



Redland
CITY COUNCIL

AGENDA

GENERAL MEETING

Wednesday, 23 August 2017
commencing at 9.30am

The Council Chambers
35 Bloomfield Street
CLEVELAND QLD

Table of Contents

Item	Subject	Page No
1	DECLARATION OF OPENING.....	1
2	RECORD OF ATTENDANCE AND LEAVE OF ABSENCE.....	1
3	DEVOTIONAL SEGMENT.....	1
4	RECOGNITION OF ACHIEVEMENT.....	1
5	RECEIPT AND CONFIRMATION OF MINUTES	1
	5.1 GENERAL MEETING MINUTES 9 AUGUST 2017	1
6	MATTERS OUTSTANDING FROM PREVIOUS COUNCIL MEETING MINUTES.....	2
7	PUBLIC PARTICIPATION	2
8	PETITIONS AND PRESENTATIONS.....	2
9	MOTION TO ALTER THE ORDER OF BUSINESS	2
10	DECLARATION OF MATERIAL PERSONAL INTEREST OR CONFLICT OF INTEREST ON ANY ITEMS OF BUSINESS.....	3
11	REPORTS TO COUNCIL	5
	11.1 ORGANISATIONAL SERVICES	5
	11.1.1 JULY 2017 MONTHLY FINANCIAL REPORT.....	5
	11.1.2 2016-17 TO 2017-18 CARRYOVER BUDGET REVIEW.....	8
	11.1.3 APPROVAL OF ASSET MANAGEMENT GOVERNANCE MODEL	12
	11.1.4 2017 LGAQ ANNUAL CONFERENCE AND REDLAND CITY COUNCIL MOTIONS	16
	11.1.5 OPERATIONAL PLAN QUARTERLY PERFORMANCE REPORT JUNE 2017.....	19
	11.1.6 REPORT OF THE AUDIT COMMITTEE MEETING – 20 JULY 2017	22
	11.2 COMMUNITY & CUSTOMER SERVICES.....	24
	11.2.1 DECISIONS MADE UNDER DELEGATED AUTHORITY FOR CATEGORY 1, 2 & 3 DEVELOPMENT APPLICATIONS	24
	11.2.2 PLANNING & ENVIRONMENT COURT MATTERS LIST CURRENT AS AT 9 AUGUST 2017	26
	11.2.3 EXC17/0001- 70-92 MULLER STREET, REDLAND BAY, QLD 4165.....	29
	11.2.4 EXC17/0003 – 100-102 KINROSS ROAD, THORNLANDS, QLD 4164.....	33
	11.3 INFRASTRUCTURE & OPERATIONS.....	37
	11.3.1 SOLE SUPPLIERS FOR INFRASTRUCTURE & OPERATIONS OPERATIONAL REQUIREMENTS	37

- 11.3.2 CORPORATE POLICY POL-3119 COMMUNITY INFRASTRUCTURE PROGRAM..... 41
- 12 MAYORAL MINUTE 43**
- 13 NOTICES OF MOTION TO REPEAL OR AMEND RESOLUTIONS 43**
- 14 NOTICES OF MOTION..... 43**
- 15 URGENT BUSINESS WITHOUT NOTICE..... 43**
- 16 CLOSED SESSION..... 44**
 - 16.1 COMMUNITY & CUSTOMER SERVICES 44**
 - 16.1.1 APPEAL BD617/17 ROYCORP PTY LTD..... 44
- 17 MEETING CLOSURE 44**

1 DECLARATION OF OPENING

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

Recognition of the Traditional Owners

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

2 RECORD OF ATTENDANCE AND LEAVE OF ABSENCE

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

3 DEVOTIONAL SEGMENT

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

4 RECOGNITION OF ACHIEVEMENT

Mayor to present any recognition of achievement items.

5 RECEIPT AND CONFIRMATION OF MINUTES**5.1 GENERAL MEETING MINUTES 9 AUGUST 2017**

Motion is required to confirm the Minutes of the General Meeting of Council held on 9 August 2017.

6 MATTERS OUTSTANDING FROM PREVIOUS COUNCIL MEETING MINUTES

There are no matters outstanding.

7 PUBLIC PARTICIPATION

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

1. In each meeting (other than special meetings), a period of 15 minutes may be made available by resolution to permit members of the public to address the local government on matters of public interest relating to the local government. This period may be extended by resolution.
2. Priority will be given to members of the public who make written application to the CEO no later than 4.30pm two days before the meeting. A request may also be made to the chairperson, when invited to do so, at the commencement of the public participation period of the meeting.
3. The time allocated to each speaker shall be a maximum of five minutes. The chairperson, at his/her discretion, has authority to withdraw the approval to address Council before the time period has elapsed.
4. The chairperson will consider each application on its merits and may consider any relevant matter in his/her decision to allow or disallow a person to address the local government, e.g.
 - a) Whether the matter is of public interest;
 - b) The number of people who wish to address the meeting about the same subject
 - c) The number of times that a person, or anyone else, has addressed the local government previously about the matter;
 - d) The person's behaviour at that or a previous meeting; and
 - e) If the person has made a written application to address the meeting.
5. Any person invited to address the meeting must:
 - a) State their name and suburb, or organisation they represent and the subject they wish to speak about;
 - b) Stand (unless unable to do so);
 - c) Act and speak with decorum;
 - d) Be respectful and courteous; and
 - e) Make no comments directed at any individual Council employee, Councillor or member of the public, ensuring that all comments relate to Council as a whole.

8 PETITIONS AND PRESENTATIONS

Councillors may present petitions or make presentations under this section.

9 MOTION TO ALTER THE ORDER OF BUSINESS

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

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

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

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

The Councillor must—

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

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

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

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

- (a) the Councillor;
- (b) a spouse of the Councillor;
- (c) a parent, child or sibling of the Councillor;
- (d) a partner of the Councillor;
- (e) an employer (other than a government entity) of the Councillor;
- (f) an entity (other than a government entity) of which the Councillor is a member;
- (g) another person prescribed under a regulation.

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

The Councillor must—

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

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

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

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

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

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

11 REPORTS TO COUNCIL**11.1 ORGANISATIONAL SERVICES****11.1.1 JULY 2017 MONTHLY FINANCIAL REPORT**

Objective Reference:	A2527337 Reports and Attachments
Attachment:	<u>July 2017 Monthly Financial Report</u>
Authorising Officer:	Richard Cahill Acting Chief Financial Officer
Responsible Officer:	Leandri Brown Finance Manager Corporate Finance
Report Authors:	Udaya Panambala Arachchilage Corporate Financial Reporting Manager Quasir Nasir Corporate Accountant

PURPOSE

The purpose of this report is to note the year to date financial results as at 31 July 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***Opening balances for 2017-18 financial year***

The opening balances for the current financial year are still to be finalised and audited. As such, the financial position for the month of July may adjust over the coming months until Council receives Queensland Audit Office certification at the end of October 2017.

Canal and lake charges change

In the 2016-17 financial year Council decided to temporarily end the special charges levied on canal and lake-front homeowners. The canal and lake reserve balances were frozen and quarantined with the only movement to the reserves being interest earned. Council is in the process of developing a new strategy for the management of the canal and lake estates. The process for issuing refunds for the reserve balances quarantined for maintenance and repairs since 2011-12, is still being worked through with independent accountants, with the number of refunds, amounts and methods of refunds yet to be determined.

In accordance with the adopted budget for 2017-18, special charges have been levied to canal and lake-front homeowners and the new 2017-18 canal and lake reserves will reflect the current year program for revenue and expenditure.

STRATEGIC IMPLICATIONS

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

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

- Operating surplus ratio;
- Net financial liabilities;
- Ability to pay our bills – current ratio;
- Cash balance;
- Cash balances – cash capacity in months;
- Longer term financial stability – debt to asset ratio; and
- Interest coverage ratio.

The following ratios did not meet the target at the end of July 2017:

- Asset sustainability ratio;
- Level of dependence on general rate revenue;
- Ability to repay our debt – debt servicing ratio; and
- Operating Performance.

The asset sustainability ratio did not meet the target at the end of July 2017 and continues to be a stretch target for Council with renewal spend of \$739K and depreciation expense of \$4.22M year to date on infrastructure assets. This 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.

The Q1 rates run for the 2017-18 financial year occurred in July 2017, resulting in a spike in Council's level of dependence on general rate revenue (excluding utility revenues) to 57.56% (outside the target range of less than 37.5%). Spikes in this ratio are expected to be cyclical and will occur in the months where the quarterly rates are levied.

The percentage of operating income used to meet Council's current debt instalments amounted to 22.16% (target less than or equal to 10%). The spike in this ratio is due to the repayment of QTC borrowings during July. It is expected this ratio will decrease in coming months with an increase of operating income.

Council did not achieve its target operating performance ratio of greater than or equal to 15% with a result at the end of July 2017 of -22.82%. This ratio is a cash measure and therefore moves in line with the cash balances. For the month of July Council reported a net cash outflow from operating activities and is reflective of the fact that the Q1 general rates run payments are not due until August 2017.

Legislative Requirements

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

Financial

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

People

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

Environmental

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

Social

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

Alignment with Council's Policy and Plans

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

8. Inclusive and ethical governance

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

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

CONSULTATION

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

OPTIONS

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

OFFICER'S RECOMMENDATION

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

Monthly Financial Report

July 2017



CONTENTS

1.	Executive Summary	3
2.	Key Performance Indicators	3
3.	Statement of Comprehensive Income	4
4.	Operating Statement	5
5.	Capital Funding Statement	7
6.	Statement of Financial Position	8
7.	Statement of Cash Flows	10
8.	Investment & Borrowings Report	11
9.	Constrained Cash Reserves	12
10.	Redland Water Statements	13
11.	RedWaste Statements	13
12.	Appendix: Additional and Non-financial Information	14
13.	Glossary	15

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 31 July 2017. The year to date and annual budget referred to in this report reflects the 2017/18 annual budget as adopted by Council on 26 June 2017.

The opening balances for the current year are still to be finalised and audited. As such, the financial position for the month of July may adjust over the coming months until Council receives Queensland Audit Office (QAO) certification at the end of October 2017.

Key Financial Highlights and Overview

Key Financial Results (\$000)	Annual Original Budget	YTD Budget	YTD Actual	YTD Variance	YTD Variance %	Status Favourable ✓ Unfavourable ✗
Operating Surplus / (Deficit)	(11,136)	18,126	17,046	(1,080)	-6%	✗
Recurrent Revenue	261,639	37,550	35,405	(2,145)	-6%	✗
Recurrent Expenditure	272,775	19,424	18,359	(1,065)	-5%	✓
Capital Works Expenditure	82,050	3,477	1,950	(1,527)	-44%	✓
Closing Cash & Cash Equivalents	133,650	170,765	146,149	(24,616)	-14%	✗

Council reported an operating surplus for the month of \$17.05M. The first quarter rate notices were issued in July 2017, however income generated from the rates levy was partially offset by \$1.56M in credits held during the rates run. The favourable variance in recurrent expenditure is primarily due to underspends in contractor, consultant and publication costs as well as vacancies across the organisation. As this is only the first month of the year, trends will start to emerge as the first quarter progresses.

Capital grants, subsidies and contributions are below budget due to timing of developer cash contributions.

Council's financial position is based on unaudited opening balances which are subject to change until Queensland Audit Office certification is obtained.

Council's capital works expenditure is behind budget by \$1.90M due to timing of works for a number of projects which are delayed or are still in the early stages of being progressed. Capital works identified that are no longer expected to be undertaken during 2016/2017 have been carried forward to 2017/2018. The carryover budget review is expected to be finalised in August 2017.

Constrained cash reserves represent 63% of the cash balance.

2. KEY PERFORMANCE INDICATORS

Key Performance Indicators

Financial Stability Ratios and Measures of Sustainability	Status Achieved ✓ Not achieved ✗	Original Budget	July 2017	Target
Operating Surplus Ratio (%)	✓	-4.26%	48.15%	Between 0% and 10% (on average over the long-term)
Asset Sustainability Ratio (%)	✗	59.25%	17.49%	Greater than 90% (on average over the long-term)
Net Financial Liabilities (%)*	✓	-29.32%	-296.97%	Less than 60% (on average over the long-term)
Level of Dependence on General Rate Revenue (%)	✗	33.93%	57.56%	Less than 37.5%
Ability to Pay Our Bills - Current Ratio	✓	3.79	3.54	Between 1.1 & 4.1
Ability to Repay Our Debt - Debt Servicing Ratio (%)	✗	2.99%	22.16%	Less than or equal to 10%
Cash Balance \$M	✓	\$133.650M	\$146.149M	Greater than or equal to \$50M
Cash Balances - Cash Capacity in Months	✓	7.51	6.25	At least 3 months
Longer Term Financial Stability - Debt to Asset Ratio (%)	✓	1.55%	1.41%	Less than or equal to 10%
Operating Performance (%)	✗	17.69%	-22.82%	Greater than or equal to 15%
Interest Coverage Ratio (%)**	✓	-0.59%	-0.24%	Less than 5%

* The net financial liabilities ratio exceeds the target range when current assets are greater than total liabilities (and the ratio is negative)

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

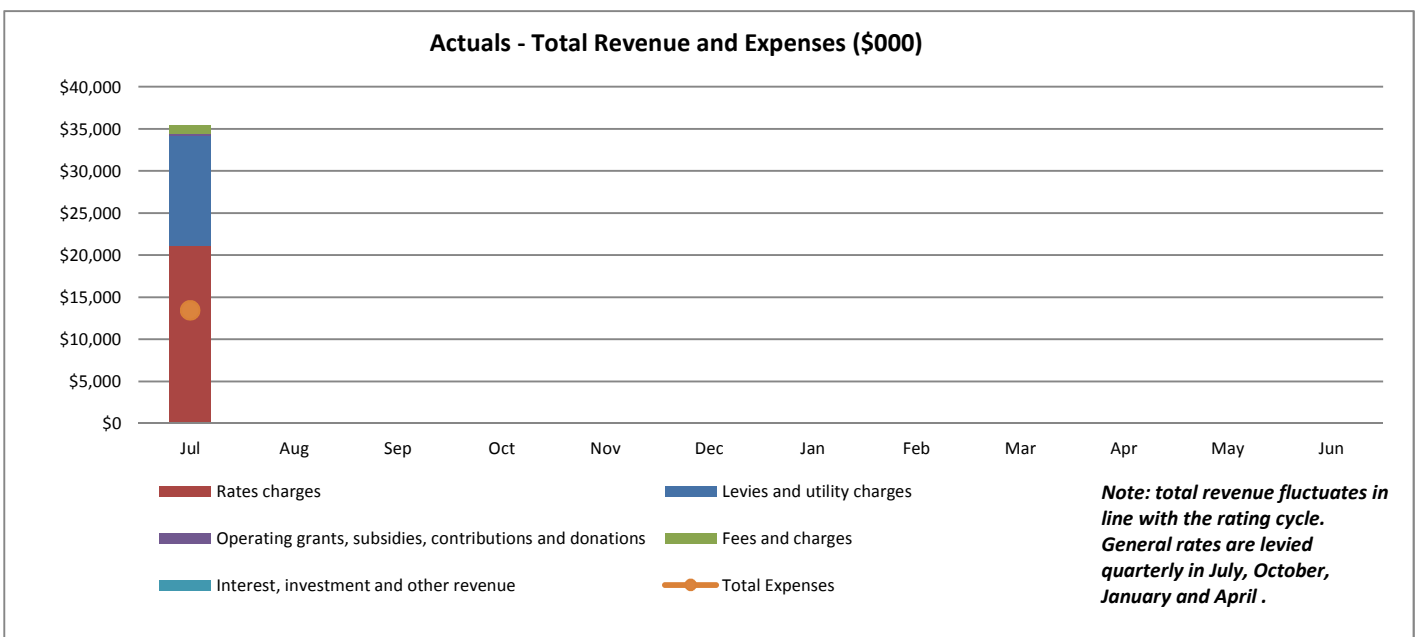
3. STATEMENT OF COMPREHENSIVE INCOME

STATEMENT OF COMPREHENSIVE INCOME				
For the period ending 31 July 2017				
	Annual	YTD	YTD	YTD
	Original Budget \$000	Budget \$000	Actual \$000	Variance \$000
Recurrent revenue				
Rates, levies and charges	227,186	35,399	33,437	(1,962)
Fees and charges	13,048	926	1,012	86
Rental income	839	73	102	29
Interest received	4,361	341	338	(3)
Investment returns	2,200	-	-	-
Sales revenue	3,823	222	236	14
Other income	684	12	16	4
Grants, subsidies and contributions	9,497	577	264	(313)
Total recurrent revenue	261,639	37,550	35,405	(2,145)
Capital revenue				
Grants, subsidies and contributions	33,013	1,603	685	(918)
Non-cash contributions	3,213	261	-	(261)
Total capital revenue	36,226	1,864	685	(1,179)
TOTAL INCOME	297,865	39,414	36,090	(3,324)
Recurrent expenses				
Employee benefits	85,677	7,166	6,449	(717)
Materials and services	125,787	7,158	6,973	(185)
Finance costs	3,112	250	277	27
Depreciation and amortisation	58,200	4,850	4,660	(190)
Total recurrent expenses	272,775	19,424	18,359	(1,065)
Capital expenses				
(Gain) / loss on disposal of non-current assets	289	98	(2)	(100)
Total capital expenses	289	98	(2)	(100)
TOTAL EXPENSES	273,064	19,522	18,357	(1,165)
NET RESULT	24,801	19,892	17,733	(2,159)
Other comprehensive income / (loss)				
Items that will not be reclassified to a net result				
Revaluation of property, plant and equipment	-	-	-	-
TOTAL COMPREHENSIVE INCOME	24,801	19,892	17,733	(2,159)

4. OPERATING STATEMENT

OPERATING STATEMENT For the period ending 31 July 2017

	Annual	YTD	YTD	YTD
	Original Budget \$000	Budget \$000	Actual \$000	Variance \$000
Revenue				
Rates charges	91,688	22,922	21,083	(1,839)
Levies and utility charges	138,824	13,266	13,104	(162)
<i>Less: Pensioner remissions and rebates</i>	(3,325)	(789)	(750)	39
Fees and charges	13,048	926	1,012	86
Operating grants and subsidies	8,795	557	249	(308)
Operating contributions and donations	702	20	15	(5)
Interest external	4,361	341	338	(3)
Investment returns	2,200	-	-	-
Other revenue	5,347	307	354	47
Total revenue	261,639	37,550	35,405	(2,145)
Expenses				
Employee benefits	85,677	7,166	6,449	(717)
Materials and services	126,040	7,201	6,993	(208)
Finance costs other	303	11	23	12
Other expenditure	489	19	25	6
Net internal costs	(741)	(62)	(45)	17
Total expenses	211,767	14,335	13,445	(890)
Earnings before interest, tax and depreciation (EBITD)	49,872	23,215	21,960	(1,255)
Interest expense	2,809	239	254	15
Depreciation and amortisation	58,200	4,850	4,660	(190)
OPERATING SURPLUS / (DEFICIT)	(11,136)	18,126	17,046	(1,080)



4. OPERATING STATEMENT - CONTINUED

LEVIES AND UTILITY CHARGES ANALYSIS

For the period ending 31 July 2017

	Annual	YTD	YTD	YTD
	Original Budget \$000	Budget \$000	Actual \$000	Variance \$000
Levies and utility charges				
Refuse collection rate charge	21,663	2,602	1,791	(811)
Special charges	4,083	621	1,020	399
SES separate charge	339	-	84	84
Environment separate charge	7,568	1,892	1,892	-
Separate charge landfill remediation	2,911	243	242	(1)
Wastewater charges	43,647	3,637	3,594	(43)
Water access charges	18,296	1,525	1,520	(5)
Water consumption charges	40,317	2,746	2,961	215
Total levies and utility charges	138,824	13,266	13,104	(162)

MATERIALS AND SERVICES ANALYSIS

For the period ending 31 July 2017

	Annual	YTD	YTD	YTD
	Original Budget \$000	Revised Budget \$000	Actual \$000	Variance \$000
Materials and services				
Contractors	34,121	1,214	1,099	(115)
Consultants	4,465	224	59	(165)
Other Council outsourcing costs*	17,355	1,182	1,054	(128)
Purchase of materials	44,300	2,869	3,166	297
Office administration costs	7,949	889	530	(359)
Electricity charges	5,751	60	392	332
Plant operations	4,466	255	275	20
Information technology resources	2,811	206	195	(11)
General insurance	1,363	114	143	29
Community assistance**	1,619	123	14	(109)
Other material and service expenses	1,840	65	66	1
Total materials and services	126,040	7,201	6,993	(208)

* Other Council outsourcing costs are various outsourced costs including garbage collection and disposal, waste disposal, legal services, traffic control, external training, valuation fees, etc.

** Community assistance costs represent community related costs including community grants, exhibitions & awards, donations and sponsorships.

EMPLOYEE BENEFITS AND FTE

For the period ending 31 July 2017

Month	FTE (Council employees and Councillors)*	Total staff wages and salaries (including Councillors) \$000	Annual leave and long service leave entitlements \$000	Superannuation \$000	Other employee related expenses (including agency costs) \$000	Less: capitalised employee expenses	Total operating employee benefits \$000
July	900	5,336	626	635	333	481	6,449
Total employee benefits YTD		5,336	626	635	333	481	6,449

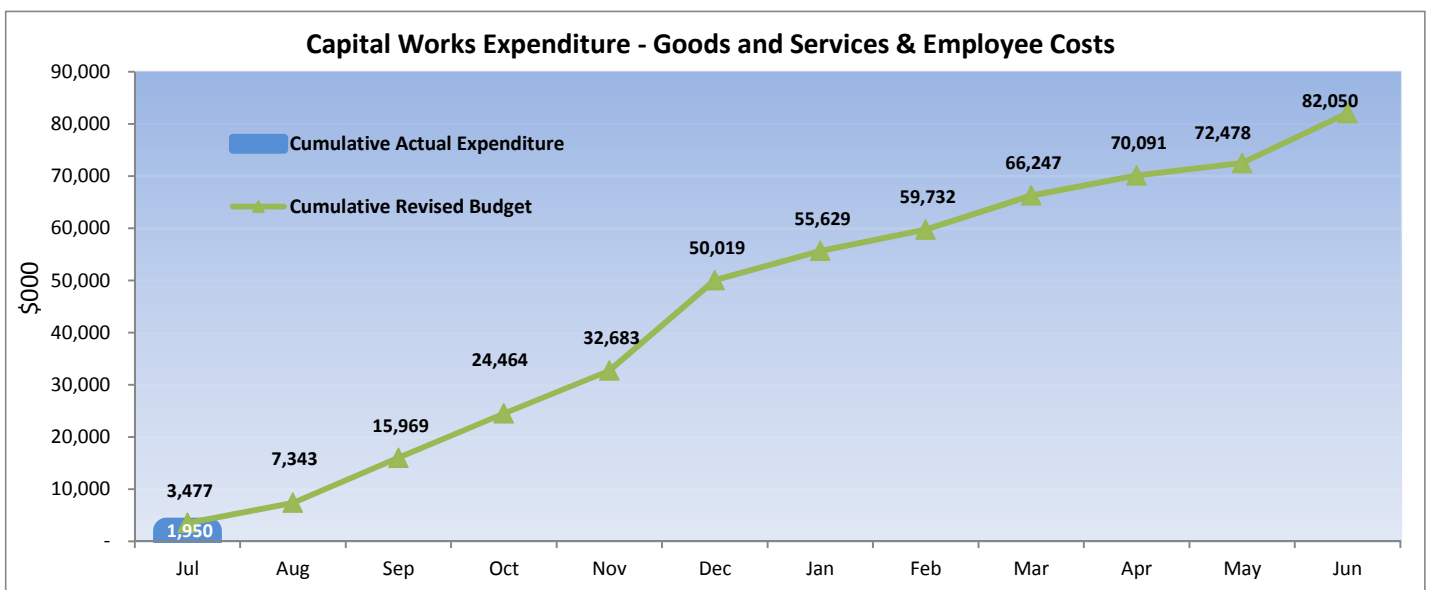
* Refer to page 14 for further information on FTEs and headcount.

5. CAPITAL FUNDING STATEMENT

CAPITAL FUNDING STATEMENT For the period ending 31 July 2017

	Annual	YTD	YTD	YTD
	Original Budget \$000	Budget \$000	Actual \$000	Variance \$000
Sources of capital funding				
Capital contributions and donations	29,250	1,448	541	(907)
Capital grants and subsidies	3,763	154	144	(10)
Proceeds on disposal of non-current assets	1,180	-	2	2
Capital transfers (to) / from reserves	(14,106)	(6,358)	(508)	5,850
Non-cash contributions	3,213	261	-	(261)
New loans	867	867	-	(867)
Funding from general revenue	66,106	14,946	9,361	(5,585)
Total sources of capital funding	90,272	11,318	9,540	(1,778)
Application of capital funds				
Contributed assets	3,213	261	-	(261)
Capitalised goods and services*	74,965	3,103	1,469	(1,634)
Capitalised employee costs	7,085	374	481	107
Loan redemption	5,010	7,580	7,590	10
Total application of capital funds	90,272	11,318	9,540	(1,778)
Other budgeted items				
Transfers to constrained operating reserves	(13,268)	(1,013)	(3,096)	(2,083)
Transfers from constrained operating reserves	11,565	404	101	(303)
Written down value (WDV) of assets disposed	1,468	98	-	(98)

* Total capital works expenditure depicted in the graph below is the total of capitalised goods and services and capitalised employee costs.

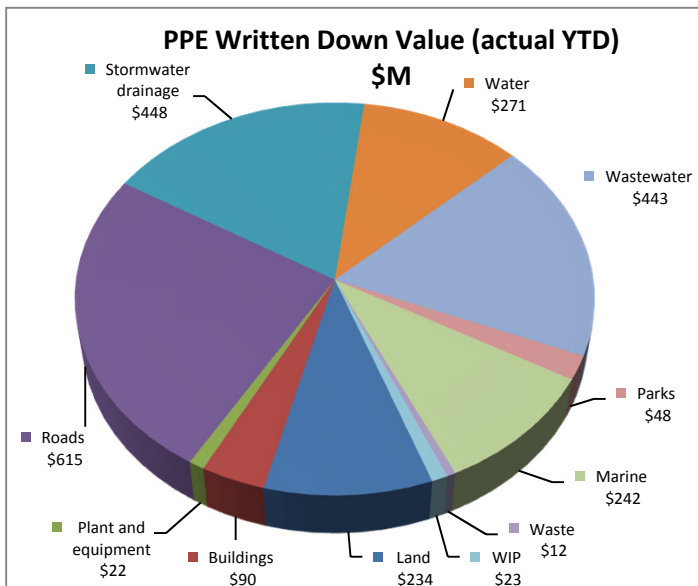
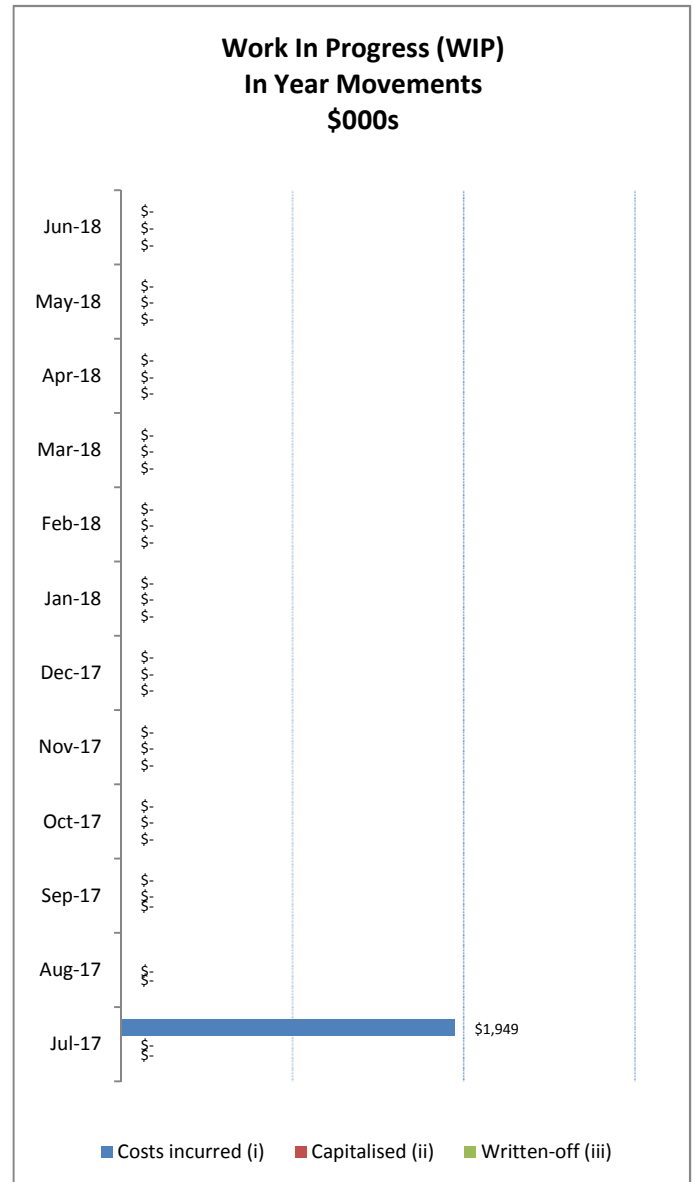
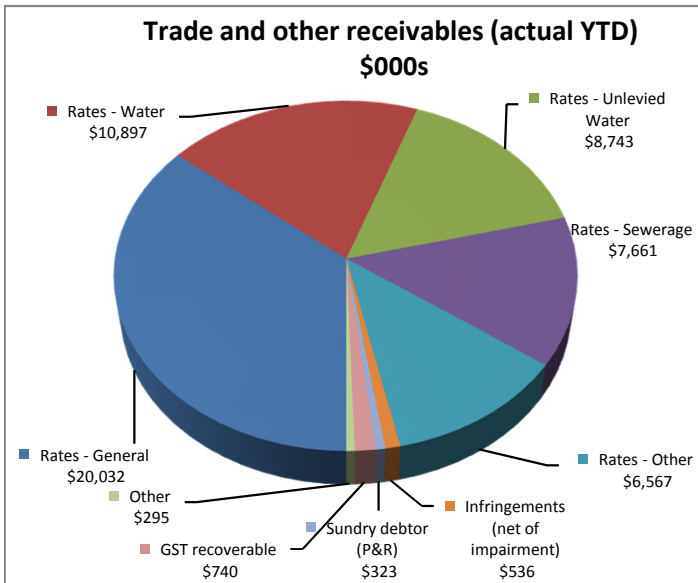


6. STATEMENT OF FINANCIAL POSITION

STATEMENT OF FINANCIAL POSITION As at 31 July 2017

	Annual	YTD	YTD
	Original Budget \$000	Budget \$000	Actual Balance \$000
CURRENT ASSETS			
Cash and cash equivalents	133,650	170,765	146,149
Trade and other receivables	25,805	27,408	55,794
Inventories	678	556	546
Non-current assets held for sale	4,278	262	262
Other current assets	2,122	2,044	2,029
Total current assets	166,533	201,035	204,780
NON-CURRENT ASSETS			
Investment property	1,054	1,054	1,054
Property, plant and equipment	2,483,228	2,449,585	2,448,095
Intangible assets	1,215	2,847	2,838
Other financial assets	73	73	73
Investment in other entities	5,961	14,712	14,712
Total non-current assets	2,491,531	2,468,271	2,466,772
TOTAL ASSETS	2,658,064	2,669,306	2,671,552
CURRENT LIABILITIES			
Trade and other payables	21,411	30,876	22,367
Borrowings	7,701	7,713	7,713
Provisions	13,126	12,488	12,150
Other current liabilities	1,755	1,616	15,600
Total current liabilities	43,993	52,693	57,830
NON-CURRENT LIABILITIES			
Borrowings	33,461	30,773	29,896
Provisions	12,356	11,769	11,911
Total non-current liabilities	45,817	42,542	41,807
TOTAL LIABILITIES	89,811	95,235	99,637
NET COMMUNITY ASSETS	2,568,254	2,574,071	2,571,915
COMMUNITY EQUITY			
Asset revaluation surplus	963,349	964,169	964,169
Retained surplus	1,498,727	1,514,541	1,515,849
Constrained cash reserves	106,178	95,361	91,897
TOTAL COMMUNITY EQUITY	2,568,254	2,574,071	2,571,915

6. STATEMENT OF FINANCIAL POSITION - CONTINUED



- (i) *Costs incurred*: costs transferred into WIP for the construction or acquisition of fixed assets and at this point are non-depreciating.
(ii) *Capitalised*: costs transferred from WIP to recognise commissioned fixed assets and will be depreciated if applicable.
(iii) *Written-off*: costs transferred from WIP to operational expenditure. These costs are operational in nature and therefore will not be capitalised.

PROPERTY, PLANT AND EQUIPMENT (PPE) MOVEMENT For the period ending 31 July 2017

	Annual Original Budget \$000	YTD Budget \$000	YTD Actual Balance \$000
PPE movement			
Opening balance (includes WIP from previous years)	2,456,540	2,450,704	2,450,704
Acquisitions	3,215	261	-
Depreciation in year	(57,061)	(4,756)	(4,558)
Disposals	(1,468)	(98)	-
WIP in year movement	82,002	3,474	1,949
Other adjustments*	-	-	-
Closing balance	2,483,228	2,449,585	2,448,095

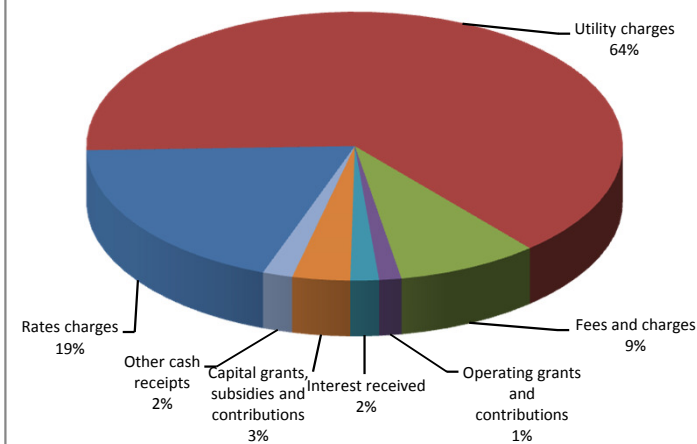
*Other adjustments include transfers between asset classes, revaluation adjustments, prior period adjustments and depreciation thereon.

7. STATEMENT OF CASH FLOWS

STATEMENT OF CASH FLOWS For the period ending 31 July 2017

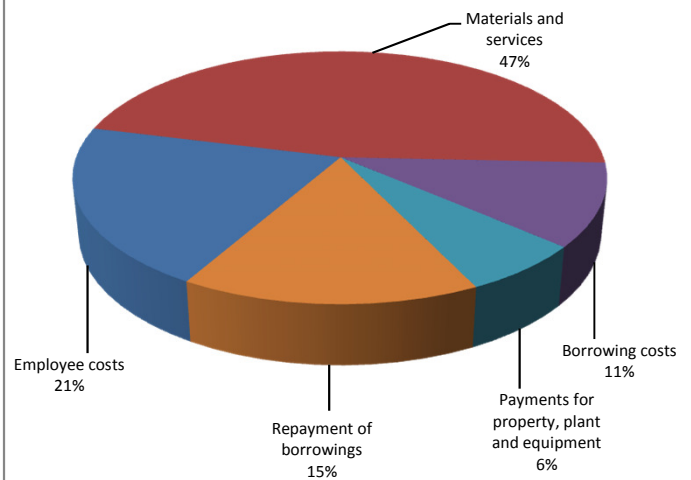
	Annual	YTD	YTD
	Original Budget \$000	Revised Budget \$000	Actual \$000
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts from customers	244,741	36,558	18,338
Payments to suppliers and employees	(210,402)	(14,222)	(20,201)
	34,340	22,336	(1,863)
Interest received	4,361	341	338
Rental income	839	73	102
Non-capital grants and contributions	9,547	577	264
Borrowing costs	(3,175)	(3,175)	(3,187)
Net cash inflow / (outflow) from operating activities	45,912	20,152	(4,346)
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments for property, plant and equipment	(82,005)	(3,474)	(1,950)
Payments for intangible assets	(45)	(4)	-
Proceeds from sale of property, plant and equipment	1,180	-	2
Capital grants, subsidies and contributions	33,013	1,603	685
Other cash flows from investing activities	2,200	(150)	-
Net cash inflow / (outflow) from investing activities	(45,656)	(2,025)	(1,263)
CASH FLOWS FROM FINANCING ACTIVITIES			
Proceeds of borrowings	867	867	-
Repayment of borrowings	(4,644)	(4,644)	(4,657)
Net cash inflow / (outflow) from financing activities	(3,777)	(3,777)	(4,657)
Net increase / (decrease) in cash held	(3,521)	14,350	(10,266)
Cash and cash equivalents at the beginning of the year	137,171	156,415	156,415
Cash and cash equivalents at the end of the financial year / period	133,650	170,765	146,149

Cash Funding (actual YTD)



Total Cash Funding (Actual YTD)	19,729
Total Cash Funding (Annual Original Budget)	296,748
% of Budget Achieved YTD	7%

Cash Expenditure (actual YTD)

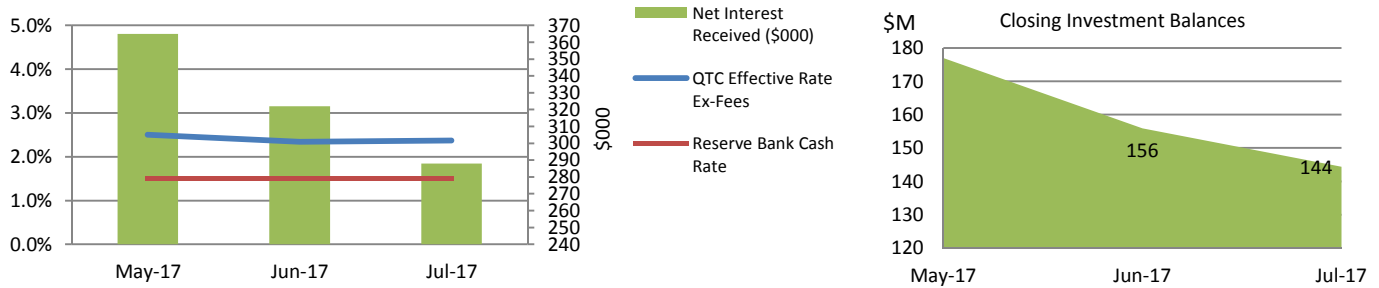


Total Cash Expenditure (Actual YTD)	29,995
Total Cash Expenditure (Annual Original Budget)	300,269
% of Budget Achieved YTD	10%

8. INVESTMENT & BORROWINGS REPORT

For the period ending 31 July 2017

INVESTMENT RETURNS - QUEENSLAND TREASURY CORPORATION (QTC)



Total Investment at End of Month was \$144.37M

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

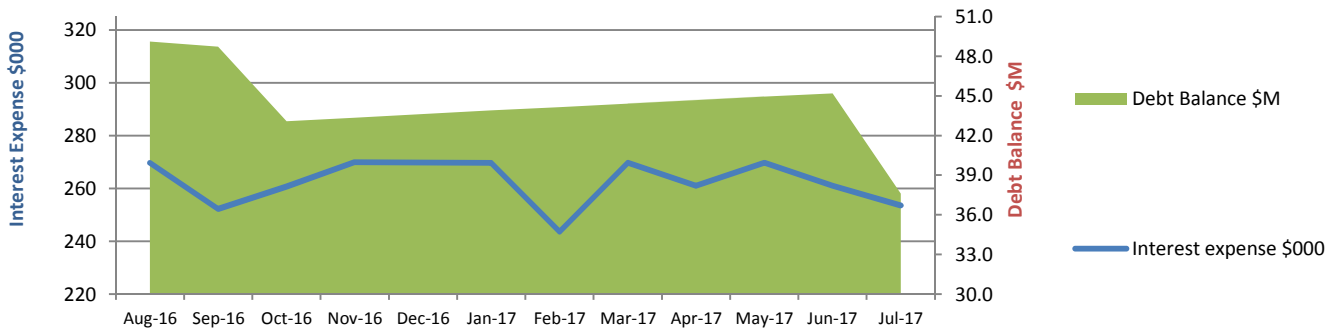
The movement in interest earned is indicative of both the interest rate and the surplus cash balances held, the latter of which is affected by business cash flow requirements on a monthly basis as well as the rating cycle.

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 is 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 2.37% exceeds the Bloomberg AusBond Bank Bill Index (previously the UBS Bank Bill Index) of 1.79% as at the end of July 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 2017 for the 2017/2018 financial year

BORROWINGS AND 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 2017/2018 which will result in the loans being repaid approximately one year earlier.

The debt balance shows a decrease as the Annual Debt Service Payment was made during July 2017. Interest will accrue monthly based on the reduced debt balance.

