section of this report.

**CONSULTATION**

The assessment manager has consulted with other internal assessment teams where appropriate. Advice has been received from relevant officers and forms part of the assessment of the application. Legal advice has been sought from General Counsel.

**OPTIONS****Option One**

That Council resolves as follows:

1. That an approval be issued for a 22 month extension to the relevant period for the approved Bio-mass Power Plant (Undefined Use) and ERA #17 on the land known as 70-96 Hillview Road Mount Cotton; and
2. That the relevant period therefore remains current up to and including 20 July 2018.

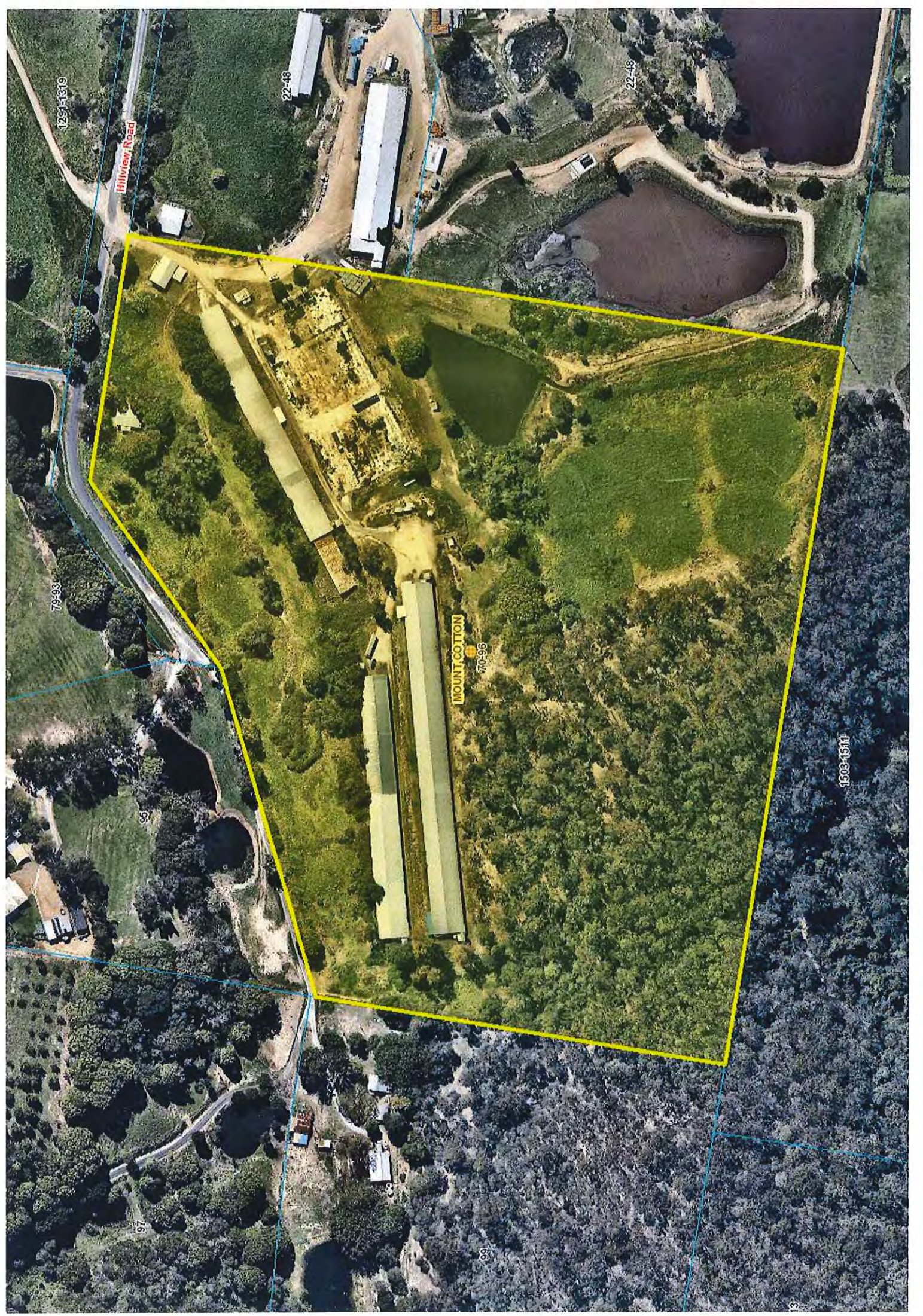
**Option Two**

That Council resolves to refuse the application.

