



**Redland**  
CITY COUNCIL

# **AGENDA**

## **GENERAL MEETING**

**Wednesday, 11 February 2015  
commencing at 9.30am**

**The Council Chambers  
35 Bloomfield Street  
CLEVELAND QLD**

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The Mayor is the Chair of the General Meeting. The following Portfolios are included in the General Meeting and Council's nominated spokesperson for that portfolio as follows:

PORTFOLIO	SPOKESPERSON
1. Office of the CEO (including Internal Audit)	Cr Mark Edwards
2. Organisational Services (excluding Internal Audit and Emergency Management)	Mayor Karen Williams
3. City Planning and Assessment	Cr Julie Talty
4. Community & Cultural Services, Environment & Regulation	Cr Lance Hewlett
5. Infrastructure & Operations	Cr Paul Gleeson
6. Emergency Management	Cr Alan Beard

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## **1 DECLARATION OF OPENING**

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

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

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

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

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

## **3 DEVOTIONAL SEGMENT**

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

## **4 RECOGNITION OF ACHIEVEMENT**

Mayor to present any recognition of achievement items.

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

### **5.1 GENERAL MEETING MINUTES 28 JANUARY 2015**

Motion is required to confirm the Minutes of the General Meeting of Council held on 28 January 2015.

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

### **6.1 REQUEST FOR REPORT – PUBLIC VEHICLE ACCESS TO ‘THE BASIN’ AT AMITY**

At the General Meeting of 17 September 2014 (Item 14.1.1 refers) Council resolved that a report be prepared for Council’s consideration on the potential of facilitating public vehicle access to the area known as ‘The Basin’ at Amity.

A report will be presented to a future General Meeting for consideration.

### **6.2 REQUEST FOR REPORT – SHARK NET ENCLOSURE, RABY BAY FORESHORE**

At the General Meeting of 17 September 2014 (Item 14.1.2 refers) Council resolved to:

1. Investigate the need and opportunity for a shark net enclosure to be installed on the Raby Bay (Masthead Drive) foreshore; and
2. That the report to Council include financial implications so that consideration can be given to possible inclusion in the Capital Works program.

A report will be presented to a future General Meeting for consideration.

## **7 PUBLIC PARTICIPATION**

In accordance with s.42 Redland City Council Meetings – Standing Orders:

1. Council may by resolution set aside a maximum of 15 minutes to permit members of the public to address the local government on matters of public interest relating to local government. The time given to each member of the public for their address will not exceed 5 minutes and the maximum number of speakers will be decided by the Chairperson.
2. A member of the public wishing to attend and address a meeting may either:
  - (a) make a [Written Application](#) to address the meeting, which must be received by the Chief Executive Officer, no later than 4.30pm two days before the meeting; or
  - (b) make a request to the Chairperson at the commencement of the public participation period, when invited to do so by the Chairperson.
3. The right of any member of the public to address the local government is at the absolute discretion of Council. Priority will be given to persons who have made a written application to speak at a meeting, in accordance with Council’s Meetings Standing Orders.
4. If any address or comment made by a member of the public addressing a meeting is irrelevant, offensive, or unduly long, the Chairperson may require the person to cease their address.
5. Any person addressing a meeting will -
  - (a) unless they are incapacitated or it is otherwise unreasonable for them to do so, stand; and
  - (b) speak with decorum; and
  - (c) frame any remarks in respectful and courteous language.

6. If a person is considered by the local government, Mayor or Chairperson to be unsuitably dressed, the person may be directed to immediately withdraw from the meeting. Failure to comply with a direction may be considered an act of disorder.

## **8 PETITIONS AND PRESENTATIONS**

Councillors may present petitions or make presentations under this section.

## **9 MOTION TO ALTER THE ORDER OF BUSINESS**

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

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

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

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

*The Councillor must—*

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

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

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

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

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

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

*The Councillor must—*

- *deal with the real conflict of interest or perceived conflict of interest in a transparent and accountable way.*
  - *Inform the meeting of—*
-

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

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

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

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

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

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

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**11 REPORTS TO COUNCIL****11.1 PORTFOLIO 1 (CR MARK EDWARDS)****OFFICE OF CEO (INCLUDING INTERNAL AUDIT)****11.1.1 ASSET MANAGEMENT PROJECT 2014-17****Datworks Filename:** FM Assets**Attachment:** [Project Brief](#)**Authorising Officer:****Bill Lyon**  
**Chief Executive Officer****Responsible Officer:** **Linnet Batz**  
**Chief Financial Officer****Author:** **Grant Tanham-Kelly**  
**Srv. Manager Financial Management & Advisory**

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**PURPOSE**

The purpose of this report is to recommend and outline the vital points of the detailed project brief for the **Asset Management Project**. The project will provide an integrated asset management solution to Council that encompasses both the IT and support processes that enable the achievement of strategic asset management within Council.

**BACKGROUND**

Council continues to struggle to advance its asset management practices due to a lack of standardised processes and procedures, combined with poor data management practices and inadequate software solutions. As a result, embedding an asset management focused philosophy into its everyday activities has been challenging. However, a project with a focus purely on replacing one asset system for another will miss the mark in addressing all the current shortfalls.

It is imperative that the project selected focus on the overall asset management practices within Council and provide the foundation processes and practices necessary to allow for the effective and sustainable management of its asset portfolio. The implementation of a system that provides ease of use for all users and adequate reporting functionality will generate an environment where users feel empowered to drive improvements to data quality.

**ISSUES**

The Long-term Asset Management Plan has already identified issues that need to be addressed in order to further advance asset management to maturity including:



- **System shortcomings** - the current asset software solutions are unable to support the current and expanding data requirements to support asset management, financial reporting and decision making requirements;
- **Governance** - concerns about various aspects of asset management have been raised by both Internal and External Audit, and Queensland Competition Authority.
- **Manual intervention** – presently asset data is managed within two primary asset management software solutions. Data must be extracted from these sources and manually combined to support corporate reporting requirements, which also hinders responsive and effective decision making.

## **BENEFITS**

The recommended project will:

- Improves the ability to meet the expectations for asset management required in the Local Government Act;
- Including processes, procedures, data management software solution will provide the methods to advance asset management practice;
- Provide the ability to understand asset condition, which is an integral part of advanced asset management and enables a risk focussed approach to maintenance and renewal
- Improve data completeness and confidence and together with improved reporting capability will result in more efficient routine activities; &
- Includes stable and effective asset management systems providing the opportunity for innovative thinking and approaches, to undertake 'value adding' activities that promote good governance and outcomes.

## **STRATEGIC IMPLICATIONS**

This project aligns to Corporate Plan: Wise planning and design and An Efficient and Effective organisation

### **Legislative Requirements**

The project will assist with being able to meet legislative requirements regarding Asset Management as per Local Government Act 2009

### **Risk Management**

The successful completion of this project will contribute to the mitigation of a wide range of documented Corporate Risks. These extend over the following themes:

- Ineffective or inadequate asset management practice;
  - Inadequate maintenance planned to maintain assets;
  - Failure to meet community expectation; and
  - Incorrect reporting of financial data.
-

An extract from the Corporate Risk Register is attached as Appendix 3 to this brief and provides details of the specific risks.

## Financial

FULL PROJECT BUDGET IS AS FOLLOWS:

<b>Project Budget Requirements</b>	<b>Total</b>	<b>Operational</b>	<b>Capital</b>
<b>2014/15</b>	<b>238,236</b>	238,236	0
<b>2015-16</b>	<b>1,249,959</b>	748,180	501,779
<b>2016-17</b>	<b>667,424</b>	500,165	167,259
<b>Total</b>	<b>2,155,619</b>	<b>1,486,581</b>	<b>669,038</b>

For a complete cost analysis including NPV refer section 6.2 of the attached Project Brief.

This project does not generate a direct revenue stream and is expected to be funded from General Revenue.

## People

- There will be backfill requirements within Financial Services and across the Council to allow internal subject matter experts to input to the development and implementation of the project. An estimate of this cost is included in the financials.
- User training for staff across the Council.
- The programme will also introduce cultural and process change which will impact that way Council operates and manages its assets on an on-going basis. Full impact on individual tasks/positions will be determined as the project progresses.

## Environmental

Nil impact

## Social

Nil impact

## Alignment with Council's Policy and Plans

Redland City Council strategies and policies this project addresses:

- POL 3089 Back to Basics
- POL 3118 Enterprise Asset and Service Management
- POL 3131 Capital Works Prioritisation Policy
- POL 2701 Enterprise Risk Management
- POL 3002 Governance
- Long Term Asset Management Plan

## **CONSULTATION**

- Executive Management Team
- Asset Steering Committee
- Financial Services
- Information Management
- Procurement
- PDG

## **OPTIONS**

### **1. Do Nothing**

While we are currently meeting our reporting obligations and making modest progress towards improvement in our asset management practice, a do nothing approach will not enable us to move towards advanced asset management practice and we will continue to devote time and resources to manually manipulating and correcting data.

Even if an approach to revise the supporting asset management practices was taken without an upgrade to the software solution, modest progress only could be expected as data availability and access continues to be a major hurdle in progressing asset management maturity. To ensure Council sustainability 'Do nothing' is not a viable option.

### **2. Upgrade Current Software Solutions**

Upgrade the existing systems to provide for the additional functionality. Neither Finance 1 nor Maximo support asset management functionality to sufficiently support advanced asset management requirements. This option would sacrifice our opportunity to make significant improvements to our asset management approach.

An upgrade to Maximo was attempted in 2012/13, however due to the large number and complexity of the modifications made to the standard system, significant additional work was required to ensure the system continued to operate and integrate as required. The upgrade was eventually abandoned as it was considered the long term benefits of the upgrade did not justify the additional costs involved.

### **3. Replace Software Solutions elements Independently**

A software solution alone will still provide significant benefit to Council by delivering the functionality to record and report asset details; capacity to assess record and predict asset condition; manage work orders; and provide financial forecasting and modeling.

A software solution alone without addressing the business process aspects of asset management and the continued data integrity issues will face a higher risk of failure through non-acceptance. Many of the tasks being considered as part of this project will still need to be resolved over the longer term, however would be addressed in an ad hoc manner and not realize transformational benefits of taking a complete approach.

#### **4. Replace the Current Asset Management Approach and underlying Systems**

This approach combines the data, process and change management elements into one project together with the software solution. This requires an initial upfront commitment but will result in the recognition of the benefits of these improvements earlier and more comprehensively than would be realised if approached as part of 'business as usual' activities. Full details of the proposed project are contained in the attached Project Brief.

Taking a holistic view of the issue, and addressing the business, data and software aspects in one project, will provide a comprehensive and transformational outcome for Council. To achieve the greatest benefit from an integrated Asset Management Solution, Council will need to embrace and inspire best practice and innovation provided by the software solution through business process improvement and effective change management practice.

#### **OFFICER'S RECOMMENDATION**

**That Council resolves to approve the comprehensive Asset Management Project (option 4) as detailed in the attached Project Brief along with the associated budget of \$2.16m over three financial years.**

Prioritisation Score:

QA Score:



Portfolio Management Office (PMO)

# Project Brief

The purpose of the Project Brief document is to provide a clear definition and justification for a proposed project and how it will be implemented – to secure project funding.

<b>Important</b>	<b>Project Title</b>	<b>Asset Management</b>	
	<b>Works Program (if applicable)</b>		
	<b>Property Description</b> <small>* Please attach GIS, Red-E or Near map</small>	<b>Lot/Plan Details</b>	
	<b>Property Address</b>		
	<b>Site Owner</b>		
	<b>Council Owned Land?*</b>	Choose an item.	**If NO, some Capex works may be Opex spend
	<b>Project Electoral Division</b>	Whole of City	

<b>Project Sponsor</b>	<b>Gary Soutar / Linnet Batz</b>
<b>Project Manager</b>	<b>TBA</b>
<b>Project Submitter</b>	<b>Carolyn Jackson</b>

<b>Job No &amp; SGA</b>	<b>Job:</b>	<b>SGA:</b>
<b>Department</b>	Executive Leadership Group	
<b>Group / Business Unit</b>		
<b>Delivery Group</b>	Other	
	If 'Other', please specify: No construction required	
<b>*If PDG, proposed Design &amp; Construct years</b>	<b>Design:</b>	<b>Construct:</b>

<b>Planned commencement FY</b>	2014/15
<b>Budget Requirements</b>	Budget Required
<b>Financial Year Budget Ask</b>	<b>\$238,236</b>
<b>Total Project Cost</b>	<b>\$2,155,621</b> <b>(\$1,486,583 Operational, \$669,039 Capital)</b>

<b>Cost Profile</b>	Capital Corporate (CC)	
<b>Investment Category</b>	Mandatory - This project is required to enable Council to meet obligations under legislative, risk and governance frameworks	
<b>Capital Infrastructure Asset Management Plan (ASMP)</b>	N/A	
<b>Name of ASMP</b>		
<b>Capex Category &amp; Percentage</b>	Renewal	<b>100% (of Capital Portion)</b>
<b>Projects Capital Stage Profile</b>	Design Stage	

	<b>Group Manager – Recommendation</b>	<b>General Manager – Approval</b>
<b>Name</b>	Linnet Batz	Gary Soutar
<b>Signature</b>		
<b>Date</b>		

	<b>Capital Project Only – Asset Management Steering Committee Approval</b>
<b>Name</b>	
<b>Signature</b>	
<b>Date</b>	

# 1. PROJECT DETAILS AND OVERVIEW

## 1.1 Project Overview & Business Drivers

### ***Project Overview***

The project will deliver improved asset management practices through the revision of existing processes, procedures, data management and systems (*replacement of existing multiple Asset software solutions*).

The project will use a combination of technical business subject matter experts (SME's) and Information Management, seconded to the project, to select and implement a new asset management solution. Through engaging SME as part of the project, the business will retain ownership of and influence over the final implemented solution.

### ***Business Drivers***

#### *Advancing Asset Management*

The Long Term Asset Management Plan has already highlighted the following elements that need to be addressed in order to further advance asset management maturity within Council:

- Asset register completeness including complete asset attributes, specifications and maintenance history;
- Asset register reporting capability
- Confidence in asset remaining life (derived from condition understanding)
- Understanding of costs of service delivery

Council continues to struggle to advance its asset management practices due to a lack of standardised processes and procedures, combined with poor data management practices and inadequate software solutions. As a result, embedding an asset management focused philosophy into its everyday activities has been challenging. However, a project with a focus purely on replacing one asset system for another will miss the mark in addressing all the current shortfalls.

It is imperative that the project focus on the overall asset management practices within Council and provide the foundation processes and practices necessary to allow for the effective and sustainable management of its asset portfolio. The implementation of a system that provides ease of use for all users and adequate reporting functionality will generate an environment where users feel empowered drive improvements to data quality.

#### *System Shortcomings*

The current asset software solutions are unable to support the current and expanding data requirements to support asset management, financial reporting and decision making requirements.

The shortcomings on the current asset registers include:

- Their primary purpose is as an asset register and they do not provide the additional functionality of more advanced asset management systems to provide renewal and capital forecasting, condition forecasting and recording and scenarios analysis;
- There is a high reliance on ad hoc SQL queries to provide reports for reconciliation and investigation purposes due to the systems limited reporting capacity resulting in the need to have specialist skills to extract and manipulate data and so blocking user accessibility to data;
- Complex and inefficient processes to load bulk data for asset creation and revaluation;
- Financial data from Maximo does not integrate into the General Ledger and must be manually generated resulting in time delays and risks to data integrity;
- No capacity to provide future forecasts for asset valuations, renewal programs and depreciation without significant and time consuming manual intervention and manipulation. As a result efficient decision making is limited;
- Limited capacity to integrate with mobile asset solutions and therefore restricting use of these effective options;
- Work orders do not integrate with financial data requiring double entry into both systems to adequately track asset maintenance costs;
- Previous system customizations have resulted in elements of the product that are unsupported through standard maintenance arrangements resulting in additional costs when

these elements fail;

- Limited training manuals and documentation are available due to the high use of customised modules;
- Significant manual intervention is required to meet ASMP data provision requirements;
- Lack of functionality to support various accounting books (i.e. tax) and depreciation methodologies;
- Complexity of systems has resulted in disconnection of users from the data and responsibilities
- Procedural and manual 'work arounds' are required to meet business needs for standard requirements including splitting existing assets and revaluations; and
- Inability to record or predict asset condition, service and performance standards;

#### Governance

Concerns about various aspects of asset management have been raised by both Internal and External Audit, and Queensland Competition Authority. Some of the issue raised include:

- The inability to track and understand maintenance costs as they relate to assets;
- The delays in the provision of data for asset capitalisation and Work in Progress Transfers;
- Asset Management policy and practices not considered adequate for the operation of a water utility;
- Inability to account for different asset lives for Regulated Asset Base (RAB), Tax and financial reporting purposes;
- The inability of the asset systems to support asset revaluation except at the beginning or end of a financial year;
- The need to develop asset renewal and maintenance programs for pump stations based on asset criticality;
- The need to implement exception reporting for Fleet assets to identify anomalies.