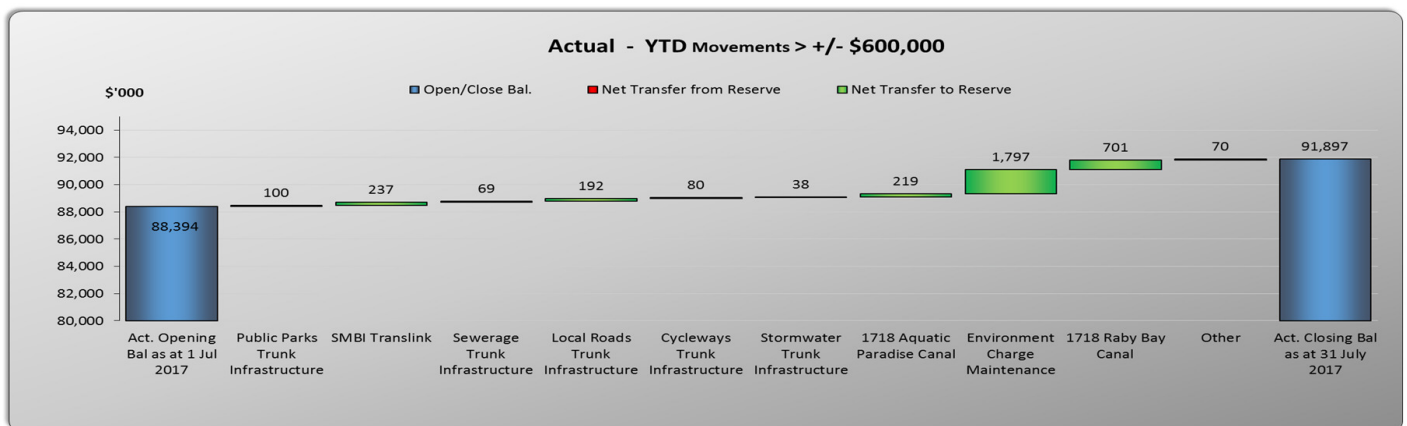
Total Borrowings at End of Month were \$37.61M

General pool allocated to capital works is 98.68% and 1.32% is attributable to RedWaste.

Council adopted its revised Debt Policy (POL-1838) in June 2017 for the 2017/2018 financial year

9. CONSTRAINED CASH RESERVES

Reserves as at 31 July 2017	Opening Balance	To Reserve	From Reserve	Closing Balance
	\$000	\$000	\$000	\$000
Special Projects Reserve:				
Weinam Creek Reserve	3,075	2	-	3,077
Red Art Gallery Commissions & Donations Res	4	-	-	4
	3,079	2	-	3,081
Constrained Works Reserve:				
Public Parks Trunk Infrastructure Reserve	8,504	102	(2)	8,604
Land for Community Facilities Trunk Infrastructure Reserve	1,660	16	-	1,676
Water Supply Trunk Infrastructure Reserve	9,492	16	-	9,508
Sewerage Trunk Infrastructure Reserve	6,394	97	(28)	6,463
Constrained Works Res-Cap Grants & Contribs	1,023	-	(3)	1,020
Local Roads Trunk Infrastructure Reserve	30,219	192	-	30,411
Cycleways Trunk Infrastructure Reserve	8,265	80	-	8,345
Stormwater Trunk Infrastructure Reserve	7,482	38	-	7,520
Constrained Works Res-Opr Grants & Contribs	1,452	-	(6)	1,446
Tree Planting Reserve	85	1	-	86
	74,576	542	(39)	75,079
Separate Charge Reserve - Environment:				
Environment Charge Acquisition Reserve	1,577	-	-	1,577
Environment Charge Maintenance Reserve	1,389	1,892	(95)	3,186
	2,966	1,892	(95)	4,763
Special Charge Reserve - Other:				
Bay Island Rural Fire Levy Reserve	5	23	-	28
SMBI Translink Reserve	(6)	237	-	231
	(1)	260	-	259
Special Charge Reserve - Canals:				
Raby Bay Canal Reserve	4,778	5	-	4,783
Aquatic Paradise Canal Reserve	2,592	3	-	2,595
Sovereign Waters Lake Reserve	404	-	-	404
1718 Raby Bay Canal Reserve	-	701	-	701
1718 Aquatic Paradise Canal Reserve	-	219	-	219
1718 Sovereign Waters Lake Reserve	-	13	-	13
	7,774	941	-	8,715
TOTALS	88,394	3,637	(134)	91,897
				Closing cash and cash equivalents 146,149
				Reserves as percentage of cash balance 63%



Total Reserves increased by \$3.50M during the month and the movement relates primarily to various infrastructure reserves, particularly Environment (\$1.89M) and Canal and Lakes (\$0.94). Increase in developer contributions totalled \$0.54M with drawdowns of \$0.03M. Increases are predominantly from developments in Cleveland and Birkdale. The existing reserves for special charges levied on canal and lake-front homeowners remain temporarily frozen, the only increases will now be interest payments. New 17/18 reserves will reflect the current year program for revenue and expenditure.

10. REDLAND WATER STATEMENTS

REDLAND WATER SUMMARY OPERATING STATEMENT For the period ending 31 July 2017

	Annual	YTD	YTD	YTD
	Original Budget \$000	Budget \$000	Actual \$000	Variance \$000
Total revenue	105,147	8,031	8,211	180
Total expenses	59,688	3,162	3,917	755
Earnings before interest, tax and depreciation (EBITD)	45,459	4,869	4,294	(575)
Interest expense	18,265	1,522	1,522	-
Depreciation	18,457	1,538	1,501	(37)
Operating surplus / (deficit)	8,737	1,809	1,271	(538)

REDLAND WATER CAPITAL FUNDING STATEMENT For the period ending 31 July 2017

	Annual	YTD	YTD	YTD
	Original Budget \$000	Budget \$000	Actual \$000	Variance \$000
Capital contributions, donations, grants and subsidies	6,631	530	114	(416)
Net transfer (to) / from constrained capital reserves	(3,120)	(457)	(86)	371
Non-cash contributions	3,131	261	-	(261)
Funding from utility revenue	4,675	513	596	83
Total sources of capital funding	11,316	847	624	(223)
Contributed assets	3,131	261	-	(261)
Capitalised expenditure	8,185	586	624	38
Total application of capital funds	11,316	847	624	(223)

11. REDWASTE STATEMENTS

REDWASTE OPERATING STATEMENT For the period ending 31 July 2017

	Annual	YTD	YTD	YTD
	Original Budget \$000	Budget \$000	Actual \$000	Variance \$000
Total revenue	24,532	2,841	2,073	(768)
Total expenses	17,480	1,488	1,419	(69)
Earnings before interest, tax and depreciation (EBITD)	7,052	1,353	654	(699)
Interest expense	33	3	3	-
Depreciation	307	26	14	(12)
Operating surplus / (deficit)	6,712	1,324	637	(687)

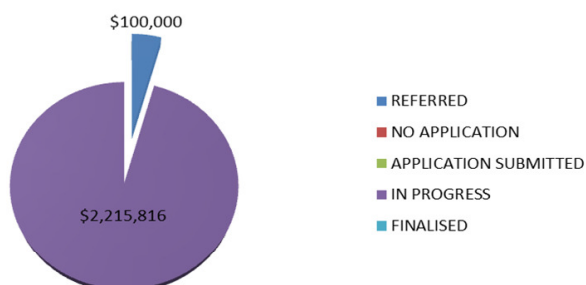
REDWASTE CAPITAL FUNDING STATEMENT For the period ending 31 July 2017

	Annual	YTD	YTD	YTD
	Original Budget \$000	Budget \$000	Actual \$000	Variance \$000
Funding from utility revenue	317	166	12	(154)
Total sources of capital funding	317	166	12	(154)
Capitalised expenditure	240	89	12	(77)
Loan redemption	77	77	-	(77)
Total application of capital funds	317	166	12	(154)

12. APPENDIX: ADDITIONAL AND NON-FINANCIAL INFORMATION

External Funding Summary

External Grants YTD Total \$ Value by Status

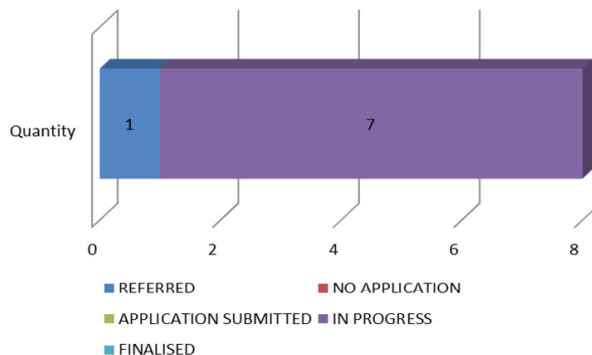


July 2017 Progress

REFERRED

- 20 Million Trees, potential value between \$20,000 and \$100,000

External Grants YTD Total by Status



Successful Funding Submissions YTD 2017/2018

Transport Infrastructure Development Scheme:

- \$875,000 for two Road Alliance projects to be completed in 2017/2018

Public Transport Accessible Infrastructure Program:

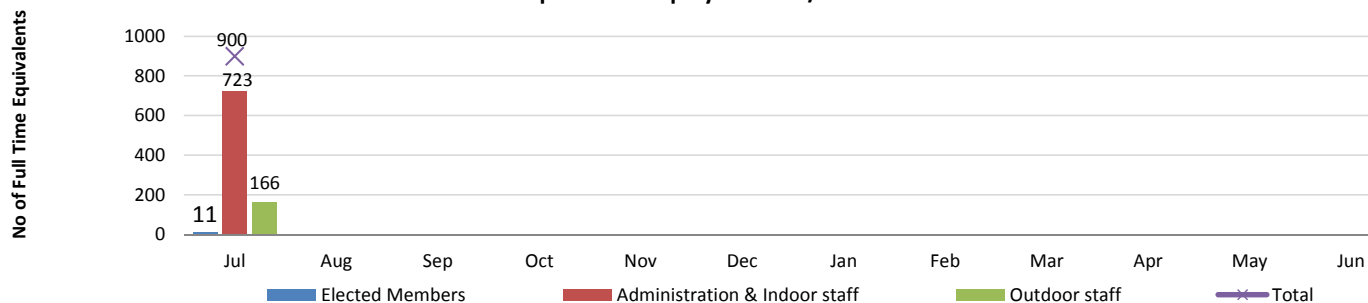
- \$406,000 for city wide bus shelter renewals

Tourism Demand Driver Infrastructure:

- \$300,000 for Snapper Street Link North Stradbroke Island

Workforce Reporting

Full Time Equivalent Employees 2017/2018



Workforce reporting - July 2017: Headcount	Employee Type							Total by Department
	Casual	Contract of Service	Perm Full	Perm Part	Temp Full	Temp Part		
Office of CEO	13	4	89	14	15	2	137	
Organisational Services	4	6	100	8	9	5	132	
Community and Customer Service	33	5	244	58	31	10	381	
Infrastructure and Operations	18	5	304	8	9	3	347	
Total	68	20	737	88	64	20	997	

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.



13. GLOSSARY

Key Terms

Written Down Value:

This is the value of an asset after accounting for depreciation or amortisation, and it is also called book value or net book value.

Work In Progress:

This represents an unfinished project that costs are still being added to. When a project is completed, the costs will be either capitalised (allocated to relevant asset class) or written off.

Definition of Ratios

Operating Surplus Ratio*:

This is an indicator of the extent to which revenues raised cover operational expenses only or are available for capital funding purposes

Net Operating Surplus
Total Operating Revenue

Asset Sustainability Ratio*:

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

Capital Expenditure on Replacement of Infrastructure Assets (Renewals)
Depreciation Expenditure on Infrastructure Assets

Net Financial Liabilities*:

This is an indicator of the extent to which the net financial liabilities of Council can be serviced by operating revenues

Total Liabilities - Current Assets
Total Operating Revenue

Level of Dependence on General Rate Revenue:

This ratio measures Council's reliance on operating revenue from general rates (excludes utility revenues)

General Rates - Pensioner Remissions
Total Operating Revenue - Gain on Sale of Developed Land

Current Ratio:

This measures the extent to which Council has liquid assets available to meet short term financial obligations

Current Assets
Current Liabilities

Debt Servicing Ratio:

This indicates Council's ability to meet current debt instalments with recurrent revenue

Interest Expense + Loan Redemption
Total Operating Revenue - Gain on Sale of Developed Land

Cash Balance - \$M:

Cash balance include cash on hand, cash at bank and other short term investments.

Cash Held at Period End

Cash Capacity in Months:

This provides an indication as to the number of months cash held at period end would cover operating cash outflows

Cash Held at Period End
[[Cash Operating Costs + Interest Expense] / Period in Year]

Longer Term Financial Stability - Debt to Asset Ratio:

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

Current and Non-current loans
Total Assets

Operating Performance:

This ratio provides an indication of Redland City Council's cash flow capabilities

Net Cash from Operations + Interest Revenue and Expense
Cash Operating Revenue + Interest Revenue

Interest Coverage Ratio:

This ratio demonstrates the extent which operating revenues are being used to meet the financing charges

Net Interest Expense on Debt Service
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.

11.1.2 2016-17 TO 2017-18 CARRYOVER BUDGET REVIEW

Objective Reference:	A 2515782
Attachment:	<u>2016-17 to 2017-18 Carryover Budget Review</u>
Authorising Officer:	Richard Cahill Acting Chief Financial Officer
Responsible Officer:	Matthew O'Connor Finance Manager, Financial Planning
Report Author:	Katharine Bremner Budget and Systems Manager

PURPOSE

This report outlines the items requested to be carried over financial years from 2016-17 to 2017-18 and presents the proposed revised budget position of Council. In addition to the proposed revised financial statements, the key financial ratios have been updated to demonstrate the inclusion of the carryover submissions to the originally adopted 2017-18 budget.

Attached to this report are the following:

- Revised Key Performance Indicators (KPIs) for 2017-18;
- Revised 2017-18 Statement of Comprehensive Income;
- Revised 2017-18 Statement of Cash Flows;
- Revised 2017-18 Statement of Financial Position;
- Revised 2017-18 Operating, Capital Funding and Other Items Statements; and
- Carryover submissions – summary report and detail listing.

It is proposed that Council resolve to adopt the revised budget for 2017-18 at Redland City Council (RCC) level. In addition to this and in accordance with the *Local Government Regulation 2012*, it is proposed that Council resolve to adopt the Redland Water and RedWaste commercial businesses financial statements that are presented in the attached documentation.

The relevant pages are outlined within the Officer's Recommendation in this report. Of note, the Redland Investment Corporation (RIC), a wholly owned subsidiary has not been consolidated into the attached documents as it has been determined RIC will follow a separate budget development and review process.

BACKGROUND

Council adopted its 2017-18 budget at the Special Budget Meeting on 26 June 2017. During the 2016-17 Final Budget Review in May 2017, there were a number of items identified as being required to be carried over to the new financial year to enable their completion.

Further projects requiring funds to be carried over have been identified since that 2016-17 review due to circumstances unforeseen at the time.

ISSUES

The scope of this carryover budget review is pre-approved capital projects straddling the 2016-17 and 2017-18 financial years. In addition, non-recurrent operating expenditure of \$125k, from the landfill remediation provision, has been proposed for carryover in relation to the landfill remediation works.

The attached statements present unaudited opening balances, which may subsequently change, as audited financial statements for 2016-17 are not finalised at this time.

Other budget adjustments will be made during the financial year. The attached report does not include budget adjustments outside the carryover process and these other budget changes will be captured and reconciled as part of the monthly financial reports presented to Council.

STRATEGIC IMPLICATIONS

Legislative Requirements

This proposed carryover budget review is in alignment with the *Local Government Act 2009* and the *Local Government Regulation 2012*. Section 170 of the *Local Government Regulation 2012* permits a local government to amend the budget for a financial year at any time before the end of the financial year.

Risk Management

Council officers monitor budget to actual expenditure on a regular basis and Council's financial performance and position is reported on a monthly basis. Council has already prioritised the carryover works as they commenced in the 2016-17 financial year and the deliverability of both operational and capital programmes is under constant review by the Executive Leadership Team (ELT).

Financial

This recommendation requires a change to the current year's adopted budget and the accompanying attachments outline the major movements surrounding this review as well as the projected financial statements forecast to 30 June 2018 Council's capital expenditure program increases by \$12.8m to \$94.8m with some large projects carried over including the Land Acquisition via the Redland Investment Corporation (RIC), Indigiscapes Centre Expansion, Russell Terrace, Macleay Island and Raby Bay Revetment Wall Repair Trial.

All key performance indicators meet or exceed the targets except for the Operating Surplus Ratio, which is unchanged from the original budget and the Asset Sustainability Ratio, which is a stretch target that is influenced by the renewal components of the capital works projects.

People

The attached report updates the budget at an organisational level for 2017-18 following submissions from business areas. Specific impacts to people may result from the budget adjustments and will be worked through at a team, unit and group level in accordance with Council's policies and people strategy (when and if they arise).

Environmental

The attached report updates the budget at an organisational level for 2017-18 following submissions from business areas. Specific impacts to the environment that may result from the budget adjustments will be worked through at a team, unit and group level in accordance with Council's policies and guidelines (when and if they arise).

Social

The attached report updates the budget at an organisational level for 2017-18 following submissions from business areas. Specific impacts to the community that may result from the budget adjustments will be worked through at a team, unit and group level in accordance with Council's policies and guidelines (when and if they arise).

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

Group managers in consultation with the Executive Leadership Team (ELT) undertook the development of this budget review. Councillors reviewed the budget amendments in a workshop held with ELT on 8 August 2017.

OPTIONS**Option 1**

That Council resolves to adopt the Revised Budget for 2017-18 at Redland City Council (RCC) level, which refers to the following (refer attachment for detail):

1. RCC Statement of Comprehensive Income – page 2;
2. RCC Statement of Cash Flows – page 3;
3. RCC Statement of Financial Position – page 4;
4. RCC Operating and Capital Funding Statement – page 5; and
5. To meet the requirements of the *Local Government Regulation 2012*, adopt the RedWaste and Redland Water Operating and Capital Funding Statements (pages 11 and 12 respectively).

Option Two

That Council resolves to not adopt the revised budget for 2017-18 as presented in the Officer's Recommendation.

OFFICER'S RECOMMENDATION

That Council resolves to adopt the Revised Budget for 2017-18 at Redland City Council (RCC) level, which refers to the following (refer attachment for detail):

1. RCC Statement of Comprehensive Income – page 2;
2. RCC Statement of Cash Flows – page 3;
3. RCC Statement of Financial Position – page 4;
4. RCC Operating and Capital Funding Statement – page 5; and
5. To meet the requirements of the *Local Government Regulation 2012*, adopt the RedWaste and Redland Water Operating and Capital Funding Statements (pages 11 and 12 respectively).



Redland
CITY COUNCIL

General Meeting
23 August 2017

Carryover Budget Review **2017-18**

The statements enclosed are for the parent entity Redland City Council (investment in RIC is included). Group consolidated financials will be presented as part of Council's Annual Financial Statements each year.

Financial Stability and Sustainability Ratios	Original Budget 2017-18	Revised Budget as per Carryover Budget 2017-18
Level of dependence on General Rate Revenue (Excludes utility revenues and discounts) - Threshold set < 37.5%	33.93%	33.93%
Ability to pay our bills - Current Ratio Target between 1.1 and 4.1	3.79	2.72
Ability to repay our debt - Debt Servicing Ratio (%) Target less than or equal to 10%	2.99%	2.99%
Cash Balance \$M Target greater than or equal to \$50m	133.650	140.234
Cash Balances - cash capacity in months Target greater than 3 months	7.51	7.87
Longer term financial stability - debt to asset ratio (%) Target less than or equal to 10%	1.55%	1.53%
Operating Performance Target greater than or equal to 15%	17.69%	17.65%
Operating Surplus Ratio Target between 0% and 10%	-4.26%	-4.26%
Net Financial Liabilities Target less than 60%*	-29.32%	-27.29%
Interest Coverage Ratio Target less than 5%**	-0.59%	-0.59%
Asset Sustainability Ratio Target greater than 90%	59.25%	69.40%

*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)

	Original Budget \$000s	Revised Budget as Adopted \$000s	Proposed Changes Carryover Budget Review \$000s	Proposed Revised Budget \$000s
Recurrent revenue				
Rates, levies and charges	227,186	227,186	-	227,186
Fees and charges	13,048	13,048	-	13,048
Rental income	839	839	-	839
Interest received	4,361	4,361	-	4,361
Investment returns	2,200	2,200	-	2,200
Sales revenue	3,823	3,823	-	3,823
Other income	684	684	-	684
Grants, subsidies and contributions	9,497	9,497	-	9,497
Total recurrent revenue	261,639	261,639	-	261,639
Capital revenue				
Grants, subsidies and contributions	33,013	33,013	22	33,035
Non-cash contributions	3,213	3,213	-	3,213
Total capital revenue	36,226	36,226	22	36,248
TOTAL INCOME	297,865	297,865	22	297,887
Recurrent expenses				
Employee benefits	85,677	85,677	-	85,677
Materials and services	125,787	125,787	-	125,787
Finance costs	3,112	3,112	-	3,112
Depreciation and amortisation	58,200	58,200	-	58,200
Total recurrent expenses	272,775	272,775	-	272,775
Capital expenses				
(Gain)/Loss on disposal of non-current assets	289	289	(253)	36
Restoration and rehabilitation provision expense	-	-	-	-
Total capital expenses	289	289	(253)	36
TOTAL EXPENSES	273,064	273,064	(253)	272,811
NET RESULT	24,801	24,801	275	25,076
Other comprehensive income/(loss)				
Items that will not be reclassified to a net result				
Revaluation of property, plant and equipment	-	-	-	-
TOTAL COMPREHENSIVE INCOME	24,801	24,801	275	25,076

Statement of Cash Flows

Forecast for the year ending June 2018

	Original Budgeted Cash Flow 2017-18 \$000s	Revised Budget Adj. Cash Opening Bal from 2016-17 \$000s	Proposed Movement Carryover Budget Review \$000s	Proposed Revised Budget 2017-18 \$000s
CASH FLOWS FROM OPERATING ACTIVITIES				
Receipts from customers	244,741	244,741	-	244,741
Payments to suppliers and employees	(210,402)	(210,402)	(125)	(210,527)
	34,340	34,340	(125)	34,215
Interest received	4,361	4,361	-	4,361
Rental income	839	839	-	839
Non-capital grants and contributions	9,547	9,547	-	9,547
Borrowing costs	(3,175)	(3,175)	-	(3,175)
Net cash inflow from operating activities	45,912	45,912	(125)	45,787
CASH FLOWS FROM INVESTING ACTIVITIES				
Payments for property, plant and equipment	(82,005)	(82,005)	(12,810)	(94,815)
Payments for intangible assets	(45)	(45)	-	(45)
Proceeds from sale of property, plant and equipment	1,180	1,180	253	1,433
Capital grants, subsidies and contributions	33,013	33,013	22	33,035
Other cash flows from investing activities	2,200	2,200	-	2,200
Net cash outflow from investing activities	(45,656)	(45,656)	(12,535)	(58,192)
CASH FLOWS FROM FINANCING ACTIVITIES				
Proceeds of borrowings	867	867	-	867
Repayment of borrowings	(4,644)	(4,644)	-	(4,644)
Net cash inflow / (outflow) from financing activities	(3,777)	(3,777)	-	(3,777)
Net Increase / (Decrease) in cash held and cash equivalents	(3,521)	(3,521)	(12,660)	(16,181)
Cash and cash equivalents at the beginning of the year	137,171	156,415		156,415
Cash and cash equivalents at the end of the financial year	133,650	152,894	(12,660)	140,234

**Statement of Financial Position
Forecast as at 30 June 2018**

	Original Budget 2017-18 \$000s	Unaudited Opening Balance* 2017-18 \$000s	Budgeted Movement 2017-18 \$000s	Carryover Budget Review Proposed Movements \$000s	Proposed Revised Budget 2017-18 \$000s
CURRENT ASSETS					
Cash and cash equivalents	133,650	156,415	(3,521)	(12,660)	140,234
Trade and other receivables	25,805	41,166	-	-	41,166
Inventories	678	556	-	-	556
Non-current assets held for sale	4,278	262	-	-	262
Other current assets	2,122	2,044	-	-	2,044
Total current assets	166,533	200,443	(3,521)	(12,660)	184,262
NON-CURRENT ASSETS					
Investment property	1,054	1,054	-	-	1,054
Property, plant and equipment	2,483,228	2,450,704	26,688	12,810	2,490,202
Intangible assets	1,215	2,938	(1,094)	-	1,844
Other financial assets	73	73	-	-	73
Investment in other entities	5,961	14,712	-	-	14,712
Total non-current assets	2,491,531	2,469,481	25,594	12,810	2,507,886
TOTAL ASSETS	2,658,064	2,669,924	22,073	150	2,692,147
CURRENT LIABILITIES					
Trade and other payables	21,411	38,096	648	-	38,744
Borrowings	7,701	7,713	-	-	7,713
Provisions	13,126	19,046	710	(125)	19,631
Other current liabilities	1,755	1,616	50	-	1,666
Total current liabilities	43,993	66,471	1,409	(125)	67,754
NON-CURRENT LIABILITIES					
Borrowings	33,461	37,486	(4,143)	-	33,343
Provisions	12,356	11,769	7	-	11,776
Total non-current liabilities	45,817	49,256	(4,137)	-	45,119
TOTAL LIABILITIES	89,811	115,726	(2,728)	(125)	112,873
NET COMMUNITY ASSETS	2,568,254	2,554,198	24,801	275	2,579,274
COMMUNITY EQUITY					
Asset revaluation surplus	963,349	964,169	-	-	964,169
Retained surplus	1,498,727	1,501,635	8,993	888	1,511,516
Constrained cash reserves	106,178	88,394	15,808	(613)	103,590
TOTAL COMMUNITY EQUITY	2,568,254	2,554,198	24,801	275	2,579,274

* Please note - this is a forecast based upon the unaudited closing balance of 2016-17 - opening balance for 2017-18

	Original Budget \$000s	Revised Budget as Adopted \$000s	Proposed Changes Carryover Budget Review \$000s	Proposed Revised Budget \$000s
Revenue				
Rates charges	91,688	91,688	-	91,688
Levies and utility charges	138,824	138,824	-	138,824
<i>Less: Pensioner remissions and rebates</i>	(3,325)	(3,325)	-	(3,325)
Fees and charges	13,048	13,048	-	13,048
Operating grants and subsidies	8,795	8,795	-	8,795
Operating contributions and donations	702	702	-	702
Interest external	4,361	4,361	-	4,361
Investment returns	2,200	2,200	-	2,200
Other Revenue	5,347	5,347	-	5,347
Total revenue	261,639	261,639	-	261,639
Expenses				
Employee benefits	85,677	85,677	-	85,677
Materials and services	126,040	126,040	-	126,040
Finance costs other	303	303	-	303
Other expenditure	489	489	-	489
Net Internal Costs	(741)	(741)	-	(741)
Total expenses	211,767	211,767	-	211,767
Earnings before interest, tax and depreciation (EBITD)	49,872	49,872	-	49,872
Interest expense	2,809	2,809	-	2,809
Depreciation and amortisation	58,200	58,200	-	58,200
OPERATING SURPLUS/(DEFICIT)	(11,136)	(11,136)	-	(11,136)

Capital Funding Statement

Forecast for the year ending 30 June 2018

	Original Budget \$000s	Revised Budget as Adopted \$000s	Proposed Changes Carryover Budget Review \$000s	Proposed Revised Budget \$000s
Proposed sources of capital funding				
Capital contributions and donations	29,250	29,250	-	29,250
Capital grants and subsidies	3,763	3,763	22	3,785
Proceeds on disposal of non-current assets	1,180	1,180	253	1,433
Capital transfers (to) / from reserves	(14,106)	(14,106)	613	(13,493)
Non-cash contributions	3,213	3,213	-	3,213
New loans	867	867	-	867
Funding from general revenue	66,106	66,106	11,922	78,028
Total sources of capital funding	90,272	90,272	12,810	103,082
Proposed application of capital funds				
Contributed assets	3,213	3,213	-	3,213
Capitalised goods and services	74,965	74,965	12,634	87,599
Capitalised employee costs	7,085	7,085	176	7,261
Loan redemption	5,010	5,010	-	5,010
Total application of capital funds	90,272	90,272	12,810	103,082
Other budgeted items				
Transfers to constrained operating reserves	(13,268)	(13,268)	-	(13,268)
Transfers from constrained operating reserves	11,565	11,565	-	11,565
WDV of assets disposed	1,468	1,468	-	1,468
Tax and Dividends	-	-	-	-
Internal Capital Structure Financing	-	-	-	-

CEO Group

Operating Statement

Forecast for the year ending 30 June 2018

	Original Budget \$000s	Revised Budget as Adopted \$000s	Proposed Changes	
			Carryover Budget Review \$000s	Proposed Revised Budget \$000s
Revenue				
Rates charges	91,688	91,688	-	91,688
Levies and utility charges	241	241	-	241
<i>Less: Pensioner remissions and rebates</i>	(2,919)	(2,919)	-	(2,919)
Fees and charges	565	565	-	565
Operating grants and subsidies	2,660	2,660	-	2,660
Operating contributions and donations	70	70	-	70
Interest external	3,774	3,774	-	3,774
Investment returns	2,200	2,200	-	2,200
Other Revenue	331	331	-	331
Total revenue	98,610	98,610	-	98,610
Expenses				
Employee benefits	13,247	13,123	-	13,123
Materials and services	5,868	5,868	-	5,868
Finance costs other	299	299	-	299
Other expenditure	137	137	-	137
Net Internal Costs	(5,705)	(5,706)	-	(5,706)
Total expenses	13,846	13,721	-	13,721
Earnings before interest, tax and depreciation (EBITD)	84,765	84,890	-	84,890
Interest expense	2,776	2,776	-	2,776
Depreciation and amortisation	30	30	-	30
OPERATING SURPLUS/(DEFICIT)	81,959	82,084	-	82,084

Capital Funding Statement

Forecast for the year ending 30 June 2018

	Original Budget \$000s	Revised Budget as Adopted \$000s	Proposed Changes	
			Carryover Budget Review \$000s	Proposed Revised Budget \$000s
Proposed sources of capital funding				
Capital contributions and donations	-	-	-	-
Capital grants and subsidies	-	-	-	-
Proceeds on disposal of non-current assets	-	-	-	-
Capital transfers (to) / from reserves	-	-	-	-
Non-cash contributions	-	-	-	-
New loans	-	-	-	-
Funding from general revenue	6,152	6,152	41	6,193
Total sources of capital funding	6,152	6,152	41	6,193
Proposed application of capital funds				
Contributed assets	-	-	-	-
Capitalised goods and services	982	982	41	1,022
Capitalised employee costs	244	244	-	244
Loan redemption	4,927	4,927	-	4,927
Total application of capital funds	6,152	6,152	41	6,193
Other budgeted items				
Transfers to constrained operating reserves	(241)	(241)	-	(241)
Transfers from constrained operating reserves	241	241	-	241
WDV of assets disposed	-	-	-	-
Tax and Dividends	(19,316)	(19,316)	-	(19,316)
Internal Capital Structure Financing	(18,265)	(18,265)	-	(18,265)

Organisational Services

Operating Statement

Forecast for the year ending 30 June 2018

	Original Budget \$000s	Revised Budget as Adopted \$000s	Proposed Changes	
			Carryover Budget Review \$000s	Proposed Revised Budget \$000s
Revenue				
Rates charges	-	-	-	-
Levies and utility charges	339	339	-	339
<i>Less: Pensioner remissions and rebates</i>	-	-	-	-
Fees and charges	32	32	-	32
Operating grants and subsidies	76	76	-	76
Operating contributions and donations	-	-	-	-
Interest external	-	-	-	-
Investment returns	-	-	-	-
Other Revenue	170	170	-	170
Total revenue	617	617	-	617
Expenses				
Employee benefits	15,302	15,357	-	15,357
Materials and services	9,673	9,673	-	9,673
Finance costs other	0	0	-	0
Other expenditure	125	125	-	125
Net Internal Costs	(10,863)	(10,863)	-	(10,863)
Total expenses	14,236	14,292	-	14,292
Earnings before interest, tax and depreciation (EBITD)	(13,620)	(13,675)	-	(13,675)
Interest expense	-	-	-	-
Depreciation and amortisation	4,667	4,667	-	4,667
OPERATING SURPLUS/(DEFICIT)	(18,287)	(18,343)	-	(18,343)

Capital Funding Statement

Forecast for the year ending 30 June 2018

	Original Budget \$000s	Revised Budget as Adopted \$000s	Proposed Changes	
			Carryover Budget Review \$000s	Proposed Revised Budget \$000s
Proposed sources of capital funding				
Capital contributions and donations	-	-	-	-
Capital grants and subsidies	-	-	-	-
Proceeds on disposal of non-current assets	1,180	1,180	253	1,433
Capital transfers (to) / from reserves	-	-	-	-
Non-cash contributions	-	-	-	-
New loans	-	-	-	-
Funding from general revenue	5,355	5,355	4,915	10,270
Total sources of capital funding	6,535	6,535	5,168	11,703
Proposed application of capital funds				
Contributed assets	-	-	-	-
Capitalised goods and services	6,535	6,535	5,168	11,703
Capitalised employee costs	-	-	-	-
Loan redemption	-	-	-	-
Total application of capital funds	6,535	6,535	5,168	11,703
Other budgeted items				
Transfers to constrained operating reserves	-	-	-	-
Transfers from constrained operating reserves	-	-	-	-
WDV of assets disposed	1,180	1,180	-	1,180
Tax and Dividends	-	-	-	-
Internal Capital Structure Financing	-	-	-	-

Customer & Community Services

Operating Statement

Forecast for the year ending 30 June 2018

	Original Budget \$000s	Revised Budget as Adopted \$000s	Proposed Changes Carryover Budget Review \$000s	Proposed Revised Budget \$000s
Revenue				
Rates charges	-	-	-	-
Levies and utility charges	-	-	-	-
<i>Less: Pensioner remissions and rebates</i>	-	-	-	-
Fees and charges	8,941	8,941	-	8,941
Operating grants and subsidies	1,596	1,596	-	1,596
Operating contributions and donations	-	-	-	-
Interest external	10	10	-	10
Investment returns	-	-	-	-
Other Revenue	1,222	1,222	-	1,222
Total revenue	11,768	11,768	-	11,768
Expenses				
Employee benefits	29,067	29,063	-	29,063
Materials and services	8,330	7,967	-	7,967
Finance costs other	3	3	-	3
Other expenditure	225	225	-	225
Net Internal Costs	7,511	7,511	-	7,511
Total expenses	45,136	44,769	-	44,769
Earnings before interest, tax and depreciation (EBITD)	(33,368)	(33,001)	-	(33,001)
Interest expense	-	-	-	-
Depreciation and amortisation	1,931	1,931	-	1,931
OPERATING SURPLUS/(DEFICIT)	(35,299)	(34,932)	-	(34,932)

Capital Funding Statement

Forecast for the year ending 30 June 2018

	Original Budget \$000s	Revised Budget as Adopted \$000s	Proposed Changes Carryover Budget Review \$000s	Proposed Revised Budget \$000s
Proposed sources of capital funding				
Capital contributions and donations	17,153	17,153	-	17,153
Capital grants and subsidies	710	710	22	732
Proceeds on disposal of non-current assets	-	-	-	-
Capital transfers (to) / from reserves	(17,053)	(17,053)	-	(17,053)
Non-cash contributions	-	-	-	-
New loans	-	-	-	-
Funding from general revenue	1,725	1,671	934	2,605
Total sources of capital funding	2,536	2,481	956	3,437
Proposed application of capital funds				
Contributed assets	-	-	-	-
Capitalised goods and services	2,536	2,481	956	3,437
Capitalised employee costs	-	-	-	-
Loan redemption	-	-	-	-
Total application of capital funds	2,536	2,481	956	3,437
Other budgeted items				
Transfers to constrained operating reserves	(140)	(140)	-	(140)
Transfers from constrained operating reserves	1,394	953	-	953
WDV of assets disposed	-	-	-	-
Tax and Dividends	-	-	-	-
Internal Capital Structure Financing	-	-	-	-

Infrastructure & Operations

(excl Redland Water & RedWaste)

Operating Statement

Forecast for the year ending 30 June 2018

	Original Budget \$000s	Revised Budget as Adopted \$000s	Proposed Changes Carryover Budget Review \$000s	Proposed Revised Budget \$000s
Revenue				
Rates charges	-	-	-	-
Levies and utility charges	14,322	14,322	-	14,322
<i>Less: Pensioner remissions and rebates</i>	-	-	-	-
Fees and charges	2,720	2,720	-	2,720
Operating grants and subsidies	4,464	4,464	-	4,464
Operating contributions and donations	632	632	-	632
Interest external	45	45	-	45
Investment returns	-	-	-	-
Other Revenue	589	589	-	589
Total revenue	22,771	22,771	-	22,771
Expenses				
Employee benefits	18,273	18,346	-	18,346
Materials and services	38,628	38,991	-	38,991
Finance costs other	-	-	-	-
Other expenditure	2	2	-	2
Net Internal Costs	6,284	6,284	-	6,284
Total expenses	63,187	63,623	-	63,623
Earnings before interest, tax and depreciation (EBITD)	(40,416)	(40,852)	-	(40,852)
Interest expense	-	-	-	-
Depreciation and amortisation	32,806	32,806	-	32,806
OPERATING SURPLUS/(DEFICIT)	(73,222)	(73,659)	-	(73,659)

Capital Funding Statement

Forecast for the year ending 30 June 2018

	Original Budget \$000s	Revised Budget as Adopted \$000s	Proposed Changes Carryover Budget Review \$000s	Proposed Revised Budget \$000s
Proposed sources of capital funding				
Capital contributions and donations	5,742	5,742	-	5,742
Capital grants and subsidies	2,777	2,777	-	2,777
Proceeds on disposal of non-current assets	-	-	-	-
Capital transfers (to) / from reserves	6,067	6,067	610	6,677
Non-cash contributions	82	82	-	82
New loans	867	867	-	867
Funding from general revenue	47,875	47,930	4,512	52,442
Total sources of capital funding	63,410	63,464	5,122	68,586
Proposed application of capital funds				
Contributed assets	82	82	-	82
Capitalised goods and services	56,782	56,836	4,951	61,788
Capitalised employee costs	6,546	6,546	171	6,717
Loan redemption	-	-	-	-
Total application of capital funds	63,410	63,464	5,122	68,586
Other budgeted items				
Transfers to constrained operating reserves	(12,887)	(12,887)	-	(12,887)
Transfers from constrained operating reserves	9,930	10,371	-	10,371
WDV of assets disposed	289	289	-	289
Tax and Dividends	-	-	-	-
Internal Capital Structure Financing	-	-	-	-

Infrastructure & Operations

(incl Redland Water & RedWaste)

Operating Statement

Forecast for the year ending 30 June 2018

	Original Budget \$000s	Revised Budget as Adopted \$000s	Proposed Changes Carryover Budget Review \$000s	Proposed Revised Budget \$000s
Revenue				
Rates charges	-	-	-	-
Levies and utility charges	138,245	138,245	-	138,245
<i>Less: Pensioner remissions and rebates</i>	(407)	(407)	-	(407)
Fees and charges	3,510	3,510	-	3,510
Operating grants and subsidies	4,464	4,464	-	4,464
Operating contributions and donations	632	632	-	632
Interest external	577	577	-	577
Investment returns	-	-	-	-
Other Revenue	3,624	3,624	-	3,624
Total revenue	150,644	150,644	-	150,644
Expenses				
Employee benefits	28,061	28,134	-	28,134
Materials and services	102,169	102,532	-	102,532
Finance costs other	1	1	-	1
Other expenditure	2	2	-	2
Net Internal Costs	8,316	8,317	-	8,317
Total expenses	138,549	138,985	-	138,985
Earnings before interest, tax and depreciation (EBITD)	12,095	11,658	-	11,658
Interest expense	33	33	-	33
Depreciation and amortisation	51,571	51,571	-	51,571
OPERATING SURPLUS/(DEFICIT)	(39,509)	(39,945)	-	(39,945)

Capital Funding Statement

Forecast for the year ending 30 June 2018

	Original Budget \$000s	Revised Budget as Adopted \$000s	Proposed Changes Carryover Budget Review \$000s	Proposed Revised Budget \$000s
Proposed sources of capital funding				
Capital contributions and donations	12,097	12,097	-	12,097
Capital grants and subsidies	3,053	3,053	-	3,053
Proceeds on disposal of non-current assets	-	-	-	-
Capital transfers (to) / from reserves	2,947	2,947	613	3,560
Non-cash contributions	3,213	3,213	-	3,213
New loans	867	867	-	867
Funding from general revenue	52,874	52,928	6,032	58,960
Total sources of capital funding	75,050	75,104	6,645	81,749
Proposed application of capital funds				
Contributed assets	3,213	3,213	-	3,213
Capitalised goods and services	64,913	64,967	6,469	71,436
Capitalised employee costs	6,841	6,841	176	7,017
Loan redemption	83	83	-	83
Total application of capital funds	75,050	75,104	6,645	81,749
Other budgeted items				
Transfers to constrained operating reserves	(12,887)	(12,887)	-	(12,887)
Transfers from constrained operating reserves	9,930	10,371	-	10,371
WDV of assets disposed	289	289	-	289
Tax and Dividends	19,316	19,316	-	19,316
Internal Capital Structure Financing	18,265	18,265	-	18,265

Operating Statement

Forecast for the year ending 30 June 2018

	Proposed Changes			
	Original Budget \$000s	Revised Budget as Adopted \$000s	Carryover Budget Review \$000s	Proposed Revised Budget \$000s
Revenue				
Rates charges	-	-	-	-
Levies and utility charges	21,663	21,663	-	21,663
<i>Less: Pensioner remissions and rebates</i>	-	-	-	-
Fees and charges	440	440	-	440
Operating grants and subsidies	-	-	-	-
Operating contributions and donations	-	-	-	-
Interest external	61	61	-	61
Investment returns	-	-	-	-
Other Revenue	969	969	-	969
Total revenue	23,133	23,133	-	23,133
Expenses				
Employee benefits	1,588	1,588	-	1,588
Materials and services	15,485	15,485	-	15,485
Finance costs other	1	1	-	1
Other expenditure	-	-	-	-
Net Internal Costs	(993)	(993)	-	(993)
Total expenses	16,081	16,081	-	16,081
Earnings before interest, tax and depreciation (EBITD)	7,052	7,052	-	7,052
Interest expense	33	33	-	33
Depreciation and amortisation	307	307	-	307
OPERATING SURPLUS/(DEFICIT)	6,712	6,712	-	6,712

