



**Redland**  
CITY COUNCIL

# **MINUTES**

## **GENERAL MEETING**

**Wednesday, 26 July 2017**

The Council Chambers  
35 Bloomfield Street  
CLEVELAND QLD

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## 1 DECLARATION OF OPENING

The Mayor declared the meeting open at 9.34am and acknowledged the Quandamooka people, who are the traditional custodians of the land on which Council meets.

The Mayor also paid Council's respect to their elders, past and present, and extended that respect to other indigenous Australians who are present.

## 2 RECORD OF ATTENDANCE AND LEAVE OF ABSENCE

### MEMBERS PRESENT:

Cr K Williams	Mayor
Cr W Boglary	Deputy Mayor and Councillor Division 1
Cr P Mitchell	Councillor Division 2
Cr P Gollè	Councillor Division 3
Cr L Hewlett	Councillor Division 4
Cr M Edwards	Councillor Division 5
Cr J Talty	Councillor Division 6 - entered at 9.35am
Cr M Elliott	Councillor Division 7 - entered at 9.42am
Cr T Huges	Councillor Division 8
Cr P Bishop	Councillor Division 10

### EXECUTIVE LEADERSHIP TEAM:

Mr A Chesterman	Chief Executive Officer
Mr J Oberhardt	General Manager Organisational Services
Mr P Best	General Manager Infrastructure & Operations
Mr D Jeanes	Acting General Manager Community & Customer Services
Mrs D Corbett-Hall	Chief Financial Officer
Ms A Saxby	Acting Head of Human Resources

### APOLOGY

Cr P Gleeson	Councillor Division 9
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### MINUTES

Ms S Kerr	Corporate Meetings & Registers Coordinator
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### COUNCILLOR ABSENCES DURING THE MEETING

Cr Mitchell left the meeting at 10.59am and returned at 11.01am (during Item 10.1.1)

Cr Elliott left the meeting at 11.26am and returned at 11.27am (during Item 11.1.2)

Cr Talty left the meeting at 11.26am (during Item 11.1.2) and returned at 11.30am (during Item 11.2.1)

Cr Williams left the meeting at 11.36am (during Item 15.1.1) and returned at 11.47am (during Item 16.1.1)

Cr Bishop left the meeting at 11.36am and returned at 11.38am (during Item 15.1.1)

Cr Huges left the meeting at 11.36am and returned at 11.40am (during Item 15.1.1)

Cr Talty left the meeting at 11.38am and returned at 11.39am (during Item 15.1.1)

### 3 DEVOTIONAL SEGMENT

Reverend Jim De Witte, Redlands Christian Reformed Church, Ormiston and a member of the Ministers' Fellowship led Council in a brief devotional segment.

### 4 RECOGNITION OF ACHIEVEMENT

#### DAVID SMITH

The Mayor gave recognition to David Smith:

*I'd like to acknowledge today David Smith who is here in Chambers.*

*David recently retired after five years with Council, serving as the Executive Officer to the Office of the Mayor and councillors.*

*David made a very large impact during his time at Council due to his commitment, passion and good humour.*

*Known as someone who enjoys a chat, during his time here at Council David's door was always open, which often resulted in officers and councillors dropping by for a quick chat, which at times turned into a long chat.*

*Prior to starting with Council, David spent many years with the State Government working for both the major parties. As an indication of the high regard he is held in, when I met with Ministers today, those who have worked with David will always ask after him.*

*On behalf of all of us at Council, David thank you and we hope you enjoy time fishing and with your family.*

### 5 RECEIPT AND CONFIRMATION OF MINUTES

#### 5.1 GENERAL MEETING MINUTES 12 JULY 2017

#### COUNCIL RESOLUTION

Moved by: Cr P Bishop

Seconded by: Cr J Talty

**That the minutes of the General Meeting of Council held 12 July 2017 be confirmed.**

**CARRIED 10/0**

Crs Boglary, Mitchell, Gollè, Hewlett, Edwards, Elliott, Huges, Talty, Bishop and Williams voted FOR the motion.

Cr Gleeson was absent from the meeting.

### 6 MATTERS OUTSTANDING FROM PREVIOUS COUNCIL MEETING MINUTES

Nil

### 7 PUBLIC PARTICIPATION

Nil

**8 ORDER OF BUSINESS****8.1 MOTION TO ALTER THE ORDER OF BUSINESS****COUNCIL RESOLUTION**

Moved by: Cr M Edwards

Seconded by: Cr P Bishop

That Item 8 Petitions/Presentations (as listed in the Agenda), be listed as the last item of business.

**CARRIED 10/0**

Crs Boglary, Mitchell, Gollè, Hewlett, Edwards, Elliott, Huges, Talty, Bishop and Williams voted FOR the motion.

Cr Gleeson was absent from the meeting.

**8.2 MOTION TO ALTER THE ORDER OF BUSINESS****COUNCIL RESOLUTION**

Moved by: Cr W Boglary

Seconded by: Cr M Edwards

That Item 16.2.1 *Redland City Council Fire Management Plan Review 2017* as listed in the Agenda) be brought forward as the first item of business.

**CARRIED 10/0**

Crs Boglary, Mitchell, Gollè, Hewlett, Edwards, Elliott, Huges, Talty, Bishop and Williams voted FOR the motion.

Cr Gleeson was absent from the meeting.

**8.3 MOTION TO ALTER THE ORDER OF BUSINESS****COUNCIL RESOLUTION**

Moved by: Cr W Boglary

Seconded by: Cr P Mitchell

That permission be granted for representatives of Queensland Fire & Emergency Services to present on the first item of business *Redland City Council Fire Management Plan Review 2017*.

**CARRIED 10/0**

Crs Boglary, Mitchell, Gollè, Hewlett, Edwards, Elliott, Huges, Talty, Bishop and Williams voted FOR the motion.

Cr Gleeson was absent from the meeting.

**9 DECLARATION OF MATERIAL PERSONAL INTEREST OR CONFLICT OF INTEREST ON ANY ITEMS OF BUSINESS**

Mayor Williams declared a potential conflict of interest in Item 15.1.1 *Delegated Authority – Waste Recyclables and Green Waste Collection Services* (see item for details)

Cr Hewlett declared a potential conflict of interest in Item 15.1. 1 *Delegated Authority – Waste Recyclables and Green Waste Collection Services* (see item for details)

## 10 REPORTS TO COUNCIL

### 10.1 ORGANISATIONAL SERVICES

#### 10.1.1 REDLAND CITY COUNCIL FIRE MANAGEMENT PLAN REVIEW 2017

**Objective Reference:** A2484108  
Reports & Attachments (Archives)

**Attachments:**

1. [Fire Management Plan Review Report 2017](#)
2. [Annexure A Bushfire Risk Analysis Report Redland City Council 2017](#)

**Authorising/Responsible Officer:** John Oberhardt  
General Manager Organisational Services

**Report Author:** Mike Lollback  
Service Manager Disaster Plan & Operations

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### PURPOSE

To present the Redland City Council Fire Management Review Report, 2017 to Council.

### BACKGROUND

In December 2016 a wild fire on Russell Island burnt for four consecutive days and directly threatened 60 homes. The bush fires required significant front line fire fighting and triggered the multi-agency coordination within the Redland City Local Disaster Coordination Centre. The strong coordinated effort resulted in no loss of human life or property and represented a significant multi agency response to a potentially life threatening situation.

Between November 2016 and February 2017, four separate fires occurred across Russell Island and Macleay Island. On 8 February, 2017, a second fire occurred on an 80 acre privately owned block at the southern end of Russell Island. A wild fire in the Tim Shea's wetland on Macleay Island occurred on November 18, 2016 and a house fire on Macleay Island on the 22 February, 2017 threatened neighbouring bush land. In all of those circumstances the response by fire fighters resulted in the fires being controlled without further spread. No loss of life or injury was reported through each of those fires.

On Saturday 18 December, in the midst of the Russell Island fire, Mayor Williams, Cr Mark Edwards, former General Manager Organisational Services and a Superintendent from the Queensland Rural Fire Service attended Russell Island to discuss the progress of the fire response with residents. Significant issues were raised by numerous community members that a lack of attention by Council in the areas of mitigation, communications and planning were contributing factors to the danger the fire posed. As a result Mayor Williams advised the group that the opportunity to raise those concerns would be provided by written feedback forms within the room and more broadly through an online process. Over 50 responses were received that primarily broke down into the following main areas of concern:

1. High fuel loads and a lack of maintenance work by council.
2. Confusing Local Laws, limited owners capacity to protect properties.
3. Warning systems and communication connectivity is insufficient across the Southern Moreton Bay Islands (SMBI).

Each person who sent feedback received a reply from Mayor Williams undertaking to fully examine their concerns. Community angst was again apparent at a community meeting facilitated by the SMBI Combined Islands Association (SMBCIA), held on Russell Island on 22 January, 2017. Both Councillor Mark Edwards and the Redland City Local Disaster Coordinator attended to represent council as did a Superintendent from Queensland Fire and Emergency Services (QFES). It was made clear at that meeting that island residents believed that all the SMBI's were being ignored by council and emergency services in disaster mitigation and planning. Whilst there were those at the meeting who acknowledged that the December fire had not resulted in loss of life or property and that the work of Council and emergency services was applauded, the lack of satisfaction with Council's response to the safety of the island group underpinned the theme of the meeting.

As a result of the broad community concerns, in discussion with Mayor Williams and former CEO of Council, it was determined that an independent assessment and review of Council's process should be undertaken.

On the 25 January, 2017 at the first general meeting of Council for the year, a group of SMBI residents "marched" through Cleveland, protesting what they determined as a lack of attention to island safety by Council. That group attended the General Meeting where a representative of SMBCIA addressed that meeting, outlining the concerns of island residents.

The Redland City Local Disaster Coordinator was requested by Mayor Williams to address the meeting and announced the engagement of Training and Emergency Management, the commercial arm of Queensland Fire and Emergency Services, to conduct an independent review of council's mitigation, planning and Local Laws in the direct context of the December Russell Island Fire. It was announced also that the review would be across Redland City with the exception of North Stradbroke Island where substantial work was being done by the Island Fire Management Group. Major focus of the review would be across SMBI and the Chair of the SMCIA, agreed to assist as the community representative.

The report was to be delivered to Council by early June 2017, but was unavoidably delayed to mid-July due to the unavoidable deployment of key involved QFES staff to Northern Queensland during and immediately after Cyclone Debbie.

## **ISSUES**

In January 2017 Training and Emergency Management, the commercial branch of QFES, was engaged to undertake an independent review of community concerns raised as a result of a wildfire on Russell Island in December, 2016. The review was tasked to:

- Phase 1. Review wild fire vulnerability and provide recommendations for SMBI.
- Phase 2. Review wild fire vulnerability and provide recommendations for Redland City mainland.
- Phase 3. Review wild fire vulnerability and provide recommendations for North Stradbroke Island\*



\*It was determined that the work for North Stradbroke Island was not required as part of this current review as substantial work across multiple tenure representatives continues to be undertaken post the 2015 wild fire event.

The agreed scope was to:

1. Review the vulnerability levels of the SMBI and the Redland City mainland from wildfire.
2. Review Council's current maintenance plan for SMBI and the Redland City mainland to ensure that it is scheduled for maximum benefit.
3. Review impacting legislative requirements to ensure there are no conflicts and that they are understood by the community.
4. Collect and verify mapping data utilised by QFES for planning and response to wildfires.
5. Review Councils fire access trail access to determine whether or not they are sufficient for QFES use.

The review was commenced in February 2017 with the final report delivered in July 2017.

The review independently evaluated the level of vulnerability to wildfire across Redland City, with specific regard to the SMBIs. Council's current maintenance plan was analysed using modern technical methodology to ensure it provided maximum benefit. The review assessed the existing Council fire management arrangements for community understanding against their legislative requirements, assessed the standards of Council's fire trails against QFES mapping data for wildfire response and planning. The review involved data analysis, field inspections and visual assessments as well as community consultation activities with island residents and organisations, which include meetings, interviews, email correspondence and an online survey.

The report is provided in two parts:

1. The main report with findings and recommendations
2. Annexure A, Bush Fire Risk Analysis Report.

The main report outlines and summarises all activities and lists 56 separate recommendations across the following Scope Points:

#### **PART A: SOUTHERN MORETON BAY ISLANDS**

##### **1. Levels of Vulnerability to SMBI**

- a. 1.1. Illegal dumping of green waste, household waste and commercial waste on council and undeveloped private land.(1-8)
- b. 1.2. Build-up of vegetation and ground fuel on council and private land. (9-15)
- c. 1.3. Hoarding and excess build-up of green waste, household and commercial waste on some private land. (16)
- d. 1.4. Low personal level of Resilience relating to wildfire and other emergency events.(17-24)
- e. 1.5. Limited initial emergency response personnel and equipment of each of the SMBI and lack of clear inter-island deployment procedures for RFS personnel. (25-27)
- f. 1.6. No workable secondary evacuation routes at all on the SMBI (28-29)

2. **Review Council's maintenance plan for SMBI to ensure it is scheduled for maximum benefit.** (30-33)
3. **Review of local laws, *Fire and Emergency Services Act* and other associated legislation.** (34-38)
4. **Review current QFES mapping data utilised by FES for planning and response to wildfires.** (no recommendations)
5. **Review council access trails to ensure they are fit for purpose.** (39-42)

**PART B: REDLAND CITY MAINLAND**

1. **Review Councils current maintenance plan to ensure it is scheduled for maximum benefit.** (43-46)
2. **Review Councils fire access trails to determine if they are sufficient for QFES use.** (47-48)
3. **Local Laws and legislation.** (49-50)
4. **Levels of vulnerability**
  - a. 4.1. Exposure to large council reserves and other parkland
  - b. 4.2. Access to reticulated water and fire hydrants. (52-54)
  - c. 4.3. Level of preparedness for disasters

It becomes clear that the recommendations across both the Redland Mainland and SMBI are largely interchangeable across the entirety of Redland City.

The recommendations are summarised into the following key areas (Part 1, page 3):

1. Council enforcement of Local Laws would eliminate any of the issues on the SMBI.
2. Council should conduct a full assessment of the ecological value of conservation zones and fire exclusion zones and implement appropriate actions to reduce the threat to the urban environment.
3. Council is encouraged to provide a warning system that will work for a great number of residents and be available in multiple formats.
4. Council is encouraged to introduce outward facing mapping layers to the Red-e-map to better inform land owners.
5. A secondary escape route from the southern end of Russell Island to the Northern end should be seriously considered.
6. Enhanced education and awareness of current risks should be introduced.

Upon receipt of the review Council has endeavoured to examine each recommendation and establish organisational responsibilities for implementation. An internal working group has been established across the organisation to examine, implement and report on recommendations.

The group is directly reportable to the Chief Executive Officer and comprises:

Manager, Disaster Planning and Operations  
General Counsel

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Group Manager, Internal Audit and Risk  
Group Manager, Communications Engagement and Tourism  
Executive Officer, Officer of the Mayor and Councillors  
Group Manager, Environment and Regulations  
Group Manager, City Spaces.  
Group Manager, Corporate Services  
Chief Information Officer  
Group Manager, Water and Waste Operations  
Project officer, Disaster Planning & Operations

In consultation with the review coordinator from Training and Emergency Management, the 56 recommendations have been divided across the following functional areas:

1. Illegal dumping and hording
2. Low community resilience and disaster preparedness
3. Emergency response capacity across multiple agencies
4. Maintenance plans and access trails
5. Local Laws and legislation
6. Access to water and fire hydrants.

Recommendations have been allocated across each of the 56 recommendations to members of the steering committee with direct responsibility in specified areas.

In addition, amongst the recommendations it emerges that response and delivery is required at a whole of government and multi-agency response.

To facilitate this, letters highlighting the shared responsibilities have been sent by the Mayor and CEO to the Ministers and director General's for:

1. Communications
2. Communities
3. Police, Fire and Emergency Services
4. Infrastructure and Planning
5. Local Government

Each letter invites each Minister and Director General to participate with council in a coordinated approach to progressing each of the recommendations of the fire review report.

Initial assessment of the 56 recommendations is that 27 of those recommendations commenced post the December, 2016 Russell Island fires. That commencement is in a variety of stages of completion, but reflects that the response to community concerns has been a critical issue across Redland City Council.

The additional 28 recommendations are considered to be matters will require additional consideration and discussion. It is anticipated that the delivery of many of those recommendations many require additional levels of service provision, are not exclusively the dominion of council and may be costly to implement.

## **STRATEGIC IMPLICATIONS**

### **Legislative Requirements**

The report findings form part of Council's risk management framework, working in collaboration with other entities and the community broadly to prepare, prevent and

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respond to disaster events under the *Disaster Management Act 2003*. The report acknowledges whilst the fire event did not result in loss of life or significant property loss, the recommendations are detailed to mitigate potential bushfire risk.

### **Risk Management**

The bush fire review offers substantial opportunity for continuous improvement in mitigating potential bush fires. Council is committed to the safety of the community and sees this as a substantial opportunity to improve current practices, establish new partnerships and work with the community in pursuit of more resilient and better prepared Redland City.

The report in essence is relative to the safety of community within Redlands. As a central theme the recommendations provide a framework that provides steps designed to provide for greater safety of the Redland community

### **Financial**

Full financial cost of implementation to be fully researched and reported back to Council within three months of the presentation of this report.

### **People**

An internal working group has been appointed to prepare a full report to council, including consideration of full costs and staffing impacts.

### **Social and Environmental**

Council welcomes the results of the 2017 Independent Fire Management Plan Review. Council will work to strike the right balance between conservation management and ensuring our community is safe and prepared for disaster events.

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

Redland City Council Disaster Management Plan

Redland City Council Corporate Plan

- 1.1 Redland's natural assets including flora, fauna, habitats, biodiversity and waterways are managed, maintained and monitored.
- 7.5 The community's preparedness for disasters is improved through community education, training and strong partnerships between Council and other agencies.
- 8.4 A continuous improvement focus underpins the organisation, creating a supportive environment for ideas and positive, well-managed change that enhance internal and external outcomes.

### **CONSULTATION**

Chief Executive Officer  
General Manager, Infrastructure and Operations  
General Manager Community and Customer Service  
General Manager, Organisational services  
Manager, Disaster planning and Operations  
General Counsel  
Group Manager, Internal Audit and Risk

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Group Manager, Communications Engagement and Tourism  
Executive Officer, Officer of the Mayor and Councillors  
Group Manager, Environment and Regulations  
Group Manager, City Spaces.  
Group Manager, Corporate Services  
Chief Information Officer  
Group Manager, Water and Waste Operations  
Project officer, Disaster Planning and operations  
Group Manager, City Spaces.  
Group Manager, Corporate Services  
Chief Information Officer  
Group Manager, Water and Waste Operations  
Project officer, Disaster Planning and Operations  
Queensland Fire and Emergency Services

## **OPTIONS**

### **Option One**

That Council resolves as follows:

1. To receive the Redland City Council Fire Management Plan Review Report 2017, including Annexure A;
2. That the Chief Executive Officer reports to council within three months to outline the full response to the recommendations in the confidential report; and
3. That this report and the Redland City Council Fire Management Plan Review Report 2017, including Annexure A, be publically released in the minutes of this General Meeting.

### **Option Two**

That Council resolves not to release the Redland City Council Fire Management Plan Review Report 2017 publically.

## **OFFICER'S RECOMMENDATION**

That Council resolves as follows:

1. To receive the Redland City Council Fire Management Plan Review Report 2017, including Annexure A;
2. That the Chief Executive Officer reports to council within three months to outline the full response to the recommendations in the confidential report; and
3. That this report and the Redland City Council Fire Management Plan Review Report 2017, including Annexure A, be publically released in the minutes of this General Meeting.

**COUNCIL RESOLUTION**

**Moved by:** Cr M Edwards

**Seconded by:** Cr P Bishop

**That Council resolves as follows:**

- 1. To receive the Redland City Council Fire Management Plan Review Report 2017, including Annexure A;**
- 2. That the Chief Executive Officer reports to council within three months to outline a full response and progress on the recommendations in the confidential report; and**
- 3. That this report and the Redland City Council Fire Management Plan Review Report 2017, including Annexure A, be publically released in the minutes of this General Meeting.**

**CARRIED 10/0**

Crs Boglary, Mitchell, Gollè, Hewlett, Edwards, Elliott, Huges, Talty, Bishop and Williams voted FOR the motion.

Cr Gleeson was absent from the meeting.

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**10.2 OFFICE OF CEO****10.2.1 LONG-TERM ASSET AND SERVICE MANAGEMENT PLAN 2017**

<b>Objective Reference:</b>	<b>A2457705</b> <b>Reports and Attachments</b>
<b>Attachment:</b>	<a href="#"><u>LTASMP Financial Forecast 2017</u></a>
<b>Authorising Officer:</b>	<b>Deborah Corbett-Hall</b> <b>Chief Financial Officer</b>
<b>Responsible Officer:</b>	<b>Leandri Brown</b> <b>Finance Manager Corporate Finance</b>
<b>Report Authors:</b>	<b>Carolyn Jackson</b> <b>Capital and Asset Accounting Manager</b>

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**PURPOSE**

The purpose of this report is for Council to adopt its Long-Term Asset and Service Management Plan (LTASMP) – Financial Forecast 2017 following the adoption of the Financial Strategy 2017-2027.

**BACKGROUND**

The LTASMP summarises the considerations, strategies and inputs from the individual Asset and Service Management Plans (ASMPs) and was adopted in October 2015 under the previous term of Council and was subsequently updated by the LTASMP - Financial Forecast 2016. This LTASMP – Financial Forecast 2017 was developed during the 2016-2017 asset management planning cycle for 2017-2018 and beyond to provide currency to the financial elements of the LTASMP.

The asset management planning cycle aims to enable and achieve Council's vision of sustainable and active asset management for the delivery of effective services to the community.

It is also a legislative requirement to provide an overarching summary of Council's asset management position, and considerations for improving Council's asset management practice over the short to medium term.

**ISSUES*****Asset Management Project***

Council formally adopted its Asset Management Project – Project Plan on 22 March 2017 which supports the development of a formal Asset Management Governance Model to demonstrate a framework for policies, guidelines, relationships and processes for the maintenance and management of Council's assets.

Furthermore, the development of the conceptual framework for asset management will set out Council's asset management approach and will provide the link between asset management activities and Council's strategic objectives.

The LTASMP therefore provides a snapshot only of where Council is currently performing in terms of its asset management practice based on the approved individual ASMPs.

### ***Alignment between the Long-Term Financial Forecast and the LTASMP***

The individual ASMPs were completed and approved by Group Managers in October 2016. The LTASMP – Financial Forecast 2017 provides a summary of the financial forecasts at that time and, except for the amended forecasts below, is generally consistent with the Long-Term Financial Forecast (LTFF) which forms part of the recently adopted Financial Strategy 2017-2027.

Since October Council's ten year capital program deliberations on the basis of sustainability, affordability and prioritisation of certain projects have amended the capital expenditure program for the 2017-2018 budget as well as the LTFF.

For information purposes, the comparison is provided below:

	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
<b>LTAMSP</b>										
Renewal	\$42M	\$46M	\$43M	\$35M	\$38M	\$40M	\$43M	\$35M	\$32M	\$29M
Non-renewal	\$52M	\$67M	\$66M	\$53M	\$55M	\$49M	\$27M	\$27M	\$25M	\$24M
<b>Total Capex</b>	<b>\$94M</b>	<b>\$113M</b>	<b>\$109M</b>	<b>\$88M</b>	<b>\$93M</b>	<b>\$89M</b>	<b>\$70M</b>	<b>\$62M</b>	<b>\$57M</b>	<b>\$53M</b>
<b>LTFF</b>										
Renewal	\$38M	\$46M	\$44M	\$32M	\$36M	\$37M	\$39M	\$32M	\$30M	\$29M
Non-renewal	\$44M	\$62M	\$58M	\$47M	\$48M	\$47M	\$28M	\$30M	\$26M	\$24M
<b>Total Capex</b>	<b>\$82M</b>	<b>\$108M</b>	<b>\$102M</b>	<b>\$79M</b>	<b>\$84M</b>	<b>\$84M</b>	<b>\$67M</b>	<b>\$62M</b>	<b>\$56M</b>	<b>\$53M</b>

### ***Planned capital works vs. projected capital works***

The LTASMP highlights renewal expenditure planned in the individual ASMPs compared to the projected capital works which is based on the asset register and when the asset is expected to require renewal based on its life, age or condition.

Although the asset register data would suggest different requirements, it appears the ASMPs are suggesting a 'smoothed' approach where certain renewal jobs may have been brought forward, or the asset register data is not appropriately reflecting the remaining useful life.

## **STRATEGIC IMPLICATIONS**

### **Legislative Requirements**

Section 104 of the *Local Government Act 2009* requires the system of financial management established by Council to include a long-term asset management plan. Section 167 of the *Local Government Regulation 2012* (the Regulation) requires Council to prepare and adopt a long-term asset management plan that continues in force for a period of at least 10 years. Section 168 of the Regulation says that a long-term asset management plan must:



- a) provide for strategies to ensure the sustainable management of the assets mentioned in Council's asset register and infrastructure of Council;
- b) state the estimated capital expenditure for renewing, upgrading and extending the assets for the period covered by the plan; and
- c) be part of, and consistent with, Council's long-term financial forecast.

Council has adopted sustainability as the principle for management of assets and infrastructure in its Corporate Policy 3118 - Enterprise Asset Management.

### **Risk Management**

The individual ASMPs address the types and level of risk associated with managing Council assets, both financially and operationally. Risk assessment provides a basis for corporate prioritisation of projects. Identification of critical assets and processes will ensure uninterrupted service delivery to the community.

### **Financial**

While there are no direct financial implications or costs associated with the adoption of this plan, the LTASMP summarises the inputs from the 2016-2017 asset management cycle to the development of capital expenditure programs for 2017-2018 and beyond.

### **People**

Nil impact expected as the purpose of the attached report is to provide financial information to Council contained in the individual ASMPs and in support of the LTFF.

### **Environmental**

Nil impact expected as the purpose of the attached report is to provide financial information to Council on the 10 year capital expenditure program underpinned by the asset management planning cycle.

### **Social**

Nil impact expected as the purpose of the attached report is to provide financial information to Council on the 10 year capital expenditure program underpinned by the asset management planning cycle.

### **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**

The LTASMP is a summary of the individual ASMPs and it provides a snapshot of the capital expenditure forecasts as a result of the asset management planning cycle. The development of the individual ASMPs by the asset management authors included peers review and consultation with relevant group and general managers, with oversight from the Enterprise Asset Management Steering Committee.

**OPTIONS**

1. That Council resolves to adopt the attached Long-Term Asset and Service Management Plan – Financial Forecast 2017.
2. That Council requests additional information.

**OFFICER'S RECOMMENDATION/  
COUNCIL RESOLUTION**

**Moved by:** Cr P Mitchell  
**Seconded by:** Cr W Boglary

**That Council resolves to adopt the attached Long-Term Asset and Service Management Plan – Financial Forecast 2017.**

**CARRIED 10/0**

Crs Boglary, Mitchell, Gollè, Hewlett, Edwards, Elliott, Huges, Talty, Bishop and Williams voted FOR the motion.

Cr Gleeson was absent from the meeting.



# **Long Term Asset and Service Management Plan Financial Forecast 2017**

<b>Document Control</b>					
<b>Rev No</b>	<b>Date</b>	<b>Revision Details</b>	<b>Author</b>	<b>Reviewer</b>	<b>Approver</b>
0.1	08/05/2017	Initial Draft 2017	CJ		
0.2	06/06/2017	Include feedback form L Brown	CJ	LB	
0.3	07/06/2017	Feedback from Financial Planning	CJ	KB	

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# 1 EXECUTIVE SUMMARY

The Long Term Asset and Service Management Plan Financial Forecast (LTASMP) summarises the considerations, strategies and inputs from the individual Asset and Service Management Plans (ASMPs) developed during the 2016-17 asset management planning cycle for 2017-18 and beyond.

The asset management planning cycle aims to enable and achieve Council's vision of sustainable and active asset management for the delivery of effective services to the community. It is also a legislative requirement to provide an overarching summary of Council's asset management position, and considerations for improving Council's asset management practice over the short to medium term.

Council formally adopted its Asset Management Project – Project Plan on 22 March 2017 which supports the development of a formal Asset Management Governance Model to demonstrate a framework for policies, guidelines, relationships and processes for the maintenance and management of Council's assets.

Furthermore, the development of the conceptual framework for asset management will set out Council's asset management approach and will provide the link between asset management activities and Council's strategic objectives.

The LTASMP therefore provides a snapshot only of where Council is currently performing in terms of its asset management practice based on the approved individual ASMPs. The key financial elements of this plan are contained Section 2 below.

## 2 AT A GLANCE

Classification	ASMP	Replacement Cost	Accumulated Depreciation	Written Down Value	Annual Depreciation
<b>ASMP Assets</b>					
Buildings	Buildings	140,780,147	50,572,487	90,207,660	4,012,893
Cultural Services	Gallery	1,037,992	28,266	1,009,726	5,744
Cultural Services	Library	10,671,763	6,482,587	4,189,176	1,001,055
Cultural Services	RPAC	734,969	420,968	314,001	65,496
Fleet	Fleet	24,725,604	8,207,020	16,518,584	1,767,042
General Transport	Bus Stops	8,841,122	1,904,382	6,936,741	229,061
General Transport	Car Parks	24,451,419	7,972,702	16,478,717	544,477
General Transport	Path & Cycleways	110,455,533	40,354,888	70,100,645	2,083,781
General Transport	Traffic Facilities & Lighting	47,178,756	18,932,607	28,246,149	1,078,159
Information Management	IM	18,430,610	10,368,904	8,061,707	1,561,561
Marine	Marine Estates	226,190,302	28,006,281	198,184,022	1,108,387
Marine	Marine Foreshore	34,947,783	1,572,822	33,374,961	64,226
Marine	Marine Infrastructure	30,043,603	10,326,378	19,717,226	928,372
Open Space	Open Space	77,816,083	35,434,999	42,381,084	2,849,000
Roads & Bridges	Roads & Bridges	542,229,188	186,958,070	355,271,118	11,500,890
Stormwater	Stormwater Drainage	576,344,952	148,895,142	427,449,810	5,932,592
Stormwater	Stormwater Quality	3,101,246	666,897	2,434,349	49,482
Waste	Waste Landfill	14,676,045	1,904,440	12,771,604	104,833
Wastewater	Wastewater Collection	554,007,600	196,737,675	357,269,925	7,646,732
Wastewater	Wastewater Treatment	158,992,631	65,266,243	93,726,388	3,581,166
Water	Water Supply	475,528,923	208,534,710	266,994,213	6,856,610
<b>Total ASMP Assets</b>		<b>\$ 3,081,186,272.83</b>	<b>\$ 1,029,548,467.25</b>	<b>\$2,051,637,805.58</b>	<b>\$ 52,971,559.35</b>
<b>Non ASMP Assets</b>					
Land		229,330,900	0	229,330,900	0
Administration		11,820,817	0	11,820,817	0
<b>Total Non ASMP Assets</b>		<b>\$ 241,151,717</b>	<b>\$ -</b>	<b>\$ 241,151,717</b>	<b>\$ -</b>
<b>TOTAL COUNCIL ASSETS</b>		<b>\$ 3,322,337,990</b>	<b>\$ 1,029,548,467</b>	<b>\$ 2,292,789,522</b>	<b>\$ 52,971,559</b>

	Year 1 2017-18	Year 2 2018-19	Year 3 2019-20	Year 4 2020-21	Year 5 2021-22	Year 6 2022-23	Year 7 2023-24	Year 8 2024-25	Year 9 2025-26	Year 10 2026-27
<b>Planned Renewal</b>										
Buildings	3,116,100	9,153,580	4,605,305	950,680	1,343,311	751,350	676,700	200,500	312,500	830,000
Cultural Services	1,391,758	1,415,281	1,434,210	1,313,096	1,434,164	1,692,858	1,443,794	1,545,807	1,518,477	1,468,199
Fleet	5,931,816	4,900,445	3,193,770	3,260,965	4,102,515	5,343,080	4,442,149	3,111,235	4,173,256	3,687,723
General Transport	2,297,158	2,690,813	2,697,733	2,467,976	1,121,441	980,595	934,235	947,526	1,138,069	1,000,000
Information Technology	1,595,000	745,000	871,000	1,415,000	1,405,000	771,000	915,000	1,105,000	1,191,000	1,100,000
Land	0	0	0	0	0	0	0	0	0	0
Marine	2,638,114	2,266,674	5,222,153	2,295,316	5,586,909	3,777,137	5,607,315	2,602,560	1,477,270	1,823,892
Open Spaces	4,163,642	2,180,323	1,198,563	1,538,057	555,419	832,943	3,661,647	2,484,097	1,980,107	1,459,715
Other	2,750,000	2,750,000	2,750,000	2,823,000	2,900,000	2,750,000	2,750,000	2,750,000	2,825,000	2,750,000
Roads & Bridges	13,978,500	14,974,100	15,438,000	14,485,000	15,230,000	17,795,000	18,230,000	16,630,000	14,230,000	14,855,000
Stormwater	25,000	29,500	23,325	103,472	37,500	71,698	21,492	7,500	7,500	0
Waste	0	30,000	1,000,000	470,000	0	0	0	0	0	0
Wastewater	3,494,348	4,029,910	3,281,327	3,008,713	3,984,200	3,764,680	3,282,400	2,000,466	2,280,415	0
Water Supply	730,077	818,707	845,361	910,691	785,825	1,078,685	910,395	1,171,573	1,077,941	0
<b>Total Renewal</b>	<b>\$ 42,111,513</b>	<b>\$ 45,984,333</b>	<b>\$ 42,560,747</b>	<b>\$ 35,041,966</b>	<b>\$38,486,284</b>	<b>\$ 39,609,026</b>	<b>\$ 42,875,126</b>	<b>\$ 34,556,264</b>	<b>\$ 32,211,534</b>	<b>\$28,974,529</b>
% of CAPEX	45%	41%	39%	40%	41%	45%	61%	56%	56%	55%
<b>Non Renewal</b>										
Buildings	6,894,100	5,964,270	2,226,695	4,318,420	484,700	443,000	437,000	385,000	410,000	0
Cultural Services	546,477	491,452	393,161	283,032	358,294	207,432	255,559	311,883	231,904	250,038
Fleet	0	0	0	0	0	0	0	0	0	0
General Transport	5,259,358	4,810,793	4,435,763	4,056,015	18,027,880	11,861,141	2,381,600	2,506,600	2,506,600	2,476,600
Information Technology	275,000	305,000	429,000	235,000	315,000	259,000	205,000	345,000	159,000	400,000
Land	0	0	0	0	0	0	0	1,728,000	0	0
Marine	6,032,374	9,359,530	10,201,772	5,246,262	2,581,444	3,098,548	3,610,768	3,214,239	3,459,663	3,195,568
Open Spaces	6,994,040	11,085,919	4,196,650	6,877,735	5,310,025	6,487,501	7,508,544	7,488,288	6,743,419	6,508,683
Other	8,250,000	8,250,000	8,250,000	8,250,000	8,250,000	8,250,000	8,250,000	8,250,000	8,250,000	8,250,000
Roads & Bridges	10,875,930	19,552,371	17,281,120	9,972,150	8,885,000	2,545,000	2,545,000	2,545,000	2,545,000	2,545,000
Stormwater	764,500	1,778,000	1,825,678	1,398,007	800,000	646,813	495,842	230,000	230,000	0
Waste	240,375	518,644	9,257,326	4,496,442	276,014	286,065	307,699	319,334	319,334	331,551
Wastewater	5,198,178	4,265,090	6,824,046	7,270,484	9,496,590	14,467,880	861,130	163,036	580,367	0
Water Supply	345,220	170,812	551,345	428,442	655,794	0	0	0	0	0
<b>Total Non Renewal</b>	<b>\$ 51,675,552</b>	<b>\$ 66,551,879</b>	<b>\$ 65,872,556</b>	<b>\$ 52,831,989</b>	<b>\$55,440,741</b>	<b>\$ 48,552,380</b>	<b>\$ 27,039,062</b>	<b>\$ 27,474,746</b>	<b>\$ 25,435,287</b>	<b>\$23,957,440</b>
% of CAPEX	55%	59%	61%	60%	59%	55%	39%	44%	44%	45%
<b>Total CAPEX</b>	<b>\$ 93,787,065</b>	<b>\$ 112,536,212</b>	<b>\$ 108,433,302</b>	<b>\$ 87,873,955</b>	<b>\$93,927,025</b>	<b>\$ 88,161,405</b>	<b>\$ 69,914,187</b>	<b>\$ 62,031,009</b>	<b>\$ 57,646,821</b>	<b>\$52,931,969</b>



## 3 INTRODUCTION

### 3.1 BACKGROUND

The *Local Government Act 2009* (Section 104) requires Council to have a Long Term Asset Management Plan (LTASMP) that directly links to a long term financial forecast and with a minimum time frame of 10 years. *The Local Government Regulation 2012* (Section 168) says the LTASMP must:

- a) Provide for strategies to ensure the sustainable management of the assets mentioned in the local government's asset register and infrastructure of the local government.
- b) State the estimated capital expenditure for renewing, upgrading and extending the assets for the period covered by the plan.
- c) Be part of and consistent with, the long-term financial forecast.