Each of these issues relate to aspects of the systems and processes that are to be addressed to as part of this project to provide systems with good governance and the ability to implement best practice asset management solutions.

#### Manual Intervention

At present, asset data is managed within two primary asset management software solutions – Maximo (Infrastructure assets) and Technology 1 (Corporate Assets). In addition, Land owned by Council is recorded in Property and Rating (P&R) and supplemented with financial data recorded in an Excel spreadsheet. Data must be extracted from these sources and manually combined to support corporate reporting requirements and any ad hoc analysis resulting in unavoidable manual intervention and slow responsiveness to data requests. Responsive and effective decision making is hindered through the inability to provide timely and comprehensive responses to information needs that inform and drive decisions.

### **1.2 Capex Only – Project Drivers**

<b>Applicable Drivers</b>	<b>Comment</b>
Growth	
Renewal	
Compliance	The project will assist with being able to meet legislative requirements regarding Asset Management
Improvement	Will provide direct improvement to asset management and asset accounting processes within Council including the ability to improve end of financial year reporting deadlines and provide for the strategic management of councils asset portfolio

### **1.3 Project Scope – In & Out of Scope**

#### Project Goal

***The overall aim of this project is provide an integrated asset management solution to Council that encompasses both the IT and support processes that enable the achievement of strategic asset management within Council.***

The processes that lead to mature asset management within council are incrementally being implemented as part of the Asset and Service Management Plan Improvement Actions however this method of implementation will progress over an extended period of time realise only small scale improvements over the short term.

### Project Scope

The project scope will comprise the following activities and deliverables in relation to asset management:

- Project Management – The project will be managed in according with the RCC’s Project Management Methodology and according to accepted industry practice;
- Business Engagement – The project team will engage the appropriate Business groups to document asset management processes and requirements. Marketing and educating these areas on the asset management capability will be included in this engagement;
- Strategy, Design and Architecture – The design and development of the asset management strategy, policy, framework and architecture;
- Software – Software selection, negotiations, installation, configuration and customisation will be delivered by the project;
- Development, Testing and Deployment - The development of the Asset management solution will be delivered by the project with assistance from business areas and IM;
- Training and Support – the initial training and support of the asset management environment will be provided by the project team and will be handed over to RCC as the capability transition into BAU; and
- Knowledge Transfer – The project team will be handing knowledge transfer over to RCC for the ongoing development and maintenance of asset management solution.

The purpose of the project will be to deliver an Asset Management IT solution together with the appropriate change management and process improvement activities to ensure Asset Management is embraced within Council.

### Project Approach

The project will comprise a number of key phases:

- Business engagement – Services, function, processes, activities, flows and work instructions;
- Data – Data governance, Data Quality, Data collection, Metadata, Masterdata;
- Product selection - Develop evaluation matrix, Research candidate products, Develop product short list, Evaluate product options, Determine product recommendation, Document and present finding to project executive, Negotiate contract, Accept delivery of product;
- Technical Build - Architecture Design, Development, Test, Training, Production, Asset Management Business Rules;
- Integration - Finance1, Property and Rates (P&R), Aurion ,EDRMS ,Business Intelligence;
- Data Migration - Source system exploration, Data assessment, Migration design, Migration build, Execution, Transition, Production;
- Training – Classroom, floor walking;
- Transition to BAU.

The initial phase of this project will include the engagement of a Project Manager to scope and programme the work to be completed in more detail

## **1.4 Options Analysis – Recommended approach, *Alternative Option* & “Do Nothing”**

### ***Do Nothing***

While we are currently meeting our reporting obligations and making modest progress towards improvement in our asset management practice, a do nothing approach will not enable us to move



towards advanced asset management practice and we will continue to devote time and resources to manually manipulating and correcting data.

Even if an approach to revise the supporting asset management practices was taken without an upgrade to the software solution, modest progress only could be expected as data availability and access continues to be a major hurdle in progressing asset management maturity. To ensure Council sustainability 'do nothing' is not a viable option.

#### ***Upgrade Current Software Solutions – Alternate***

An alternative approach is to upgrade the existing systems to provide for the additional functionality. Neither Finance 1 nor Maximo support asset management functionality to sufficiently support advanced asset management requirements. This option would sacrifice our opportunity to make significant improvements to our asset management approach.

An upgrade to Maximo was attempted in 2012/13, however due to the large number and complexity of the modifications made to the standard system, significant additional work was required to ensure the system continued to operate and integrate as required. The upgrade was approved to be abandoned at that time as it was considered the long term benefits of the upgrade did not justify the additional costs involved.

#### ***Replace Software Solutions elements Independently - Alternate***

A software solution alone will still provide significant benefit to Council by delivering the *functionality* to record and report asset details; capacity to assess record and predict asset condition; manage work orders; and provide financial forecasting and modeling.

A software solution alone without addressing the business process aspects of asset management and the continued data integrity issues will face a higher risk of failure through non-acceptance. Many of the tasks being considered as part of this project will still need to be resolved over the longer term, however would be addressed in an ad hoc manner and not realize transformational benefits of taking a complete approach.

#### ***Replace the Current Asset Management Approach - Recommended***

The recommended approach, taking a holistic view of the issue, and addressing the business, data and software aspects in one project, will provide a comprehensive and transformational outcome for Council. To achieve the greatest benefit from an integrated Asset Management Solution, Council will need to embrace and inspire best practice and innovation provided by the software solution through business process improvement and effective change management practice.

Taking the approach of combining the data, process and change management elements into one project together with the software solution, while requiring an initial upfront commitment, will result in the recognition of the benefits of these improvements earlier and more comprehensively than would be realised if approached as part of 'business as usual' activities.

### **1.5 Deliverables, Objective & Outcome**

The primary objective of the project is to enable Council to improve its overall asset management practices through the integrated process review and implementation of an asset management software solution.

The project will deliver:

- Documented Asset Management business processes (As Is and To Be) for each engaged business group;
- Documented Asset Management requirements for each engaged business group;
- Documented Asset Management data management practices (As Is and To Be);
- Asset Management procurement, installation, configuration (including integration) and development

- Installation;
- Infrastructure Design;
- Application Design;
- Configuration;
- Application Development;
- Quality Assurance (Testing);
- Full documentation set for software solution;
- End to end testing of full solution;
- Tailored training manuals and job aids – both IT and process orientated - as required for each business group;
- Delivered training to specific personnel as the project identifies appropriate candidates;
- Transition the Asset Management environment into BAU;
- Full project life - marketing and communication; and
- Project Management and related documents.

### ***Critical Success Factors***

- Adequate change management practices to support the organisation through the implementation;
- Sufficient commitment from subject matter experts and adequate back fill to allow them to commit fully to the project requirements;
- Senior Management endorsement of the need to implement a solution; and
- User acceptance and buy in to support new processes, data practices and software solution.

## **1.6 Impacts across Council & Other Project Dependencies**

### ***Impacts to Council***

It is expected that there will be considerable impacts to various areas of Council, both over the course of the project and impacting work practices over the long term.

Any area that currently is involved with asset planning, maintenance, CAPEX programming (Renewal and upgrade / expansion), asset construction or project management, will be impacted by this project either during the project implementation or post- implementation. The project approach and costings have allowed for a range of subject matter experts to be seconded to and backfilled to the project to address the following elements of the project:

- Data cleansing and capture;
- User requirements;
- Process development;
- System configuration;
- Training planning and delivery; and
- Change management and communication.

### ***Interdependencies***

PMO Project – A clear project management framework and integrated PMO

Lean Project – Creating more value for customers with fewer resources.

Business Intelligence and Data Warehouse Project - A Business Intelligence (BI) capability is a critical service for Redland City Council (RCC), as it will provide RCC with the ability to make better business decisions. A Business Intelligence capability is made up of people, process and technology. It involves the extraction of data from operational ICT systems, simplifies it and presents it in a format that can be

modified and used by business to support operations, governance and strategy.

Enterprise Service Bus (ESB) Activity - An enterprise service bus represents an environment designed to foster sophisticated interconnectivity between services. It establishes an intermediate layer of processing that can help overcome common problems associated with reliability, scalability, and communications disparity.

Integration to Existing Software Solutions:

- Finance - FinanceOne
- People – Aurion
- Land and Property – Property and Rates (P&R)
- Unstructured Data – Objective (EDRMS)

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## 2. BUSINESS JUSTIFICATION

### 2.1 Anticipated Project Risks / Threats

Description	Consequence Description	Likelihood	Consequence	Treatment
Lack of commitment by officers and management to changing practice relating to asset management	Resulting processes will not be supported by the workforce and project benefits not realised	Likely	Low	Active sponsorship of the project by ELT and Project Management
Inability to commit the required level and skill of resourcing to the project	Officer will be juggling between usual business requirements and project responsibilities	Likely	Low	Provision of budget to allow existing officer to be backfilled for the duration of the project.

### 2.2 Corporate Risk

The successful completion of this project will contribute to the mitigation of a wide range of documented Corporate Risks. These extend over the following themes:

- Ineffective or inadequate asset management practice;
- Inadequate maintenance planned to maintain assets;
- Failure to meet community expectation; and
- Incorrect reporting of financial data.

An extract from the Corporate Risk Register is attached as Appendix 3 to this brief and provides details of the specific risks.

## 2.3 Investment Category & Strategic Alignment

**2.3.1** Choose the investment category for this project: Mandatory - This project is required to enable Council to meet obligations under legislative , risk and governance frameworks

**2.3.2** Explain the rationale why this project contributes to the investment category:

The proposed project will assist Council to more efficiently manage its asset base through improved data availability and reliability, streamlined processing procedures and reduced manual intervention.

**2.3.3** This project aligns to which Corporate Plan Outcome: 9. An efficient and effective organisation

**2.3.4** This project aligns to which [Corporate Plan Strategy](#): Wise planning and design and An Efficient and Effective organisation

**2.3.5** List other Redland City Council strategies and policies this project addresses:

POL 3089 Back to Basics  
 POL 3118 Enterprise Asset and Service Management  
 POL 3131 Capital Works Prioritisation Policy  
 POL 2701 Enterprise Risk Management  
 POL 3002 Governance  
 Long Term Asset Management Plan

## 2.4 Benefits

Describe the expected benefit (Title)	Benefit type	Benefit Category
<p><b>Local Government Act Compliance</b></p> <p>Improved ability to meet the expectations for asset management required in the Local Government Act</p>	Intangible	Legislative Compliance
<p><b>Systematic Approach to provide a foundation for advanced asset management</b></p> <p>The resulting processes, procedures, data management software solution will provide the methods to advance asset management practice including:</p> <ul style="list-style-type: none"> <li>Improved data completeness and integrity</li> <li>Advanced reporting capacity</li> <li>Forecasting and modelling</li> <li>CAPEX Programming</li> <li>Maintenance planning</li> <li>Condition monitoring and projections</li> </ul> <p>This benefit can be monitored and measured via the Asset Management Maturity Model reported in the Long Term Asset Management Plan</p>	Tangible	Efficiency Gain
<p><b>Record and predict asset condition</b></p> <p>The ability to understand asset condition is an integral part of advanced asset management and enables a risk focussed approach to maintenance and renewal. Additionally it provides the foundation to consider alternative depreciation methodologies and will provide guidance to better inform maintenance programming to ensure appropriate funding levels are applied.</p>	Tangible	Risk Avoidance

<p><b>Improved data completeness, confidence, reporting and analysis</b></p> <p>Improved data completeness and confidence together with improved reporting capability will result in more efficient routine activities (Month and year end processes etc) as well and improved responsiveness to information requests to inform decision making.</p>	Intangible	Efficiency Gain
<p><b>Fostering Innovation</b></p> <p>By providing stable and effective asset management systems, innovative thinking and approaches are fostered. Staff is provided with the opportunity to undertake 'value adding' activities that promote good governance and outcomes rather than devoting time to data manipulation and handling.</p>	Intangible	Efficiency Gain

## 2. PROPOSED TIMEFRAMES

### 3.1 Proposed Timeframe

These are high level timeframes only and will be supplemented with detailed planning once a Project Manager has been appointed

Project Phase (if applicable)	Deliverables	Scheduled Start Date	Scheduled End Date
Phase 1 - Business Engagement (As Is and To Be)	Services, function, processes, activities, flows and work instructions;	April 2015	TBC
Phase 2 – Data (As Is and To Be)	Data governance, Data Quality, Metadata, Masterdata;	TBC	TBC
Phase 3 - Product Selection	Develop evaluation matrix, Research candidate products, Develop product short list, Evaluate product options, Determine product recommendation, Document and present finding to project executive, Negotiate contract, Accept delivery of product;	TBC	TBC
Phase 4 - Technical Build	Architecture Design, Development, Test, Training, Production, Asset Management Business Rules	TBC	TBC
Phase 5 - Integration	Finance1, Property and Rates (P&R), Aurion ,EDRMS ,Business Intelligence;	TBC	TBC
Phase 6 - Data Migration	Source system exploration, Data assessment, Migration design, Migration build, Execution, Transition, Production;	TBC	TBC
Phase 7 - Training	Classroom, floor walking	TBC	TBC
Phase 8 - Transition to Business As Usual (BAU)	All the above	TBC	Dec 2016

## 4. STAKEHOLDERS

Client Group	Why are they a Stakeholder?
IM	IM are a key stakeholder in this project and have been consulted in the preparation of this project brief and in defining the scope of the project
PDG	N/A
Human Resources	Recruitment of several officers are outlined below will be required. HR will be consulted as required for recruitment support.
Fleet	N/A

<b>Procurement</b>	An software solution will be selected and purchased as part of this process and Procurement will be consulted as required
<b>Financial Services</b>	Officers from Financials Services have been consulted as they will be required to provide SME to support the project as defined below
<b>Asset Steering Committee</b>	The SME's will be required form each of the key impacted business areas

## 5. PROJECT GOVERNANCE

### 5.1 Project Team

Employment Type	Role	Responsibilities	Time / Weeks
Contractor	Project Manager	Product selection, project planning and reporting, oversee all project elements, post implementation	18 months
Contractor	Business Analyst X2	Project planning, interface with SME's, process mapping and data requirements	18 months
Existing Employee	Level 7 - Integration	Technical needs analysis, development of system interfaces, testing and configuration	12 month
Existing Employee	Level 7 - Data	Data cleansing requirements, system configuration	12 month
Existing Employee	Level 7 - Finance	User requirements, product selection, integration, system configuration and testing, end user training	12 months
Existing Employee	Level 6 - Finance	User requirements, product selection, integration, system configuration and testing, end user training	6 months
Contractor	Consultant	Configuration and testing support	3 months
Existing Employee	Trainer	Provision of training for SME's	3 months
Existing Employee	SME Buildings	Data Cleansing and verification, user requirements, product selection, configuration advice, application testing, end user training.	6months
	SME Open Space	Data Cleansing and verification, user requirements, product selection, configuration advice, application testing, end user training.	12 months
	SME Transport	Data Cleansing and verification, user requirements, product selection, configuration advice, application testing, end user training.	12 Months
	SME Carparks	Data Cleansing and verification, user requirements, product selection, configuration advice, application testing, end user training.	6 months
	SME Marine	Data Cleansing and verification, user requirements, product selection, configuration advice, application testing, end user training.	6 months
	SME Stormwater	Data Cleansing and verification, user requirements, product selection, configuration advice, application testing, end user training.	12 Months
	SME Footpath and Bikeways	Data Cleansing and verification, user requirements, product selection, configuration advice, application testing, end user training.	6 months



	SME Wastewater	Data Cleansing and verification, user requirements, product selection, configuration advice, application testing, end user training.	12 Months
	SME Water	Data Cleansing and verification, user requirements, product selection, configuration advice, application testing, end user training.	12 Months
	SME Waste	Data Cleansing and verification, user requirements, product selection, configuration advice, application testing, end user training.	6 months