Capital Funding Statement

Forecast for the year ending 30 June 2018

	Proposed Changes			
	Original Budget \$000s	Revised Budget as Adopted \$000s	Carryover Budget Review \$000s	Proposed Revised Budget \$000s
Proposed sources of capital funding				
Capital contributions and donations	-	-	-	-
Capital grants and subsidies	-	-	-	-
Proceeds on disposal of non-current assets	-	-	-	-
Capital transfers (to) / from reserves	-	-	-	-
Non-cash contributions	-	-	-	-
New loans	-	-	-	-
Funding from general revenue	317	317	15	333
Total sources of capital funding	317	317	15	333
Proposed application of capital funds				
Contributed assets	-	-	-	-
Capitalised goods and services	240	240	9	249
Capitalised employee costs	-	-	-	-
Loan redemption	77	77	6	83
Total application of capital funds	317	317	15	333
Other budgeted items				
Transfers to constrained operating reserves	-	-	-	-
Transfers from constrained operating reserves	-	-	-	-
WDV of assets disposed	-	-	-	-
Tax and Dividends	4,378	4,378	-	4,378
Internal Capital Structure Financing	-	-	-	-

Redland Water

Operating Statement

Forecast for the year ending 30 June 2018

	Original Budget \$000s	Revised Budget as Adopted \$000s	Proposed Changes	
			Carryover Budget Review \$000s	Proposed Revised Budget \$000s
Revenue				
Rates charges	-	-	-	-
Levies and utility charges	102,260	102,260	-	102,260
<i>Less: Pensioner remissions and rebates</i>	(407)	(407)	-	(407)
Fees and charges	350	350	-	350
Operating grants and subsidies	-	-	-	-
Operating contributions and donations	-	-	-	-
Interest external	471	471	-	471
Investment returns	-	-	-	-
Other Revenue	2,066	2,066	-	2,066
Total revenue	104,740	104,740	-	104,740
Expenses				
Employee benefits	8,200	8,200	-	8,200
Materials and services	48,056	48,056	-	48,056
Finance costs other	-	-	-	-
Other expenditure	-	-	-	-
Net Internal Costs	3,025	3,025	-	3,025
Total expenses	59,281	59,281	-	59,281
Earnings before interest, tax and depreciation (EBITD)	45,459	45,459	-	45,459
Interest expense	-	-	-	-
Depreciation and amortisation	18,457	18,457	-	18,457
OPERATING SURPLUS/(DEFICIT)	27,001	27,001	-	27,001

Capital Funding Statement

Forecast for the year ending 30 June 2018

	Original Budget \$000s	Revised Budget as Adopted \$000s	Proposed Changes	
			Carryover Budget Review \$000s	Proposed Revised Budget \$000s
Proposed sources of capital funding				
Capital contributions and donations	6,355	6,355	-	6,355
Capital grants and subsidies	276	276	-	276
Proceeds on disposal of non-current assets	-	-	-	-
Capital transfers (to) / from reserves	(3,120)	(3,120)	3	(3,117)
Non-cash contributions	3,131	3,131	-	3,131
New loans	-	-	-	-
Funding from general revenue	4,675	4,675	1,511	6,186
Total sources of capital funding	11,316	11,316	1,514	12,830
Proposed application of capital funds				
Contributed assets	3,131	3,131	-	3,131
Capitalised goods and services	7,891	7,891	1,509	9,399
Capitalised employee costs	295	295	5	300
Loan redemption	-	-	-	-
Total application of capital funds	11,316	11,316	1,514	12,830
Other budgeted items				
Transfers to constrained operating reserves	-	-	-	-
Transfers from constrained operating reserves	-	-	-	-
WDV of assets disposed	-	-	-	-
Tax and Dividends	14,937	14,937	-	14,937
Internal Capital Structure Financing	18,265	18,265	-	18,265



Redland City Council

2016-17 to 2017-18 Carryover Budget Review

Summary Submissions

	No of Submissions	Revenue	Operating Expenditure	Capital Expenditure	Balance Sheet Adjustments	Reserves	Cash Impact
<u>CARRYOVER SUBMISSIONS</u>							
CEO Groups	1	0	0	40,907	0	0	40,907
Organisational Services	13	-252,970	0	5,168,154	0	0	4,915,184
Community & Customer Services	8	-21,960	0	956,162	0	0	934,202
Infrastructure & Operations	55	0	0	6,644,849	131,648	-613,224	6,769,849
TOTAL SUBMISSIONS	77	-274,930	0	12,810,073	131,648	-613,224	12,660,143
<u>TRANSFERS</u>							
CEO Group	0	0	0	0	0	0	0
Organisational Services	0	0	0	0	0	0	0
Community & Customer Services	0	0	0	0	0	0	0
Infrastructure & Operations	15	0	0	0	0	0	0
TOTAL TRANSFERS	15	0	0	0	0	0	0
BUDGET REVIEW TOTAL	92	-274,930	0	12,810,073	131,648	-613,224	12,660,143



Redland City Council

2016-17 to 2017-18 Carryover Budget Review

Submission Number	Submission Description	Reason	Revenue	Operating Expenditure	Capital Expenditure	Balance Sheet Adjustments	Reserves	Cash Impact
SUBMISSIONS								
Chief Executive Officer Groups								
0000-300	20901 - Aurion Upgrade Project - In progress, incorporating increased scope to project, completion Q1 17/18.	Project Carryover	0	0	40,907	0	0	40,907
CHIEF EXECUTIVE OFFICER GROUPS TOTAL SUBMISSIONS			0	0	40,907	0	0	40,907
Organisational Services								
1000-100	20519 - Land Acquisition via RIC (Redland Investment Corporation), completion Q2 17/18.	Project Carryover	0	0	4,000,000	0	0	4,000,000
1000-605	20305 - Data Centre has been delivered, installation in progress, completion Q2 17/18.	Project Carryover	0	0	530,853	0	0	530,853
1000-400	41005 - Fleet Replacement program, chipper truck and customised trailer being factory built, completion and delivery Q2 17/18.	Project Carryover	0	0	142,000	0	0	142,000
1000-608	20350 - Replacement Activity Server - 16/17 server refresh. 75% of the project has been completed. Completion Q2 of 17/18.	Project Carryover	0	0	139,776	0	0	139,776
1000-602	20159 - Enterprise Cash Receipting. Order raised with vendor, the project is currently in discovery stage and infrastructure is yet to be provisioned. Completion due Q3 17/18.	Project Carryover	0	0	132,265	0	0	132,265
1000-604	20374 - Replacement Activity Network. Awaiting final delivery of hardware, completion due Q2 17/18.	Project Carryover	0	0	99,792	0	0	99,792
1000-600	20371 - Water Quality Software. Analysis is complete, preferred solution selected, legal review & risk assessment being conducted. Completion Q1 17/18.	Project Carryover	0	0	50,000	0	0	50,000
1000-601	20053 - P&R e-services, e-requests. Purchase order raised with vendor, Tech One. Completion due Q2 17/18.	Project Carryover	0	0	38,322	0	0	38,322
1000-402	42913 - Solar Panels. Fleet Facilities solar panel installation in progress, completion due Q1 17/18.	Project Carryover	0	0	10,000	0	0	10,000
1000-603	20541 - P&R Core Upgrade - CP&A Track & Browse updates, contract let to vendor, completion Q1 17/18.	Project Carryover	0	0	10,000	0	0	10,000
1000-606	20306 - Digitisation. Software has been purchased, installation is pending the Objective Health check remediation. Purchase order for install raised, completion Q2 17/18.	Project Carryover	0	0	9,510	0	0	9,510
1000-609	20358 - People Counters. Purchase order raised, order partially complete, 2 items are on back order, awaiting installation. Completion Q2 17/18.	Project Carryover	0	0	5,636	0	0	5,636
1000-401	41005 - Fleet Replacement program - Proceeds from vehicle sale still to be recognised, items held for sale with the auction house, expected completion of sales Q2-Q3 17/18.	Project Carryover	-252,970	0	0	0	0	-252,970
ORGANISATIONAL SERVICES TOTAL SUBMISSIONS			-252,970	0	5,168,154	0	0	4,915,184
SUBMISSIONS								
Community and Customer Services								
2000-503	41060 - Indigiscapes Centre Extension. Funds required for project management, consultancy and the nursery building, including shed, shade and hardstand. Expected completion Q2 17/18.	Project Carryover	-21,960	0	413,942	0	0	391,982

Submission Number	Submission Description	Reason	Revenue	Operating Expenditure	Capital Expenditure	Balance Sheet Adjustments	Reserves	Cash Impact
2000-301	20062 - Wellington Point Village - Public Art. Project delayed due to extended consultation/approval phase. Detailed specifications significantly advanced with commissioning documentation, fabrication and installation to be completed Q3 17/18.	Project Carryover	0	0	197,500	0	0	197,500
2000-303	41010 - Public Art Plan 2016-2021. Project deferred awaiting approval of the 5 year plan with scheduled works. Expected completion Q2 17/18.	Project Carryover	0	0	144,809	0	0	144,809
2000-700	81115 - Cleveland Community Hub. Project currently within the planning and conceptual phase awaiting identification of suitable site, anticipated to reach design phase in Q3 17/18.	Project Carryover	0	0	119,350	0	0	119,350
2000-302	40457 - Public Art & Acquisitions. Cleveland CBD revitalisation public art. Submissions have been prepared for the Public Art Advisory Panel for approval. Expected completion Q1 17/18.	Project Carryover	0	0	43,351	0	0	43,351
2000-500	21464 - Wildlife and Roads - Heinemann Rd Virtual Fence - completed Q1 17/18.	Project Carryover	0	0	23,200	0	0	23,200
2000-502	42956 - Renewable Energy Building Metering. Funds required to finalise installation of Building Metering & Monitoring. Expected completion Q1 17/18.	Project Carryover	0	0	7,152	0	0	7,152
2000-300	20299 - RCCC Refurbishment. Planning and design phase. Expected completion Q2 17/18.	Project Carryover	0	0	6,858	0	0	6,858
CUSTOMER AND COMMUNITY SERVICES TOTAL SUBMISSIONS			-21,960	0	956,162	0	0	934,202
<u>SUBMISSIONS</u>								
<u>Infrastructure and Operations</u>								
3000-613	40371 - Russell Tce Macleay Island. Contract let, transfer of unexpended project budget from 16/17 to allow for construction to commence in Q1 17/18.	Project Carryover	0	0	760,935	0	0	760,935
3000-211	41189 - Raby Bay Repair Trial. Project expected to be completed in Q1 17/18.	Project Carryover	0	0	712,144	0	0	712,144
3000-309	64035 - Sewerage Pump Station #35 (347 Birkdale Rd, Birkdale). Construction in progress - expected completion Q2 17/18.	Project Carryover	0	0	511,905	0	0	511,905
3000-306	63133 - Thorneside Wastewater Treatment Plant Inlet Works Upgrade. Purchase Order raised to close out project, expected completion Q1 17/18.	Project Carryover	0	0	455,566	0	0	455,566
3000-614	41178 - Revetment Wall - Marram Crt. Preferred contractor unable to commence in 16/17. The project expected completion Q1 17/18.	Project Carryover	0	0	443,500	0	0	443,500
3000-610	80010 - Bus Shelter & Seat Renewals. Project in progress. Expected completion Q1 17/18.	Project Carryover	0	0	386,732	0	0	386,732
3000-637	42105 - Weinam Creek Wetland Park, Skate Park. The project is under contract. Expected completion Q1 17/18.	Project Carryover	0	0	316,981	0	-300,765	316,981
3000-509	20413 - Aquatic Precinct Redevelopment. Stamp duty for land acquisition, in consultation with state government on approvals process. Expected completion Q2 17/18.	Project Carryover	0	0	299,704	0	0	299,704
3000-612	41403 - Div6 CIP Lighting & Electrical Mt Cotton Community Park. Contract let and construction programmed to follow Skate Park construction which will be completed Q1 17/18. Electrical will be completed Q2 17/18.	Project Carryover	0	0	259,016	0	-59,016	259,016
3000-640	Various road resurfacing jobs. Works commenced 16/17, contractor plant breakdowns caused delay. Expected completion Q1 17/18.	Project Carryover	0	0	218,629	0	0	218,629
3000-606	Reseal & Resurfacing Program. Pavement design for 17/18 projects. Expected completion Q1 17/18.	Project Carryover	0	0	171,853	0	0	171,853

Submission Number	Submission Description	Reason	Revenue	Operating Expenditure	Capital Expenditure	Balance Sheet Adjustments	Reserves	Cash Impact
3000-638	41402 - Skate Park, Mt Cotton Community Park. Construction well advanced. Expected completion Q1 17/18.	Project Carryover	0	0	129,690	0	-2,133	129,690
3000-308	64029 - Sewerage Pump Station #29 (Eva St, Thorneside). Purchase order raised for pump installation. Expected completion Q1 17/18.	Project Carryover	0	0	123,349	0	0	123,349
3000-635	40063 - Seawall - Macleay Island Bowls Club. Project under construction. Expected completion Q1 17/18.	Project Carryover	0	0	123,312	0	0	123,312
3000-208	42349 - Pontoon Upgrade Russell Island. 2 purchase orders have been raised and work is in progress. Expected completion Q4 17/18.	Project Carryover	0	0	113,607	0	0	113,607
3000-301	62134 - Fixed Water tanker filling stations. Purchase order for 3 water dispensing machines placed in Mar 2017 and expected delivery Q1 17/18.	Project Carryover	0	0	106,011	0	0	106,011
3000-307	64005 - Sewerage Pump Station #5 (2-16 Middle St, Cleveland). Purchase order raised for pump replacement & labour costs. Expected completion Q1 17/18.	Project Carryover	0	0	105,100	0	-3,145	105,100
3000-500	41551 - Headland Park Renewal. Project scope amended after consultation with Quandamooka Yoolooburabee Aboriginal Corporation (QYAC). Contract has not been awarded, the project expected completion Q3 17/18.	Project Carryover	0	0	105,000	0	-105,000	105,000
3000-620	42630 - Weinam Creek Wetlands Park. Project in progress. Expected completion Q1 17/18.	Project Carryover	0	0	89,254	0	-14,978	89,254
3000-311	64908 - Pump Station #5 - Switchboard upgrade. Purchase order raised for electrical installation of equipment. Expected completion Q1 17/18.	Project Carryover	0	0	83,864	0	0	83,864
3000-504	20664 - Land Acquisition. Costs represent demolition/make good of site. Works to be scheduled for completion Q2 17/18.	Project Carryover	0	0	83,125	0	-83,125	83,125
3000-507	20294 - Station Master Cottage. Work nearing completion, minor make good and site restoration due for completion Q1 17/18.	Project Carryover	0	0	77,671	0	0	77,671
3000-505	41704 - Cricket Nets Judy Holt CIP Div 8. Project in construction phase. Expected completion Q1 17/18.	Project Carryover	0	0	74,711	0	0	74,711
3000-502	44754 - Asset Renewal - Frenchman Beach. Project in consultation phase. Expected completion Q2 17/18.	Project Carryover	0	0	70,000	0	0	70,000
3000-313	64910 - Pump Station #35 - Switchboard upgrade. Purchase order raised for electrical installation. Expected completion Q2 17/18.	Project Carryover	0	0	69,300	0	0	69,300
3000-215	42797 - 2 Colburn Avenue Victoria Point. Final works to be completed in Q1 17/18.	Project Carryover	0	0	66,775	0	0	66,775
3000-503	20440 - Cleveland Library Lift Modernisation. Contractor engaged. Expected completion Q2 17/18.	Project Carryover	0	0	61,140	0	0	61,140
3000-201	46249 - Seawall, Junner Street, Dunwich. Quotations have been received. Project scheduled to commence in Q1 17/18. Expected completion Q2 17/18.	Project Carryover	0	0	60,000	0	0	60,000
3000-214	42091 - City Entry Signs Project on hold pending Branding & Identity review outcomes.	Project Carryover	0	0	50,000	0	0	50,000
3000-628	40532 - Rosewood & Quarry Traffic Lights. Project awaiting Energex connection before being operational. Expected completion Q1 17/18.	Project Carryover	0	0	49,627	0	0	49,627
3000-624	40028 - Canoe Launching Pontoon, Raby Bay permit phase. In Design and permit stage and expected completion Q1 17/18.	Project Carryover	0	0	49,468	0	0	49,468
3000-303	64033 - Sewerage Pump Station #33 (226 Birkdale Rd, Birkdale). Purchase order raised for pump delivery & installation. Expected completion Q1 17/18.	Project Carryover	0	0	45,665	0	0	45,665
3000-619	40556 - Collins St & School of Arts. Design of project is in its final stages, service relocations to commence in Q1 17/18.	Project Carryover	0	0	37,442	0	-25,872	37,442
3000-202	42347 - Amity Point Swimming Enclosure Asset Renewal. A purchase order has been raised and contractor engaged to deliver project requirements. Completion expected Q1 17/18.	Project Carryover	0	0	36,619	0	0	36,619
3000-615	40579 - Seacrest Crt Rock Armour. Preferred contractor commenced in July 17. Expected completion Q1 17/18.	Project Carryover	0	0	35,340	0	0	35,340

Submission Number	Submission Description	Reason	Revenue	Operating Expenditure	Capital Expenditure	Balance Sheet Adjustments	Reserves	Cash Impact
3000-626	40989 - Safety Improvements, Wynyard St, Cleveland. Final design requiring Energex requirements, expect design completion Q1 17/18	Project Carryover	0	0	32,371	0	0	32,371
3000-501	40610 - Renewal Laurie Burns Recreation Reserve – Coochiemudlo Island. Community consultation completed, project scope redefined. Expected completion Q3 17/18.	Project Carryover	0	0	31,297	0	0	31,297
3000-630	41071 - Seawall, Old Schoolhouse Park. Final design awaiting SEMP approval. Design completion expectd Q3 17/18.	Project Carryover	0	0	31,125	0	0	31,125
3000-209	46937 - Esplanade Boat Ramp Renewal Karragarra Island. Design works completed, permit in progress. Expected completion Q2 17/18.	Project Carryover	0	0	26,989	0	0	26,989
3000-508	20318 - William Ross Park Upgrade. Community consultation completed, progressing design phase. Expected completion Q1 17/18.	Project Carryover	0	0	25,656	0	0	25,656
3000-204	40258 - Seawall, Foreshore - Queens Esplanade, Thorneside. Relates to design and permit application stage of this project. Expected completion Q3 17/18.	Project Carryover	0	0	24,585	0	0	24,585
3000-605	42356 - Dog Off Leash - Gundagai Drive. Works in progress. Expected completion in Q1 17/18.	Project Carryover	0	0	19,190	0	-19,190	19,190
3000-212	42782 - Revetment wall upgrade - 37 Piermont. Hydrographic survey required. Expected completion Q3 17/18.	Project Carryover	0	0	14,745	0	0	14,745
3000-625	40547 - Road and Footpath Upgrade – Bunker Road, Victoria Point. In design phase. Expected completion Q1 17/18.	Project Carryover	0	0	12,152	0	0	12,152
3000-631	41073 - Seawall Masters Ave, Victoria Point, in design and permit phase. Expected completion Q1 17/18.	Project Carryover	0	0	11,459	0	0	11,459
3000-305	62229 - Lyndon Road / Runnymede Road AC main replacement. Purchase order raised. Expected completion Q1 17/18.	Project Carryover	0	0	10,000	0	0	10,000
3000-316	65046 - Birkdale haul road carryover of capital component of Birkdale remediation. Work in progress. Expected completion Q1 17/18.	Project Carryover	0	0	8,791	0	0	8,791
3000-399	55001 - Financial Management - amendment to reflect updated report design to align to RCC financial statements.	Budget Adjustment	0	0	0	6,648	0	0
3000-632	42353 - Masters Ave Barge Ramp, Victoria Point, design and permit phase. Expected completion Q1 17/18.	Project Carryover	0	0	5,433	0	0	5,433
3000-210	40032 - Coochiemudlo Island Jetty (Disability Discrimination Act Compliance). Expected completion Q2 17/18.	Project Carryover	0	0	3,348	0	0	3,348
3000-312	64909 - Pump Station #5 – Genset. Cost for delivery of Genset to site (Pump Station #5) and rewire costs. Work in progress. Expected completion Q1 17/18.	Project Carryover	0	0	1,890	0	0	1,890
3000-633	46937 - Esplanade Boat Ramp Renewal - Karragarra Island - design and permit phase. Expected completion Q2 17/18.	Project Carryover	0	0	1,396	0	0	1,396
3000-314	64911 -Pump Station #35 – Genset. Cost for delivery of Genset to site (Pump Station #35) and rewire costs. Work in progress. Expected completion Q2 17/18.	Project Carryover	0	0	1,389	0	0	1,389
3000-315	55073 - Birkdale landfill remediation. Purchase order raised for completion of the desilting of the pond. Expected completion Q1 17/18.	Project Carryover	0	125,000	0	0	0	125,000
3000-317	55531- Closed Landfill Administration adjust Landfill Remediation Credit. Offset credit to Balance Sheet Provision for Remediation obligations.	Project Carryover	0	-125,000	0	125,000	0	0
INFRASTRUCTURE AND OPERATIONS TOTAL SUBMISSIONS			0	0	6,644,849	131,648	-613,224	6,769,849
TOTAL SUBMISSIONS			-274,930	0	12,810,073	131,648	-613,224	12,660,143



Redland City Council

2016-17 to 2017-18 Carryover Budget Review

Submission Number	Submission Description	Reason	Revenue	Capital Expenditure	Reserves	Cash Impact
<u>TRANSFERS - PDG Adjustments</u>						
<u>Infrastructure and Operations</u>						
3000-600	42810 - Renewal Program - Fencing. New capital expense for 2017-18 - now returned to project manager Obj#A2398993.	PDG Adjustments	0	391,860	0	391,860
	Corresponding entry		0	-391,860	0	-391,860
3000-601	42891 - Renewal - Tab/Shower/Drinking Fountain. New capital expense for 2017-18 - now returned to project manager Obj#A2398993.	PDG Adjustments	0	139,726	0	139,726
	Corresponding entry		0	-139,726	0	-139,726
3000-602	42892 - Renewal Project - Seats. New capital expense for 2017-18 - now returned to project manager Obj#A2398993.	PDG Adjustments	0	74,879	0	74,879
	Corresponding entry		0	-74,879	0	-74,879
3000-603	42893 - Renewal Project - Signs. New capital expense for 2017-18 - now returned to project manager Obj#A2398993.	PDG Adjustments	0	28,774	0	28,774
	Corresponding entry		0	-28,774	0	-28,774
3000-604	44816 - Renewal Project - BBQ. New capital expense for 2017-18 - now returned to project manager Obj#A2398993.	PDG Adjustments	0	19,059	0	19,059
	Corresponding entry		0	-19,059	0	-19,059
3000-608	80332 - Bus Stop Upgrade Program. New capital expenditure accepted by PDG.	PDG Adjustments	0	137,100	0	137,100
	Corresponding entry		0	-137,100	0	-137,100
3000-616	42871 - Cycleway - Cleveland Redland Bay Rd. New capital expenditure 2017-18. Revised works package - change in budget allocation.	PDG Adjustments	0	450,000	0	450,000
	Corresponding entry		0	-450,000	0	-450,000
3000-617	42750 - Regional Road Alliance Program. New capital expenditure 2017-18 job accepted by PDG.	PDG Adjustments	-874,187	1,708,000	-600,000	833,813
	Corresponding entry		874,187	-1,708,000	600,000	-833,813
3000-618	Bridges Large Culverts Renewals. New capital expenditure 2017-18 job accepted by PDG.	PDG Adjustments	0	395,000	0	395,000
	Corresponding entry		0	-395,000	0	-395,000
3000-622	20667 - Div 9 CIP Dog Off Leash Area Wentworth Dr. New capital expenditure 2017-18 job accepted by PDG.	PDG Adjustments	0	17,078	0	17,078
	Corresponding entry		0	-17,078	0	-17,078
3000-623	46946 - Minor Traffic Works Program. New capital expenditure 2017-18 - now returned to Project Manager. Obj#A2441544.	PDG Adjustments	0	110,000	0	110,000
	Corresponding entry		0	-110,000	0	-110,000
3000-636	46967 - Boat Ramp Upgrade - Banana St. New capital expenditure 2017-18 - change in role delivery unit.	PDG Adjustments	0	120,000	0	120,000
	Corresponding entry		0	-120,000	0	-120,000
3000-639	41271 - Public Amenities South East Thornlands Park. New capital expenditure 2017-18 - budget adjustment required.	PDG Adjustments	0	260,000	0	260,000
	Corresponding entry		0	-260,000	0	-260,000
3000-641	42631 - Div 8 CIP Amenities - Bailey Rd. New capital expenditure 2017-18 job accepted by PDG.	PDG Adjustments	0	128,843	0	128,843
	Corresponding entry		0	-128,843	0	-128,843
3000-642	40255 - West Mt Cotton Rd Vehicle Turning. New capital expenditure 2017-18 - now partly returned to Project Manager. Obj#A#2465437.	PDG Adjustments	0	250,000	0	250,000
	Corresponding entry		0	-250,000	0	-250,000
TOTAL TRANSFERS			0	0	0	0

11.1.3 APPROVAL OF ASSET MANAGEMENT GOVERNANCE MODEL**Objective Reference:** A2499328**Attachments:**

- [1. Asset Management Policy \(Draft\)](#)
- [2. Asset Management Governance Model](#)
- [3. KBR Report](#)
- [4. KBR Asset Assignment Matrix](#)

Authorising Officer: John Oberhardt
General Manager Organisational Services**Responsible Officer:** Richard Cahill
Acting Chief Financial Officer**Report Author:** Tony Rogers
Asset Management Project Manager

PURPOSE

The purpose of this report is to formally present for Council endorsement the Asset Management Governance Model and to note the report of Kellogg Brown & Root Pty Ltd (KBR) commissioned to assist Council in becoming an asset centric organisation.

BACKGROUND

On the 22 March 2017, Council resolved to formally adopt the Asset Management Project Plan and requested the development of an Asset Management Governance Model specifically excluding the implementation of the model and presenting the model for Council approval before implementation.

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

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

To assist with this work, Council also engaged expert asset management consultants (KBR) to assist Council in becoming an asset centric organisation. ELT, the asset management team and asset managers are currently working through the recommendations in the report, including appropriate resourcing of this function within Council.

ISSUES

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

Without such a mandate, Council Officers make decisions, and operate within parameters, that they consider appropriate.

Although these decisions may pass a reasonableness test, Council is potentially exposed to allegations that the custodianship of public assets has been compromised as the boundaries for such decisions, have not been set. Good governance practice requires these boundaries to be established by Council.

STRATEGIC IMPLICATIONS

Legislative Requirements

The Asset Management Governance Model was developed to display adherence to good governance practice, as required and described in the *Local Government Act 2009*, the *Local Government Regulation 2012* and Financial Management (Sustainability) Guideline 2013.

Risk Management

The Asset Management Governance Model represents to Council a method to govern asset management processes with the ultimate aim to mitigate the following corporate risks:

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

Financial

No immediate impact, as the purpose of the report is the formal mandate of the Asset Management Framework and Governance Model. However the implementation of the recommendations of the KBR Asset Management Centric Organisation Report will likely require additional resourcing offset by improved efficiencies in the management of our significant asset portfolio. ELT will continue to work through these recommendations and financial impacts will be addressed as a budget amendment or new budget bid.

People

The adoption of Asset Management Governance Roles requires operationalisation within council and further development of this project will potentially require some additional personnel.

Environmental

No impact, as the purpose of the report is the formal mandate of the Asset Management Framework and Governance Model incorporating the recommendations for an Asset Management centric organisational structure.

Social

No impact, as the purpose of the report is the formal mandate of the Asset Management Framework and Governance Model incorporating the recommendations for an Asset Management centric organisational structure.

Alignment with Council's Policy and Plans

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

8. Inclusive and ethical governance

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

- 8.1 Council's Information Management Strategy and technology systems are engineered to increase efficiency and provide excellent customer service outcomes.
- 8.2 Council produces and delivers against sustainable financial forecasts as a result of best practice Capital and Asset Management Plans that guide project planning and service delivery across the city.
- 8.3 Implementation of the Corporate Plan is well coordinated across Council and through a delivery mechanism that provides clear line of sight, accountability and performance measurement for all employees.

CONSULTATION

The Asset Management Framework including the Asset Management Governance Model, developed with the assistance of external expertise and advice, has been presented to, and endorsed by the Executive Leadership Team.

OPTIONS

Option One

That Council resolves as follows:

1. To formally adopt the Asset Management Framework and Governance Model thereby endorsing the continuance of the Asset Management Project to implement against the Asset Management Project Plan;
2. To note the asset management centric organisation report of Kellogg Brown & Root Pty Ltd; and
3. That the Chief Executive Officer be requested to consider resource implications for embedding this function into Council operations.

Option Two

That Council requests further information.

Option Three

That Council resolves not to formally adopt the Asset Management Framework and Governance Model, instead, resolving to utilise current funding purely for the replacement of existing asset management software.

Option Four

That Council resolves not to formally approve the Asset Management Framework and Governance Model, instead, resolving to discontinue the Asset Management Project.

OFFICER'S RECOMMENDATION

That Council resolves as follows:

1. To formally adopt the Asset Management Framework and Governance Model thereby endorsing the continuance of the Asset Management Project to implement against the Asset Management Project Plan;
2. To note the asset management centric organisation report of Kellogg Brown & Root Pty Ltd; and
3. That the Chief Executive Officer be requested to consider resource implications for embedding this function into Council operations.

Enterprise Asset and Services Management

Version Information

Head of Power

This policy supports Council's responsibilities under the Local Government Act 2009 and the Redland City Council Corporate Plan 2015–2020; in particular outcome (8) Inclusive and Ethical Governance.

Policy Objective

Redland City Council has a clear organisational objective to provide excellent customer service and support ongoing growth in the region. To do this Council is committed to effective asset management utilising industry best practice and current technology to meet the economic and sustainability principles highlighted in our corporate plan.

The objective of this policy is to:

1. provide principles for, communication, governance, due diligence, direction and alignment of all Asset Management activities
2. ensure compliance with the requirement of the Asset Management as prescribed by the Queensland State Government as it applies to Local Government
3. ensure 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
4. confirm the City's commitment to provide financially sustainable infrastructure in accordance with agreed levels of services.

These overall principles will guide the sustainable management of Council's asset portfolio as a platform for service delivery consistent with Redland City Council's Corporate Plan.

Policy Statement

Redland City Council will progressively implement and advance all aspects of Enterprise Asset and Services Management to the overall advantage of the community, the organisation and other relevant stakeholders. This will be undertaken in alignment to the corporate values.

Council is committed to:

1. balancing community service expectations with Council's ability to fund and deliver, both now and into the future
2. ensuring efficient and effective balancing of whole of life asset related costs, relevant risks and performance when making decisions relating to assets

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Department:
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Date of Approval:

Effective date:
Version:
Review date:
Page: 1 of 2

3. optimising the utilisation of current and future assets for the benefit of our community and customers
4. undertaking Enterprise Asset Management in accordance with the local government principles prescribed under the Local Government Act 2009 in particular, 4.2(b) *sustainable development and management of assets and infrastructure, and delivery of effective services*
5. complying with all relevant legislative, legal and asset standards applicable to Redland City Council in the management of its assets
6. the asset management system being developed and aligned to the ISO 55001 Asset Management Standard
7. integrating and align strategic asset management plan requirements with Council's long term financial model/forecast, LGIP and strategic plans
8. providing a set of strategic asset management objectives that align to the corporate priorities which are further developed to asset management objectives for each asset class
9. providing the necessary support, resources, training and management systems to ensure asset management objectives can be achieved
10. maintaining assets and applying risk management principles and practices for the health, safety and protection of the community, staff and contractors
11. providing processes and procedures that manage and maintain asset data
12. providing a robust Governance structure that supplies strategic direction and performance oversight in the deployment of asset management across the full council asset base including assigned ownership and accountability through organisational structure and position descriptions
13. preparing and maintaining an asset management framework and associated set of documents (asset management strategies, asset management plans and procedures) and tools that will give clear direction for the short, medium and long term management of Council's assets and asset management systems
14. ensuring effective implementation & continuous improvement processes for the management of assets
15. the consistent application of asset management principles to all asset classes.

Council is committed to updating this policy in line with legislative changes or as required due to factors influencing its content, however as a minimum, this policy shall be reviewed and updated every 3 years.

Version Information

Version number	Date	Key Changes
1	June 2017	Final

[Back to Top](#) (Hyperlink back to top of document)

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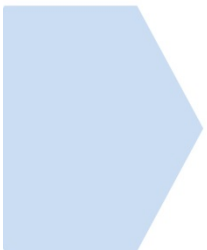
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Page: 2 of 2



General Meeting

23rd August 2017



BACKGROUND



GENERAL MEETING

Wednesday, 22 March 2017

OFFICER'S RECOMMENDATION/ COUNCIL RESOLUTION

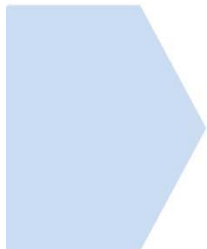
Moved by: Cr P Mitchell
Seconded by: Cr M Edwards

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

CARRIED 10/0

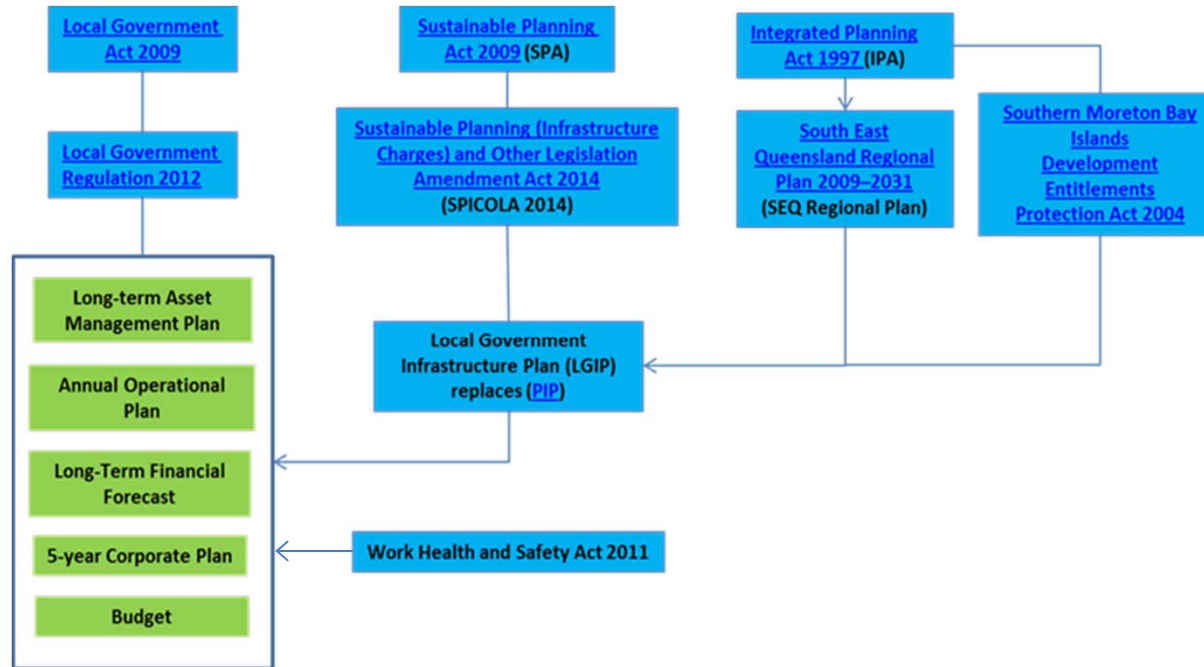
Crs Mitchell, Gollé, Hewlett, Edwards, Elliott, Huges, Talty, Gleeson, Bishop and Boglary voted FOR the motion.

Cr Williams was absent from the meeting.



BACKGROUND

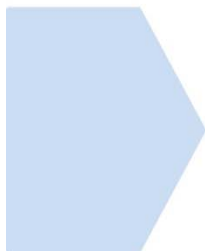
RCC's Legislative Environment influencing Asset Management



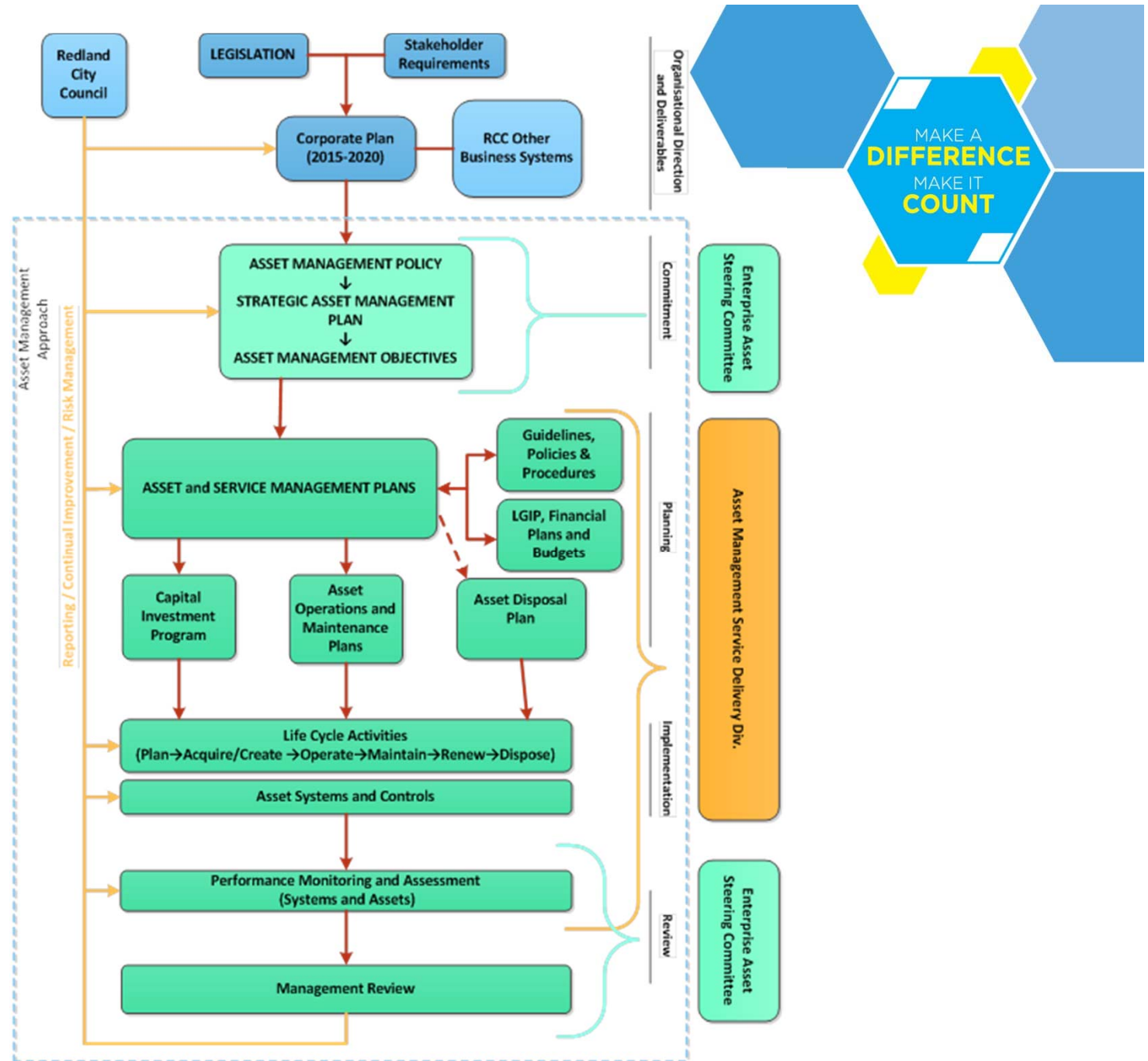
The Local Government Act 2009 Chapter 2 requires local governments to adhere to a set of principles.

The local government principles are -

- (a) transparent and effective processes, and decision making in the public interest; and
- (b) sustainable development and management of assets and infrastructure, and delivery of effective services; and
- (c) democratic representation, social inclusion and meaningful community engagement; and
- (d) good governance of, and by, local government; and
- (e) ethical and legal behaviour of councillors and local government employees.