Council has adopted sustainability as the underpinning priority for the management of assets and infrastructure in its Corporate Policy 3118 - Enterprise Asset Management. To achieve its vision and satisfy legislative requirements, active asset management for the delivery of effective services to the community is promoted.

Council produces a range of Asset and Service Management Plans (ASMPs) that provide strategic direction to the asset management practice and capital investment options for each of the identified asset classes. In October 2015, the Long Term Asset Management Plan (LTASMP) 2015 was adopted by Council and represented a summary of all the individual ASMPs and the collective improvement actions identified to continue Council's asset management practice along the maturity continuum.

A revision of the individual ASMPs was finalised in December 2016 to guide the development of the 2017-18 capital and operational budget processes. Each of these plans set out the 10 year capital forecast for renewing, upgrading and expanding the asset base. Given the diversity of Council's asset base, each plan also provides strategies to ensure the sustainable management of these assets. These ASMPs are therefore already long term in nature and this **LTASMP Financial Forecast 2017** will provide a summary of the key considerations and financial outputs from those plans that provides input to capital planning and the Long Term Financial Forecast.

### 3.2 SCOPE

ASMPs have been developed for the standard infrastructure asset classes together with some of the non-infrastructure asset classes including; Fleet, Redland Performing Arts Centre, Galleries, Libraries and Information Management. Non infrastructure asset class ASMPs have been developed with an abridged ASMP format relevant to the short term nature of these asset classes.

Council's asset management planning cycle has a 10 year horizon and provides direct input to Council's capital program. The expectations developed through the ASMPs and into the LTASMP will be prioritised from a corporate affordability and deliverability perspective to confirm the final capital program.

A financial summary of the assets covered by the ASMP is shown in the table below. Land and Community Infrastructure Fund have been included in this table for completeness and are not related to an ASMP.

TABLE 1. ASSET VALUE BY ASMP (FORECAST JUNE 2017)

Classification	ASMP	Replacement Cost	Accumulated Depreciation	Written Down Value	Annual Depreciation
<b>ASMP Assets</b>					
Buildings	Buildings	140,780,147	50,572,487	90,207,660	4,012,893
Cultural Services	Gallery	1,037,992	28,266	1,009,726	5,744
Cultural Services	Library	10,671,763	6,482,587	4,189,176	1,001,055
Cultural Services	RPAC	734,969	420,968	314,001	65,496
Fleet	Fleet	24,725,604	8,207,020	16,518,584	1,767,042
General Transport	Bus Stops	8,841,122	1,904,382	6,936,741	229,061
General Transport	Car Parks	24,451,419	7,972,702	16,478,717	544,477
General Transport	Path & Cycleways	110,455,533	40,354,888	70,100,645	2,083,781
General Transport	Traffic Facilities & Lighting	47,178,756	18,932,607	28,246,149	1,078,159
Information Management	IM	18,430,610	10,368,904	8,061,707	1,561,561
Marine	Marine Estates	226,190,302	28,006,281	198,184,022	1,108,387
Marine	Marine Foreshore	34,947,783	1,572,822	33,374,961	64,226
Marine	Marine Infrastructure	30,043,603	10,326,378	19,717,226	928,372
Open Space	Open Space	77,816,083	35,434,999	42,381,084	2,849,000
Roads & Bridges	Roads & Bridges	542,229,188	186,958,070	355,271,118	11,500,890
Stormwater	Stormwater Drainage	576,344,952	148,895,142	427,449,810	5,932,592
Stormwater	Stormwater Quality	3,101,246	666,897	2,434,349	49,482
Waste	Waste Landfill	14,676,045	1,904,440	12,771,604	104,833
Wastewater	Wastewater Collection	554,007,600	196,737,675	357,269,925	7,646,732
Wastewater	Wastewater Treatment	158,992,631	65,266,243	93,726,388	3,581,166
Water	Water Supply	475,528,923	208,534,710	266,994,213	6,856,610
<b>Total Assets Covered by ASMP</b>		<b>\$ 3,081,186,273</b>	<b>\$ 1,029,548,467</b>	<b>\$ 2,051,637,806</b>	<b>\$ 52,971,559</b>
<b>Non ASMP Assets</b>					
Land		229,330,900	0	229,330,900	0
Adminstration		11,820,817	0	11,820,817	0
<b>Total Non ASMP Assets</b>		<b>\$ 241,151,717</b>	<b>\$ -</b>	<b>\$ 241,151,717</b>	<b>\$ -</b>
<b>TOTAL COUNCIL ASSETS</b>		<b>\$ 3,322,337,990</b>	<b>\$ 1,029,548,467</b>	<b>\$ 2,292,789,522</b>	<b>\$ 52,971,559</b>

The following is a list of the current plans, the scope of the assets included in the plan and the responsible business group.

**TABLE 2. ASSET AND SERVICE PLANS**

<b>Asset Category</b>	<b>Assets Included</b>	<b>Responsible Group</b>
<b>Buildings</b>	<ul style="list-style-type: none"> <li>• Corporate buildings               <ul style="list-style-type: none"> <li>○ administration buildings</li> <li>○ works depots</li> <li>○ other structures</li> </ul> </li> <li>• Community Buildings               <ul style="list-style-type: none"> <li>○ public amenities,</li> <li>○ community halls</li> <li>○ showground</li> <li>○ RPAC</li> </ul> </li> </ul>	City Spaces
<b>Galleries</b>	<ul style="list-style-type: none"> <li>• Artwork</li> <li>• Specialist furniture and fittings</li> </ul>	Community and Cultural Services
<b>Library Services</b>	<ul style="list-style-type: none"> <li>• Library book network</li> <li>• Specialist furniture and fittings</li> </ul>	Community and Cultural Services
<b>Redland Performing Arts Complex</b>	<ul style="list-style-type: none"> <li>• Specialist furniture and fittings</li> <li>• Small equipment</li> </ul>	Community and Cultural Services
<b>Fleet</b>	<ul style="list-style-type: none"> <li>• Vehicles</li> <li>• Plant</li> <li>• Small equipment</li> </ul>	Organisational Services
<b>Bus Stop Infrastructure</b>	<ul style="list-style-type: none"> <li>• Bus shelters</li> <li>• Ad space</li> <li>• Bus seats</li> <li>• Bus stop concrete pads</li> <li>• Ferry, barge and bus terminal sheds</li> </ul>	City Infrastructure
<b>Car Parks</b>	<ul style="list-style-type: none"> <li>• Car park surface</li> <li>• Car park base</li> <li>• Car park lighting</li> </ul>	City Infrastructure
<b>Footpaths and Cycleways</b>	<ul style="list-style-type: none"> <li>• Footpaths</li> <li>• Cycleways</li> <li>• Boardwalks</li> </ul>	City Infrastructure
<b>Traffic Facilities and Street Lighting</b>	<ul style="list-style-type: none"> <li>• Local area traffic management devices</li> <li>• Traffic signals</li> </ul>	City Infrastructure
<b>Information Management</b>	<ul style="list-style-type: none"> <li>• Software</li> <li>• Desktop and laptop computers</li> <li>• Servers</li> </ul>	Organisational Services
<b>Marine Estates</b>	<ul style="list-style-type: none"> <li>• Revetment walls</li> <li>• Navigational beacons</li> </ul>	City Infrastructure

Asset Category	Assets Included	Responsible Group
<b>Marine Foreshore</b>	<ul style="list-style-type: none"> <li>• Foreshore access stairs</li> <li>• Seawalls</li> <li>• Groynes</li> </ul>	City Infrastructure
<b>Marine Infrastructure</b>	<ul style="list-style-type: none"> <li>• Jetties</li> <li>• Boat ramps</li> <li>• Piles</li> <li>• Marinas</li> <li>• Swimming enclosures</li> <li>• Shelters (at marine transport facilities)</li> <li>• Lighting (at marine transport facilities and recreational boating facilities)</li> </ul>	City Infrastructure
<b>Open Space</b>	<ul style="list-style-type: none"> <li>• Destination, district and local parklands</li> <li>• Sports fields</li> <li>• Park infrastructure and furniture: <ul style="list-style-type: none"> <li>○ lighting</li> <li>○ fencing</li> <li>○ seating</li> <li>○ BBQ</li> <li>○ shelters</li> <li>○ play equipment</li> </ul> </li> <li>• Indigiscape Centre</li> <li>• Cleveland Aquatic Centre</li> <li>• Streetscapes</li> </ul>	City Spaces
<b>Roads and Bridges</b>	<ul style="list-style-type: none"> <li>• Roads surface</li> <li>• Road base and sub-base</li> <li>• Kerb and channel</li> <li>• Vehicle bridges</li> </ul>	City Infrastructure
<b>Stormwater Drainage</b>	<ul style="list-style-type: none"> <li>• Pipes</li> <li>• Manholes</li> <li>• Culverts inlets</li> <li>• Headwalls</li> </ul>	City Infrastructure
<b>Stormwater Quality</b>	<ul style="list-style-type: none"> <li>• Water quality treatment devices</li> </ul>	City Infrastructure
<b>Waste Landfill (Solid Waste)</b>	<ul style="list-style-type: none"> <li>• Bins</li> <li>• Waste transfer stations</li> <li>• Leachate pump station</li> </ul>	Infrastructure and Planning
<b>Water Supply Wastewater Collection Wastewater Treatment</b>	<ul style="list-style-type: none"> <li>• Pipelines</li> <li>• Reservoirs</li> <li>• Water supply pump stations</li> <li>• Pressure control valves</li> <li>• Network monitoring</li> <li>• Pipelines gravity and pressure</li> <li>• Manholes</li> <li>• Pump stations</li> <li>• Wastewater treatment plants</li> </ul>	Infrastructure and Planning

Asset and Service Management Plans are currently not prepared for Furniture and Equipment or Land Assets.

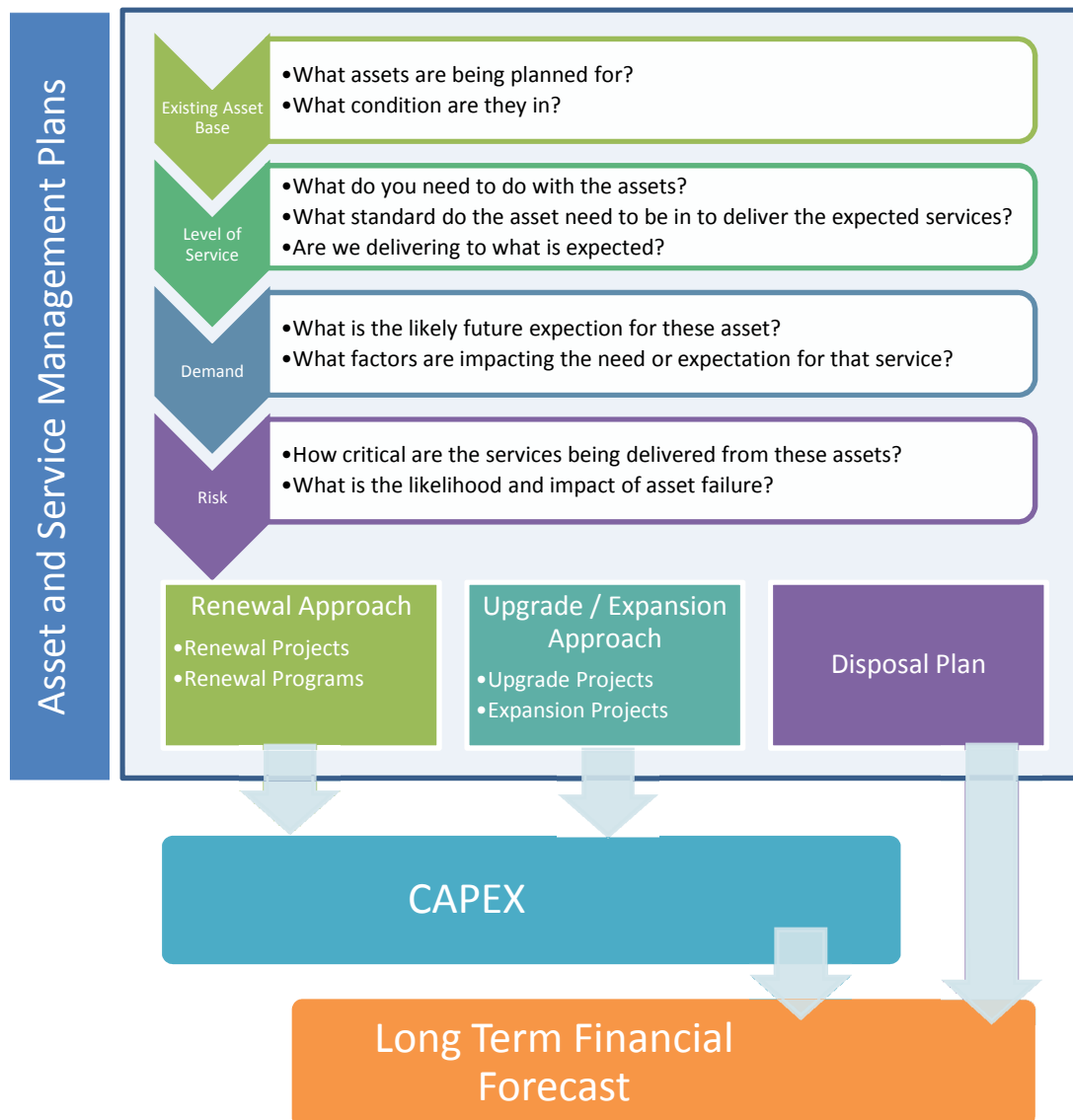
The forecast written down value (of the assets included in this plan) is expected to reach \$2.05 billion by June 2017 and continues to grow as the upgrade and expansion programs extend the current asset base. Asset management, particularly long term asset management, provides the goals and strategies that will be used to provide sustainable management of community assets. As part of the Asset Management Project, Council is currently reviewing its asset management policy and framework which sets out these strategies.

### 3.3 CAPITAL PLANNING INTEGRATION

The financial outputs from the ASMPs provide the initial projects and programs that are entered into the capital program. The ASMPs consider a range of factors such as condition of existing assets; levels of service; demand and criticality to produce the following outputs:

- renewal plan
- upgrade / expansion plan
- disposal plan.

DIAGRAM 1. OVERVIEW OF ASMP TO CAPITAL PLANNING INTERGRATION

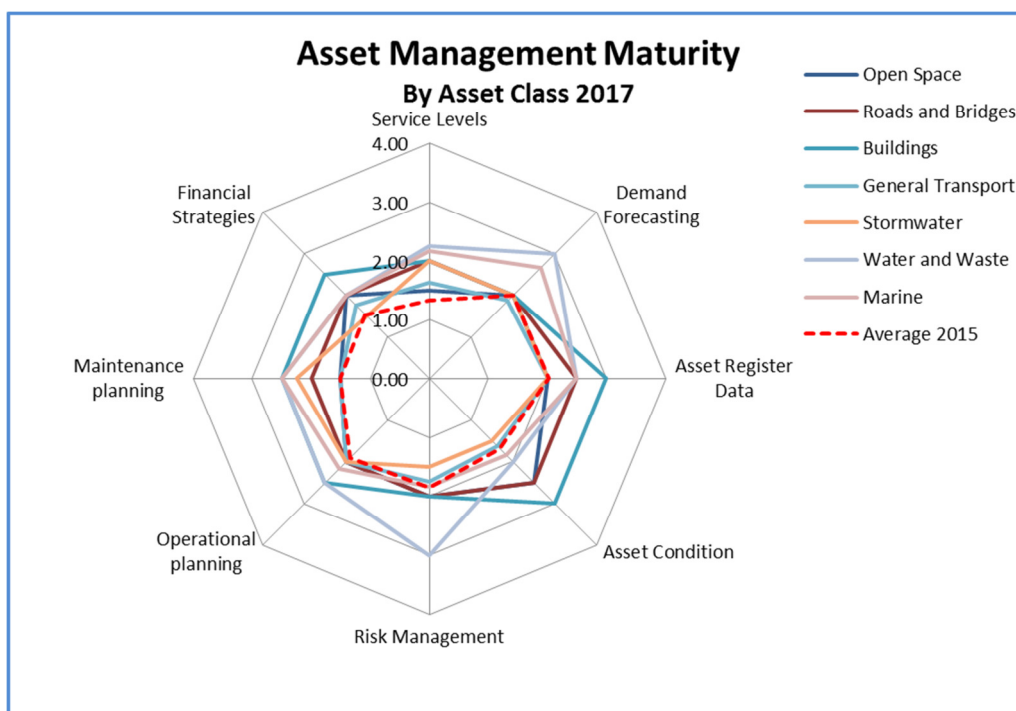


### 3.4 ASSET MANAGEMENT MATURITY

The International Infrastructure Management Manual (IIMM) outlines the components required for an asset management plan to be effective. The maturity of the plan can move from minimum, to core, intermediate and advanced. A core plan is prepared to meet minimum legislative and organisational requirements for sustainable service delivery and long term financial planning and reporting. Core asset management is a ‘top down’ approach where analysis is applied at the ‘system’ or ‘network’ level.

Each infrastructure ASMP contains a self-assessment of eight key factors influencing the maturity of the asset management practice related to that asset class. The result of these assessments including the average result that was assessed in 2015 is shown in Graph 1 below.

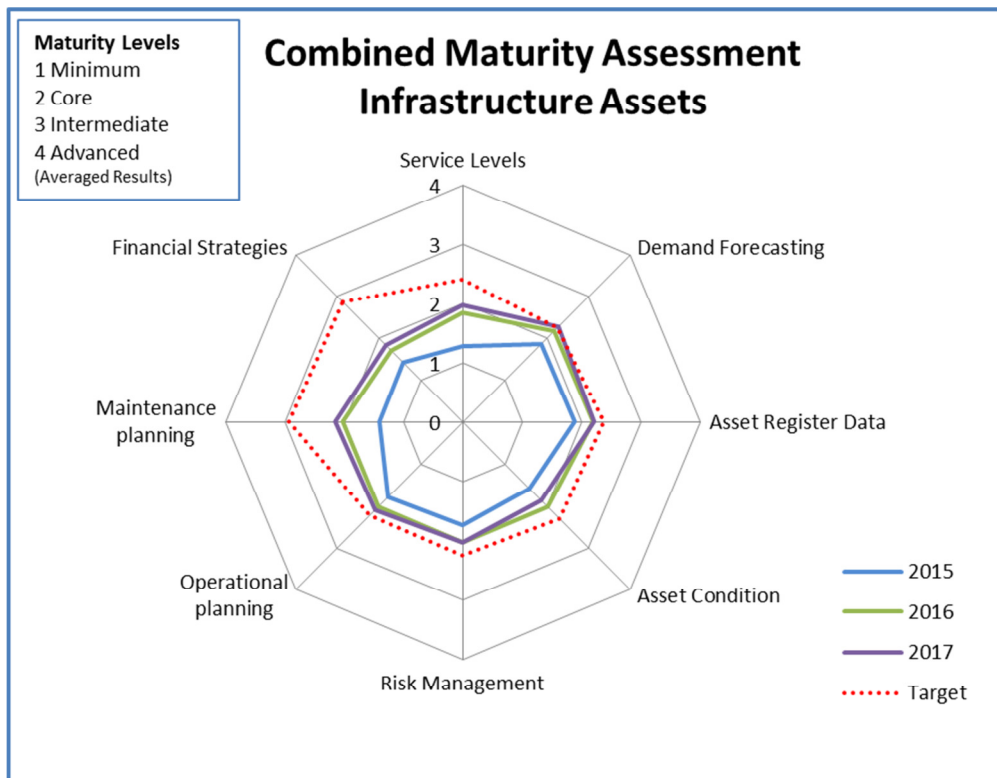
GRAPH 1. ASSET MANAGEMENT MATURITY BY ASSET CLASS



The maturity of each plan varies slightly and from the graph it can be seen that those areas that are more stringently governed by legalisation (Water and Wastewater), enjoy a slightly higher level of maturity with regard to service levels, risk and demand forecasting.

In considering the overall change in maturity since 2015, Graphs 2 reflects how the average maturity has improved slightly with achievements being made against each factor with the greatest shortcomings considered to be in the areas of maintenance planning, financial strategies and service level planning.

GRAPH 2. COMBINED MATURIY ASSESSMENT



Further work is required to consider the reasonableness of the targets set for each asset class. This will be considered as part of the Asset Management Project in establishing the framework and strategy for asset management within Council.

## 4 LIFECYCLE MANAGEMENT PLAN

The following sections provide a summary of the financial sections of the individual ASMPs.

### 4.1 RENEWAL PLAN

#### 4.1.1 RENEWAL APPROACH

The renewal and replacement strategies for asset classes are detailed in the ASMPs. These strategies will vary with the asset type and the whole of life requirements.

Renewal works fall into the following categories:

- **Rehabilitation or renovation** involves the repair of existing assets or asset components to enable the asset to continue to be operated to meet the current levels of service. Rehabilitation does not provide for a planned increase in the operating capacity or design loading.
- **Replacement or reconstruction** involves the replacement of existing assets or components with ones of equivalent size or capacity. It does not provide for a planned increase to the operating capacity or design loading though some minor increase in capacity may result from the renewal process.

Required levels of renewal expenditure program will vary from year to year. The renewal cycle reflects:

- the age profile of assets
- the condition profile of assets
- the ongoing maintenance demand
- the differing economic lives of individual components comprising an overall system of assets.

In general terms the renewal strategy is to rehabilitate or replace assets when justified by assessing the following.

- Risk or criticality - where the consequences of failure and associated financial or social impact justify priority action.
- Asset performance - the replacement of an asset when it fails to meet the required level of service. Non-performing assets are identified by monitoring of asset reliability, capacity, and efficiency.
- Economics: When it is no longer economic to continue repairing assets, e.g. when the annual cost of repairs exceeds the annualised cost of renewal. An economic consideration is the co-ordination of renewal works with other planned works.

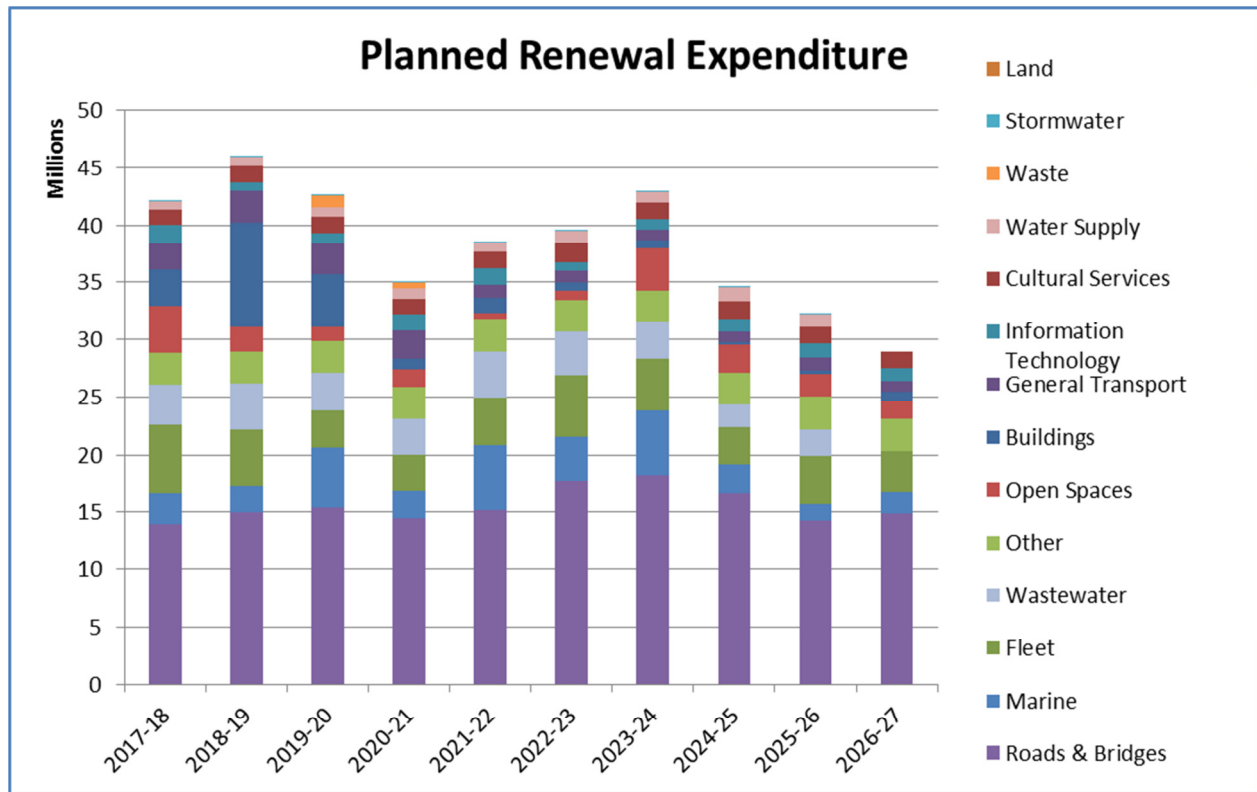
In the current capital planning process, renewal has been prioritised above non-renewal in line with the Capital Works Prioritisation Policy, and the value included in capital planning for renewal projects is expected to be fully funded. Many renewal projects also include a portion of upgrade and this is particularly evident in the Open Space ASMP. The percentage of renewal for each project is determined and the higher the renewal percentage the greater the priority assigned to the project.

Knowledge of the assets from a condition, remaining life and cost perspective is imperative to develop an efficient and accurate renewal program. Where under-funding of maintenance occurs for any length of time, it can result in more rapid deterioration of the assets, reducing its intended life-span and the earlier need to fund replacement. Generally, the unit cost of replacement of an asset is considerably more expensive than the cost to maintain it, however greater knowledge of whole of life costs, will enable more informed decisions to be made on the efficient intervention point for renewal.



#### 4.1.2 SUMMARY OF RENEWAL EXPENDITURE

GRAPH 3. PLANNED CAPITAL RENEWALS



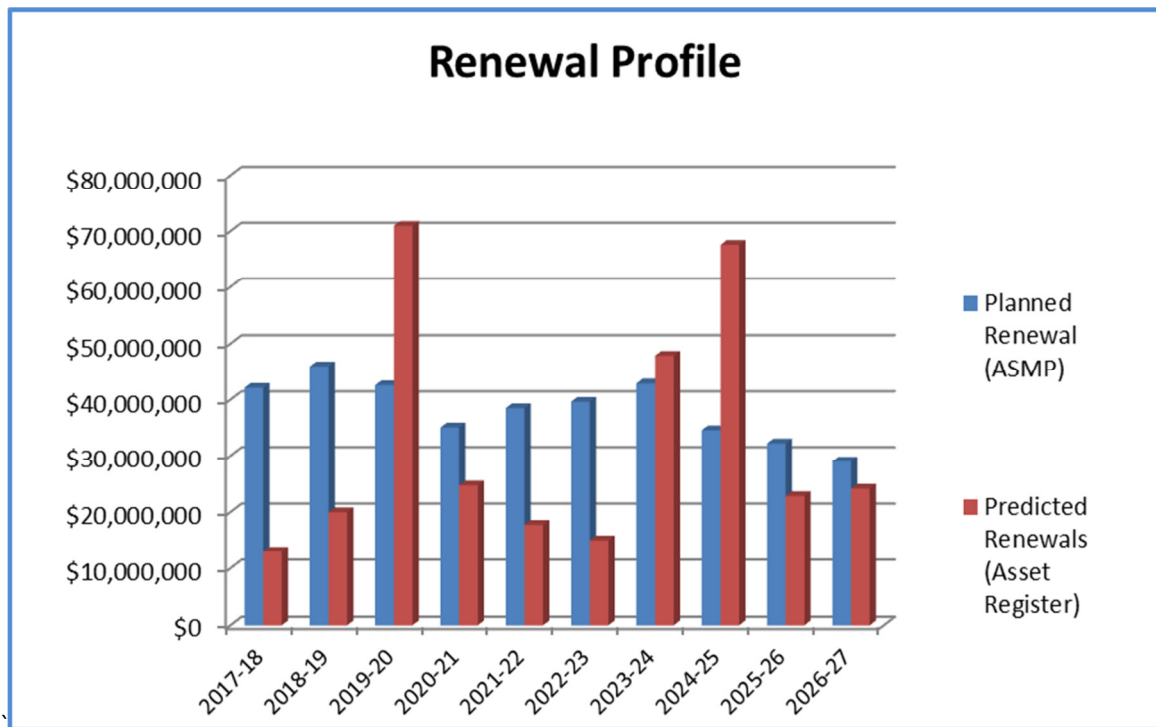
\*For the purposes of presentation, the outputs from some plans have been grouped with related asset classes

TABLE 3. SUMMARY OF PLANNED RENEWAL

	Year 1 2017-18	Year 2 2018-19	Year 3 2019-20	Year 4 2020-21	Year 5 2021-22	Year 6 2022-23	Year 7 2023-24	Year 8 2024-25	Year 9 2025-26	Year 10 2026-27
<b>Planned Renewal</b>										
Buildings	3,116,100	9,153,580	4,605,305	950,680	1,343,311	751,350	676,700	200,500	312,500	830,000
Cultural Services	1,391,758	1,415,281	1,434,210	1,313,096	1,434,164	1,692,858	1,443,794	1,545,807	1,518,477	1,468,199
Fleet	5,931,816	4,900,445	3,193,770	3,260,965	4,102,515	5,343,080	4,442,149	3,111,235	4,173,256	3,687,723
General Transport	2,297,158	2,690,813	2,697,733	2,467,976	1,121,441	980,595	934,235	947,526	1,138,069	1,000,000
Information Technology	1,595,000	745,000	871,000	1,415,000	1,405,000	771,000	915,000	1,105,000	1,191,000	1,100,000
Land	0	0	0	0	0	0	0	0	0	0
Marine	2,638,114	2,266,674	5,222,153	2,295,316	5,586,909	3,777,137	5,607,315	2,602,560	1,477,270	1,823,892
Open Spaces	4,163,642	2,180,323	1,198,563	1,538,057	555,419	832,943	3,661,647	2,484,097	1,980,107	1,459,715
Other	2,750,000	2,750,000	2,750,000	2,823,000	2,900,000	2,750,000	2,750,000	2,750,000	2,825,000	2,750,000
Roads & Bridges	13,978,500	14,974,100	15,438,000	14,485,000	15,230,000	17,795,000	18,230,000	16,630,000	14,230,000	14,855,000
Stormwater	25,000	29,500	23,325	103,472	37,500	71,698	21,492	7,500	7,500	0
Waste	0	30,000	1,000,000	470,000	0	0	0	0	0	0
Wastewater	3,494,348	4,029,910	3,281,327	3,008,713	3,984,200	3,764,680	3,282,400	2,000,466	2,280,415	0
Water Supply	730,077	818,707	845,361	910,691	785,825	1,078,685	910,395	1,171,573	1,077,941	0
<b>Total Renewal</b>	<b>42,111,513</b>	<b>45,984,333</b>	<b>42,560,747</b>	<b>35,041,966</b>	<b>38,486,284</b>	<b>39,609,026</b>	<b>42,875,126</b>	<b>34,556,264</b>	<b>32,211,534</b>	<b>28,974,529</b>
% of CAPEX	45%	41%	39%	40%	41%	45%	61%	56%	56%	55%

The primary focus over the 10 years has been placed on the renewal of road surface and pavement assets. Road and Bridge assets comprise approximately 15% of the asset base (written down value) and currently, together with the other transport class assets, consume approximately 39% of the total renewal expenditure. While the backlog in renewal is being addressed, this trend is expected to continue.

GRAPH 4. PLANNED VS PREDICTED RENEWAL



The predicted renewal forecast is derived from the remaining life recorded in the asset register. This indicates the year the asset will need to be replaced based on the remaining life recorded in the asset register.

Planned renewal is the value of capital work presently being flagged as renewal in the ASMPs. This is derived from projects that have been presented as renewal projects. All projects have a renewal percentage recorded in Council’s Financial Management System (Finance One) against the job number and this value is extrapolated against the expected expenditure to determine the value of renewal.

It is clear from the graph the two sources of information are not congruent resulting in mis-timing between the remaining lives recorded in the asset register and when they are planned for in the capital program. The following provides some possible scenarios to explain these inconsistencies:

- The remaining useful life recorded in the asset register suggesting the asset will be in use for a period different to that reflected in planning. Remaining useful life should be based on regular condition assessments, confirmed periodically via asset revaluation, however is based on the assumption that asset assignees understand the condition of the assets they manager.
- Renewal plans are not sufficient to replace or renew assets when they reach the end of their life.
- Renewal spend is based on assumptions about the priorities which are not linked to the renewal predictions suggested by the asset register.
- Renewal peaks in 2019-20, 2023-24 and 2024-25 are being smoothed across other years from a resource planning perspective.

As the Asset Sustainability Ratio uses depreciation as a base to assess the appropriateness of renewal planning, the reason for variation between the asset register (depreciation base) and renewal planning are important to understand. Further explanation of the proposed program can be obtained from the individual ASMPs.

## 4.2 UPGRADE AND EXPANSION PLAN

### 4.2.1 UPGRADE AND EXPANSION APPROACH

Upgrade and expansion projects should be considered where they contribute to Council Strategies and Policies and are aimed at addressing:

- service deficiencies
- identified risk
- growth expectations.

All non-renewal projects resulting from the individual ASMPs will be corporately considered and ranked for priority through the annual capital planning and Portfolio Management Office (PMO) process.

Upgrade and expansion projects will also require PMO documentation suitable to the value and risk of the project. This documentation will consider the options analysis, lifecycle costs and ensure asset and non-asset solutions are considered before the inclusion of the project in the ASMP and therefore the capital plan bids.

### 4.2.2 SUMMARY OF UPGRADE AND EXPANSION PROJECTS

A detailed listing of the current capital program used to derive these graphs is contained in each of the ASMPs.