## 5.2 Project Executive

Executive	<p>The Executive is ultimately responsible for the project, supported by the Senior User and the Senior Supplier. The Executive is responsible for the following key aspects of the project:</p> <ul style="list-style-type: none"> <li>• <b>Development and continuations of the Business Case</b> Overseeing the development of a viable Business Case is a critical part of ensuring that the aims of project are aligned with the business of the organisation. The Executive has the responsibility, throughout the project, to ensure that the business benefits of the project will be achieved.</li> <li>• <b>Project Organisation Structure and Plans</b> The Executive is to be actively involved in the appointment of the Project Management Team and to ensure that there is a coherent organisational structure. The Executive is to ensure that all plans are consistent with the Business Case</li> <li>• <b>Monitoring and Control of Progress</b> The Executive is to monitor and control the progress of the project at a strategic level (at an operational level, this is the responsibility of the Project manager). This will be achieved through the receipt and analysis of regular reports from the Project Manager. The Executive will also provide ad hoc direction to the Project Manager and pass on corporate/business information that may have a bearing on the project to the Project Manager.</li> <li>• <b>Quality Assurance</b> The Executive will approve the acceptance criteria, quality review method and quality responsibilities by approving each Stage Plan. Approvals may be granted based on advice from Project Assurance.</li> <li>• <b>Issue Referral</b> Where project issues have been identified that have an impact on the Business Case the Executive is responsible for referring serious issues to corporate/program management for resolution</li> <li>• <b>Formal Closure</b> The Executive is responsible for the final sign-off for the project.</li> </ul>
<b>Senior Supplier</b>	<p>The Senior Supplier is to represent the interests of all those designing, developing, facilitating, procuring and implementing product(s) for the project.</p> <p>The Senior Supplier is responsible for the quality of all specialist products. The Senior Supplier is to ensure that the user requirements are realistic and achievable within the cost and time parameters for the project.</p>

<b>Senior User</b>	<p>The Senior Supplier is to represent the interests of all of those who will use, or be affected by, the final product(s) of the project. The Senior User is responsible for:</p> <ul style="list-style-type: none"><li>• Ensuring that user requirements are clearly and completely defined;</li><li>• Providing user resources (e.g. for user acceptance testing);</li><li>• Ensuring that the project produces products that meet user requirements;</li></ul> <p>and</p> <ul style="list-style-type: none"><li>• Ensuring that the product(s) provide the expected user benefits.</li></ul>
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## 6. Project Financials

### 6.1 Total Expenditure

<i>Total Project Cost 10 years</i>		\$2,155,624	
<i>Average operating cost per year</i>		\$363,174	
<i>NPV 10 years</i>		-\$5,422,524	
<b>Project Budget Requirements</b>	<b>Total</b>	<b>Operational</b>	<b>Capital</b>
<i>2014/15</i>	238,236	238,236	
<i>2015-16</i>	1,249,959	748,180	501,779
<i>2016-17</i>	667,424	500,165	167,259
<i>2017-18</i>			
<i>2018-19</i>			
<i>2019-20</i>			
<i>2020-21</i>			
<i>2021-22</i>			
<i>2022-23</i>			
<b>Project Total</b>	<b>\$2,155,624</b>	<b>\$1,486,583</b>	<b>\$669,041</b>

### 6.2 Cost Analysis

#### Capital and Operational Elements

It is expected that this project will progress over a three year horizon with the bulk of the software solution being developed in 2015/16. As can be seen from the breakdown above, the bulk of the work relates to operational activities which include:

- Data cleansing and verification
- Process Mapping
- Training
- User requirements gathering
- Product selection

The capital portion relates to the activities that can be attributed to the development of the specific software solution and include:

- Configuration
- System testing
- User acceptance testing

The ongoing lifecycle costs relate to the license and support arrangements and are similar in total to the existing Maximo costs. As a result the project is not expected to change the overall operating costs of the solution.

#### Ongoing Operational Costs

The operational savings expected as a result of the project are difficult to quantify as it is not proposed that there will be a change to the profile of the resources needed to achieve asset management within Council. The project rather will result in intangible benefits related to the existing officers being able to provide a higher level of service with regard to asset management and to be more responsive in their access to data.

A lifecycle analysis has been completed with the aim to quantify the impact of a 'do nothing' approach compared to the recommended project approach outlined above. In determining these costs, an estimate has been made of the time currently taken to complete the activities expected to be **directly** impacted by the implementation of the project including:

- the development and writing of the ASMP's
- collation of data for analysis
- guidance and support activities



Do Nothing											
	YR 1	YR 2	YR 3	YR 4	YR 5	YR 6	YR 7	YR 8	YR 9	YR 10	Total
<b>Ongoing operational Costs</b>											
Software Maintenance	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,500,000
Application Support	108,168	108,168	108,168	108,168	108,168	108,168	108,168	108,168	108,168	108,168	1,081,680
Asset Management Plans	153,111	153,111	153,111	153,111	153,111	153,111	153,111	153,111	153,111	153,111	1,531,108
Asset Reconciliation Activities	90,647	90,647	90,647	90,647	90,647	90,647	90,647	90,647	90,647	90,647	906,466
Maximo Support Activities	18,758	18,758	18,758	18,758	18,758	18,758	18,758	18,758	18,758	18,758	187,584
Cost of implementation activities	134,592	134,592	134,592	134,592	134,592	134,592					807,549
Total Ongoing Operational Costs											
Total Lifecycle Costs	655,275	655,275	655,275	655,275	655,275	655,275	520,684	520,684	520,684	520,684	6,014,387
NPV over 10 years											-5,550,422
Recommended Approach											
	YR 1	YR 2	YR 3	YR 4	YR 5	YR 6	YR 7	YR 8	YR 9	YR 10	Total
<b>Project costs</b>											
Contractors / Consultants - Capital		187,313	62,438								249,751
Internal IT and SME - Capital		314,467	104,823								419,290
Contractors / Consultants- Operational	165,000	275,813	146,438								587,251
Internal IT and SME - Operational	73,236	283,368	290,728								647,332
Training		76,500	25,500								102,000
Software		150,000									150,000
Total Project Cost	238,236	1,287,461	629,927	0	0	0	0	0	0	0	2,155,624
<b>Ongoing Operational Costs</b>											
Software maintenance			150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,200,000
Application Support			108,168	108,168	108,168	108,168	108,168	108,168	108,168	108,168	865,344
Asset Mangement Activities			76,555	76,555	76,555	76,555	76,555	76,555	76,555	76,555	612,443
Asset Accounting and Reporting			45,323	45,323	45,323	45,323	45,323	45,323	45,323	45,323	362,586
Maximo Support			9,379	9,379	9,379	9,379	9,379	9,379	9,379	9,379	75,034
Existing system support until replacement	258,168	258,168									516,336
Total Ongoing Costs	258,168	258,168	389,426	389,426	389,426	389,426	389,426	389,426	389,426	389,426	3,631,743
Total Lifecycle Costs	496,404	1,545,629	1,019,353	389,426	389,426	389,426	389,426	389,426	389,426	389,426	5,787,367
NPV over 10 years											-5,422,524

### 6.3 Revenue Streams

This project does not generate a direct revenue stream and is expected to be funded from General Revenue

Source Type	Details	Funding Source Name	\$ Value Allocated
General Revenue	<i>This is the funding source to be used for all projects not being funded from a levy, grant or parent job.</i>		\$2,155,662
Grant or Subsidy	Choose an item.		\$
RCC Reserve or Levy	Choose an item.		\$
Parent Job Details	Insert Parent Job Number if applicable		\$
Total			\$2,155,662

## 7. ASSET INFORMATION – CAPITAL PROJECTS ONLY

### 7.1 Physical Assets

Will the project result in the acquisition, construction or demolition of a physical asset? <p style="text-align: right; color: red;">Yes</p>
<b>* If 'Yes', update 7.2 Asset Information &amp; undertake mandatory consultation with Asset Assignee – provide supporting documentation</b>
What Asset Management Plan is this recorded in?  The capital portion of this project will be for the development of an Asset Management software solution

### 7.2 Asset Information

Asset Type	Asset Number	Asset Owner (RCC/3 <sup>rd</sup> Party)	Asset Description	Current Written Down Value	Class Structure	Location Number	Action / Change
IT (Information Technology)		Information Management	Asset Management system	\$6,000			Addition

7.3 Where capital projects involve a combination of renewal, expansion and/or upgrade expenditures, the total project cost needs to be allocated accordingly.

Category	Category Definition (reference information only)	% of Capital	Value
<b>Upgrade</b>	<i>Expenditure, which enhances an existing asset to provide a higher level of service or expenditure that, will increase the life of the asset beyond that which it had originally. Upgrade expenditure is discretionary and often does not result in additional revenue unless direct user charges apply. It will increase operating and maintenance expenditure in the future because of the increase in the council's asset base, e.g. widening the sealed area of an existing road, replacing drainage pipes with pipes of a greater capacity, enlarging a grandstand at a sporting facility.</i>		
<b>Expansion</b>	<i>Expenditure that extends an existing asset, at the same standard as is currently enjoyed by residents, to a new group of users. It is discretionary expenditure, which increases future operating, and maintenance costs, because it increases council's asset base, but may be associated with additional revenue from the new user group, e.g. extending a drainage or road network, the provision of an oval or park in a new suburb for new residents.</i>		

<b>Renewal / Rehabilitation</b> <i>(1) Expenditure on an existing asset, which returns the service potential or the life of the asset up to that which it had originally. It is periodically required expenditure, relatively large (material) in value compared with the value of the components or sub-components of the asset being renewed. As it reinstates existing service potential, it has no impact on revenue, but may reduce future operating and maintenance expenditure if completed at the optimum time, e.g. resurfacing or resheeting a material part of a road network, replacing a material section of a drainage network with pipes of the same capacity, resurfacing an oval. (2) Expenditure to replace an existing asset to the same service potential as previously existed. Any expenditure beyond replacing service potential should be treated as expansion or upgrade.</i>		100%	669,039
<b>New</b> <i>Expenditure which creates a new asset providing a new service to the community that did not exist beforehand. As it increases service potential it may impact revenue and will increase future operating and maintenance expenditure.</i>			
	<b>Total Capital Expenditure</b>		\$669,039
<b>Operational</b>	<i>Operational component of Capital Project only to fill this section in</i>		\$1,486,582
<b>TOTAL PROJECT EXPENDITURE</b>			<b>\$2,155,621</b>

## 8. ADDITIONAL INFORMATION / APPENDICES

Stakeholder Checklist			
Stakeholder	Requirements	Yes	N/A
Redland Water	Additional information to meet QCA requirements		X
PDG Delivery	Functional Scope attached		X
IM	IT Request lodged in system	X	
HR	If any recruitment requirements, contact HR	X	
Fleet	If new vehicle required for staff member, contact Fleet		X
Procurement	If purchase of goods or services, contact Procurement	X	
Grants	Deed of Agreement (DOA) attached		X
Other			





Appendix 2 Task Outline

				Allocation of Tasks					Cost by Phase			
Resource	Expected Tasks	\$	Timeframe	Preliminary	Application Development		Post Implementation	Preliminary	Application Development		Post Implementation	
				Operational	Capital	Operational	Operational	Operational	Capital	Operational	Operational	
Contractors	Project Manager	375,000.00	18 months	40%	25%	25%	10%	150,000	93,750	93,750	37,500	
	BA	180,000.00	18 months	50%	15%	15%	20%	90,000	27,000	27,000	36,000	
	BA	180,000.00	18 months	50%	15%	15%	20%	90,000	27,000	27,000	36,000	
								330,000	147,750	147,750	109,500	
Technical Experts (IM, Finance)	Level 7 - Integration	108,168.60	12 months	20%	70%		10%	21,634	75,718	-	10,817	
	Level 7 - Data	108,168.60	12 months	10%	40%	40%	10%	10,817	43,267	43,267	10,817	
	Level 7 - Finance	108,168.60	12 months	10%	55%	10%	25%	10,817	59,493	10,817	27,042	
	Level 6 - Finance	54,084.30	6 months			100%		-	-	54,084	-	
								43,267	178,478	108,169	48,676	
Solution Provider	Consultants	102,000.00	3 months			100%		-	102,000		-	
	Trainer	102,000.00	3 months			100%		-	-	102,000	-	
	Software (Indicative)	150,000.00	12 months			100%		-	-	150,000	-	
								-	102,000	252,000	-	
Subject Matter Expert (SME)	Buildings	48,069.10	6 month	15%	35%	25%	25%	7,210	16,824	12,017	12,017	
	Open Space	96,138.20	12 months	15%	35%	25%	25%	14,421	33,648	24,035	24,035	
	Roads and Bridges	108,168.60	12 months	15%	35%	25%	25%	16,225	37,859	27,042	27,042	
	Bus Shelters			15%	35%	25%	25%	-	-	-	-	
	Traffic Control			15%	35%	25%	25%	-	-	-	-	
	Carparks	48,069.10	6 months	15%	35%	25%	25%	7,210	16,824	12,017	12,017	
	Marine Infrastructure	48,069.10	6 months	15%	35%	25%	25%	7,210	16,824	12,017	12,017	
	Marine Estates			15%	35%	25%	25%	-	-	-	-	
	Marine Foreshore			15%	35%	25%	25%	-	-	-	-	
	Stormwater Drainage	48,069.10	12 months	15%	35%	25%	25%	7,210	16,824	12,017	12,017	
	Stormwater Quality			15%	35%	25%	25%	-	-	-	-	
	Footpath and Wastewater	48,069.10	6 months	15%	35%	25%	25%	7,210	16,824	12,017	12,017	
	Wastewater	108,168.60	12 months	15%	35%	25%	25%	16,225	37,859	27,042	27,042	
	Waste			15%	35%	25%	25%	-	-	-	-	
Water Supply	27,042.15	6 months	15%	35%	25%	25%	4,056	9,465	6,761	6,761		
								103,205	240,811	172,008	172,008	
<b>Total Preliminary Project Costs</b>		<b>\$ 2,155,621.72</b>						<b>\$ 476,472.18</b>	<b>\$ 669,039.26</b>	<b>\$ 679,926.50</b>	<b>\$ 330,183.78</b>	
				<b>31.04%</b>	<b>Capital</b>			<b>Operational</b>	<b>Capital</b>	<b>Operational</b>	<b>Operational</b>	

Appendix 3 Financial Summary Do nothing Option

<b>Project Financial Summary</b>	Finance One Job No-->		Update 'BLUE' cells	Financial Summary prepared for Budget Cycle Fin Year----->	2014-15	Clear Values
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Enter the Project Title-->	Asset Management												
Enter the anticipated start date for the project>	1 Feb 2015	SGA	000	Enter current inflation rate here - %	2.50%	Enter Council's Discount rate here - %	4.50%						
Project commencing in Financial year-->	2014-15	Project completing in Financial year ---->	2016-17	Vision ----->	9. An efficient and effective organisation			Date Doc Completed-->	13/10/2014	Completed By	Carolyn Jackson		
<b>Summary Project Lifecycle Costing</b>			2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	
Type	Description	YR 1	YR 2	YR 3	YR 4	YR 5	YR 6	YR 7	YR 8	YR 9	YR 10	Total	
Project	Total Capex	0	0	0	0	0	0	0	0	0	0	0	0
	Total Opex	0	0	0	0	0	0	0	0	0	0	0	0
	Total Offsets - Grants, Subsidies, Asset Sales	0	0	0	0	0	0	0	0	0	0	0	0
	<b>Total Project Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Lifecycle Cost	<b>Total Lifecycle Cost</b>	<b>655,275</b>	<b>655,275</b>	<b>655,275</b>	<b>655,275</b>	<b>655,275</b>	<b>655,275</b>	<b>520,684</b>	<b>520,684</b>	<b>520,684</b>	<b>520,684</b>	<b>6,014,387</b>	
Benefits	Total Lifecycle Revenue	0	0	0	0	0	0	0	0	0	0	0	0
	Total Cost Reduction	0	0	0	0	0	0	0	0	0	0	0	0
	Total Financial Benefits	0	0	0	0	0	0	0	0	0	0	0	0
<b>Balance</b>	<b>Nett Impact</b>	<b>655,275</b>	<b>655,275</b>	<b>655,275</b>	<b>655,275</b>	<b>655,275</b>	<b>655,275</b>	<b>520,684</b>	<b>520,684</b>	<b>520,684</b>	<b>520,684</b>	<b>6,014,387</b>	
NPV	Present Value	-655,275	-642,734	-630,433	-618,367	-606,533	-594,924	-463,681	-454,807	-446,103	-437,565	-5,550,422	
	Cumulative present value	-655,275	-1,298,010	-1,928,443	-2,546,810	-3,153,343	-3,748,267	-4,211,948	-4,666,755	-5,112,858	-5,550,422		
	<b>Net Present Value</b>											<b>-5,550,422</b>	