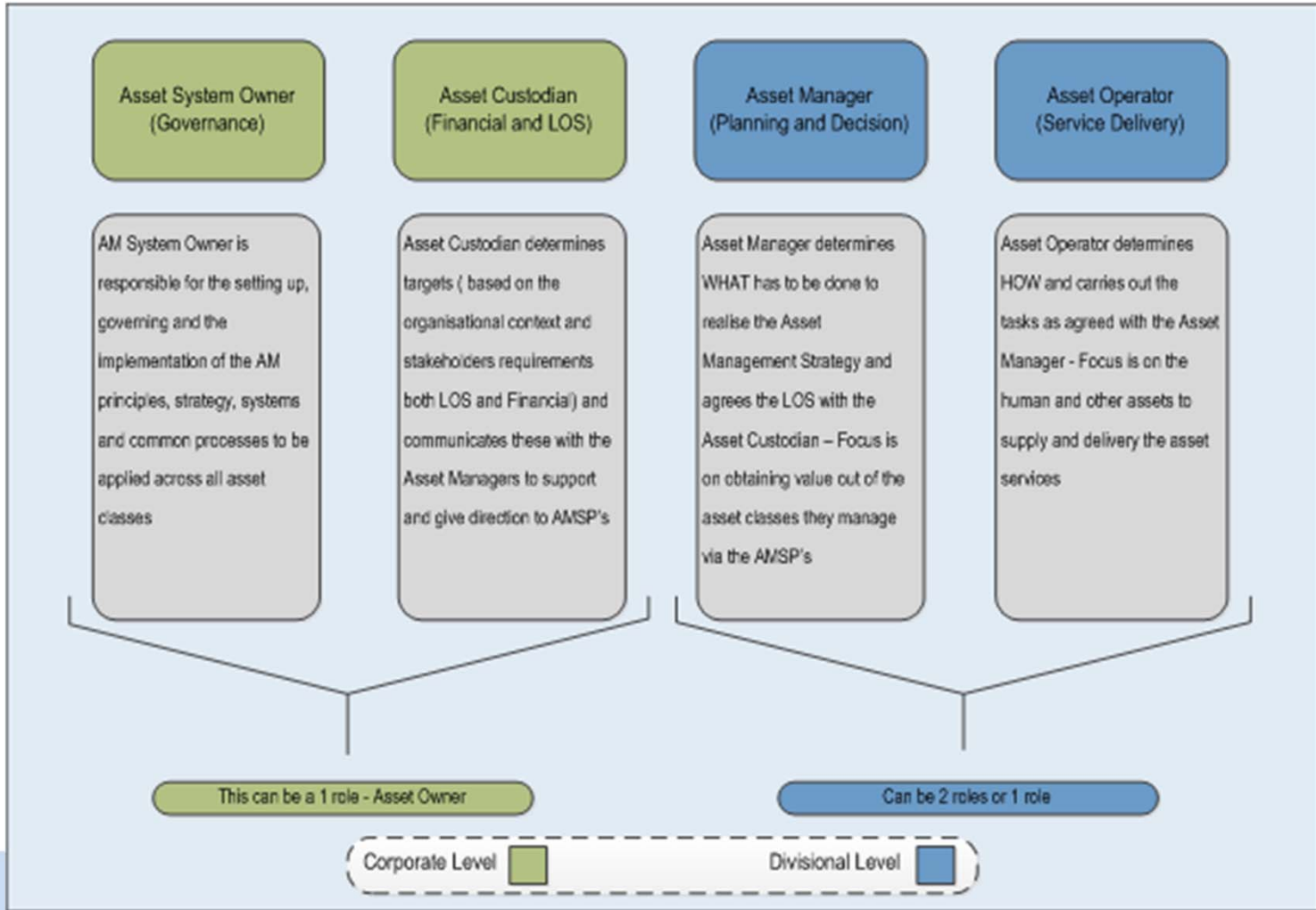
ASSET GOVERNANCE



RCC's Conceptual Framework for Asset Management

ASSET GOVERNANCE

ASSET GOVERNANCE ROLES* FOR OPERATIONALIZATION

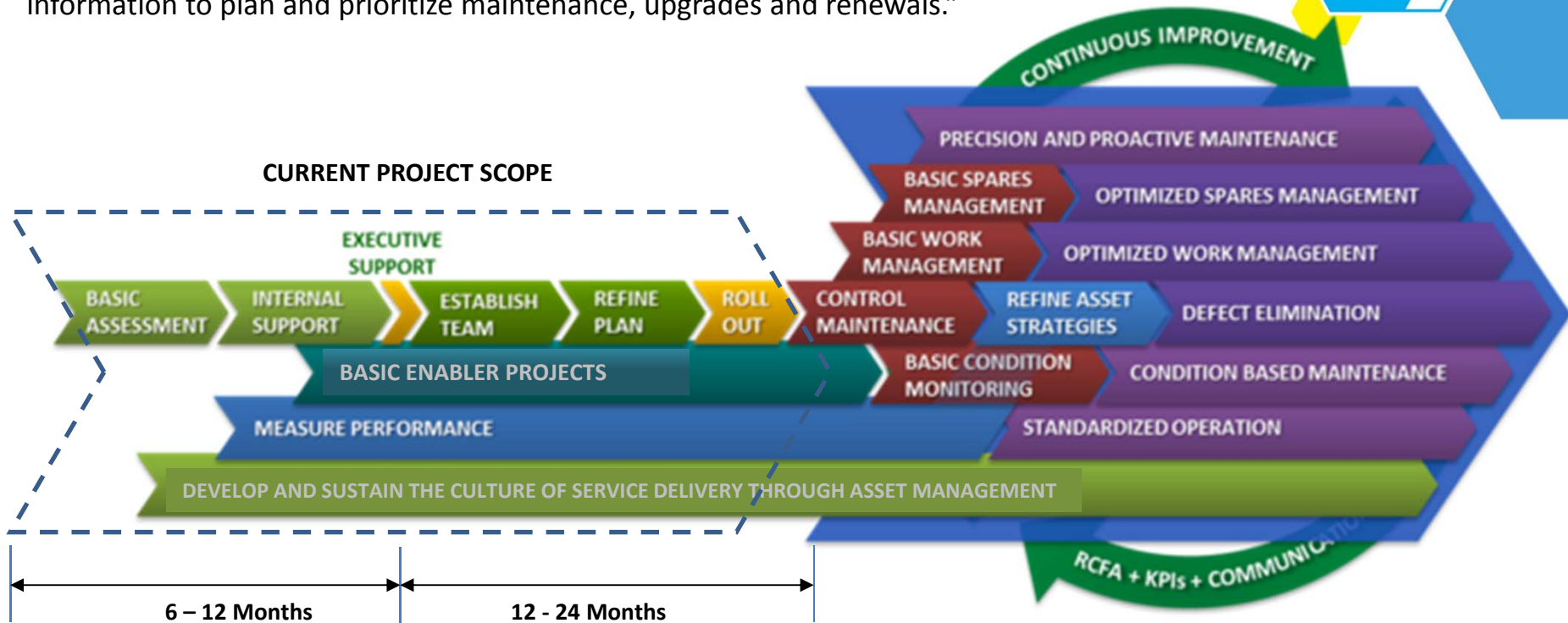


*A 'role' is a prescribed or expected behaviour associated with a particular position; while, a 'position' refers to a place or status within an organisation assigned to an individual. A role can be assigned to a committee.

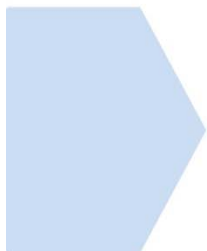
ASSET MANAGEMENT – IMPLEMENTATION ROADMAP

Vision: “RCC assets are planned, managed and documented in a consistent manner with a nominated custodian. We understand the assets we own, their condition, and the level of service they should achieve. We will be able to use information to plan and prioritize maintenance, upgrades and renewals.”

MAKE A **DIFFERENCE**
MAKE IT **COUNT**



- | RELATED ENABLER PROJECTS | IN SCOPE ENABLER PROJECTS |
|----------------------------------|---------------------------|
| Organizational Change Management | Technology Replacement |
| Continuous Improvement Culture | |
| Portfolio Management | |
| Corporate Planning | |



ASSET MANAGEMENT PROJECT VISION

Asset Management is the coordinated activities and practices of Council to optimally and sustainably deliver services through cost effective lifecycle management of assets. This requires the coordination of People, Processes, Technology and Data.



Formally documented assessment of AM capability and capacity requirements to achieve AM objectives.
Roles reflect AM resourcing requirements and reflected in key role position descriptions.



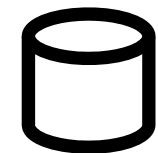
Critical AM processes are documented, monitored and subject to review



Technology leveraged to record condition and performance of assets and service delivery to improve decision making.



Condition and performance information is suitable to be used to plan maintenance and renewals to meet service requirements over the short term



KBR

Asset
Management



**Asset Management
Centric Organisation**

Asset Management



Prepared for:
REDLAND CITY COUNCIL
Cnr Bloomfield and Middle Streets
Cleveland Qld 4163

Prepared by:
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11 July 2017

BEG755-MD-PM-PPR-0001 Rev. A

Limitations Statement

The sole purpose of this position paper and the associated services performed by Kellogg Brown & Root Pty Ltd (KBR) is to **supply advisory services** in accordance with the scope of services set out in the contract between KBR and **Redland City Council**(‘the Client’). That scope of services was defined by the requests of the Client, by the time and budgetary constraints imposed by the Client, and by the availability of access to the site.

KBR derived the data in this report primarily from **International Standards and Guidelines, meetings with the client and joint KBR and RCC workshop outcomes.**

In preparing this position paper, KBR has relied upon and presumed accurate certain information (or absence thereof) relative to **nominate: e.g. the site, existing buildings** provided by government officials and authorities, the Client and others identified herein. Except as otherwise stated in the paper, KBR has not attempted to verify the accuracy or completeness of any such information.

This paper has been prepared on behalf of and for the exclusive use of the Client, and is subject to and issued in connection with the provisions of the agreement between KBR and the Client. KBR accepts no liability or responsibility whatsoever for or in respect of any use of or reliance upon this paper by any third party.

Revision History

Revision	Date	Comment	Signatures			
			Originated by	Checked by	Technical Approval	Project Approval
A	11-7-2017	Draft for comment	Tom Belgrove	Phil McCully		Tom Belgrove

Contents

Section	Page
1 INTRODUCTION	
1.1 Background	1
1.2 Drivers	1
1.3 Scope of Report	2
1.4 Key Deliverables	2
2 ANALYSIS	
2.1 Asset Management Principles as per ISO 55001	3
2.2 Asset Management Maturity	3
2.3 Current Asset Management Arrangement	4
2.4 Asset Management Business Models	4
2.5 Governance	7
2.6 Challenges	8
3 FINDINGS	
3.1 Preferred Model	9
3.2 Organisational Structure	10
3.3 Existing Roles	12
3.4 Resource Needs & Skills	12
3.5 Benefit Realisation	12
4 IMPLEMENTATION	
4.1 Change Management	14
4.2 Leadership	15
4.3 Transition	15
4.4 Training	16
5 CONCLUSIONS & RECOMMENDATIONS	
APPENDICES	
A - Asset Management Framework	
B - Asset Owner, Manager, Operator Model - Roles and Functional Requirements	
C - Asset Owner Position Requirements	
D - Asset Training and Skills Development	

List of figures

Section	Page
Figure 2.1 Asset Management Principles and Maturity	4
Figure 2.2 Pros & Cons: Centralised Model	5
Figure 2.3 Pros & Cons: De- Centralised Model	6
Figure 2.4 Owner, Manager, Operator Asset Model	6
Figure 2.5 Pros & Cons: Owner, Manager, Operator Asset Model	7
Figure 3.1 Benefits of Improved Asset Management	13
Figure 4.1 Change Management Steps	15

List of tables

Section	Page
Table 1.1 Deliverables	2
Table 5.1 Recommendations	17

Summary

The following report has been prepared to assist Redland City Council in becoming an Asset Management Centric Organisation. It has assessed the current level of asset management maturity and the existing organisational structure as inputs into determining the preferred asset management business model.

The analysis undertaken was workshopped with Redland City Council staff to confirm the preferred structure of Asset Owner, Asset Manager, Asset Operator. With this model the roles of Asset Manager and Asset Operator are closely aligned to existing organisational management roles, and it is the Asset Owner role which is new.

The report looks at the number of staff and skill sets required to fill the Asset Owner role and the most suitable reporting arrangements noting the governance requirements of the role and the need for a level of independence from Asset Managers and Asset Operators. Consideration is also given to the role and Terms of Reference of the Enterprise Asset Steering Committee with the implementation of the preferred asset management business model.

Consideration of the challenges with the implementation of the model and the associated change management is documented as well as training that is needed to support the organisation with the implementation of the model.

The following is the table of recommendations for Redland City Council's consideration from the main report

Recommendation	Description
Preferred Asset Management Centric Organisation Model	That the Asset Owner, Asset Manager, Asset Operator Model be implemented within RCC
Structural Alignment of Asset Owner Role	The Asset Owner functions and associated role report to the General Manager Organisational Services
Asset Management Support Structure	That the Enterprise Asset Steering Committee continue with a refreshed TOR taking into consideration the proposed model and the impact on roles and responsibilities
Positions within Asset Owner Role	That 2 new positions be consider to take on the functions of the asset owner in the preferred model: <ul style="list-style-type: none"> • Group Manager - Strategic Asset Management • Service Manager - Asset System Planning
Organisational Transition	That RCC develop a detailed Implementation Plan which incorporates a Change Management Plan and a Communication Plan.to cover the implementation phase of this project
Training and Skills development in Asset Management	That the training program as detailed in the report be undertaken as part of the preparedness for the implementation of the preferred asset centric organisation model.

1 Introduction

Redland City Council (RCC) is a local government within South East Queensland providing the full range of local government services to the residents and business community within its local government boundary. RCC is responsible for creating, acquiring, operating, maintaining and the eventual disposal of assets required to provide local government services to the community.

The range of assets required to delivery local government services is extremely broad with varying asset management requirements. The approach to managing such a broad range of assets requires an asset management business model that supplies a set of consistent strategic asset management principles while also delivering tactical asset management at a level which maximises asset value and performance.

1.1 BACKGROUND

As part of the current Asset Management Project a number of tasks have progressed and are currently progressing across RCC to support the long term improvement of asset management practice. To support RCC in this program of tasks, KBR has been engaged to supply strategic asset management knowledge and direction to ensure the approach being taken by RCC is aligned to the ISO 55001 Asset Management Standard. In summary KBR is undertaking the following tasks:

- Quality Assurance and Audit Review for the Asset Management Project
- Preparation of an Enterprise Asset Management Policy, Asset Management Framework (Appendix A) and Strategic Asset Management Plan for RCC internal review and consideration
- Review and amendment of the Terms of Reference (TOR) for the Enterprise Asset Steering Committee
- Preparation of a report detailing the asset management business model to support RCC's objective of becoming an asset management centric organisation.

1.2 DRIVERS

Management within RCC have identified a need for improved asset management practice to ensure they are maximising the benefit to the community in respect to the provision and cost of services. To facilitate this improvement they have embarked on a number of initiatives over the last 12 months which have included:

- An Asset Management Maturity Assessment (Oct 2016) which identified improvements were required in:
 - Governance: Structure, policy, people, roles and responsibilities
 - Asset management standards, data, process and systems
 - Service levels, risk and whole of life asset costs.
- An Asset Management Project - This project is supporting the Asset Management Roadmap and is a component of the Asset Management Improvement Plan (Current)
- Asset management requirements as detailed in the Corporate Plan (2015-2020)

1.3 SCOPE OF REPORT

The scope of this report can be summarised as follows:

- Identify suitable asset centric business models and assess the most appropriate for RCC through workshopping material with RCC key staff
- Review of RCCs current organisation structure so as to identify existing positions that can be integrated into the proposed asset centric business models noting the requirement for alignment to ISO 55001.
- Analysis to identify new positions required in the organisation structure and identification of the key responsibilities of such new positions.
- Identification of asset management training to support RCC staff in undertaking the new functions as detailed in the agreed asset centric business model.

This report also details some of the challenges with the proposed changes and identifies potential approaches in respect to change management that will need to be considered.

1.4 KEY DELIVERABLES

The following table details the key deliverables for the scope of this assignment.

Table 1.1 Deliverables

Deliverable	Summary
Asset Management Centric Organisation Report	This Report outlining business model options with recommendations on the model
Business model roles functional requirements	Appendix B of this Report details the functional requirements for each of the roles detailed in the preferred business model options
Position Requirements	Appendix C of this Report provides position requirements for key roles detailing, position objectives, qualifications, experience and skills & competencies
Training requirements to improve Asset Management and requirements of ISO 55001	Appendix D of this Report supplies a list of potential areas of asset management training and functional roles who would benefit from the training

2 Analysis

The analysis undertaken was to review the current state of asset management and identify asset centric business models that have been developed and applied to infrastructure intensive businesses and organisations. These were then considered against the requirements of the ISO 55001 Asset Management Standard and the current level of asset management maturity within RCC considering its current asset management roles and responsibilities.

Based on this information a workshop was held to determine an agreed path forward on the asset management centric business model. The following section outlines the thought processes and issues that needed to be analysed to allow a considered outcome to be developed and a path forward for RCC in respect to asset management.

2.1 ASSET MANAGEMENT PRINCIPLES AS PER ISO 55001

The ISO 55000 series is the first set of International Standards for Asset Management, and is emerging from the success of the BSI/IAM Publicly Available Specification (PAS) 55. The ISO 55001 Standard defines asset management as “systematic and coordinated activities and practices through which an organisation optimally and sustainably manages its assets and asset systems, their associated performance, risks and expenditures over their life cycles”.

Asset Management as outlined in ISO 55000 series is a whole of business approach. Asset management is based on a set of asset management fundamentals as follows.

- Value: Assets exist to provide value to the organisation and its stakeholders.
- Alignment: Asset management translates the organisational objectives into technical and financial decisions, plans and activities.
- Leadership: Leadership and workplace culture are determinants of realisation of value.
- Assurance: Asset management gives assurance that assets will fulfil their required purpose.

The absence of any one fundamental can result in a reduction in the value realised from assets.

2.2 ASSET MANAGEMENT MATURITY

The asset management maturity assessment undertaken in October 2016 assessed RCC across the 17 core areas as approximately 50 to 60% of the RCC target of level of maturity. Figure 2.1 outlines the Asset Management System components and summary maturity scoring. The asset management maturity report made recommendations on:

- Governance: structure, policy, people and roles and responsibilities
- Standardisation on AM standards, asset data capture and maintenance, processes and systems including a formal common asset renewal model
- Strategic and operational risk management and its application, coordination of AM improvements and service levels and whole of life costs.

The above highlighted the need for an agreed asset management business model with clear roles and responsibilities and asset management practices and tools that are consistently applied across the whole business.



Figure 2.1 Asset Management Principles and Maturity

2.3 CURRENT ASSET MANAGEMENT ARRANGEMENT

The current approach to asset management within RCC is being delivered through two levels of management. The Enterprise Asset Steering Committee (EASC) supplies general governance and oversight whilst tactical and operational asset management is supplied via each of the asset class management divisions/groups. As outlined in the maturity assessment commissioned by RCC there are a number of improvements required to drive improved asset management performance. In the current organisational structure no role/function charged with driving a consistent strategic approach to a number of core initiatives required to meet RCC's targeted level of maturity.

2.4 ASSET MANAGEMENT BUSINESS MODELS

Effective strategic asset planning is essential to the success of RCC. The conceptual business models for an asset centric organisation describes at the highest level how the key aspects of asset management are assigned to functional management roles. These roles can be classified by the nature of interaction with an organisations asset base as follows.

- Strategic Asset Planning
- Tactical Asset Planning
- Operational Asset Planning and Delivery.

Organisational design can also create different outcomes in behaviour and culture. It is therefore important to align the organisation's design to the current organisations maturity in asset management and the desired outcomes in asset management. Different organisational structures include:

- Functional structure or Centralised
- Decentralised structure

- Asset Owner, Manager , Operator Model.

Asset Management roles and responsibilities need to be clearly defined and specifically allocated to people and teams to ensure the required tasks are managed and delivered. Regardless of how the formal Asset Management roles are structured and defined, delivering effective asset management requires significant coordination across the organisation. Another key consideration in setting up the asset management structure is current asset management capabilities and the level of implementation of sound asset management practices in the management of the current asset classes.

2.4.1 International Infrastructure Management Manual (IIMM) Asset Management Models

The following section describes three asset management models as detailed in the IIMM and various other asset management guidelines. All models have their pros and cons with individual organisations needing to consider whether a model meets their needs, improvement objectives and skills base within the organisation.

Centralised

In an organisation that has multiple activity areas (such as a local government); one option is to have a centralised asset management team that delivers all asset management plans and the majority of the asset strategy planning functions. This team would undertake both strategic and tactical asset planning.

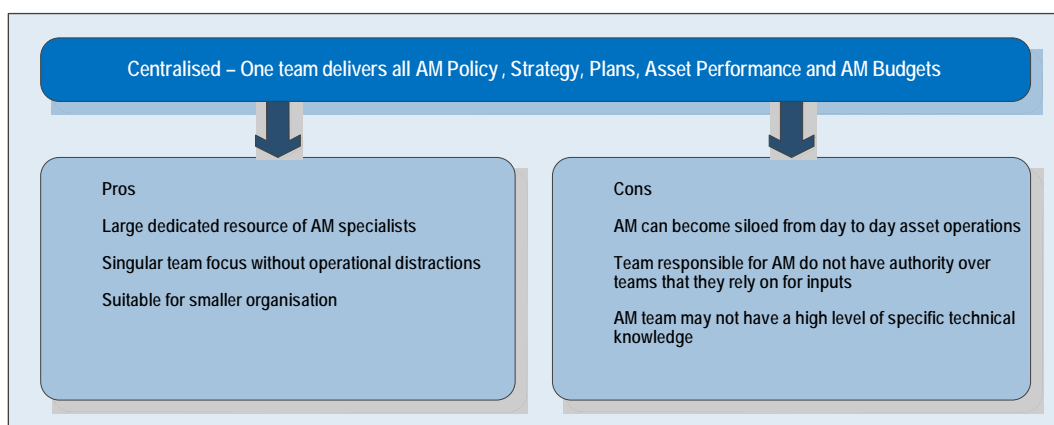


Figure 2.2 Pros & Cons: Centralised Model

De-Centralised

The De-Centralised Model favours organisations with a small range of asset classes or ones that have a high level of interdependence e.g. a power supply network. It is important should an organisation use a de-centralised model that there is a strong cross-organisation AM coordination team to ensure approaches are not fragmented or inconsistent.

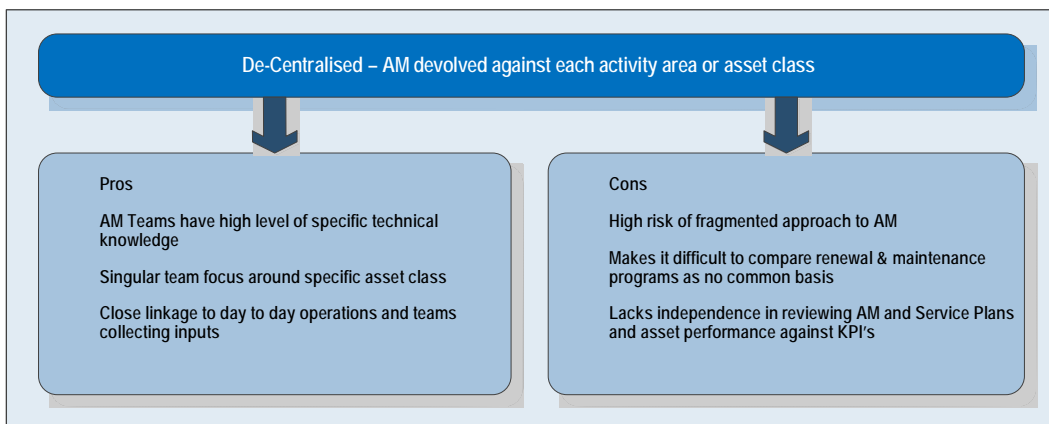


Figure 2.3 Pros & Cons: De- Centralised Model

Asset Owner, Manager, Operator Model

In the light of the complex nature of asset management and the complexity of managing an asset intensive infrastructure business such as a local government, the level of complexity can be reduced by dividing responsibility among three key functional roles, the Asset Owner, the Asset Manager, and the Asset Operator as detailed in Figure 2.4. This approach provides a clear separation between the various roles and responsibilities and supports a governance framework in the management of all assets within the organisation.

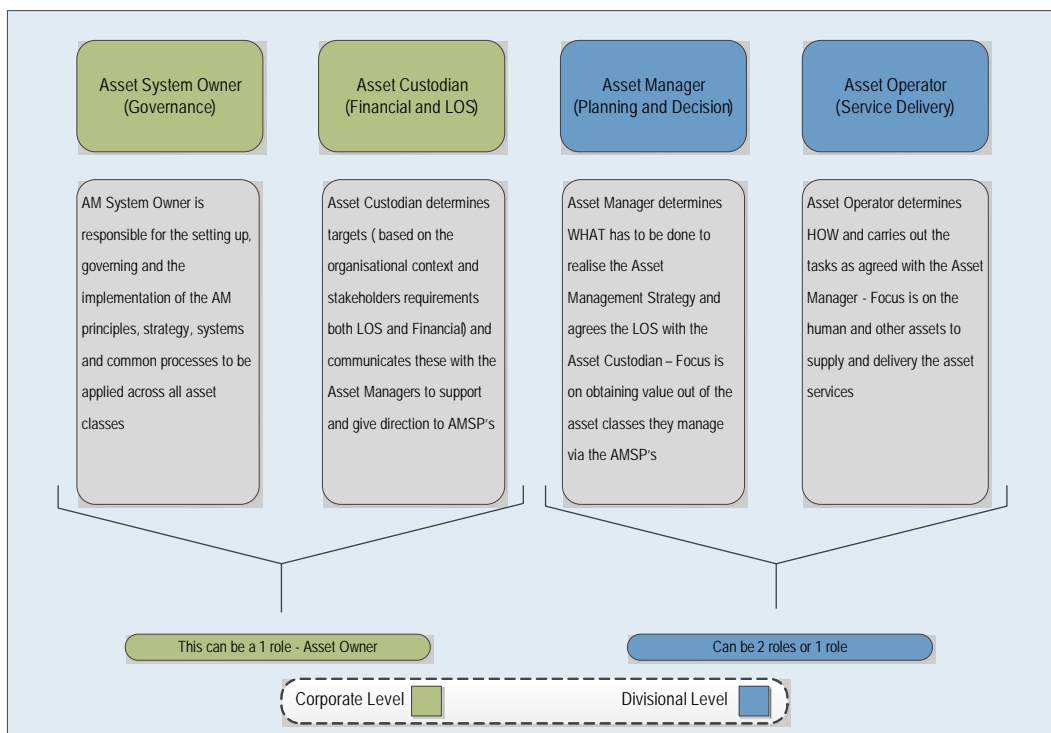


Figure 2.4 Owner, Manager, Operator Asset Model

The Asset Owner, Manager, Operator model has become a popular model in the government and utilities sector over the last 10 years. It is a matrix model that allows corporate consistency and governance while allowing tactical asset management closer to the day to day management of the assets and service provision to customers.

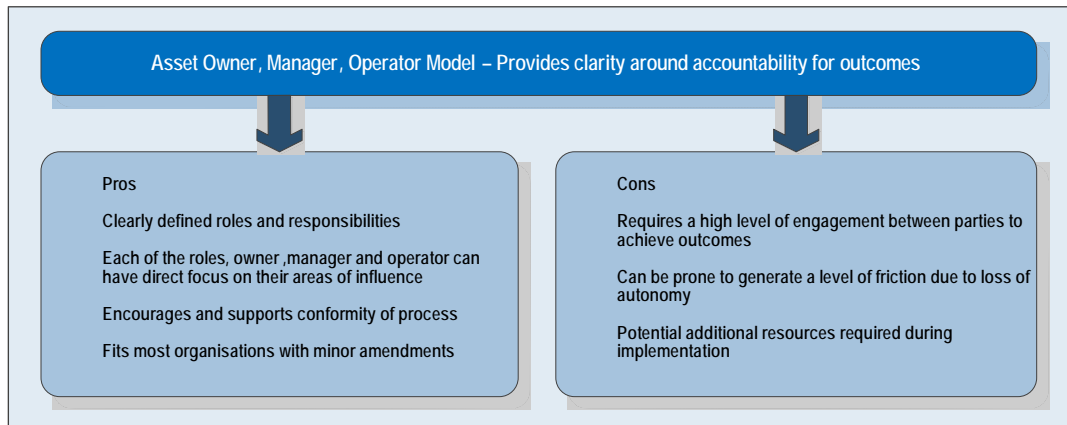


Figure 2.5 Pros & Cons: Owner, Manager, Operator Asset Model

All the models can be developed to align to the requirements of the ISO 55001 Asset Management Standard however it is easier for the Asset Owner, Asset Manager and Asset Operator Model as it more closely aligns with the standards requirements.

2.5 GOVERNANCE

Asset Management governance advocates transparent and accountable asset management policies, strategies and practices that will produce repeatable outcomes when applied. Central to good asset governance is the clear definition and differentiation of roles and responsibilities. As such, asset governance provides a structure to manage the separation of powers in asset management that is best applied when there is a large range and variability of asset classes and service expectations across an organisation.

The areas where a robust governance regime can support an organisation is in the areas of regulatory compliance, meeting customer expectations, risk based decision making, reliable quality data, continuous improvement, consistent processes to asset management, and implementation of asset management practices to minimise whole of life asset costs.

Under the ISO 55001 Asset Management Standard governance and how it is applied is fundamental to meeting the requirements. This is summarised in the following statement.

“Governance Element - This element delivers the assurance fundamental of the standard and is responsible for providing a level of assurance to the stakeholders that the asset management system and asset management within the organisation remains fit-for-purpose and safe to use”.

The standard states *“Effective control and governance of assets by organisations is essential to realise value through managing risk and opportunity, in order to achieve the desired balance of cost, risk and performance”.*

There are a few options for RCC in applying sound governance to asset management.

- A dedicated independent team who applies the requirements of the asset management system across the whole organisation who have a high level of authority and a reporting function to the Executive Leadership at fixed intervals on the system performance.
- An Enterprise Asset Steering Committee (EASC) who applies the requirements of the asset management system across the whole organisation - the committee will include Executive Leadership members.
- A combination of the above with a reduced TOR for the EASC - The EASC will mainly focus on providing executive level direction and oversight of the asset management system.

2.6 CHALLENGES

With the implementation of improved asset management practices through alignment to the requirements of the ISO 55001 Asset Management Standard there will be a number of challenges. On top of the technical challenges, there will also be organisational and individual challenges that accompany any structural changes in the management and governance arrangements of the RCC asset portfolio. The following highlights the potential technical and organisational challenges that may develop with the move to an asset management centric organisation.

Technical and Organisational

- Lack of documented decision-making criteria that are aligned with organisational objectives
- Inconsistently documented roles and responsibilities, particularly where AM interfaces with other groups and divisions (gaps and overlaps).
- Roles, responsibilities and authorities are not clearly communicated within the organization.
- Lack of formal and documented risk management framework and processes. Insufficiently documented planning processes, methods or decision criteria that balance costs, risks, and performance of assets over their lifecycles.
- There is not a clear understanding of what information is needed to support management of assets or a plan for improving or maintaining data quality.
- No clear framework or process for determining what needs to be monitored, measured, and how that information feeds back into planning and operational processes.
- Lack of clarity on how the current service levels and KPIs are monitored, measured, evaluated, analysed, and ultimately reported on for managing and modifying activities.
- Areas of potential conflict in respect to roles, responsibilities and changes in authority that will occur with the role out of a new asset management centric model.
- Relationship and role of the PMO in the preferred asset management model.
- Increased level of performance review of asset management within the Asset Owner, Manager, Operator Model.
- Highlighting shortfalls in asset competency and skills to support training and staff development.
- No formal communication plan for communicating to internal or external stakeholders about asset activities.

3 Findings

As previously outlined a workshop was held with 18 RCC senior staff to progress discussion on the requirements for asset business model options to support RCC becoming an “Asset Management Centric Organisation”. The workshop covered the following topics:

- Fundamentals of Asset Management
- Asset Management functions
- Several Asset Management business models and the Pro’s and Con’s of each
- Achieving the right split of asset functions to match a business
- Roles and responsibilities to match an Asset Management Model
- Change Management

The findings from the analysis and the subsequent workshop can be summarised via the following high level descriptions:

- Preferred Asset Management Model
- Organisational Structure
- Resource Needs & Skills
- Existing Roles
- Leadership & Governance

In determining this investigation’s findings, key inputs from the workshop’s participants were:

- agreement on the preferred asset management model
- in principle agreement of the roles and responsibilities of the various functions within the asset management model
- recognition of potential areas of conflict and friction with the proposed Asset Management model’s implementation
- acceptance of the changes to current work practices that implementation of the model will impose
- need for leadership to support implementation of the asset management model and the new functional role of Asset Owner.

3.1 PREFERRED MODEL

The preferred model identified from the analysis and workshop is the Asset Owner, Manager, Operator Model as detailed in Figure 2.4. Within the model there is a level of flexibility in respect to the 3 core roles. A detailed list of functions for each role is provided in Appendix B. The preferred model will have the greatest impact on RCC in regards to the role of the Asset Owner. This role is not part of the current structure and will require additional resources.

The Asset Owner role has two distinct functions, the:

- Asset System Owner (Governance) and
- Asset Custodian (Financial and LOS).

The Asset Owner will supply the required governance to drive a common strategic approach to asset management across RCC. It will also drive the development of improved systems and tools to drive improved asset management outcomes. This will include but not be limited to:

- the development of a set of corporate asset KPI's which align to RCC's corporate objectives
- ensuring standardised application of risk and criticality in asset management across RCC
- ensuring management and compliance to the Asset Management Policy, Strategy and Asset Management Framework
- development of asset management business tools to support improved consistent decision making
- developing a standard set of definitions and terminology applicable to asset management
- facilitating the development of Levels of Service with the Asset Managers and Asset Operators consistent with corporate and stakeholder expectations and funding capacity
- reviewing the application and delivery of Asset Management and Service Plans.

The Asset Manager and Asset Operator roles are closely aligned to current arrangements within RCC. It is noted that in some divisions/groups these two roles and the functions undertaken are combined into a single position. For the more asset intensive division/groups these roles are managed separately e.g. as in Water and Waste.

The Asset Managers have a singular focus on the asset classes within their area of responsibility. They are responsible for planning how the assets will deliver the agreed LOS both now and into the future. The Asset Managers major functions are:

- Service Demand Analysis
- Asset Planning both long and short term
- Asset Class Capital Planning
- Developing and maintaining Asset Technical Standards
- Contingency Planning
- Asset Life Cycle Cost and Asset Health monitoring.

The Asset Operator's focus is on the provision of service to customers. The role determines how to carry out asset operation & maintenance with the resources available to meet the LOS and asset performance KPI's. The Asset Operator's major functions are:

- Operation & maintenance management
- Resource Management - human, plant and ,materials
- Fault and Incident Response; Outage Response
- Asset Inspection, Asset Condition Monitoring
- Asset data collection.

3.2 ORGANISATIONAL STRUCTURE

From an organisational structure perspective there are two considerations that need to be addressed. The first is in respect to reporting arrangements and the second is support structures and whole of business

engagement (such as the EASC and/or working parties) to progress whole of business asset improvements.

As previously outlined the preferred model Asset Owner, Asset Manager, Asset Operator has limited impact to the organisation in respect to the Asset Manager and Asset Operator roles. The main consideration is in the role of Asset Owner.

Asset Owner

As highlighted during the workshop the Asset Owner role needs to have influence across the whole of the organisation. It requires a level of separation from the Asset Manager and Asset Operator roles to ensure it can undertake the governance functions assigned to the role with a level of independence. The role in respect to reporting arrangements should have the following fundamentals:

- the role should be part of a whole of business corporate function
- it should not report to a GM who may have a conflict between the asset owner role and their own core role within the business
- be senior enough to have influence across the whole business, make decisions and drive change for improved asset management outcomes.

Based on the above there are two potential options for where this role should report to within the current structural arrangement of RCC, these being the:

- General Manager Organisational Services, or the
- Chief Financial Officer.

Due to the nature of the role needing a level of independence the preferred arrangement would be for the Asset Owner to report to the General Manager Organisational Services given it may be perceived that the role under the CFO may have an increased focus on the financial outcomes. To determine the most suitable reporting structure there needs to be a discussion with the two nominated roles to determine who has the required bandwidth to take on the role and the passion to champion the Asset Owner's role within the organisation.

Asset Management Support Structures

The support structures required for the delivery of governance and improved asset management have in the past, been delivered through EASC. It has been recognised that the current structure and TOR for the EASC needs a revision or potentially a complete rethink of this committee's role.

As part of the asset business model workshop the role and need for the EASC was further discussed with a level of variability in peoples' positions as to its function and long term need to exist. The need and function of the EASC will be dependent on the final decision in respect to the Asset Owner role and whether it has both the asset system owner/governance and the asset custodian/LOS functions included.

The EASC does have a role in the short to medium term under both scenarios but with a review of the TOR to more clearly align them with the preferred model being implemented. These changes will reduce the scope of the EASC TOR, reducing the size of the group and frequency of meeting.

It is proposed that the work on reviewing the TOR for the EASC continue based on the agreed asset management business model. The revised TOR would see the EASC providing a level of oversight to the proposed changes and ensuring that the level of consultation and engagement required is being implemented as part of the change process. It is recommended to revisit the EASC and its TOR as part of the medium term role out of the preferred asset management business model (e.g. in 18 months).

3.3 EXISTING ROLES

The application of the model as detailed will induce a level of change in respect to current roles and responsibilities however these are minor in nature. The role definitions as detailed in Appendix B will assist in clearly defining expectations and will assist existing managers in determining their area of focus regarding asset management when the model is deployed.

As part of the rollout of the preferred model consideration should be given to, where it is practical and makes sound business sense, the separation of the asset manager and asset operator role. Note for small sections within council this may not be practical or supply any notable business benefits, and therefore needs to be considered on a case by case basis.

A key point to reinforce the proposed changes is the requirement under the ISO55001 Asset Management Standard that asset management decisions, processes and improvement are based on whole-of-business outcomes. It is also important to note that any identified gaps in asset management functions or areas of overlapping responsibilities for the various roles will require a collaborative approach to resolve issues and identify agreement on solution ownership when going forward.

3.4 RESOURCE NEEDS & SKILLS

Based on the information provided, including input by attendees of the workshop, it appears the RCC current structure links well with the Asset Manager and Asset Operator roles. It is not envisaged that significant changes are required to the organisation in respect to these roles. The resourcing requirements to implement the Asset Owner, Asset Manager, Asset Operator model will as previously outline be focused on the Asset Owner role. RCC may consider undertaking a detailed work flow assessment of all business units with responsibilities for asset management, to assess the whole of organisation requirements. The assumption within this report is that the Asset Manager Asset Operator roles can be delivered by the existing staff who are assigned to these roles, this may need validation.

The role of Asset Owner as outlined above will initially require two full time staff supplemented by further support from administrative staff. The roles will equate to an additional Group Manager level and a senior technical support position. To more closely align role titles to the position's functions it is proposed to use the titles of:

- Group Manager - Strategic Asset Management, and
- Service Manager - Asset System Planning.

The proposed positions technical and skills requirements are detailed in Appendix C. These are described by the following attributes:

- Position Objectives
- Qualifications
- Experience
- Skills & Competencies.

3.5 BENEFIT REALISATION

Figure 3.1 shows the types of benefits and levels of improvement that a significant number of asset intensive businesses have identified by improving their asset management competence, and having clear roles and responsibilities for asset management.

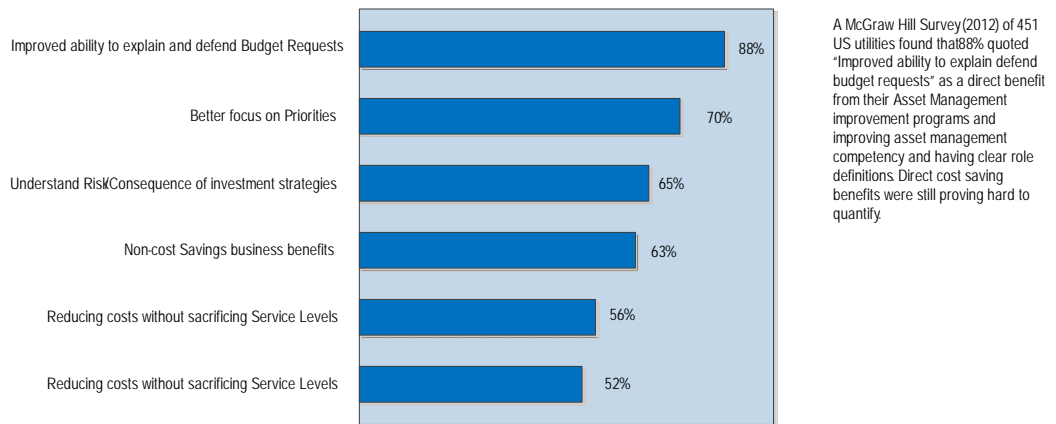


Figure 3.1 Benefits of Improved Asset Management

It is expected that RCC should achieve similar benefits. In recent years with the implementation of ISO 55001 there have been a number of organisations that have commenced a process to quantify the cost benefit of asset management. Whilst there have been no detailed industry surveys completed to date, anecdotal evidence from a number of organisations that have fully implemented ISO 55001 indicated O&M and capital savings of 10 to 15% from business as usual processes.

4 Implementation

As recognised by RCC the implementation of the preferred model of Asset Owner, Asset Manager, Asset Operator will require the development of a detailed implementation plan, a change management plan and also a communication plan to inform stakeholders of the changes that are to be/being implemented. It is critically important that the proposed changes are clearly documented, presented to stakeholders and implementation tracked.

To support quality delivery, all projects involved with changing asset management process should utilise the same tools as applied for any large project, namely a:

- clear and precise set of tasks or actions (it is advantageous to present this in a roadmap format)
- schedule which links the tasks with a timeline for deployment
- communication plan to detail how the changes are to be communicated with stakeholders and the frequency and type of communication that is to be applied
- risk & mitigation register highlighting those items that put implementation at risk, from both achieving success and required schedule
- performance analysis or benefits realisation to track that the objectives of the implementation are being achieved.