*\*For the purposes of presentation, the outputs from some plans have been grouped with related asset classes*

GRAPH 5. UPGRADE AND EXPANSION EXPENDITURE

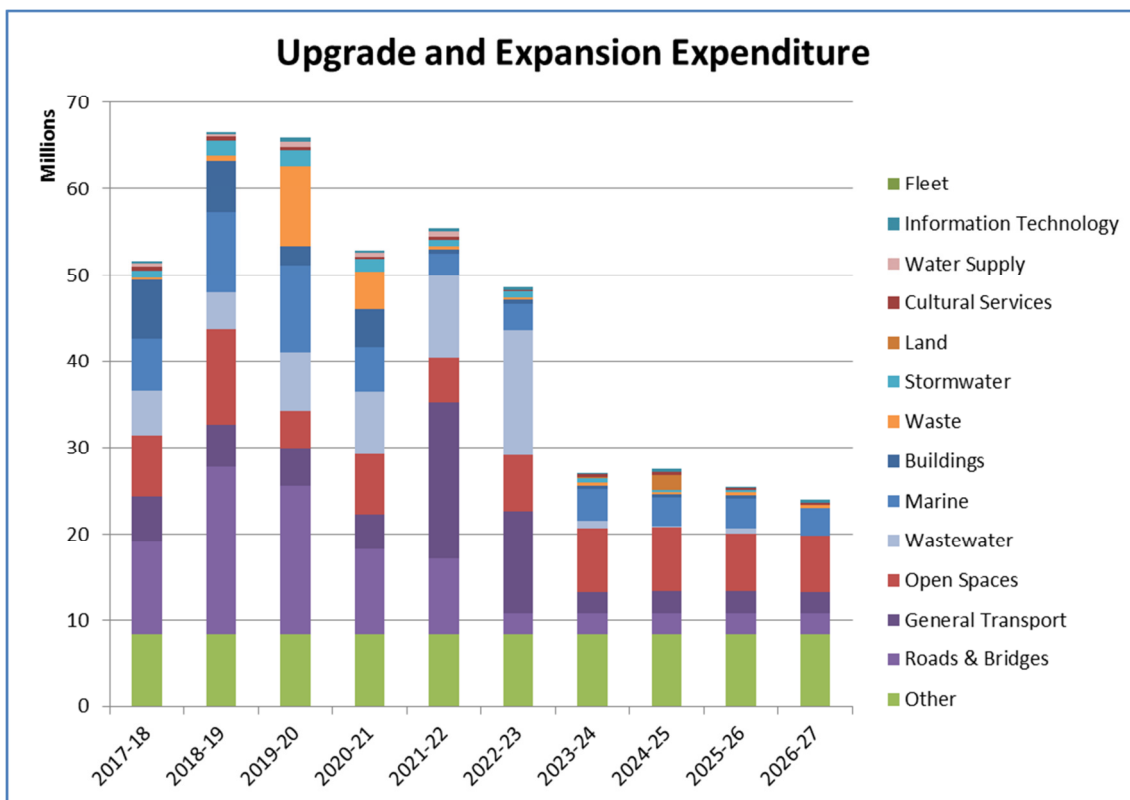


TABLE 4. SUMMARY OF UPGRADE AND EXPANSION EXPENDITURE

	Year 1 2017-18	Year 2 2018-19	Year 3 2019-20	Year 4 2020-21	Year 5 2021-22	Year 6 2022-23	Year 7 2023-24	Year 8 2024-25	Year 9 2025-26	Year 10 2026-27
<b>Non Renewal</b>										
Buildings	6,894,100	5,964,270	2,226,695	4,318,420	484,700	443,000	437,000	385,000	410,000	0
Cultural Services	546,477	491,452	393,161	283,032	358,294	207,432	255,559	311,883	231,904	250,038
Fleet	0	0	0	0	0	0	0	0	0	0
General Transport	5,259,358	4,810,793	4,435,763	4,056,015	18,027,880	11,861,141	2,381,600	2,506,600	2,506,600	2,476,600
Information Technology	275,000	305,000	429,000	235,000	315,000	259,000	205,000	345,000	159,000	400,000
Land	0	0	0	0	0	0	192,000	1,728,000	0	0
Marine	6,032,374	9,359,530	10,201,772	5,246,262	2,581,444	3,098,548	3,610,768	3,214,239	3,459,663	3,195,568
Open Spaces	6,994,040	11,085,919	4,196,650	6,877,735	5,310,025	6,487,501	7,508,544	7,488,288	6,743,419	6,508,683
Other	8,250,000	8,250,000	8,250,000	8,250,000	8,250,000	8,250,000	8,250,000	8,250,000	8,250,000	8,250,000
Roads & Bridges	10,875,930	19,552,371	17,281,120	9,972,150	8,885,000	2,545,000	2,545,000	2,545,000	2,545,000	2,545,000
Stormwater	764,500	1,778,000	1,825,678	1,398,007	800,000	646,813	495,842	230,000	230,000	0
Waste	240,375	518,644	9,257,326	4,496,442	276,014	286,065	296,618	307,699	319,334	331,551
Wastewater	5,198,178	4,265,090	6,824,046	7,270,484	9,496,590	14,467,880	861,130	163,036	580,367	0
Water Supply	345,220	170,812	551,345	428,442	655,794	0	0	0	0	0
<b>Total Non Renewal</b>	<b>51,675,552</b>	<b>66,551,879</b>	<b>65,872,556</b>	<b>52,831,989</b>	<b>55,440,741</b>	<b>48,552,380</b>	<b>27,039,062</b>	<b>27,474,746</b>	<b>25,435,287</b>	<b>23,957,440</b>
% of CAPEX	55%	59%	61%	60%	59%	55%	39%	44%	44%	45%

The graph also shows the percentage of the total capital program that is being allocated to non-renewal projects each year fluctuating between 39% and nearly 61% over the ten years. Scrutiny over non-renewal projects is imperative to ensure these projects that add pressure to OPEX and must therefore be selected based on sound financial expectations that are proven to meet the needs of the growing community in the most efficient manner.

The lifecycle costs of the non-renewal program must also be considered when developing the upgrade and renewal program and these should be included in the program of works. Costs like ongoing operational costs (labour, cleaning and electricity) and maintenance costs (inspection, painting, and routine repairs) all add to the total spend of Council and need to be considered in any decision to upgrade or expand the network.

The current systems do not provide sufficient data to reliably determine the costs of service provision therefore, in many project assessments; lifecycle costs cannot reliably be included.

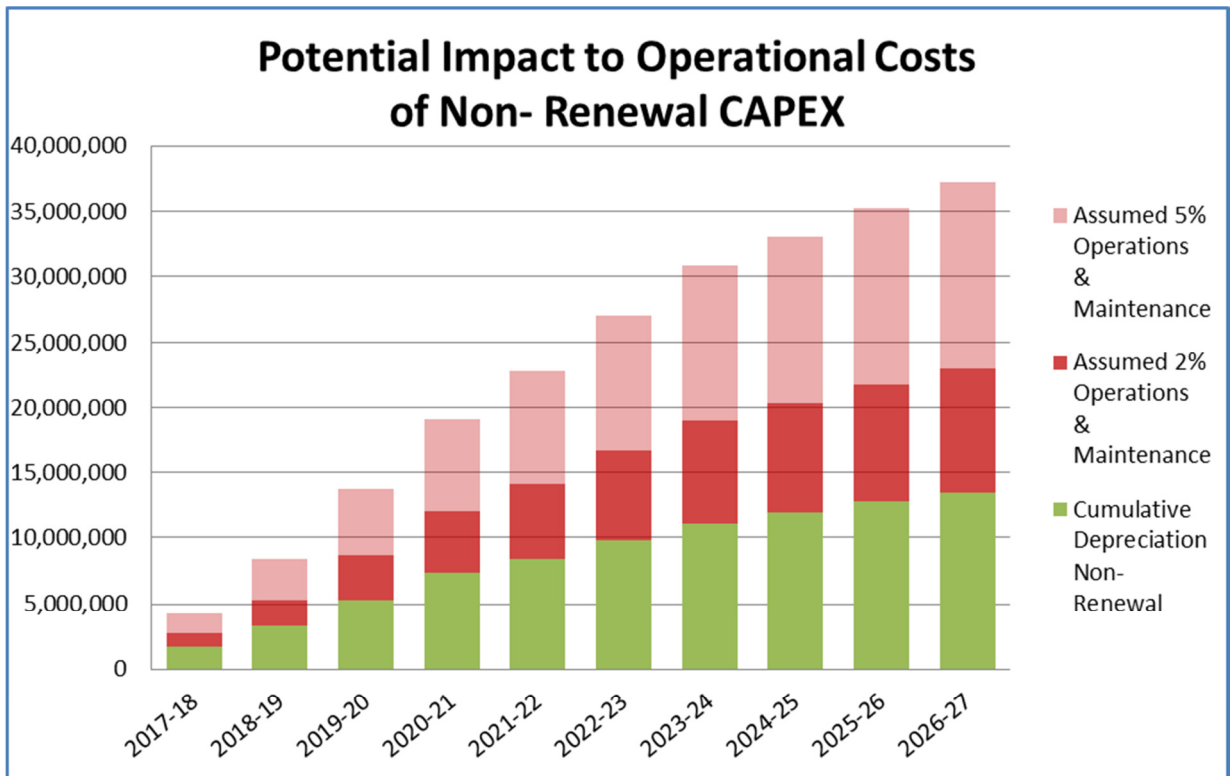
When capital expenditure is incurred for renewal of an existing asset the impact on the future costs is minimal. Operating and maintenance costs for the same assets would be the same or similar and the depreciation expense would be consistent. When however, capital costs are incurred for non-renewal expenditure, additional costs are incurred for operating and maintenance costs as mentioned above. Often a renewal project also contains an element of upgrade and this element of upgrade brings with it additional operating costs and an impact to depreciation.

In brief

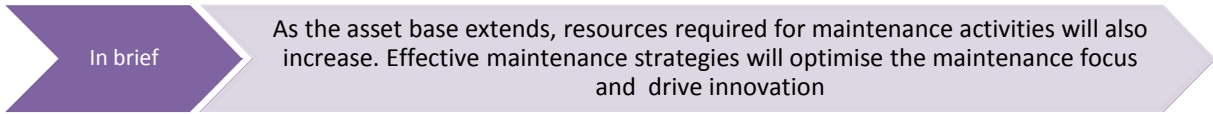
Understanding of the impact to projected operational costs is an important factor to be considered when determining capital investment.

Graph 6 below considers the potential impact of the additional depreciation, operations and maintenance costs of capital spend on non-renewal. Assuming a conservative band of between 2% and 5% of asset cost for operations and maintenance per year, over a 10 year horizon a cumulative \$58.6 to \$146.5 million may be added to operating costs as a result of non-renewal capital spend and developer acquisitions.

GRAPH 6. POTENTIAL OPERATING IMPACT OF NON-RENEWAL CAPITAL SPEND



## 4.3 MAINTENANCE PLAN



Routine maintenance is the regular on-going work that is necessary to keep assets operating, including instances where portions of the asset fail and need immediate repair to make the asset operational again.

Planned, preventative, or cyclical maintenance is repair work that is identified and managed through a maintenance management system (MMS). MMS activities include inspection, assessing the condition against failure/breakdown experience, prioritising, scheduling, actioning the work and reporting what was done to develop a maintenance history and improve maintenance and service delivery performance.

Unplanned, corrective or reactive maintenance are activities to reinstate service due to failed assets.

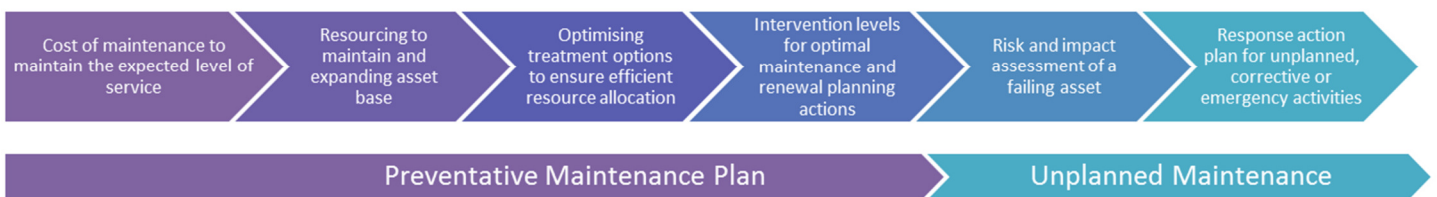
Effective maintenance results when an economic, risk and reliability balance between planned and unplanned maintenance is achieved.

The individual ASMPs outline the varying levels of understanding with regard to maintenance costs and maintenance programming and each is important in the lifecycle management of assets. To understand and manage costs drivers, transparency of the costs associated with maintenance activities is paramount. Efficiencies can be gained through developing management strategies based on understanding of costs and potentially leveraging through better sourcing arrangements on any available existing contracts to Council.

Forecasting future maintenance expenditure to cater for an upgraded and expanded asset base is needed to adequately provide for asset maintenance and understand full lifecycle costs. This is completed to varying degrees within the individual ASMPs at present but is a priority for future plan iterations.

As the ASMPs evolve from minimum requirements, greater emphasis on maintenance management is required to understand a range of different factors represented in the diagram below:

DIAGRAM 2. PREVENTATIVE AND UNPLANNED MAINTENANCE ACTIVITIES



At present, the ASMPs collectively do not provide a complete picture of maintenance costing to allow for a corporate representation in this report. Further works is needed to progress the implementation of suitable maintenance management systems before significant improvement can be made.

#### 4.4 DISPOSAL PLAN

Prior to an asset being considered for disposal or decommissioning, it would need to be identified from a service review that it is no longer required, has reached its service life, or requires significant expenditure to maintain. This would be detailed in the appropriate ASMP.

In many cases the asset will have no residual value, but will incur costs through its disposal and replacement (if replacement is required). Consideration and further investigation to determine alternative options for service delivery may be needed.

When an asset is scheduled for replacement or disposal, the remaining life of the asset should be revised and depreciation of the remaining value of the asset accelerated - resulting in increased depreciation expense in the current year.

If the remaining life assessment is not revised and an asset retains remaining life at disposal, it also retains undepreciated cost i.e. written-down value. The extent to which proceeds from disposal exceed the written down value may result in additional expenses to be incurred. In most cases nil consideration is received from the disposal resulting in a 'loss on disposal' being recorded in the current period.

This is highlighted in the table below which demonstrates the loss on disposal over the recent financial years.

\$'000	2013-14	2014-15	2015-16
Loss on disposal	3.337	2.993	3.152

Disposal planning was the subject of a recent Internal Audit Report that highlighted some control weaknesses to be addressed. The current ASMPs do not fully document the disposal plan requirements and therefore a corporate result has not been included in this document.

## 5 FINANCIAL SUMMARY

This summary presents the financial elements of the ASMPs and considers the related sustainability indicators. The capital programs for renewal, upgrade and expansion are provided here in summary and have provided direct input to capital spend and the Long Term Financial Strategy.

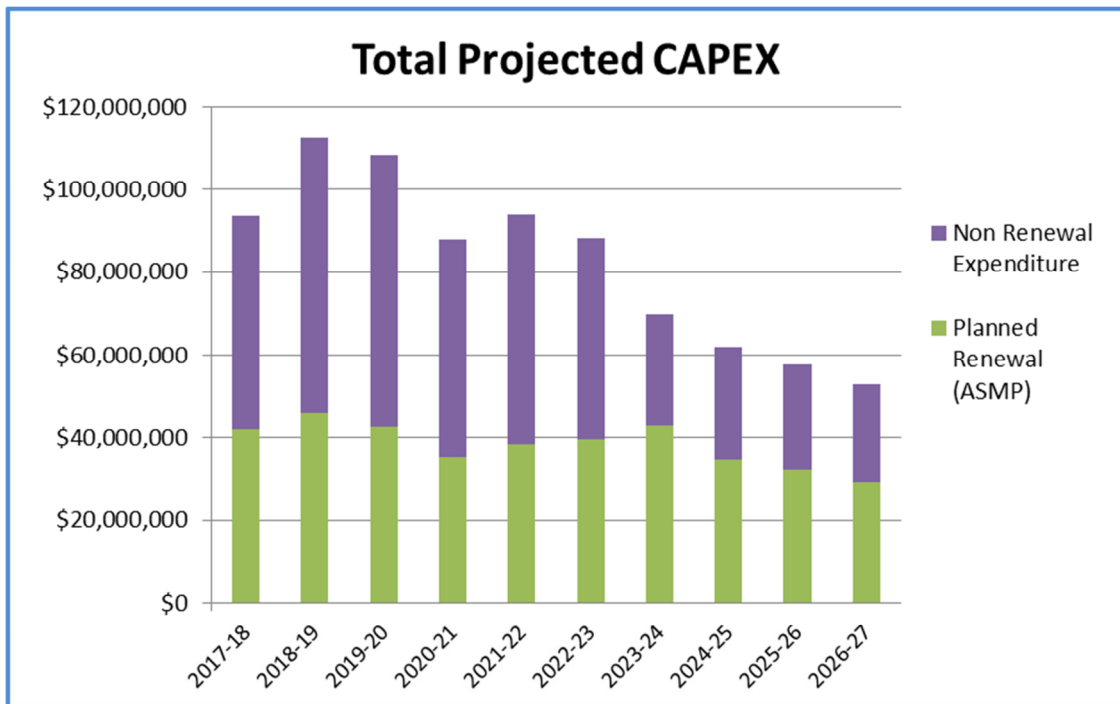
The ASMPs are based on a moderated expectation of budget allocation however they represent the capital spend required to maintain services and assets to the agreed service level standard and address high level risks. Where budget allocations result in renewal requirements not being met, or service standards not achieved, there is a funding shortfall and this will be highlighted through the iterative ASMP process.

It should be noted that this summary represents a snapshot of ASMPs when they were signed off by the asset assignees in December 2016. It therefore indicates the level of capital spend based on the assumptions included in the ASMPs. Since December 2016, capital projects for inclusion in Budget 17-18 and the Long Term Financial Strategy (LTFS) has been reviewed based on financial sustainability and prioritisation. As such, the summary presented here varies from that provided in the LTFS.

### 5.1 FINANCIAL PROJECTIONS

The following graphs and tables have been extracted directly from the data used to populate the financial elements of the ASMPs.

GRAPH 7. TOTAL PROJECTED CAPITAL EXPENDITURE



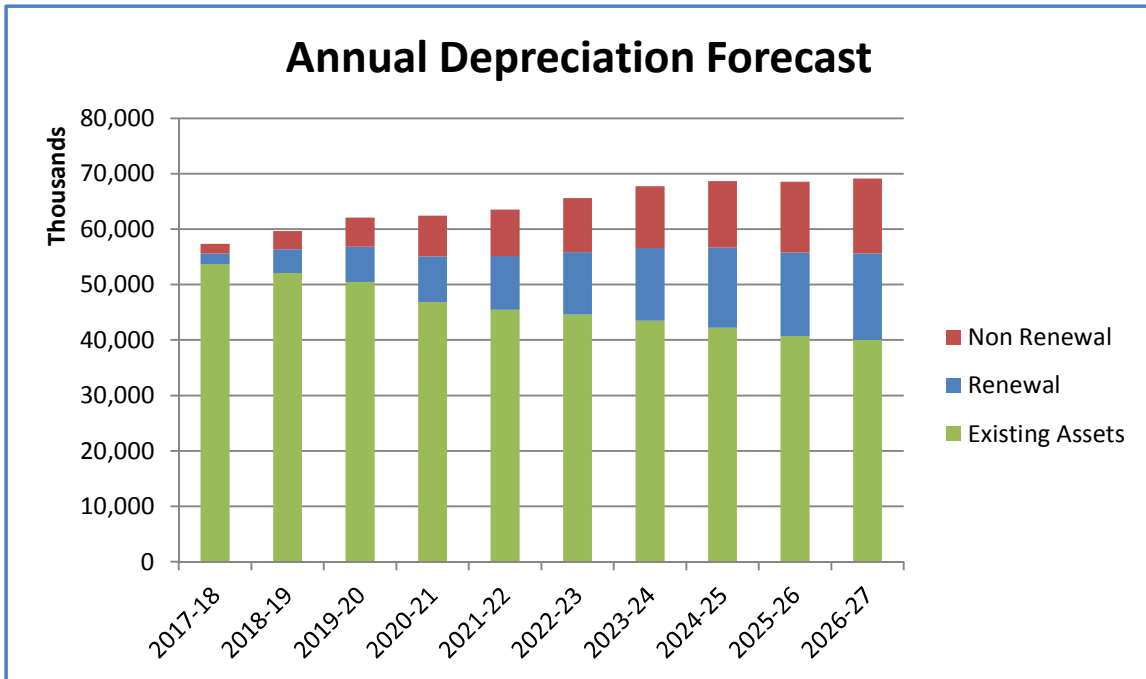
Lifecycle costs may be included in project initiation documentation for upgrade and expansion projects, however as the comprehensiveness of these projections varies between asset classes, these projections have not necessarily directly input to operational budgets. As a result, they have not been included in this plan. As the maturity of asset management advances, these costs will be included in future iterations of the plan.



The total asset base over the 10 year horizon based on the capital spend included in the ASMPs is reflected below. Given the level of upgrade and expansion expenditure the level of depreciation rises from approximately \$57 million to \$69 million in 2026-27.

The graph below shows that where the asset base is being maintained via renewal, the depreciation projection actually remains fairly constant over the 10 years. The escalation to depreciation expense can be attributed to the expansion of the asset base via non-renewal activities. The projection does not consider the lifecycle cost impact to operating and maintenance costs over the life of the asset.

GRAPH 8. DEPRECIATION FORECAST



	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
<b>TOTAL ASSETS - Closing Balance</b>										
Replacement Cost	3,362,487,039	3,454,265,201	3,542,380,218	3,564,515,319	3,637,314,111	3,708,269,911	3,751,360,321	3,781,636,763	3,774,596,171	3,805,681,975
Accumulated Depreciation	1,047,077,199	1,088,611,966	1,130,384,939	1,128,611,487	1,172,744,028	1,221,440,737	1,270,206,971	1,312,564,964	1,320,752,359	1,369,973,282
<b>Written Down Value</b>	<b>2,315,409,840</b>	<b>2,365,653,234</b>	<b>2,411,995,279</b>	<b>2,435,903,832</b>	<b>2,464,570,083</b>	<b>2,486,829,174</b>	<b>2,481,153,350</b>	<b>2,469,071,799</b>	<b>2,453,843,811</b>	<b>2,435,708,693</b>
Annual Depreciation	57,320,986	59,650,817	62,099,292	62,446,613	63,538,670	65,609,658	67,760,833	68,676,012	68,559,052	69,125,579

The depreciation expense is a calculation to represent the consumption of the asset over the asset’s remaining life (assuming nil residual value).



The following factors impact the accuracy of the depreciation projection based on the calculations above:

- the appropriate initial capitalisation at cost
- assets remaining as depreciating in the asset register although they have been disposed or replaced
- condition assessments of assets not being reflected in the asset register that impact remaining life expectations.

Considering the average remaining life at class level and for the overall asset base, a reasonableness check of the depreciation calculation can be provided. The average remaining life is calculated as written down value divided by depreciation expense. The results of this calculation are shown below.

**TABLE 5. AVERAGE REMAINING LIFE BY ASMP**

Classification	ASMP	Written Down Value	Annual Depreciation	Average Remaining
<b>ASMP Assets</b>				
Buildings	Buildings	90,207,660	4,012,893	22.48
Cultural Services	Gallery	1,009,726	5,744	175.79
Cultural Services	Library	4,189,176	1,001,055	4.18
Cultural Services	RPAC	314,001	65,496	4.79
Fleet	Fleet	16,518,584	1,767,042	9.35
General Transport	Bus Stops	6,936,741	229,061	30.28
General Transport	Car Parks	16,478,717	544,477	30.27
General Transport	Path & Cycleways	70,100,645	2,083,781	33.64
General Transport	Traffic Facilities & Lighting	28,246,149	1,078,159	26.20
Information Management	IM	8,061,707	1,561,561	5.16
Marine	Marine Estates	198,184,022	1,108,387	178.80
Marine	Marine Foreshore	33,374,961	64,226	519.65
Marine	Marine Infrastructure	19,717,226	928,372	21.24
Open Space	Open Space	42,381,084	2,849,000	14.88
Roads & Bridges	Roads & Bridges	355,271,118	11,500,890	30.89
Stormwater	Stormwater Drainage	427,449,810	5,932,592	72.05
Stormwater	Stormwater Quality	2,434,349	49,482	49.20
Waste	Waste Landfill	12,771,604	104,833	121.83
Wastewater	Wastewater Collection	357,269,925	7,646,732	46.72
Wastewater	Wastewater Treatment	93,726,388	3,581,166	26.17
Water	Water Supply	266,994,213	6,856,610	38.94
<b>Total ASMP Assets</b>		<b>\$2,051,637,805.58</b>	<b>\$ 52,971,559.35</b>	<b>38.73</b>
<b>Excluding Marine</b>		<b>\$ 1,800,361,597</b>	<b>\$ 50,870,574</b>	<b>35.39</b>

The marine assets hold the rock armour portion of the seawalls and revetment walls as non-depreciating so the inclusion of their values in the calculation skews the result slightly; hence the inclusion of the total excluding Marine.

The overall result considering the long life nature of Council's assets may suggest that the depreciation expense is overstated. Further understanding of the supporting data, condition assessments and expectation for remaining life are important factors to confirm to ensure an appropriate depreciation charge.

## 5.2 SUSTAINABILITY OF SERVICE DELIVERY

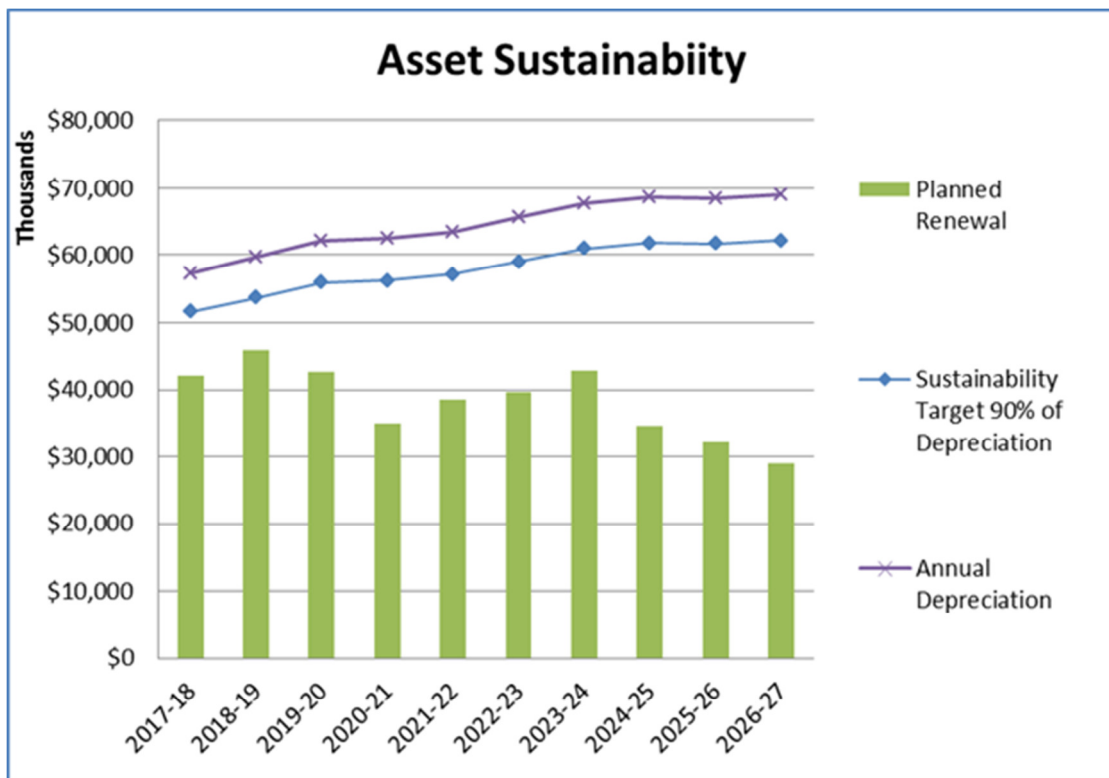
In brief

The sustainability of service delivery should be based on Council's ability to provide for future renewal and expansion. To achieve this capital investment must be based on ASMP expectations

The Asset Sustainability Ratio (capital expenditure on renewal / depreciation) is intended to provide an indication of whether assets are being replaced at the same rate they are wearing out. It is expected that over time to maintain the same level of service, renewal should equal depreciation. However if assets are relatively young the sustainability ratio for an individual financial year may be less than 50%.

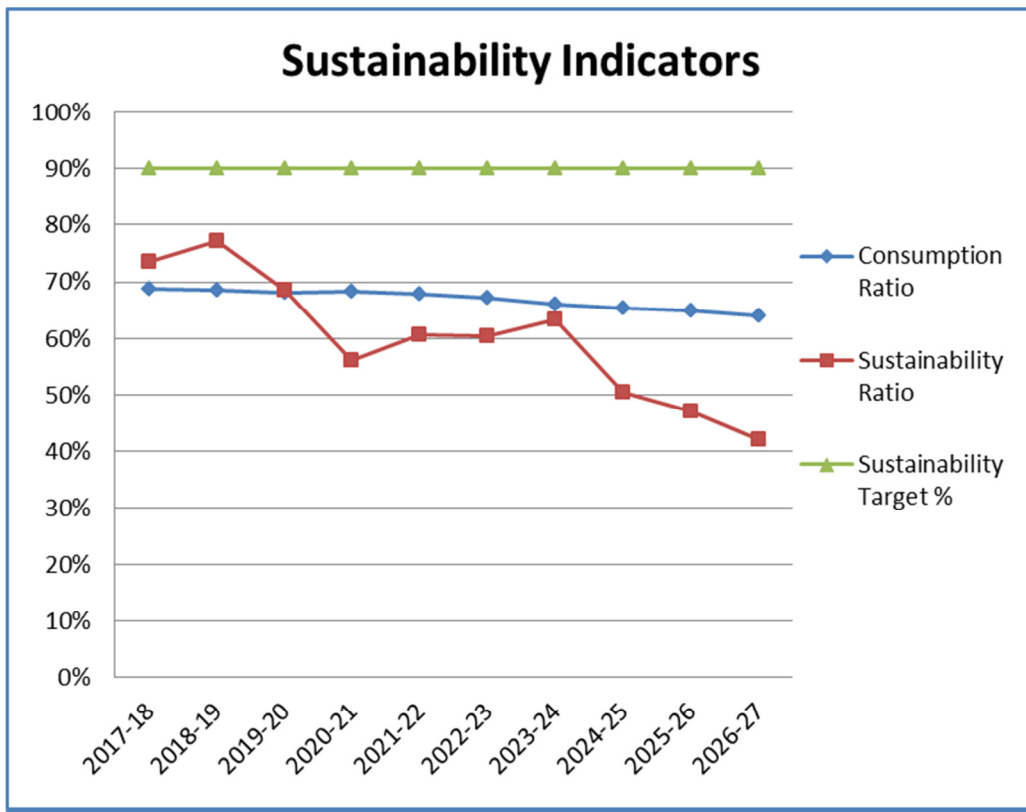
If renewals are being planned in the ASMP and are being funded through the budget process it can be appropriate for the sustainability ratio to be much lower than the standard benchmark 90% of depreciation for one year. The graph below indicates a theoretical renewal gap exists between the current spending on renewals and the target of 90% of depreciation however a longer term perspective is required before overlooking this trend. As maturity of the plans develops a greater reliance can be placed on the accuracy of the renewal programs.

GRAPH 9. ASSET SUSTAINABILITY



As this ratio is based on the level of depreciation of the assets rather the future funding requirements it should be read in conjunction with other factors including the Asset Consumption Ratio. The Asset Consumption Ratio (depreciated replacement cost / replacement cost) provides an indication of the aged condition of the assets where the higher the ratio to 100%, the newer the assets are.

GRAPH 10. SUSTAINABILITY INDICATORS



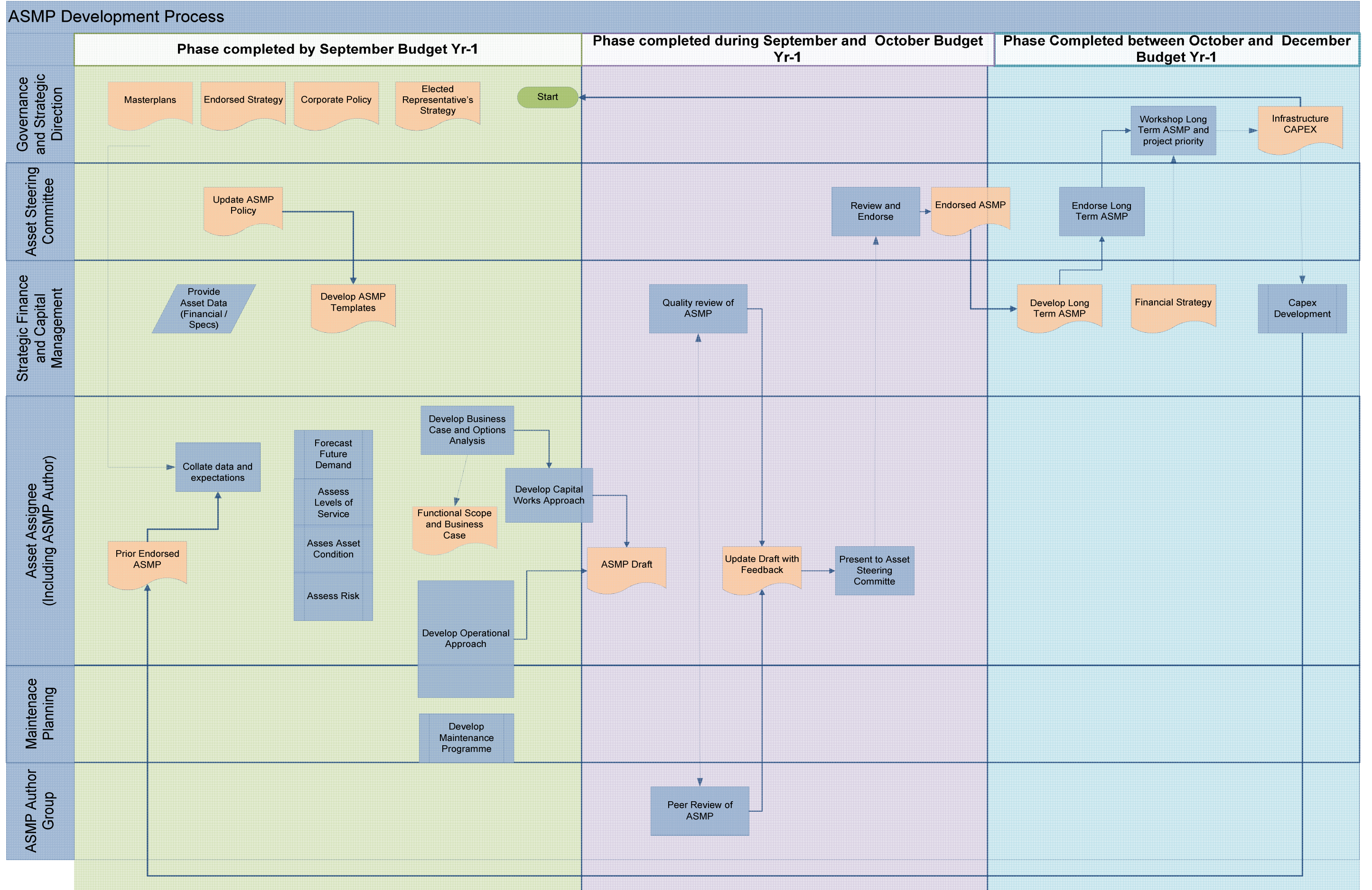
The Consumption Ratio shows that the assets have 69% of their life remaining in 2017-18 suggesting that a lower rate of investment in renewal is reasonable. Depreciation on assets is straight line and presently based primarily on age and condition where reliable data is available. The graph indicates the level of investment in renewal drops in the later years of the 10 year horizon as the assets continue to age. The focus in the short term on determining the condition and remaining value of the asset base is of priority.

The Asset Renewal Funding Ratio (NPV Funded Asset Renewal / NPV Required ASMP Renewal) indicates if the Council has sufficient capacity to fund the level of renewal indicated by the ASMP to maintain service levels. As indicated by Graph 4 on page 16, there remains some disconnect between the planned renewal and the renewals spend projected from the remaining life in the asset register. While this difference exists, the renewal funding ratio is difficult to determine. However, at present, the renewal budgets as submitted in the ASMPs are being fully met. This additional ratio would be used in subsequent iterations of the ASMPs after budget deliberations and final funding allocation is made. Where renewal remains unfunded over time, the impact on asset condition and therefore service delivery must be assessed.

In brief

The development of the Asset Renewal Funding Ratio will provide improved understanding of the sustainability of service delivery. Assuming a longer planning horizon, appropriate for long lived infrastructure assets is imperative to understand trend over time.