**OFFICER'S RECOMMENDATION**

That Council resolves as follows:

1. That an approval be issued for a 22 month extension to the relevant period for the approved Bio-mass Power Plant (Undefined Use) and ERA #17 on the land known as 70-96 Hillview Road Mount Cotton; and
2. That the relevant period therefore remains current up to and including 20 July 2018.



1231-1319

Hillview Road

22-48

22-48

79-93

MOUNT COTTON

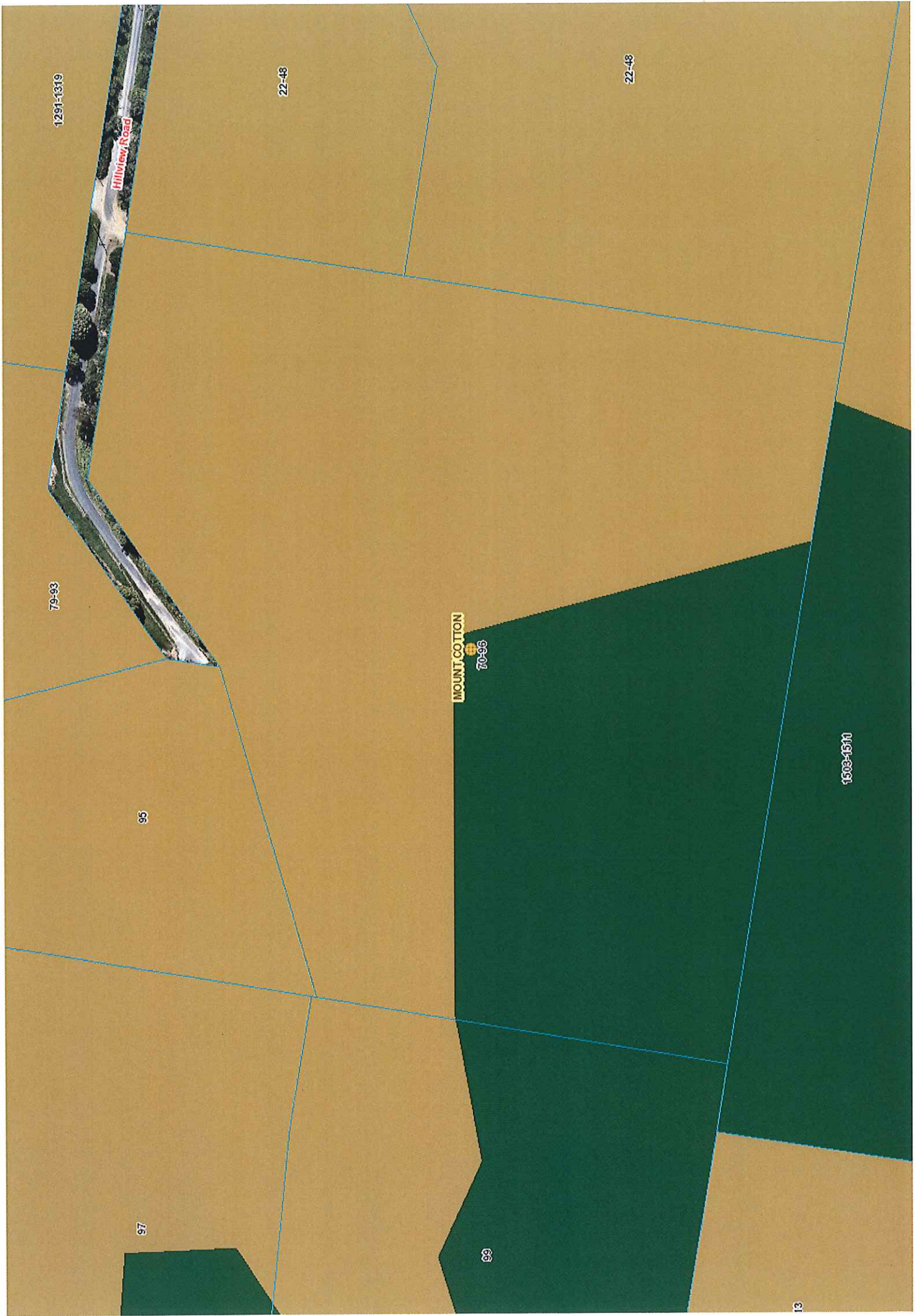
70-96

95

97

99

1303-1511



1291-1319

22-48

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Hillview Road

79-93

95

MOUNT COTTON

70-96

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13

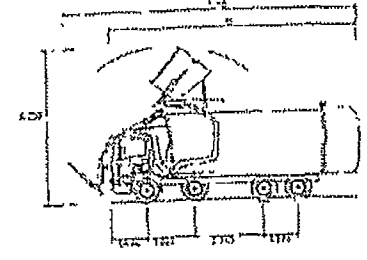
APPROVED FOR CONSTRUCTION  
 (See Section 4.1.1 of the Development Assessment Act 1992)

**PRELIMINARY DRAWINGS**

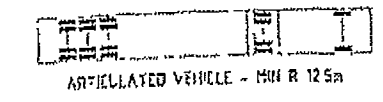
7-2011  
 230-P01 Site Plan for a power station  
 230-P02 Site Plan  
 230-P03 Grading and earth retention  
 230-P04 General Arrangement

**LEGEND**

- Existing property boundary
- Existing easement boundary
- Proposed surface flow stormwater
- Proposed footwater
- Existing edge of driveway
- Proposed acoustic concrete surface
- Proposed concrete surface