<b>Project Cost</b>													
Type	Description	Detail	YR 1	YR 2	YR 3	YR 4	YR 5	YR 6	YR 7	YR 8	YR 9	YR 10	Total
Capitalised Cost													0
	Total Capex						0	0	0	0	0	0	0
Operational Cost													0
	Asset Disposal Cost												0
	Total Asset Written Down Value												0
	Proceeds from Asset Sales												0
	Total Opex		0	0	0	0	0	0	0	0	0	0	0
External Funding Sources	Details of Subsidy or Grant												0
													0
	Total Offset		0	0	0	0	0	0	0	0	0	0	0
	<b>Total Project Cost</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Lifecycle Costs</b>													
Type	Description	Detail	YR 1	YR 2	YR 3	YR 4	YR 5	YR 6	YR 7	YR 8	YR 9	YR 10	Total
Maintenance and Operating	Software Maintenance		150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,500,000
	Application Support		108,168	108,168	108,168	108,168	108,168	108,168	108,168	108,168	108,168	108,168	1,081,680
	Asset Management Plans		153,111	153,111	153,111	153,111	153,111	153,111	153,111	153,111	153,111	153,111	1,531,108
	Asset Reconciliation Activities		90,647	90,647	90,647	90,647	90,647	90,647	90,647	90,647	90,647	90,647	906,466
	Maximo Support Activities		18,758	18,758	18,758	18,758	18,758	18,758	18,758	18,758	18,758	18,758	187,584
	Cost of implementation activities		134,592	134,592	134,592	134,592	134,592	134,592					807,549
		<b>Total Lifecycle Costs</b>		<b>655,275</b>	<b>655,275</b>	<b>655,275</b>	<b>655,275</b>	<b>655,275</b>	<b>655,275</b>	<b>520,684</b>	<b>520,684</b>	<b>520,684</b>	<b>520,684</b>

Ref No	Risk Type	Risk	Category	Consequence	Existing Treatments	Likelihood Rating	Consequence Rating	Current Risk Rating	Control	Future Treatment
CIT-09	Operational	Ineffective or inadequate asset management including inability to deliver on asset management plans	Assets & property	Inadequate asset register. Reduced asset life. Increased maintenance costs. Re-assign budget. No insurance cover for assets not recorded. Unintentional damage to Council assets by external parties. Inappropriate use of machinery & equipment. Failure to maintain assets to ensure fitness for purpose. Inadequate security of assets. Community dissatisfaction. Reports for loss or damaged assets. Transfer of substandard assets from development. Significant damage to waste infrastructure.	Asset Management Plans. Operational budget planning. Staff training. Whole-of-life costing. Proactive maintenance programming. Assets recorded in Maximo. Responsibility of assets assigned to owner. Asset recording procedures. Regular inspections/stocktakes. Security procedures for all sites. Use of asset inspection checklists. Park bookings restricted to suitable areas. On/off maintenance inspections. Contractors report any damage to Council. Condition-based auditing.	Likely (1-3 years)	Medium	H-24	Reduce	Continued review of asset management plans and actions. Ongoing operational budget planning. Continuing staff training. Review budget and resources to ensure it is adequate to maintain assets. Continual review of proactive maintenance programs. Condition audits of assets. Commence use of Maximo work orders. Review of funding and resourcing. Review commercial opportunities, e.g. leasing, hiring of assets, commercial partnerships etc.
CIT-10	Operational	Inability to deliver on strategic, operational and legislative plans	Assets & property	Inadequate asset register. Reduced asset life. Increased maintenance costs. Re-assign budget. No insurance cover for assets not recorded. Unintentional damage to Council assets by external parties. Inappropriate use of machinery & equipment. Failure to maintain assets to ensure fitness for purpose. Inadequate security of assets. Community dissatisfaction. Reports for loss or damaged assets. Transfer of substandard assets from development. Significant damage to waste infrastructure.	Asset Management Plans. Operational budget planning. Staff training. Whole-of-life costing. Proactive maintenance programming. Assets recorded in Maximo. Responsibility of assets assigned to owner. Asset recording procedures. Regular inspections/stocktakes. Security procedures for all sites. Use of asset inspection checklists. Park bookings restricted to suitable areas. On/off maintenance inspections. Contractors report any damage to Council. Condition-based auditing.	Likely (1-3 years)	Medium	H-24	Reduce	Continued review of asset management plans and actions. Ongoing operational budget planning. Continuing staff training. Review budget and resources to ensure it is adequate to maintain assets. Continual review of proactive maintenance programs. Condition audits of assets. Commence use of Maximo work orders. Review of funding and resourcing. Review commercial opportunities, e.g. leasing, hiring of assets, commercial partnerships etc.
CIT-59	Activity	Inadequate maintenance of cemeteries	Assets & property	Injury to cemetery visitors. Public complaints. Increased vandalism. Need to replace assets.	Weekly inspection of mainland cemeteries by sextons. Drive by inspection of NSI cemetery. Maintenance budget. Asset & Services Management Plan. Assets recorded in Finance One. Insurance for any major damage to Council infrastructure. Use of contractors. Underground vault closed.	Possible	Low	M-12	Monitor & review	Upgrade masonry works to Cleveland Cemetery. Upgrade Cleveland Cemetery. IAMP for cemeteries. Investigate options to outsource all cemeteries.
CIT-76	Activity	Inadequate asset maintenance (halls)	Assets & property	Loss of service capacity. Increased financial costs. Physical deterioration. Injury to users. Customer complaints. Damage to council reputation.	Regular checks by Halls Bookings Officer. Regular planned and reactive maintenance. Input into Asset & Services Management Plan for buildings. Budget allocation for repairs and replacement (limited funds available). 10 Year Capital Works Plan.	Unlikely (6-10 years)	Medium	M-12	Monitor & review	Council commitment to fund recommendations. Review budget allocation. Consultation/input into Asset & Services Management Plan with Facility Services.

Ref No	Risk Type	Risk	Category	Consequence	Existing Treatments	Likelihood Rating	Consequence Rating	Current Risk Rating	Control	Future Treatment
COR-01	Operational	Ineffective or inadequate asset management	Assets & property	Inadequate asset register. Reduced asset life. Increased maintenance costs. Reassign budget. No insurance cover for assets not recorded. Unintentional damage to Council assets by external parties. Failure to maintain assets to ensure fitness for purpose. Inadequate security to buildings.	Asset & Service Management Plans. Operational & Capital Budget planning. Staff development. Work Method Statements. Whole-of-Life costing. Pro-active maintenance programming. Assets recorded in Maximo. Responsibility of assets assigned to owner. Asset recording procedures. Regular inspections/stocktakes. Monitored security of major buildings. Use of Asset Inspection checklists. Standard Operating Procedures (SOP) for service contracts. Detailed specifications for works. BCP.	Unlikely (6-10 years)	Major	M-16	Reduce	Continued review of Asset & Service Management Plans and actions. Ongoing Operational & Capital Budget planning. Continuing staff development. Review Work Method Statements. Review budget and resources to ensure it is adequate to maintain assets. Review of SOPs.
RWW-03	Operational	Failure of assets (both above and below ground)	Assets & property	Short-term customer interruptions. EPA license conditions not met. Environmental discharge. Interruption to service. Reputation suffers.	Maintenance program. Emergency Response Plans. Asset Management Plans.	Possible (3-6 years)	Low	M-12	Monitor & Review	Improve communications procedures. Get info onto website. CCTV. Manhole raising program.
RWW-04	Operational	Asset capabilities don't meet the needs of customers	Assets & property	Could not realise growth targets as developments could not be approved. Developers unable to plan for growth. Significant customer dissatisfaction and political pressure because service standards not met. Money spent in inappropriate areas or not spent as required.	Ten-Year Capital Plan. Netserve Plan. Renewals Program.	Unlikely	Medium	M-12	Monitor & Review	Monitor and review.
RWW-09	Activity	Inadequate maintenance history on RW&W assets	Assets & property	History of assets not available. Unable to effectively plan. Unexpected failure of assets. Public liability claims. Financial implications - incorrect valuations.	All assets recorded in Maximo. Planned maintenance activities are managed in Maximo for treatment operations & pumping stations.	Possible	Major	H-24	Reduce	Further implementation of Maximo in reticulation and expand Maximos usage within maintenance planning and works management. Expand Maximos usage to include reticulation assets. Establish a central maintenance planning team and develop streamlined processes for the development of maintenance programs for all assets. Further recruitment required. Identify cost/benefit of options for maintenance provision, including outsourcing vs. internal resourcing.
RWW-10	Activity	Treatment failure due to mechanical or electrical breakdown	Assets & property	EPA license failure. Odour problems. Financial implications. Environmental effects on flora and fauna. Public notification required. Loss of public confidence.	Preventative maintenance schedules. Contingency plans. Back-up electrical generators. Spare critical. Online redundancies equipment. If required, emergency repair funds.	Likely	Low	M-16	Monitor & review	Improve the development of standard operating procedures. Build on training schedules in Maximo. Re-align structure including fill the created new employee positions.
RWW-41	Activity	Inaccurate asset replacement profile resulting in poor financial planning for asset renewals and non-compliance with financial audit requirements	Assets & property	Poor financial planning for asset renewals. Increase reactive maintenance. Non-compliance with financial audit requirements.	Additional resources i.e. engineers. Works Management to record maintenance history of assets in Maximo.	Possible	Medium	M-18	Reduce	Document and implement appropriate procedures. Review current data (structure, asset lives, values, etc.). Develop program for condition assessments. Define responsibilities (at unit level) for asset information maintenance and reporting functions. Implement appropriate system security/access. Implement Maximo Works Management System within Reticulation.

Ref No	Risk Type	Risk	Category	Consequence	Existing Treatments	Likelihood Rating	Consequence Rating	Current Risk Rating	Control	Future Treatment
RWW-42	Activity	Inability to access/ utilise asset information - lack of documentation - lack of knowledge regarding software	Assets & property	Minor interruption in operations. Financial implications. Incorrect/ sub-optimal management decisions on assets.	Train staff in utilisation of asset information (Maximo). Existing operating manuals for plants. QA system. SCADA systems available.	Rare	Low	L-4	Monitor & review	Review software selection and general industry practice. Document asset management system structure, attributes, reporting functions, procedures, etc. Arrange for future training of staff. Asset Maintenance Strategy.
RWW-63	Activity	Ineffective or inadequate asset management	Assets & property	Inadequate asset register. Reduced asset life. Increased maintenance costs. Re-assign budget. No insurance cover for assets not recorded. Unintentional damage to Council assets by external parties. Inappropriate use of machinery & equipment. Failure to maintain assets to ensure fitness for purpose. Inadequate security of assets. Community dissatisfaction. Reports for loss or damaged assets. Transfer of substandard assets from development. Significant damage to waste infrastructure.	Asset Management Plans. Operational budget planning. Staff training. Whole of life costing (new assets). Proactive maintenance programming. Assets recorded in Maximo. Responsibility of assets assigned to owner. Asset recording procedures. Ensure regular inspections. Annual stocktakes. Security procedures for all sites. Use of asset inspection checklists. Contractors report any damage to Council.	Possible (3-6 years)	Medium	M-18	Reduce	Continued review of asset management plans and actions. Ongoing operational budget planning. Continuing staff training. Review budget & resources to ensure it is adequate to maintain assets. Review proactive maintenance programs. Footpath asset program. Commence use of Maximo work orders. Better asset management on island sites. Develop asset management plans for transfer stations and closed landfills. Better whole-of-life costing for all assets. Better asset management training and culture.
RWW-76	Activity	Systemic failure due to design and condition of infrastructure	Assets & property	Ineffective assets. Failure to meet quality standards. Failure to meet customer standards. Environmental harm. Minor public harm.	Reactive replacement. Asset assessment and renovation and replacement. Cathodic protection of critical steel mains and valve closure and opening procedures.	Unlikely	Medium	M-12	Reduce	Implement asset maintenance which ensures predictive, preventative and corrective maintenance is carried out. Replacement of old assets is also programmed.
CIT-112	Activity	Ineffective or inadequate asset management	Assets & Property	Loss/damage through theft, vandalism, deterioration, evaporation, inappropriate use of machinery, lack of knowledge, lack of security. Failure to maintain assets to ensure fitness for purpose. Serious physical injury, lack of customer safety in Council-owned buildings. Internal impacts on revenue. Financial planning & pricing incorrect (pricing, budget, 10 year capital and operational). Reduced asset life. Increased maintenance costs. Customer dissatisfaction.	Regular safety inspections. Regular preventative and reactive maintenance. Operational budget planning. Staff training.	Possible (3-6 years)	Low	M-12	Reduce	Ongoing operational budget planning. Continued staff training. Review proactive maintenance programs.
CIT-117	Activity	Inadequate facilities due to ageing and/or inadequate maintenance	Assets & property	Financial implications. Capital works. Repair work required. Inadequate storage. WH&S issues with failing air-conditioning units.	CAFF has responsibility for building improvements and maintenance. Capital works for furniture. Operational budget.	Unlikely	Medium	M-12	Monitor & review	Quarterly meetings with CAFF. 10 year capital replacement program for all library & gallery fittings & fixtures. Cleveland library & Capalaba Library upgrades in Capital Budget. Review the Asset & Services Management Plan for Buildings with CAFF for Cleveland Library. Conduct regular inspection of automatic doors. Investigate ramp outside Russell Island library and review door at art gallery for disability access.

Ref No	Risk Type	Risk	Category	Consequence	Existing Treatments	Likelihood Rating	Consequence Rating	Current Risk Rating	Control	Future Treatment
CIT-125	Activity	Insufficient asset maintenance of public art	Assets & property	Additional maintenance costs. Public injury if it is poorly designed. Breaks and falls when children are playing on it. Customer complaints.	Planned maintenance program. Public Art Panel to approve any new public art works. Annual audit of public art. IAMP for art collection and public art. Budget for maintenance for public art. Operations & Maintenance to oversee contractor's work method.	Possible	Medium	M-18	Reduce	Monitor & review. Establish processes to ensure urgent maintenance to public art is completed by Operations & Maintenance.
CIT-139	Activity	Inadequate asset maintenance	Assets & property	Loss of service capacity. Increased financial costs. Physical deterioration. Injury to users. Customer complaints.	Proactive management system. Reactive Maintenance program. Regular inspections of facilities. Budget allocation for maintenance. 10 year capital works plan. 10 Year Maintenance Plan. IAMP. Stage 1 of Strategy Development Plan. Maximo 10 year program.	Possible	Medium	M-18	Reduce	Review Asset Management Plan and Maintenance Plan. Re-institute AMP actions. More involvement from Facilities. Building audit by external consultant.
CIT-161	Operational	Inadequate asset maintenance and support services for Council's community buildings	Assets & property	Increased cost of future repairs. Increased public liability. Poor perception of Council. Staff being diverted from their primary function.	Managing maintenance through maintenance plan and staffing in buildings.	Likely (1-3 years)	Medium	H-24	Reduce	Increased management of buildings such as RPAC and libraries from Facility Services staff. Building maintenance centralised to specialist functions. Budget transfer to Facility Services Unit.
COR-04	Operational	Assets incorrectly or not listed on asset register	Assets & property	Assets may not be insured. Loss of maintenance history. Audit issue. Financial implications.	Recording assets correctly. Internal and external audits. Revaluation of assets. As constructed plans are received in a timely manner. Stock takes. Monthly work-in-progress process. Reconcile asset registers.	Likely (1-3 years)	Low	M-16	Reduce	IAMPS actions to be implemented. Annual corporate asset listing forwarded to the asset assignees for review and for updating where necessary. Meetings with EP&D and Spatial team re: DA spread sheet. New asset management system would reduce risk - better integrated to Finance 1. Focus on stocktaking and condition assessment. Maximo supported externally.
CIT-22	Activity	Failure to meet customer expectations	Business processes, products & services	Poor morale. Lack of confidence of staff (leadership). WH&S issues. Mismanagement of contractors.	Workforce planning. Staff training and personal development. Communication meetings. Code of Conduct training.	Possible (3-6 years)	Low	M-12	Reduce	Ensure all supervisors attend leadership training. Increase site visitations. Service managers to conduct random fortnightly site inspections. Maintain and enhance existing treatments where appropriate.
CIT-23	Activity	Low-lying public infrastructure (including roads) impacted by flooding inundation, storm surge or coastal erosion	Business processes, products & services	Disgruntled customers. Community dissatisfaction. Damage to Council reputation. Increase in customer complaints.	Existing customer services standards. Performance monitoring and review. KPI tracking and reporting. Use of CRMs. Educate customers. Staff training. After hours emergency response. Notification to stakeholders for planned works. Internal complaints process.	Almost Certain (0-12 months)	Low	H-20	Monitor & Review	Develop FAQs. Engage internal/external stakeholders in planning for works. Monitor and review.
CIT-45	Activity	Incorrect scope of project (initial stage)	Business processes, products & services	Delay in project delivery. Damage to reputation. Environmental impact. Poor design of project. Possible redesign costs. Unable to meet client expectations.	Project brief. Functional Scope form used as a guide for requirements. Pre-design meeting undertaken.	Likely	Low	M-16	Reduce	Process to ensure project is adequately scoped with preliminary planning and estimates. Continue to investigate option to centralise/streamline process.
RWW-19	Activity	Unable to control & correct pump station SCADA adequately	Business processes, products & services	Uncontrolled overflow of sewerage in dry weather. Slow response times to faults. Environmental harm. Licence non-compliance. Punitive costs. Negative public reaction.	Reliant on external supplier to provide technical backup. Low level of internal expertise.	Possible	Major	H-24	Reduce	Develop internal expertise in SCADA and telemetry programming and system control. Integrate position description and designated roles into treatment operation's structure.