## 6 APPENDICIES



The following pages contain a copy of the executive summary from each of the ASMPs

# 1 EXECUTIVE SUMMARY BUILDINGS

# KEEPING IT BRIEF

## The Portfolio

Asset Category	Accumulated Depreciation AG	Replacement Cost AF	Written Down Value	Depreciation Expense
Corporate Buildings	22,960,133	68,750,180	45,790,047	2,184,946
Community Halls & Showgrounds	7,593,199	19,812,945	12,219,746	620,040
Infrastructure	2,539,903	7,426,843	4,886,940	151,173
Community & Recreational Buildings under Lease	11,718,876	27,702,899	15,984,024	713,761
Public Toilets	4,474,799	12,780,486	8,305,687	235,132
Accumulated Minor Infrastructure	733,736	1,505,321	771,584	88,807
<b>Total</b>	<b>50,020,646</b>	<b>137,978,675</b>	<b>87,958,029</b>	<b>3,993,859</b>

## Major Projects 2017/18

- ✓ Willard’s Farm Conservation Management Plan and future restoration decision by Council
- ✓ Renewal programs to commence for public toilets and community halls

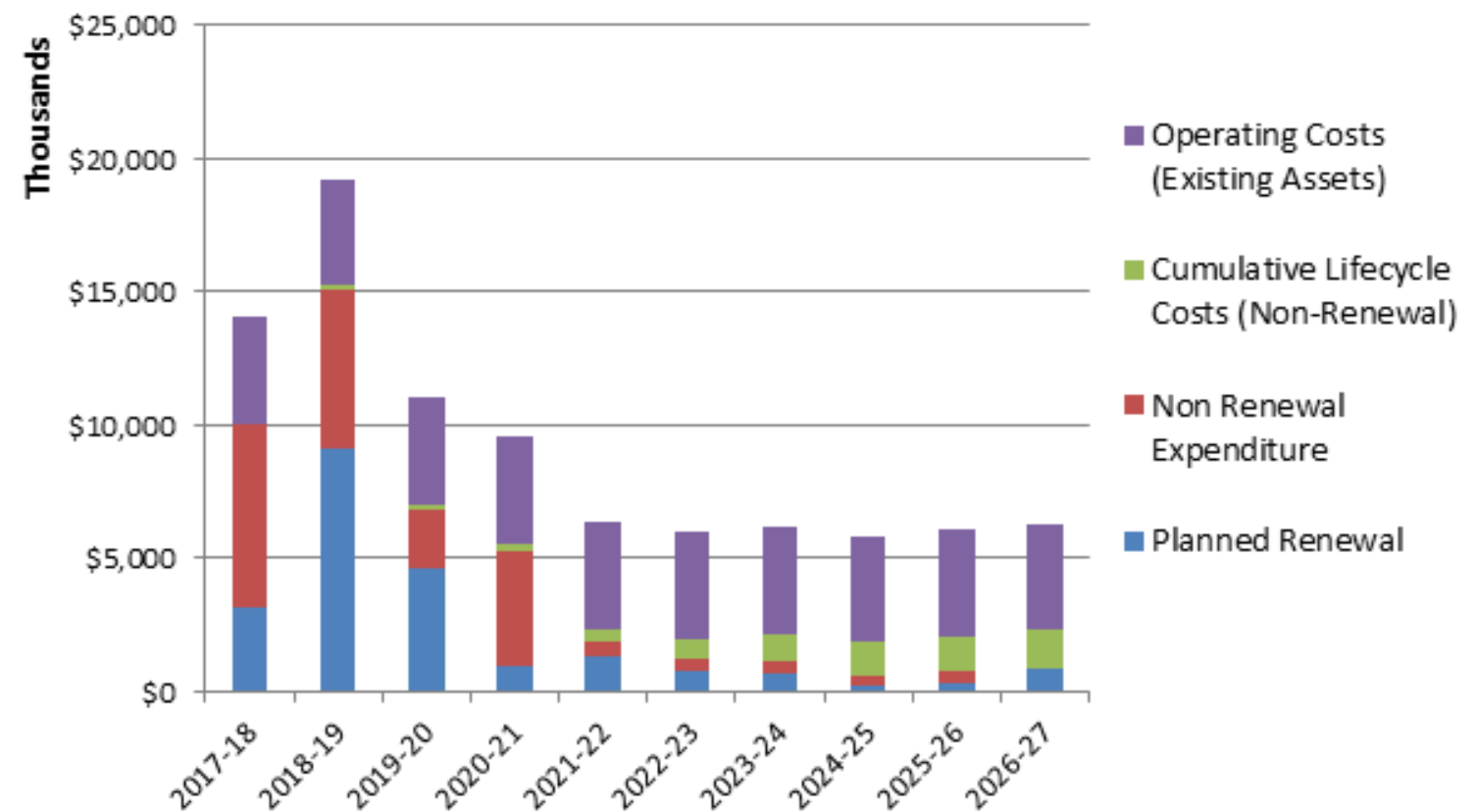
## Improvement Plan Focus

- Achieve target asset maturity assessment score
- Deliver ASMP Improvement Plan in accordance with timeline
- Review levels of service with relevant stakeholders and modify future ASMP’s accordingly

## Condition Summary

Asset Category	QTY	% Poor	%Moderate	% Good	% V. Good
Corporate Buildings #	24	0%	23%	77%	0%
Community Halls & Showground’s	23	0%	38%	48%	14%
Public Toilets	79	0%	9%	38%	53%
Community and Recreational buildings under Lease	45	6%	38%	40%	16%
Infrastructure	58	3%	35%	35%	27%

## Total Capital and Operational Costs





# Open Space (reported as at 14<sup>th</sup> October 2016)

# Keeping it Brief



## The Portfolio

Asset Category	No. of Asset	Replacement Cost	Accumulated Depreciation	Written Down Value	Depreciation Expense
PLAY EQUIPMENT	739	\$7,295,792	\$3,854,751	\$3,441,040	\$493,011
IRRIGATION	109	\$1,680,860	\$1,099,211	\$581,648	\$91,287
SPORTSFIELD LIGHTING	399	\$10,364,915	\$4,253,695	\$6,111,220	\$406,797
FENCES & GATES	1860	\$10,489,218	\$5,212,380	\$5,276,839	\$392,729
INFRASTRUCTURE (skateparks)	94	\$4,110,586	\$2,139,043	\$1,971,543	\$93,220
SPORTS	321	\$7,782,747	\$5,175,764	\$2,606,984	\$254,084
SHELTERS	437	\$6,694,750	\$3,084,598	\$3,610,151	\$285,736
CEMETRIES	5	\$10,095	\$10,095	0.00	0.00
FURNITURE (taps, seats, bbq's, tables, signs)	3739	\$9,526,131	\$4,629,225	\$4,896,907	\$525,187
PATH STRUCTURES	28	\$1,148,308	\$509,754	\$638,554	\$43,718
LANDSCAPING	770	\$6,770,408	\$2,617,484	\$4,152,924	\$263,229
<b>TOTAL</b>	<b>8501</b>	<b>\$65,873,810</b>	<b>\$32,586,000</b>	<b>\$33,287,810</b>	<b>\$2,848,998</b>

### Major Renewal Projects 2017/18 (budget >\$50K)

- ✓ Renewal Project – Fencing - \$392k
- ✓ Renewal Program – Shade & Shelter - \$358K
- ✓ Renewal – Coochiemudlo Foreshore - \$68K
- ✓ Playground Renewal -Arlington St Park, Cleveland - \$51K
- ✓ Renewal Project – Tap/Shower/Drinking Fountain- \$137K
- ✓ Renewal Project – Seats - \$75K
- ✓ Renewal Program – Sports - \$261K

### Major Non-Renewal Projects 2017/18 (budget >\$50K)

- ✓ Henry Ziegenfusz Sportsfield Improvements - \$811K
- ✓ South East Thornlands Park - \$1.68M
- ✓ Bayview Conservation Area, Redland Bay - \$2.4M
- ✓ Park Upgrade-Three Paddocks Park - \$75K

### Major Hybrid Projects 2017/18 (budget >\$50K)

- ✓ RAP Master Plan Design Project - \$823K
- ✓ Wellington Point Streetscape - \$265K
- ✓ Cemetery Renewal & Upgrade Program - \$150K
- ✓ Adder Rock Park, Pt Lookout - \$100K
- ✓ Chantelle Court Park, Capalaba - \$142K
- ✓ Sylvania St Park, Wellington Pt - \$140K
- ✓ Raby Bay Blvd Park, Cleveland - \$149K
- ✓ Robert Mackie Park, Thornlands - \$166K
- ✓ Byng Road Park, Birkdale - \$145K
- ✓ Pistachio Ct, Birkdale - \$130K
- ✓ Poinciana Ave Park, Victoria Pt - \$249K
- ✓ Heffernan Road Park, Alexandra Hills - \$174K
- ✓ Jacaranda Rd Park, Capalaba - \$91K
- ✓ Gundagai Drive Park, Capalaba - \$210K
- ✓ Snowdon St, Alexandra Hills - \$160K

### Overall Condition and Critical Issues

- 90% of Parks, Conservation, Streetscapes and Sportsfields assets are in Very Good to Moderate condition. The 10% of assets in Poor to Very Poor condition are being flagged through the renewal program for years 1, 2 and 3.
- 87% of IndigiScapes assets are in Good condition with 7% being in Very Good condition, the remaining 6% are in Moderate condition.
- 94% of Cemetery assets are in Moderate condition, 4% in Good condition and 2% in Poor condition.
- Majority of assets at Cleveland Aquatic Centre are in Poor to Very Poor condition (84%), only 16% of assets are in Very Good to Moderate condition.

### Improvement Plan Focus

- Level of Service for Maintenance & Operation costs
- Match asset remaining lives with their condition rating and according to when they are being replaced in the CAPEX program.
- Review and update of design lives for each asset class.
- Open Space Asset Inventory Booklet.
- Improve on the planning and budgeting of asset disposals.
- Review of depreciation accounts and where each class is being depreciated.
- Consultation with QYAC on all forthcoming projects

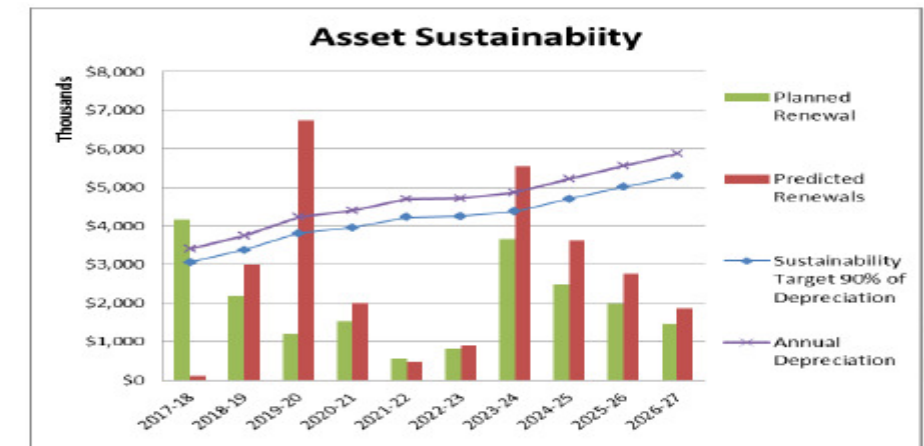
### The Final Word

The focus for 2017/18 financial year is:-

1. Improvement of Level of Service for determining maintenance and operational costs;
2. Consult with QYAC on all projects
3. Renewal of assets where there are non-conformances and/or assets of very poor condition. Non-renewal projects are planned in accordance with Community expectations



Financial Summary Details	Opening Asset Balance	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
ASMP Name: OPEN SPACE	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
Planned Renewal	3,717,691	4,163,642	2,180,923	1,198,563	1,538,057	555,419	892,943	3,661,647	2,484,097	1,980,107	1,459,715
Non Renewal Expenditure	2,955,105	6,994,040	11,085,919	4,196,650	6,877,735	5,310,025	6,487,501	7,508,544	7,488,288	6,745,419	6,508,683
Developer Contributions/ Accrual		150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Work in Progress Open Balance	5,269,475										
<b>Total new assets</b>	<b>11,942,272</b>	<b>11,307,683</b>	<b>13,416,242</b>	<b>5,545,213</b>	<b>8,565,792</b>	<b>6,015,444</b>	<b>7,470,444</b>	<b>11,320,191</b>	<b>10,122,385</b>	<b>8,873,525</b>	<b>8,118,398</b>
Cumulative New assets	11,942,272	23,249,954	36,666,196	42,211,409	50,777,201	56,792,645	64,263,089	75,583,280	85,705,665	94,579,190	102,697,588



# ROADS & BRIDGES ASSET & SERVICE MANAGEMENT PLAN

## The Portfolio... (Financial Data as at 30<sup>th</sup> June 2016)

Asset Category	Replacement Cost	Accumulated Depreciation	Written Down Value	Depreciation Expense
1091 – Roads	259,200	166,860	92,340	6,035
1102 – Bridge/Vehicle/Large Culvert	28,394,335	8,904,284	19,490,052	289,863
1141 – Roads/Road Block/Road Pavement	150,446	0	150,446	0
1143 – Roads/Road Block/Road Edge	69,087,751	29,807,366	39280385	1,094,500
1486 – Roads/Road Block/Road Verge	1,577,696	1,006,780	570,916	32,334
1494 – Roads/Road Block/Road Pavement/Subbase	98,302,227	21,911,049	76,391,178	828,285
1495 – Roads/Road Block/Road Pavement/Surface	149,151,243	61,096,352	88,054,890	6,844,138
1497 – Roads/Road Block/Road Pavement/Base	150,089,776	49,857,352	100,232,424	2,161,686
1669 – Earthworks/Formation	5,315,505	736	5,314,769	945
<b>TOTAL</b>	<b>502,328,179</b>	<b>172,750,779</b>	<b>329,577,400</b>	<b>11,257,786</b>

## Keeping it Brief...

### MAJOR PROPOSED PROJECTS 2017/18

- JN40556 Road Upgrade – School of Arts Rd & Collins St, Redland Bay (Penzance to Queen) Construction Stage (17/18 Budget = \$5,000,000)
- JN40547 Road Upgrade – Bunker Rd, Victoria Pt Construction Stage (17/18 Budget = \$475,000)
- JN41634 Road Resurfacing Program Ongoing Program (17/18 Budget = ~\$10,500,000)

### IMPROVEMENT PLAN FOCUS

- Spatially map annual capital works to assist program and project planning and delivery
- Review and consolidate road surface asset database to a single data source
- Pavement condition audit data to be incorporated into road asset database
- Develop and document triggers for Road Rehabilitation program
- Detailed CAPEX development and programming to extend to a 6-10 year program horizon
- Validation and cleansing of road assets Maximo data to optimise capital works programming

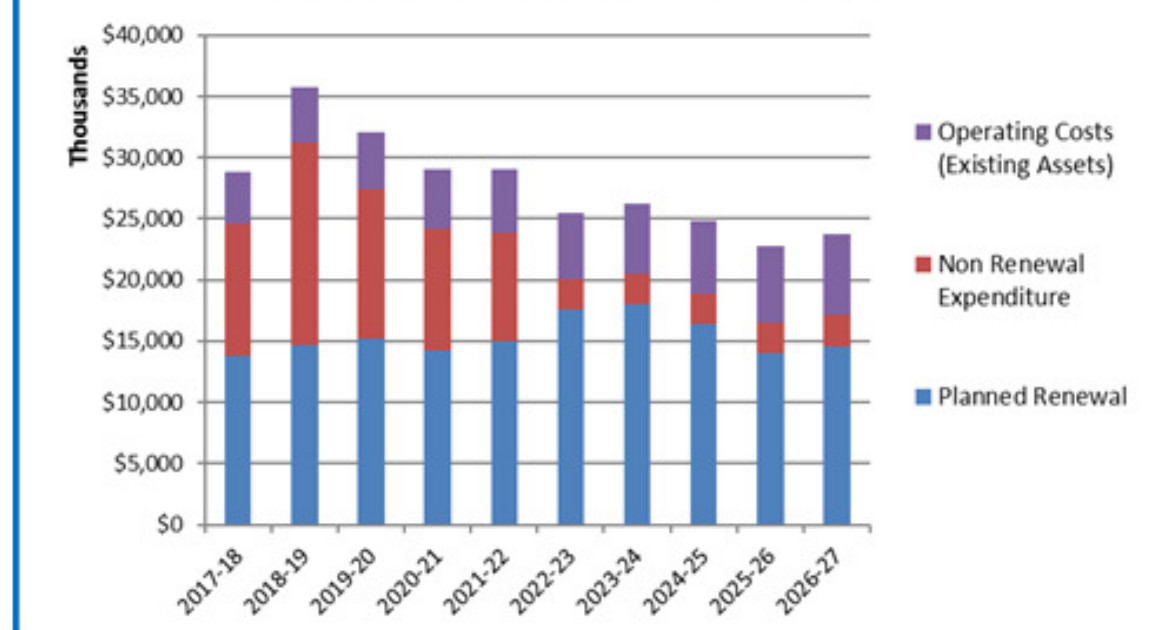
### OVERALL CONDITION AND CRITICAL ISSUES

- Need for data to be consolidated into a singular consistent database
- Relevant bridge assets are not clearly defined for inclusion in this ASMP
- Road assets data require extensive validation and cleansing to ensure capital works are prioritised effectively
- Large road upgrade projects scheduled for mid to long term completion within the 10 year program have not been included

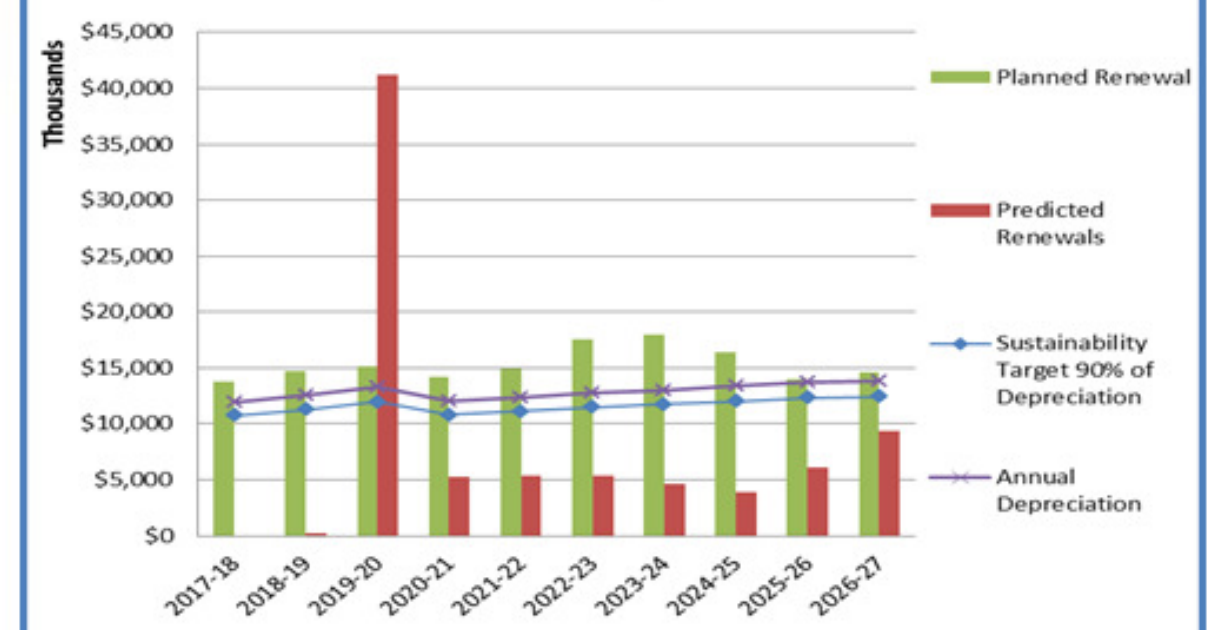
### THE FINAL WORD

- Significant Council investment is being channelled towards a reduction in the road resurfacing backlog.
- Roads are now being assessed through both visual and radar based Condition Audits to provide a priority sealing program that is based on more than just age. This allow further optimisation of road resurfacing and rehabilitation programming

Total Capital and Operational Costs - Roads



Asset Sustainability - Road Assets



# TRAFFIC FACILITIES and STREET LIGHTING

## ASSET & SERVICE MANAGEMENT PLAN



### The Portfolio Assets as registered at 30<sup>th</sup> June 2016...

Asset Category	Replacement Cost	Accumulated Depreciation	Written Down Value	Annual Depreciation
Electrical Switchboard	5,670	2,269	3,401	283
Fence	307,390	67,950	239,439	13,749
Street Light (Council Owned)	252,957	47,916	205,041	9,256
Traffic Signals	8,617,433	4,595,345	4,022,088	290,881
LATM & Islands	32,436,306	10,781,170	21,655,136	607,440
Sign (minor)	15,763	3,351	12,412	886
Sign (Major)	282,705	167,855	114,850	16,046
Crash Barrier	1,587,136	876,133	53,412	711,002
Street Lighting	2,586,796	1,312,458	86,205	1,274,338
<b>TOTAL</b>	<b>48,092,208</b>	<b>17,854,448</b>	<b>1,078,159</b>	<b>28,237,758</b>

### Keeping it Brief

#### Major (proposed) Projects 2017/18

- Traffic Safety Improvement Program - \$350,000
- Minor Traffic Works Program - \$100,000
- Traffic Control Treatment Program - \$100,000
- Traffic Facilities Renewal Program - \$422,288

#### Improvement Plan Focus

- Ongoing asset data verification with improved confidence in the quantity and quality of data.
- Identify annual expenditure to maintain traffic facilities and street lighting assets.
- External consultant assessment of assets due for renewal over the next 10 years to determine remaining asset life and identify a renewal program.

#### Overall Condition and Critical Issues

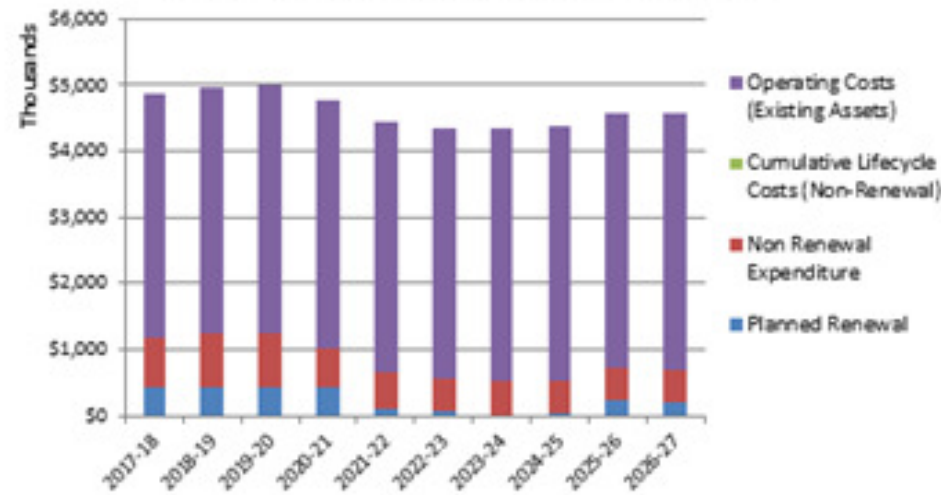
- Overall condition of the network is unknown based on insufficient reliable asset data to ensure a suitable renewal program. However, from personnel observations and experience, the network is viewed as being in a reasonable condition. It is critical to collect data on the existing assets and to undertake condition assessment of the network to align knowledge and experience with data confirmation.

#### The Final Word

Further commitment to asset data collection and condition assessment is required to:

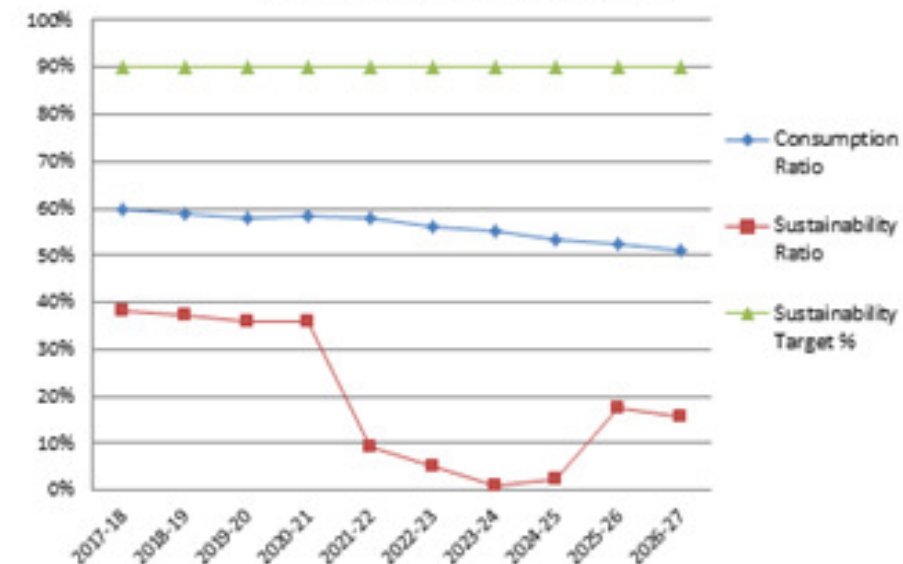
- Achieve and improve current levels of service
- Develop accurate budget forecasting
- Improve understanding of the network and asset data
- Ensure a safe and functional road network for users

### Total Capital and Operational Costs



Expenditure Type	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27
Renewal	422,288	422,288	422,288	422,289	109,521	60,593	14,233	27,526	218,069	200,000
Non-Renewal	780,000	820,000	830,000	600,000	560,000	500,000	500,000	500,000	500,000	500,000
Operational	3,780,000	3,783,000	3,733,000	3,760,000	3,733,000	3,760,000	3,733,000	3,760,000	3,733,000	3,760,000
<b>TOTAL</b>	<b>4,982,288</b>	<b>5,027,288</b>	<b>5,007,288</b>	<b>4,782,289</b>	<b>4,424,521</b>	<b>4,320,593</b>	<b>4,269,233</b>	<b>4,287,526</b>	<b>4,473,069</b>	<b>4,460,000</b>

### Sustainability Indicators



# BUS STOP INFRASTRUCTURE DELIVERY PLAN

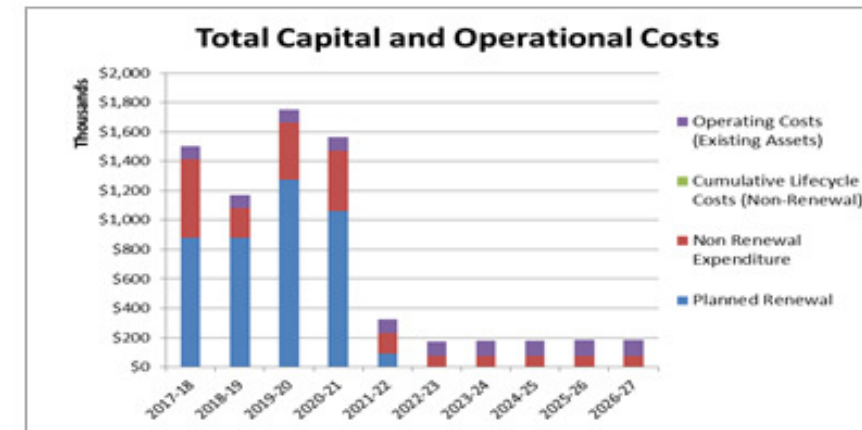
## The Facts and Recommendations

### Major Capital Programs

- JN80332 – Bus Stop Upgrades (Boarding Points and New Shelters)
  - 47 stops are programmed for 2016/2017 and 45 are programmed for 2017/2018.
  - 12 New Shelter/Seat locations are programmed for the next 3 years based on customer requests and complaints.
  - Yet to determined impact of CIF program on delivery.
- JN80010 – Bus Shelter Renewal & Replacement Program
  - 100 individual bus shelter renewal projects remain to be completed – 25 have been programmed per year until 2020/2021.
- Separate programs have now been created for Capalaba Interchange, SMBI Terminals/Sheds and Cleveland CBD Shelter Renewals.

### Improvement Plan Focus

- Focus on the pre-planning for project delivery of renewals and upgrades for 2017/2018 to 2021/2022– significant programming increase for compliance targets.



### The Assets

Asset Category	Replacement Cost	Accumulated Depreciation	Written Down Value	Depreciation Expense
Bus Shelters	\$8,841,122	\$1,904,382	\$6,936,741	\$229,061

- There are 250 Bus Shelters across the Redlands: 237 of these are on NSI and Mainland (Translink). 184 shelters are Council operated and 66 are Adshel operated.
- DDA compliance is required for the network: 90% by 2017 and 100% by 2022.

### Sustainability



- A spike in investment is required – that does not align with planned renewal targets based on remaining life – in order to meet DDA compliance timeframes.

# EXECUTIVE SUMMARY

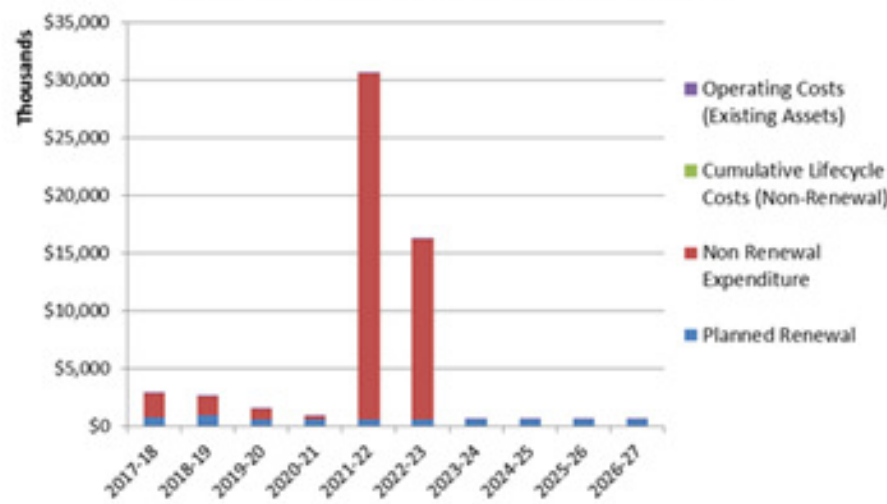
## Keeping it Brief



### Major Program 2017/18

- ✓ 40723 – Car Park Resurfacing
- ✓ 41579 – City Spaces Car Park Program

### Total Capital and Operational Costs



### Overall Condition and Critical Issues

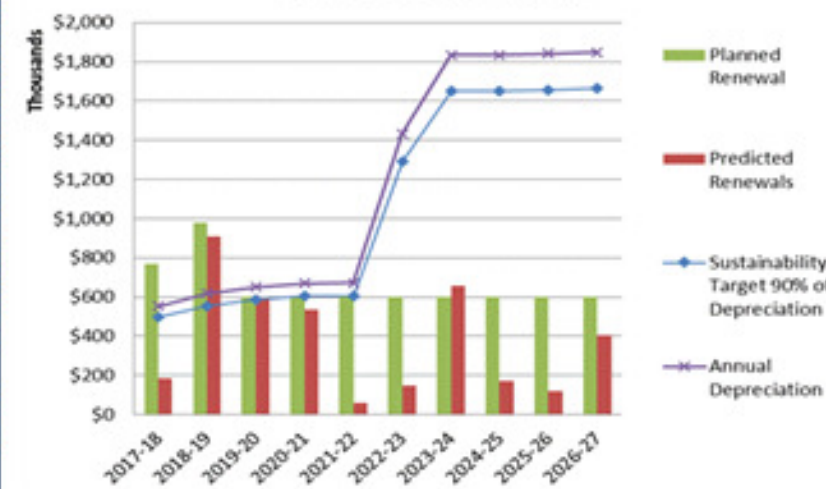
- Car park customer service levels to be determined from future customer satisfaction surveys. Positive service level indications are the few number of customer enquiries submitted with lodged with the Insurance, Claims and Risk Management team and general customer requests reported in the 2015/16 financial year.
- Complete condition assessments.
- Asset register requires review, particularly car park age and car park lighting assets.
- Car park resurfacing to continue at a rate of approximately 5% of surface area per year, to achieve a sustainable resurfacing rate.

### Improvement Plan Focus

- Review car park asset register in Maximo in relation to asset specifications and valuations; update and clarify asset register.
- Determine condition of remaining assets (technical service levels) by continuing condition assessments, complete 50% in 2017/18.
- Gain car park usage data through undertaking traffic counts at entrances to car parks.
- Commence car park lighting audit.
- Further establish financial requirements to achieve sustainability of car park assets.

Asset Category	Replacement Cost	Accumulated Depreciation	Written Down Value	Depreciation Expense
1045 CARPARK	\$98,455.27	\$27,593.56	\$70,861.71	\$2,011.13
1046 FENCE	\$268,037.35	\$44,898.53	\$223,138.82	\$11,206.60
1141 RD PAVEMENT - CARPARK	\$20,545.82	\$1,524.14	\$19,021.68	\$410.89
1143 ROAD EDGES	\$297,694.02	\$36,437.77	\$261,256.25	\$5,059.59
1448 CARPARK - KERBING	\$1,075,935.98	\$397,710.87	\$678,225.06	\$17,057.10
1447 CARPARK - SURFACE	\$6,133,269.32	\$4,547,920.20	\$1,585,349.12	\$259,292.26
1448 CARPARK - LIGHTING	\$530,266.33	\$415,816.56	\$114,449.77	\$16,484.73
1450 CARPARK - PAVEMENT	\$1,317,152.24	\$353,649.75	\$963,502.49	\$15,930.01
1451 CARPARK - WHEELSTOPS	\$337,711.70	\$75,083.06	\$262,628.64	\$6,200.27
1494 ROAD PAVEMENT SUBBASE	\$842,652.81	\$81,611.53	\$761,041.28	\$6,995.10
1495 ROAD PAVEMENT SURFACE	\$4,688,607.40	\$795,478.66	\$3,893,128.74	\$143,900.05
1497 ROAD PAVEMENT BASE	\$1,920,219.10	\$155,208.97	\$1,765,010.13	\$20,255.74
1641 SLABS	\$24,731.44	\$4,452.98	\$20,278.46	\$494.56
1652 CARPARK LIGHTING	\$812,867.93	\$380,517.71	\$432,350.22	\$29,549.57
1663 UNDERGROUND ELECTRICAL CONDUITS AND WIRING	\$121,359.49	\$3,960.86	\$117,398.63	\$2,022.60
1669 EARTHWORKS / FORMATION	\$157,449.85	\$0.00	\$157,449.85	\$0.00
<b>TOTAL</b>	<b>18,646,956.00</b>	<b>7,321,865.15</b>	<b>11,325,090.85</b>	<b>536,870.21</b>

### Asset Sustainability



### The Final Word

Redland City Council car parks are in overall acceptable condition. Condition assessments have begun in order to **prioritise** resurfacing of car parks. Future planned customer surveys will assess desired levels of service being sought by car park users. Continuation of the car park resurfacing program will provide assets that are safe and fit for purpose to all users at the lowest overall annual asset life cycle cost.