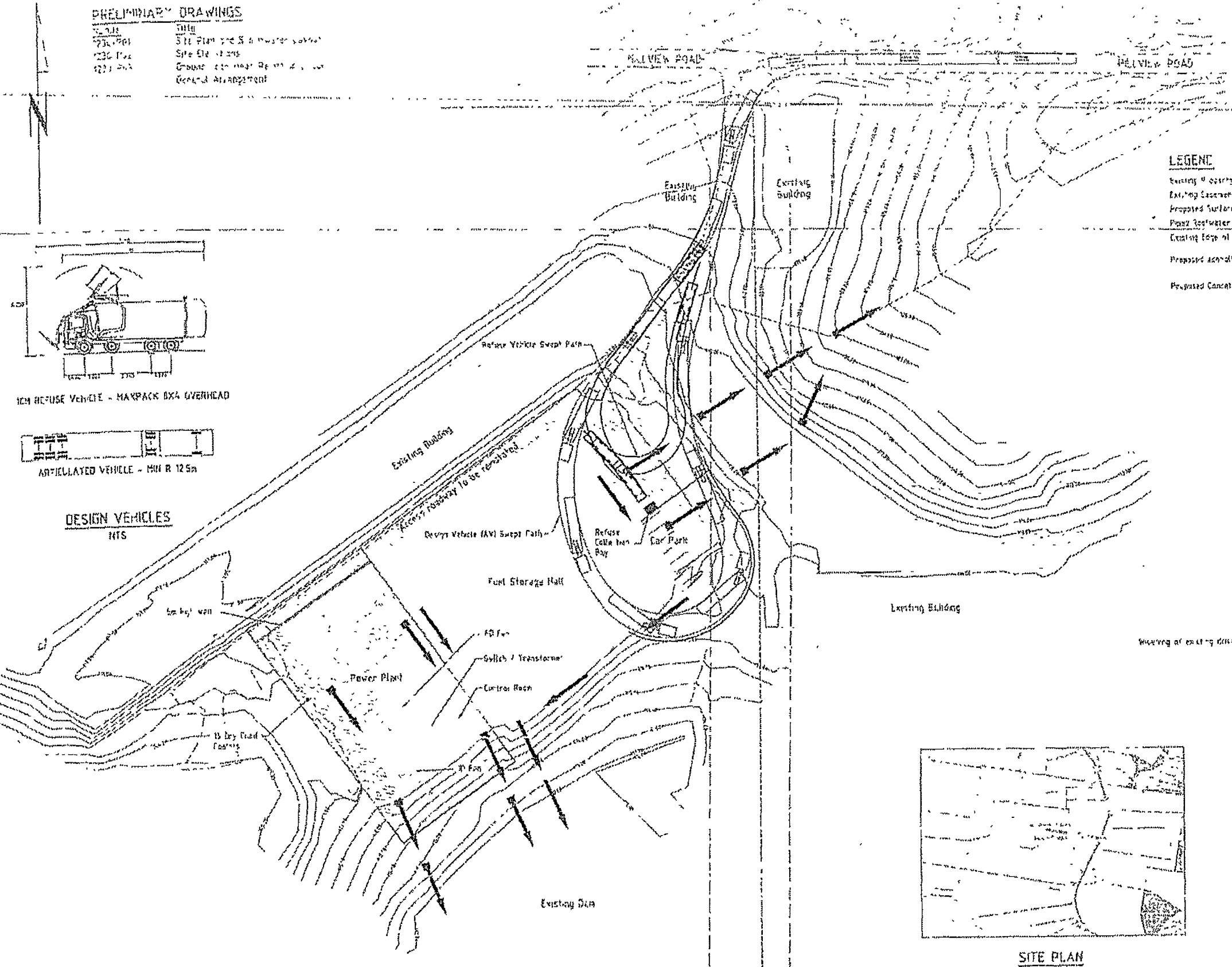


NON REFUSE VEHICLE - MAXPACK BOX OVERHEAD

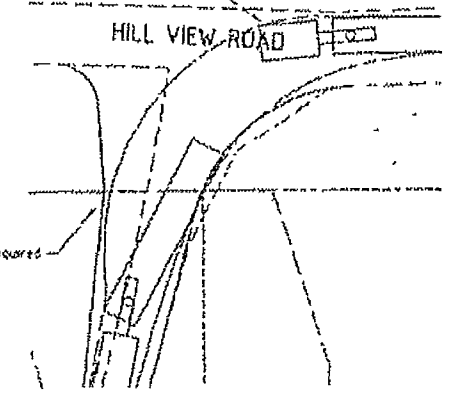


ARTICULATED VEHICLE - MIN R 12.5m

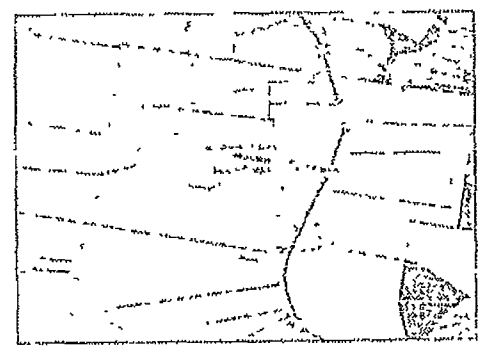
**DESIGN VEHICLES**  
 HTS



**WOLLAND SHIRE COUNCIL**  
 MC 008414  
 APPROVED PLANS  
 26.3.07 Page 1 of 6

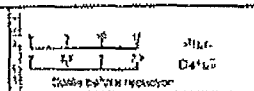


**ENTRANCE DETAIL**  
 RECEIVED  
 26.3.07  
 Development Assessment



**SITE PLAN**

DATUM: A.H.D. (derived)  
 PSM: 000000 RL 00000



Designed	M. Walters	<b>A1</b>	Loyal	Amendment	By	Date
Checked	I. Stanley					
Approved						
Drawn	N. Cavallaro					

**STANLEY AND PARTNERS** Pty Ltd  
 Consulting Engineers  
 231 William Street, Casuarina PO Box 523, Casuarina Q-4157  
 T: 3245-1148 F: 3250-1654 E: n.p@stanleyandpartners.com

PROPOSED POWER STATION  
 AT HILLVIEW ROAD  
 MOUNT COTTON  
 DARWALLA MILLING COMPANY PTY LTD

SITE CONCEPT PLAN		
Drawing No	Sheet	And
1230-P01	1 of 3	E



# PLANNING & ENVIRONMENT COURT OF QUEENSLAND

CITATION: *Cleveland Power P/L v Redland Shire Council* [2013] QPEC

PARTIES: **CLEVELAND POWER P/L ACN 101932272**  
**(Appellant)**

V

**REDLAND SHIRE COUNCIL**  
**(Respondent)**

FILE NO/S: 5192 of 2011

DIVISION: Planning and Environment

PROCEEDING: Appeal

ORIGINATING  
COURT: Brisbane

DELIVERED ON: 20 March 2013

DELIVERED AT: Brisbane

HEARING DATE: 8 March 2013

Written submissions 20 March 2013

JUDGE: Andrews SC DCJ

ORDER: **Judgment allowing the appeal and extending the relevant period of the development approval as per initialled draft.**

CATCHWORDS: PLANNING AND ENVIRONMENT – where Council refused a request to extend the period of a development approval – where developer appealed Council’s refusal – where Council no longer opposes an order extending the period of approval – whether the court should have regard to the matters in s 388(1) of the *Sustainable Planning Act 2009*