Ref No	Risk Type	Risk	Category	Consequence	Existing Treatments	Likelihood Rating	Consequence Rating	Current Risk Rating	Control	Future Treatment
RWW-31	Activity	Capital program not well defined, justified or reflective of future requirements	Business processes, products & services	Significant problems as money spent in inappropriate areas or not spent as required. Infrastructure may not be available when required.	Current process for identifying and submitting capital requests. Undertake audit and process mapping. 10 year capital works process. Strategic plans for all asset classes. Opus Revaluation & Conditional Assessment Report.	Unlikely	Major	M-16	Monitor & review	Monitor and review.
RWW-33	Activity	Fail to understand market and customer requirements	Business processes, products & services	Unfocussed strategies being implemented. No demand reductions.	Limited analysis performed through billing data.	Likely	Major	E-32	Reduce	Market strategy.
RWW-34	Activity	Poor management of planned activities - new connections - proactive maintenance program	Business processes, products & services	Disgruntled customers. Dissatisfaction. Affect Council's reputation. Financial implications. Upset developers.	Spread sheets for tracking requests. Work procedures/ processes.	Likely	Low	M-16	Reduce	Maximo implementation. Review of processes and procedures within reticulation services.
RWW-35	Activity	Fail to meet customer requirements in RW&W services	Business processes, products & services	Disgruntled customers. Dissatisfaction. Affect Council's reputation.	Existing Customer Service Standards. Performance monitoring and review. KPI tracking and reporting.	Possible	Low	M-12	Monitor & review	Monitor and review.
RWW-36	Activity	Inadequate response to reactive maintenance	Business processes, products & services	Disgruntled customers. Dissatisfaction. Affect Council's reputation. Unmet EPA requirements.	Existing Customer Service Standards. Regular monitoring of KPIs.	Unlikely	Low	L-8	Reduce	Work Management System Scheduling and dispatch (Maximo). Restructure. Recruitment of new staff.
RWW-78	Activity	Inappropriate development within catchment	Business processes, products & services	Increase contaminants in water supply. Public health issues. Financial implications.	Ensure compliance with local government planning policy. Involvement in active development for comments.	Unlikely	Major	M-16	Reduce	Formalise an agreement with LCC and BCC on future development in the catchment.
GOV-11	Operational	Competing priorities	Business processes, products & services	Not meeting community needs. Public concern. Perception of unfairness, agitated residents. Priority to particular group rather than needs basis. Over/undersupply of particular services. Foster perception of favouritism. Squeaky wheel syndrome when resources may be inappropriately allocated. Social justice ignored. Political need v community need. Political ramifications.	Undertake long term strategic planning and review/evaluate on a regular basis. Consideration of social justice principles and equity fundamental to decision making. Internal consultation process for policy and subsequent activities. Ensure recommendations provide effective and objective balance/options for consideration. Community & Corporate Plan. Review of structure within Corporate Governance Group.	Likely	Low	M-16	Reduce	Negotiate priorities and resources. Apply social justice and equity principles to all decision making processes. Apply evidence based principles. Monitor and review current program. Provide information and updates rationale. Timeliness consideration. Engagement with internal or external partners. Mapping Council's strategic priorities and objectives.
GOV-29	Activity	Ineffective handling of contentious/confidential issues	Business processes, products & services	Damage to Council Reputation. Loss of public confidence. Community dissatisfaction. Legal implications.	Guidelines & Procedures. Staff Training. Information restricted to appropriate individuals.	Unlikely (6-10 years)	Major	M-16	Monitor & Review	Monitor & Review
COR-45	Activity	Ensuring correct financial data is reported - monthly mgt reporting - annual external accounting	Business processes, products & services	Solvency of organisation questioned. Ability to repay loans. Damage to Council reputation. Qualified audit report.	Internal/external audit. Review of statements by ELG/Council. Reconciliation of general ledger to asset systems. Debtors/creditors and loan statements. Reconciliation of bank statements and trust deposits. Reconciliation of systems. Reconciliation of purchase cards.	Unlikely	Medium	M-12	Monitor & review	Monitor & review

Ref No	Risk Type	Risk	Category	Consequence	Existing Treatments	Likelihood Rating	Consequence Rating	Current Risk Rating	Control	Future Treatment
CIT-54	Activity	Failure to meet customer requirements	Business processes, products and services	Disgruntled customers. Community dissatisfaction. Damage to Council reputation. Increase in customer complaints.	Existing customer services standards. Performance monitoring and review. Use of CRMs. Educate customers. Staff training. After hours emergency response. Notification to stakeholders for planned works.	Possible (3-6 years)	Low	M-12	Monitor & Review	Monitor and review. Full integration of customer contact centre. Better multiskilling and training of staff. Better optimisation of internet, e.g. electronic booking system. Improved education of and communication to community. Better resourcing.
RWW-62	Activity	Failure to meet customer requirements	Business processes, products and services	Disgruntled customers. Community dissatisfaction. Damage to Council reputation. Increase in customer complaints.	Existing customer services standards. Performance monitoring and review. KPI tracking and reporting. Bi-annual customer service surveys for waste. Use of CRMs. Educate customers. Staff training. After hours emergency response. Notification to stakeholders for planned works.	Possible (3-6 years)	Medium	M-18	Monitor & Review	Monitor and review. Creating of customer service charter. More detailed project planning - stakeholder planning (Corporate Project Centre).
GOV-18	Activity	Ineffective cross council collaboration	Business processes, products and services	Poor outcomes. Financial loss. Liability issues.	Project plan. Communication plan. Council mandate e.g. Operational Plan. Escalation to executive level. Partnering agreement.	Almost Certain (0-12 months)	Low	H-20	Monitor & Review	Cross-council collaboration principles. Strengthening of partnering agreements and MOUs.
CIT-35	Activity	Ineffective IM resources	Commercial & legal liability	Effects on production. Additional time, existing equipment and software no longer maintained. Increased costs. More training required. Financial implications.	Plan implementation and training of new technology. Training in new equipment and software. Maintenance agreements.	Possible (3-6 years)	Low	M-12	Monitor & review	Monitor and review. IM strategy. Regular upgrades of software. Improved network capacity.
CIT-81	Activity	Inadequate asset maintenance	Commercial & legal liability	Loss of service capacity. Increased financial costs. Physical deterioration. Injury to users. Customer complaints.	Lease includes that contractors are responsible for the maintenance. Quarterly inspections by Council officer. Reactive maintenance. Asset & Service Management Plans. Budget allocation for repairs and replacement (limited funds available). Regular inspections. 10 year Capital Works Plan. Condition audits of assets completed.	Unlikely	Medium	M-12	Monitor & review	Review maintenance required under lease agreement of Aquatic Centre (2014 lease renewal process). Review budget allocation for future years. Monitor related industry developments - Aquatic Centre. Asset condition audit. Consultation with Parks & Facility Services.
CIT-80	Activity	Unexpected capital works due to ageing facilities of Aquatic Centre	Economic & financial	Financial implications. Capital works. Repair work required.	Regular monitoring of the conditions of facilities. Inspections. Recurrent maintenance. Non-structural maintenance is part of lease conditions. Budget allocations. Master plan has identified future capital works for next 10 years. Capital upgrade of Aquatic Centre and Cleveland Showground (both master planned).	Unlikely	Medium	M-12	Monitor & Review	Consultation with Facility Services re: input into Asset & Services Management Plan.
EPD-13	Operational	Substandard contributed assets or asset records from developers or contractors	Economic & financial	Ineffective asset. Lack of customer service. Financial implications. Inability to plan and provide adequate service standards. Community dissatisfaction.	Use of qualified staff. Standard drawings. Weekly meetings to review development applications. Proper quality assurance (QA) and standard checks. Audits (major development audits). Regular meetings with City Services and Infrastructure.	Possible (3-6 years)	Major	H-24	Reduce	Review and update asset management procedures with CAIT system. Continue with weekly meetings. Reintegration of DA process model. Implementation of SE Qld D&C model.
COR-48	Activity	Reliance on IM systems	Technology data & knowledge	Inability to operate. Unnecessary downtime.	IM back up nightly. Regular back up. Housekeeping and error reporting. Regular meetings with IM.	Possible (3-6 years)	Medium	M-18	Monitor & review	Monitor & review. Utilise IM request system.



Ref No	Risk Type	Risk	Category	Consequence	Existing Treatments	Likelihood Rating	Consequence Rating	Current Risk Rating	Control	Future Treatment
GOV-62	Activity	Failure of IT systems impacting on service delivery	Technology, data & knowledge	Unable to access diary management system. Unable to process correspondence, invoices etc.	Business Continuity Plan. Hard copy procedures.	Rare (Beyond 10 years)	Low	L-4	Monitor & Review	Monitor & review

**11.2 PORTFOLIO 2 (MAYOR KAREN WILLIAMS)****ORGANISATIONAL SERVICES (EXCLUDING INTERNAL AUDIT AND EMERGENCY MANAGEMENT)****11.2.1 QUARTERLY CORPORATE PERFORMANCE REPORT**

**Datworks Filename:** GOV Corporate Performance Reporting

**Attachment:** [Operational Plan Quarterly Performance December Report](#)

**Authorising/Responsible Officer:**



**Nick Clarke**  
General Manager Organisational Services

**Author:**

**Jo Jones**  
Service Manager Corporate Planning & Performance

**PURPOSE**

The purpose of this report is to provide a progress report against the Operational Plan 2014/15 for the second quarter, from 1 October to 31 December 2014. This report is the second report for the Operational Plan 2014/15.

**BACKGROUND**

The *Local Government Act 2009* (the Act) requires Council to adopt an Operational Plan each year. The Operational Plan 2014/15 forms an important part of Council's strategic planning and sets out the work Council planned to deliver towards achievement of the Corporate Plan 2010-2015.

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 report provides a progress report against the Operational Plan 2014/15 for the second quarter, from 1 October to 31 December 2014. The report provides a status update for each project, together with a comment outlining progress for the quarter. It also provides an update on projects which were carried forward from the Operational Plan 2013/14, as they were not complete as at 30 June 2014. The information in the report has been provided by the departments responsible for each project.

Projects	Number
Completed	11
On track	29

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Projects	Number
Monitor	5
Concern	3
<b>Total</b>	<b>48</b>

## STRATEGIC IMPLICATIONS

Council's Operational Plan 2014/15 is an important statutory plan which sets out Council's plans to deliver the Corporate Plan 2010-2015 to achieve the vision, outcomes and goals of the Redlands 2030 Community Plan. The Operational Plan 2014/15 includes a wide range of projects which directly contribute to the delivery of Council's agreed outcomes. Tracking progress against this plan provides a useful assessment of Council's performance in delivering against its plans.

### Legislative Requirements

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 project would have associated risks which would be managed by the relevant area of Council.

### Financial

The Operational Plan 2014/15 is funded from the annual budget.

### People

Projects listed in the Operational Plan 2014/15 are managed by the individual area in Council responsible for the project. The status and comments of projects in the attached report have been provided by the relevant officer for each project and compiled by Council's Corporate Governance Group. Although the delivery of the plan itself is dependent on staff resources and some projects relate to people issues, there are no direct impacts on people resulting from this report.

### Environmental

Some projects within the Operational Plan 2014/15 directly contribute to Council's environmental commitments, however, this report does not have any direct environmental impacts.

### Social

Some projects within the Operational Plan 2014/15 directly contribute to Council's social commitments, however, this report does not have any direct social impacts.

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

Council's Operational Plan 2014/15 outlines planned activities and projects against the nine outcomes in the Corporate Plan 2010-2015. As such, it is a key planning document and consistent with both the Corporate Plan 2010-2015 and the Redlands 2030 Community Plan.

**CONSULTATION**

The Corporate Governance Group has 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 projects within the Operational Plan 2013/14.

**OPTIONS**

1. That Council resolves to note the Quarterly Operational Plan Performance Report.
2. That Council resolves to note the Quarterly Operational Plan Performance Report, but requests additional information to be provided after this meeting.

**OFFICER'S RECOMMENDATION**

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



Redland City Council

# Operational Plan

## Quarterly Performance Report

December 2014



## Summary

Outcome	Complete	On Track	Monitor	Concern	Cancelled	Total
1 Healthy natural environment	0	2	1	0	0	3
2 Green living	2	1	0	0	0	3
3 Embracing the bay	0	3	0	0	0	3
4 Quandamooka Country	0	4	0	1	0	5
5 Wise planning and design	0	6	1	1	0	8
6 Supportive and vibrant economy	1	3	0	0	0	4
7 Strong and connected communities	4	5	2	1	0	12
8 Inclusive and ethical governance	0	2	1	0	0	3
9 An efficient and effective organisation	4	3	0	0	0	7
<b>Total:</b>	11	29	5	3	0	48

- On Track:** The project is progressing on time and on budget and is on track for delivery by 30 June, 2015.
- Monitor:** There are issues with timeframes and/or budget but it is still expected that with close monitoring the project can be delivered by 30 June.
- Concern:** There are significant delays or budget issues and it is unlikely that the project will be delivered by 30 June.

## 1. Healthy natural environment

### Strategies

- 1.1 *Increase biodiversity by taking informed action to protect, enhance and manage our local ecosystems*
- 1.2 *Stop the decline in population of the koala and other species at risk through advocacy, protecting and restoring vital habitat and increasing community engagement and action*
- 1.3 *Protect our natural environment by restoring degraded landscapes, contaminated land and managing fire, pests and other hazards*
- 1.4 *Improve residents' understanding, respect and enjoyment of the local environment through stewardship and partnerships*
- 1.5 *Coordinate effective management of the conservation estate on all (private and public) lands in Redlands, through a combination of incentives and various tenure and management arrangements to restore, maintain and plant new habitat*
- 1.6 *Address the decline in the health of Redlands waterways and improve water quality, aquatic populations and their biodiversity*

Project	Op Plan Ref	Lead	Status	Comment
S Return the open drains at Amity Point to functional purpose and reinstate current and desired levels of service for the community	3	City Infrastructure	Monitor	The project is to be monitored to assess if the drainage improvement works can be achieved this financial year.
S Control the accelerated foreshore erosion and threat to landfill portion of the Tina Avenue Foreshore Park, Lamb Island	1	Water & Waste Infrastructure	On Track	Permits obtained and construction works scheduled for March to coincide with reducing high tides.
S Engineered landfill capping solution and rehabilitation of the approval area of Birkdale Landfill Remediation	2	Water & Waste Infrastructure	On Track	Capping contractor appointed and communications plan actions underway.