1 EXECUTIVE SUMMARY

Major Program 2017/18

- ✓ Moreton Bay Cycleway Program (JN 42389)
- ✓ Footpath Program (JN 45611)
- ✓ Footpath Rehabilitation Program (JN 45658)
- ✓ Trunk Cycleway Program (JN 81155)
- ✓ Pathway and Community Safety Lighting Program (JN 80935)
- ✓ Pedestrian Bridge Renewal Program (JN 41193)

Improvement Focus

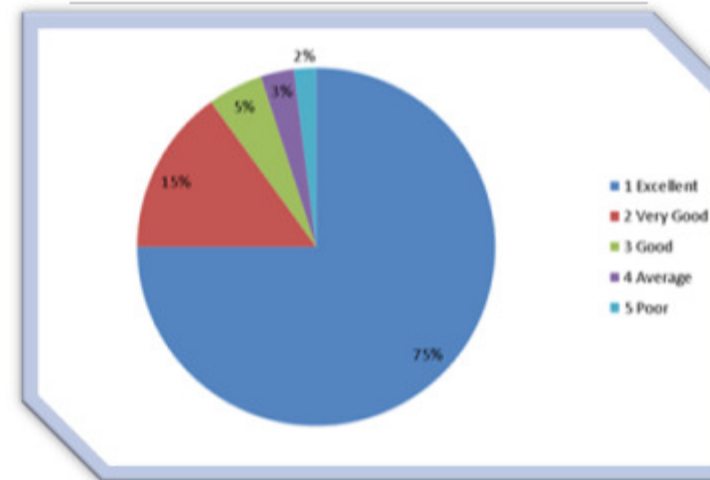
- Pathway condition audit scheduled for 2017/18
- Renewal and expansion program to be further developed into future years.
- Develop customer satisfaction survey
- Pathway lighting audit to be undertaken for future years



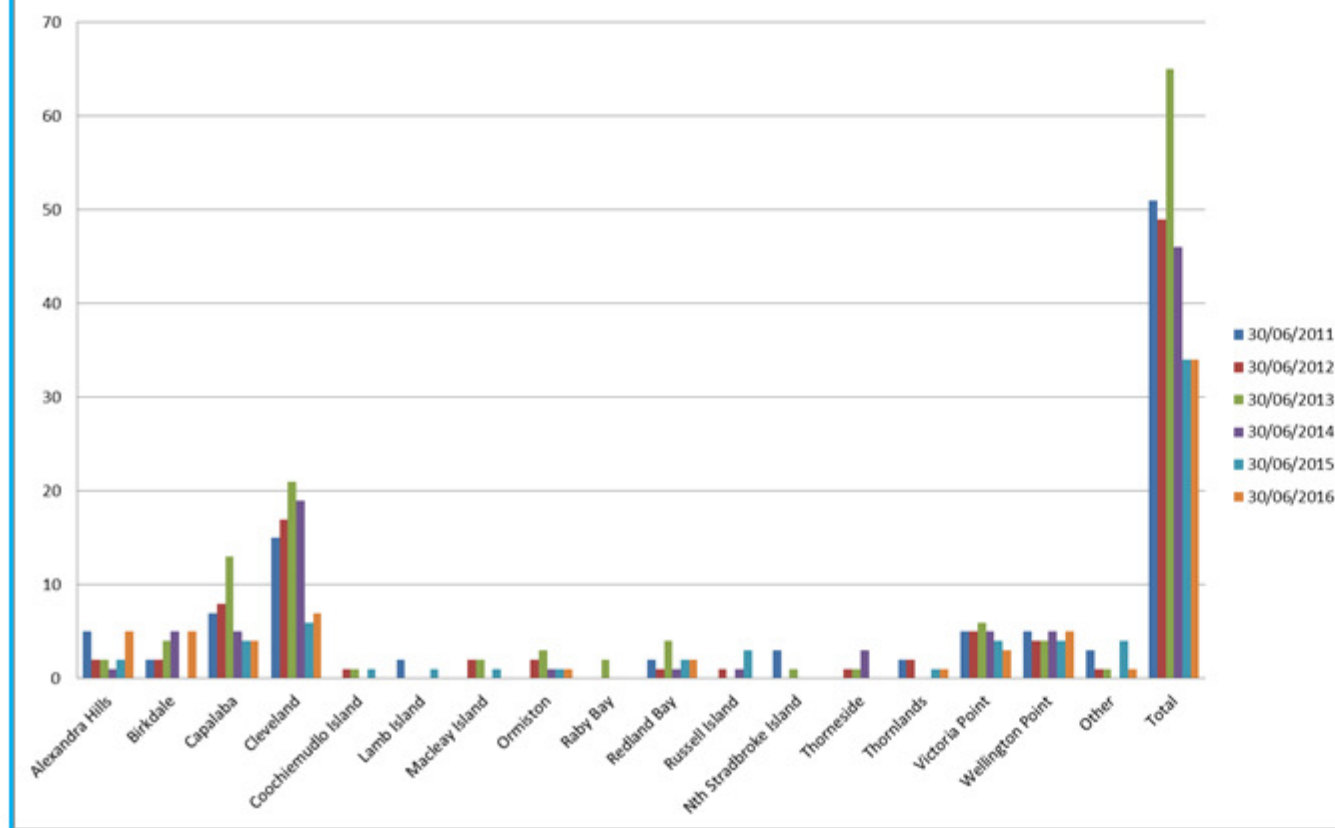
The Final Word

The overall condition of pathways in the Redlands is excellent based on the most recent condition audit (early 2014). Programs are in place to continue to expand the pathway network providing connectivity to priority areas including schools, hospitals and the Moreton Bay Cycleway (MBC). Existing pathways are also expected to be maintained to ensure the pathway network remains in an excellent condition and continues to service the demands of pedestrians and cyclists for many more years.

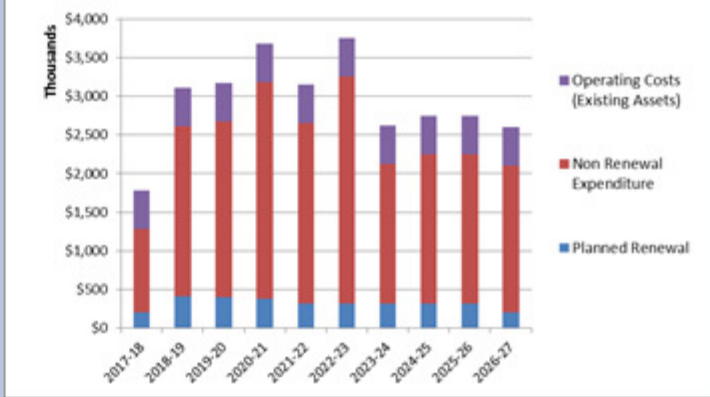
Overall Pathway Condition



Footpath Incidents (2011-2016)



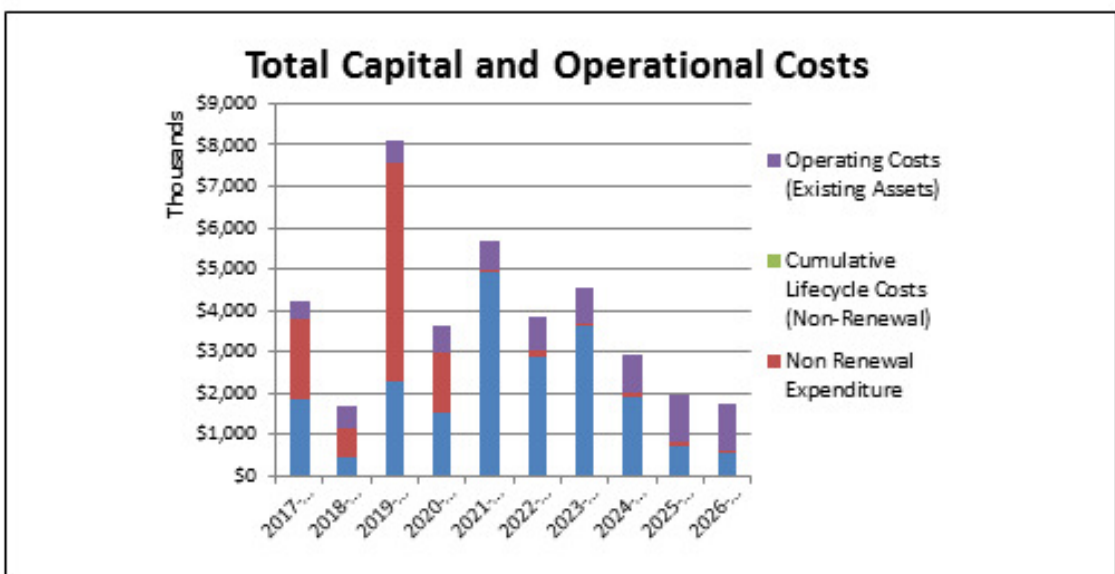
Total Capital and Operational Costs



# MARINE INFRASTRUCTURE ASSET & SERVICE MANAGEMENT PLAN

## The Portfolio... (as at 30th June 2016)

Asset Category	Sum of Replacement Cost	Sum of Opening Accumulated	Sum of Opening WDV	Sum of Annual Depreciation
1012 ELECTRICAL SWITCHBOARD	278,142	7,229	270,913	5,563
1046 FENCE	448,719	28,815	419,904	22,418
1047 FURNITURE	356,740	23,166	333,573	17,834
1048 INFRASTRUCTURE	33,542	5,874	27,667	1,255
1053 SHELTER	1,007,050	26,150	980,900	20,140
1098 MARINE JETTY	13,530,095	2,503,442	11,026,653	417,464
1109 MARINE RAMP	3,632,494	1,708,977	1,923,516	69,796
1110 MARINE PILE	2,469,143	1,179,015	1,290,128	161,037
1153 MARINE MARINA	734,335	685,424	48,911	24,422
1497 ROAD PAVEMENT BASE	31,607	791	30,815	395
1567 PATH STRUCTURE	5,070,867	3,189,426	1,881,441	167,929
1639 TRANSPORT CRASH BARRIER	69,316	9,299	60,017	3,465
1640 SEAT	155,242	13,264	141,978	10,305
1641 SLABS	44,965	1,404	43,560	1,982
1652 LIGHTING	72,075	11,446	60,629	2,771
1663 ELECTRICAL CONDUIT	31,914	4,281	27,633	1,595
<b>Grand Total</b>	<b>27,966,245</b>	<b>9,398,006</b>	<b>18,568,239</b>	<b>928,372</b>



Financial Summary Details	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Marine Infrastructure ASMP - Expenditure Type	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
Planned Renewal	1,860,305	460,500	2,281,500	1,505,000	4,931,000	2,890,000	3,668,000	1,920,000	708,000	540,000
Non Renewal Expenditure	1,910,000	709,500	5,283,500	1,455,000	24,000	120,000	12,000	80,000	112,000	60,000
Operating Costs (Existing Assets)	470,614.50	532,086.01	550,709.02	649,983.81	702,733.27	812,128.93	870,760.44	936,237.06	1,119,005.36	1,158,170.54
<b>TOTAL</b>	<b>4,240,920</b>	<b>1,702,086</b>	<b>8,115,709</b>	<b>3,609,984</b>	<b>5,657,733</b>	<b>3,822,329</b>	<b>4,550,760</b>	<b>2,936,237</b>	<b>1,939,005</b>	<b>1,758,171</b>

Redland City Council

## Keeping it Brief...

### MAJOR PROPOSED PROJECTS 2017/18

- JN41900/JN42287 Macleay Island Boat Ramp - Carpark  
\$3,400,000
- JN42353 Barge Ramp, Upgrade – Masters Avenue, Victoria Point  
\$720,000
- JN46937 Barge Ramp, Upgrade – Esplanade, Karragarra Island  
\$720,000
- JN42349,42348,42350 & 40486 Pontoon, DDA Compliance – Design for the 4 SMBI Jetties and Pontoons. \$250,000
- JN40028 Pontoon, Gance Launching, New – Raby Bay Esp, Omiston  
\$720,000

### OVERALL CONDITION AND CRITICAL ISSUES

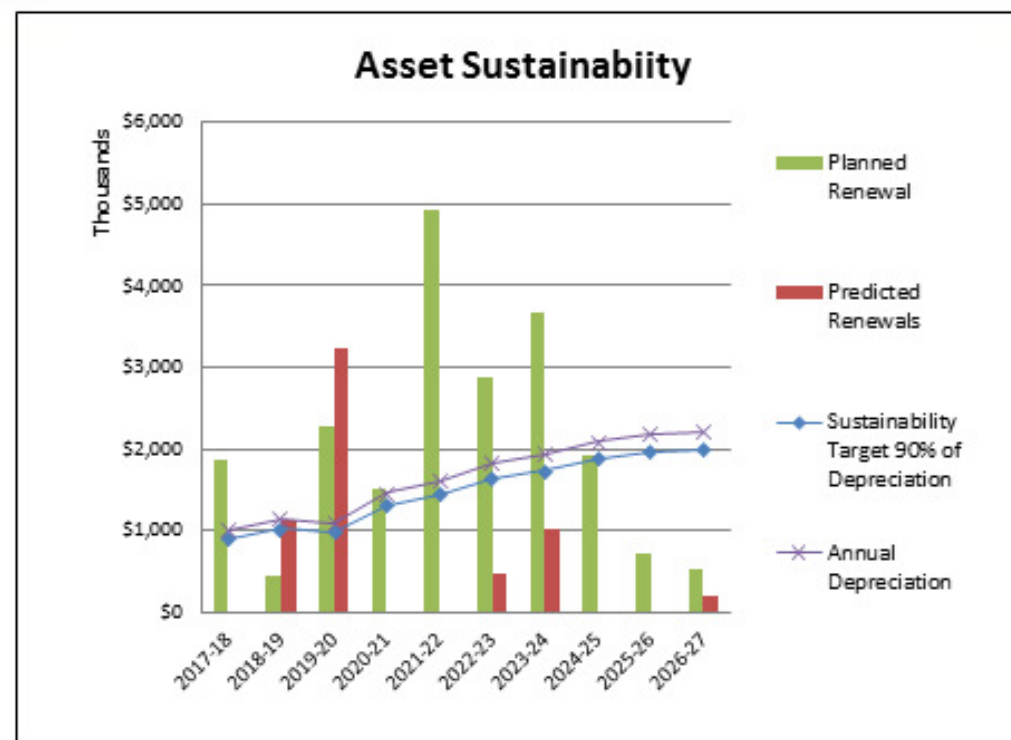
- A Joint asset condition inspection between RCC and DTMR was carried out in March 2015.
- Current replacement costs reflect a true value as a revaluation was undertaken by an external consultant.
- Insufficient operational and maintenance expenditure information available.
- Renewal Program implementation is highly dependent on successful funding applications.

### IMPROVEMENT PLAN FOCUS

- Undertake full asset base condition audit
- Update and standardise Maximo asset database
- Develop detailed Level of Service plans
- Develop inspection regime and standard documentation
- Gain further clarity over lifecycle costing and current maintenance costs

### THE FINAL WORD

- Replacement values have been validated by external audit undertaken in 2014/15.
- Renewal program is on track to maintain current Levels of Service
- Significant renewal program has been designed and costed to upgrade assets to their modern equivalent to meet current demand and legislation
- Renewed assets will be maintained as per manufacturer requirements.



1

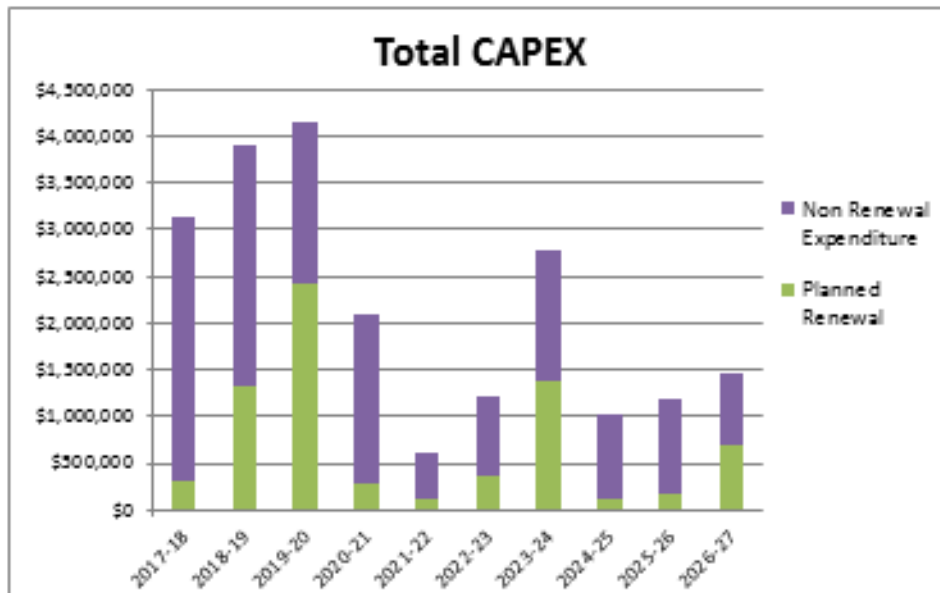
# MARINE FORESHORE ASSET & SERVICE MANAGEMENT PLAN



## The Portfolio Assets as registered at 30<sup>th</sup> June 2016...

Asset Category	Replacement Cost	Accumulated Depreciation	Written Down Value (WDV)	Depreciation Expense
Access ramp	88,414	9051	79363	2,685
Handrail	94,988	21126	73862	4,278
Groyne	8,358,206	0	8358206	0
Seawall	20,483,786	343278	20140508	14,850
Access stairs	196,882	46,716	150166	2,980
Swimming enclosure	1,381,692	1088424	293268	39,434

## Long-term capital financial plan summary



## Asset condition - summary

Asset Category	Quantity	% Very Poor	% Poor	% Fair	% Good	% Very Good
Seawalls	37	5	16	6	62	11
Groynes	23	0	17	30	30	22
Beaches	-	-	-	-	-	-
<b>AVERAGE</b>	-	<b>5</b>	<b>16.5</b>	<b>18</b>	<b>46</b>	<b>16.5</b>

## Keeping it Brief

### Major (proposed) Projects 2016/17

- Seawall renewal, Old Schoolhouse Park, \$431,000
- Foreshore protection upgrade, Thompson Beach, \$998,802
- Seawall, Masters Ave, Victoria Point, \$200,000
- Wellington Point breakwater, \$300,000

### Overall Condition and Critical Issues

- No new condition data has been collected
- Peaks in renewal expenditure address damage that has reduced the useful life of existing assets

### Improvement Plan Focus

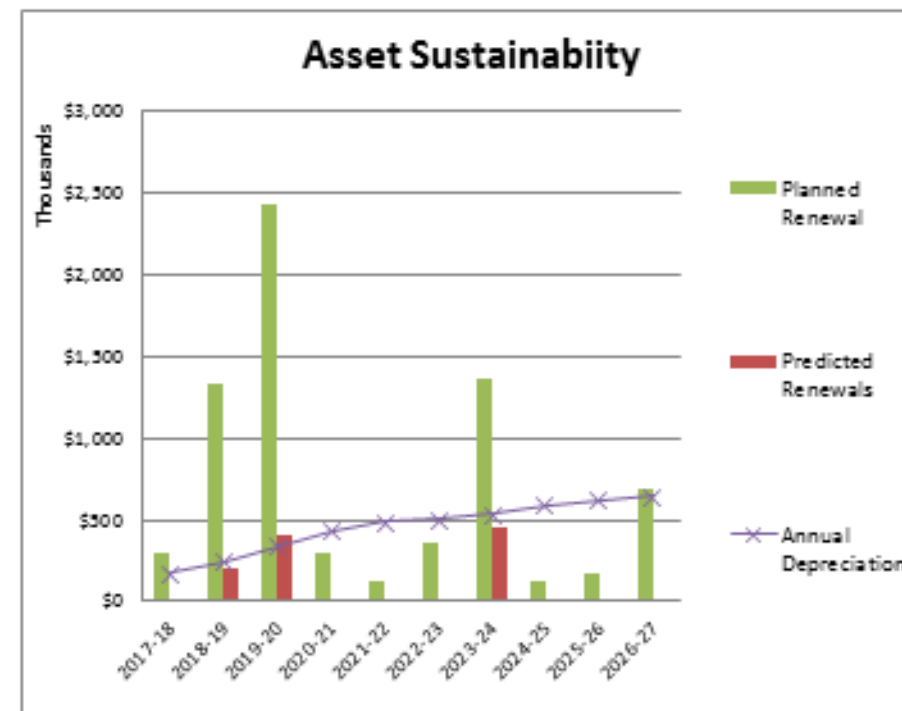
The Improvement Plan actions will facilitate achieving asset maturity condition targets for:

- Demand forecasting
- Maintenance planning
- Asset Register data

Actions also address asset condition data.

### The Final Word

- Renewal program is on-track, with some projects moved to opex budget
- Implementation of programmed inspections and maintenance is required
- Under the new PMO system, capex projects are in design for construction during 2017/18
- Budget entry is carried out directly by the CIG asset manager





## MARINE ESTATES ASSET AND SERVICES MANAGEMENT PLAN 1.0 EXECUTIVE SUMMARY

As of 30<sup>th</sup> June 2016

Asset Category	Replacement Cost	Accumulated Depreciation	Written Down Value	Depreciation Expense
Canal Revetment Walls – Raby Bay	\$178,704,331	\$24,124,147	\$154,580,184	\$895,441
Canal Revetment Walls – Aquatic Paradise	\$40,736,587	\$2,922,137	\$37,814,450	\$143,007
Revetment Walls – Sovereign Waters Lake Estate	\$2,356,861	\$620,174	\$1,736,687	\$30,873
Navigational Beacons – Raby Bay	\$163,648	\$145,402	\$17,945	\$16,271
Navigational Beacons – Aquatic Paradise	\$228,687	\$194,420	\$34,266	\$22,796
<b>TOTAL</b>	<b>\$222,189,813</b>	<b>\$28,006,281</b>	<b>\$194,183,532</b>	<b>\$1,108,387</b>

### KEEPING IT BRIEF

#### MAJOR PROJECTS 2017/18

- Revetment Wall Stabilisation – 24 Anchorage to B Binnacle Ct \$1,440,226
- Revetment Wall Upgrade – Saacrest Ct 19 \$920,000
- Aquatic Paradise Maintenance Dredging \$1,534,825

#### IMPROVEMENT PLAN FOCUS

- Integration of Marine Asset database into reflect and initiate full use of reflect software
- Include maintenance specifications in ASMP
- Investigate and ensure renewal periods and remaining lives for Navigation Beacon Assets are captured in Maximo and align with MSQ database
- Asset Plan Element improvement focus – Maintenance Planning, Financial Strategies

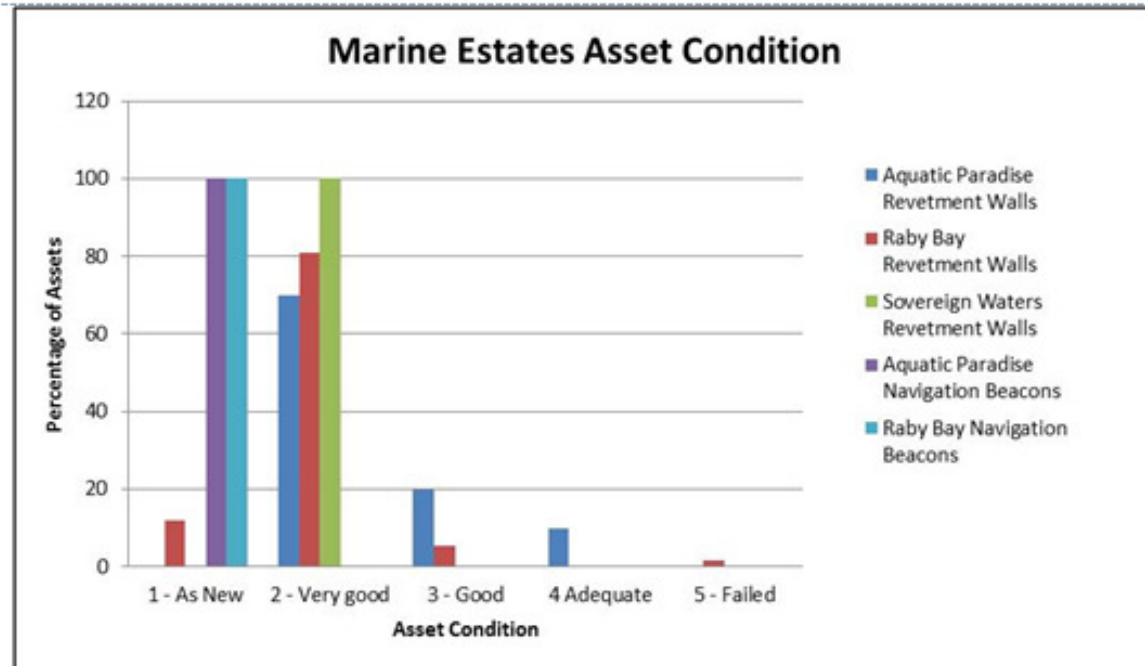
#### OVERALL CONDITION AND CRITICAL ISSUES

- Raby Bay – Good to Very Good
- Aquatic Paradise – Good to Very Good
- Sovereign Waters – Very Good
- Navigation Beacons – As New

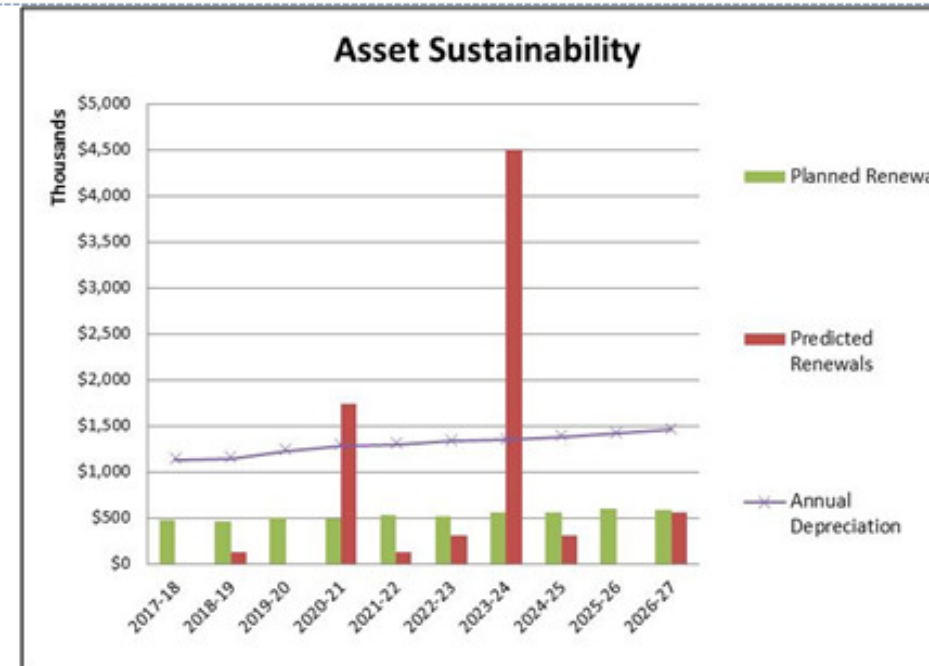
#### THE FINAL WORD

- Current Condition of Estates considered good to very good
- Raby Bay new repair trial is underway. This aims to reduce expenditure for Raby Bay revetment wall renewals and upgrades – tender to be finalised late 2016
- Aquatic Paradise dredging campaign is underway and proceeding well

### CONDITION SUMMARY



### ASSET SUSTAINABILITY

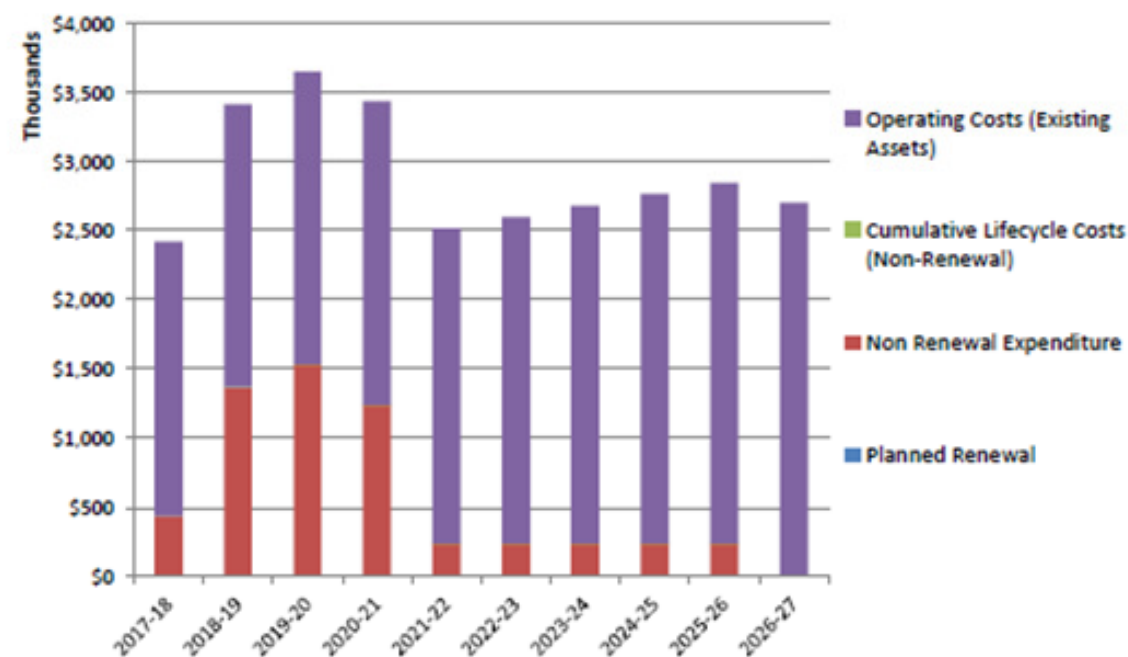


# STORMWATER DRAINAGE ASSET & SERVICE MANAGEMENT PLAN

The Portfolio as at the 30<sup>th</sup> of June 2016 ...

Asset Category	Replacement Cost	Accumulated Depreciation	Written Down Value	Depreciation Expense
1137 – Stormwater Manholes and Pits	71,753,156.00	17,364,262.49	54,388,894.20	729,966.04
1138 – Stormwater End Structures	10,704,680.62	2,363,253.95	8,341,426.61	112,972.79
1139 – Stormwater Pipes	430,118,577.32	111,129,726.75	318,978,544.92	4,514,638.48
1140 – Stormwater Surface Drains	13,751,827.26	1,920,600.69	11,831,226.54	82,760.42
1046 – Fencing	159,501.50	59,451.59	100,049.92	7,348.13
1146 – Subsurface Pavement Drainage	2,794.28	160.66	2,633.62	35.02
<b>TOTAL</b>	<b>526,490,536.98</b>	<b>132,837,456.13</b>	<b>393,642,775.81</b>	<b>5,447,720.88</b>

Total Capital and Operational Costs



Expenditure Type	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27
Renewal	0	10,481	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500
Non-Renewal	917,000.00	1,045,925.60	432,000.00	1,360,000.00	1,525,000.00	1,230,000.00	230,000.00	230,000.00	230,000.00	230,000.00	230,000.00
Operational	1,912,535.32	1,979,474.06	2,048,755.65	2,120,462.10	2,194,678.27	2,271,492.01	2,350,994.23	2,433,279.03	2,518,443.79	2,606,589.33	2,694,734.87
Lifecycle	570	2,211.00	3,396.00	4,012.00	6,595.00	6,682.00	6,768.00	6,858.00	6,951.00	7,003.00	7,055.00
<b>TOTAL</b>	<b>2,830,105.32</b>	<b>2,383,685.06</b>	<b>3,332,151.65</b>	<b>3,565,674.10</b>	<b>3,401,273.27</b>	<b>2,502,174.01</b>	<b>2,557,762.23</b>	<b>2,669,787.53</b>	<b>2,730,434.79</b>	<b>2,813,592.33</b>	<b>2,896,749.87</b>

## Keeping it Brief...

### MAJOR PROJECTS 2016/17

- JN41566 Collingwood and Pitt Road Upgrade (Design) \$50,000
- JN41567 Serpentine Creek Road and Drainage Upgrade (Design) \$50,000
- JN41383 Amity Point Drainage Improvements \$210,000
- JN41148 Avalon Road Culvert Upgrade (Design) \$85,000

### IMPROVEMENT PLAN FOCUS

- Develop and Implement Condition Assessment
- Undertake Maintenance Program review and develop Maintenance Plan
- Continue in development methodology for the procurement of Catchment Management Plans and Flood Studies. Work on completing Flood Studies has commenced with the intent to be completed over the next 18 months

### OVERALL CONDITION AND CRITICAL ISSUES

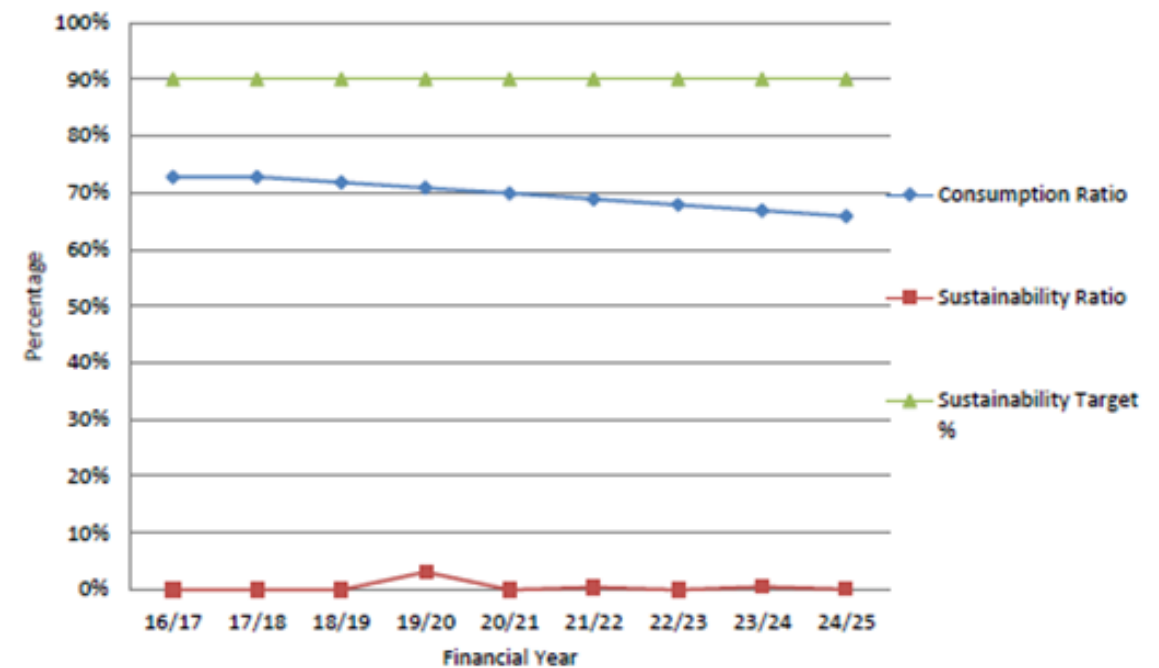
- Overall condition of the network is unknown, it is assumed to be reasonable based on age. However the presence of Acid Sulphate Soils has shown pipe failure after 20 to 30 years in other Councils. It is critical to undertake Condition Assessment of the network to better understand the issues.

### THE FINAL WORD

Further commitment to maintenance and condition assessment is required to;

- Achieve and maintain current levels of service
- Develop accurate budget forecasting
- Have confidence in remaining useful lives
- Achieve robust understanding of the network and data

Sustainability Indicators



# STORMWATER QUALITY



## The Portfolio

Asset Category	Replacement Cost (\$)	Accumulated Depreciation (\$)	Written Down Value (\$)	Depreciation Expense (\$)
1615 - Complex GPTs	2,658,094	525,404	2,132,689	38,820
1616 - Simple GPTs	122,428	29,859	92,568	4,735
1617 - Non-GPT water quality feature	106,659	6,377	100,282	3,080
1618 - Vegetated water quality feature	DATA NOT AVAILABLE			
1567 - Causeway	50,330	39,007	11,323	629
1050 - Rock Protection	29,289	9,766	19,523	976
1137 - GPT other	11,807	1,030	10,777	116
1139 - Sub-surface drainage	47,349	3,630	43,719	657
1140 - Overland Flow	75,291	2,341	72,950	471
<b>TOTAL</b>	<b>2,483,832</b>	<b>617,414</b>	<b>3,101,246</b>	<b>56,563</b>

## Keeping it Brief

### Major Projects 2016/17

- Increase annual maintenance budget to include selected non-GPT assets and routine maintenance of new, donated assets, \$482,000.
- Undertake unplanned maintenance (rectification) of selected assets to reduce risks / hazards and improve LOS outcomes, \$60k.

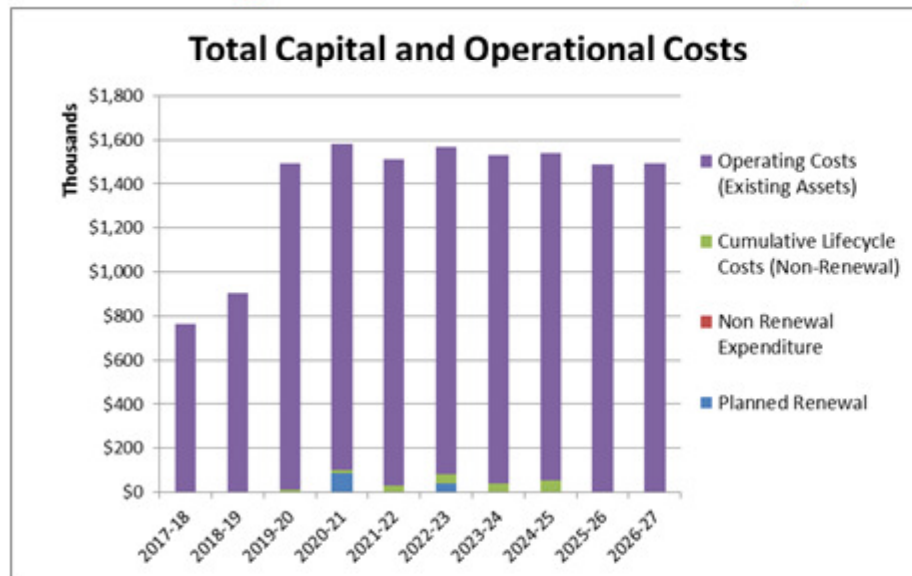
### Improvement Plan Focus

- Complete all required PMO documentation and refine CAPEX and OPEX
- Revise financial data collection method for donated assets.
- Finalise audit of existing SQIDs that are not registered in Maximo.
- Request funding to implement a community-focussed SQID education and awareness strategy.
- Revise RPS specifications for SQIDs in RPS2015.
- Produce an SQID maintenance manual for operational staff.