PLANNING AND ENVIRONMENT – where Council refused developer’s request to extend period of a development approval – where the approval is consistent with current laws and policies – where high level of community awareness of the development approval – where if the request were refused further rights to make a submission would be available for a further development application and would be exercised by members of the public – whether to extend the relevant period of the development approval

COUNSEL: M Williamson for the appellant

M Johnston for the respondent

SOLICITORS: Connor O’Meara for the appellant  
Norton Rose for the respondent

### **Issues**

- [1] Where Council has refused a developer’s request to extend the period of a development approval and the developer appeals against Council’s refusal this court determines the appeal. Council having withdrawn its opposition to the appeal the first issue is whether the court deciding the appeal should have regard to s 388(1) of the *Sustainable Planning Act 2009* (“SPA”). The second issue is whether the court should have regard to the fact that Council does not oppose the appeal. The third issue is whether it is appropriate to allow the appeal and extend the period of the development approval notwithstanding that further rights to make a submission would be available for a further development application and would be exercised by members of the public.

### **Background**

- [2] This is an appeal against Council’s decision to refuse a developer’s request to extend the relevant period of a development approval. The developer seeks final orders from the court allowing the appeal and extending the period of the development approval for two years from the date of judgment. The order is not opposed by Council.
- [3] The developer proposes to develop land at Mount Cotton with a bio-mass power plant. The land has the benefit of a development approval for a material change of use and a related environmental approval for Environmentally Relevant Activity No. 17.
- [4] The development application was impact assessable. More than 300 submissions were made by members of the community opposing the development. The development application was approved by the Council.
- [5] A submitter appeal was commenced in relation to the Council’s decision to grant the development approval. The appeal was resolved between the parties and the court made final orders in the submitter appeal on 7 November 2007. That order of 7 November 2007 is the development approval which is the subject of the developer’s request to extend the relevant period. The period was four years from 7 November 2007.
- [6] On 7 November 2011 the developer lodged a request with the Council under s 383 of SPA to extend the relevant period of the development approval. The Council refused. This is an appeal against that refusal.

- [7] In preparation for the appeal, experts in the fields of town planning, air quality and noise impacts prepared joint reports.
- [8] The development approval is consistent with Council’s current planning scheme and with the South East Queensland Regional Plan as at the time the approval was granted.
- [9] The noise and air quality experts recommended changes to the development approval to update the conditions imposed by the then Environmental Protection Agency to achieve greater certainty that the approval would be consistent with current laws and policies with respect to air quality emissions.
- [10] The Department of Environment and Heritage Protection includes the former Environmental Protection Agency. That Department agreed that the extension to the development period was appropriate.
- [11] The developer accepts that members of the public have maintained a “rage” against the proposal and that if the request were refused, further rights to make a submission would be available for a further development application and that members of the public would exercise those rights.

### **Statutory framework**

- [12] Section 383 of *SPA* provides that a person may apply to the assessment manager to extend a relevant period. In deciding the request, the assessment manager must have regard to s 388 of *SPA*.
- [13] Section 388(1) of *SPA* provides:  
**“388 Deciding request**
- (1) In deciding a request under section 383, the assessment manager must only have regard to—
- (a) the consistency of the approval, including its conditions, with the current laws and policies applying to the development, including, for example, the amount and type of infrastructure contributions, or infrastructure charges payable under an infrastructure charges schedule; and
- (b) the community’s current awareness of the development approval; and
- (c) whether, if the request were refused—
- (i) further rights to make a submission may be available for a further development application; and
- (ii) the likely extent to which those rights may be exercised; and

(d) the views of any concurrence agency for the approval given under section 385.”