## 2. Green living

### Strategies

- 2.1 *Achieve sustainability through strong leadership and innovation, and by effective planning and managing our services, assets and resources*
- 2.2 *Promote, support and encourage commitment to green living in our community by improving residents' understanding of climate change and achieving greater water, energy and waste conservation and efficiency*
- 2.3 *Promote a 'go local' attitude towards working, socialising, shopping, playing and supporting local production of food*
- 2.4 *Provide and maintain safe and attractive routes for people to walk and cycle throughout the city and to connect to nearby regional centres*
- 2.5 *Achieve greater use of public transport by advocating for improved access to innovative and high quality services*
- 2.6 *Conserve energy and water, improve efficiency and reduce greenhouse gas emissions resulting from Council's energy consumption*
- 2.7 *Keep Redlands clean and green through programs that increase community participation in practical and positive local action to build a sense of ownership and an increasing pride in our city*
- 2.8 *Implement Council's waste management strategy by applying best practice principles in pricing, public awareness, resource management, recycling and recovery*
- 2.9 *Protect our community and the natural environment by managing environmental harm and nuisance caused by industry, business and development from past and present activities*

Project	Op Plan Ref	Lead	Status	Comment
S Promote public transport use through coordination of the Southern Moreton Bay Islands network integration with Translink, ongoing upgrades to bus stops across the city to improve disabled access and by commencing implementation of the Redlands Integrated Local Transport Plan Review	C/F	City Infrastructure	On Track	Integration continues. Upgrade and renewal program for bus shelters has been submitted for CAPEX programming in accordance with the current 2015/2016 asset management plan which has been finalised. Accelerated programming remains priority to meet Disability Discrimination Act compliance targets. Operational bids are now in place to ensure that the network audit can be completed to support the accelerated programming and confirm future capital and operational allocations.
S Organise and conduct Redlands 'Good Gardening Expo' in partnership with the Redland Organic Growers Inc	4	Environment & Regulation	Completed	Completed Q1.



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## 2. Green living

Project	Op Plan Ref	Lead	Status	Comment
S Launch the 2014 RedSWAP program for primary schools in the Redlands	5	Water & Waste Operations	Completed	RedSWAP launched successfully in 2014. Staff spoke to approximately 1,280 students. The program aims to empower primary schools in the Redlands to take the lead in waste minimisation and effective recycling practices. To date, four schools have signed up and are progressing well in achieving a reduction in waste generation and an increase in materials recycled in the schools. The program will continue in 2015 with an increase of six participating schools expected.

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### 3. Embracing the bay

#### Strategies

- 3.1 *Address the social, cultural and economic needs of island communities by partnering with residents and other tiers of government to deliver infrastructure, facilities and services*
- 3.2 *Better manage our foreshores through coordinated planning with a special focus on resilience to the impacts of flooding and storm tides*
- 3.3 *Ensure the ongoing health of the bay by managing creeks, wetlands and storm water and by protecting natural areas surrounding the bay*
- 3.4 *Promote enjoyment of the bay by improving access for environmentally sensitive recreation activities, education, economic opportunities and ecotourism*
- 3.5 *Build partnerships with marine research, education institutions and the private sector to develop future research projects and education programs that will improve the health of the bay*
- 3.6 *Support management of the marine park and advocate for a new national park covering a substantial area of North Stradbroke Island*

Project	Op Plan Ref	Lead	Status	Comment
S Protect and manage foreshores through completion of a city wide coastal process study and development of a shoreline erosion management plan for Norfolk Beach, Coochiemudlo Island and Thorneside Esplanade	C/F	City Infrastructure	On Track	Development of coastal strategy is on track. A prioritisation matrix has been developed which will rank the identified hazard areas that require further planning (i.e. Shoreline Erosion Management Plans). Amity Point is first priority.
S Implement the land exchange program and use other mechanisms including zoning, land acquisition and voluntary transfers to achieve more sustainable land use on Southern Moreton Bay Islands (carried forward 2012/13)	C/F	Environment & Regulation	On Track	Project is progressing with consideration being given to further reminder letters to be sent out and continuing liasion with the Strategic Planning Unit.
S Conduct effluent toxicity testing as part of the new licence requirements for Cleveland Waste Water Treatment Plant	6	Water & Waste Infrastructure	On Track	GHD have completed a risk assessment and Environment Health & Protection are considering results.

## 4. Quandamooka Country

### Strategies

- 4.1 *Improve community understanding and promote respect for the Quandamooka peoples' relationship with the land and waters of Redlands*
- 4.2 *Negotiate Council's rights and interests with respect to Native Title land with the Traditional Owners of the land through an Indigenous Land Use Agreement*
- 4.3 *Strengthen partnerships in natural and cultural resource management with local Aboriginal organisations, in particular management of the North Stradbroke Island holiday parks*
- 4.4 *Advocate for the application of Indigenous landscape values in state planning in line with DRO7 the SEQ Regional Plan and work with the local Aboriginal community to protect sites and landscapes of significance to their heritage and wellbeing*
- 4.5 *Work with local Traditional Owners and Elders and apply creative and educational techniques to improve employees', residents' and visitors' understanding of the heritage, achievements and aspirations of local Aboriginal people*
- 4.6 *Build on Council's partnership with local Aboriginal organisations to strengthen shared planning, service delivery, advocacy and decision making, using the Quandamooka Aboriginal Community Plan to guide our management of assets and services*
- 4.7 *Support the Quandamooka Forum in its negotiations with Queensland and Commonwealth Government*
- 4.8 *Acknowledge the living culture of local Aboriginal people by formally recognising Traditional Owners in Council ceremonies by observing cultural protocols, promoting traditional knowledge and increasing the profile of Aboriginal heritage through signage, cultural, tourism and community events*
- 4.9 *Work with Traditional Owners of North Stradbroke Island / Minjerribah to establish an Indigenous-focused knowledge centre in Dunwich to encourage local cultural and economic development opportunities and educate the wider community*

Project	Op Plan Ref	Lead	Status	Comment
S Develop a Cultural Heritage policy and guideline in line with the draft Cultural Heritage Management Plan from QYAC	9	City Spaces	Concern	Council has engaged QYAC to undertake a cultural heritage survey for each NSI township. Council officers are working with QYAC contractors in identifying land parcels where we work and the activities undertaken.
S Support community understanding and educational awareness of the Quandamooka People and their relationship with the land	8	Communication, Engagement & Tourism	On Track	Acknowledgement of Quandamooka People included in Council events and weekly snapshot advertisements. Story and general information included in 'Our Redlands' summer edition 2014.
S Partner with local Aboriginal organisations through participation in the Quandamooka Forum with State and Federal Government. Monitor and assist with the implementation of the Quandamooka Aboriginal Community Plan	11	Community & Cultural Services	On Track	Regular attendance at the Quandamooka Combined Aboriginal Organisations Forum meetings and ongoing support provided to member organisations. Indigenous performer Adam James featured at a Tapas event and discussion is occurring directly with QYAC in relation to Pacific Tides Festival, Quandamooka Festival and a touring performance "Hurry up and wait" to be performed on NSI and Russell Island.

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## 4. Quandamooka Country

Project	Op Plan Ref	Lead	Status	Comment
S Work with Traditional Owners and Elders to raise awareness and improve community understanding of significant Aboriginal cultural activities	10	Corporate Governance	On Track	Council continued to observe cultural protocols by engaging Quandamooka People to perform the Welcome to Country at significant council events including the Citizenship Ceremony, Christmas by Starlight and the Redlands Volunteers Christmas Reception.
S Provide coordination and governance over implementation of Council's Indigenous Land Use Agreement (ILUA) in partnership with the Quandamooka People	7	Corporate Governance	On Track	Significant progress was made on a number of the ILUA commitments including the employment and training strategy, the recognition statement, the procurement strategy and the possible site for a new location for a cemetery. A number of operational meetings between Council and QYAC were conducted that advanced the commitments. The ILUA Consultative Committee is scheduled to meet on 26 February 2015.

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## 5. Wise planning and design

### Strategies

- 5.1 *Prepare and put in place a new planning scheme for the Redlands that reflects the aspirations and expectations outlined in the Community Plan and Corporate Plans, state interests, recognised in the SEQ Regional Plan and the legal obligations of the Sustainable Planning Act 2009*
- 5.2 *Manage population growth in a compact settlement pattern, having defined the sustainable carrying capacity of the city and limits to population growth*
- 5.3 *Advocate strongly to all levels of government about the impacts of an increased population on the city and the region's liveability and natural systems*
- 5.4 *Review Council's and the community's climate change preparedness, ensuring all risks are understood and plans are activated to deal with expected outcomes*
- 5.5 *Plan and develop a network of accessible centres that provide a wide range of retail, commercial and community services along with local employment opportunities*
- 5.6 *Manage the built environment in a way that creates accessible and user-friendly spaces and maintains our local character and identity, ensuring all new developments use high quality design that reflects our sub-tropical climate, promotes health, community, harmony and wellbeing*
- 5.7 *Support a sustainable future for rural areas by developing and implementing a rural strategy that recognises the city's heritage, economic, environmental and scenic values and promotes sustainable rural industries and activities*
- 5.8 *Plan and advocate to connect the city's communities with improved public transport including a road, ferry, cycling and walking network that provides safe and efficient movement within the city and the region and supports physical activity; and promote efficient and environmentally responsible private transport*
- 5.9 *Promote housing diversity, choice and affordability to address the city's current and future needs, incorporating medium density housing within and around the city's centres and transport nodes*
- 5.10 *Maintain the quality and liveability of residential areas and protect natural resources*
- 5.11 *Provide for 'place making' throughout the city through creative and inclusive master planning, local area planning, public art and heritage planning and precinct character planning processes to manage development at a local level*
- 5.12 *Plan, provide and advocate for essential physical and social infrastructure that supports community wellbeing, and manage Council's existing infrastructure assets to ensure current service standards are maintained or improved*
- 5.13 *Enhance the city's liveability and enable people to enjoy outdoor activities, social gatherings and community events through planning, providing and managing high quality parks and open spaces*

Project	Op Plan Ref	Lead	Status	Comment
S Undertake a structural investigation and report on the High Street Jetty, Russell Island	14	City Infrastructure	On Track	Department of Transport and Main Roads (DTMR) is currently undertaking the investigation and provided a draft scope of works to Council on 16 January 2015.

## 5. Wise planning and design

Project	Op Plan Ref	Lead	Status	Comment
S Implement agreed recommendations from the Infrastructure Charges Review Project	15	City Planning & Assessment	On Track	Project Management Plan being updated to respond to legislative reforms and anticipated interim Priority Infrastructure Plan amendments.
S Review Council's Priority Infrastructure Plan	17	City Planning & Assessment	On Track	Project Plan currently being prepared. Preliminary meeting with Information Management Group regarding Priority Infrastructure Plan amendments.
S Support 'place making' via a range of measures including: investigations of the Native Title 'land bank'; advocacy for a coordinated plan for North Stradbroke Island; review and incorporation of European cultural heritage into planning scheme; finalisation of local areas plans, structure plans and master plans and support local entrepreneurs delivering place making	C/F	City Planning & Assessment	Monitor	State led planning investigations on NSI finalised for review and comment. The findings of these studies will be presented to Council in February for comment. Draft City Plan incorporated Cleveland, Capalaba, SE Thornlands and Kinross Road master plans and structure plans submitted to State Government for state interest review. Ongoing master planning of Cleveland Health Precinct.
S Develop strategic and heritage master plans for North Stradbroke Island cemeteries in partnership with the Community (carried forward 2012/13)	C/F	City Spaces	Concern	There is currently no budget approval to develop the heritage plans and the cemeteries project no longer includes Dunwich Cemetery in the review.
S Develop a process for the implementation and monitoring of Long Term Asset Management Plan actions across Council. Commence monitoring and reporting for current Long Term Asset Management Plan actions.	16	Financial Services	On Track	Long Term Asset Management Plan currently being developed from the asset management plans. Improvement actions to be extracted from the Long Term Asset Management Plan for reporting.
S Review the current planning scheme in accordance with council's statutory obligation under the Sustainable Planning Act 2009 (Div. 4 S.91(1)(a))	13	Planning Scheme Review	On Track	City Plan V5.0 approved at Council Special meeting and progressed to State Interest Review, on time and budget. Documents submitted to State and receipt verified.
S Raise a main from Judy Holt closed landfill direct to a pump station, upgrade the pumps and electricals at pump station to support the increased volume	12	Water & Waste Infrastructure	On Track	Trenching completed. Electricity due to be connected once a survey of the site occurs. Installation of the pumps and switchboard will follow.

## 6. Supportive and vibrant economy

### Strategies

- 6.1 *Bolster the local economy and local employment by providing business support to local companies, promoting social enterprise and providing opportunities for creativity, diversity and entrepreneurial activity*
- 6.2 *Market the distinctive image of the Redlands by encouraging low impact businesses that are knowledge-based and creative to establish in the city*
- 6.3 *Promote significant redevelopment of Cleveland and Capalaba as principal regional activity centres delivering mixed-use centres that provide opportunities for economic investment and local employment*
- 6.4 *Bring new business to the Redlands by promoting the city as a sustainable business locale, promoting Redland's advantages and advocating for the relocation of a major state government department*
- 6.5 *Develop partnerships with TAFE and other education providers to promote more tertiary education courses in the Redlands and training that supports local business needs*
- 6.6 *Promote Redlands as a high quality tourism destination and encourage the development of sustainable nature-based, heritage and eco tourism*

Project	Op Plan Ref	Lead	Status	Comment
S Engage with business leaders, the community and other stakeholders to review Council's Economic Development Strategy 2008-2012. Deliver outcomes from the Council of Mayor's SEQ Economic Development Strategy in partnership with other SEQ Councils and finalise and commence implementation of the SMBI Community Economic Development Strategy	C/F	City Planning & Assessment	Completed	The engagement process with business leaders and community members for the Economic Development Strategy has been completed. A new economic development framework for the city will be taken to Council for endorsement in February 2015. The delivery of the COMSEQ Economic Development Strategy outcomes are ongoing. The SMBI Community Economic Development Strategy has been completed by the Community and Cultural Services Group.
S Provide a significant stimulus for the revitalisation of the Cleveland CBD	18	Priority Development Area	On Track	The Bloomfield Park upgrade renew package has been approved.
S Undertake an Expression of Interest process and a Request for Proposal process to identify a Preferred Development Partner for the Toondah Harbour Project	19	Priority Development Area	On Track	Walker Corporation has been appointed as preferred developer.
S Undertake an Expression of Interest process and a Request for Proposal process to identify a Preferred Development Partner for the Weinam Creek Project	20	Priority Development Area	On Track	Working exclusively with Walker Corporation to progress to preferred developer status.

## 7. Strong and connected communities

### Strategies

- 7.1 *Promote festivals, events and activities for people to come together, developing connections and networks to improve community spirit and enhance 'sense of place'*
- 7.2 *Provide access to quality services, facilities and information that meet the needs of all age groups and communities, especially disadvantaged and vulnerable people*
- 7.3 *Increase community safety, health and wellbeing by planning and delivering programs, services, partnerships, regulations and education*
- 7.4 *Increase the participation of people from all age groups and backgrounds in local heritage, the arts and cultural expression*
- 7.5 *Increase the physical activity participation of residents and deliver programs and incentives that strengthen opportunities for sport and recreation*
- 7.6 *Provide practical programs, support and guidance to the community sector in its delivery of highly valued support services and community projects*
- 7.7 *Increase children and young people's active participation in community life and support their social, cultural and physical development*
- 7.8 *Support the Ageing Well in the Redlands Program, to enable active participation in all aspects of community life*
- 7.9 *Actively participate in multi-agency forums to support the health and wellbeing of Indigenous residents of the Redlands and work with Aboriginal and Torres Strait Island communities in the Redlands to develop initiatives that respond to their aspirations*
- 7.10 *Minimise the impact of disasters by improving community preparedness and our capacity to respond effectively to support the community when disasters occur*

Project	Op Plan Ref	Lead	Status	Comment
S Develop effective solutions to maintain the safety of sports field surfaces affected by landfill subsidence, until landfill remediation is complete at Judy Holt Sportsfields	23	City Spaces	On Track	Judy Holt Rugby field is due for completion mid February.
S Develop effective solutions to maintain the safety of sports field surfaces affected by landfill subsidence, until landfill remediation is completed at Duncan Road Baseball Fields	24	City Spaces	Completed	Completed Q1.
S Develop effective solutions to maintain the safety of sports field surfaces affected by landfill subsidence, until landfill remediation is completed at Victoria Point Sharks AFL Field	25	City Spaces	Completed	Completed November 2014. Top dressing material was applied over the oval and level using a wide spreader bar. This work filled the areas of the surface that had slumped due to landfill settlement and has maintained the safety of the playing surface.