### Overall Condition and Critical Issues

- A small-scale condition assessment in 2014 revealed two GPT assets that required early renewal due to corrosion associated with exposure to sea water.
- The 2014 condition assessment demonstrated that vegetated SQIDs, which are not maintained, are in 'average' or 'poor' condition.
- Complaints from the community have been received in relation to individual assets, which have not been maintained, requiring expenditure on repair.
- Aim to include the full range of SQIDs in the next revaluation project.

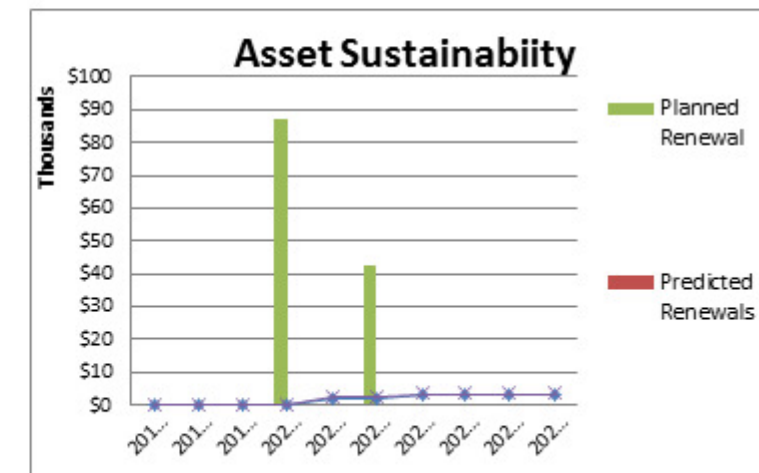
### Long Term Financial Summary



Expenditure Type	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	25/26
Renewal	0	0	0	0	87129.9	0.00	42,260	0.00	0.00	0	0.00
Non-Renewal	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Operational	459,910.17	765,275.00	903,575.00	1,480,222.00	1,481,878.85	1,483,535.70	1,485,192.56	1,486,849.41	1,488,506.26	1,490,163.11	1,491,819.97
Lifecycle	0	0.00	2,684.00	13,696.00	13,696.00	28,948.00	42,060.00	42,060.00	53,072.00	0.00	0.00
<b>TOTAL</b>	<b>\$459,910.17</b>	<b>\$765,275.00</b>	<b>\$906,259.00</b>	<b>\$1,493,918.00</b>	<b>\$1,582,704.75</b>	<b>\$1,512,483.70</b>	<b>\$1,569,512.56</b>	<b>\$1,528,909.41</b>	<b>\$1,541,578.26</b>	<b>\$1,490,163.11</b>	<b>\$1,491,819.97</b>

### The Final Word

- No new assets are proposed
- The current standard of maintenance of GPTs has demonstrated outcomes for performance and condition. A major challenge is to expand routine maintenance to include the full range of SQID assets



# Water Supply

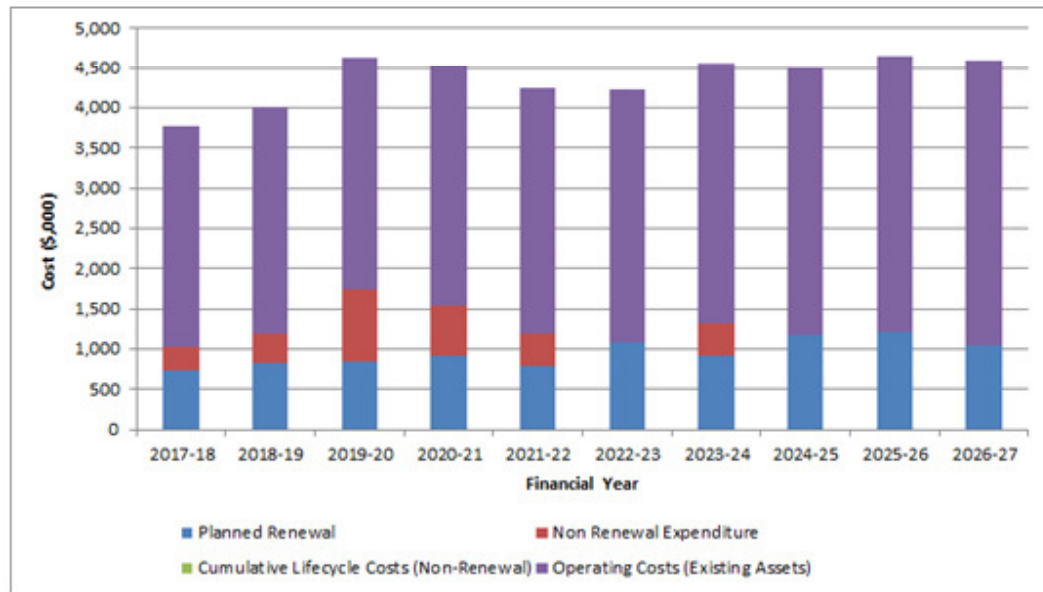
## Keeping it Brief



### The Portfolio

	Replacement Cost	Accumulated Depreciation	Annual Depreciation
Water Supply Pipelines	\$464,629,000	\$203,456,000	\$6,541,000
Water Supply Reservoirs	\$5,033,000	\$2,583,000	\$86,000
Water Supply Pumping Stations	\$2,153,000	\$1,385,000	\$81,000
Water Supply Pressure Control Valves	\$326,000	\$260,000	\$7,000
Water Supply Meters	\$1,908,000	\$531,000	\$127,000
<b>SUB-TOTAL</b>	<b>\$474,048,000</b>	<b>\$208,214,000</b>	<b>\$6,842,000</b>
Network Monitoring Equipment	\$351,000	\$320,000	\$15,000
<b>TOTAL</b>	<b>\$474,400,000</b>	<b>\$208,535,000</b>	<b>\$6,857,000</b>

### Long Term Financial Summary



	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
Planned Renewal	730,077	818,707	845,361	910,691	785,825	1,078,685	910,395	1,171,573	1,208,962	1,044,088
Non Renewal Expenditure	297,000	379,000	888,945	627,000	400,000	0	400,000	0	0	0
Cumulative Lifecycle Costs (Non-Renewal)	0	0	0	0	0	0	0	0	0	0
Operating Costs (Existing Assets)	2,747,595	2,818,758	2,898,811	2,981,137	3,065,801	3,152,870	3,242,411	3,339,684	3,439,874	3,543,070
<b>TOTAL</b>	<b>3,774,672</b>	<b>4,016,465</b>	<b>4,633,116</b>	<b>4,518,828</b>	<b>4,251,626</b>	<b>4,231,555</b>	<b>4,552,806</b>	<b>4,511,257</b>	<b>4,648,836</b>	<b>4,587,158</b>

### Major Projects 2017/18

- ✓ 17/18 will see a continuation of upgrade program for peak hour and fire flow provision throughout the mainland water supply network
- ✓ Asset renewal for AC watermains across city will continue with \$275,625 allocated for the year

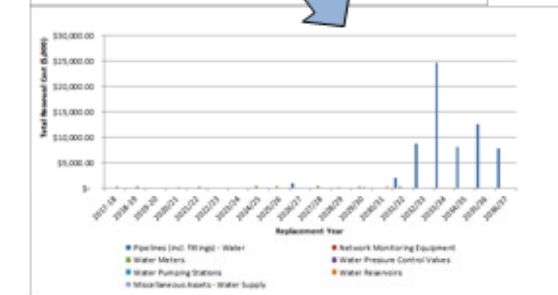
### Overall Condition and Critical Issues

- Maintenance and renewal levels of the water supply assets is adequate to meet the desired service levels
- Renewal of underground assets is largely based on 'fix-on-fail' approach as the majority of the asset base is still relatively young
- Continued investment is required to maintain fire flow provision in the network, both from maintenance of existing fittings point of view and provision of additional capacity

### Improvement Plan Focus

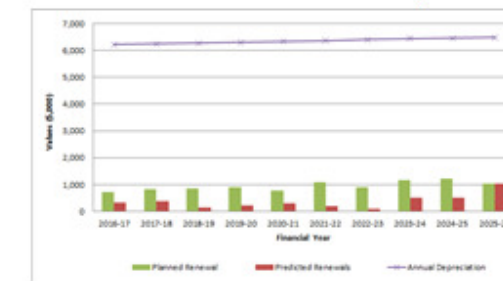
- Continue the tracking of AC main failure data to ensure the timing of renewal programs is aligned with service standards.

### Proposed Revised AC pipe lives



A review of AC main pipe lives has resulted in a change to the expected time for the renewal of the first reticulation mains in Redland City.

### Asset Sustainability



### The Final Word

While currently sufficient, the renewal program for the underground water supply assets will need further refinement. Failure data analysis will need to continue to enable identification of trends and failure prediction.

# Wastewater Collection

# Keeping it Brief



## The Portfolio

	Replacement Cost	Accumulated Depreciation	Annual Depreciation
Manholes	\$109,665,000	\$32,357,000	\$1,330,000
Pipelines - Wastewater Gravity	\$342,867,000	\$125,812,000	\$4,652,000
Pipelines - Wastewater Pressure	\$41,193,000	\$11,242,000	\$527,000
Wastewater Pumping Stations	\$45,123,000	\$27,336,000	\$1,139,000
<b>TOTAL</b>	<b>\$538,848,000</b>	<b>\$196,746,000</b>	<b>\$7,649,000</b>

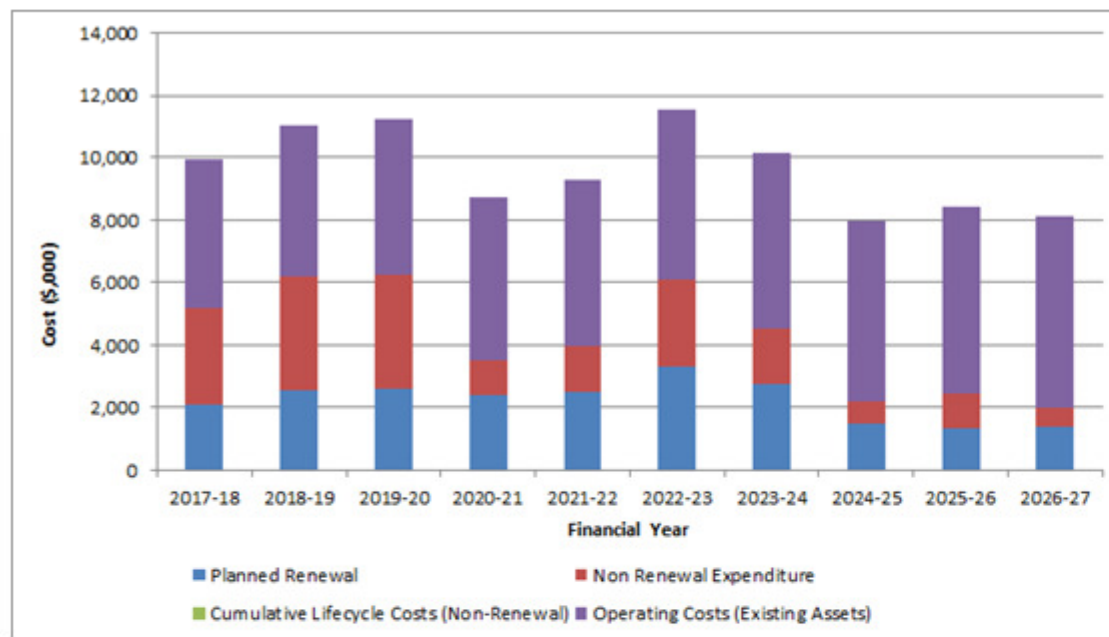
### Major Projects 2017/18

- ✓ Point Lookout backlog sewer (\$2,500,000)
- ✓ Pump Station infiltration reduction program will be underway with \$570,000 forecast expenditure
- ✓ Other key programs in 2017/18 include Sewer Master Plan gravity upgrades, Switchboard replacement program and SPS92 renewal

### Improvement Plan Focus

- Ensure that all maintenance activities that occur are being booked to correct task numbers so that accurate trends can be assessed with respect to the breakdown of Cyclic, Planned and Reactive Maintenance
- Development and documentation of asset condition and performance assessment methodologies for all asset classes and key asset types

## Long Term Financial Summary



### Overall Condition and Critical Issues

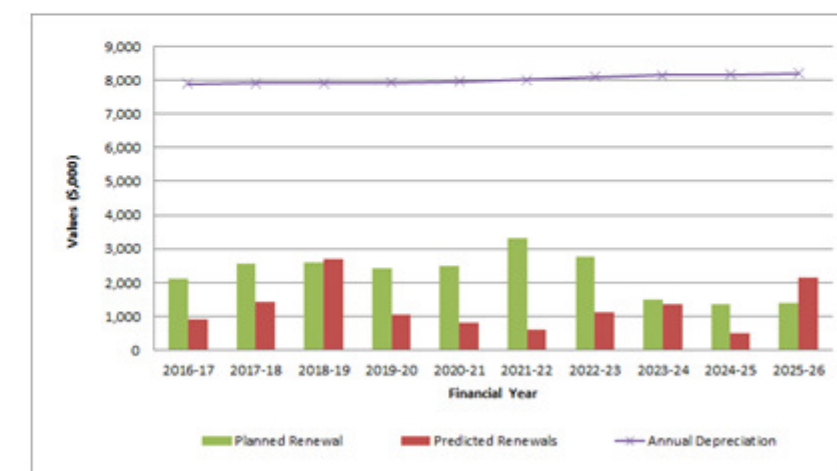
- Significant work has occurred over the last year to prioritise and optimise the pump replacement program
- Renewal of underground assets is largely based on 'fix-on-fail' approach as the majority of the asset base is still relatively young.
- Continued investment is required to maintain levels of service for active assets (wastewater pump stations)

### The Final Word

**Active assets in the wastewater collection system continue to be the critical asset class in this network and continue to require ongoing investment to meet service standards**

	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
Planned Renewal	2,119,850	2,550,910	2,594,627	2,427,913	2,482,100	3,312,080	2,775,700	1,502,566	1,355,445	1,394,614
Non Renewal Expenditure	3,056,975	3,630,090	3,631,046	1,100,484	1,486,590	2,762,880	1,752,130	683,036	1,085,367	587,763
Cumulative Lifecycle Costs (Non-Renewal)	0	0	0	0	0	0	0	0	0	0
Operating Costs (Existing Assets)	4,775,605	4,899,294	5,038,434	5,181,525	5,328,680	5,480,015	5,635,647	5,804,717	5,978,858	6,158,224
<b>TOTAL</b>	<b>9,952,430</b>	<b>11,080,294</b>	<b>11,264,107</b>	<b>8,709,922</b>	<b>9,297,370</b>	<b>11,554,975</b>	<b>10,163,477</b>	<b>7,990,320</b>	<b>8,419,670</b>	<b>8,140,601</b>

### Asset Sustainability



# Wastewater Treatment

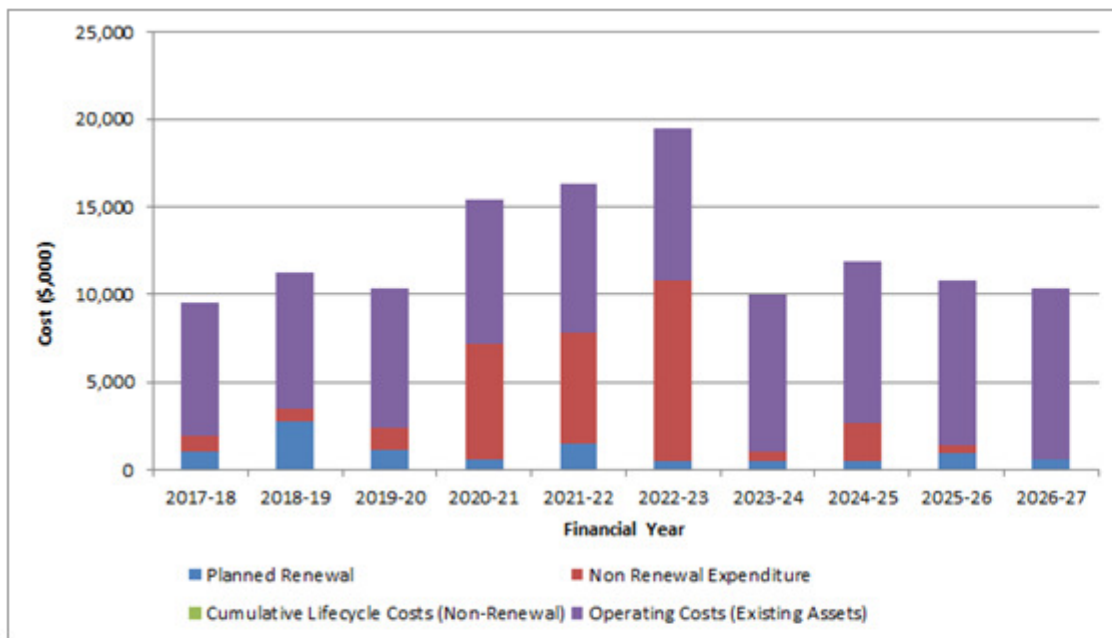
## Keeping it Brief



### The Portfolio

	Replacement Cost	Accumulated Depreciation	Annual Depreciation
Victoria Point WWTP	\$33,883,000	\$12,414,000	\$936,000
Cleveland WWTP	\$29,927,000	\$12,404,000	\$819,000
Thorneside WWTP	\$29,150,000	\$15,054,000	\$755,000
Capalaba WWTP	\$25,015,000	\$14,760,000	\$548,000
Mt Cotton WWTP	\$7,568,000	\$3,888,000	\$195,000
Dunwich WWTP	\$6,121,000	\$2,710,000	\$188,000
Point Lookout WWTP	\$5,839,000	\$4,028,000	\$137,000
<b>TOTAL</b>	<b>\$137,504,000</b>	<b>\$65,258,000</b>	<b>\$3,579,000</b>

### Long Term Financial Summary



	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
Planned Renewal	1,066,000	2,734,400	1,155,300	587,500	1,509,900	482,400	496,400	513,306	943,600	545,240
Non Renewal Expenditure	916,900	765,000	1,230,000	6,590,000	6,310,000	10,283,000	520,000	2,166,000	415,000	0
Cumulative Lifecycle Costs (Non-Renewal)	0	0	0	0	0	0	0	0	0	0
Operating Costs (Existing Assets)	7,575,152	7,771,348	7,992,054	8,219,029	8,452,449	8,692,499	8,939,366	9,207,547	9,483,773	9,768,286
<b>TOTAL</b>	<b>9,558,052</b>	<b>11,270,748</b>	<b>10,377,354</b>	<b>15,396,529</b>	<b>16,272,349</b>	<b>19,457,899</b>	<b>9,955,766</b>	<b>11,886,853</b>	<b>10,842,373</b>	<b>10,313,526</b>

### Major Projects 2017/18

- ✓ Re-configuration of clarifiers at Capalaba WWTP to improve reliability and maintainability. The other major projects planned for 2017/18 include renewal of the Thorneside clarifiers and purchase of a critical spare for the Capalaba dewatering centrifuge.

### Overall Condition and Critical Issues

- Generally RCC WWTPs are in good condition. Most of the WWTP assets are in Very Good or Good condition. The worst condition WWTP (Point Lookout) is currently being replaced (anticipated 2016/2017 online).
- Continued investment is required to maintain levels of service for active assets within this asset class

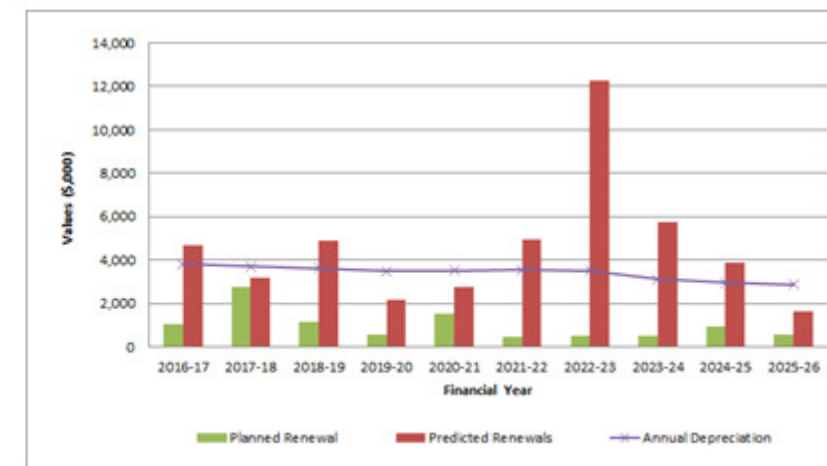
### Improvement Plan Focus

- Ensure that all maintenance activities that occur are being booked to correct task numbers so that accurate trends can be assessed with respect to the breakdown of Cyclic, Planned and Reactive Maintenance
- Continued monitoring of the WWTP performance is required to ensure that licence requirements are met

### The Final Word

**Wastewater Treatment Plant assets are critical to the Redland Water business and continue to require ongoing investment to meet service standards and licence requirements.**

### Asset Sustainability



## KEEPING IT BRIEF

## The Portfolio

Asset Category	Replacement Value	Accumulative Depreciation	Written Down Value	Annual Depreciation Expense
Small Plant & Equipment	\$3,086,269.00	\$1,828,008.00	\$1,258,261.00	\$271,268.00
Plant & Equipment	\$466,630.00	\$157,973.00	\$308,657.00	\$51,690.00
Vehicles	\$9,461,627.00	\$2,796,960.00	\$6,664,667.00	\$849,346.00
Yellow Plant	\$7,806,449.00	\$3,238,362.00	\$4,568,087.00	\$567,344.00
Vessels	\$36,017.00	\$24,843.00	\$11,174.00	\$3,228.00
Workshop Equipment	\$428,271.00	\$160,872.00	\$267,399.00	\$24,163.00
<b>Totals</b>	<b>\$21,285,263.00</b>	<b>\$8,207,018.00</b>	<b>\$13,078,245.00</b>	<b>\$1,767,039.00</b>

Asset Category	No. of Assets In Category
	As at Oct 16
ATV	6
Car	92
Commercial	16
Equipment	574
Tractors	19
Trailers	68
Trucks	67
Utilities	135
Vessels	5
Yellow Plant	12
GPS Units	333
<b>Total</b>	<b>1327</b>

## Overall Condition and Critical Issues

- The Fleet continues to remain in a good overall condition – this is reflected by achievement of resale values on the whole and supported by the feedback and reports at resale providing industry measured standard and analysis on similar sales and Government disposals.
- Fleet services continues to carry out condition based assessment on the plant and equipment periodically in order to ensure that the organisation is realising the most cost efficient lifecycle for the assets – this may involve the lifecycle extension or on occasion early retirement of the asset in order to achieve the most beneficial outcome for the organisation. Whilst financial impacts are strongly considered they do not necessarily form the primary reasoning in the final decision – the consideration of Fit for purpose, Safety and Stakeholder and operational requirement play a pivotal roll (but not limited to) in the overall lifecycle consideration.

## Improvement Plan Focus

Fleet continue to consider many factors that influence the overall provision of Fleet Plant & Equipment to the organisation- this includes but is not limited to:

- Emerging Technologies (including fuel etc.)
- Safety factors – including legislative requirements.
- Utilisation rates – in consideration of substituting ownership with external hire on an as needs basis.
- Technology and specialised service provision.
- Market forces, resale opportunities, Fit for purposes and changes in the industry landscape and operational strategies and processes.
- Continuous Improvement Strategies and contribution to the organisations Corporate and Community Plans and the achievement of its Vision, Mission & Values

## The Final Word

Fleet services maintain, manage and operate the 10 year Fleet Replacement program that provides and Procurement, Life cycle management, maintenance and disposal service for the Fleet Machinery Plant and Equipment requirements of the organisation and its stakeholders.

Whilst Fleet Services have an influence and obligations for that which it supplies the business case and subsequent provision of the asset is the responsibility of the stakeholder / department. Whilst ensuring that overall operational efficiency and life cycle strategies are achieved. Fleet strive to supply the organisation and our stakeholders with safe, sustainable and fit for purpose plant, equipment and associated services to enable them to perform their activities in as safe, efficient and effective way as is reasonably practicable, in line with all appropriate legislative and conformance framework requirements.

## 1 EXECUTIVE SUMMARY

# Keeping it Brief

## Major Projects 2016/2017 \*

- ✓ Purchase of Books and Other related material \$1,033,187
- ✓ Purchase of Library Specific \$88,201

## Overall Condition and Critical Issues \*

- The Library's Operating Assets have proven to be very reliable; have been available for use when required; have been maintained in a good condition and there has been no safety issues as to their use.
- The Support Services being provided are of a high quality and are in line with the requirements specified within the Service Level Agreement (SLA) For Library Program Funding between the RCC Library and the QLD State Library.
- There are no major risks or critical issues currently identified relating to the Operating Assets.

## Improvement Plan Focus \*

The Library has sought 'Business Best Practice' under the Library's Continuous Improvement Program by:

- Establishing an Asset Management Plan for the sustainment of the Library's Operating Assets.
- Establishing Key Performance Measures for the sustainment of the Library's Operating Assets supporting the sustainability of the Library's business Level of Service for the community
- Implementing a discipline in the management of risks in sustaining its Operating Assets

## Final Word

- The RCC Library is well regulated by the Queensland State Library as to its processes for the provision of library services for the community. These Services are audited and overseen by the Qld State Library.
- The Services provided to the Redland community by the RCC Library are of a very high quality. The main Drivers in maintaining quality services are: the Library's professionalism in the management of its Collection; and the Collection's accessibility within the community via centralised fixed and mobile outlets.
- This AMP identifies the RCC Support Services (as business processes) to be undertaken in the sustainment of the Library's Operating Assets in meeting the Qld State Library's regulatory requirements and the Levels of Service specified within the SLQ SLA . Implementation of the Continuous Improvement Program, AMP and an Operational Risk Register provides the Drivers for ensuring the Support Services being provided for the sustainment of the Operating Assets increase the cost-effectiveness in operating the Library.



1 EXECUTIVE SUMMARY

# Keeping it Brief

## The Portfolio

	Replacement Cost	Non-Depreciable Assets	Accumulated Depreciation	Annual Depreciation
Fixtures & Fittings	18,785.21	0.00	10,703.12	2,030
Art	653,305.34	?	2402.14	98.00
Data Projector	1,090.00	0.00	693	362
Library Books	515.00	0.00	515.00	0.00
Storage – P&E	6,859.41	0.00	2,594.85	743
Office Equip & Furniture	15,117	0.00	5,553.60	1,511
	695,671.96		22,461.31	4,646

### Major Projects 2017/18 \*

- ✓ Gallery Track Lighting Replacement **\$18,475**
- ✓ Purchase of Artworks Acquisitions **\$24,176**
- ✓ Renewal - CBD Revitalisation Public Art Commissions **\$250,000**
- ✓ Purchase of Gallery Specific equipment/furniture **\$7,977**

### Improvement Plan Focus \*

- Increase the quality of the Level of Service.
- Implement a program of Continuous Improvement.
- Implement a discipline to manage the Art Gallery's risks.

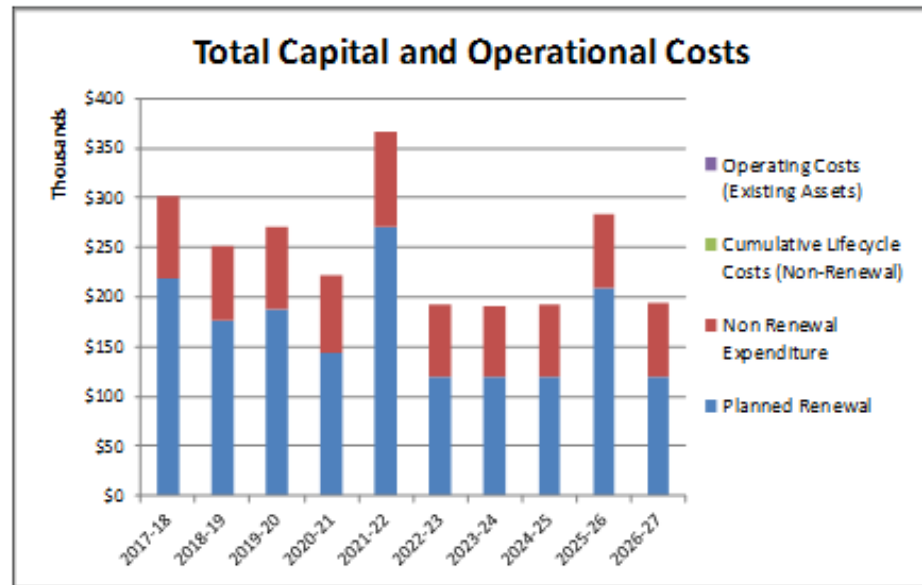
### Overall Condition and Critical Issues \*

- Overall condition of the RAG Collection is good to fair with gallery equipment reliable.
- Insufficient space to allow staff to safely move furniture, displays, materials and equipment so as to free-up space for the delivery of Public Programs.
- Shortage of facilities within the RAG (Cleveland) for the collection, preparation and workroom areas; including a loading dock.
- Insecure integral structure of plasterboard walls for hanging artworks. (This is a safety hazard and artworks damage hazard)
- Current storage and display areas are risks to the fragile artworks due to: damage caused by incorrect lighting and environmental damage to works on paper, textiles and sculptures.

### The Final Word \*

Redland Art Gallery continues to provide the community with quality, diverse, unique, and intrinsically Redlands art works the have met and exceed expectations.

Identified risks need to be addressed as they pose losses or damages to the artworks; and expose staff to safety hazards.



	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27
Planned Renewal	120,000	218,475	176,000	188,000	144,000	271,195	120,000	120,000	120,000	209,546
Non-Renewal Expenditure	221,803	82,153	75,537	82,518	77,351	95,276	73,373	70,766	72,600	73,257
Cumulative Lifecycle Costs (Non-Renewal)	0	0	0	0	0	0	0	0	0	0
Operating Costs (Existing Assets)	0	0	0	0	0	0	0	0	0	0
	341,803	300,628	251,537	270,518	221,351	366,471	193,373	190,766	192,600	282,803

## 1 EXECUTIVE SUMMARY - EXAMPLE

# Keeping it Brief

## The Portfolio

	Replacement Cost	Accumulated Depreciation	Annual Depreciation
Building Community	26,275	7,883.74	439.10
COMPHWR	11,547	11,454.89	92.11
FIXFIT	179,067.77	105,728.87	17,678.04
Office Equipment	391,900.51	314,295.88	31,657.18
Other	183,543.70	65,988.47	7,008.25
PLTEQUIP	200,422.80	169,329.83	77,273.85
<b>TOTAL</b>	<b>992,758.98</b>	<b>674,881.88</b>	<b>77,273.85</b>

### Major Projects 2017/18 \*

- ✓ Audio Visual Control purchase \$20,000
- ✓ Sound system purchase \$300,000
- ✓ Auditorium production equipment purchase \$60,000
- ✓ Gallery Foyer production equipment purchase \$60,000
- ✓ RPAC Operations purchases, replacements and identified small assets \$67,500

### Overall Condition and Critical Issues \*

- Redland Performing Arts Centre (RPAC) assets have proven to be very reliable, have been available for use when required, have been maintained in a good condition and there has been no safety issues with their intended use.

### Improvement Plan Focus \*

RPAC has sought 'Business Best Practice' under the RPAC's Continuous Improvement Program by:

- Establishing an Asset Management System (AMS) based upon a National and International through-life support methodology
- Establishing Key Performance Measures for the sustainment of the RPAC's Assets.
- Implementing a formal through-life support analysis process
- Increasing the quality of the Levels of Services
- Implementing a discipline to manage issues and risks

### The Final Word \*

- With a 10% yearly increase in community usage demand for the RPAC performances and use of the Assets, the planned renewal and upgrade for this asset class is important, especially in relation to maintaining a capability that meets National and International Standards for Technical Production and provision of quality customer service.
- In maintaining the high Levels of Service provided by RPAC, it is very important that the Assets are sustained at a high level of Availability, this is achieved by the application within RPAC of a well-defined standard integrated through-life Support Services methodology.

	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26
Planned Renewal	140,000	175,000	150,000	40,000	0	375,000	90,000	155,000	0
Non Renewal Expenditure	367,500	310,750	151,902	85,588	88,155	91,214	94,380	95,500	99,000
Cumulative Lifecycle Costs (Non-Renewal)	0	0	0	0	0	0	0	0	0
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	507,500	485,750	301,902	125,588	88,155	466,214	184,380	250,500	99,000

## 1 EXECUTIVE SUMMARY

### The Portfolio

Asset Category	Replacement Cost	Accumulated Depreciation	Depreciation Expense
<b>Bins</b>	\$8,647,225	N/A	358
<b>Waste Transfer Stations</b>	\$3,950,519	1,939,844	109,220
<b>Vehicle depot</b>	\$185,500	127,430	4,333
<b>Leachate pump station</b>	\$30,000	3,000	587
<b>TOTAL</b>	<b>\$12,820,439</b>	<b>\$2,070,274</b>	<b>\$114,500</b>

Asset Category <small>note comprises many asset components</small>	QTY	% Poor	% Fair	% Good	%Excellent
<b>Bins</b>	~110,000	6	33	33	1
<b>Waste Transfer Stations</b>	8	0	1	63	34
<b>Vehicle depot</b>	1	14	22	50	14
<b>Leachate pump station estimated</b>	1	0	20	30	50

\*Difference in percentages is the unknown condition

### Major Projects 2016/17

- Upgrade haul Road Birkdale Transfer Station in parallel with Birkdale landfill capping

### Overall Condition and Critical Issues

- The existing public drop off Island waste facilities are adequate to meet the desired service levels
- The existing public drop off mainland waste facilities need monitoring for peak demand performance (particularly regarding traffic following bypass lane construction in 2015/16).
- Mainland WTS may need a layout review and possible upgrade to meet future population growth and associated transport efficiencies if there is increased distance to disposal destination post existing agreement which ends in mid 2020.
- Uncertainty in future infrastructure needs due to unknown regional collaboration outcomes is a risk area. This will be addressed by progressive implementation of the strategic infrastructure planning waste actions, which are currently underway.

### Improvement Plan Focus

- Implement Waste Reduction & Recycling Plan five year actions
- Monitor effectiveness of bypass lane at Birkdale transfer station in peak times
- Complete or refine condition audits
- Complete the data cleansing and understand impacts
- Document full scope of work and budget estimates for renewal program assets
- Continue to explore and understand whether regional collaboration initiatives can defer or avoid major RCC upgrades on assets in order to solidify the 10 year capex program

### The Final Word

Ongoing commitment to the strategic planning, operation, maintenance and renewal of this asset class is key to delivering both corporate and community service provision.

## 1 EXECUTIVE SUMMARY - EXAMPLE

# Keeping it Brief

## The Portfolio

Asset Class	Replacement Cost	Accumulated Depreciation	Annual Depreciation
Hardware	\$ 8,222,562.86	\$ 6,023,400.99	\$ 797,824.32
Software	\$ 5,576,265.08	\$ 2,763,622.64	\$ 752,250.12
Communications	\$ 50,288.69	\$ 11,821.61	\$ 10,869.06
Infrastructure	\$ 19,610.00	\$ 8,497.67	\$ 617.35
<b>Total</b>	<b>\$ 13,868,726.63</b>	<b>\$ 8,807,342.91</b>	<b>\$ 1,561,560.85</b>

### Major Projects 2017/18 \*

- ✓ Server / Storage Infrastructure Replacement (4-5 Year replacement cycle) \$1,000,000
- ✓ Geographical Information System (GIS) \$600,000 (this is in the spreadsheet as 16/17)
- ✓ Telecommunication Project \$450,000

### Overall Condition and Critical Issues \*

Information and Communication Technology Assets are generally in good condition since the completion of the Virtual Desktop Environment, Datacentre replacement and Telecommunication refresh

## 7. REFERENCES

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**10.2.2 JUNE 2017 INTERIM MONTHLY FINANCIAL REPORT**

<b>Objective Reference:</b>	<b>A2472797</b> <b>Reports and Attachments</b>
<b>Attachment:</b>	<a href="#"><u>June 2017 Interim Monthly Financial Report</u></a>
<b>Authorising Officer:</b>	<b>Deborah Corbett-Hall</b> <b>Chief Financial Officer</b>
<b>Responsible Officer:</b>	<b>Leandri Brown</b> <b>Finance Manager Corporate Finance</b>
<b>Report Authors:</b>	<b>Udaya Panambala Arachchilage</b> <b>Corporate Financial Reporting Manager</b> <b>Quasir Nasir</b> <b>Corporate Accountant</b>

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**PURPOSE**

The purpose of this report is to note the interim year to date financial results as at 30 June 2017 prior to the finalisation of the end of year process.