**Issue 1: whether the court needs to consider s 388(1) of SPA**

- [14] Solicitors for developer appeared on a review day with a draft order with a provision for allowing the appeal and extending the period of the development approval. Counsel for the Council announced that the Council did not oppose the order but brought to the court’s attention some facts relevant to the matters set out in s 388(1) of SPA.
- [15] It was submitted by the solicitor for the developer that the matters in s 388(1) need not be established for the purpose of determining that the court has jurisdiction to make the order, that jurisdiction was not in issue, that because Council did not oppose the orders the court need not be concerned with s 388(1) of SPA and that the facts drawn to the attention of the court by counsel for the Council unnecessarily complicated a simple matter.
- [16] I accept that the factual matters set out in s 388(1) of SPA do not need to be satisfied in order for the court to have jurisdiction to hear the appeal. That feature is of no assistance in determining whether the court should consider s 388(1). I otherwise reject the two other submissions of the solicitor for the developer.
- [17] As I expressed concern in the face of the developer’s submissions the matter down to allow the developer to add to its submissions. Some hours later, Mr Williamson of counsel appeared on very short notice to supplement the submissions for the developer. He orally distinguished the concern courts must have with jurisdictional matters from the concern which the court should have with the matters in s 388(1). He echoed the submission of the solicitor for the developer that it was relevant that the Council did not oppose the application and added that the Council’s decision not to oppose the appeal should be given more weight as the Council acts to protect public rights. Perceiving that more assistance would be appreciated, Mr Williamson offered to supplement the oral submissions with written ones. They arrived today.

**Issue 2: The relevance of council not opposing**

- [18] While it seems sensible that a court should have regard to the fact that Council has changed its mind, I am unsure whether that is a matter which the court may consider. I note that according to the wording of s 388(1), an assessment manager deciding a request under s 383 of SPA “must only have regard to” the four matters set out in s 388(1). The court can have regard to the “views of any concurrence agency for the approval given under s 385”. There was no submission made that the Council was such a concurrence agency. Even if a failure to oppose an application could be regarded as the “views” of Council, I am not persuaded that it is a matter to which I may have regard. Fortunately, it does not affect the outcome as I propose for the reasons following, to allow the appeal. If I could take into account the non-opposition of council on the hypothesis that it is “a concurrence agency for the

approval given under section 385” it would have reinforced the other bases for my decision.

**Issue 3: Should the appeal be allowed where it is likely that numerous persons would make submissions to a fresh development application?**

- [19] The position taken by the Council in drawing to the court’s attention matters referred to in s 388(1)(c) of SPA was appropriate. The complication it introduced was appropriately introduced. The choice of its counsel to raise the complicating facts was performance of his duty performance to the court. Section 388(1)(c) makes relevant to the court’s function as assessment manager the likely extent to which rights to make a submission may be exercised. That part of the sub-section makes relevant the interests of potential submitters. They are not represented at the appeal. In an appeal where the facts show a likelihood that there would be numerous submitters in the event of a further development application the court should expect that this complication would be raised, at least by an officer of the court acting for Council.
- [20] The developer’s supplementary written submissions have been helpful.
- [21] I accept that the provision in s 388(1) of SPA does not contemplate that any one of the four considerations is intended to prevail and it does not contemplate that a failure to comply with one of the criteria mandates refusal.
- [22] I regard it as particularly significant that the development approval is consistent with current laws and policies. Because the public notification process for the development application attracted more than 300 submissions I accept the submission that any submission made in response to the development application, if remade, is unlikely to raise any new issue not already raised by submissions in the original application process.
- [23] I accept the submission that any new resident in the area having arrived after the public notice should have an expectation that development could proceed in the area in accordance with the planning scheme. The consistency of the development approval with the planning documents is important because there must therefore be a reasonable expectation on the part of the public that development of the kind approved may occur in the area.
- [24] I accept that the opposition to the proposal maintained by some members of the public is likely to be related to the acceptability of the “use” in the area and not based upon its consistency or otherwise with current laws and policies. I balance that against the fact that the approval, including its conditions, is consistent with current laws and policies.
- [25] I accept there would be little utility in forcing the developer to undergo an extensive impact assessment process for the purpose of obtaining a development approval that would be, for all intents and purposes, consistent with the existing development

approval and which would be unlikely to provoke a public submission that would raise any new issue for consideration.

- [26] It is appropriate that the appeal be allowed and that the relevant period of the development approval be extended for two years from the date of judgment.

### 11.3 INFRASTRUCTURE & OPERATIONS

#### 11.3.1 MOBILE GENERATOR REPLACEMENT

**Objective Reference:** A124442  
Reports and Attachments (Archives)

**Authorising Officer:**   
Peter Best  
General Manager Infrastructure & Operations

**Responsible Officer:** Kevin McGuire  
Group Manager Water & Waste Operations

**Report Author:** Matthew Worrall  
Service Manager Operations Maintenance

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#### PURPOSE

Redland City Council's (RCC's) Water & Waste Operations group is seeking Council approval for the trade-in of its nine existing trailer-mounted mobile generator sets. These existing units have reached the end of their useful service life and are due for replacement with new, more modern units.