4.1 CHANGE MANAGEMENT

In support of RCC's Organisational Change Management initiatives the following summarises the issues needing consideration as part of the change process:

- current asset management arrangements within the organisation
- capability and skills within the organisation to deliver the asset functions
- core drivers for change (what needs to change and why)
- willingness for change and acceptance within the organisation
- speed of change and capacity to assimilate the changes
- Benefits Realisation (proof that the required changes have been delivered)
- the need for Leadership to support the change processes.

Jack Welsh (GE 1981-2001), expressed a simple formula, $Q \times A = E$. He recognized that the overall effectiveness (E) of change was a product of both the quality (Q) of the technical solution and the acceptance (A) of the end users. Too often people focus on robust technical plans and at times lose sight of the practicalities of sustainability

The organisational change management strategy will be required to:

- Align to the internal change frameworks that are familiar to stakeholders.
- Fully integrate the organisational change impacts into the solution's delivery.

- Build a comprehensive activity list across all phases that enables effective solution integration and embedment.
- Align the training and communications strategies to the change process.

The human component of any change process is critical and if not handled correctly will result in poor execution and potentially sub-optimal outcomes.

The following diagram highlights the phases in a change process that need to be built into the implementation processes.

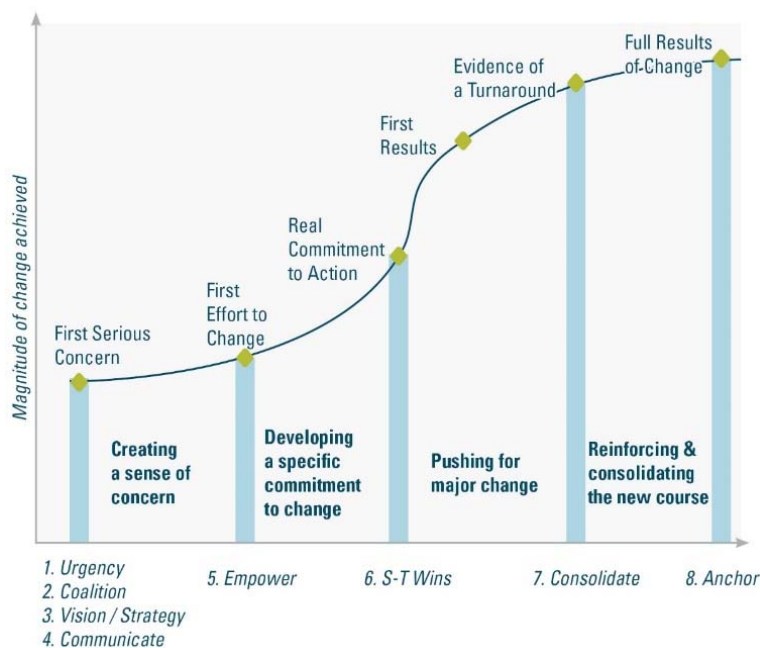


Figure 4.1 Change Management Steps

4.2 LEADERSHIP

With the deployment of any change and particularly to something as fundamental to an asset intensive organisation as its management arrangements for assets, leadership is core to success. The proposed changes to the Asset Owner, Asset Manager, Asset Operator Model will require a leadership team fully committed to the changes, and a champion on the ELT for the new Asset Owner role.

Under ISO 55001 Leadership is one of the key fundamentals of the standard and is a key requirement for compliance to the standard. The standard states:

“Leadership: Leadership and workplace culture are determinants of realisation of value

Leadership and commitment from managerial levels is essential for successfully establishing, operating and improving asset management within an organisation”

4.3 TRANSITION

The transitioning of the organisation to the new proposed model should be driven by the organisation's readiness for change, and its ability to meet the challenges of the change process. It is important that the Implementation Plan, Change Plan and Communication Plan have been developed, agreed and supported by senior management before the changes are implemented.

4.4 TRAINING

To support this change process there should be a level of training within the organisation. There is a need for increased knowledge around current asset management practices and standards. Training will help in further highlighting the need for the proposed changes and the responsibilities of the roles in the preferred model. An initial set of training is proposed and detailed in Appendix D.

5 Conclusions & Recommendations

The process undertaken in the preparation of this report has allowed RCC and the staff who attended the workshop to review a number of asset management business models. The high level of discussion and agreement on the preferred model and support structure supplies RCC with a path to go forward improving the overall level of asset management and having the changes align to the ISO 55001 asset Management Standard requirements, particularly in respect to governance and performance review.

The following are the recommendation for consideration by RCC:

Table 5.1 Recommendations

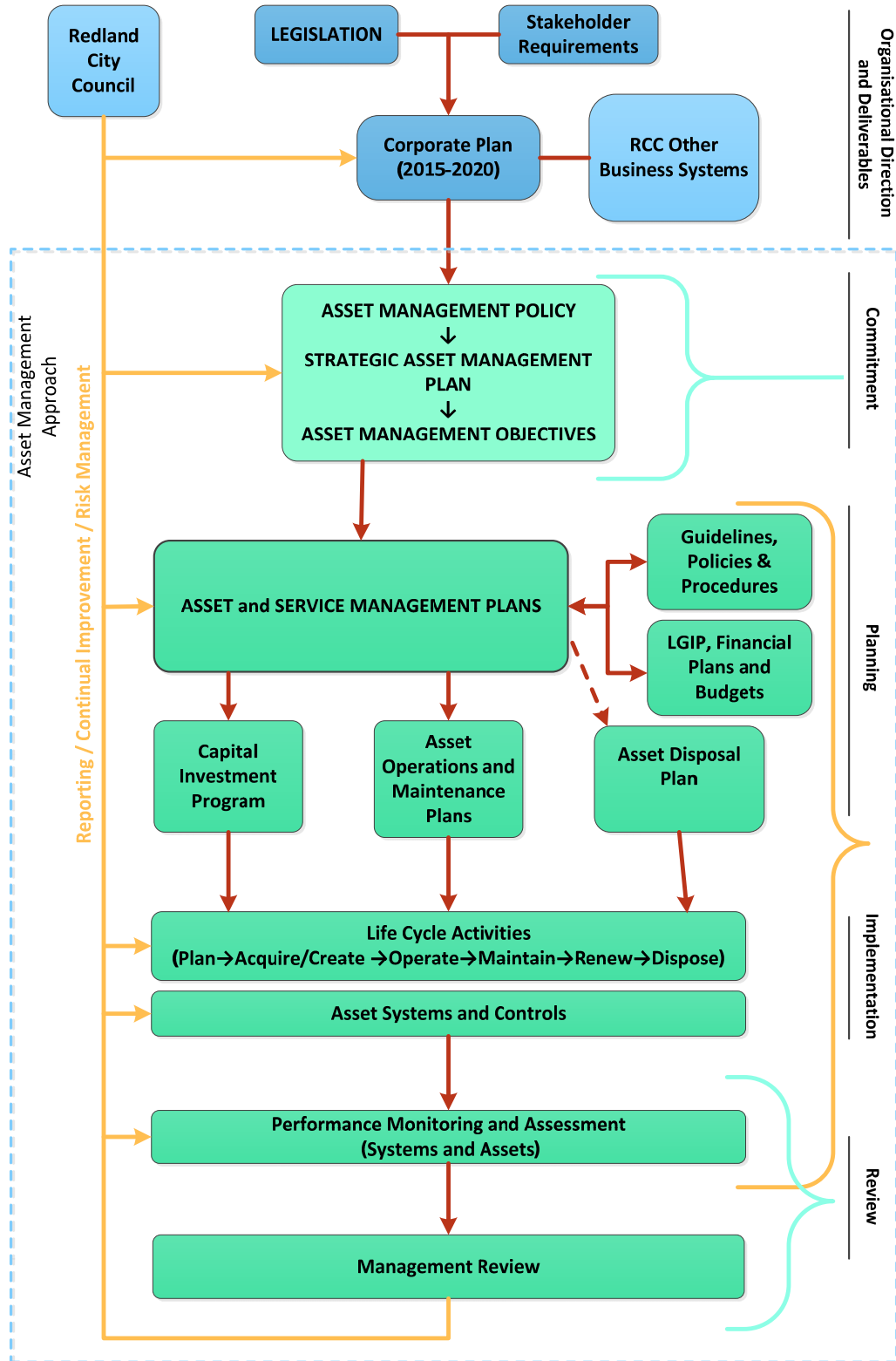
Recommendation	Description
Preferred Asset Management Centric Organisation Model	That the Asset Owner, Asset Manager, Asset Operator Model be implemented within RCC
Structural Alignment of Asset Owner Role	The Asset Owner functions and associated role report to the General Manager Organisational Services
Asset Management Support Structure	That the Enterprise Asset Steering Committee continue with a refreshed TOR taking into consideration the proposed model and the impact on roles and responsibilities
Positions within Asset Owner Role	That 2 new positions be consider to take on the functions of the asset owner in the preferred model: <ul style="list-style-type: none"> • Group Manager - Strategic Asset Management • Service Manager - Asset System Planning
Organisational Transition	That RCC develop a detailed Implementation Plan which incorporates a Change Management Plan and a Communication Plan.to cover the implementation phase of this project
Training and Skills development in Asset Management	That the training program as detailed in the report be undertaken as part of the preparedness for the implementation of the preferred asset centric organisation model.

Appendix A

Asset Management
Framework



Draft Asset Management Framework



Appendix B

Asset Owner,
Manager, Operator
Model - Roles and
Functional
Requirements



Asset Owner Function	Asset Manager Function	Asset Operator Function
Asset Management Policy	Demand Analysis	Operations Management
Strategic Asset Management Plan	LOS Analysis	Human Resource Planning
Asset Management Framework	Asset Create/Acquire & Handover Processes	Asset Inspection
Asset Management Governance	AM Initiatives (Asset Class level)	Maintenance Delivery
Asset Risk Management	Asset Planning	Materials Procurement
Strategic Asset KPI's and LOS	Contingency Planning	Asset Data Collection
Capital Decision Making Tools	Asset Health Monitoring	Fault & Incident Response
Consolidated Capital Program	Asset Class Capital Planning	Asset Disposal
Asset Management Compliance Management	Asset Technical Standards	Asset Condition Monitoring
AM Competency & Training Assessment	Asset Information requirements	Maintenance Contractor Management
	Application of Risk in Decision Making	Asset Risk Management
	Asset Class Budget Preparation	Outage Response
	Operations Planning	Capital Delivery (PMO)
	Maintenance Planning	
	Asset Life Cycle Costing	
	Project Evaluation	



Appendix C

Asset Owner Position
Requirements



	Group Manager - Strategic Asset Management	Service Manager - Asset System Planning
Position Objectives	<p>Provide Asset Management leadership and guidance within the organisation.</p> <p>Supply governance to the application and implementation of asset management across the organisation</p> <p>Develop asset management systems, processes and tools to be applied across all asset management functions</p> <p>Develop, manage and deliver the asset management improvement plan</p> <p>Review performance and compliance to SAMP, AMSP and other asset management systems and tools</p> <p>Report overall asset management performance and detail improvement actions to ELT</p>	<p>Undertake independently the activities covered by Asset Management Improvement Plan</p> <p>Support Implementation of Strategic Asset Management Plan</p> <p>Support Risk Management and Performance Improvement and Asset Information Management requirements</p> <p>Guide asset managers and operators how to consistently implement strategic asset activities e.g. risk, criticality, renewal decision processes</p> <p>Support Asset Management Capability Development, Monitoring and Reviewing Progress and Performance</p> <p>Support Asset Information Management and standardised data requirements.</p>
Qualifications	<p>Bachelor's Degree in Engineering, Accounting or equivalent</p> <p>Formal qualifications in Asset Management and or Accredited ISO 55001 Assessor/Auditor</p>	<p>Bachelor's Degree in Engineering, Accounting or equivalent</p>
Experience	<p>Minimum of 15 years' experience in asset management/asset operations.</p>	<p>Minimum of 5 years' experience in asset management/asset operations</p>
Skills & Competencies	<p>Excellent interpersonal, written and oral communication skills with a demonstrated commitment to excellent customer service</p> <p>Proven leadership skills</p> <p>Able to direct the work of others in all Roles with particular emphasis on Policy Development, Strategic requirements</p> <p>Proactive in shaping the asset management culture and championing asset management principles and best practices</p>	<p>Excellent interpersonal, written and oral communication skills with a demonstrated commitment to excellent customer service</p> <p>Skills in business process mapping and/or data analysis and reporting</p> <p>Excellent research, analytical and problem solving skills and an ability to produce results in an unsupervised environment</p>

Appendix D

Asset Training and
Skills Development



Group	Recommended Training	Basis and duration of Training
Executive Leadership	Basis of ISO 50001 Asset Management Standard	Summary training on ISO standard and asset management: 2.5 Hrs
Asset Manager and Asset Operator Roles and EASC members	ISO 55001 Asset Management Standard	Principles and application of ISO 55001 and asset management roles in preferred model 4 Hrs.
Asset Managers and Asset Owners	Use of Risk and Criticality in Asset Management	Detail discussion on risk application and tools and systems in applying risk in decision making 4 Hrs.
Additional training to be determine as part of the implementation process and the new roles have been filled.		

Asset Assignee Matrix

ASSET GROUP	ASSET DESCRIPTION	ASSET ASSIGNEE	ASMP	ASSET OWNER	ASSET MANAGER	ASSET OPERATOR
WATER, WASTEWATER, WASTE	Water connections	RWW Infrastructure Planning	Water Supply and Wastewater		Grp Mgr W & W Infrastructure	Grp Mgr Water & Waste Ops
WATER, WASTEWATER, WASTE	Wastewater connections	RWW Infrastructure Planning	Water Supply and Wastewater		Grp Mgr W & W Infrastructure	Grp Mgr Water & Waste Ops
WATER, WASTEWATER, WASTE	Water reservoirs	RWW Infrastructure Planning	Water Supply and Wastewater		Grp Mgr W & W Infrastructure	Grp Mgr Water & Waste Ops
WATER, WASTEWATER, WASTE	Length of water main (km)	RWW Infrastructure Planning	Water Supply and Wastewater		Grp Mgr W & W Infrastructure	Grp Mgr Water & Waste Ops
WATER, WASTEWATER, WASTE	Wastewater pump stations	RWW Infrastructure Planning	Water Supply and Wastewater		Grp Mgr W & W Infrastructure	Grp Mgr Water & Waste Ops
WATER, WASTEWATER, WASTE	Water boosters - number and location	RWW Infrastructure Planning	Water Supply and Wastewater		Grp Mgr W & W Infrastructure	Grp Mgr Water & Waste Ops
WATER, WASTEWATER, WASTE	Wastewater treatment plants	RWW Infrastructure Planning	Water Supply and Wastewater		Grp Mgr W & W Infrastructure	Grp Mgr Water & Waste Ops
WATER, WASTEWATER, WASTE	Length of sewer main (km)	RWW Infrastructure Planning	Water Supply and Wastewater		Grp Mgr W & W Infrastructure	Grp Mgr Water & Waste Ops
WATER, WASTEWATER, WASTE	Transfer stations	RWW Infrastructure Planning	Solid Waste		Grp Mgr W & W Infrastructure	Grp Mgr Water & Waste Ops
WATER, WASTEWATER, WASTE	Closed landfills	RWW Infrastructure Planning	Solid Waste		Grp Mgr W & W Infrastructure	Grp Mgr Water & Waste Ops
MARINE	Marine foreshore - seawalls	Infrastructure Projects Group	Marine Foreshore		Senior Engineer Marine and Waterway Assets	Service Mgr Roads, Drain & Mar
MARINE	Marine foreshore - groynes	Infrastructure Projects Group	Marine Foreshore		Senior Engineer Marine and Waterway Assets	Service Mgr Roads, Drain & Mar
MARINE	Canal estates	Infrastructure Projects Group	Marine Estates		Senior Engineer Marine and Waterway Assets	Service Mgr Roads, Drain & Mar
MARINE	Canal revetment walls	Infrastructure Projects Group	Marine Estates		Senior Engineer Marine and Waterway Assets	Service Mgr Roads, Drain & Mar
MARINE	Canal revetment walls	Infrastructure Projects Group	Marine Estates		Senior Engineer Marine and Waterway Assets	Service Mgr Roads, Drain & Mar
MARINE	Sovereign Lakes revetment walls	Infrastructure Projects Group	Marine Estates		Senior Engineer Marine and Waterway Assets	Service Mgr Roads, Drain & Mar
MARINE	Sovereign Lakes	Infrastructure Projects Group	Stormwater Quality		Principal Engineer City Infrastructure	Service Mgr Roads, Drain & Mar
MARINE	Navigational beacons	Infrastructure Projects Group	Marine Infrastructure		Senior Engineer Marine and Waterway Assets	Service Mgr Roads, Drain & Mar
MARINE	Barge and ferry terminals	Infrastructure Projects Group	Marine Infrastructure		Senior Engineer Marine and Waterway Assets	Service Mgr Roads, Drain & Mar
CITY INFRASTRUCTURE	Parks	City Spaces Group	Open Space		Grp Mgr City Spaces	Serv Mgr Parks & Conservation
CITY INFRASTRUCTURE	Vehicle and pedestrian tracks and trails	City Spaces Group	Open Space		Grp Mgr City Spaces	Serv Mgr Parks & Conservation
CITY INFRASTRUCTURE	Park assets -value	City Spaces Group	Open Space		Grp Mgr City Spaces	Serv Mgr Parks & Conservation
CITY INFRASTRUCTURE	Jetties/pontoons - # and location	Infrastructure Projects Group	Marine Infrastructure		Marine Infrastructure Planning	Service Mgr Roads, Drain & Mar
CITY INFRASTRUCTURE	Boat/Barge Ramps	Infrastructure Projects Group	Marine Infrastructure		Marine Infrastructure Planning	Service Mgr Roads, Drain & Mar
CITY INFRASTRUCTURE	Berthing Piles	Infrastructure Projects Group	Marine Infrastructure		Marine Infrastructure Planning	Service Mgr Roads, Drain & Mar
CITY INFRASTRUCTURE	Marinas	Infrastructure Projects Group	Marine Infrastructure		Marine Infrastructure Planning	Service Mgr Roads, Drain & Mar
CITY INFRASTRUCTURE	Traffic Signals	Infrastructure Projects Group	Traffic Facilities And Street Lighting		Snr Eng Traffic & Transport	Service Mgr Roads, Drain & Mar
CITY INFRASTRUCTURE	Roads	Infrastructure Projects Group	Roads & Bridges		Snr Eng Traffic & Transport	Service Mgr Roads, Drain & Mar
CITY INFRASTRUCTURE	Vehicular Bridges	Infrastructure Projects Group	Roads & Bridges		Snr Eng Traffic & Transport	Service Mgr Roads, Drain & Mar
CITY INFRASTRUCTURE	Kerb & Channel	Infrastructure Projects Group	Roads & Bridges		Snr Eng Traffic & Transport	Service Mgr Roads, Drain & Mar
CITY INFRASTRUCTURE	Footpaths	Infrastructure Projects Group	Footpaths & Cycleways		Snr Eng Traffic & Transport	Service Mgr Roads, Drain & Mar
CITY INFRASTRUCTURE	Car parks	Infrastructure Projects Group	Car Parks		Principal Engineer City Infrastructure	Service Mgr Roads, Drain & Mar
CITY INFRASTRUCTURE	Pedestrian bridges	Infrastructure Projects Group	Roads & Bridges		Snr Eng Traffic & Transport	Service Mgr Roads, Drain & Mar
CITY INFRASTRUCTURE	Stormwater pipes and culverts	Infrastructure Projects Group	Stormwater Drainage		Grp Mgr W & W Infrastructure	Service Mgr Roads, Drain & Mar
CITY INFRASTRUCTURE	Manholes/pits/junctions	Infrastructure Projects Group	Stormwater Drainage		Grp Mgr W & W Infrastructure	Service Mgr Roads, Drain & Mar
CITY INFRASTRUCTURE	End structures (headwalls, wing walls, aprons)	Infrastructure Projects Group	Stormwater Drainage		Grp Mgr W & W Infrastructure	Service Mgr Roads, Drain & Mar
CITY INFRASTRUCTURE	Bus stops	Infrastructure Projects Group	Bus Stop Infrastructure		Snr Eng Traffic & Transport	Service Mgr Roads, Drain & Mar
CITY INFRASTRUCTURE	Bus shelters - council operated	Infrastructure Projects Group	Bus Stop Infrastructure		Snr Eng Traffic & Transport	Service Mgr Roads, Drain & Mar
CITY INFRASTRUCTURE	Bus shelters - Adshel maintained	Infrastructure Projects Group	Bus Stop Infrastructure		Snr Eng Traffic & Transport	Service Mgr Roads, Drain & Mar
CITY INFRASTRUCTURE	Depots	Facility Services Group	Buildings		Grp Mgr City Spaces	Service Manager Facilities Services
COMMUNITY ASSETS	Community halls	City Spaces Group	Buildings		Grp Mgr City Spaces	Service Manager Facilities Services
COMMUNITY ASSETS	Showgrounds	City Spaces Group	Buildings		Grp Mgr City Spaces	Service Manager Facilities Services
COMMUNITY ASSETS	Showground pavilions	City Spaces Group	Buildings		Grp Mgr City Spaces	Service Manager Facilities Services
COMMUNITY ASSETS	Redland Performing Arts Centre (RPAC)	Community and Cultural Services Group	Redland Performing Arts Centre		Grp Mgr Comm & Cultural Serv	Manager Creative Arts
COMMUNITY ASSETS	Libraries	Community and Cultural Services Group	Redland Libraries		Grp Mgr Comm & Cultural Serv	Library Services Manager
COMMUNITY ASSETS	Cemeteries	City Spaces Group	Open Space		Grp Mgr City Spaces	Serv Mgr Parks & Conservation
COMMUNITY ASSETS	Aquatic Centre	City Spaces Group	Open Space		Grp Mgr City Spaces	Srv Mgr City Sport and Venues
COMMUNITY ASSETS	Sea swimming enclosures	Infrastructure Projects Group	Marine Foreshore		Senior Engineer Marine and Waterway Assets	Service Mgr Roads, Drain & Mar
COMMUNITY ASSETS	Indigiscapes	City Spaces Group	Open Space		Grp Mgr City Spaces	Service Mgr Roads, Drain & Mar
COMMUNITY ASSETS	Envrionmental land owned by RCC	City Spaces Group			Grp Mgr City Spaces	Serv Mgr Parks & Conservation
COMMUNITY ASSETS	Other Land owned by RCC					
OTHER/NON-INFRASTRUCTURE	Heritage Assets/ Art Collection	Community and Cultural Services Group	Redland Art Gallery		Manager Creative Arts	Director Redland Art Gallery
OTHER/NON-INFRASTRUCTURE	Library Stock	Community and Cultural Services Group	Library Services		Library Services Manager	Branch Librarian
OTHER/NON-INFRASTRUCTURE	Fleet	Fleet Services Team	Fleet		Fleet Manager	Various
OTHER/NON-INFRASTRUCTURE	Information Management	Information Management Group	Information Management		Chief Information Officer	Various

11.1.4 2017 LGAQ ANNUAL CONFERENCE AND REDLAND CITY COUNCIL MOTIONS

Objective Reference: A2504010
Reports and Attachments (Archives)

Attachments:

1. [2017 LGAQ Conference Motion - Prevention of Domestic and Family Violence](#)
2. [2017 LGAQ Conference Motion - Community Residence Provisions in Schedule 6 of the Planning Regulation 2017](#)

Authorising Officer: John Oberhardt
General Manager Organisational Services

Responsible Officer: Paul Holtom
Group Manager Corporate Services

Report Author: Marita West
Governance Services Manager

PURPOSE

The purpose of this report is to:

1. Advise Council of the 2017 Local Government Association of Queensland (LGAQ) Annual Conference to be held in Gladstone 16 – 18 October 2017;
2. Seek approval for the Mayor and one other Councillor delegate to represent Council at the conference;
3. Allocate Council’s voting rights for the conference; and
4. Endorse the motions that Council intends to put forward at the conference.

BACKGROUND

The LGAQ’s 121st Conference is to be held in Gladstone from 16 – 18 October 2017. It is the principal conference in Queensland relating to local government. The conference brings together delegates from all tiers of government, external stakeholders and the media to consider the challenges facing local government and their communities.

The conference theme for this year is Waves of Change, Oceans of Opportunity. The program is upbeat and optimistic and reflects the approach that local governments take in planning for the future of their communities. A broad array of speakers will be presenting at the conference on a range of topics.

ISSUES

Council can send two official delegates to the LGAQ Annual Conference, as a full member of the LGAQ. Other attendees are also welcome to attend.

Council is entitled to vote on any motions put forward by members. Council has six votes at the LGAQ Annual Conference, which can be wholly exercised by one delegate or may be split in any proportion Council determines between two delegates.

Local governments are also invited to put forward motions for discussion on any subject pertaining to matters of common concern to members (local governments). Council proposes to put forward two motions as follows:

1. Prevention of Domestic and Family Violence; and
2. Community Residence Provisions in Schedule 6 of the Planning Regulation 2017.

For details relating to the proposed motions, please refer to *Attachment 1* and *Attachment 2* respectively.

STRATEGIC IMPLICATIONS

Legislative Requirements

There are no legislative requirements associated with this report.

Risk Management

Non-attendance by Council at the conference results in a lost opportunity for Redland City Council to voice its views in matters being considered (voted on) at the conference and sharing current issues and proposals relevant to local government.

Financial

This recommendation does not require any change to the current year's budget as funds have already been allocated. There are no conference fees for Council's official delegates, as the cost of attendance for two representatives is included in Council's annual membership to the LGAQ. Accommodation and travel costs for the conference are included in the 2017/2018 operational budget.

People

Council's representation at the LGAQ Annual Conference provides the opportunity for Councillors to keep abreast of contemporary and emerging issues in local government and associate with leaders in this field and other elected representatives from across Queensland

Environmental

There are no environmental issues associated with this report.

Social

Attendance at the LGAQ Annual Conference supports Councillors to provide the highest level of leadership to the organisation and the Redland's community.

Alignment with Council's Policy and Plans

The recommendation primarily supports Council's Corporate Plan 2015-2020 Outcome 8 Inclusive and ethical governance.

CONSULTATION

Councillors, the Executive Leadership Team and senior officers were requested to put forward motions for the LGAQ Conference.

OPTIONS

1. That Council resolves that:
 1. Council be represented by the Mayor and one other Councillor as official delegates at the 2017 LGAQ Annual Conference; and
 2. Council's voting rights at the conference are split equally between the two official delegates; or
2. That Council resolves that Council be represented by the Mayor as the official delegate at the 2017 LGAQ Annual Conference with full voting rights; or
3. That Council resolves that Council is not represented at the 2017 LGAQ Annual Conference; and
4. The attached motions be endorsed for submission to the 2017 LGAQ Annual Conference.

OFFICER'S RECOMMENDATION

That Council resolves that:

- 1. Council be represented by the Mayor and one other Councillor as official delegates at the 2017 LGAQ Annual Conference;**
- 2. Council's voting rights at the conference are split equally between the two official delegates; and**
- 3. The attached motions be endorsed for submission to the 2017 LGAQ Annual Conference.**

LGAQ ANNUAL CONFERENCE MOTION – 2017

Submitting council / organisation	
Redland City Council	
Date of council / organisation resolution	LGAQ Policy Executive district
Number and title of motion	Prevention of Domestic and Family Violence
Motion	<p>That LGAQ commits to provide leadership in preventing domestic and family violence through:</p> <ol style="list-style-type: none"> 1. Advocacy to other levels of government to increase resources in clarifying, enhancing and further implementing legislation and influencing social norms for more equal relationships between men and women. 2. Building capacity within the organisation and the sector to understand the prevalence, seriousness and preventable nature of the problem and roles that local government can play in addressing gender equity and promoting respectful relationships. 3. Promoting local government's role, achievements and best practice in preventing domestic and family violence to the sector and other levels of government. In addition, championing 'whole of community' approaches to raising awareness and responding to opportunities to promote respectful relationships. 4. Assisting local governments in developing policy framework and toolkits to address domestic and family violence in their workplace and community.
Background	To encourage councils from across Queensland to be leaders in their respective communities by standing up against domestic and family violence. As the level of Government closest to the community, councils play an important role in supporting their staff, contractors and wider community. This role includes advocating to other levels of government and community organisations for greater local support.
What is the desired outcome sought?	That Queensland councils join in a united front to support the battle against domestic and family violence. This includes advocating as a unified body to other levels of government for greater support for those impacted by domestic and family violence.
What are the impacts (positive or negative) on local government?	<ul style="list-style-type: none"> • Greater support for Council staff in responding to domestic and family violence and supporting staff experiencing domestic and family violence. • Stronger advocacy to other levels of government through a unified state-wide approach. • Greater recognition of the support councils provide to those suffering domestic and family violence. • Greater recognition of the important role councils play in identifying the needs for domestic and family violence within their respective communities.
LGAQ comment	

LGAQ ANNUAL CONFERENCE MOTION – 2017

Submitting council / organisation Redland City Council	
Date of council / organisation resolution	LGAQ Policy Executive district
Number and title of motion	Community Residence Provisions in Schedule 6 of the <i>Planning Regulation 2017</i>
Motion	<p>That the Local Government Association of Queensland makes representations to the State Government to review the current provisions for “Community residence” in the <i>Planning Regulation 2017</i> and include additional requirements to ensure community residences are:</p> <ul style="list-style-type: none"> • are located in close proximity to public transport, services and possible employment areas; • address impacts on existing residential amenity; and • are not established without consultation with the relevant local government to ensure conformity with local government planning policies.
Background	<p>On 7 August and 12 September 2013 respectively, Mayor Karen Williams and Councillor Boglary wrote to the Minister for State Development, Infrastructure and Planning, the honourable Jeff Seeney MP requesting further consideration of the Community Residence Code in the Queensland Planning Provisions (version 3) as part of the State planning review. At the time, the prescribed level of assessment for a “Community Residence” was self-assessable in all residential and rural residential zones. The Mayor expressed concerns that the Community Residence state code was insufficient to adequately accommodate this activity within all residential and rural residential areas.</p> <p>Redland City Council implemented the code on a trial basis leading up to the preparation of its new planning scheme. The trial allowed a Community residence to establish as a self-assessable use in the city. Unfortunately a facility, which housed past offenders reintegrating into the community, led to considerable community anxiety and concerns from the Queensland Police. As well as issues with the behaviour of the facility’s residents, the location of the facility within an established residential area also raised a number of concerns both from the community and elected representatives.</p> <p>The Mayor subsequently wrote to the State requesting</p> <ul style="list-style-type: none"> • additional locational requirements be incorporated within the state code for Community residences to ensure the types of uses are located within close proximity to public transport, services and possible employment areas; and • additional criteria be considered to address impacts on existing residential amenity. <p>The honourable Jeff Seeney MP wrote to Mayor Karen Williams on 25 October 2013 indicating that a review of the statewide code may be included as part of the next version (version 4.0) of the Queensland Planning Provisions.</p> <p>When the Department of Infrastructure, Local Government and Planning released a full version of the draft QPP version 4.0 with tracked changes for public view on its website, Council’s suggested changes had not been incorporated. Subsequently, Council advocated through the Local Government Association of Queensland to have the provisions in the State Code changed. Motions have been put forward and carried at the LGAQ annual conferences in 2015 (see item 25 – meeting minutes) and 2016 (see item 70 – meeting minutes).</p> <p>In the lead up to the implementation of Queensland’s new planning legislation, Council was advised that the QPP would not be carried forward and that the relevant provisions addressing community residences would be incorporated within the new <i>Planning Regulation 2017</i>. When the new legislative material was released for public consultation, Council again made representations to the State Government reiterating its previous comments and seeking the provisions in the Regulation to be expanded. Again, Council was unsuccessful in having the requisite changes undertaken. The relevant provisions now exist within Schedule 6, Part 2, Item 6 of the Planning Regulation 2017, which took effect on 3 July 2017.</p>

LGAQ ANNUAL CONFERENCE MOTION – 2017

<p>What is the desired outcome sought?</p>	<p>As stated above, Council is continuing to seek a review of the provisions contained within Schedule 6, Part 2, Item 6 of the Planning Regulation 2017. More specifically, Council would like to see the following assessment benchmarks incorporated within the abovementioned section:</p> <ul style="list-style-type: none"> • additional locational requirements for Community residences to ensure that these types of uses are located within close proximity to public transport, services and possible employment areas; • additional criteria to address impacts on existing residential amenity. <p>In addition Council is of the view that community residences are not established without prior consultation with the relevant local government to ensure conformity with local government planning policies.</p>
<p>What are the impacts (positive or negative) on local government?</p>	<p>Whilst Council remains supportive of the program of reintegrating people back into the community, its experience to date indicates that the current provisions, which mandate the level of assessment, and simply rely on managing impacts primarily through controlling resident numbers, are insufficient.</p> <p>Concern has been expressed by the public and Redland City Council that the mandatory Community Residence provisions need further review and improvement.</p> <p>Due to the nature of the use and its social aspects, the introduction of Community Residences into established residential areas requires more planning consideration than simple limitations on resident numbers, car-parking and support worker requirements. It is Council's suggestion that the Community residence code be reviewed to address matters such as the social and service needs of the residents, proximity to public transport and employment opportunities and likely impacts on amenity.</p>
<p>LGAQ comment</p>	

11.1.5 OPERATIONAL PLAN QUARTERLY PERFORMANCE REPORT JUNE 2017

Objective Reference:	A2476693
Attachment:	<u>Operational Plan Quarterly Performance Report June 2017</u>
Authorising Officer:	John Oberhardt General Manager Organisational Services
Responsible Officer:	Andrew Hurford Group Manager Corporate Governance
Report Author:	Lorraine Lee Senior Adviser Strategic and Community Planning

PURPOSE

The purpose of this report is to provide a progress report against the Operational Plan 2016/17 for the fourth quarter from 1 April to 30 June 2017.

BACKGROUND

The *Local Government Act 2009* (the Act) requires Council to adopt an Operational Plan each year. The Operational Plan 2016/17 forms an important part of Council's strategic planning process and sets out the work Council plans to deliver towards achievement of the Corporate Plan 2015-2020.

The Act also requires the Chief Executive Officer to present a written assessment of the Council's progress towards implementing the annual operational plan at meetings of Council, at least quarterly.

ISSUES

The attached Operational Plan Quarterly Performance Report June 2017 provides a status update for each significant activity, together with a comment outlining progress for the quarter. The information in the report has been provided by the responsible departments for each significant activity.

Status of Significant Activities Defined within the 8 Outcomes	
Completed	55
Monitor	17
Cancelled	1
Total	73

Summary

Of the 73 significant activities defined within the 2016/17 Operational Plan:

- 55 were completed as planned
- 17 were not finalised as planned and are being monitored. In general these will be completed by Q1 of the 2017/18 financial year. Of these, 16 have been carried over into the Operational Plan 2017/18. The remaining significant activity *2.5.2 Plan and develop access on the bay islands and connections to the mainland* is being pursued in projects by

various departments/agencies. Projects include investigating new boat ramp locations in southern Redland Bay, upgrading existing marine facilities, economic transition of North Stradbroke Island and the Toondah Harbour priority development area.

- One significant activity, 7.2.4 Planning for the Point Lookout Surf Life Saving QLD Hub and Joint Emergency Response Centre was cancelled following consultation with Surf Lifesaving Queensland.

More detailed information on each significant activity is outlined in the attached Operational Plan Quarterly Performance Report June 2017.

STRATEGIC IMPLICATIONS

Legislative Requirements

Council's Operational Plan 2016/17 is an important statutory document which sets out the significant activities that Council plans to deliver in 2016/17. The significant activities directly contribute to outcomes specified in the Corporate Plan 2015-2020. Tracking progress against this plan provides a useful assessment of Council's performance in delivering against its plans.

The Local Government Regulation 2012 (section 174) states that "the chief executive officer must present a written assessment of the local government's progress towards implementing the annual operational plan at meetings of the local government held at regular intervals not more than 3 months". Under the same section of the regulation, Council is allowed to amend the plan at any time before the end of the financial year.

Risk Management

The risk of not delivering against Council's operational plan is that Council does not achieve the commitments set out in the longer term corporate and community plans. Each significant activity would have associated risks which would be managed by the relevant area of Council.

Financial

The Operational Plan 2016/17 is funded from the annual budget.

People

Significant activities listed in the Operational Plan 2016/17 are managed by the individual area in Council responsible for the significant activity. The status and comments of significant activities in the attached report have been provided by the relevant officer for each significant activity and compiled by Council's Corporate Planning and Transformation Group. Although delivery of the plan itself is dependent on staff resources and some significant activities relate to people issues, there are no direct impacts on people resulting from this report.

Environmental

Some significant activities within the Operational Plan 2016/17 directly contribute to Council's environmental commitments. However, this report does not have any direct environmental impacts.

Social

Some significant activities within the Operational Plan 2016/17 directly contribute to Council's social commitment. However, this report does not have any direct social impacts.

Alignment with Council's Policy and Plans

Council's Operational Plan 2016/17 outlines planned significant activities against the eight outcomes in the Corporate Plan 2015-2020. As such, it is a key planning document and consistent with both the Corporate Plan 2015-2020 and the Redlands 2030 Community Plan.

CONSULTATION

The Corporate Planning and Transformation Group have prepared the attached report in consultation with relevant officers and managers within Council. The status and comments have been provided by the officers involved in delivering the particular significant activities within the Operational Plan 2016/17.

OPTIONS

1. That Council resolves to note the Operational Plan Quarterly Performance Report June 2017.
2. That Council requests additional information in relation to the attached Operational Plan Quarterly Performance Report June 2017.

OFFICER'S RECOMMENDATION

That Council resolves to note the Operational Plan Quarterly Performance Report June 2017.