**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*****Interim results***

The interim June 2017 Monthly Financial Performance Report is prepared based on interim financial results for the year ended 30 June 2017 (prior to the finalisation of the end of year accounts). Significant movement is expected through the finalisation of accruals, deferrals and other year-end adjustments over the coming weeks. The final results for the year ended 30 June 2017 will be reflected in the audited annual financial statements.

***Revaluation of water and wastewater assets***

Council is currently in the process of comprehensively valuing water and wastewater assets and desktop valuations are undertaken on other material asset classes, in accordance with Australian Accounting Standard 116 *Property, Plant and Equipment*.

***Canal and lake charges change***

Council has decided to temporarily end the special charges levied on canal and lake-front homeowners while it develops a new strategy and also refund unspent money quarantined for canal maintenance and repairs since 2011-2012. The process for issuing refunds is still

being worked through with independent accountants, with the number of refunds, amounts and methods of refunds to be determined.

### **STRATEGIC IMPLICATIONS**

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

Council has either achieved or favourably exceeded the following interim key financial stability and sustainability ratios as at the end of June 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; and
- Interest coverage ratio.

The interim asset sustainability ratio did not meet the target at the end of June 2017 and continues to be a stretch target for Council with renewal spend of \$29.56M and depreciation expense of \$50.80M year to date on infrastructure assets. These numbers are pre-finalisation of the end of year process. This interim ratio is an indication of how Council currently maintains, replaces and renews its existing infrastructure assets as they reach the end of their useful life. Capital spend on non-renewal projects grow the asset base and therefore increases depreciation expense, resulting in a lower asset sustainability ratio. The upward revaluation of the infrastructure assets also results in a lower ratio.

Council's Capital Works Prioritisation Policy (POL-3131) demonstrates its commitment to maintaining existing infrastructure and the adoption of a renewal strategy for its existing assets ahead of 'upgrade' and/or 'new' works.

### **Legislative Requirements**

The interim June 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 interim June 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 interim financial outcomes at the end of June 2017.

### **People**

Nil impact expected as the purpose of the attached report is to provide interim 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 interim 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 interim 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 interim financial position, results and ratios for June 2017 as presented in the attached interim Monthly Financial Report.
2. That Council requests additional information.

**OFFICER'S RECOMMENDATION/  
COUNCIL RESOLUTION**

**Moved by:** Cr W Boglary

**Seconded by:** Cr P Bishop

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

**CARRIED 9/0**

Crs Boglary, Mitchell, Gollè, Hewlett, Edwards, Elliott, Huges, Bishop and Williams voted FOR the motion.

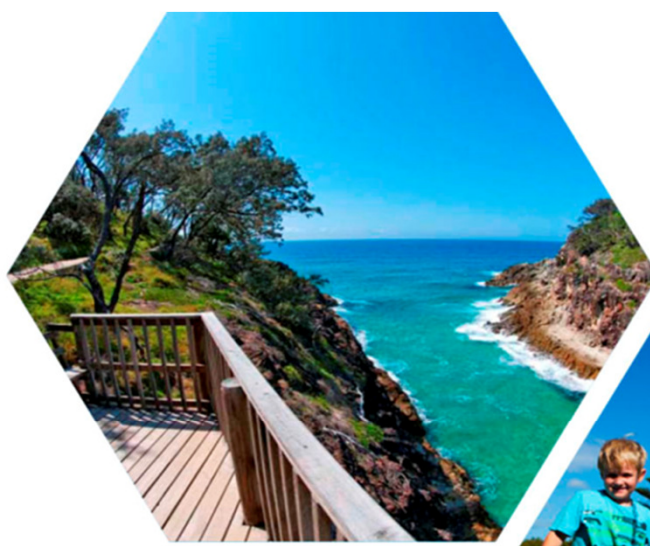
Cr Talty was not present when the motion was put.

Cr Gleeson was absent from the meeting.





**Redland**  
CITY COUNCIL



# Monthly Financial Report

## Interim June 2017



Note: This interim report is prepared at year end pending finalisation of the statutory financial statements due 31 October 2017.

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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 30 June 2017. The year to date and annual revised budget referred to in this report reflects the final revised budget as adopted by Council on 10 May 2017.

The June 2017 Monthly Financial Report is prepared based on interim financial results for the year ended 30 June 2017 (prior to the finalisation of the end of year accounts) and significant movement is expected through the finalisation of accruals, deferrals and other year-end adjustments. The final results for the year ended 30 June 2017 will be reflected in the audited annual financial statements.

### Key Interim Financial Highlights and Overview

Key Interim Financial Results	Annual Revised Budget \$000	YTD Revised Budget \$000	YTD Actual \$000	YTD Variance \$000	YTD Variance %	Status
Operating Surplus / (Deficit)	(3,767)	(3,767)	802	4,569	121%	✓
Recurrent Revenue	255,373	255,373	258,389	3,016	1%	✓
Recurrent Expenditure	259,140	259,140	257,587	(1,553)	-1%	✓
Capital Works Expenditure	83,824	83,824	68,772	(15,052)	-18%	✓
Closing Cash & Cash Equivalents	137,171	137,171	156,416	19,245	14%	✓

#### 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 interim operating surplus of \$0.80M exceeded the year to date revised budgeted deficit by \$4.57M. A conscious effort to ensure expenses are recorded in the correct financial year has seen an increase in operational as well as capital works expenditure during the month, resulting in the significantly reduced operating surplus from May.

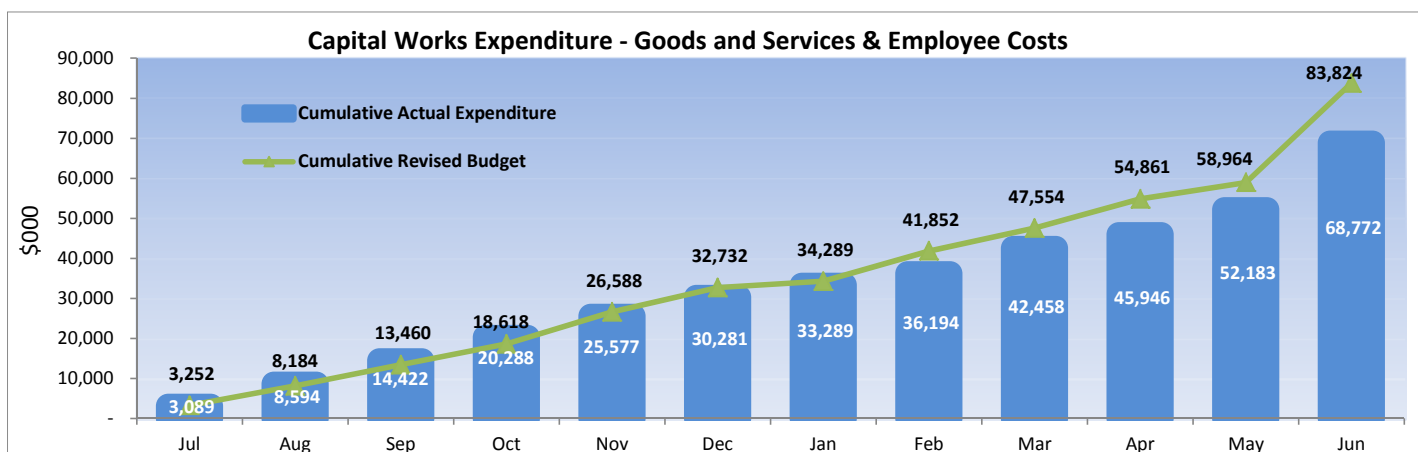
Higher than expected water consumption YTD has contributed to higher than expected levies and utility charges revenue, especially water consumption and wastewater charges revenue with a combined \$1.44M favourable variance to budget. In addition, operating grants and subsidies income is \$3.59M above budget mainly due to receipt of earlier than expected grant funding during the month.

The favourable variance in recurrent expenditure is primarily due to underspends in contractor, consultant and operational costs in capital jobs as well as vacancies across the organisation. The unfavourable variance depreciation expense is mainly due to timing of works for a number of projects capitalised.

Please note end of year adjustment, accruals and deferrals might adjust the reported revenue and expenses in this report.

Council's capital works expenditure is behind budget by \$15.05M due to timing of works for a number of projects which are delayed or are still in the early stages of being progressed. Similar to the above, capital expenditure might change with end of year adjustments and other considerations. Capital works identified to date that are no longer expected to be undertaken in this financial year have been carried forward during the final budget review. The carryover budget review is expected to be finalised in August 2017.

Council's cash balance exceeds the budgeted cash balance due to lower than expected payments to suppliers and for property, plant and equipment. Constrained cash reserves represent 57% of the cash balance.



## 2. INTERIM KEY PERFORMANCE INDICATORS

### Interim Key Performance Indicators

Interim Financial Stability Ratios and Measures of Sustainability	Target	Annual Revised Budget	YTD June 2017	Status
<b>Operating Surplus Ratio (%)</b>	Target between 0% and 10% (on average over the long-term)	-1.48%	0.31%	✓
<b>Asset Sustainability Ratio (%)</b>	Target greater than 90% (on average over the long-term)	69.31%	58.19%	✗
<b>Net Financial Liabilities (%)*</b>	Target less than 60% (on average over the long-term)	-30.35%	-33.91%	✓
<b>Level of Dependence on General Rate Revenue (%)</b>	Target less than 37.5%	32.83%	32.45%	✓
<b>Ability to Pay Our Bills - Current Ratio</b>	Target between 1.1 & 4.1	3.99	3.92	✓
<b>Ability to Repay Our Debt - Debt Servicing Ratio (%)</b>	Target less than or equal to 10%	3.03%	3.04%	✓
<b>Cash Balance \$M</b>	Target greater than or equal to \$40M	\$137.171M	\$156.416M	✓
<b>Cash Balances - Cash Capacity in Months</b>	Target 3 to 4 months	8.06	9.53	✓
<b>Longer Term Financial Stability - Debt to Asset Ratio (%)</b>	Target less than or equal to 10%	1.72%	1.71%	✓
<b>Operating Performance (%)</b>	Target greater than or equal to 20%	18.94%	23.33%	✓
<b>Interest Coverage Ratio (%)**</b>	Target between 0% and 5%	-0.50%	-0.50%	✓

#### 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)

The Interim Key Performance Indicators above are based on interim financial results prior to the finalisation of end of year accounts. Significant movement is expected over the coming weeks and the final financial results will be reflected in the audited financial statements for the year ended 30 June 2017. The final Key Performance Indicators will be presented as part of the 2016/2017 Annual Report.

### 3. INTERIM STATEMENT OF COMPREHENSIVE INCOME

#### INTERIM STATEMENT OF COMPREHENSIVE INCOME

For the period ending 30 June 2017

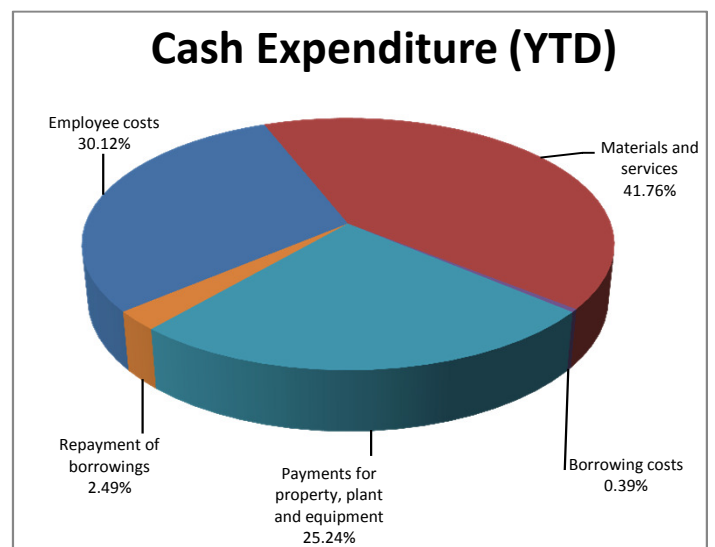
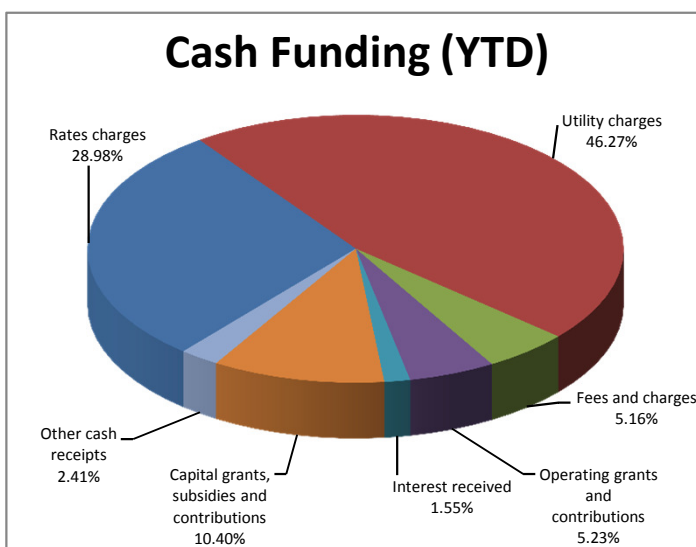
	Annual	Annual	YTD	YTD	YTD
	Original	Revised	Revised	Actual	Variance
	Budget	Budget	Budget	\$000	\$000
	\$000	\$000	\$000		
<b>Recurrent revenue</b>					
Rates, levies and charges	214,758	216,484	216,484	218,064	1,580
Fees and charges	13,291	13,026	13,026	13,107	81
Rental income	811	811	811	906	95
Interest received	4,271	4,481	4,481	4,469	(12)
Investment returns	4,685	1,800	1,800	-	(1,800)
Sales revenue	4,030	4,398	4,398	3,875	(523)
Other income	763	1,132	1,132	1,236	104
Grants, subsidies and contributions	11,959	13,241	13,241	16,732	3,491
<b>Total recurrent revenue</b>	<b>254,569</b>	<b>255,373</b>	<b>255,373</b>	<b>258,389</b>	<b>3,016</b>
<b>Capital revenue</b>					
Grants, subsidies and contributions	32,248	35,864	35,864	29,928	(5,936)
Non-cash contributions	3,144	3,144	3,144	9,277	6,133
<b>Total capital revenue</b>	<b>35,393</b>	<b>39,008</b>	<b>39,008</b>	<b>39,205</b>	<b>197</b>
<b>TOTAL INCOME</b>	<b>289,962</b>	<b>294,381</b>	<b>294,381</b>	<b>297,594</b>	<b>3,213</b>
<b>Recurrent expenses</b>					
Employee benefits	80,389	81,988	81,988	83,469	1,481
Materials and services	119,315	118,237	118,237	114,114	(4,123)
Finance costs	3,758	3,520	3,520	3,532	12
Depreciation and amortisation	50,628	55,395	55,395	56,472	1,077
<b>Total recurrent expenses</b>	<b>254,090</b>	<b>259,140</b>	<b>259,140</b>	<b>257,587</b>	<b>(1,553)</b>
<b>Capital expenses</b>					
(Gain) / loss on disposal of non-current assets	289	(172)	(172)	5,960	6,132
<b>Total capital expenses</b>	<b>289</b>	<b>(172)</b>	<b>(172)</b>	<b>5,960</b>	<b>6,132</b>
<b>TOTAL EXPENSES</b>	<b>254,379</b>	<b>258,968</b>	<b>258,968</b>	<b>263,547</b>	<b>4,579</b>
<b>NET RESULT</b>	<b>35,583</b>	<b>35,413</b>	<b>35,413</b>	<b>34,047</b>	<b>(1,366)</b>
<b>Other comprehensive income / (loss)</b>					
Items that will not be reclassified to a net result					
Revaluation of property, plant and equipment	-	-	-	820	820
<b>TOTAL COMPREHENSIVE INCOME</b>	<b>35,583</b>	<b>35,413</b>	<b>35,413</b>	<b>34,867</b>	<b>(546)</b>

The Statement of Other Comprehensive Income will adjust over coming weeks as the accounts are being finalised and the final results will be reflected in the audited financial statements for the year ended 30 June 2017. Other Comprehensive Income will change as a result of asset revaluations. The audited financial statements for the year ended 30 June 2017 will reflect the final revalued position and impact and will be presented as part of the 2016/2017 Annual Report.

## 4. INTERIM STATEMENT OF CASH FLOWS

### INTERIM STATEMENT OF CASH FLOWS For the period ending 30 June 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	235,087	235,087	236,455
Payments to suppliers and employees	(202,780)	(203,113)	(203,113)	(195,885)
	<b>30,110</b>	<b>31,974</b>	<b>31,974</b>	<b>40,570</b>
Interest received	4,271	4,481	4,481	4,469
Rental income	811	811	811	906
Non-capital grants and contributions	11,056	11,508	11,508	15,035
Borrowing costs	(3,195)	(1,066)	(1,066)	(1,066)
<b>Net cash inflow / (outflow) from operating activities</b>	<b>43,053</b>	<b>47,708</b>	<b>47,708</b>	<b>59,914</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>				
Payments for property, plant and equipment	(76,938)	(83,799)	(83,799)	(68,450)
Payments for intangible assets	(100)	(25)	(25)	(322)
Proceeds from sale of property, plant and equipment	630	1,091	1,091	912
Capital grants, subsidies and contributions	32,248	35,864	35,864	29,928
Other cash flows from investing activities	4,685	1,800	1,800	-
<b>Net cash inflow / (outflow) from investing activities</b>	<b>(39,474)</b>	<b>(45,069)</b>	<b>(45,069)</b>	<b>(37,932)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>				
Repayment of borrowings	(4,551)	(6,680)	(6,680)	(6,778)
<b>Net cash inflow / (outflow) from financing activities</b>	<b>(4,551)</b>	<b>(6,680)</b>	<b>(6,680)</b>	<b>(6,778)</b>
<b>Net increase / (decrease) in cash held</b>	<b>(972)</b>	<b>(4,041)</b>	<b>(4,041)</b>	<b>15,204</b>
Cash and cash equivalents at the beginning of the year	119,449	141,212	141,212	141,212
<b>Cash and cash equivalents at the end of the financial year / period</b>	<b>118,477</b>	<b>137,171</b>	<b>137,171</b>	<b>156,416</b>



Total Cash Funding (Actual YTD)	287,705
Total Cash Funding (Annual Revised Budget)	290,642
% of Budget Achieved YTD	99%

Total Cash Expenditure (Actual YTD)	272,501
Total Cash Expenditure (Annual Revised Budget)	294,683
% of Budget Achieved YTD	92%

The Interim Statement of Cash Flows will adjust over the coming weeks as the accounts are being finalised and the final results will be reflected in the audited financial statements for the year ended 30 June 2017. The financial statements will be presented as part of the 2016/2017 Annual Report. Of note, cash at the end June 2017 will not change, movements will be due to classification within the accounts.

## 5. INTERIM STATEMENT OF FINANCIAL POSITION

### INTERIM STATEMENT OF FINANCIAL POSITION As at 30 June 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	137,171	137,171	156,416
Trade and other receivables	25,017	25,805	25,805	27,486
Inventories	779	678	678	706
Non-current assets held for sale	1,309	4,278	4,278	432
Other current assets	1,104	2,122	2,122	1,958
<b>Total current assets</b>	<b>146,686</b>	<b>170,054</b>	<b>170,054</b>	<b>186,998</b>
<b>NON-CURRENT ASSETS</b>				
Investment property	956	1,054	1,054	1,054
Property, plant and equipment	2,293,906	2,456,540	2,456,540	2,436,984
Intangible assets	2,000	2,309	2,309	2,509
Other financial assets	73	73	73	73
Investment in other entities	10,063	5,961	5,961	14,672
<b>Total non-current assets</b>	<b>2,306,999</b>	<b>2,465,937</b>	<b>2,465,937</b>	<b>2,455,292</b>
<b>TOTAL ASSETS</b>	<b>2,453,685</b>	<b>2,635,991</b>	<b>2,635,991</b>	<b>2,642,290</b>
<b>CURRENT LIABILITIES</b>				
Trade and other payables	18,454	20,763	20,763	28,273
Borrowings	4,482	7,701	7,701	7,701
Provisions	7,571	12,415	12,415	10,082
Other current liabilities	2,673	1,705	1,705	1,616
<b>Total current liabilities</b>	<b>33,179</b>	<b>42,585</b>	<b>42,585</b>	<b>47,672</b>
<b>NON-CURRENT LIABILITIES</b>				
Borrowings	40,727	37,604	37,604	37,498
Provisions	12,143	12,350	12,350	14,212
<b>Total non-current liabilities</b>	<b>52,869</b>	<b>49,954</b>	<b>49,954</b>	<b>51,710</b>
<b>TOTAL LIABILITIES</b>	<b>86,048</b>	<b>92,539</b>	<b>92,539</b>	<b>99,382</b>
<b>NET COMMUNITY ASSETS</b>	<b>2,367,637</b>	<b>2,543,452</b>	<b>2,543,452</b>	<b>2,542,908</b>
<b>COMMUNITY EQUITY</b>				
Asset revaluation surplus	827,411	963,349	963,349	964,169
Retained surplus	1,443,724	1,479,834	1,479,834	1,490,345
Constrained cash reserves	96,502	100,269	100,269	88,394
<b>TOTAL COMMUNITY EQUITY</b>	<b>2,367,637</b>	<b>2,543,452</b>	<b>2,543,452</b>	<b>2,542,908</b>

The Interim Statement of Financial Position will adjust over the coming weeks as the accounts are being finalised and the final results will be reflected in the audited financial statements for the year ended 30 June 2017. The financial statements will be presented as part of the 2016/2017 Annual Report.

## 6. INTERIM OPERATING STATEMENT

### INTERIM OPERATING STATEMENT For the period ending 30 June 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	86,742	86,742	86,711	(31)
Levies and utility charges	132,436	133,111	133,111	134,650	1,539
<i>Less: Pensioner remissions and rebates</i>	(3,370)	(3,370)	(3,370)	(3,297)	73
Fees and charges	13,291	13,026	13,026	13,107	81
Operating grants and subsidies	11,370	12,320	12,320	15,906	3,586
Operating contributions and donations	589	921	921	826	(95)
Interest external	4,271	4,481	4,481	4,469	(12)
Investment returns	4,685	1,800	1,800	-	(1,800)
Other revenue	5,604	6,341	6,341	6,017	(324)
<b>Total revenue</b>	<b>254,569</b>	<b>255,373</b>	<b>255,373</b>	<b>258,389</b>	<b>3,016</b>
<b>Expenses</b>					
Employee benefits	80,389	81,988	81,988	83,469	1,481
Materials and services	119,731	118,999	118,999	115,217	(3,782)
Finance costs other	562	325	325	346	21
Other expenditure	398	74	74	(51)	(125)
Net internal costs	(814)	(836)	(836)	(1,052)	(216)
<b>Total expenses</b>	<b>200,266</b>	<b>200,550</b>	<b>200,550</b>	<b>197,929</b>	<b>(2,621)</b>
<b>Earnings before interest, tax and depreciation (EBITD)</b>	<b>54,303</b>	<b>54,823</b>	<b>54,823</b>	<b>60,460</b>	<b>5,637</b>
Interest expense	3,195	3,195	3,195	3,186	(9)
Depreciation and amortisation	50,628	55,395	55,395	56,472	1,077
<b>OPERATING SURPLUS / (DEFICIT)</b>	<b>479</b>	<b>(3,767)</b>	<b>(3,767)</b>	<b>802</b>	<b>4,569</b>

### Interim levies and utility charges breakup For the period ending 30 June 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	20,903	20,809	(94)
Special charges	3,974	3,285	3,285	3,280	(5)
SES Separate charge	331	331	331	336	5
Environment levy	6,093	6,093	6,093	6,159	66
Landfill remediation charge	2,795	2,795	2,795	2,824	29
Wastewater charges	42,254	42,816	42,816	43,119	303
Water access charges	17,989	18,121	18,121	18,218	97
Water consumption charges	38,098	38,767	38,767	39,905	1,138
<b>Total Levies and utility charges</b>	<b>132,436</b>	<b>133,111</b>	<b>133,111</b>	<b>134,650</b>	<b>1,539</b>

The Interim Operating Statement will adjust over the coming weeks as the accounts are being finalised and the final results will be reflected in the audited financial statements for the year ended 30 June 2017. The financial statements will be presented as part of the 2016/2017 Annual Report.



## 7. INTERIM CAPITAL FUNDING STATEMENT

### INTERIM CAPITAL FUNDING STATEMENT For the period ending 30 June 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	29,425	23,863	(5,562)
Capital grants and subsidies	2,824	6,439	6,439	6,065	(374)
Proceeds on disposal of non-current assets	630	1,091	1,091	912	(179)
Capital transfers (to) / from reserves	(15,839)	(7,441)	(7,441)	(4,784)	2,657
Non-cash contributions	3,144	3,144	3,144	9,277	6,133
Funding from general revenue	64,549	58,860	58,860	47,373	(11,487)
<b>Total sources of capital funding</b>	<b>84,733</b>	<b>91,519</b>	<b>91,519</b>	<b>82,706</b>	<b>(8,813)</b>
<b>Application of capital funds</b>					
Contributed assets	3,144	3,144	3,144	9,277	6,133
Capitalised goods and services	71,905	80,571	80,571	63,452	(17,119)
Capitalised employee costs	5,133	3,253	3,253	5,320	2,067
Loan redemption	4,551	4,551	4,551	4,657	106
<b>Total application of capital funds</b>	<b>84,733</b>	<b>91,519</b>	<b>91,519</b>	<b>82,706</b>	<b>(8,813)</b>
<b>Other budgeted items</b>					
Transfers to constrained operating reserves	(11,683)	(10,848)	(10,848)	(11,073)	(225)
Transfers from constrained operating reserves	10,321	10,193	10,193	19,637	9,444
Written down value (WDV) of assets disposed	919	919	919	6,872	5,953

The Interim Capital Funding Statement will adjust over the coming weeks as the accounts are being finalised and the final results will be reflected in the audited financial statements for the year ended 30 June 2017. The financial statements will be presented as part of the 2016/2017 Annual Report.

## 8. INTERIM REDLAND WATER & REDWASTE STATEMENTS

### INTERIM REDLAND WATER SUMMARY OPERATING STATEMENT For the period ending 30 June 2017

	Annual Original Budget \$000	Annual Revised Budget \$000	YTD Revised Budget \$000	YTD Actual \$000	YTD Variance \$000
Total revenue	102,096	103,459	103,459	104,503	1,044
Total expenses	57,907	55,696	55,696	53,252	(2,444)
Earnings before interest, tax and depreciation (EBITD)	44,189	47,763	47,763	51,251	3,488
Depreciation	16,505	18,062	18,062	18,490	428
<b>Operating surplus / (deficit)</b>	<b>27,684</b>	<b>29,701</b>	<b>29,701</b>	<b>32,761</b>	<b>3,060</b>

### INTERIM REDLAND WATER CAPITAL FUNDING STATEMENT For the period ending 30 June 2017

	Annual Original Budget \$000	Annual Revised Budget \$000	YTD Revised Budget \$000	YTD Actual \$000	YTD Variance \$000
Capital contributions, donations, grants and subsidies	6,539	9,282	9,282	9,148	(134)
Net transfer (to) / from constrained capital reserves	(713)	(221)	(221)	(458)	(237)
Non-cash contributions	3,065	3,065	3,065	1,928	(1,137)
Funding from utility revenue	7,993	7,440	7,440	5,980	(1,460)
<b>Total sources of capital funding</b>	<b>16,883</b>	<b>19,566</b>	<b>19,566</b>	<b>16,598</b>	<b>(2,968)</b>
Contributed assets	3,065	3,065	3,065	1,928	(1,137)
Capitalised expenditure	13,818	16,501	16,501	14,670	(1,831)
<b>Total application of capital funds</b>	<b>16,883</b>	<b>19,566</b>	<b>19,566</b>	<b>16,598</b>	<b>(2,968)</b>

### INTERIM REDWASTE OPERATING STATEMENT For the period ending 30 June 2017

	Annual Original Budget \$000	Annual Revised Budget \$000	YTD Revised Budget \$000	YTD Actual \$000	YTD Variance \$000
Total revenue	24,137	24,188	24,188	23,705	(483)
Total expenses	18,155	17,364	17,364	17,526	162
Earnings before interest, tax and depreciation (EBITD)	5,982	6,824	6,824	6,179	(645)
Interest expense	40	40	40	40	-
Depreciation	572	225	225	185	(40)
<b>Operating surplus / (deficit)</b>	<b>5,371</b>	<b>6,559</b>	<b>6,559</b>	<b>5,954</b>	<b>(605)</b>

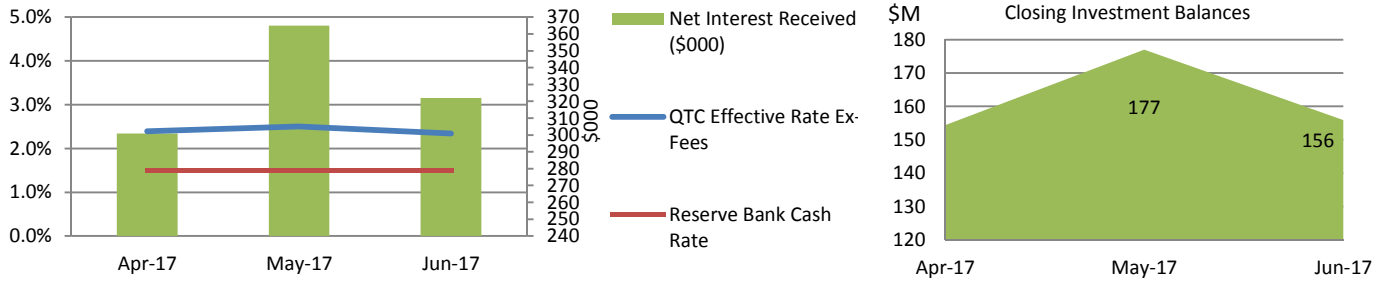
### INTERIM REDWASTE CAPITAL FUNDING STATEMENT For the period ending 30 June 2017

	Annual Original Budget \$000	Annual Revised Budget \$000	YTD Revised Budget \$000	YTD Actual \$000	YTD Variance \$000
Funding from utility revenue	307	1,967	1,967	1,905	(62)
<b>Total sources of capital funding</b>	<b>307</b>	<b>1,967</b>	<b>1,967</b>	<b>1,905</b>	<b>(62)</b>
Capitalised expenditure	233	1,892	1,892	1,828	(64)
Loan redemption	75	75	75	77	2
<b>Total application of capital funds</b>	<b>307</b>	<b>1,967</b>	<b>1,967</b>	<b>1,905</b>	<b>(62)</b>

## 9. INTERIM INVESTMENT & BORROWINGS REPORT

For the period ending 30 June 2017

### INVESTMENT RETURNS



**Total Investment at End of Month was \$155.91M**

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

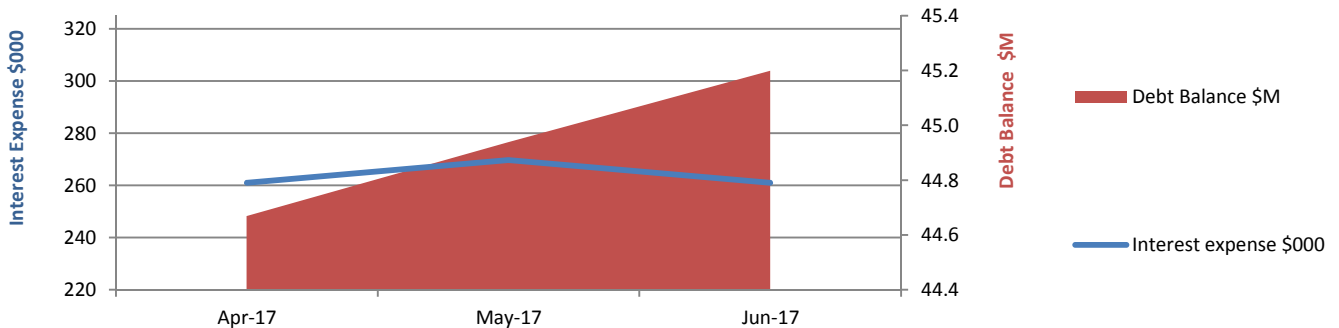
The movement in interest earned is indicative of both the interest rate and the surplus cash balances held, the latter of which is affected by business cash flow requirements on a monthly basis as well as the rating cycle.

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 annual effective interest rate paid by QTC of 2.34% exceeds the Bloomberg AusBond Bank Bill Index (previously the UBS Bank Bill Index) of 1.82% as at the end of June 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



The existing loan accounts were converted to fixed rate loans on 1 April 2016 following a QTC restructure of loans and policies. In line with Council's debt policy, the principal debt repayment has been made *annually* in advance for 2016/2017 which will result in the loans being repaid approximately one year earlier.

The debt balance shows an increase due to interest being accrued. The total borrowings will decrease when the 2017/2018 repayment is made in July 2017 and interest will accrue monthly based on the reduced debt balance.

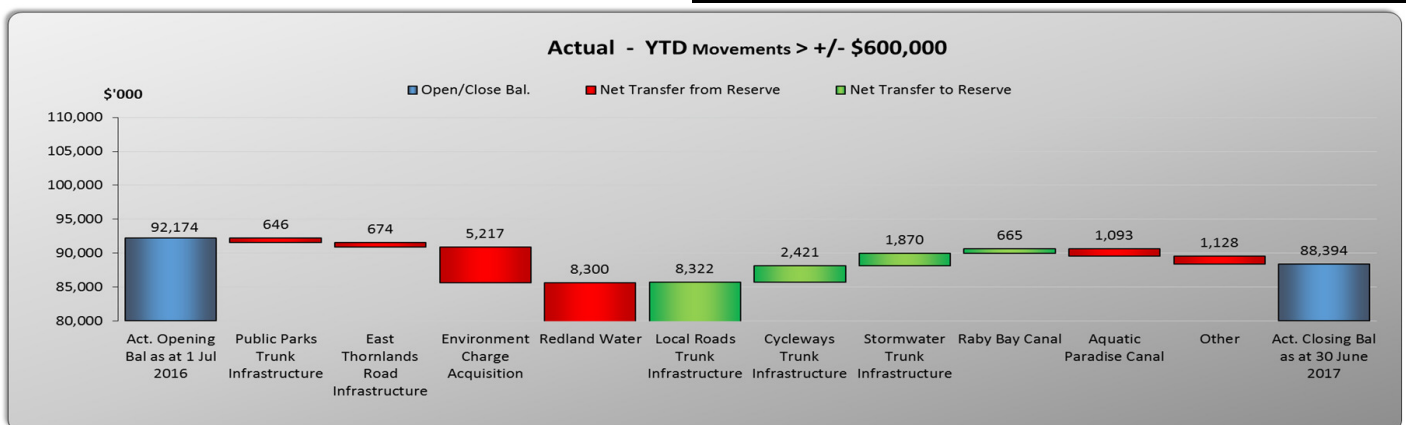
**Total Borrowings at End of Month were \$45.2M**



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

### 10. INTERIM CONSTRAINED CASH RESERVES

Reserves as at 30 June 2017	Opening Balance	To Reserve	From Reserve	Closing Balance
	\$000	\$000	\$000	\$000
<b>Special Projects Reserve:</b>				
Weinam Creek Reserve	2,406	697	(28)	3,075
Red Art Gallery Commissions & Donations Reserve	2	2	-	4
	<b>2,408</b>	<b>699</b>	<b>(28)</b>	<b>3,079</b>
<b>Utilities Reserve:</b>				
Redland Water Reserve	8,300	-	(8,300)	-
Redland WasteWater Reserve	1,600	-	(1,600)	-
	<b>9,900</b>	<b>-</b>	<b>(9,900)</b>	<b>-</b>
<b>Constrained Works Reserve:</b>				
Public Parks Trunk Infrastructure Reserve	9,150	4,291	(4,937)	8,504
East Thornlands Road Infrastructure Reserve	674	-	(674)	-
Land for Community Facilities Trunk Infrastructure Reserve	1,696	726	(762)	1,660
Water Supply Trunk Infrastructure Reserve	8,911	1,076	(495)	9,492
Sewerage Trunk Infrastructure Reserve	6,516	4,985	(5,107)	6,394
Constrained Works Res-Cap Grants & Contribs	1,549	-	(526)	1,023
Local Roads Trunk Infrastructure Reserve	21,897	8,679	(357)	30,219
Cycleways Trunk Infrastructure Reserve	5,844	2,911	(490)	8,265
Stormwater Trunk Infrastructure Reserve	5,613	1,870	-	7,483
Constrained Works Reserve-Operational Grants & Contributions	1,666	140	(355)	1,451
Tree Planting Reserve	64	59	(38)	85
	<b>63,580</b>	<b>24,737</b>	<b>(13,741)</b>	<b>74,576</b>
<b>Separate Charge Reserve - Environment:</b>				
Environment Charge Acquisition Reserve	6,794	-	(5,217)	1,577
Environment Charge Maintenance Reserve	1,243	6,159	(6,013)	1,389
	<b>8,037</b>	<b>6,159</b>	<b>(11,230)</b>	<b>2,966</b>
<b>Special Charge Reserve - Other:</b>				
Bay Island Rural Fire Levy Reserve	-	237	(232)	5
SMBI Translink Reserve	13	931	(950)	(6)
	<b>13</b>	<b>1,168</b>	<b>(1,182)</b>	<b>(1)</b>
<b>Special Charge Reserve - Canals:</b>				
Raby Bay Canal Reserve *	4,113	2,116	(1,451)	4,778
Aquatic Paradise Canal Reserve *	3,685	688	(1,781)	2,592
Sovereign Waters Lake Reserve *	438	44	(78)	404
	<b>8,236</b>	<b>2,848</b>	<b>(3,310)</b>	<b>7,774</b>
<b>TOTALS</b>	<b>92,174</b>	<b>35,611</b>	<b>(39,391)</b>	<b>88,394</b>
				Closing cash and cash equivalents
				<b>156,416</b>
				Reserves as percentage of cash balance
				<b>57%</b>



Total Reserves increased by \$18.02M during the month and the movement relates primarily to various infrastructure reserves. YTD growth in infrastructure reserves is predominantly from developments in Thornlands, Capalaba and Cleveland. 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 Environment Charge Acquisition Reserve is due to land acquisition in Redland Bay. The \$9.9M drawdown in the Redland Water Reserve and Redland WasteWater Reserve is due to closure of the funds.