Trade-in values for the generators have been obtained from industry and provide a much higher monetary return to Redland City Council than other methods of sale (e.g. sale through Pickles Auctions). The higher returns from trade-ins will be used to offset the purchase price of the new mobile generator sets.

#### BACKGROUND

Council currently owns, operates and maintains seven wastewater treatment plants and 165 sewerage pumping stations across the city. The sustained and efficient operation of these sites is essential to maintain Council's municipal wastewater treatment obligations.

To minimise disturbance to normal operations in the event of an equipment malfunction or power failure, Council owns, operates and maintains a fleet of nine trailer-mounted mobile generator sets.

#### ISSUES

RCC's mobile generator fleet currently consists of nine trailer-mounted, diesel powered mobile generators, of which eight are 17 years old and one is 10 years old. The age of the fleet is increasing the risk of mechanical and/or electrical failure and is resulting in increased maintenance costs. Additionally, should a generator fail in the field, Council faces the increased risk of environmental damage, resulting from a sewerage surcharge or overflow.

Council's Portfolio Management Office (PMO) approved a program for the scoping, procurement and purchase of new trailer-mounted generator assets, with replacement of the current fleet over three financial years commencing FY16/17. Total budget allocation is \$450,000, spread over three financial years at the amount of \$150,000 per year. The Council Mechanical and Electrical team has undertaken an industry-wide open tender process, which contained an option for tenderers to

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provide trade-in prices for the existing mobile generator sets, allowing tenderers to purchase, refurbish and on-sell traded units. Trade-in revenue would be used to offset the purchase costs of Council's new generator fleet.

Council has received trade-in offers from the marketplace as a result of the tender activity, with the highest offer of \$75,500 being in excess of the offer of \$22,000 received from Pickles Auctions, who are currently used by Council's Fleet Services to auction Council's traded-in plant and equipment.

## **STRATEGIC IMPLICATIONS**

### **Legislative Requirements**

Council is required to ensure the uninterrupted and efficient operation of its wastewater treatment plants and sewerage pumping stations in order to maintain compliance with environmental legislation, service delivery standards and community expectations. Council's fleet of generators are essential in response to a power failure or plant breakdown.

### **Risk Management**

The advanced age of the existing assets is increasing the risk of mechanical and/or electrical breakdowns, which in turn increases the risk of an uncontrolled sewerage surcharge or overflow to the environment.

### **Financial**

The requirement for ongoing preventative and/or breakdown maintenance will increase as the existing units continue to age.

### **People**

Any increase in maintenance will directly affect the Council Mechanical and Electrical team through increased servicing and maintenance requirements, or through breakdowns in the field both during and out of standard operating hours.

### **Environmental**

Council operates under strict environmental legislation and any sewerage surcharge or overflow causing environmental damage places Council at risk of enforcement actions or financial penalties from the Department of Environment and Heritage Protection.

### **Social**

Any sewerage surcharge or overflow into the environment has the potential to damage Council's reputation in the community.

### **Alignment with Council's Policy and Plans**

Disruption to continuous operation of Council's wastewater treatment plants and pumping stations may cause non-compliance with Redland Water's and Council's customer service standards.

## **CONSULTATION**

Consultation has occurred with the following during preparation of this report:

- General Manager – Infrastructure & Operations;



- Group Manager – Water & Waste Operations;
- Service Manager – Operations Maintenance;
- Fleet Manager;
- Senior Procurement Officer;
- Procurement Officer;
- Mechanical Fitters; and
- Business Partnering Unit.

### **OPTIONS**

1. Approval of the request to trade-in Council's current fleet of trailer mounted mobile generator sets, as part of the current tender process, in order to significantly offset the cost of the replacement units.
2. Decline the request to trade-in Council's current fleet of trailer mounted mobile generators, resulting in approximately \$53,000 additional cost to complete the generator set replacement project.

### **OFFICER'S RECOMMENDATION**

**That Council resolves to approve the trade-in of the existing trailer-mounted mobile generator fleet at the time of purchasing new assets as part of the current procurement action, in order to offset the cost of the replacement assets, taking advantage of the high trade-in offers from industry, and enabling the delivery of this project in the most prudent financial manner.**

**12 MAYORAL MINUTE**

In accordance with s.22 of POL-3127 *Council Meeting Standing Orders*, the Mayor may put to the meeting a written motion called a 'Mayoral Minute', on any matter. Such motion may be put to the meeting without being seconded, may be put at that stage in the meeting considered appropriate by the Mayor and once passed becomes a resolution of Council.