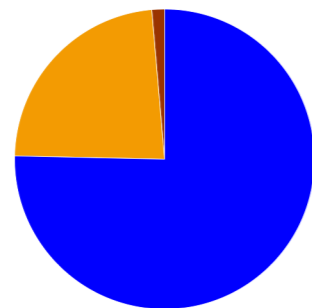
Operational Plan 2016 - 2017

April to June 2017

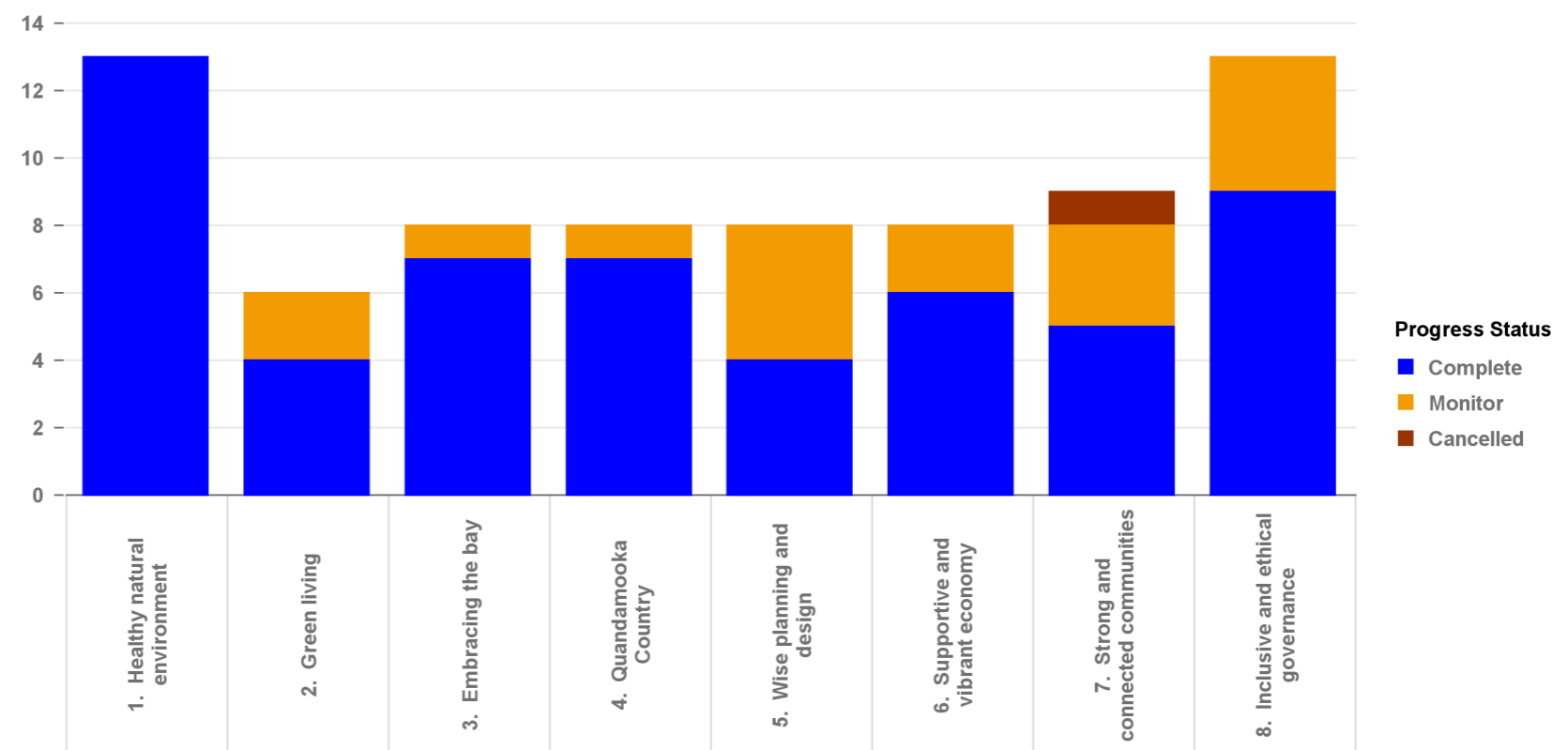


Summary

Vision Outcome	Complete	Monitor	Cancelled	Total
1 Healthy natural environment	13	0	0	13
2 Green living	4	2	0	6
3 Embracing the bay	7	1	0	8
4 Quandamooka Country	7	1	0	8
5 Wise planning and design	4	4	0	8
6 Supportive and vibrant economy	6	2	0	8
7 Strong and connected communities	5	3	1	9
8 Inclusive and ethical governance	9	4	0	13
Total	55	17	1	73



Progress Status
■ Complete
■ Monitor
■ Cancelled

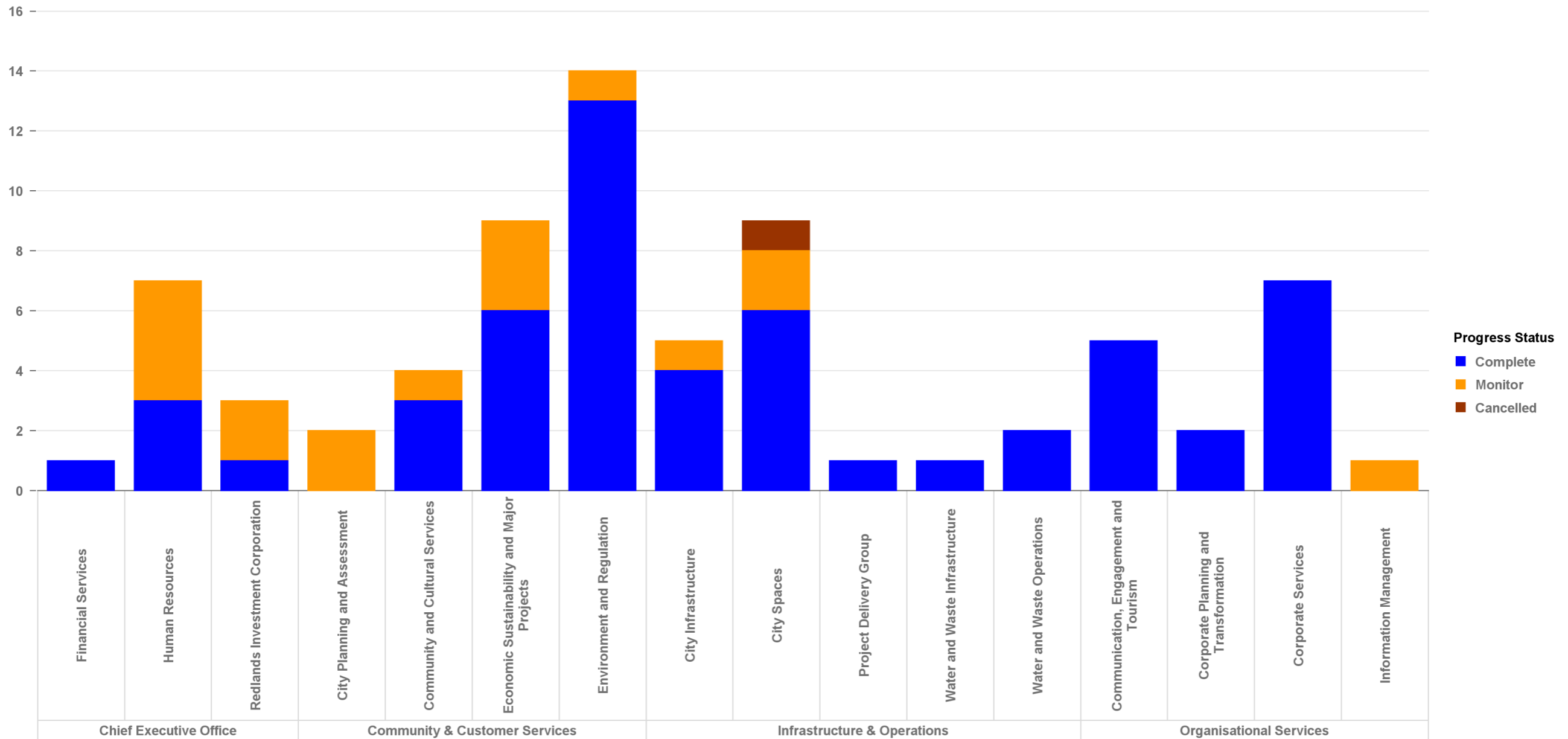


Progress Status
■ Complete
■ Monitor
■ Cancelled

- Complete** The significant activity has been delivered as planned for 2016 – 2017.
- Monitor** The significant activity has progressed in 2016 – 2017 but has not been fully delivered as planned. This report provides comments on how and when issues with delivery will be resolved.
- Cancelled** The significant activity has been cancelled.

Organisational Summary

Department	Complete	Monitor	Cancelled	Total
Chief Executive Office	5	6	0	11
Community & Customer Services	22	7	0	29
Infrastructure & Operations	14	3	1	18
Organisational Services	14	1	0	15
Total	55	17	1	73



1. Healthy natural environment

2020 Strategic Outcomes

1.1 Redland's natural assets including flora, fauna, habitats, biodiversity, ecosystems and waterways are managed, maintained and monitored.

1.2 Threatened species are maintained and protected, including the vulnerable koala species.

1.3 Community and private landholder stewardship of natural assets increases.

1.4 Visitors experience our natural assets through high standard facilities, trails, interpretation and low impact commercial ventures.

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Manage Council owned water bodies for improved environmental outcomes.	1.1.1	Community & Customer Services	Complete	Water quality monitoring (ambient, rainfall event and fish) for Annual Waterway Recovery Report completed. Finalising the draft Pest Fish Management Plan. Completing the review of Council's Total Water Cycle Management Plan. Redlands Catchment Description and Issues Technical Report delivered to inform Redland Catchment Action Plan. Development of the draft Artificial Waterbodies water quality guidelines report completed. Artificial Waterbody condition assessment reports delivered.
Plan and deliver conservation restoration activities.	1.1.2	Infrastructure & Operations	Complete	All works were completed as planned. Riparian plantings were undertaken in priority catchments across City including Coolwynpin, Hilliard's, Erapah, Tarradarrapin and Moogurrapum Creek catchments.
Engage and deliver restoration through partnership with community and external groups.	1.1.3	Community & Customer Services	Complete	Bushcare - 3,410 plants were planted by the volunteer bushcare community. A koala community planting event occurred in April, with 70 volunteers attending and 2,000 trees planted. 104 working bees were conducted and 10 community talks completed. Extension programs - 4,614 plants were provided to private landowners through extension services, with an additional 850 plants planted at local school sites.
Develop and commence implementing a program to plant one million native plants in the Redlands by 2020.	1.1.4	Community & Customer Services	Complete	A total of 80,263 plants were planted as part of the One million Native Plants program, in conjunction with City Spaces, Bushcare and various extension programs. The IndigiScapes nursery extension will be completed by September 2017 to further support this program with native plant stock.
Develop natural environment strategies under the Natural Environment Policy.	1.2.1	Community & Customer Services	Complete	The draft wildlife habitats, networks and corridor plan will be delivered to Council in a September 2017 workshop, as part of Council's Natural Environment Policy agenda. The plan compliments the Koala Conservation Strategy and Action Plan. Funding for the Koala Conservation Strategy and Action Plan has been provided for 2017/18. The Coochiemudlo Island Integrated Weed Management Plan is nearing completion with a successful community open day and weed management workshop held in June 2017. Final stakeholder engagement will occur in July 2017 prior to finalisation.

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Improve accessibility of protected areas for health and wellbeing, while conserving biodiversity.	1.2.2	Infrastructure & Operations	Complete	<p>Maintenance was completed on fire trails throughout the city (fire management/ horse/ mountain bike/walking) with major resurfacing being undertaken in Don and Christine Burnett Conservation Area, Redland Track Park and Bayview Conservation Area.</p> <p>Conservation teams have undertaken maintenance of shared use (walking/ cycling) trails throughout the city to ensure safety and experience of users is maintained.</p> <p>Trailcare days were held in the Redland Track Park and Bayview Conservation Area. Many hours of volunteer construction and maintenance work was completed on shared use (walking and mountain biking) trails including 'Blow', 'Calender Boys', 'Sock Puppet West', 'Maze', 'Centipede', 'Candlestick', 'Grass Trees', 'Vegemite', 'You're Kidding', 'Luge', 'Magic', 'Downpipe', 'Luge' and 'Candy' trails.</p>
Plan and deliver community education programs to protect native wildlife.	1.2.3	Community & Customer Services	Complete	<p>1,015 telephone phone calls to the Redlands wildlife rescue service were received. 'Dog Fest' was held in June 2017 as part of the Local Law 2 - Dog owners and koalas Behaviour Change Program pilot for wildlife interaction with in excess of 1,500 attendees. Seven community events held, including Glossy Black workshop, with displays at four events, including Million Paws Walk and Indigi Day Out.</p>
Plan and support the development of habitats for threatened species.	1.2.4	Community & Customer Services	Complete	<p>Coastal saltmarsh mapping is progressing. Flying Fox Roost monitoring was undertaken. Ongoing behaviour monitoring of 10 raptor nests by 15 volunteers through our Citizen Science program. The draft Wildlife Networks and Corridors Plan is completed. Ongoing development of an updated Pest Management Plan.</p>
Review koala area provisions and mapping within Local Law 2 including consultation with community.	1.2.5	Community & Customer Services	Complete	<p>Completed in Q3. 'Dog Fest' was attended by 1,500 participants as part of the Behaviour Change Program.</p>
Partner with community for improved environmental outcomes.	1.3.1	Community & Customer Services	Complete	<p>4,614 plants were distributed to property owners, with the bush care community planting an additional 3,410 plants.</p> <p>Major events such as Indigi Day Out and Seek, Unearth, Explore (Quandamooka Country) were held in June 2017. Workshops during Q4 included Floating Wetlands and Cultural Heritage.</p> <p>18 school visits were conducted during Q4, with an Early Educators Inclusion workshop held in June 2017.</p>
Deliver land management extension programs within the community.	1.3.2	Community & Customer Services	Complete	<p>64 properties were visited to support private land owners involved in the extension programs. A Floating Wetland Workshop was held to support wetland habitat establishment. 4,614 plants were provided to extension program members.</p> <p>Community events included Seniors Expo, koala community planting day, and Indigi Day Out.</p>

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Enhance the visitor experience of Redland's natural assets.	1.4.1	Infrastructure & Operations	Complete	<p>Development and installation of new map signage and trailmarkers was undertaken throughout the Don and Christine Burnett Conservation Area, part of the Koala Bushland Coordinated Conservation Area. This work was undertaken in partnership with the Department of National Parks, Sport and Racing, Queensland Parks and Wildlife Service and Logan City Council. New trailhead shelters were installed at Don and Christine Burnett Reserve and Ford Road Reserve.</p> <p>Monthly trail user counters were installed in the Redland Track Park and Bayview Conservation Area. Initial readings for the Redland Track Park show 4,059 users through one entrance trail.</p> <p>Development of mapping and information applications is underway to improve visitor access to reserves, safety and emergency management response.</p>
Manage the customer experience at IndigiScapes.	1.4.2	Community & Customer Services	Complete	<p>Indigi Day Out and Seek, Unearth, Explore were held during Q4, resulting in visitor numbers reaching in excess of 15,000. A new nursery is due for completion in September 2017, with the concept designs nearing completion for the centre extension. Indigenous cultural heritage inclusion opportunities at the Centre are being explored and developed in consultation with the Quandamooka people. 'Welcome to Country' garden design component will be developed as part of the IndigiScapes extension.</p>

2. Green living

2020 Strategic Outcomes

2.1 Council's policies and plans support ecologically sustainable development and respond to climate change issues.

2.2 Sustainable building design (for example, solar panels and water tanks) is supported through education and advocacy.

2.3 Council's waste management plans address current and future needs, and include plans for closed landfills and regional collaboration.

2.4 Council and the community actively recycle and reduce waste.

2.5 Transport planning reflects a desire to maximise economic, environmental and liveability outcomes through quality road design, public transport, pedestrian and cycling strategies.

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Manage implementation of the Redland City Council Climate Change Action Plan.	2.1.1	Community & Customer Services	Monitor	Climate and Energy Action Plan 2017-2021 is in final draft and will be presented in a Councillor Workshop in September 2017. Energy and Solar Program - The Business Case was developed and approved. This four year program implements key projects from the 'Feasibility Study into Renewable Energy and Management Options for Redland City 2016'. Key projects are: Centralised Energy Monitoring; Management and Reporting Project; Community Halls Roof Top Solar Project; Proof of Concept Small Scale Solar Project at a Council facility and a Solar Farm Project to offset electricity costs at a high energy consumption location.
Provide information to raise community awareness and education.	2.2.1	Community & Customer Services	Complete	Redland City Council joined the Living Smart partnership with Sunshine Coast and Moreton Bay Regional Councils. The Living Smart program is a community focussed sustainability/behaviour change program that aims to engage residents on key themes to inspire, inform and affect an increase in sustainability outcomes (such as food waste, energy efficiency, building design, gardening and composting). The Living Smart website is the central point of this program.
Plan and deliver waste management services to meet current and future needs of the city.	2.3.1	Infrastructure & Operations	Complete	Regional collaboration continues with Brisbane City Council to identify future options for waste disposal beyond 2020 when the existing waste disposal agreement expires. Work continues on a new waste collection contract. The closed landfill program continues to identify and manage environmental risks.
Reduce the amount of waste going into landfill.	2.4.1	Infrastructure & Operations	Complete	Kilograms of domestic waste landfill per capita was estimated to be 364kg against a target of 372kg. Estimated 2016/17 resource recovery was 46.6% against a target of 48.6%.
Develop and manage active and public transport assets and services.	2.5.1	Infrastructure & Operations	Complete	The Minimum Boarding Point program for 2016/17 was completed. Some bus shelter renewals will be carried over to early 2017/18.
Plan and develop access on the bay islands and connections to the mainland.	2.5.2	Infrastructure & Operations	Monitor	The Transport Plan project is currently being transitioned to Project Manager to lead the project delivery. Specific projects addressing connectivity between the mainland and the island,s as well as access to the bay, are being pursued by various departments/agencies. Projects include investigating new boat ramp locations in southern Redland Bay, upgrading existing marine facilities, economic transition of NSI and the Toondah Harbour priority development area.

3. Embracing the bay

2020 Strategic Outcomes

3.1 Council collaborates with partners to understand, nurture and protect Moreton Bay's marine health and values.

3.2 Communities on the islands and foreshores enjoy equitable access to development opportunities and community services.

3.3 Our community is ready for and adapting to changing coastlines, storm tide and severe weather.

3.4 Redland City's residents and visitors can easily access the foreshore and use recreation infrastructure for boating and non-boating activities.

3.5 Priority Development Areas support equitable outcomes for island residents, such as access to transport and facilities.

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Partner with Healthy Waterways and SEQ Catchments to monitor and improve the values of the bay and enhance the communities experience of the bay.	3.1.1	Community & Customer Services	Complete	A Healthy Land and Water Award nomination was submitted for Catchment Solutions Fishway Program (included Hilliards Creek Fishway). Officers attended the Healthy Land and Water - Monitoring and Evaluation Steering Committee meeting in April 2017. The Redland Annual Waterway Recovery Report was completed and report is 80% complete, due for release October/November. Water Refill Stations were loaned to reduce plastic bottle litter entering the bay.
Partner with and support community organisations to build the capacity to deliver services and projects on the islands.	3.2.1	Community & Customer Services	Complete	No new work undertaken this quarter.
Develop a coastal adaptation strategic plan.	3.3.1	Infrastructure & Operations	Complete	A comprehensive engagement program across the whole of city's coast and islands was completed for Phase 1 (Current Hazards). QYAC have been engaged to begin Phase 2 (Emerging Risks). The project is being completed as part of the QCoast2100 funding program managed by Local Government Association Queensland. The key deliverable for this part of the project will be a comprehensive risk assessment on coastal hazards across the city, through to 2100.
Build community resilience to ensure residents have capacity to prepare, respond and recover from severe weather events.	3.3.2	Organisational Services	Complete	Resilience activities have been conducted across the Southern Moreton Bay Islands and North Stradbroke Island throughout the year and will continue into 2018. Of particular success was Exercise EXODUS and the establishment of the Community Champions program. The current disaster plans across the city are currently being reviewed and contemporised for a 2018 re-release.
Manage Redland City Council's marine and canal infrastructure.	3.4.1	Infrastructure & Operations	Complete	Dredging work at Aquatic Paradise and Raby Bay is complete and Raby Bay Trial is 75% complete. Two trial sites have been completed with a third and four trial underway and scheduled to be completed by August 2017. The Aquatic Paradise project was an excellent example of a cooperative project with community representatives included in the tender process from start to finish. The Raby Bay Revetment Wall Repair trial, similarly engaged with the community to be involved in the tender process. The trial will move into a monitoring phase in 2017/18 with community representatives continuing to be involved in the evaluation process.
Manage risk hazards to the public.	3.4.2	Infrastructure & Operations	Complete	New national standard aquatic signage at Raby Bay Harbour Park was installed consistent with recommendations from the Coastal Risk Management Plan. This was in partnership with Surf Life Saving Qld.

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Establish the Redland Canoe and Kayak Trail.	3.4.3	Infrastructure & Operations	Complete	As part of a three year program to improve visibility and accessibility of canoe launch points in the city, infrastructure including bollards and seats were installed at: <ul style="list-style-type: none"> • John Fredericks Park, Capalaba • Beth Boyd Park, Thornlands • Wellington Point Recreation Reserve • Cleveland Point Recreation Reserve • Oyster Point Park, Cleveland • Orana Esplanade Foreshore Park, Victoria Point and • Point Talburpin Tucker Reserve, Redland Bay
Progress development of Priority Development Area (PDA) activities that support equitable access.	3.5.1	Redlands Investment Corporation	Monitor	Walkers received controlled action designation from the Federal Government. Environmental Impact Statement process to be commenced. Redlands Investment Corporation is preparing a masterplan for Plan B to be presented to Council Q1 2017/18.

4. Quandamooka Country

2020 Strategic Outcomes

4.1 Council's organisational and staff capacity to deliver positive outcomes for Aboriginal communities, including the Quandamooka People, is improved through policy, cultural awareness training and cultural heritage training for elected members and Council staff.

4.2 Council's and the community's respect and understanding of the Quandamooka peoples' relationship with their traditional land and waters continue to improve.

4.3 Council continues to support and resource the delivery of commitments under the Indigenous Land Use Agreement (ILUA) with the Quandamooka People.

4.4 Council works with the Quandamooka Traditional Owners to help them achieve their goal of establishing North Stradbroke Island (Minjerribah) as a global eco-cultural tourism destination.

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Increase Redland City Council elected members and staff awareness of cultural heritage.	4.1.1	Organisational Services	Complete	530 officers attended one of four cultural awareness sessions held at RPAC during National Reconciliation Week. Department of Aboriginal and Torres Strait Islander Partnerships (DATSIP) presented an overview of the Aboriginal Cultural Heritage Act 2003 to Council officers. Council's Operational Leadership Group has commenced discussion on why RCC should develop a Reconciliation Action Plan (RAP). Logan City Council and the State Government (Office of the Commonwealth Games) presented their RAP's. A Councillor workshop considered the review of the Policy, guideline and an action plan.
Embed Indigenous cultural awareness training at Redland City Council.	4.1.2	Human Resources	Monitor	Cultural awareness training is included in the organisation's Corporate Induction for new staff members. National Reconciliation Week cultural awareness sessions were attended by 530 Council officers.
Develop a Cultural Heritage policy and guideline in line with the draft Cultural Heritage Management Plan from QYAC. This activity has been carried forward from 2014/15.	4.1.3	Organisational Services	Complete	A strategy to address the Aboriginal Cultural Heritage Policy was presented to Council at a recent workshop. More work is continuing to address ways to develop the Policy. QYAC continue to submit the completed Aboriginal Cultural Heritage Management Plans to RCC.
Promote awareness and understanding of the local Aboriginal and Torres Strait Islander culture through events.	4.2.1	Organisational Services	Complete	Council initiated a number of events to recognise National Reconciliation Week including Indigi Day Out which had a strong Aboriginal community participation. The Quandamooka Festival planning has been proactive and provides a variety of opportunities for people to increase their knowledge of the local Aboriginal culture.
Deliver programs, events, displays and exhibitions through Council's libraries, art galleries and performing arts centre to showcase Aboriginal history, art and culture and enhance community understanding of these aspects.	4.2.2	Community & Customer Services	Complete	Libraries contributed to events held during National Reconciliation Week and NAIDOC week. NAIDOC shirts designed by Shara, an Australian Aboriginal contemporary artist from Quandamooka Country, were distributed to library officers. Work continues to develop an indigenous storytelling program partnered with QYAC and First 5 Forever. Redland Art Gallery displayed Lola Greeno, a Tasmanian Indigenous artist, Cultural Jewels exhibition from March to May 2017. Jarjums Life Museum Exhibition, made by children was held May to June 2017. Cleveland Exhibition My Country, I Still Call Australia Home - Contemporary Art from Black Queensland was held May to June 2017, in conjunction with National Reconciliation Week 2017. Cleveland Exhibition Nandeebie Dreez - the work and stories of first nation's peoples from around the world was held May to June 2017. RPAC screened Nandeebie Indigenous Film Festival on 20 and 21 May 2017.
Partner with QYAC to plan and monitor commitments under the ILUA.	4.3.1	Organisational Services	Complete	Three RCC/QYAC Business Day meetings were held in March, April and June 2017 to progress ILUA related business. Planning is well underway for the scheduled August 2017 ILUA Capital Works Forum.

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Plan and deliver commitments under the ILUA in partnership with QYAC.	4.3.2	Organisational Services	Complete	Council continues to support and resource the delivery of commitments under the ILUA.
Support the development of eco-cultural tourism.	4.4.1	Organisational Services	Complete	The Quandamooka Festival 2017 program has been completed. Media releases promoting the Quandamooka Festival were on the front page of Redland City Bulletin, with coverage in The Courier-Mail, ABC radio, Council website and social media. Further promotion of Festival sponsorship and advocacy to the State Government for increased funding for global eco-tourism including Quandamooka Festival and tourism infrastructure at North Stradbroke Island is underway.

5. Wise planning and design

2020 Strategic Outcomes

5.1 Growth and development in the city is sustainably managed through the adoption and implementation of the Redland City Plan and Local Government Infrastructure Plan.

5.2 Redland City's character and liveability are enhanced through a program of master planning, place-making and centre improvement strategies, including maximising opportunities through the catalyst Toondah Harbour Priority Development Area and Redlands Health and Wellbeing Precinct projects to build a strong and connected Cleveland.

5.3 An effective and efficient development assessment process delivers quality development that is consistent with legislation, best practice and community expectations

5.4 Regional collaboration and targeted advocacy drives external funding for key infrastructure upgrades and enhanced community outcomes

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Finalise the Local Government Infrastructure Plan.	5.1.1	Community & Customer Services	Monitor	Following the first State review of the draft Local Government Infrastructure Plan (LGIP), the planning Minister advised Council on 26 June 2017 that the public consultation phase could proceed. The review exceeded the State's performance indicator timeframes with the project anticipated to be completed in the second half of 2017. Further regulated steps are required to fully implement the LGIP including the review of submissions from public consultation, a second State review and an adoption phase.
Service development demands.	5.1.2	Infrastructure & Operations	Complete	The Netserv Plan was endorsed as being consistent with the South East Queensland Regional Plan 2009-2031 by Minister Jackie Trad (Queensland Deputy Premier, Minister for Transport and Minister for Infrastructure and Planning) in letter dated 16 June 2017.
Finalise the Redland City Plan.	5.1.3	Community & Customer Services	Monitor	The Redland City Plan remains with the State government for review. Council officers have provided the State with further information on the proposed changes Council has made to the City Plan. It is expected that the Redland City Plan will progress to the State Minister in mid-July 2017 with a response in August 2017. Work on the internal training program to facilitate implementation of the new City Plan has commenced.
Coordinate a Redlands master planning and place making program.	5.2.1	Community & Customer Services	Complete	A Cleveland 7 Day Makeover was held in Q4. Through community-based participation, four new destinations were created in Cleveland CBD to encourage people to visit. Through Cleveland trader participation, an additional two new destinations were created in the CBD that improve the quality of pedestrian experience. A revised Memorandum of Understanding is currently being finalised between Council, Metro South Health and the Mater Private Hospital Redland to progress planning investigations of the Redland Health and Wellbeing Precinct. Council's Redland Investment Corporation continues to negotiate on behalf of Council for the potential purchase of surplus Commonwealth land at Birkdale from the Federal Government. A draft review of privately owned properties with local European Heritage values has been finalised to progress Council's Heritage Management Framework. A draft Residential Design Guide to assist with improving the design of medium density developments within the City has been completed.
Develop master plan for Redland Aquatic Redevelopment.	5.2.2	Infrastructure & Operations	Monitor	Surf Lifesaving Qld has accepted Council's proposal and agreed to ratify the Memorandum of Understanding. The planning stage for a master plan has commenced. Consultant proposals are being sought for a Joint Development Agreement and specialist pool design.

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Maintain effective systems and processes that underpin quality, timely decision making for development applications.	5.3.1	Community & Customer Services	Monitor	The Property and Rating update was delayed due to late delivery of configuration and configuration issues. Fees and charges have been developed and adopted for current and future planning scheme requirements with all internal procedures updated. The Website has been fully reviewed and updated with new content. Two Innovation and Improvement funding applications were submitted to the Department of Infrastructure Local Government and Planning, awaiting outcome announcement. Online Lodgement System was developed and delivered in collaboration with Information Management with future iterations planned to broaden functionality. All systems, processes and procedures will require review for City Plan implementation.
Advocate for key city building infrastructure including identifying funding paths for delivery.	5.4.1	Community & Customer Services	Complete	Redland City Council has participated in the Advancing Regional Innovation Program as a lead partner in collaboration with Griffith University, Logan City Council, Redland Chamber of Commerce plus a range of not-for-profit partners. A funding proposal has been submitted to the Department of Science, Information and Technology and Innovation with a funding pitch made to the assessment panel. A funding announcement is expected early in 2017/18.
Plan and develop cross-boundary transport and infrastructure priorities.	5.4.2	Infrastructure & Operations	Complete	A Cross Boundary Committee meeting held in June 2017 reviewed work completed to date. The August 2017 Committee will identify three key projects the Technical Working Group will focus on.

6. Supportive and vibrant economy

2020 Strategic Outcomes

6.1 Council supports infrastructure that encourages business and tourism growth

6.2 Redland City delivers events, activities and performances that bring economic and social benefits to the community

6.3 Council's involvement in the State Government's North Stradbroke Island Economic Transition Committee supports and aligns with Council's strategic objectives, which help deliver long-term economic sustainability for North Stradbroke Island (Minjerrabah).

6.4 Council receives a return on the community's investment in land to enhance economic and community outcomes

6.5 Growth in key sectors identified in Council's Economic Development Framework is supported through the development and implementation of action plans by the Industry Economic Development Advisory Board

6.6 Development will be facilitated specifically in the Toondah Harbour Priority Development Area (PDA) and Weinam Creek PDA with a focus on economic growth

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Partner with external stakeholders to deliver key city building infrastructure to support Council's priorities.	6.1.1	Community & Customer Services	Complete	Council extended the Cleveland CBD and Tourist accommodation incentive packages. The official launch of the new hotel accommodation at the Alexandra Hills Hotel was held and highlighted the benefits from the incentive package.
Develop tourism infrastructure.	6.1.2	Organisational Services	Complete	Council continued work on community engagement for jetty upgrade designs on the Southern Moreton Bay Islands, and advocated for additional funding from other levels of government for business and tourism infrastructure.
Develop strategies and activities to support key events.	6.2.1	Organisational Services	Complete	Council continues to progress through the 19 actions in the Redland City Events Strategy and Action Plan 2017-2022. Work included a new and improved process for recording in-kind sponsorship provided by Council for events, an events newsletter listing upcoming events, an Aboriginal and Torres Strait Islander events calendar on Council's website and work with Redfest organisers on strategies for the 60th year in 2018, and beyond.
Plan and coordinate Redland's participation in the Gold Coast Commonwealth Games legacy events.	6.2.2	Community & Customer Services	Complete	The Internal Games Legacy Coordination Working Group have continued monthly meetings. The Queens Baton Relay Working Group has been coordinating the relay route planning for April 2018 event. An officer attended the Commonwealth Games Trade 2018 - Trade and Investment Forum with the Minister.
Support economic transition for North Stradbroke Island (NSI).	6.3.1	Community & Customer Services	Complete	An internal working group has been established to coordinate Redland City Council (RCC) communications and participation in projects being funded under the North Stradbroke Island Economic Transition Strategy. RCC is leading two projects and finalising funding agreement for Signage Project and is a stakeholder on a further 16 projects.
Develop strategic opportunities for Redland City Council land holdings.	6.4.1	Redlands Investment Corporation	Complete	The Oaklands Street development, AVA Terraces, has now commenced. The Redlands Investment Corporation is assessing further opportunities over various sites.
Develop action plans for key industry sectors.	6.5.1	Community & Customer Services	Monitor	Draft Healthcare and Social Assistance, Education and Training Action Plans have been submitted to Council supported by Councillor workshops. Action Plans are being prepared for adoption at a future Council General Meeting.

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Facilitate process with Economic Development Queensland.	6.6.1	Redlands Investment Corporation	Monitor	Toondah Harbour - Walkers received the controlled action designation from Federal Government. The Environmental Impact Statement process will commence. Weinam Creek - Redland Investment Corporation is preparing an alternative masterplan to be presented to Council in Q1 2017/18.

7. Strong and connected communities

2020 Strategic Outcomes

7.1 Festivals, events and activities bring together and support greater connectivity between cross-sections of the community

7.2 Council maximises community benefit from the use of its parklands and facilities by improving access to, and the quality and shared use of, public spaces and facilities by groups for sporting, recreational and community activities.

7.3 Council's assessment of community issues and needs provides timely opportunities to pursue grants and partnerships that realise long-term benefits

7.4 Council supports volunteerism and participation in civic projects through clear and supportive Council processes to reduce red-tape, and engage and recruit volunteers for Council projects

7.5 The community's preparedness for disasters is improved through community education, training and strong partnerships between Council and other agencies

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Design and deliver an annual calendar with a range of festivals, events and activities across the city.	7.1.1	Community & Customer Services	Complete	Over 4,500 people per month attended events at Redland Performing Arts Centre and Redland Art Gallery during Q4.
Develop a public art strategy for Council that maximises community benefits from grant funding and ensures a vibrant public art program across the city.	7.1.2	Community & Customer Services	Complete	The long term Creative Arts Redland Public Art Five Year action plan and a revised Cultural Policy was approved to progress to an August 2017 Councillor workshop. Projects and the commissioning of art works have been underway throughout Q4.
Plan for effective sport and recreation areas.	7.2.1	Infrastructure & Operations	Complete	Settlement of 137Ha parcel of land at Heinemann Road took place in Q4. Approximately 1/3 of the site is suitable for sport and recreation purposes. Further detailed planning will be undertaken in 2017/18 to determine the appropriate sporting code based on the highest, best use and needs across the city.
Develop master plan for Cleveland skate park renewal.	7.2.2	Infrastructure & Operations	Monitor	A concept design was developed following community consultation. Second round of concept design consultation is due in 2017/18.
Undertake planning to align library services to changing customer needs.	7.2.3	Community & Customer Services	Monitor	A draft Library Strategy will be considered by the Executive Leadership Team in July 2017 prior to a Councillor Workshop (date to be confirmed). Adoption of the Strategy is slightly delayed but on track for completion during Q1 of 2017/18.
Conduct planning for the Surf Lifesaving Qld Operations Hub and joint SES Emergency Response Centre for Point Lookout, including Native Title and design relating to the establishment of a greenfield site on East Coast Rd. Carried forward from 2015/16.	7.2.4	Infrastructure & Operations	Cancelled	Project cancelled based on consultation with stakeholders regarding the feasibility of the proposal.
Partner with community organisations and the private sector to deliver social infrastructure supporting community needs.	7.3.1	Community & Customer Services	Monitor	Economic Sustainability Major Projects have been investigating location options for the Cleveland Community Hub (community facility). Continued discussion of partnerships with community organisations, Council and the private sector to establish significant and synergistic uses in the Cleveland Principal Centre.
Provide opportunities for volunteers to participate in a range of existing Council projects and activities.	7.4.1	Community & Customer Services	Complete	Opportunities were provided to volunteer workers within the IndigiScapes Centre's nursery, cafe, after hours Wildlife Ambulance, wildlife volunteer network phone service, and Bushcare. A volunteer framework is to be developed in conjunction with Human Resources to provide a holistic and organisational approach.

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Promotion and delivery of multi-agency education programs.	7.5.1	Organisational Services	Complete	Southern Moreton Bay Island multi agency programs have been carried out including combined community engagement activities with Red Cross, Queensland Fire and Emergency Services, Queensland Police Service, Department of Communities, Volunteering Queensland and State Emergency Service. This was particularly evident during Exercise EXODUS on Russell island and the 2016 Redfest display.

8. Inclusive and ethical governance

2020 Strategic Outcomes

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

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

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

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.

8.5 Council uses meaningful tools to engage with the community on diverse issues so that the community is well informed and can contribute to decision making

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Implement Council's Information Management Strategy and Plans.	8.1.1	Organisational Services	Monitor	Process mapping for Property & Rating is underway with key datasets identified to be removed, normalised and transitioned to a dedicated Customer Request Management capability. City Planning & Assessment have assisted with process mapping however lack of documentation, clearly mapped processes, and challenges of resource allocation are slowing progress.
Improve Council's e-service capability.	8.1.2	Organisational Services	Complete	Completed the development of an online bin day tool on Council's website that allows residents to click on their street name and find out when their bins will be collected. Tool is expected to go live in July 2017.
Optimise Redland City Council's asset management capability.	8.2.1	Financial Services	Complete	Specialist consultants assisted in the development of an Asset Management Framework and Policy as well as an overarching Governance Framework. Work on organisational structure, roles and responsibilities that will best deliver against the Asset Management Framework in the Redland City Council context, has progressed. These will be presented to the Executive Leadership Team for endorsement before seeking Council adoption during Q1.
Improve Council's asset management governance.	8.2.2	Infrastructure & Operations	Complete	Project deliverability was reviewed with delivery plans developed for assigned 2017/18 projects.
Report and align Council activities to implement the Corporate Plan 2020 Outcomes.	8.3.1	Organisational Services	Complete	Reviewed the progress of the Operational Plan 2016/17 through the Quarterly Progress Report which details how significant activities are being implemented. These activities support the delivery of outcomes articulated in the Corporate Plan 2015 - 2020. Developed plans for 2017/18 through the adoption of the Operational Plan 2017/18 in June 2017 and internal Group Plans. Prioritised and commenced Corporate Planning and Transformation improvement program activities.
Align staff capability and performance to deliver the Corporate Plan 2020 Outcomes.	8.3.2	Human Resources	Monitor	The MyGoals working group finalised the 2017 MyGoals form changes in line with Aurion v11 update. MyGoals 'to be' framework discussions have commenced. Human Resources is implementing the first year priorities of the People Strategy 2017-2020 (delivering Outcome 8 of Corporate Plan).
Implement a continuous improvement framework.	8.4.1	Organisational Services	Complete	Lean champions finalised for 2017/18. Promapp business process software solution commenced roll-out to selected areas of the business. The Portfolio Management Office implementation program completed the final two work packages during June 2017 (identification of Enterprise CAPEX (capital expenditure) portfolio improvement and enterprise portfolio management framework scoping). These two work packages will now inform the scope of portfolio management business improvements for 2017/18.

Significant Activity	Op Plan Ref	Key Accountable	Status	Comment
Embed change management capability within continual improvement programs.	8.4.2	Human Resources	Complete	As part of the Enabling Leaders Program, a Strategic Change Management Workshop was held with Group Managers to identify a consistent approach to change leadership by this leader level. Development of Change competencies continues in line with the Leadership Capability Framework. This will inform the development of Organisational Change Management methodologies required across the organisation to cater for large transformational projects, Portfolio Management Office aligned projects, and business as usual change initiatives. Initial discussions were held regarding use of P3 Portal (portfolio, program and project) and Business Intelligence to identify and capture change data on projects to facilitate baseline reporting.
Align the organisational structure to meet with changing operational requirements.	8.4.3	Human Resources	Monitor	Workforce planning activities continued in Human Resources and further follow up and support was provided to Water and Waste Infrastructure and Water and Waste Operations Groups. Change management will be applied to project deliverables including introduction of a methodology for workforce planning, implementation of the workforce plans, building managerial and Human Resources capability to conduct workforce planning.
Drive innovation and improvement through capable leadership.	8.4.4	Human Resources	Complete	Connected Leaders presented the six topics identified by the Executive Leadership Team and Senior Management Team as priorities for Council at the June 2017 Operational Leadership Group Forum. Consults with Group Managers on the Enabling Leaders Program is currently being completed. Further consults will be held with Service Managers and Team Leaders / Supervisors on topics for the next 12 months to inform the Leadership Development Program.
Improve organisational performance through employee feedback.	8.4.5	Human Resources	Monitor	An external consultant is continuing to work across the outdoor leadership group assisting in embedding actions and desired culture from the Infrastructure & Operations department focus groups. This work will extend to December 2017. Human Resources continues to take action on the key themes arising from their Group's focus groups in March 2017. Themes include communication, accountability, respectful relationships and consistency. The next internal MySay survey methodology and date is to be determined in consultation with the new Chief Executive Officer.
Deliver a healthy and safe Redland City Council environment.	8.4.6	Human Resources	Complete	The Safety Management Plan was implemented across Council. The Safety and Wellbeing Unit business partnered across Council to support a safe and healthy workplace. The wellbeing of our workers has been the primary focus of the Safety and Wellbeing Unit in delivering a number of actions plans. Actions were also taken to address hazards and incidents reported so that we can continuously improve and help protect our workers' health and safety.
Review Council's community engagement model and framework.	8.5.1	Organisational Services	Complete	Council is examining various community engagement options and indicative costs. In June 2017 Council officers completed community engagement training. Residents also provided their feedback via Councillors, free 'reply paid' mail, email, phone, or at Customer Service Counters. A new Community Engagement Procedure was completed for internal use to assist areas undertaking community engagement. Council's Community Engagement Policy and Guideline was also updated.

11.1.6 REPORT OF THE AUDIT COMMITTEE MEETING – 20 JULY 2017

Objective Reference:	A124442 Reports and Attachments (Archives)
Attachment:	<u>Audit Committee Minutes – 20 July 2017</u>
Authorising/Responsible Officer:	John Oberhardt General Manager Organisational Services
Author:	Siggy Covill Group Manager Internal Audit and Risk

PURPOSE

The purpose of this report is to present the minutes of the Audit Committee meeting on 20 July 2017 to Council for adoption in accordance with Section 211 of the *Local Government Regulation 2012*.

BACKGROUND

The primary objective of the Audit Committee is to assist Council in fulfilling its corporate governance role and oversight of financial measurement and reporting responsibilities imposed under the *Local Government Act 2009*, the *Financial Accountability Act 2009* and other relevant legislation.

To fulfil this objective and in order to enhance the ability of Councillors to discharge their legal responsibility, it is necessary that a written report is presented to Council as soon as practicable after a meeting of the Audit Committee about the matters reviewed at the meeting and the committee's recommendations about these matters.

ISSUES

Please refer to the attached Minutes of the Audit Committee meeting held on 20 July 2017.

STRATEGIC IMPLICATIONS**Legislative Requirements**

Requirements from the *Local Government Act 2009*, the *Local Government Regulation 2012* and the *Financial Accountability Act 2009* have been taken into account during the preparation of this report.

Risk Management

There are no opportunities or risks for Council resulting from this report.

Financial

There are no financial implications impacting Council as a result of this report.

People

There are no implications on people as a result of this report.

Environmental

There are no environmental impacts resulting from this report.

Social

There are no social implications as a result of this report.

Alignment with Council's Policy and Plans

Relationship to 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.

8.4 A continuous improvement focus underpins the organisation, creating a supportive environment for ideas and positive, well-managed change that enhances internal and external outcomes.

CONSULTATION

The Audit Committee minutes are presented for confirmation as a true and accurate record of proceedings at its next meeting.

OPTIONS

1. That Council accepts this report, which summarises the issues discussed at the Audit Committee meeting of 20 July 2017.
2. That Council accepts this report and requests additional information.
3. That Council not accepts this report and requests an alternative method of reporting.

OFFICER'S RECOMMENDATION

That Council resolves to accept this report, which summarises the issues discussed at the Audit Committee Meeting of 20 July 2017.