## 7. Strong and connected communities

Project	Op Plan Ref	Lead	Status	Comment
S Complete the audit of sporting fields under agreement to sporting organisations for lighting assets	26	City Spaces	Completed	Lighting audit is completed and City Spaces is working with Project Delivery Group to implement the recommendations
S Conduct planning for the Surf Lifesaving Queensland Operations Hub and joint SES emergency response centre for Point Lookout, including Native Title and design relating to the establishment of a greenfield site located on East Coast Road	27	City Spaces	Concern	Delay in securing suitable locations with Surf Life Saving Queensland and other stakeholders.
S Complete outstanding maintenance items and provide a 10 year forecast of works for inclusion in the Asset and Services Management Plan for Redlands Performing Arts Centre	28	City Spaces	On Track	Delivery of asset management plan not as advanced as preferred. Project is on track for completion in 2015.
S Undertake business planning for cemeteries and report on outcomes	C/F	City Spaces	Monitor	A project consultant has been appointed and the project is scheduled to be completed by June 2015.
S Provide access to quality services by implementing the recommendations from the community halls review (e.g. booking and promotional efficiency program)	C/F	City Spaces	On Track	The Venue Management System project is underway and will be completed by June 2015.
S Increase community participation in recreational and other events by reviewing the operation of Redlands Showgrounds and implementing improvements by facilitating increased community access to school facilities (e.g. pools, playing fields and halls)	C/F	City Spaces	Completed	Victorial Point State High School lighting project is complete with the facility opened in January 2015
S Deliver a set of new contemporary local laws developed under the Queensland Government's model local laws framework	21	Corporate Governance	Monitor	A ten week community consultation process was conducted (13 August to 8 October 2014). A public consultation submission review report was presented to a councillor workshop on 9 December 2014 for review and guidance on decision making. A report will be taken back to Council on 28 January 2015 to progress the making of the laws.
S Deliver a new Corporate Plan for 2015-2020	22	Corporate Governance	On Track	Officer workshops were completed regarding content for the outcome areas of the Corporate Plan and refresh the corporate vision, mission and values statements. Councillor workshops regarding prioritisation of strategic issues were completed. A community survey was run through Council's website. Consultation meetings were held with community groups/organisations.

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## 7. Strong and connected communities

Project	Op Plan Ref	Lead	Status	Comment
S Improve the preparedness and safety of the Redlands community, particularly those most vulnerable, by developing and commencing implementation of a Redlands Community Resilience Program	C/F	Emergency Management	On Track	Parts three and four of the Redland Disaster Plan have been approved by Council and released to the community. In addition Council launched its online plan in December 2014.

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## 8. Inclusive and ethical governance

### Strategies

- 8.1 *Embed the visions and goals of the Redlands 2030 Community Plan into our planning, operations and culture and develop effective reporting and monitoring arrangements to show how we are progressing on implementation of the Community Plan and this Corporate Plan*
- 8.2 *Provide accessible information through different media to let residents know about local issues and how to get involved in programs and make a positive contribution to their community*
- 8.3 *Establish and maintain effective partnerships with local, regional and national organisations and governments to deliver the visions and goals of the community*
- 8.4 *Deliver broad, rich and deep engagement that reaches residents of all ages, backgrounds and locations, enabling them to contribute their views about plans and decisions affecting them and developing community leadership*
- 8.5 *Be transparent and consistent in the way we manage the organisation, its risks and obligations and ensure we are delivering against our priorities*
- 8.6 *Implement a comprehensive enterprise approach to risk management across the organisation*
- 8.7 *Ensure Council resource allocation is sustainable and delivers on Council and community priorities*
- 8.8 *Provide clear information to citizens about how rates, fees and charges are set and how Council intends to finance the delivery of the Community Plan and Corporate Plan*

Project	Op Plan Ref	Lead	Status	Comment
§ Provide an online resource through a planning and development portal linked directly to Council's website	29	City Planning & Assessment	Monitor	Project is on hold to allow the implementation of the ICON modules of PLAN Browse, PLAN Enquire, Track, Report and Lodge. These products take precedence over the development of the planning portal as they are required to support the release of the City Plan, to replace the State Government eDA development application lodgement tool and PD Online.
§ Redevelop the Redland City Council Website	30	Communication, Engagement & Tourism	On Track	Monthly Website Steering Committee and monthly website work group meetings held and specifications for new website completed.
§ Conduct the Community Satisfaction Survey to identify community perceptions of Council's current performance and compare to previous results	31	Communication, Engagement & Tourism	On Track	Survey completed in December 2014. Results will be available end of January.

## 9. An efficient and effective organisation

### Strategies

- 9.1 *Deliver excellent leadership throughout the organisation for the benefit of the community*
- 9.2 *Recruit and retain high quality staff and promote the organisation as an employer of choice*
- 9.3 *Actively promote diversity in the workforce and ensure flexibility is incorporated into work practices to support staff in achieving a healthy work/life balance*
- 9.4 *Provide a safe place for staff to work in and support the health and wellbeing of our people*
- 9.5 *Ensure robust long term financial planning is in place to protect the financial sustainability of Council*
- 9.6 *Implement long term asset management planning that supports innovation and sustainability of service delivery, taking into account the community's aspirations and capacity to pay for desired service levels*
- 9.7 *Develop our procurement practices to increase value for money within an effective governance framework*
- 9.8 *Work 'smarter' across departments, in multi-disciplinary teams to achieve continuous improvement and effective co-ordination*
- 9.9 *Manage security of and access to Council information*
- 9.10 *Use information management, mapping and communication technology to meet Council and community expectations*
- 9.11 *Develop and improve systems to support modern and flexible delivery of services*

Project	Op Plan Ref	Lead	Status	Comment
S Review Council's property portfolio and identify potential development projects, acquisition and disposal opportunities (carried forward 2012/13)	C/F	Environment & Regulation	On Track	Project progressing with the Principal Property Consultant continuing to review Council's property portfolio and identifying disposal opportunities.
S Conduct MySay staff surveys to collect and analyse employee data	32	Human Resources	Completed	Completed Q1.
S Completion of MyGoals performance agreement and appraisal by all employees	33	Human Resources	Completed	Completed Q1.

## 9. An efficient and effective organisation

Project	Op Plan Ref	Lead	Status	Comment
S Research, design and implement business strategies to reduce risks associated with workforce capacity, capability and flexibility	34	Human Resources	On Track	Implementing RPAC workforce planning strategies to ensure right staff with the right skills at the right time. Commenced workforce planning in Library Services and Customer Services. Implementing Leadership Development Program to improve capability. Sourcing provider for leadership assessments to assist with succession planning. Implementing new Corporate Development Program to improve capability based on MyGoals needs. New change management project commenced in December.
S Establish a team of internal casual employees to backfill Council staff across multiple teams	35	Human Resources	Completed	Completed Q1
S Implement recommendations from the administration/business support review (BSO review)	37	Human Resources	Completed	Completed Q1
S Continued implementation of the Information Management Strategy	38	Information Management	On Track	Business intelligence, data warehouse project, replacement activity, application management and City Plan 2015 are all on schedule. The electronic document records management system (integration to Property and Rating) is behind schedule by two months due to illness with the supplier resource. This will impact the Objective roll out by two months. Windows 7 upgrade which was behind schedule is continuing its full roll with Financial Services first

**11.2.2 REVIEW OF REDLAND CITY DIVISIONAL BOUNDARIES**

**Dataworks Filename:** GOV - Electoral

**Authorising/Responsible Officer:**



**Nick Clarke**  
**General Manager Organisational Services**

**Author:**

**Craig Dickson**  
**Corporate Governance and Policy Adviser**

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**PURPOSE**

Report is being finalised.

**11.3 PORTFOLIO 3 (CR JULIE TALTY)****CITY PLANNING AND ASSESSMENT****11.3.1 DECISIONS MADE UNDER DELEGATED AUTHORITY FOR CATEGORY 1, 2 & 3 DEVELOPMENT APPLICATIONS**

**Datworks Filename:** Reports to Council - Portfolio 3 Planning and Development

**Attachment:** [Decisions Made Under Delegated Authority 11.01.2015 to 24.01.2015](#)

**Authorising/Responsible Officer:**



**David Jeanes**  
**Acting General Manager Community & Customer Services**

**Author:**

**Debra Weeks**  
**Group Support officer**

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**PURPOSE**

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

This information is provided for public interest.

**BACKGROUND**

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

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

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

Category 3 – Moderately Complex Code & Impact Assessments; and

Category 4 – Major and Significant Assessments.

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

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

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

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

### **OFFICER'S RECOMMENDATION**

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



**Decisions Made Under Delegated Authority 11.01.2015 to 17.01.2015**

Application	Description	Category	Applicant	Property Address	Application Type	Decision Date	Decision	Division
<b>Category 1</b>								
BWP002715	Combined design and siting and Build over or Near underground Infrastructure - Gate House	Category1	Building Code Approval Group Pty Ltd	44 Piermont Place, Cleveland QLD 4163	Concurrence Agency Response	14/01/2015	Approved	2
BWP002653	Combined Design and Siting and Build Over or Near Underground Infrastructure - Domestic Outbuilding	Category1	The Certifier Pty Ltd	4 Lyndhurst Place, Thornlands QLD 4164	Concurrence Agency Response	13/01/2015	Approved	3
ROL005862	Standard Format:1 into 2 Lots	Category1	CJN Constructions Pty Ltd	25 Buenavista Avenue, Thornlands QLD 4164	Code Assessment	16/01/2015	Development Permit	3
MCU013334	Multiple Dwellings x 6	Category2	Approveit Building Certification Pty Ltd	20 Boat Street, Victoria Point QLD 4165	Code Assessment	16/01/2015	Development Permit	4

**Decisions Made Under Delegated Authority 11.01.2015 to 17.01.2015**

MCU013341	Dwelling House	Category1	Catherine Vivienne Newburn Stynes John Maurice Stynes	44 Colburn Avenue, Victoria Point QLD 4165	Code Assessment	13/01/2015	Development Permit	4
BWP002712	Design and Siting - Roofed Patio	Category1	Metropolitan Certification Services Pty Ltd	1 Oak Leaf Street, Thornlands QLD 4164	Concurrence Agency Response	12/01/2015	Approved	4
BWP002713	Design & Siting - Roofed Patio	Category1	Metropolitan Certification Services Pty Ltd	9 Peggy Place, Victoria Point QLD 4165	Concurrence Agency Response	12/01/2015	Approved	4
BWP002716	Building over/near relevant infrastructure - Sewer pipe replacement	Category1	Scott Newton	22 Parklane Road, Victoria Point QLD 4165	Concurrence Agency Response <sup>2</sup>	13/01/2015	Approved	4
BWP002702	Design & Siting - Roofed Patio and Shed	Category1	Vincenzo Franco La Rosa	35 Whipbird Circuit, Victoria Point QLD 4165	Concurrence Agency Response	12/01/2015	Approved	6
BWP002706	Proposed road boundary reduction	Category1	Professional Certification Group	22 Maree Place, Redland Bay QLD 4165	Concurrence Agency Response	13/01/2015	Approved	6
BWP002711	Design & Siting - Dwelling House	Category1	Matrix Certification Services Pty Ltd	51 Balthazar Circuit, Mount Cotton QLD 4165	Concurrence Agency Response	15/01/2015	Approved	6
MCU013371	Home Business	Category1	Vida Coffee Company	8 Tern Court, Wellington Point QLD 4160	Code Assessment	12/01/2015	Development Permit	8
BWP002714	Design & Siting - Shed and Carport	Category1	Natalie Joy Flood	19 Rossinton Street, Birkdale QLD 4159	Concurrence Agency Response	15/01/2015	Approved	8

**Decisions Made Under Delegated Authority 11.01.2015 to 17.01.2015**

BWP002720	Design and Siting - Dwelling House	Category1	Building Code Approval Group Pty Ltd	103 Spurs Drive, Wellington Point QLD 4160	Concurrence Agency Response	14/01/2015	Approved	8
<b>Category 2</b>								
OPW001751	Operational Works - ROL 1 into 24 - Civil and Landscaping	Category2	Structerre Consulting Engineers	223-231 Wellington Street, Ormiston QLD 4160	Code Assessment	15/01/2015	Development Permit	1
MCU013373	Dwelling House	Category2	Sutgold Pty Ltd	28 Tindappah Drive, Thornlands QLD 4164	Impact Assessment	14/01/2015	Development Permit	3
OPW001766	Operational Works – ROL 1 into 3	Category2	GH Consultant Engineers	15 Summerhill Street, Victoria Point QLD 4165	Code Assessment	13/01/2015	Development Permit	6

**Decisions Made Under Delegated Authority 18.01.2015 to 24.01.2015**

Application	Description	Category	Applicant	Property Address	Application Type	Decision Date	Decision	Division
<b>Category 1</b>								
ROL005854	Standard Format: 1 into 2 Lots	Category1	Casey Jackson Homes Pty Ltd	10 Scott Street, Cleveland QLD 4163	Code Assessment	20/01/2015	Development Permit	2
BWP002719	Design & Siting - Carport	Category1	Metropolitan Certification Services Pty Ltd	25 Terrier Court, Redland Bay QLD 4165	Concurrence Agency Response	21/01/2015	Approved	4
BWP002339	Design and Siting - Dwelling House	Category1	Applied Building Approvals	12 Tulip Street, Russell Island QLD 4184	Concurrence Agency Response	20/01/2015	Approved	5
MCU013358	Dwelling House	Category1	Peter Hope-Simpson	6 Eagle Street, Macleay Island QLD 4184	Code Assessment	23/01/2015	Development Permit	5
BWP002677	Combined Design & Siting, build over or near relevant infrastructure	Category1	Metricon Homes Qld	126 Balthazar Circuit, Mount Cotton QLD 4165	Concurrence Agency Response	21/01/2015	Approved	6
MCU013351	Dwelling House	Category1	Dixon Homes Pty Ltd (Sherwood)	317 Redland Bay Road, Capalaba QLD 4157	Code Assessment	19/01/2015	Development Permit	7
BWP002732	Dwelling House	Category1	Bartley Burns Certifiers & Planners	40 Vedson Street, Birkdale QLD 4159	Concurrence Agency Response2	22/01/2015	Approved	8

**Decisions Made Under Delegated Authority 18.01.2015 to 24.01.2015**

BWP002705	Proposed zero lot patio	Category1	Apex Certification & Consulting	7 Seaside Close, Thorneside QLD 4158	Concurrence Agency Response	23/01/2015	Approved	10
<b>Category 2</b>								
OPW001759	Operation Works - Prescribed Tidal Works - Pontoon - Smart eDA	Category2	Aqua Construction Pty Ltd	35 Sentinel Court, Cleveland QLD 4163	Code Assessment	20/01/2015	Development Permit	2
MC006595	CODE ASSESSMENT - Outdoor Recreation Centre and Caretakers Residence	Category2	MELANIE BYRNE	59-61 Boundary Road, Thornlands QLD 4164	Permissible Change	20/01/2015	Development Permit	6
OPW001640	Operational Works- Filling of an existing Dam	Category2	Peter Bevan Coleman	127-141 Duncan Road, Sheldon QLD 4157	Code Assessment	20/01/2015	Development Permit	6
MCU013057	Aged Persons and Special Needs Housing	Category2	Australasian Conference Association Ltd	563-567 Redland Bay Road, Victoria Point QLD 4165	Permissible Change	19/01/2015	Development Permit	6
MCU013194	Child Care Centre	Category2	Consult Planning	51 Cambridge Drive, Alexandra Hills QLD 4161	Permissible Change	22/01/2015	Development Permit	7
ROL005829	Standard Format - 1 into 8 Lots	Category2	Villa World Developments Pty Ltd	401-451 Redland Bay Road, Capalaba QLD 4157	Code Assessment	22/01/2015	Development Permit	7
MCU013317	Multiple Dwelling x 42	Category2	Hometown Villas	142 Finucane Road, Alexandra Hills QLD 4161	Code Assessment	22/01/2015	Development Permit	8
MC012111	Retail Warehouse	Category2	Bunnings Properties Pty Ltd	1 Pittwin Road North, Capalaba QLD 4157	Permissible Change	22/01/2015	Development Permit	9
OPW001770	Pontoon System	Category2	Mark William Althaus	61 Mary Pleasant Drive,	Code Assessment	20/01/2015	Development	10

**Decisions Made Under Delegated Authority 18.01.2015 to 24.01.2015**

OPW001779	Pontoon System	Category2	Veronica Jaye Althaus	Birkdale QLD 4159	Code Assessment	20/01/2015	Permit	10
OPW001780	Pontoon System	Category2	Dorothy Dawn Clayton	19 Downwind Court, Birkdale QLD 4159	Code Assessment	20/01/2015	Development Permit	10

**11.3.2 APPEALS LIST CURRENT AS AT 27 JANUARY 2015**

**Dataworks Filename:** Reports to Council - Portfolio 3 Planning & Development

**Authorising/Responsible Officer:** *D Jeanes*  
**David Jeanes**  
**Acting General Manager Community & Customer Services**

**Author:** **Chris Vize**  
**Service Manager Planning Assessment**

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**PURPOSE**

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

**BACKGROUND**

Information on appeals may be found as follows:

**1. Planning and Environment Court**

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

**2. Department of State Development, Infrastructure and Planning (SDIP)**

The DSDIP provides a Database of Appeals (<http://services.dip.qld.gov.au/appeals/>) 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.