**13 NOTICES OF MOTION TO REPEAL OR AMEND RESOLUTIONS**

In accordance with s.262 *Local Government Regulation 2012*.

**14 NOTICES OF MOTION**

In accordance with s.3(4) of POL-3127 *Council Meeting Standing Orders*

**15 URGENT BUSINESS WITHOUT NOTICE**

In accordance with s.26 of POL-3127 *Council Meeting Standing Orders*, a Councillor may bring forward an item of urgent business if the meeting resolves that the matter is urgent.

<b>Urgent Business Checklist</b>	<b>YES</b>	<b>NO</b>
To achieve an outcome, does this matter have to be dealt with at a general meeting of Council?		
Does this matter require a decision that only Council can make?		
Can the matter wait to be placed on the agenda for the next Council meeting?		
Is it in the public interest to raise this matter at this meeting?		
Can the matter be dealt with administratively?		
If the matter relates to a request for information, has the request been made to the CEO or to a General Manager previously?		

**16 CLOSED SESSION****16.1 OFFICE OF CEO****16.1.1 DEEDS OF INDEMNITY**

**Objective Reference:** A2189236  
Reports and Attachments



**Authorising Officer:**  
Bill Lyon  
Chief Executive Officer

**Responsible Officer:** Peter Kelley  
Chief Executive Officer, Redland Investment Corporation

**Report Author:** Anca Butcher  
Redland Investment Corporation

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**EXECUTIVE SUMMARY**

Council or Committee has a broad power under Section 275(1) of the *Local Government Regulation 2012* to close a meeting to the public where there are genuine reasons why the discussion on a matter should be kept confidential.

**OFFICER'S RECOMMENDATION**

That the meeting be closed to the public to discuss this matter pursuant to Section 275(1) of the *Local Government Regulation 2012*.

The reason that is applicable in this instance is as follows:

- (h) *other business for which a public discussion would be likely to prejudice the interests of the local government or someone else, or enable a person to gain a financial advantage.*

**16.2 COMMUNITY & CUSTOMER SERVICES****16.2.1 RESUMPTION OF LAND**

**Objective Reference:** A2230691  
Reports and Attachments (Archives)

**Authorising Officer:**



**Louise Rusan**  
General Manager Community and Customer  
Services

**Responsible Officer:**

**Graham Simpson**  
Acting Group Manager Environment and  
Regulation

**Report Author:**

**Merv Elliott**  
Principal Property Consultant

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**EXECUTIVE SUMMARY**

Council has a broad power under Section 275(1) of the *Local Government Regulation 2012* to close a meeting to the public where there are genuine reasons why the discussion on a matter should be kept confidential.

**OFFICER'S RECOMMENDATION**

**That the meeting be closed to the public to discuss this matter pursuant to Section 275(1) of the *Local Government Regulation 2012*.**

**The reason that is applicable in this instance is as follows:**

- (h) *other business for which a public discussion would be likely to prejudice the interests of the local government or someone else, or enable a person to gain a financial advantage.***

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**16.2.2 LOCAL GOVERNMENT INFRASTRUCTURE PLAN AMENDMENT AND  
NETSERV PLAN MAJOR AMENDMENT**

**Objective Reference:** A2208537  
Reports and Attachments (Archives)

**Authorising Officer:**



**Louise Rusan**  
General Manager Community and Customer  
Services

**Responsible Officer:**

**David Jeanes**  
Group Manager City Planning and Assessment

**Report Author:**

**Giles Tyler**  
Principal Advisor Infrastructure Planning and  
Charging Unit

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**EXECUTIVE SUMMARY**

Council has a broad power under Section 275(1) of the *Local Government Regulation 2012* to close a meeting to the public where there are genuine reasons why the discussion on a matter should be kept confidential.

**OFFICER'S RECOMMENDATION**

That the meeting be closed to the public to discuss this matter pursuant to Section 275(1) of the *Local Government Regulation 2012*.

The reason that is applicable in this instance is as follows:

- (h) *other business for which a public discussion would be likely to prejudice the interests of the local government or someone else, or enable a person to gain a financial advantage.*

**17 MEETING CLOSURE**