Redland
CITY COUNCIL

MINUTES

AUDIT COMMITTEE MEETING

Thursday, 20 July 2017

Commencing at 9.30 am

**Council Chambers
1st floor Administration Building
Bloomfield Street Cleveland QLD 4163**

TABLE OF CONTENTS

ITEM	SUBJECT	PAGE NO
1	DECLARATION OF OPENING	4
2	RECORD OF ATTENDANCE AND APOLOGIES.....	4
3	CONFLICT OF INTEREST DECLARATION	4
4	RECEIPT AND CONFIRMATION OF MINUTES.....	4
	4.1 BUSINESS ARISING FROM PREVIOUS MINUTES	5
5	UPDATE FROM THE CHIEF EXECUTIVE OFFICER.....	5
	5.1 GENERAL COUNCIL MATTERS	5
	5.2 CAPITAL AND OPERATIONAL ADVISORY PANEL	5
	5.3 REDLAND INVESTMENT CORPORATION (RIC)	5
6	COUNCIL FINANCIAL REPORTS.....	6
	6.1 END OF MONTH FINANCIAL REPORTS.....	6
	6.2 BUDGET 2017-2018.....	6
	6.3 FINANCIAL STRATEGY 2017-2027	6
	6.4 ASSET VALUATIONS.....	6
7	QUARTERLY COMPLIANCE SURVEY.....	6
8	INTERNAL AUDIT PLAN	6
	8.1 INTERNAL AUDIT PLAN STATUS	6
	8.2 ANNUAL INTERNAL AUDIT PLAN 2017-2018	6
9	INTERNAL AUDIT REPORTS	7
	9.1 OFFICE OF THE CEO	7
	9.2 COMMUNITY AND CUSTOMER SERVICES.....	7
	9.3 INFRASTRUCTURE AND OPERATIONS.....	7
	9.4 ORGANISATIONAL SERVICES	7
10	AUDIT RECOMMENDATIONS DUE FOR IMPLEMENTATION	7
	10.1 INTERNAL AUDIT RECOMMENDATIONS.....	7

11 UPDATE FROM EXTERNAL AUDITORS..... 7

12 OTHER BUSINESS..... 8

 12.1 RISK MANAGEMENT 8

 12.2 COMPLAINTS MANAGEMENT 8

 12.3 PROCUREMENT 8

 12.4 WORKPLACE HEALTH AND SAFETY 8

 12.5 BUSINESS IMPROVEMENT OPPORTUNITIES 8

13 MEETING CLOSURE 8

1 DECLARATION OF OPENING

The Chairperson declared the meeting open at 9.30am

2 RECORD OF ATTENDANCE AND APOLOGIES

Membership:

Cr Wendy Boglary	Alternate Member and Chairperson (Deputy Mayor)
Mr Virendra Dua	External Member
Mr Peter Dowling	External Member

Secretary:

Ms Siggie Covill	Group Manager Internal Audit and Risk
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Attendees:

Mr Andrew Chesterman	Chief Executive Officer
Mr John Oberhardt	General Manager Organisational Services
Mr Peter Best	General Manager Infrastructure and Operations
Mr David Jeanes	Acting General Manager Community and Customer Services
Ms Deborah Corbett-Hall	Chief Financial Officer
Mr Andrew Ross	General Counsel
Mr Paul Holtom	Group Manager Corporate Services
Ms Liz Connolly	Portfolio Director
Ms Leandri Brown	Finance Manager Corporate Finance
Mr Peter Kelley	Chief Executive Officer – Redland Investment Corporation (RIC)
Mr Martin Power	Bentleys – QAO Audit Representative
Ms Melissa Read	Queensland Audit Office (QAO)

Minutes:

Ms Fiona McCandless	Acting PA to General Manager Organisational Services
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Apologies:

Cr Karen Williams	Councillor Member (Mayor)
Cr Paul Gleeson	Councillor Member and Chairperson
Ms Louise Rusan	General Manager Community and Customer Services
Mr Kailesh Naidu	Principal Adviser Internal Audit
Ms Ashley Carle	Bentleys – QAO Audit Representative

3 CONFLICT OF INTEREST DECLARATION

Audit Committee members were requested to declare any conflict of interest arising from matters to be discussed during the meeting.

No conflict of interests were declared.

4 RECEIPT AND CONFIRMATION OF MINUTES

The minutes of the Audit Committee meeting of 16 March 2017 were presented for confirmation by the Committee.

4.1 BUSINESS ARISING FROM PREVIOUS MINUTES

Business arising from the minutes of the meeting from 16 March 2017 of this committee were presented.

- 4.1.1 As per Item 4.1 (Business Arising From Previous Minutes) the Committee requested that a framework be prepared to manage and monitor compliance and to show accountability and controls.
- *Update provided by Group Manager Corporate Services. Item carried forward.*
- 4.1.2 As per Item 6 (Council Financial Reports) the Committee requested (i) that a clear definition should be provided on when items need to be moved out of Work-In-Progress into Assets; and (ii) that the process relating to the new Related Parties Declaration should include continuous monitoring to ensure that the correct process is followed when officers leave or commence at Council.
- *Update provided by Finance Manager Corporate Finance. Completed.*
- 4.1.3 As per Item 8.2 (Internal Audit Self-Assessment) the Committee requested that a clear process needs to be established for handling exceptions related to continuous monitoring once that project has been undertaken.
- *Item carried forward.*
- 4.1.4 As per Item 9 (Internal Audit Reports) the Committee requested that suitable information relating to sponsorship-in-kind be considered for inclusion in Council's Annual Report.
- *Update provided by Group Manager Corporate Services. Completed.*

COMMITTEE DECISION

That the Audit Committee notes the receipt and confirmation of the prior minutes and updates as presented.

5 UPDATE FROM THE CHIEF EXECUTIVE OFFICER

5.1 GENERAL COUNCIL MATTERS

The Chief Executive Officer reported to the Audit Committee on notable matters.

5.2 CAPITAL AND OPERATIONAL ADVISORY PANEL

The Chief Executive Officer and the Portfolio Director of the Portfolio Management Office updated the Audit Committee on progress of the Capital and Operational Advisory Panel.

5.3 REDLAND INVESTMENT CORPORATION (RIC)

The Chief Executive Officer of RIC updated the Audit Committee on progress of the Redland Investment Corporation.

COMMITTEE DECISION

- 1. That the Audit Committee notes the reports and updates as presented; and**
- 2. That critical success factors in order to measure an outcome are included in the Terms of Reference for the Capital and Operational Advisory Panel.**

6 COUNCIL FINANCIAL REPORTS

6.1 END OF MONTH FINANCIAL REPORTS

Council's end of month reports for February, March, April and May 2017 were presented to the Audit Committee and an update provided by the Chief Financial Officer.

6.2 BUDGET 2017-2018

The Chief Financial Officer presented the approved Budget 2017-2018 to the Audit Committee for information.

6.3 FINANCIAL STRATEGY 2017-2027

The Chief Financial Officer presented the Financial Strategy 2017-2027 to the Audit Committee for information.

6.4 ASSET VALUATIONS

The Chief Financial Officer presented an update on asset valuations to the Audit Committee.

COMMITTEE DECISION

That the Audit Committee notes the financial reports and updates as presented.

7 QUARTERLY COMPLIANCE SURVEY

The quarterly compliance survey for the March 2017 quarter was presented to the Audit Committee.

COMMITTEE DECISION

That the Audit Committee notes the quarterly compliance survey as presented.

8 INTERNAL AUDIT PLAN

8.1 INTERNAL AUDIT PLAN STATUS

The status of the Internal Audit Plan 2016-2017 was presented to the Committee for noting and an update provided by the Group Manager Internal Audit and Risk.

8.2 ANNUAL INTERNAL AUDIT PLAN 2017-2018

The Group Manager Internal Audit and Risk presented the Annual Internal Audit Plan 2017-2018 to the Committee for endorsement.

COMMITTEE DECISION

- 1. That the Audit Committee notes the status of the Internal Audit Plan 2016-2017 as presented and endorses the Annual Audit Plan 2017-2018; and**
- 2. That a risk map be provided as an overview of significant audit activity to inform where risks and issues lie.**

9 INTERNAL AUDIT REPORTS

The following reports were presented for Audit Committee consideration:

9.1 OFFICE OF THE CEO

- Purchase to Pay Cycle – Invoice Approvals

9.2 COMMUNITY AND CUSTOMER SERVICES

- Revenue Cycle - Infrastructure Planning and Charging

9.3 INFRASTRUCTURE AND OPERATIONS

- Not-for-Profit Leasing Arrangements

9.4 ORGANISATIONAL SERVICES

- Access Management of Corporate System

COMMITTEE DECISION

1. That the Audit Committee notes the reports as presented; and
2. That a report be brought back to the Committee on (i) the status of recovery of uncharged Allconnex infrastructure charges; (ii) the status of recovery of long outstanding invoiced infrastructure charges, and (iii) the use of the ZNOTRANS transaction code across Council as identified in the Revenue Cycle – Infrastructure Planning and Charging report.

10 AUDIT RECOMMENDATIONS DUE FOR IMPLEMENTATION

10.1 INTERNAL AUDIT RECOMMENDATIONS

The Group Manager Internal Audit and Risk presented a progress report on audit recommendations due for implementation to the Committee.

COMMITTEE DECISION

That the Audit Committee notes the report as presented.

11 UPDATE FROM EXTERNAL AUDITORS

Bentleys presented their Interim Management Letter for the Year Ending 30 June 2017 and an update on notable matters to the Committee.

COMMITTEE DECISION

That the Audit Committee notes the Interim Management Letter and update as presented.

12 OTHER BUSINESS**12.1 RISK MANAGEMENT**

The Group Manager Internal Audit and Risk updated the Committee on risk and liability services matters.

COMMITTEE DECISION

That the Audit Committee notes the update as presented.

12.2 COMPLAINTS MANAGEMENT

The Head of Human Resources provided a report updating the Audit Committee on administrative action and Councillor complaints.

COMMITTEE DECISION

That the Audit Committee notes the report as provided.

12.3 PROCUREMENT

The General Counsel provided a report and updated the Audit Committee on Council's procurement matters.

COMMITTEE DECISION

That the Audit Committee notes the report and update as provided.

12.4 WORKPLACE HEALTH AND SAFETY

The Service Manager Workplace Health, Safety & Wellbeing provided a report updating the Audit Committee on workplace health and safety matters.

COMMITTEE DECISION

That the Audit Committee notes the report as provided.

12.5 BUSINESS IMPROVEMENT OPPORTUNITIES

The Group Manager Corporate Planning and Transformation provided a report on the progress of Business Improvement Opportunities identified through Internal Audit.

COMMITTEE DECISION

That the Audit Committee notes the report as provided.

13 MEETING CLOSURE

The Chairperson declared the meeting closed at 12 noon.

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

Objective Reference:	A124442 Reports and Attachments (Archives)
Attachment:	<u>Decisions Made Under Delegated Authority 23.07.2017 to 05.08.2017</u>
Authorising Officer:	Louise Rusan General Manager Community & Customer Services
Responsible Officer:	David Jeanes Group Manager City Planning & Assessment
Report Author:	Debra Weeks Senior Business Support Officer

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

That Council resolves to note this report.

Decisions Made Under Delegated Authority 23.07.2017 to 29.07.2017

CATEGORY 1

Application Id	Application Full Details	Applicant	Associated Property Address	Primary Category	Decision Date	Negotiated Decision Date	Decision Description	Division
MCU013960	Tourist Accommodation (4 rooms)	Consult Planning	108 Dickson Way Point Lookout QLD 4183	Code Assessment	26/07/2017	NA	Development Permit	2
BWP004390	Design & Siting - Dwelling House	Steve Bartley & Associates Pty Ltd	62 Penzance Drive Redland Bay QLD 4165	Concurrence Agency Referral	28/07/2017	NA	Approved	5
MCU013858	Caretakers Dwelling	PA & HJ Green Holdings Pty Ltd As Trustee	23-25 Russell Terrace Macleay Island QLD 4184	Code Assessment	27/07/2017	NA	Development Permit	5
MCU014003	Dwelling House	Kenmar Holdings (Qld) Pty Ltd	121 Beelong Street Macleay Island QLD 4184	Code Assessment	25/07/2017	NA	Development Permit	5
MCU014020	Dwelling House	Bay Island Designs	89 Woodlands Circuit Russell Island QLD 4184	Code Assessment	26/07/2017	NA	Development Permit	5
MCU014022	Dwelling House	Bay Island Designs	50 Treasure Island Avenue Karragarra Island QLD 4184	Code Assessment	27/07/2017	NA	Development Permit	5
MCU014023	Dwelling House	Bay Island Designs	48 Treasure Island Avenue Karragarra Island QLD 4184	Code Assessment	27/07/2017	NA	Development Permit	5
BWP004327	Secondary Dwelling	East Coast Surveys Pty Ltd	103-113 Gramzow Road Mount Cotton QLD 4165	Code Assessment	26/07/2017	NA	Development Permit	6
BWP004377	Domestic Outbuilding	The Certifier Pty Ltd	285 Redland Bay Road Capalaba QLD 4157	Code Assessment	25/07/2017	NA	Development Permit	7
BWP004388	Private Swimming Pool	The Certifier Pty Ltd	11 Golliker Street Thornlands QLD 4164	Code Assessment	27/07/2017	NA	Development Permit	7
BWP004201	Swimming Pool	Nobel Pools And Constructions C/- Apex Certification And Consulting	15 Boom Court Birkdale QLD 4159	Code Assessment	28/07/2017	NA	Development Permit	10

Decisions Made Under Delegated Authority 23.07.2017 to 29.07.2017

CATEGORY 2

Application Id	Application Full Details	Applicant	Associated Property Address	Primary Category	Decision Date	Negotiated Decision Date	Decision Description	Division
OPW002212	Operational Works For ROL - 41 Lot Subdivision (Seascape Stage 7 and 8)	Sheehy & Partners Pty Ltd	1-27 Meissner Street Redland Bay QLD 4165	Code Assessment	27/07/2017	NA	Development Permit	5
OPW002224	Operational Works - Multiple Dwelling x 13	Creation Homes	Oaklands Street Child Care Centre 9-11 Oaklands Street Alexandra Hills QLD 4161	SPA - 15 Day Compliance Assessment	28/07/2017	NA	Compliance Certificate Approved	7
OPW002216	Landscaping Works - Drive-Through Restaurant, Refreshment Establishment and Shop	Andrew Gold Landscape Architect	108 Old Cleveland Road Capalaba QLD 4157	SPA - 15 Day Compliance Assessment	24/07/2017	NA	Compliance Certificate Approved	9

Decisions Made Under Delegated Authority for 30.07.2017 to 05.08.2017

CATEGORY 1

Application Id	Application Full Details	Applicant	Associated Property Address	Primary Category	Decision Date	Negotiated Decision Date	Decision Description	Division
BWP004159	Combined Design and Siting and Build Over or Near Relevant Infrastructure	Suzanne Kate HEMBROW	22-24 Musgrave Street Wellington Point QLD 4160	Concurrence Agency Referral	4/08/2017	NA	Approved	1
MCU014015	Dwelling House	The Certifier Pty Ltd	24-26 Cleveland Terrace Ormiston QLD 4160	Code Assessment	1/08/2017	NA	Development Permit	1
BWP004394	Design & Siting - Deck and Garage	Rhys James BROWNE	4 Pandanus Street Coochiemudlo Island QLD 4184	Concurrence Agency Referral	2/08/2017	NA	Approved	4
BWP004330	Domestic Outbuilding - Shed, Boatport, Carport and Alterations	The Certifier Pty Ltd	30 Brewer Street Capalaba QLD 4157	Code Assessment	2/08/2017	NA	Development Permit	9
BWP004396	Design & Siting - Carport	Pacific Approvals Pty Ltd	43 Callaghan Way Capalaba QLD 4157	Concurrence Agency Referral	3/08/2017	NA	Approved	9
BWP004391	Design & Siting as per Table 1 Item 19 - Dwelling	Suncoast Building Approvals	2 Somersby Court Birkdale QLD 4159	Concurrence Agency Referral	4/08/2017	NA	Approved	10
BWP004094	Domestic Outbuilding	Titan Enterprises (Qld) Pty Ltd (Marsden)	19 David Street Thorneside QLD 4158	Code Assessment	31/07/2017	NA	Development Permit	10

Decisions Made Under Delegated Authority for 30.07.2017 to 05.08.2017

CATEGORY 2

Application Id	Application Full Details	Applicant	Associated Property Address	Primary Category	Decision Date	Negotiated Decision Date	Decision Description	Division
MCU013939	Multiple Dwelling (4 townhouses) in a Medium Density Residential Zone	Simon CHAP	14 Island Street Cleveland QLD 4163	Impact Assessment	3/08/2017	NA	Development Permit	2
OPW17/0004	Operational Works - Prescribed Tidal Works - Pontoon	Brett ROSSINI	48 Piermont Place Cleveland QLD 4163	Code	1/08/2017	NA	Development Permit	2
MCU013978	Display and Sales Activity and Warehouse	Construction Plus	12-16 Wellington Street Cleveland QLD 4163	Code Assessment	4/08/2017	NA	Development Permit	2
MCU012783	Dwelling House	Bruce Clayton Victor DEAN Curlew Homes Pty Ltd	59 Main View Drive Russell Island QLD 4184	Code Assessment	4/04/2012	2/08/17	Development Permit	5

CATEGORY 3

Application Id	Application Full Details	Applicant	Associated Property Address	Primary Category	Decision Date	Negotiated Decision Date	Decision Description	Division
MC012008	Shops, Drive Through Restaurants, Refreshment Establishment & Commercial Offices	Jensen Bowers Group	110 Birkdale Road Birkdale QLD 4159	Impact Assessment	26/10/2016	4/08/17	Development Permit	10

11.2.2 PLANNING & ENVIRONMENT COURT MATTERS LIST CURRENT AS AT 9 AUGUST 2017

Objective Reference:	A2527381 Reports and Attachments (Archives)
Authorising Officer:	Louise Rusan General Manager Community & Customer Services
Responsible Officer:	David Jeanes Group Manager City Planning & Assessment
Report Author:	Chris Vize Service Manager Planning Assessment

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

1.	File Number:	Appeal 3641 of 2015 (MCU012812)
Applicant:		King of Gifts Pty Ltd and HTC Consulting Pty Ltd
Application Details:		Material Change of Use for Combined Service Station (including car wash) and Drive Through Restaurant 604-612 Redland Bay, Road, Alexandra Hills
Appeal Details:		Applicant appeal against refusal.
Current Status:		Appeal filed in Court on 16 September 2015. Without Prejudice meeting held December 2015. Trial held 1-3 August 2017. Awaiting Judgment.

2.	File Number:	Appeals 4940 of 2015, 2 of 2016 and 44 of 2016 (MCU013296)
Applicant:		Lipoma Pty Ltd, Lanrex Pty Ltd and Victoria Point Lakeside Pty Ltd
Application Details:		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
Appeal Details:		Submitter appeals against approval.
Current Status:		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.

3.	File Number:	Appeal 4807 of 2016 (MCU013719)
Applicant:		IVL Group Pty Ltd and Lanrex Pty Ltd
Application Details:		Car Park at 32A Teak Lane, Victoria Point (Lot 12 on SP147233)
Appeal Details:		Applicant appeal against Council refusal
Current Status:		Appeal filed 6 December 2016. Appointed experts (except planning) to meet and prepare joint reports prior to mediation. Mediation held on 7 June 2017. Hearing set down for 5 days starting 21 August 2017.

4.	File Number:	Appeal BD617 of 2017 (MCU013477)
Applicant:		Roycorp Pty Ltd
Application Details:		Multiple Dwelling (x 141) at 11 Rachow Street, Thornlands (Lot 8 on RP84253)
Appeal Details:		Applicant appeal against Council refusal
Current Status:		Appeal filed 20 February 2017. Experts being briefed. Mediation held on 8 May 2017. Hearing set for 5 days in September 2017.

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

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

OTHER PLANNING & ENVIRONMENT COURT MATTERS/PROCEEDINGS

There are no other current matters.

OFFICER'S RECOMMENDATION

That Council resolves to note this report.

11.2.3 EXC17/0001- 70-92 MULLER STREET, REDLAND BAY, QLD 4165

Objective Reference: A2517959
Reports and Attachments (Archives)

Attachment:

1. [Aerial Map](#)
2. [Locality Map](#)
3. [Approved Plan Map](#)
4. [Zone Map](#)
5. [Overlay Map](#)

Authorising Officer: Louise Rusan
General Manager Community & Customer Services

Responsible Officer: David Jeanes
Group Manager City Planning & Assessment

Report Author: Eskinder Ukubamichael
Acting Principal Planner

PURPOSE

The purpose of this report is to consider a request for an exemption certificate for development of dwelling houses and ancillary structures (such as domestic outbuildings and private swimming pools) on recently created residential lots in a reconfiguration approval (ROL005924) at 70-92 Muller Street, Redland Bay, which was granted a development permit on 4 April 2016.

It is recommended that an exemption certificate be granted for this request.

BACKGROUND

A reconfiguration approval for 1 into 64 lots (ROL005924) at 70-92 Muller Street, Redland Bay was granted a development permit on 4 April 2016 (attachment 3). The resulting lots are registered and dwellings are being constructed on some of the lots.

The approval granted by Council included recommendations for zone changes from Open Space to Urban Residential for 18 of the lots and removal of the Landslide Hazard and Flood Prone, Storm Tide & Drainage Constrained Land, Habitat Protection, Waterways, Wetlands & Moreton Bay and Landslide Hazard Overlays from 38 lots.

Currently the resulting residential lots are registered and the changes in zone (attachment 4) and overlays (attachment 5) have not yet been implemented through the required scheme amendment process. Consequently, this makes dwelling houses on these residential lots assessable development, which is not the intent of the reconfiguration approval that created the residential development.

ISSUES

Development Proposal & Site Description

Proposal

The request proposes that the material change of use for dwelling houses and building works for ancillary structures (such as domestic outbuildings and private swimming pools) not be considered assessable development through the use of an exemption certificate issued by Council. The matters that would otherwise be assessed as part of a development application have already been considered as part of the reconfiguring a lot application, and changes to the zoning and overlays were recommended as part of this approval (however changes to the planning scheme have not yet been made due to timing).

The relevant lots are listed below, as well as the zone or overlay that causes the dwelling houses to be assessable development:

Matter for Exemption	Affected Lots
Open Space Zone	1,2,18,24,25,27,28,29,31,32, 33,34,35,57,58,59,62,63,64
Flood Prone, Storm Tide & Drainage Constrained Land Overlay	51,52,53,54,55,56,57
Habitat Protection Overlay	1,2,18,24-29,31-35,37-39,58,59,61,63,67
Waterways, Wetlands & Moreton Bay Overlay	1-5,16-19,24-41,55-60,62-64
Landslide Hazard Overlay	1,2,3,4,9-11,19-30,37-39,53-55,57,62-64

Site & Locality

The site is bound by Muller Road to the north, an established residential zoned area to the west, Cleveland Redland Bay Road to the south and a semi-constructed residential subdivision to the east.

Application Assessment

Planning Act 2016

The application has been made in accordance with the *Planning Act 2016* Section 46 and constitutes an application for Exemption Certificate.

In accordance with Section 46(3)(b) of *Planning Act 2016*, a local government may give exemption certificate if:

(i) the effects of the development would be minor or inconsequential, considering the circumstances under which the development was categorised as assessable development;

(ii) the development was categorised as assessable development only because of particular circumstances that no longer apply;

(iii) the development was categorised as assessable development because of an error.

Redlands Planning Scheme

The tables of assessment in the zone and overlay codes establish the levels of assessment for development. In the Redlands Planning Scheme development may be, in order from lowest to highest, exempt, self-assessable or assessable (code or impact). Currently Dwelling Houses on 19 lots within the development (that have Open Space zone entirely or in part) will be impact assessable, requiring a planning application and public notification of each

application. Ancillary structures will be code assessable. At the same time Dwelling Houses and ancillary structures on 38 of the lots (that are affected by overlays) will likely be code assessable, depending on the location of the dwelling and ancillary structures on each lot.

This is undesirable and unnecessary, as the assessment of the reconfiguring a lot application ground truthed the matters relevant to the zoning and overlays on the land and approved the creation of standard residential lots in these locations to accommodate dwelling houses.

Section 46(3)(b)(ii) of *Planning Act 2016* allows these circumstances to be addressed by exemption certificates if the development was categorised as assessable development only because of particular circumstances that no longer apply. This is the case in relation to this request as discussed above.

It should be noted that the Queensland Development Code will continue to apply to future dwelling houses to ensure appropriate design and siting of these buildings and ancillary structures.

STRATEGIC IMPLICATIONS

Legislative Requirements

In accordance with the *Planning Act 2016* it is a decision of Council whether to issue an exemption certificate or not.

Risk Management

There are no specific risks with this report except that not issuing an exemption certificate will cause unnecessary cost and time delays on existing and future residents.

Financial

Nil.

People

Nil.

Environmental

There are no specific environmental implications associated with this report.

Social

There are no specific social implications associated with this report.

Alignment with Council's Policy and Plans

N/A

CONSULTATION

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

OPTIONS

The request for an exemption certificate has been assessed against the development for reconfiguring a lot, the Redlands Planning Scheme and relevant State planning instruments.

The request is considered to meet the criteria outlined in the *Planning Act 2016* and it is therefore recommended that the exemption certificate is given by Council.

Council's options are:

Option One

That Council resolves to issue an Exemption Certificate as follows:

1. Description of the premises for which the exemption certificate applies:
 - All residential lots approved as part of Reconfiguring a Lot approval ROL005924 and shown on the attached approved plan;
2. Description of development to which the exemption certificate relates:
 - Material change of use for dwelling houses on each of the residential lots described above.
 - Building Works for ancillary structures (such as domestic outbuildings and private swimming pools) on each of the residential lots described above; and
3. To note reason for giving the exemption certificate:

The development is categorised as assessable development only because of particular circumstances that no longer apply, as the reconfiguring a lot application has already assessed the relevant zone and overlay codes and approved the creation of residential lots.

Option Two

1. That Council resolves to refuse the request for an exemption certificate.

OFFICER'S RECOMMENDATION

That Council resolves to issue an Exemption Certificate as follows:

1. Description of the premises for which the exemption certificate applies:
 - All residential lots approved as part of Reconfiguring a Lot approval ROL005924 and shown on the attached approved plan;
2. Description of development to which the exemption certificate relates:
 - Material change of use for dwelling houses on each of the residential lots described above.
 - Building Works for ancillary structures (such as domestic outbuildings and private swimming pools) on each of the residential lots described above; and
3. Note the reason for giving the exemption certificate:
 - The development is categorised as assessable development only because of particular circumstances that no longer apply, as the reconfiguring a lot application has already assessed the relevant zone and overlay codes and approved the creation of residential lots.

Attachment 1 – Aerial Map



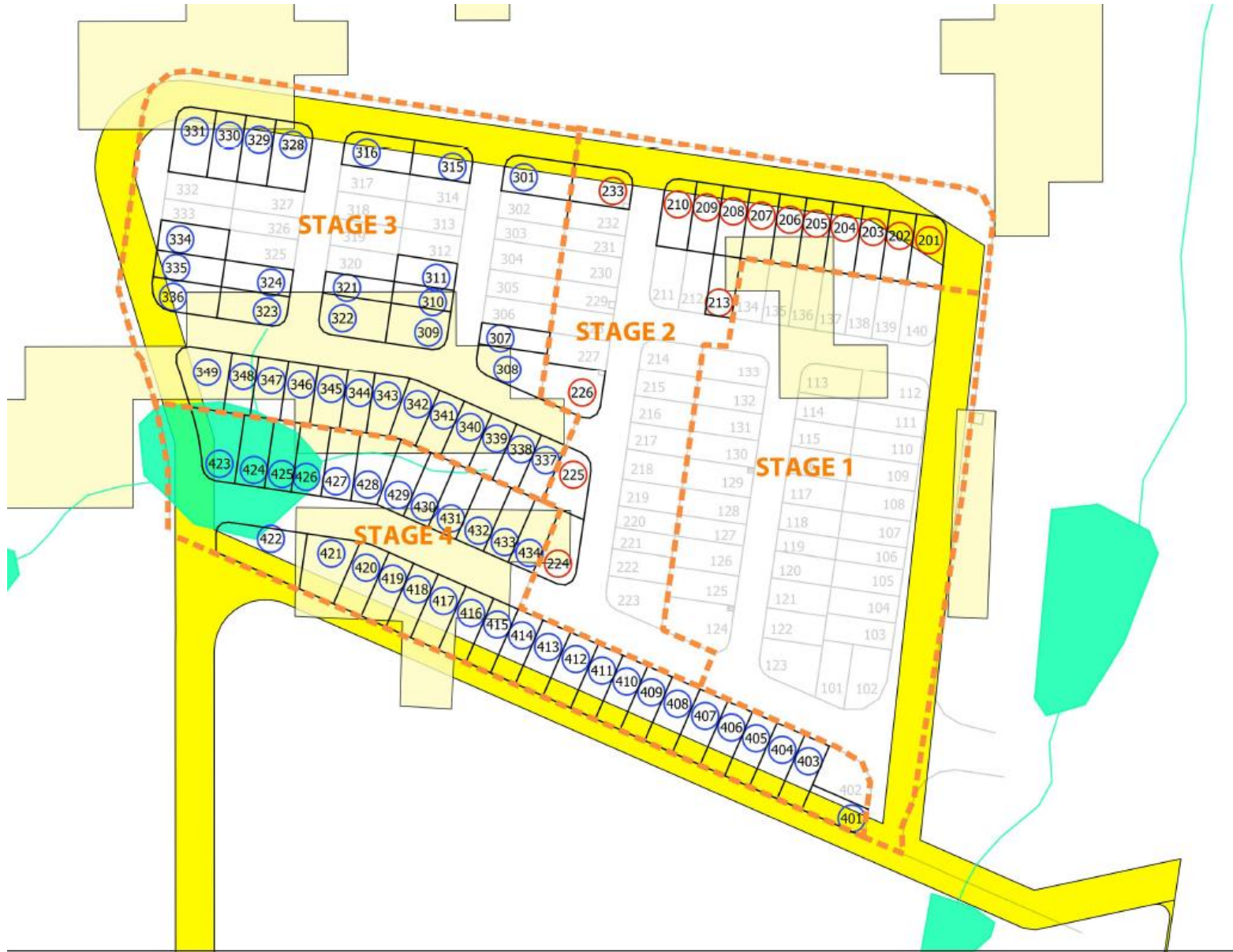
Attachment 2 - Locality Map



Attachment 3 – Approved Plan

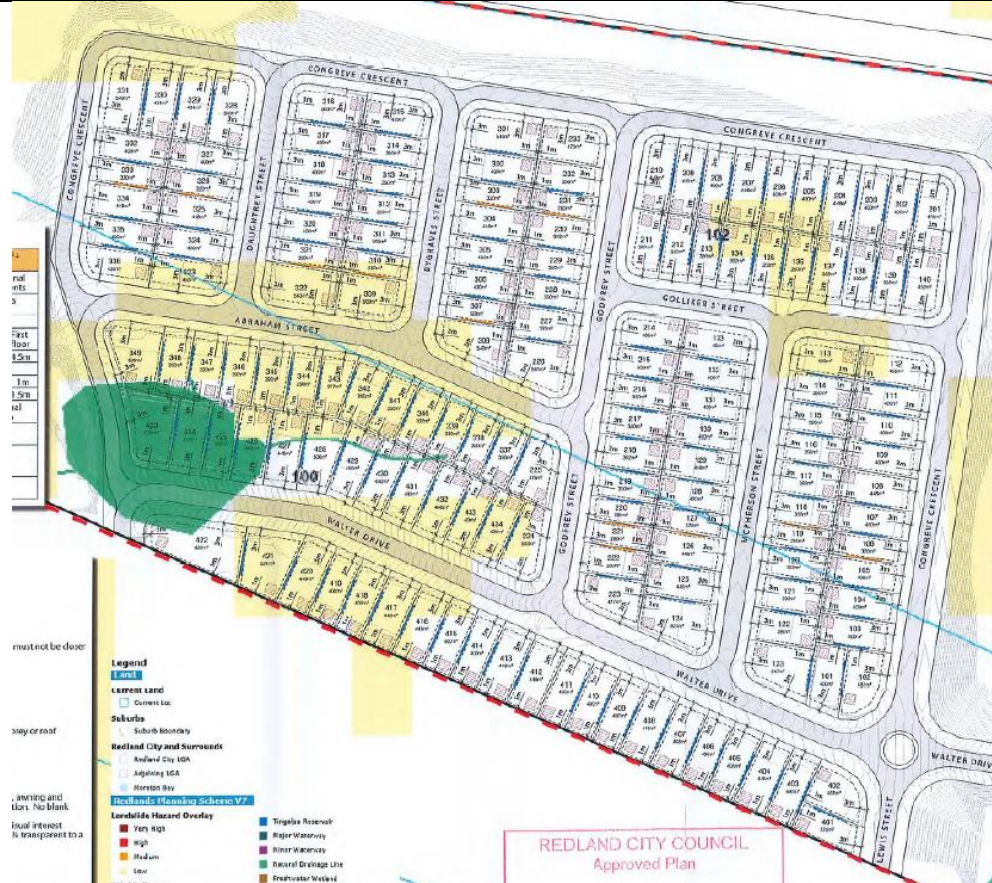


Attachment 4 – Zone Map



Attachment 5 - Overlays

Waterways, Wetlands & Moreton Bay Overlay and Landslide Hazard Overlay



11.2.4 EXC17/0003 – 100-102 KINROSS ROAD, THORNLANDS, QLD 4164

Objective Reference: A2528494
Reports and Attachments (Archives)

Attachment:

1. [Aerial Map](#)
2. [Locality Map](#)
3. [Approved Plan Map](#)
4. [Zone Map](#)
5. [Overlay Map](#)

Authorising Officer: Louise Rusan
General Manager Community & Customer Services

Responsible Officer: David Jeanes
Group Manager City Planning & Assessment

Report Author: Eskinder Ukubamichael
Acting Principal Planner

PURPOSE

The purpose of this report is to consider a request for an exemption certificate for development of dwelling houses and ancillary structures (such as domestic outbuildings and private swimming pools) on recently created lots in a reconfiguration approval (ROL005753) at 100-102 Kinross Road, Thornlands, which was granted a development permit on 21 December 2015.

It is recommended that an exemption certificate be granted for this request.

BACKGROUND

A reconfiguration approval for 2 into 156 lots (ROL005753) at 100-102 Kinross Road, Thornlands was granted a development permit on 21 December 2015 (attachment 3). The resulting lots are registered and dwellings are being constructed on some of the lots.

The approval granted by Council includes recommendations for zone changes from Community Purpose to Urban Residential for 44 of the lots and removal of the Landslide Hazard and Waterways, Wetlands & Moreton Bay and Landslide Hazard Overlays from 80 lots.

Currently the resulting lots are registered and the changes in zone (attachment 4) and overlays (attachment 5) have not yet been implemented through the required scheme amendment process. Consequently this has level of assessment implications for the anticipated end use of dwelling houses and ancillary structures, which is not the intent of the reconfiguration approval that created the residential development.

ISSUES**Development Proposal & Site Description****Proposal**

The request proposes that the material change of use for dwelling houses and building works for ancillary structures (such as domestic outbuildings and private swimming pools)

not be considered assessable development through the use of an exemption certificate issued by Council. The matters that would otherwise be assessed as part of a development application have already been considered as part of the reconfiguring a lot application, and changes to the zoning and overlays were recommended as part of this approval (however changes to the planning scheme have not yet been made due to timing).

The relevant lots are listed below, as well as the zone or overlay that causes the dwelling houses to be assessable development:

Matter for Exemption	Affected Lots
Community Purpose Zone	201-210,233,301,315-316,328-331,334-336,349, 401, 403-423
Landslide Hazard Overlay	204-208,213,224-226,307-311,321-324, 328-331,336-349,415-422,429-434
Waterways, Wetlands & Moreton Bay Overlay	339,347-349,422-432

Site & Locality

The site is zoned Open Space at the eastern and western extremities with a large section of Urban Residential (UR1) zoned land in the middle of the site with a CP7 dedication bordering the UR1 area.

Application Assessment

Planning Act 2016

The application has been made in accordance with the *Planning Act 2016* Section 46 and constitutes an application for Exemption Certificate.

In accordance with Section 46(3)(b) of *Planning Act 2016*, a local government may give exemption certificate if:

- (i) the effects of the development would be minor or inconsequential, considering the circumstances under which the development was categorised as assessable development;*
- (ii) the development was categorised as assessable development only because of particular circumstances that no longer apply;***
- (iii) the development was categorised as assessable development because of an error.*

Redlands Planning Scheme

The tables of assessment in the zone and overlay codes establish the levels of assessment for development. In the Redlands Planning Scheme development may be, in order from lowest to highest, exempt, self-assessable or assessable (code or impact). Currently Dwelling Houses on 44 lots within the development (that have Community Purpose zone entirely or in part) will be impact assessable, requiring a planning application and public notification of each application and ancillary structures will be code assessable. At the same time Dwelling Houses on 80 of the lots (that are affected by overlays) will likely be code assessable, depending on the location of the dwelling and ancillary structures on each lot on each lot.

This is undesirable and unnecessary, as the assessment of the reconfiguring a lot application ground truthed the matters relevant to the zoning and overlays on the land and approved the creation of standard residential lots in these locations, which will then accommodate dwelling houses.

Section 46(3)(b)(ii) of Planning Act 2016 allows these circumstances to be addressed by exemption certificates if the development was categorised as assessable development only because of particular circumstances that no longer apply. This is the case in relation to this request as discussed above.

It should be noted that the Queensland Development Code will continue to apply to future dwelling houses to ensure appropriate design and siting of these buildings and ancillary structures.

STRATEGIC IMPLICATIONS

Legislative Requirements

In accordance with the *Planning Act 2016* it is a decision of Council whether to issue an exemption certificate or not.

Risk Management

There are no specific risks with this report except that not issuing an exemption certificate will cause unnecessary cost and time delays on existing and future residents.

Financial

Nil.

People

Nil.

Environmental

There are no specific environmental implications associated with this report.

Social

There are no specific social implications associated with this report.

Alignment with Council's Policy and Plans

N/A

CONSULTATION

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

OPTIONS

The request for an exemption certificate has been assessed against the development for reconfiguring a lot, the Redlands Planning Scheme and relevant State planning instruments.

The request is considered to meet the criteria outlined in the *Planning Act 2016* and it is therefore recommended that the exemption certificate is given by Council.

Council's options are:

Option one

That Council resolves to issue an Exemption Certificate as follows:

1. Description of the premises for which the exemption certificate applies:

- All residential lots approved as part of Reconfiguring a Lot approval ROL005753 and shown on the attached approved plan.
2. Description of development to which the exemption certificate relates:
 - Material change of use for dwelling houses on each of the residential lots described above.
 - Building works for ancillary structures (such as domestic outbuildings and private swimming pools) on each of the residential lots described above.
 3. Note the reason for giving the exemption certificate:
 - The development is categorised as assessable development only because of particular circumstances that no longer apply, as the reconfiguring a lot application has already assessed the relevant zone and overlays and approved the creation of residential lots.

Option Two

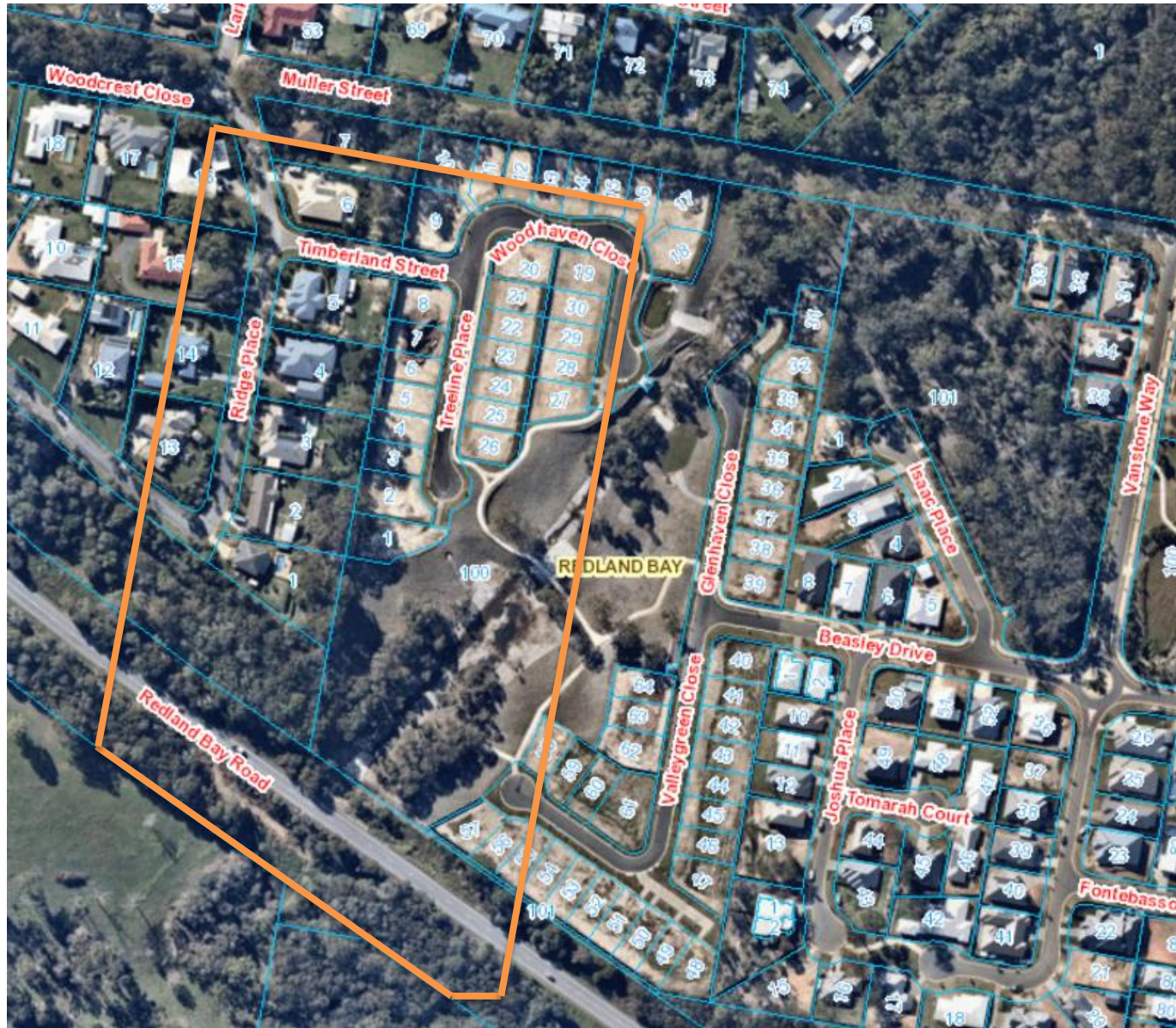
2. That Council resolves to refuse the request for an exemption certificate.