\* Special charges levied on canal and lake-front homeowners has been temporarily suspended as per media release on 30/03/2017.

## 11. GLOSSARY

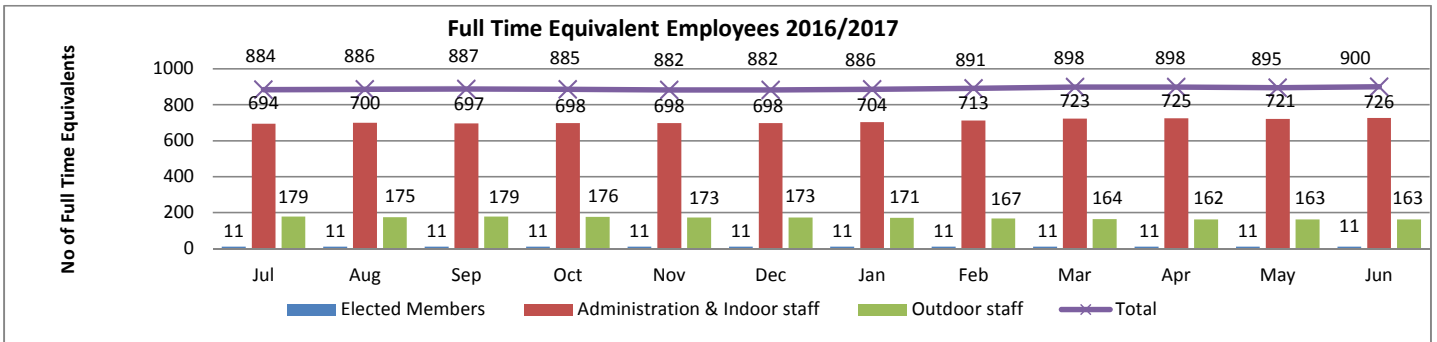
### Definition of Ratios

<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



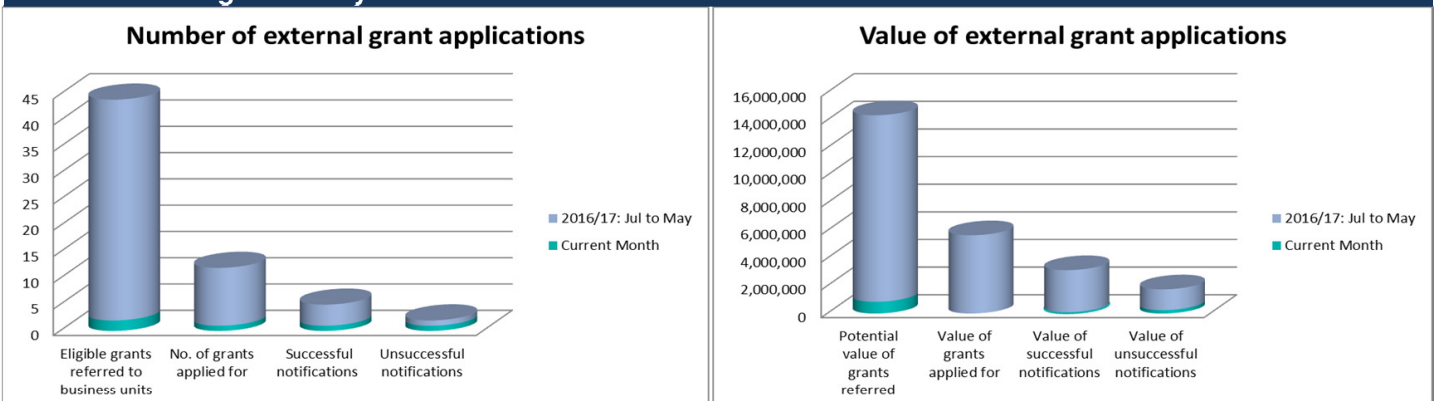
Workforce reporting - June 2017: Headcount	Employee Type						
	Casual	Contract of Service	Perm Full	Perm Part	Temp Full	Temp Part	Total by Department
Office of CEO	12	4	93	11	15	2	137
Organisational Services	4	6	100	9	12	3	134
Community and Customer Service	38	5	247	58	30	10	388
Infrastructure and Operations	17	5	298	9	9	3	341
<b>Total</b>	<b>71</b>	<b>20</b>	<b>738</b>	<b>87</b>	<b>66</b>	<b>18</b>	<b>1,000</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	Jun-16	% Overdue	Jun-17	% Overdue	\$ Variance	% Variance
0 - 30	\$0	0.0%	\$246	0.0%	\$246	0.00%
31 - 60	\$2,692,372	1.2%	\$1,313	0.0%	-\$2,691,059	-1.15%
61 - 90	\$440	0.0%	\$3,083,486	1.3%	\$3,083,047	1.27%
>90	\$3,757,591	1.6%	\$3,773,898	1.6%	\$16,308	-0.05%
<b>Total</b>	<b>\$6,450,402</b>	<b>2.77%</b>	<b>\$6,858,944</b>	<b>2.83%</b>	<b>\$408,541</b>	<b>0.07%</b>

### External Funding Summary



#### Month of June 2017

**In the current month referred funding opportunities include:**

- 20 Million Trees - potential value between \$0.02M and \$0.11M

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

- Endorsement letter provided for Smart Cities COMSEQ application, no financial contribution.

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

- \$0.05M bonus funds secured for 2016/2017 PTAIP Public Transport renewals

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

- \$0.25M for 2017/2018 Blackspot Project, very competitive round, will be resubmitted for 2018/2019

#### YTD 2016/2017

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

Local Government Subsidy Scheme Program x 2 applications:

- Thornside 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 - \$0.2M

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

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

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**10.3 COMMUNITY & CUSTOMER SERVICES****10.3.1 DECISIONS MADE UNDER DELEGATED AUTHORITY FOR CATEGORY 1, 2 & 3  
DEVELOPMENT APPLICATIONS**

<b>Objective Reference:</b>	<b>A2468837</b> <b>Reports and Attachments (Archives)</b>
<b>Attachment:</b>	<a href="#"><u>Decisions Made Under Delegated Authority 25.06.2017 to 08.07.2017</u></a>
<b>Authorising Officer:</b>	<b>David Jeanes</b> <b>Acting General Manager Community and Customer Services</b>
<b>Responsible Officer:</b>	<b>Stephen Hill</b> <b>Group Manager City Planning &amp; Assessment</b>
<b>Report Author:</b>	<b>Debra Weeks</b> <b>Senior Business Support Officer</b>

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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 only.

This information is provided for public interest.

**BACKGROUND**

At the General Meeting of 21 June 2017, Council resolved that development assessments be classified into the following four Categories:

- Category 1 – Minor Code and Referral Agency assessments;
- Category 2 – Moderately complex Code and Impact assessments;
- Category 3 – Complex Code and Impact assessments; and
- Category 4 – Major and Significant Assessments (not included in this report).

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

**Category 1** - Minor Code assessable applications, Concurrence Agency Referral, minor Operational Works and minor Compliance Works; Minor Change requests and extension to currency period where the original application was Category 1. Procedural delegations for Limited and Standard Planning Certificates.

Delegation Level: Chief Executive Officer, General Manager, Group Managers, Service Managers, Team Leaders and Principal Planners as identified in the officer's instrument of delegation.

**Category 2** - In addition to Category 1, moderately complex Code assessable applications, including Operational Works and Compliance Works and Impact assessable applications without objecting submissions; Other Change requests and variation requests where the

original application was Category 1, 2, 3 or 4\*. Procedural delegations including approval of works on and off maintenance, release of bonds and Full Planning Certificates.

*\* Provided the requests do not affect the reason(s) for the call in by the Councillor (or that there is agreement from the Councillor that it can be dealt with under delegation).*

Delegation Level: Chief Executive Officer, General Manager, Group Managers and Service Managers as identified in the officer's instrument of delegation.

**Category 3** - In addition to Category 1 and 2, applications for Code or Impact assessment with a higher level of complexity. They may have minor level aspects outside a stated policy position that are subject to discretionary provisions of the planning scheme. Impact applications may involve submissions objecting to the proposal readily addressable by reasonable and relevant conditions. Assessing superseded planning scheme requests and approving a plan of subdivision.

Delegation Level: Chief Executive Officer, General Manager and Group Managers as identified in the officer's Instrument of Delegation.

#### **OFFICER'S RECOMMENDATION/ COUNCIL RESOLUTION**

**Moved by:** Cr T Hugues  
**Seconded by:** Cr M Edwards

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

**CARRIED 10/0**

Crs Boglary, Mitchell, Gollè, Hewlett, Edwards, Elliott, Hugues, Talty, Bishop and Williams voted FOR the motion.

Cr Gleeson was absent from the meeting.



## Decisions Made Under Delegated Authority 25.06.2017 to 01.07.2017

### CATEGORY 1

Application Id	Application Full Details	Applicant	Associated Property Address	Primary Category	Decision Date	Negotiated Decision Date	Decision Description	Division
MCU013984	Reconfiguring a Lot 1 into 3 and MCU Dwelling Houses x 3	Statewide Survey Group Pty Ltd Consulting Surveyors	2 Charlotte Court Ormiston QLD 4160	Code Assessment	26/06/2017	NA	Development Permit	1
BWP004071	Roofed Deck and Swimming Pool	Cyber Drafting & Design	23 Masthead Drive Cleveland QLD 4163	Code Assessment	30/06/2017	NA	Development Permit	2
BWP004353	Design and Siting - Carport	The Certifier Pty Ltd	78 Passage Street Cleveland QLD 4163	Concurrence Agency Referral	30/06/2017	NA	Approved	2
MCU013988	Dwelling House	Antech Constructions Pty Ltd	13 Little Shore Street Cleveland QLD 4163	Code Assessment	30/06/2017	NA	Development Permit	2
BWP004373	Design and Siting - Pergola	The Certifier Pty Ltd	4 Kiama Circuit Thornlands QLD 4164	Concurrence Agency Referral	29/06/2017	NA	Decision Stage	3
BWP003990	Building Over/near relevant infrastructure - Carport	Brian ALGEO	13 Ooyan Street Coochiemudlo Island QLD 4184	ConRef 20 Day Referral	21/12/2016	30/06/17	Development Permit	4
BWP004320	Domestic Outbuilding - Open Carport	Fastrack Building Certification	107 Torquay Road Redland Bay QLD 4165	Code Assessment	29/06/2017	NA	Development Permit	5
MCU014010	Dwelling House	Bay Island Designs	4 Hilda Crescent Macleay Island QLD 4184	Code Assessment	30/06/2017	NA	Development Permit	5
BWP004181	Design and Siting - Outbuilding (shed)	Bartley Burns Certifiers & Planners	80-84 Avalon Road Sheldon QLD 4157	Concurrence Agency Referral	20/04/2017	28/06/17	Development Permit	6
BWP004307	Domestic Outbuilding (garage/shed)	The Certifier Pty Ltd	22 Helicia Circuit Mount Cotton QLD 4165	Code Assessment	27/06/2017	NA	Development Permit	6

## Decisions Made Under Delegated Authority 25.06.2017 to 01.07.2017

### CATEGORY 1

Application Id	Application Full Details	Applicant	Associated Property Address	Primary Category	Decision Date	Negotiated Decision Date	Decision Description	Division
BWP004249	Domestic Outbuilding	David J L PRIDDLE	11 Silverash Court Capalaba QLD 4157	Code Assessment	30/06/2017	NA	Development Permit	7
BWP004310	Design & Siting - Additions to Existing House	The Certifier Pty Ltd	15 Newhaven Street Alexandra Hills QLD 4161	Concurrence Agency Referral	28/06/2017	NA	Approved	7
BWP004325	Design and Siting - Dwelling and Outbuilding (shed)	Queensland Custom Homes	35C Sevenoaks Street Alexandra Hills QLD 4161	Concurrence Agency Referral	29/06/2017	NA	Approved	7
BWP004315	Design and Siting - Carport	Fastrack Building Certification	3 Orangegrove Court Birkdale QLD 4159	Concurrence Agency Referral	27/06/2017	NA	Approved	8
BWP004347	Design and Siting - Carport	The Certifier Pty Ltd	8 Pembury Court Wellington Point QLD 4160	Concurrence Agency Referral	27/06/2017	NA	Approved	8
OPW002178	Operational Works – ROL 1 into 2	Mark And Yvonne Laraghy As Trustee	35 Howlett Road Capalaba QLD 4157	Code Assessment	26/06/2017	NA	Development Permit	9
ROL006187	Reconfiguring a Lot - Standard Format - 1 into 2 Lots	Parker Development Trust	13 Daveson Road Capalaba QLD 4157	Code Assessment	26/06/2017	NA	Development Permit	9

## Decisions Made Under Delegated Authority 25.06.2017 to 01.07.2017

### CATEGORY 2

Application Id	Application Full Details	Applicant	Associated Property Address	Primary Category	Decision Date	Negotiated Decision Date	Decision Description	Division
SB005137	Pre request response for permissible change request for approved MCU and ROL	CMM Planning East Coast Surveys Pty Ltd	46-68 Muller Street Redland Bay QLD 4165	Reconfiguration of Lots Assessed Under IPA	11/04/2008	29/06/17	Approved	6

## Decisions Made Under Delegated Authority 02.07.2017 to 08.07.2017

### CATEGORY 1

Application Id	Application Full Details	Applicant	Associated Property Address	Primary Category	Decision Date	Negotiated Decision Date	Decision Description	Division
MCU014012	Dwelling House	Glori May Malapitan ANINGAT	216 Main Road Wellington Point QLD 4160	Code Assessment	07/07/2017	NA	Development Permit	1
BWP004254	Domestic Additions - Patio	The Certifier Pty Ltd	19 Plymouth Court Cleveland QLD 4163	Code Assessment	07/07/2017	NA	Development Permit	2
BWP004358	Design and Siting - Patio	Gold Coast Building Approvals	5 Tanderra Street Cleveland QLD 4163	Concurrence Agency Referral	03/07/2017	NA	Approved	2
BWP004360	Design and Siting - Patio	The Certifier Pty Ltd	14 Kinsail Court Cleveland QLD 4163	Concurrence Agency Referral	04/07/2017	NA	Approved	2
BWP004364	Design and Siting - Dwelling House	Begbie Bentham Pty Ltd	13 Blake Street Cleveland QLD 4163	Concurrence Agency Referral	05/07/2017	NA	Approved	2
MCU013728	Multiple Dwelling x 4	East Coast Surveys Pty Ltd	36 Taylor Crescent Cleveland QLD 4163	Code Assessment	11/10/2016	6/07/17	Development Permit	2
BWP004357	Design and Siting - Dwelling	Apex Certification & Consulting	10 Marcoola Street Thornlands QLD 4164	Concurrence Agency Referral	03/07/2017	NA	Approved	3
BWP004370	Design and Siting - Dwelling House	Building Code Approval Group Pty Ltd	7 Macleay Place Thornlands QLD 4164	Concurrence Agency Referral	06/07/2017	NA	Approved	3
BWP004279	Design and Siting - Dwelling House	East Coast Surveys Pty Ltd	103 Point O'Halloran Road Victoria Point QLD 4165	Concurrence Agency Referral	03/07/2017	NA	Approved	4
BWP004339	Design and Siting - Dwelling House	The Certifier Pty Ltd	4 Hatchman Street Victoria Point QLD 4165	Concurrence Agency Referral	06/07/2017	NA	Approved	4
MCU013912	Dwelling	We Build-Um	21 Michiko Street Macleay Island QLD 4184	Code Assessment	22/02/2017	3/07/17	Development Permit	5

## Decisions Made Under Delegated Authority 02.07.2017 to 08.07.2017

### CATEGORY 1

Application Id	Application Full Details	Applicant	Associated Property Address	Primary Category	Decision Date	Negotiated Decision Date	Decision Description	Division
MCU013974	New Dwelling & Garage	Bay Island Designs	1 Cliff Terrace Macleay Island QLD 4184	Code Assessment	04/07/2017	NA	Development Permit	5
BWP004345	Design & Siting - Shed	Paul John BUGEJA	181-189 Bunker Road Victoria Point QLD 4165	Concurrence Agency Referral	04/07/2017	NA	Approved	6
BWP004362	Design & Siting - Dwelling (For Future Lot 20 Woodhaven Close)	GMA Certification Group Pty Ltd  Harridan Pty Ltd	70-92 Muller Street Redland Bay QLD 4165	Concurrence Agency Referral	05/07/2017	NA	Approved	6
OPW002215	Domestic Driveway Crossover	Adrian Charles BUCKNELL  Susan Margaret GARNETT	42-44 Carlingford Drive Thornlands QLD 4164	Code Assessment	06/07/2017	NA	Development Permit	7
BWP004292	Dwelling House and Secondary Dwelling	Lm Planning Solutions	27 Dean Road Alexandra Hills QLD 4161	Code Assessment	05/07/2017	NA	Development Permit	8
BWP004363	Design and Siting - Carport	Building Approvals Qld	10 Callaghan Way Capalaba QLD 4157	Concurrence Agency Referral	04/07/2017	NA	Approved	9
BWP004361	Design & Siting - Dwelling	Henley Properties (Qld) Pty Ltd	10 Somersby Court Birkdale QLD 4159	Concurrence Agency Referral	05/07/2017	NA	Approved	10
BWP004366	Design and Siting - Dwelling	Suncoast Building Approvals	14 Thorneside Road Thorneside QLD 4158	Concurrence Agency Referral	05/07/2017	NA	Approved	10

## Decisions Made Under Delegated Authority 02.07.2017 to 08.07.2017

### CATEGORY 2

Application Id	Application Full Details	Applicant	Associated Property Address	Primary Category	Decision Date	Negotiated Decision Date	Decision Description	Division
OPW002204	Operational Works - 1 into 2 - ROL006162	J.C. Engineers	3 Tanderra Street Cleveland QLD 4163	Code Assessment	05/07/2017	NA	Development Permit	2
MCU013526	Permissible change request for approved multiple dwellings x 59	Place Design Group Pty Ltd Shiacove Pty Ltd	399-413 Boundary Road Thornlands QLD 4164	Code Assessment	14/12/2016	4/07/17	Approved	3
OPW002202	Operational Works - Domestic Driveway Crossover	Ann Elizabeth BYRON John Malcolm BURTON	17 Hampton Street Alexandra Hills QLD 4161	Code Assessment	05/07/2017	NA	Development Permit	8
BWP004359	Building over sewer - Open Carport	Lyndell Joy DAFFURN	23 Andrew Street Capalaba QLD 4157	ConRef 20 Day Referral	06/07/2017	NA	Approved	9

**10.3.2 PLANNING & ENVIRONMENT COURT MATTERS CURRENT AS AT 13 JULY 2017**

<b>Objective Reference:</b>	<b>A2468823 Reports and Attachments (Archives)</b>
<b>Authorising Officer:</b>	<b>David Jeanes Acting General Manager Customer &amp; Community Services</b>
<b>Responsible Officer:</b>	<b>Stephen Hill Acting Group Manager City Planning &amp; Assessment</b>
<b>Report Author:</b>	<b>Emma Martin Acting Principal Planner</b>

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**PURPOSE**

The purpose of this report is for Council to note the current appeals and other matters/proceedings in the Planning and Environment Court.

**BACKGROUND**

Information on these matters 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/qjudgment/>

**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.
-

**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. 3 day trial to commence on 1 August 2017.

<b>2.</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>3.</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. Appointed experts (except planning) to meet and prepare joint reports prior to mediation. Mediation scheduled for 7 June 2017. Next Court review date 20 July 2017.

<b>4.</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. Mediation held on 8 May 2017. Hearing set for 5 days in September 2017.

<b>5.</b>	<b>File Number:</b>	1476 of 2017 (MC008414)
<b>Applicant:</b>		<b>Cleveland Power Pty Ltd</b>
<b>Application Details:</b>		Request to extend the relevant period – Biomass Power Plant at 70-96 Hillview Road, Mount Cotton (Lot 2 on RP30611)
<b>Appeal Details:</b>		Applicant appeal against Council refusal
<b>Current Status:</b>		Appeal filed 27 April 2017.



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<b>6.</b>	<b>File Number:</b>	2377 of 2017 (MCU013735)
<b>Applicant:</b>		<b>Barro Group Pty Ltd</b>
<b>Application Details:</b>		Tourist Accommodation (Mount Cotton Retreat) at 315-355 West Mount Cotton Road, Mount Cotton (Lot 9 on RP186559)
<b>Appeal Details:</b>		Submitter appeal against Council approval
<b>Current Status:</b>		Application filed 29 June 2017.

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

There are no other current matters.

**OFFICER'S RECOMMENDATION/  
COUNCIL RESOLUTION**

**Moved by:** Cr P Bishop  
**Seconded by:** Cr W Boglary

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

**CARRIED 10/0**

Crs Boglary, Mitchell, Gollè, Hewlett, Edwards, Elliott, Huges, Talty, Bishop and Williams voted FOR the motion.

Cr Gleeson was absent from the meeting.

**11 MAYORAL MINUTE**

Nil

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

Nil

**13 NOTICES OF MOTION**

Nil

**14 URGENT BUSINESS WITHOUT NOTICE**

Nil

**MOTION TO CLOSE THE MEETING AT 11.36AM**

Moved by: Cr L Hewlett

Seconded by: Cr P Bishop

That the meeting be closed to the public pursuant to Section 275(1) of the *Local Government Regulation 2012*, to discuss the following item:

**15.1.1 Delegated Authority - Waste, Recyclables and Green Waste Collection**

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.*

**CARRIED 8/2**

Crs Boglary, Mitchell, Hewlett, Edwards, Elliott, Huges, Bishop and Williams voted FOR the motion.

Crs Gollè and Talty voted AGAINST the motion.

Cr Gleeson was absent from the meeting.

**MOTION TO REOPEN MEETING AT 11.44AM**

Moved by: Cr M Elliott

Seconded by: Cr M Edwards

That the meeting be again opened to the public.

**CARRIED 9/0**

Crs Boglary, Mitchell, Gollè, Hewlett, Edwards, Elliott, Huges, Talty and Bishop voted FOR the motion.

Cr Williams was not present for the motion.

Cr Gleeson was absent from the meeting.

**15 CLOSED SESSION**

Mayor Williams declared a perceived conflict of interest in the following item, stating she has received donations to her campaign from waste collection providers. Mayor Williams left the meeting at 11.37am and Deputy Mayor Boglary presided as chair.

Cr Hewlett declared a perceived conflict of interest in the following item, stating he has received donations to his campaign from waste collection providers. Cr Hewlett left the meeting at 11.47am.

**15.1 INFRASTRUCTURE & OPERATIONS****15.1.1 DELEGATED AUTHORITY – WASTE, RECYCLABLES AND GREEN WASTE COLLECTION SERVICES**

<b>Objective Reference:</b>	<b>A2472477 Reports &amp; Attachments (Archives)</b>
<b>Authorising Officer:</b>	<b>Peter Best General Manager Infrastructure &amp; Operations</b>
<b>Responsible Officer:</b>	<b>Kevin McGuire Group Manager Water &amp; Waste Operations</b>
<b>Report Authors:</b>	<b>Paula Kemplay, Principal Waste Planner Robert Walford, Service Manager RedWaste Trish Thomson, Procurement Transformation Manager</b>

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**EXECUTIVE SUMMARY**

A confidential report from General Manager Infrastructure & Operations was discussed in closed session in accordance with Section 275(1) of the *Local Government Regulation 2012*.

**OFFICER'S RECOMMENDATION/  
COUNCIL RESOLUTION**

**Moved by:** Cr M Elliott  
**Seconded by:** Cr M Edwards

**That Council resolves as follows:**

- 1. To delegate authority to the Chief Executive Officer, under s.257(1)(b) of the *Local Government Act 2009* to enter into a Schedule of Rates Contract over \$2,000,000.00 with the preferred tenderer and to negotiate, make, vary and discharge the Contract (T-1834-16/17-WST) in accordance with the agreed contract terms and conditions, and sign all relevant documents;**
  - 2. Pursuant to the award of contract, approve the successful contractor's use of the Waste Contractors Depot, 240A South Street Lot A SP187521; and**
  - 3. That this report and attachment remain confidential until the contract is awarded subject to maintaining the confidentiality of legally privileged and commercial in confidence information.**
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**CARRIED 8/0**

Crs Boglary, Mitchell, Gollè, Edwards, Elliott, Huges, Talty and Bishop voted FOR the motion.

Crs Williams and Hewlett were not present when the motion was put.

Cr Gleeson was absent from the meeting.

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**16 CONFIDENTIAL ITEM****16.1 INFRASTRUCTURE & OPERATIONS****16.1.1 TENDER CONSIDERATION PLAN FOR WEINAM CREEK SKATEPARK – REDLAND BAY**

<b>Objective Reference:</b>	<b>A2470858</b> <b>Reports &amp; Attachments (Archives)</b>
<b>Authorising Officer:</b>	<b>Peter Best</b> <b>General Manager Infrastructure &amp; Operations</b>
<b>Responsible Officer:</b>	<b>Nigel Carroll</b> <b>Acting Group Manager Project Delivery</b>
<b>Report Author:</b>	<b>Nivedita Patel</b> <b>Senior Tender &amp; Contracts Officer</b>

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**EXECUTIVE SUMMARY**

A confidential report from the General Manager Infrastructure & Operations was presented to Council for consideration.

**OFFICER'S RECOMMENDATION/  
COUNCIL RESOLUTION**

**Moved by:** Cr J Talty  
**Seconded by:** Cr M Edwards

**That Council resolves as follows:**

- 1. To prepare and adopt the tender consideration plan as set out in the attached report in accordance with section 230 of the *Local Government Regulation 2012* for the construction of skatepark and associated works at Weinam Creek Wetland Park in Redland Bay (PDG-42105-4) within the allocated project budget during 2017/2018 financial year;**
- 2. To allow Redland City Council's Project Delivery Group to finalise procurement negotiations for PDG-42105-4 with the recommended shortlisted tenderer with a view to awarding a construction contract upon negotiation, and all evaluation criterion being met;**
- 3. To delegate authority to the Chief Executive Officer under s.257(1)(b) of the *Local Government Act 2009* to negotiate, make, vary and discharge a contract with the recommended shortlisted tenderer under quotation no. PDG-42105-4; and**
- 4. That this report remains confidential until a contract for PDG-42105-4 has been signed and awarded to the successful contractor.**

**CARRIED 10/0**

Crs Boglary, Mitchell, Gollè, Hewlett, Edwards, Elliott, Huges, Talty, Bishop and Williams voted FOR the motion.

Cr Gleeson was absent from the meeting.

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## **17 PETITIONS AND PRESENTATIONS**

### **17.1 CR EDWARDS – 15<sup>TH</sup> ISLANDS OF THE WORLD CONFERENCE – KANGAROO ISLAND**

On the 2<sup>nd</sup> July I had the wonderful opportunity to attend the week long 15<sup>th</sup> Islands of the World Conference, which this year was held at Kangaroo Island South Australia.

The International Small Islands Studies Association, which runs the conference, is a not for profit organisation whose objectives are encouraging the network of small island communities to achieved improved outcomes in all areas relevant to island life.

This conference was an academic conference with 150 delegates at Kangaroo Island including 75 people representing international islands. Professor Godfrey Baldacchino, from Malta, as President of ISISA chaired the conference, on which most days had three parallel sessions running throughout the days. This meant that it was only possible to attend a third of the 75 presentations. I decided to attend those presentations which I believed would have specific opportunities for our bay islands and mainland residents.

In addition to the conference, I spent time with the Kangaroo Island Council to learn how they deliver to their community and I also spent some additional days, at my own expense, visiting a handful of small mainland towns to see how they market themselves to improve their local economies.

There were several presentations that impressed me, not only for what worked for their island communities but more importantly the decisions they made that proved detrimental in the longer term. Sometimes it can be a case of be careful of what you wish for. The time afforded to me today does not allow me to document all of the presentations I attended however a few did leave an impression on me. However there was one presentation that was a touchstone for me, which I will talk to in a moment.

In regards to Kangaroo Island Council, I learnt an important lesson in community engagement and empowerment. The Council embraces a philosophy where they empower local community groups to maintain Council assets such as toilet blocks; halls etc. and pay them to do so. The payment is less than what it would be for Council but enough for the community groups to prosper from. From my observations, the service is of a high standard and I believe this is a pathway that our Council could look at, particularly at closed communities such as islands or rural areas.

At the conference, the plenary session that inspired me most was delivered by Dr. Murukesan Krisnapillai from the Island of Yap, the Federated States of Micronesia. The paper presented was titled Smart urban vegetable gardening for displaced urban populations in the small islands of Micronesia. This presentation documented a transition of a populace dependent of foods that are highly processed with low nutritional value to the present position of eating healthy fresh fruit and vegetables that improved the community health. The obstacle of cost was a previous barrier to eating fresh vegetables. The island of Yap scenario has many similarities to problems faced by our lower socio economic residents, whether they reside on the islands or on the mainland. The transition from a poor diet of processed food to fresh fruit and vegetables was through developing a low cost process to grow produce on small housing lots, particularly through vertical, slanted and potted gardens. We are not talking about ploughing land and market gardens, it's about urbanized agriculture in limited spaces. This transition required a lot of research, time, effort and

money to refine a deliverable low cost process before engaging the community. Let's say this is Step 1. to empower self-sufficiency.

However there is more to draw on. Some people will produce more than they can use. This can be a potential income stream for their family. However, few people know how to convert surplus produce to an economic gain at the best price.

In mid-week of the conference, I visited several Kangaroo Island businesses. The first was Bellevista Farms. What most people don't realise is that Kangaroo Island earns \$170 million per annum through agriculture and their produce is sold at a premium. Bellevista grow wheat amongst many other things. 70% of the flour that makes Tim Tams comes from Kangaroo Island and the price paid is at a premium. What Bellevista achieved was to convince approximately 90% of island farmers, of all types of agricultural production, that they were not competitors but partners. They branded a Kangaroo Island collaborative brand under which most of Kangaroo Island products, tourism experiences and businesses work together to promote their region and value add to their products. They use the same logo. It underlines their uniqueness and differentiates themselves from other producers.

Later that day I also visited American River Oysters, Raptor Domain, Emu Ridge Eucalyptus Farm, Megan Harvey Food and Wine and Authentic KI for their wool showcase. All use the Kangaroo collaborative brand. So Step 2, for me, is if you want to get a premium price, you need to work collectively within your community and assemble under one brand.

If we share with our residents these lessons of how to grow organic foods, produce unique products or experiences, we can improve their value under a universal brand that sets our region apart. Branding however does not translate to sales unless you have a retail platform. And this is the biggest hurdle.

On my self-funded exploration on the mainland, I visited Maggie Beer's Farm. Maggie Beer is a well-known chef and has appeared on many TV programs. To my surprise, Maggie Beer's Farm resembles more of a tourist retail outlet rather than a farm but the experience is very well done. The farm not only sold all things Maggie Beer but also products produced by others but under the Maggie Beer label such as wine, cheese etc. I have a few examples with me. There is also a coffee shop. There are many employment opportunities in this business, not just the coffee shop but also in marketing, product development and more. It is a true tourist destination. Step 3 is creating outlets for the unique products produced.

So bringing all three elements together we need the following:

A proven process to confidently engage with local residents to undertake agricultural activities that benefit themselves, but also provide an economic opportunity.

We also need to have communal branding to differentiate the products and services within the market.

Finally we need retail outlets and marketing to deliver the sales. All of this is a long road and comes with cost. It is a journey rather than a sprint.

So I could end the presentation now and say thank you for the opportunity to attend etc, but that does not rest easy with me. If I commit to my role as a representative leader in the community then I must do what I can to transition what I have learned from this conference to go to on the ground applications. I need to step outside the regulatory framework of government and into private enterprise within the community where risk and reward is not underpinned with a safety net.

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On my return two weeks ago, I decided to take the first steps that were carried out on the island of Yap and have committed to spend the next 12 months designing and making low cost vertical, horizontal and potted garden structures that will grow a variety of produce in order to see what grows best on the islands in pots and structures. A quantity of construction material suitable for fabrication into agricultural support structures has been delivered on site. Two island allotments have been selected as garden test sites. One on the waterfront and the other inland as the conditions of each differ. The planting of many vegetable crops and also nursery plants has commenced. Already over 400 bungalow palms have been planted and that will expand rapidly to sow many other plant varieties. A relationship with a large wholesaler has been formed and resulted in the acquisition of over 1000 plant pots and 5000 planter bags. In engaging with members of the local community, over the next 12 months should produce a range of low cost growing structures, plants and pots for residents to take up growing vegetables, herbs and fruit and other plants they desire. The knowledge gained will assist and support them. It is important to also look at opportunities for local cheese, butter, honey and other produce. Yesterday I spoke with a committee member of Bay Islands Conservation Group and we will look for ways to work collaboratively and share volunteer labour as a first point of collaboration.

Looking forward, if this step succeeds, we need to brand ourselves together, in a way that Kangaroo Island has been successful. So I have registered two business names. The first is Bay Islands Pure, where all products and services on the Bay islands that meet agreed standards, can use the name and logo to value add to their product.

I have also registered another name, which sits above Bay Islands Pure, and that is Redlands Pure, where all things Redlands can reside.

I hope that if we hold the highest standards of product authenticity under the "Pure" logo, we can market them as premium products.

The final and most important step is having outlets such as Maggie Beer Farm but under the name of Redlands Pure or Bay Islands Pure. This is a much harder step but it is an essential point in retailing which will assist to expand the tourism market and provide a point of difference for our City. However, that is in the distant future at this time, as we can't market what we currently don't produce. That is why the decision has been made to start at the product development stage.

This time next year, I would like to again present on the success or failure of this endeavour. Everything we undertake has risk, but an aversion to risk ensures failure.

I can imagine what some of my colleagues are now thinking. Crazy? Not your job? Or maybe just stop talking now? So I will finish now and just say the conference was rewarding, enlightening and that this will not be the last you will hear me talk about this shared community journey.

Thank you.



**18 MEETING CLOSURE**

There being no further business, the Mayor declared the meeting closed at 12.00pm.

**Signature of Chairperson:** \_\_\_\_\_

**Confirmation date:** \_\_\_\_\_