OFFICER'S RECOMMENDATION

It is recommended that an Exemption Certificate be issued as follows:

1. **Description of the premises for which the exemption certificate applies:**
 - **All residential lots approved as part of Reconfiguring a Lot approval ROL005753 and shown on the attached approved plan.**
2. **Description of development to which the exemption certificate relates:**
 - **Material change of use for dwelling houses on each of the residential lots described above.**
 - **Building works for ancillary structures (such as domestic outbuildings and private swimming pools) on each of the residential lots described above.**
3. **Note the reason for giving the exemption certificate:**
 - **The development is categorised as assessable development only because of particular circumstances that no longer apply, as the reconfiguring a lot application has already assessed the relevant zone and overlays and approved the creation of residential lots.**

Attachment 1 – Aerial Map



Attachment 2 - Locality Map



Attachment 3 – Approved Plan



Attachment 4 – Zone Map



Attachment 5 - Overlays

Flood Prone, Storm Tide & Drainage Constrained Land Overlay

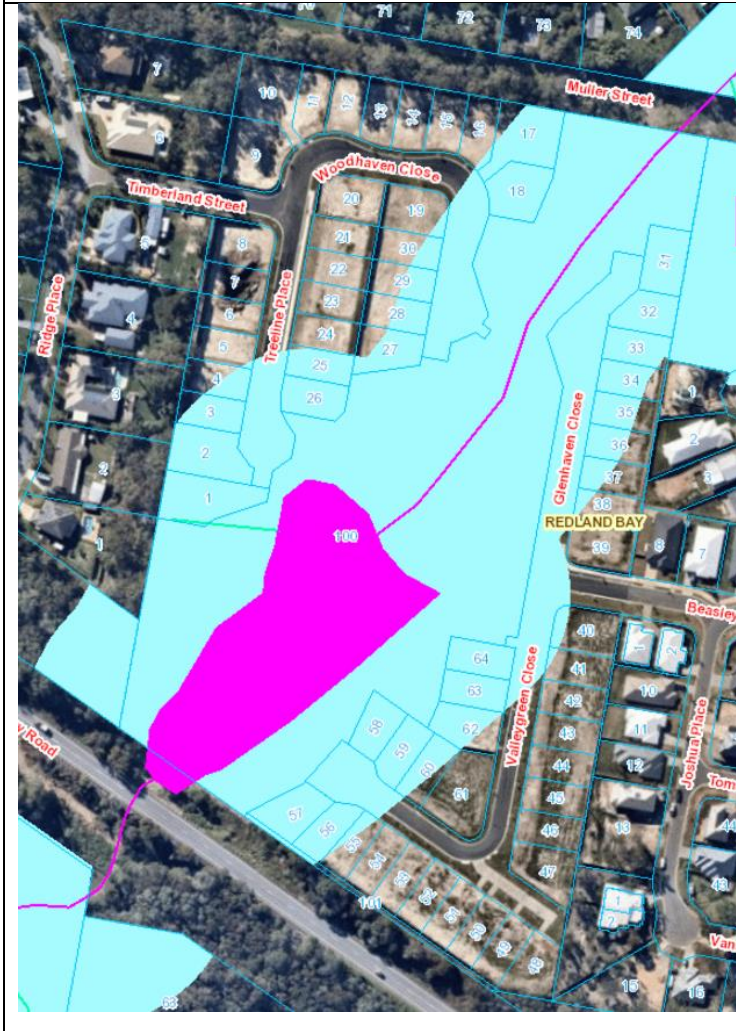


Habitat Protection Overlay



Attachment 5 - Overlays

Waterways, Wetlands & Moreton Bay Overlay



Landslide Hazard Overlay



11.3 INFRASTRUCTURE & OPERATIONS**11.3.1 SOLE SUPPLIERS FOR INFRASTRUCTURE & OPERATIONS OPERATIONAL REQUIREMENTS**

Objective Reference:	A2446027 Reports and Attachments (Archives)
Attachment:	<u>Sole Suppliers</u>
Authorising Officer:	Peter Best General Manager Infrastructure & Operations
Responsible Officers:	Kevin McGuire Group Manager Water & Waste Operations Bradley Salton Acting Group Manager Infrastructure & Operations
Report Author:	Shelley Thompson PA to General Manager Infrastructure & Operations

PURPOSE

The purpose of this report is to seek resolution from Council to enter into a contractual arrangement with various suppliers (suppliers) without first inviting written quotes or tenders for a period of 12 months, pursuant to section 235 of the *Local Government Regulation 2012 (LGR2012)*. This is a continuation of previous sole supplier arrangements entered into at this time each year, with relevant additions and deletions.

Section 235 provides a number of exceptions to inviting written quotes or tenders in relation to medium-sized (\$15,000 or more but less than \$200,000 in a financial year) and large-sized (\$200,000 or more in a financial year) contractual arrangements, however many of the goods and services that may be procured from the suppliers during the relevant period will be worth less than these threshold amounts.

The relevant exceptions in section 235 are where Council resolves:

It is satisfied that there is only one supplier who is reasonably available (s235(a)); or because of the specialised nature of the services that are sought, it would be impractical or disadvantageous for Council to invite quotes or tenders (s235(b)).

BACKGROUND

Council's Water & Waste Operations (WWO) use specialised equipment manufactured, supplied and installed by the suppliers, or that can only be reasonably serviced and maintained by the supplier. WWO requires goods and services from the suppliers due to, in most circumstances, there being only one supplier that is reasonably available and, in one other circumstance, the specialised nature of the maintenance works to be performed at council's various wastewater treatment plants (WWTPs).

In most cases, the proprietary nature of this specialised equipment means that servicing and maintenance can only be provided by the supplier, or parts can only be supplied by the supplier. Further, these goods and services are not reasonably available from other

suppliers, either because there is only one supplier, or because the supply from alternative suppliers will not result in a value for money procurement. In particular:

- Council's Water & Waste Infrastructure and Water & Waste Operations groups use various equipment that requires ongoing servicing, maintenance, renewal and repair;
- the use of non-original or non-proprietary products often results in reduced reliability or failure, and the resulting cost implications;
- the cost benefit of using the suppliers to supply the goods and services;
- the consequences of failure result is an unacceptable risk to council, including the unavailability of council's water and waste infrastructure, environmental impact, environmental protection obligations and safety;
- the increased costs, reduced reliability and risk of failure associated with servicing and maintenance carried out by suppliers not familiar with the original or proprietary equipment or products, or from the use of non-original or non-proprietary parts during servicing and maintenance;
- Council's requirements in having repairs carried out reliably and without delay, and the unacceptable risk of the unavailability of Council's water and waste infrastructure, environmental impact, environmental protection obligations and safety;
- the impact on the community in the event of any interruption to Council's water and waste operations.

Council's City Infrastructure group uses a small number of specialised products that are not available from other suppliers due to patents and licensing arrangements. Alternative products that purport to fulfil a similar function have been either trialled or investigated and found to be inferior in all cases.

Council's City Spaces group uses a small number of specialised products that are not available from other suppliers due to authorised dealer set ups and patents. It would be cost prohibitive, operationally complex with limited vendors in this specialist field.

ISSUES

Sound contracting principles

In considering this procurement plan, the establishment of this arrangement and the attached list of suppliers, Infrastructure & Operations' staff had regard to Council's sound contracting principles. In doing so, the principles of value for money and environmental protection were given more consideration, noting that there is only one supplier who is reasonably available for each of the goods and services required and in some cases, there are no comparable products available from other suppliers.

It should also be noted that despite the resolution, if made, and the establishment of this arrangement, consideration will be given to the sound contracting principles throughout the period of the arrangement and on each occasion that goods or services are procured. In particular:

- Infrastructure & Operations will continuously monitor the performance of the suppliers, and the value for money achieved from the suppliers, throughout the period of the arrangement;

- where appropriate and practical, a written quote will be sought from a supplier before goods or services are procured.

STRATEGIC IMPLICATIONS

Legislative Requirements

In accordance with Section 235(a) and (b) of *LGR2012*, a local government may enter into a medium-sized contractual arrangement or large-sized contractual arrangement without first inviting written quotes or tenders if:

- a) the local government resolves it is satisfied that there is only one supplier who is reasonably available; or
- b) the local government resolves that, because of the specialised or confidential nature of the services that are sought, it would be impractical or disadvantageous for the local government to invite written quotes or tenders.

Risk Management

The resolution, if made, and the establishment of this arrangement, will assist in the management of the following identified risks:

- reduced reliability or failure, and the resulting cost implications resulting from the use of non-original or non-proprietary products;
- the consequences of failure, including the unavailability of council's water and waste infrastructure, environmental impact, environmental protection obligations and safety;
- the increased costs, reduced reliability and risk of failure associated with servicing and maintenance carried out by suppliers not familiar with the original or proprietary equipment or products, or from the use of non-original or non-proprietary parts during servicing and maintenance;
- Council's requirements in having repairs carried out reliably and without delay, and the unacceptable risk of the unavailability of Council's water and waste infrastructure, environmental impact, environmental protection obligations and safety;
- the impact on the community in the event of any interruption to Council's water and waste operations.

Financial

There are no financial implications.

People

There are no implications.

Environmental

Environmental issues and potential impact have been considered, including Council's EPA and relevant licence obligations, general environmental considerations and staff and public safety. As noted above, various suppliers have been identified to assist with meeting Council's obligations, including the selection of suppliers to:

- meet Council's EPA and WWTP licence requirements;
 - ensure reliability of equipment, maintenance, servicing, parts and products;
-

- ensure the supply of equipment, chemicals and consumables to monitor and control odour;
- ensure repairs are carried out reliably and without delay to avoid the unavailability of Council's water and waste infrastructure, environmental impact and breaches of safety obligations.

Social

There are no social implications.

Alignment with Council's Policy and Plans

This report is consistent with Council's procurement policy and legislative requirements.

CONSULTATION

Consultation in establishing this process has included the following:

- General Manager Infrastructure & Operations;
- Group Manager Water & Waste Operations;
- Group Manager Water & Waste Infrastructure;
- Acting Group Manager City Infrastructure;
- Group Manager City Spaces;
- Group Manager Project Delivery;
- Service Manager Operations Maintenance;
- Service Manager Roads, Drainage and Maintenance;
- Service Manager Facilities Services Unit;
- Procurement Transformation Manager;
- Concrete Institute of Australia was consulted as to other products that may be available for this type of usage;
- Business Partnering Unit.

OPTIONS

1. That Council resolves to approve the suppliers listed in the attachment as the only suppliers reasonably available to supply the goods or services required by Council; or
2. That Council resolves not to approve the suppliers listed in the attachment as the only suppliers reasonably available to supply the goods or services required by Council. This would result in the delay and/or inability to reasonably acquire goods and services to deliver projects, impacting negatively on council operations and service delivery.

OFFICER'S RECOMMENDATION

That Council resolves to approve the suppliers listed in the attachment as the only suppliers reasonably available to supply the goods or services required by Council.

SOLE SUPPLIERS - INFRASTRUCTURE & OPERATIONS

In accordance with Section 235(a) and (b) of the *Local Government Regulation 2012*, Redland City Council is satisfied that the suppliers numbered 1 to 53 are the only suppliers reasonably available to supply the goods or services required by Council:

1. Air Met Scientific Pty Ltd – ABN 73 006 849 949

Provides maintenance and renewal of Council's existing gas detection equipment and parts. The existing equipment was manufactured and supplied by the supplier and the maintenance and renewal is carried out by the supplier using the supplier's proprietary equipment and parts.

2. Aildos Oceania Pty Ltd – ABN 53 106 582 665

Supply and maintenance of existing dosing pumps and equipment renewal. The existing equipment was manufactured and supplied by the supplier and the maintenance and renewal is carried out by the supplier using the supplier's proprietary equipment and parts.

3. BEST (Biological Environmental Sustainable Technologies) Solutions Australasia Pty Ltd – ABN 21 155132237

Supply and delivery of odour control dosing chemical. Only some chemicals work in certain of Council's catchments to reduce odour in particular circumstances and this is the only supplier of this chemical.

4. Biolab Australia Pty Ltd – ABN 17 005 878 017

Services for online analysers of ammonia and nitrate as well as chemical cassettes for odour detection. It provides unique chemicals to support all their instrumentation equipment. Biolab is the only supplier of these chemical cassettes and is the supplier of the compatible components required for the cassettes to work.

5. Bioremedy Pty Ltd - ABN 49 027 112 101

Supplies calcium nitrate chemical for odour control. Only some chemicals work in certain of Council's catchments to reduce odour in particular circumstances and this is the only supplier of this chemical.

6. Burkitt Pty Ltd – ABN 98 087 732 116

Provides maintenance and renewal of existing (liquid) process control valves. The existing equipment was manufactured and supplied by the supplier and the maintenance and renewal is carried out by the supplier using the supplier's proprietary equipment and parts.

7. Cleantec International – ABN 43 105 668 951

Provides maintenance and renewal of existing odour control chemicals and equipment at sewer pumping stations and wastewater treatment plants (WWTPs). The existing equipment was manufactured and supplied by this supplier, and the maintenance and renewal is carried out by the supplier using trained tradespeople and proprietary equipment and parts.

8. Danfoss Australia P/L – ABN 93 004 385 997

Provides maintenance and renewal of existing variable speed drives. The existing equipment was manufactured and supplied by the supplier and the maintenance and renewal is carried out by the supplier using the supplier's proprietary equipment and parts.

9. DHI Water & Environment Pty Ltd – ABN 69 086 137 911

Australian supplier of hydraulic software modules used by Council for network analysis of water supply and wastewater network systems and flood watch software. Modification of the software can only be undertaken by the supplier because of the software licence and licence renewal, upgrades and support must be provided by the supplier. This software is required to undertake water supply and wastewater network analysis.

SOLE SUPPLIERS - INFRASTRUCTURE & OPERATIONS

10. Ecotox Services Australasia Pty Ltd – ABN 45 094 714 904

The only laboratory in Australia that can provide the services (sample analysis in relation to toxicity) needed to meet Environmental Protection Agency (EPA) and WWTP licence requirements.

11. Flottweg Australia – ABN 89 147 749 095

Parts and maintenance for the Capalaba WWTP centrifuge. The existing equipment was manufactured and supplied by the supplier and the maintenance and renewal is carried out by the supplier using the supplier's proprietary equipment and parts.

12. Grundfos Pumps Pty Ltd – ABN 90 007 920 765

Supplies and maintains existing dosing pumps and equipment renewal. The existing equipment was manufactured and supplied by the supplier and the maintenance and renewal is carried out by the supplier using the supplier's proprietary equipment and parts.

13. Hach Pacific Pty Ltd – ABN 45 114 408 838

Provides maintenance and replacements for water network pressure loggers. The existing equipment was manufactured and supplied by the supplier and the maintenance and renewal is carried out by the supplier using the supplier's proprietary equipment and parts.

14. HMA Group – ABN 48 010 489 086

Provides maintenance and renewal of existing valves and non-return valves. The existing equipment was manufactured and supplied by the supplier and the maintenance and renewal is carried out by the supplier using the supplier's proprietary equipment and parts.

15. Hydrobac Pty Ltd – ABN 62 790 824 461

Supply and control of odour control dosing chemical. Only some chemicals work in certain of Council's catchments to reduce odour in particular circumstances and this is the only supplier of this chemical.

16. Xylem Water Solutions Australia Ltd – ABN 28 000 832 922

Custom-made manufacturing of pumps, mixers and other mechanical equipment for sewer pumping stations and WWTPs. This company provides a range of standard and custom-made pumps and other equipment for the treatment of wastewater within Redland City. Pumps are manufactured to meet Council's performance requirements and to fit well sizes as necessary for the location. The company is required to undertake OEM parts supply, maintenance, servicing and renewals as required using qualified tradespeople and the supplier's proprietary parts and equipment.

17. KSB Australia – ABN 29 006 414 642

Manufactures submersible pumps for wet wells. KSB has custom built pumps to fit dry wells at Council's pump stations and WWTPs. The company is required to manufacture custom-made pump parts for critical spares and the maintenance and renewal is carried out by the supplier using the supplier's proprietary equipment and parts.

18. Magytec International Pty Ltd – ABN 96 003 490 006

The only agent for the manufacturer of Council's specialist belt filter press equipment and the only supplier that can supply the proprietary parts and has the expertise to perform the service and maintenance on the equipment.

19. Mann's Logan Crane Hire – ABN 95 879 142 306

The only local supplier with the proven ability to respond in planned and emergent timeframes, and is also the only local supplier of Franna (light mobile cranes). When Council requires these services, they are often required urgently to avoid environmental impact and comply with environmental and licence obligations, e.g. from overflow. The

SOLE SUPPLIERS - INFRASTRUCTURE & OPERATIONS

cost and time implications of engaging a non-local supplier will not satisfy Council's requirements.

It is also noted that Council has established an approved contractor list under section 231 of the *Local Government Regulation 2012*, however there are no local suppliers on the list that supply Franna plant.

20. MEP Instruments – ABN 93 081 861 645

Australian agent for Metrohm pH meters used in Council's laboratory and WWTPs. The existing equipment was manufactured and supplied by the supplier and the maintenance and renewal is carried out by the supplier using the supplier's proprietary equipment, parts and consumables.

21. Merck Pty Ltd – ABN 80 001 239 818

Manufacturer of laboratory deioniser. Sole supplier of parts, consumables and servicing. The existing equipment was manufactured and supplied by the supplier and the maintenance and renewal is carried out by the supplier using the supplier's proprietary equipment, parts and consumables.

22. Miele Australia Pty Ltd – ABN 96 005 635 398

Manufacturer of laboratory dishwasher. This existing equipment was manufactured and supplied by the supplier and the maintenance and servicing is carried out by the supplier using the supplier's proprietary equipment and parts.

23. Mono Pumps Australia – ABN 77 004 449 478

Manufactured and supplied Council's sludge handling pumps, dosing pumps and critical spares for pumps already custom fitted in Council's reticulation systems. The maintenance and renewal is carried out by the supplier using the supplier's proprietary equipment and parts.

24. Multitrode Pty Ltd – ABN 43 010 679 419

Manufactures critical backup system components required for pump stations and reservoir level sensors. Critical spares and sensors are needed to contain appropriate water levels at the pump stations. The maintenance and renewal is carried out by the supplier using the supplier's proprietary equipment and parts.

25. Perten Instruments Australia P/L - ABN 98 002 954 243

Australian agent for Gerhart instruments, being the existing instruments, and the maintenance and renewal is required to be carried out by the supplier using the proprietary equipment and parts.

26. Prominent Fluid Control – ABN 83 080 688 795

Manufactures dosing pumps that have been customised for critical dosing applications at Dunwich and Point Lookout WWTPs. The existing equipment was manufactured and supplied by the supplier and the maintenance and renewal is carried out by the supplier using the supplier's proprietary equipment and parts.

27. Schneider Electric – ABN 42 004 969 304

Distributor for Clear SCADA software, and the supply of licensing and annual support for Clear SCADA software used in water and sewerage telemetry licences. Schneider also provides services to maintain licences for control of SCADA systems to several WWTPs.

28. SEW Eurodrive – ABN 27 006 076 053

Supplies gearboxes and motors for WWTPs and is used for repair and replacement of several motors and gearboxes installed in several of Council's WWTPs. The existing equipment was manufactured and supplied by the supplier and the maintenance and renewal is carried out by the supplier using the supplier's proprietary equipment and parts.

SOLE SUPPLIERS - INFRASTRUCTURE & OPERATIONS

29. Sibelco Australia Limited – ABN 20 000 971 844

Supplies hydrated lime used at Council's WWTPs and the only supplier in Australia for this product. The market was tested by conducting a tender (T-1571-11/12-RDW Provision of a Preferred Supplier/s Arrangement for the Supply, Delivery and Unloading of Chemicals for Redland Water WWTPs). The results from this tender showed that no other tendering company was able to supply hydrated lime to Council. Hydrated lime is a vital chemical that is used in the treatment of wastewater at several WWTPs.

30. Siemens Ltd – ABN 98 004 347 880

Supplies PLC hardware, specialised activated carbon for odour control facilities and chlorine residual analyser equipment. The existing equipment was manufactured and supplied by the supplier and the maintenance and renewal is carried out by the supplier using the supplier's proprietary equipment and parts.

31. SMC Pneumatics Aust Pty Ltd – ABN 64 000 543 519

Provides maintenance and renewal of existing (pneumatic) process control valves. The existing equipment was manufactured and supplied by the supplier and the maintenance and renewal is carried out by the supplier using the supplier's proprietary equipment and parts.

32. Spirac Pty Ltd – ABN 69 119 874 038

Manufactures dewatering equipment for screw wash presses and grit collection bins and is used for the replacement of liners for existing screw conveyors, and designed template wear plates. The existing equipment was manufactured and supplied by the supplier and the maintenance and renewal is carried out by the supplier using the supplier's proprietary equipment and parts.

33. Thermo Fischer Scientific P/L – ABN 52 058 390 917

Provides maintenance and renewal of existing auto samplers. The existing equipment was manufactured and supplied by the supplier and the maintenance and renewal is carried out by the supplier using the supplier's proprietary equipment and parts. The supplier is the sole supplier of the equipment and parts.

34. Vega Australia – ABN 55 003 346 905

Manufactures level control systems in reticulation systems. This supplier is used for repair of existing equipment in several WWTPs and pump stations. The existing equipment was manufactured and supplied by the supplier and the maintenance and renewal is carried out by the supplier using the supplier's proprietary equipment and parts.

35. Wallace & Tiernan Pty Ltd – ABN 82 000 130 414

Manufactures chlorine monitoring equipment in reticulation systems and used to repair and replace existing equipment at the Dunwich and Point Lookout WWTPs. The existing equipment was manufactured and supplied by the supplier and the maintenance and renewal is carried out by the supplier using the supplier's proprietary equipment and parts.

36. Wilo Australia Pty Ltd - 87 150 449 540

Manufactures submersible pumps for wet wells. The supplier has custom built pumps to fit dry wells at Council's pump stations and WWTPs. The company is required to manufacture custom made pump parts for critical spares and the maintenance and renewal is carried out by the supplier using the supplier's proprietary equipment and parts.

37. Weir Services Australia Pty Ltd – ABN 53 000 114 910

Manufactures aerator gearboxes for WWTPs. These gearboxes are critical assets for Council's WWTPs. The existing equipment was manufactured and supplied by the supplier and the maintenance and renewal is carried out by the supplier using the supplier's proprietary equipment and parts.

SOLE SUPPLIERS - INFRASTRUCTURE & OPERATIONS

38. WestWater Enterprises – ABN 26 101 692 504

Provides maintenance and equipment for the recently supplied proprietary chlorine shutdown and metering system installed at Cleveland, Victoria Point, Capalaba and Thorneside WWTPs. WestWater also provides critical spares and specialised servicing as required.

39. YSI Australia Pty Ltd – ABN 14 128 153 168

Sole supplier of dissolved oxygen meter parts and consumables used in laboratories and WWTPs. The existing equipment was manufactured and supplied by the supplier and the maintenance and renewal is carried out by the supplier using the supplier's proprietary equipment and parts.

40. Abberfield Industries – ABN 61 000 112 569

Provides specialist water dispensing units utilising credit card, stored value or account card accessibility, for the supply of potable and non-potable water to Redland City industries and customers. The company is required to manufacture custom made water filling stations and the maintenance and renewal is carried out by the supplier using the supplier's proprietary equipment and parts.

41. Eneraque Pty Ltd – ABN 81 605 908 549

Required to provide OEM parts supply, maintenance, servicing and renewals to Eneraque generators using qualified tradespeople and the suppliers proprietary equipment and parts.

42. PR Power Pty Ltd – ABN 25 124 009 614

Required to provide OEM parts supply, maintenance, servicing and renewals to PR Power generators using qualified tradespeople and the suppliers' proprietary equipment and parts.

43. CAPS Australia – ABN 79 008 877 790

Specialist supplier of compressors and blowers used in WWTPs. The company provides service, support and spare parts for compressors, with industry leading knowledge of rotary screw type compressors and pressure vessels.

44. Ecotech Environmental Monitoring Solutions – ABN 32 005 752 081

Provides specialist service, maintenance and repair of automatic water samplers used in RCC's WWTPs.

45. Hidrostal Australia Pty Ltd – ABN 64 607 570 534

Supply, maintenance and renewal of existing centrifugal impellor pumps in WWTPs and sewer pumping stations. The existing equipment was manufactured and supplied by this company with maintenance and renewal being carried out by the supplier's skilled staff, using proprietary parts and equipment.

46. MAK Water – ABN 32 134 829 280

Specialist provider of sand filtration equipment, media, spare parts and servicing for RCC's existing sand filters at Capalaba, Point Lookout and Dunwich WWTPs.

47. AC Hargreaves Pty Ltd – ABN 36 139 017 360

Provides specialist condition monitoring, vibration analysis and reporting on aerators, gearboxes and large motors.

48. R & D Technology Pty Ltd – ABN 79 002 145 324

Provides specialist automation and integration services to RCC's WWTPs and sewer pumping stations. This company has an intimate knowledge of Council's telemetry and SCADA systems, and undertakes routine system maintenance, equipment upgrades and day to day troubleshooting.

49. Ixom – ABN 51 600 546 512

Supplies chlorine gas for disinfection of effluent at RCC's WWTPs. Ixom is the only supplier of this chemical.

50. Tripstop Pty Ltd – ABN 45 099 500 384

Provides a concrete joint product called "Tristop" which is unique in the market and creates a hinge at concrete joints allowing the adjoining concrete slabs to rotate without displacing vertically across the joint. This function is particularly useful on concrete footpaths where tree root uplift is a problem. There are many other construction jointing products available on the market but none that allows the joint to remain functional while being lifted by tree roots (sometimes in excess of 50mm). Tristop has been successfully used by RCC since 2007 and is only available from Tristop Pty Ltd.

51. The Britstop – ABN 16 044 541 688

Provides "Viafix", a bagged asphaltic material for use in pothole repairs. RCC has used many cold asphaltic products for pothole repairs over the years with varying degrees of success. With the exception of Viafix, all have demonstrated average to poor durability, resulting in rework and complaints from the public. Viafix is more expensive than other products used, in some cases, substantially more expensive but the whole-of-life benefits provided by longevity of repair and lack of rework more than compensate for the additional initial cost of the product. Since first using Viafix five years ago, pothole repair failures have been limited to extreme circumstances such as ongoing road pavement failure adjacent to the pothole. Viafix is an imported product and is only available through Britstop.

52. Leading Edge – ABN 39 058 251 906

Maintains the Building Management System (BMS) mechanical services controls (air conditioning systems software). Leading Edge Automation (LEA) are part of Alerton Australia, LEA are the sole authorised dealer of the Alerton range of products in Queensland. The RCC Heating Ventilation and Air Conditioning systems (HVAC) are operated by a series of field devices (controllers located throughout our plant rooms) which are in turn controlled by Alerton software network. Due to the proprietary nature of the Alerton system, it would be cost prohibitive, operationally onerous with limited vendors in this specialist field.

53. UCI – ABN 37 604 540 700

Provides the latest type of screen partitions that we use in our office fit outs. UCI manufactures the screens in South Australia and holds the patent. It would be cost deficient to purchase these through another company. In saying that, this year, FSU will be meeting with other screen partition suppliers to see what innovations have been introduced over the last several years so we may move away from UCI depending on what benefits there are to Council.

11.3.2 CORPORATE POLICY POL-3119 COMMUNITY INFRASTRUCTURE PROGRAM

Objective Reference:	A124442 Reports and Attachments (Archives)
Attachment:	<u>POL-3119 Community Infrastructure Program</u> <u>GL-3119-001 Community Infrastructure Program</u>
Authorising/Responsible Officer:	Peter Best General Manager Infrastructure & Operations
Report Author:	Shelley Thompson PA to General Manager Infrastructure & Operations

PURPOSE

The purpose of this report is to gain Council approval of Corporate Policy POL-3119 Community Infrastructure Program (CIP) and for the accompanying guideline GL-3119-001 to be noted by Councillors.

BACKGROUND

The reason for development of the CIP policy is to communicate the policy principles to support the planning and delivery of capital infrastructure projects providing a fair, equitable and transparent process to drive the delivery of community infrastructure outcomes to the Redlands community. It also ensures the equitable allocation of funds to capital infrastructure projects, enabling the delivery of community focussed capital infrastructure outcomes in a transparent and sustainable manner.

The guideline provides a suite of guiding principles outlining how community focussed infrastructure requests will be initiated, assessed, scoped, assigned budget and delivered.

ISSUES

The CIP has been discussed with Councillors at workshops during the 2016-17 financial year. At a workshop on 8 August 2017, councillors endorsed taking the attached Corporate Policy POL-3119 to a General Meeting for approval, as well as the guideline GL-3119-001 for noting.

STRATEGIC IMPLICATIONS**Legislative Requirements**

There are no legislative requirements pertaining to this policy.

Risk Management

Nil.

Financial

There are no financial implications relating to adopting this policy. Funding allocation will form part of the annual budget process.

People

Nil.

Environmental

Nil.

Social

Nil.

Alignment with Council's Policy and Plans

This aligns with Council's policies and plans, in particular those listed in the policy:

- Redlands 2030 Community Plan;
- Corporate Plan 2015-2020;
- POL-3118 - Enterprise Asset and Service Management Policy;
- Social Infrastructure Strategy; POL-3088 Social Infrastructure Policy; and
- POL- 3110 - Public Open Space.

CONSULTATION

Consultation in the preparation of this policy and guideline occurred with:

- Mayor and Divisional Councillors,
- Executive Leadership Group;
- Group Manager City Spaces;
- Acting Group Manager City Infrastructure;
- Acting Group Manager Project Delivery Group;
- Group Manager Water & Waste Infrastructure;
- Group Manager Water & Waste Operations; and
- Portfolio Director, Portfolio Management Office.

OPTIONS**Option One**

That Council resolves to:

1. Adopt Corporate Policy POL-3119 Community Infrastructure Program; and
2. Note Guideline GL-3119-001 Community Infrastructure Program.

Option Two

That Council resolves to not adopt Corporate Policy POL-3119 Community Infrastructure Program.

OFFICER'S RECOMMENDATION

That Council resolve to:

1. **Adopt Corporate Policy POL-3119 Community Infrastructure Program; and**
2. **Note Guideline GL-3119-001 Community Infrastructure Program.**

Community Infrastructure Program

Version Information

Head of Power

This Policy is consistent with the attributes of accountability, transparency, effectiveness, efficiency and sustainability as defined by the principles of the *Local Government Act 2009 (the Act)* and supports the:

- Redlands 2030 Community Plan;
- Corporate Plan 2015-2020;
- POL-3118 - Enterprise Asset and Service Management Policy;
- Social Infrastructure Strategy; POL-3088 Social Infrastructure Policy; and
- POL- 3110 - Public Open Space.

Policy Objective

The objectives of this policy are to:

- communicate the policy principles to support the initiation, planning, development and delivery of capital infrastructure projects which constitute Community Infrastructure Program (CIP) initiatives;
- ensure the allocation of community infrastructure funds to capital infrastructure projects to enable the delivery of community focussed capital infrastructure outcomes in a transparent and sustainable manner; and
- provide a fair, equitable and transparent process to deliver community infrastructure outcomes to the Redland City community.

The Community Infrastructure Program Guideline (GL-3119-001) outlines how community focussed infrastructure requests will be initiated, assessed, scoped, assigned budget and delivered.

Policy Statement

The CIP is a capital infrastructure program which affords the Mayor and Redland City Council (RCC) Councillors the opportunity to augment and uplift the amenity of RCC installed (in-service) assets and Asset Service Management Plan (ASMP) derived assets, in planning and development. Projects that form part of the annual CIP program must not diminish asset service standards or impact/affect RCC policy direction. The CIP is a program of projects outside of core RCC ASMP driven capital infrastructure program and project activity.

Annual CIP projects and the annual amount of CIP funding, allocated for use by the Mayor and RCC Councillors, will be determined and approved as a function and component of the RCC annual budget development process.

CIP funding is not “discretionary funds” as defined in the *Local Government Act 2009*, as CIP funds are allocated by resolution of Council and not at the sole discretion of an individual Councillor.

CIP funding must only be used for the planning, delivery and commissioning of capital infrastructure projects on RCC owned assets and RCC owned and managed land.

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Department: Infrastructure and Operations
Group: City Spaces
Approved by:
Date of Approval:

Effective date:
Version: 1
Review date:
Page: 1 of 2

policy document



CORPORATE POL-3119

Version Information

Version number	Date	Key Changes
1	August 2017	New policy

[Back to Top](#)

Community Infrastructure Program

Version Information

Scope

To guide the annual derivation and allocation of projects and budget to enable the development, delivery and commissioning of capital infrastructure projects that form the Community Infrastructure Program (CIP).

Purpose

The purpose of this guideline is to ensure:

- The application of a fair, equitable and transparent process to develop the annual CIP budget and afford the Mayor and RCC Councillors the opportunity to augment and uplift the amenity and functionality of RCC assets, outside of core ASMP driven capital infrastructure programs and projects, and
- That CIP projects align with RCC Corporate, Strategic, Financial and ASMPs and therefore provide benefits to communities across the Redland City Local Government Area.

Definitions

ASMP	The Asset and Service Management Plan (ASMP) is an holistic plan that covers the disciplines and activities that are necessary to manage an asset over its lifecycle of acquisition, operations, maintenance and disposal.
CAPEX	Capital expenditure
Capital infrastructure	For the purpose of this guideline, capital infrastructure is infrastructure that is placed on land that is owned and managed by Council for the use of the community. It includes, but is not limited to, open space, streetscape, pathways and road infrastructure. It excludes infrastructure within land that is under a lease to community or sporting clubs.
CIP	The Community Infrastructure Program (CIP) is a program affording the Mayor and Redland City Councillors the opportunity to augment and uplift the amenity of Council assets, outside of core ASMP driven capital infrastructure programs. The CIP is funded through an annual Mayoral and Divisional allocation.
Council	Redland City Council
Discretionary Funds	Funds allocated at the sole discretion of a Councillor (as opposed to being allocated by the Council or authorised delegate – Section 109 of the <i>Local Government Act 2009</i> refers). Discretionary funds must be allocated in accordance with the requirements detailed in Section 202 of the <i>Local Government Regulations 2012</i> .
I&O	Infrastructure & Operations department of RCC
OPEX	Operational expenditure
Program	Programs are established to coordinate, direct and oversee the implementation of related projects for cohesion and management efficiency, leadership and direction and budget efficiencies.
PMO	Portfolio Management Office
RCC	Redland City Council

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Department: Infrastructure and Operations
Group: City Spaces
Approved:

Effective date:
Version: 1
Review date:
Page: 1 of 4

Actions and Responsibilities

Development and approval of the Annual CIP Project List and Budget

The annual CIP project list and budget allocation will be developed by the RCC PMO, in collaboration with I&O, the RCC Finance Department and the Mayor and RCC Councillors, taking into consideration CIP project eligibility criteria, project deliverability and any impacts on the target budget of the annual ASMP derived and driven CAPEX project portfolio.

Regardless, the CIP budget allocation will be \$100,000 per annum for the Mayor and each RCC Councillor.

Approval of the annual CIP project list and budget allocation will be by Council resolution, as part of the RCC annual budget approval process.

CIP Cycle

In the first three years of a Council term, a CIP project list and annual funding allocation may be approved by Council.

In the financial year preceding the financial year in which a Queensland Local Government Election (QLGE) is to be held, the RCC PMO, I&O, CIP Officer, Mayor and Councillors are to determine if any CIP projects and commensurate project funding are to be programmed, funded and executed in the financial year of a QLGE. A key contributing factor to such a determination will be the deliverability of any such projects and the project budget expenditure, prior to the commencement of the QLGE “caretaker” period, applicable to the gazetted QLGE election date.

The annual CIP funding allocation will comprise all CIP CAPEX and OPEX costs.

CIP projects are to be delivered in the financial year of the budget allocation for that project.

There will be no carryover of CIP projects or CIP funds into the next financial year, unless approved by the General Manager I&O as detailed in “CIP Project Eligibility Criteria”.

Unspent annual CIP funds will be given up.

CIP Project Eligibility Criteria

CIP project requests are to be made to the CIP Officer by the Mayor and RCC Councillors and must meet the following criteria:

1. Must deliver capital infrastructure;
2. Must deliver Council owned assets on Council owned and managed community land. The project must not be within a lease area. *Projects within leased areas should seek funding via the Community Grants Program refer GL-3082-001 - Financial Assistance to the Community Sector;*
3. Benefit the whole community, not a club or group;
4. Deliver an asset that is sustainable with regard to its ongoing maintenance costs;
5. Must be procured in accordance with *POL-3043 - Corporate Procurement Policy* and associated guidelines and procurement thresholds;
6. Be installed by a builder or construction company that holds the required licences for the work and in accordance with *Workplace Health and Safety Legislation*, as required;

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7. Be eligible for all building and plumbing approvals, including the sign-off from a *Registered Practising Engineer Queensland (RPEQ)*, as required;
8. Be constructed in accordance with *Australian Standards*;
9. **Deliverable:** The project is assessed by RCC Officers as being deliverable within the financial year that CIP funds are allocated and within the allocated budget. Continued project deliverability will be assessed during the project life cycle by a “Review Gating Process” run by the RCC PMO and the CIP Officer in the financial year of the project delivery, nominally at the end of September, mid-December and end of February. If, for unforeseen circumstances during this progressive review cycle (e.g. delayed delivery of project goods and services, or delayed development permits/approvals), it becomes apparent that a project will not be delivered in the financial year of project funding availability, the CIP Officer and the relevant I&O Group Manager are to make representation to the General Manager I&O, seeking approval to carry forward the project and project funding residual elements, into the next financial year.
10. Support the endorsed activity for the project site as specified in the relevant ASMP, or other relevant RCC strategy or plan and does not diminish asset service level performance or ASMP assigned operational life.

CIP Program Development

The CIP Officer is an RCC Officer nominated by the General Manager I&O, who will hold CIP program development meetings with the Mayor and Councillors as required to identify:

- Councillor CIP project initiatives;
- CIP program funding opportunities;
- Project scope, functionality, funding and schedule requirements;
- The compliance of CIP project requests against CIP Project Eligibility Criteria.

The Mayor and Councillors are to submit all CIP project requests to the CIP Officer via email or via meetings with the CIP Officer. Meeting outcomes are to be recorded in writing and formally agreed by the relevant Councillor and CIP Officer, at the conclusion of each meeting.

The CIP Officer will be the singular point of contact for the Mayor, Councillors and RCC Officers on all CIP matters and will be responsible for the development, maintenance and monthly status reporting of the annual CIP program.

If a CIP project request is not determined suitable for inclusion in the annual CIP program, the CIP Officer is to advise the relevant Councillor of the reasons why this assessment conclusion has been reached.

Any Councillor concerns with a CIP project determination are to be escalated to the General Manager I&O, via the relevant I&O Group Manager for consideration and resolution.

Reference Documents

This guideline has been developed to support the development and administration of the Community Infrastructure Program. This guideline supports the *Public Open Space Policy - Corporate POL-3110*.

Associated Documents

- Corporate policy: POL-3119 – Community Infrastructure Program;

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Department: Infrastructure and Operations
Group: City Spaces
Approved:

Effective date:
Version: 1
Review date:
Page: 3 of 4

guideline document

- Guideline: GL-3082-001 - Financial Assistance to the Community Sector;
- Corporate policy: POL-3043 - Council's Procurement policy and associated guidelines;
- Corporate policy: POL-3110 - Public Open Space;
- Redlands 2030 Community Plan

Document Control

- Only the General Manager Infrastructure & Operations can approve amendments to this guideline.
- Approved amended documents must be submitted to the Corporate Meetings & Registers Team to place the document on the Policy, Guidelines and Procedures Register.

Version Information

Version No.	Date	Key Changes
1	August 2017	New guideline

[Back to Top](#)

CMR Team use only

12 MAYORAL MINUTE

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

13 NOTICES OF MOTION TO REPEAL OR AMEND RESOLUTIONS

In accordance with s.262 Local Government Regulation 2012.

14 NOTICES OF MOTION

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

15 URGENT BUSINESS WITHOUT NOTICE

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

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

16 CLOSED SESSION**16.1 COMMUNITY & CUSTOMER SERVICES****16.1.1 APPEAL BD617/17 ROYCORP PTY LTD**

Objective Reference:	A124439 Reports and Attachments (Archives)
Authorising Officer:	Louise Rusan General Manager Community & Customer Services
Responsible Officer:	David Jeanes Group Manager City Planning & Assessment
Report Author:	Chris Vize Service Manager Planning Assessment

EXECUTIVE SUMMARY

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

OFFICER'S RECOMMENDATION

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

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

(f) starting or defending legal proceedings involving the local government;

17 MEETING CLOSURE