**ISSUES**

<b>1.</b>	<b>File Number:</b>	Appeal 1963 of 2009 (MC010715)
<b>Applicant:</b>		<b>JT George Nominees P/L</b>
<b>Application Details:</b>		Preliminary Approval for MCU for neighbourhood centre, open space and residential uses (concept master plan). Cnr Taylor Rd & Woodlands Dve, Thornlands.
<b>Appeal Details:</b>		Applicant appeal against refusal.
<b>Current Status:</b>		The appellant has submitted amended plans that are considered a minor change to the application. Council and other parties are currently considering the amended plans. The matter has been adjourned to 27 March 2015.

<b>2.</b>	<b>File Number:</b>	Appeal 2675 of 2009. (MC010624)
<b>Applicant:</b>		<b>L M Wigan</b>
<b>Application Details:</b>		Material Change of Use for residential development (Res A & Res B) and preliminary approval for operational works 84-122 Taylor Road, Thornlands
<b>Appeal Details:</b>		Applicant appeal against refusal.
<b>Current Status:</b>		The appellant has submitted amended plans that are considered a minor change to the application. The matter has been adjourned to 25 February 2015.

<b>3.</b>	<b>File Number:</b>	Appeal 4521 of 2013 (MCU012995)
<b>Applicant:</b>		<b>D Polzi and ML Polzi</b>
<b>Application Details:</b>		Material Change of Use for a Landscape Supply Depot
<b>Appeal Details:</b>		Submitter appeal against development permit approval.
<b>Current Status:</b>		Listed for review 4 February 2015.

<b>4.</b>	<b>File Number:</b>	Appeal 4564 of 2013 (ROL005669)
<b>Applicant:</b>		<b>Ausbuild Projects Pty Ltd</b>
<b>Application Details:</b>		Reconfiguration of Lots (6 into 259) and Material Change of Use (Dwelling Houses)
<b>Appeal Details:</b>		Applicant appeal against refusal.
<b>Current Status:</b>		Adjourned until 9 April 2015.



<b>5.</b>	<b>File Number:</b>	Appeal 1760 of 2014 (ROL005698)
<b>Applicant:</b>		<b>Ausbuild Pty Ltd</b>
<b>Application Details:</b>		Reconfiguration of Lots (8 lots) and Material Change of Use (Dwelling Houses)
<b>Appeal Details:</b>		Applicant appeal against refusal.
<b>Current Status:</b>		Matter taken to the general meeting of 10 December and is now adjourned to 25 February 2015 to allow parties to undertake the identified actions.

<b>6.</b>	<b>File Number:</b>	Appeal 4191 of 2014 (SB005471)
<b>Applicant:</b>		<b>Villa World Development Pty Ltd</b>
<b>Application Details:</b>		Reconfiguring a Lot (1 into 99 lots)
<b>Appeal Details:</b>		Originating application for a permissible change to the Court Approval 1171 of 2013
<b>Hearing Date:</b>		30 January 2015

**OFFICER'S RECOMMENDATION**


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

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**11.3.3 REDLAND CITY ECONOMIC DEVELOPMENT FRAMEWORK 2014 - 2041**

**Dataworks Filename:** Reports to Council - Portfolio 3 Planning and Development

**Attachments:** [Draft Economic Development Framework](#)  
[Draft Economic Development Framework - Submission Review](#)  
[Draft Redland City Economic Development Advisory Board Terms of Reference](#)

**Authorising/Responsible Officer:**   
**David Jeanes**  
**Acting General Manager**  
**Community and Customer Services**

**Author:** **Douglas Hunt**  
**Principal Adviser Strategic Economic Development**

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**PURPOSE**

The purpose of this report is to seek endorsement by Council of what is recommended to be known as the Redland City Economic Development Framework 2014 – 2041 (Economic Development Framework) (Attachment 1). This document has been finalised after community consultation and feedback based on the original document, the Draft Economic Development Strategy 2014 – 2041 (Draft Strategy), which was authorised for community engagement by Council on June 25, 2014. The feedback and input from the community consultation has been considered on its merit and the Draft Strategy has been amended based on the responses received through that process.

The report outlines the main points from the feedback that was used in the consideration of amendments to the original Draft Strategy. An overview of the community feedback is attached to this report.

**BACKGROUND**

The scope for this project was defined through a project scope management plan that identified the need to review the existing economic development strategy 2008-2012 and develop a new strategy for the city.

In July, August and September of 2014 the Draft Strategy was released for community consultation, which incorporated a number of components including:

- Three community forums held at the Victoria Point, Capalaba and Cleveland libraries;
- Feedback online via Council's website;
- Feedback submission via postal delivery;
- A survey conducted through Council's website; and

- Two business forums organised for the Redlands business community through the Redland City Chamber of Commerce, as part of their submission process to the Draft Strategy.

A total of eight separate written submissions were received either via mail, or electronically. Along with the community and business forums, these were used to inform the final document recommended for Council endorsement. The findings from the feedback were collated, with the key recommendations from the respondents sorted into a key findings section that identified similarities from the responses. Where it was considered appropriate to the overall focus of the city's economic direction these key findings were used, in part, to inform the final document (Attachment 2)

In addition, some components of the Redlands 2030 Community Plan were used as inputs into the Economic Development Framework after the community consultation input and feedback stage. It is recommended that the Community Plan be considered as an input document into this revised Redland City Economic Development Framework 2014 – 2041.

## **ISSUES**

The key deliverable for this project is an Economic Development Framework for Redland City that covers a timeframe of 2014 - 2041 to align with the South East Queensland Regional Plan. The feedback obtained during the consultation phase indicated that the Draft Strategy 2014 – 2041 was a framework for the city's economic growth to 2041, rather than a strategy for the city's economic growth. This was because of the proposed development of more detailed Action Plans and the establishment of an Economic Development Advisory Committee that would undertake more detailed planning around the city's identified key industry and employment growth sectors to facilitate this economic growth. This feedback was considered on merit, with the result being the alteration of the Draft Strategy, to the Redland City Economic Development Framework 2014 – 2041.

The Economic Development Framework is based around three headings and ten sub-sections, as follows:

### **1. Introduction**

- i. Council's Strategic Economic Direction
- ii. Current State of the Economy
- iii. Future State – Key Growth Objectives
- iv. Future State - Key Industry and Employment Sectors

### **2. Overview of the Integrated Approach to Achieving the Economic Vision**

- v. Economic Development Advisory Board Structure
- vi. Sustainable Environment
- vii. Planning and Infrastructure
- viii. Lifestyle and Community wellbeing

### **3. Framework Implementation**

- ix. Action Plans
- x. Implementation Roles and Responsibilities

### *Council's Strategic Economic Direction*

This section of the Economic Development Framework retains the same format and wording used in the Draft Strategy, providing that Redland City Council aims to leverage the unique characteristics of the City in order to build economic capacity and deliver prosperity for the City and its residents. This section was largely left unchanged from the Draft Strategy document, with the exception of the strategic economic direction statement.

The economic direction statement was altered from the Draft Strategy document based on the feedback provided by the city's business community. The revised Strategic Economic Direction statement for the City asserts that:

*“Redlands will be a vibrant, inclusive economy and be the destination of choice for businesses, workers, residents and tourists because of its vibrant, inclusive economy and proactive, innovative and creative approach to business development and expansion.”*

The Draft Strategy stated that the Strategic Economic Direction was:

*“To enhance the economic development of the City by facilitating the attraction, retention and development of businesses in key sectors, leveraging our competitive advantages, including lifestyle and geographic location.”*

### *Current State of the Economy*

The attached Economic Development Framework provides more detail on the overview of the Current state of the economy. One of the key recommendations from the consultation feedback and the findings from the UQ business survey report that has been included in the Economic Development Framework is the need for the City to develop a digital strategy. This need has been identified due to the City's inadequate infrastructure in the area of telecommunications and IT, but also due to the 'digital disruption' that is currently and will continue to affect many sectors of the economy.

Digital disruption is the change that occurs when new digital technologies and business models affect the value proposition of existing goods and services. It is reducing costs in many sectors by allowing customers to undertake more of the tasks previously undertaken by workers (retail, finance and commercial services sectors are some examples where efficiencies have reduced costs).

The completion of a digital strategy should be undertaken as soon as possible, preferably after the adoption of this framework (if Council accepts the recommendation to adopt it), in order to capitalise on the support for a digital strategy received through the consultation feedback process.

### *Future State – Key Growth Objectives*

The Economic Development Framework charts a course, based on four key future growth objectives, which will form the basis of action plans that support economic growth in these areas. Key measurement and reporting around these key objectives will ensure that activities are aligned, tracked and measured against the key growth

objectives. The four key objectives have been revised slightly based on the feedback received during the consultation phase. The key growth objectives are:

- Population Target - 206,000 by 2041 at an annualised average growth rate of 1.2%;
- Number of Jobs - 30,000 jobs to be created in the city by 2041, based on modelling undertaken by the National Institute of Economic and Industry Research (NIEIR);
- GRP Growth - An economy worth \$6.8bn by 2041 based on modelling undertaken by the National Institute of Economic and Industry Research (NIEIR);
- Tourism Growth - to represent 2% of the Redland City economy.

In addition to the key growth objectives, the business community as part of the consultation process recommended the development of stretch targets for the City that would be an addition to the key growth objectives and would aim to boost economic growth over the period to 2041. These stretch targets are designed as additional growth measures, but unlike the key growth objectives, are not specific measurements of economic growth that the Actions Plans will deliver on as part of their measurement and reporting process. The stretch targets are:

- An \$8bn economy;
- Tourism to contribute over 3% of GRP;
- Creation of 40,000 local jobs.

#### *Future State - Key Industry and Employment Sectors*

Redland City's connectivity to the region's major industry and employment hubs of Brisbane, Logan and the Gold Coast will need to be improved if it is to continue enjoying strong employment opportunities for residents. The City will need to become an economy where goods and services are exported from the City, rather than being one driven primarily by local demand population growth. Infrastructure (transport related and telecommunications in particular) will need to be provided to enable this to occur. Growth in population driven industry sectors, such as retail, is a less desirable outcome for the City over the long-run, as it increases the share of low value incomes relative to high value incomes and will potentially detract from the city's competitiveness. The feedback from the community engagement process indicated a need for the City to focus on the growth of value-add, export oriented (outside of the City, not necessarily overseas export focused) industries that provided for a well-educated and high income workforce in order to build sustainable economic growth.

The Economic Development Framework notes from modeling and research undertaken through the Council of Mayors South East Queensland (COMSEQ) by NIEIR for the City, that there are only two areas in the City which demonstrate this export potential. These two nodes (Capalaba and Cleveland) are currently responsible for two thirds of the City's exports. In terms of exports, manufacturing will continue to be the largest generator of exports and due to the nature of the manufacturing businesses, offer the greatest potential for industry clusters to develop. However, the sustainability of this sector will be dependent on currency fluctuations, alongside the competitive indicators mentioned in the attachment.

The other sectors offering potential for export growth in the city and employment for high skilled and highly paid workers are the Financial and Insurances and Professional, Scientific and Technical Services sector due to their ability to offer employees the ability to easily locate in the city, with the preference for Cleveland and Capalaba due to the clustering potential and infrastructure the two centres offer. In addition, high value-add health and the education and training sectors also provide the ability to attract well remunerated, skilled professionals, as well as providing some potential export generation for the City.

Victoria Point is the only other area that will offer significant employment growth opportunities for the City, it is currently not an export driven node and is oriented to support the local (Redland City) community through population growth driven sectors such as retail and construction, with little to indicate that this will change into the future. Despite the potential for export oriented industry and employment growth in Cleveland and Capalaba, Redland City does not have the strategic economic nodes offered by other locations in SEQ, hence connectivity with the strategic hubs of Brisbane, Logan and the Gold Coast will need to be improved in order to ensure that employment opportunities continue to be made available to the City's residents.

Based on current economic output, industry trends, future growth opportunities, council's economic vision and the community consultation process, the Economic Development Framework identifies a number of industry sectors as drivers of economic growth. Economic forecasts and trends for the City indicate continued growth in population serving employment and industry sectors typical of areas like the Redlands that operate as dormitory suburbs to the major cities. Growth in other value-add industry sectors can still occur for the City. However, this growth will be dependent on ensuring the City is well connected to the remainder of SEQ, particularly in terms of transport and telecommunications.

The Economic Development Framework identifies that based on modeling undertaken for the City, employment and industry growth in the healthcare and social assistance sector is forecast to remain strong within the City and at state and national levels. This is due to an ageing population, but also structural changes occurring in the sector which is forcing an expansion in the range of skills required by workers in the sector, into other areas including retail and financial services for example.

Action Plans will be developed for the following identified key industry and employment growth sectors based around achieving the key growth objectives of the framework. The purpose of these Action Plans is to deliver the framework in partnership with industry at an operational level. The identified sectors remain the same as those in the Draft Strategy, with the exception of the inclusion of the rural sector. This sector has been recommended for inclusion based on the historical linkages the sector has had with the City's character. The inclusion of this industry sector came through strongly in the feedback from the consultation process based on this history and the possible future growth that could occur around niche businesses in the sector. It should be noted that forecasting for this sector has not indicated either strong industry or employment growth. However, it was identified that there could be some value-adding with the tourism sector, along with possible export oriented development around small-scale farming and cropping enterprises.

The Action Plans will be developed around the following industry and employment growth sectors (note these are alphabetised both in this report and the Economic Development Framework document and not in order of economic contribution):

- Construction
- Education and training
- Financial and insurance and professional services
- Healthcare and social assistance
- Manufacturing
- Retail
- Rural enterprises
- Tourism

#### *Economic Development Advisory Board Structure*

The key structural difference between the Draft Strategy and the Economic Development Framework is the change from an Economic Development Advisory Committee to an Economic Development Advisory Board. This is proposed to provide a more independent body that will enhance the implementation of the Economic Development Framework and the achievement of its outcomes.

The consultation feedback from the business sector, most notably on the proposed advisory committee, indicated a preference for a board, as it could operate with greater autonomy. The Board will drive engagement and activities in the framework's key industry sectors and ensure activities are aligned to the strategic direction and goals set in the framework. The Economic Development Framework has further information and should be referred to in conjunction with this report.

The Board will oversee the implementation of the Economic Development Framework, including the Actions Plans, and provide advice to the Mayor and Councillors on its progress and any necessary changes in order to enhance the success of the framework. The framework recommends that this Board act in an advisory capacity and that control of any budget associated with the City's economic development (including tourism) remain with Council.

The role of the Board as identified in the Economic Development Framework has generally remained unchanged from the Draft Strategy. Based on the feedback from the consultation process and the draft strategy, the framework identifies that the board will act as the link between Redland City Council and the eight industry and employment growth sectors. It is recommended that the board consist of a Chair, representatives from the eight industry and employment growth sectors and a Council representative (the Mayor, or proxy) who acts as an independent advisor and Council link to the Board, but has no voting authority.

- The attached Draft Terms of Reference for the Economic Development Advisory Board provide detail on the board and its establishment and operational procedures (Attachment 3)

## **STRATEGIC IMPLICATIONS**

### **Legislative Requirements**

There are no legislative requirements that affect the outcome of this report.

### **Risk Management**

Identified risks to successful economic development in the City include:

- Failure to work in partnership with the business community, and other levels of government which will inhibit the delivery of the framework;
- Failure to implement the action plans due to inadequate resourcing;
- Investors continue to bypass Redland City in favour of other areas of Southeast Queensland that offer a potentially better return on investment;
- Perception that the focus on Cleveland, Capalaba and Victoria Point is at the expense of other areas in the City; and
- Time required implementing changes to how economic development is undertaken in the city, particularly in relation to the establishment of a board to oversee the city's economic development.

### **Financial**

A separate budget request may need to be undertaken to fund the Economic Development Advisory Board. In order to provide adequate resourcing for the Board, a budget of up to \$30,000 p.a. is recommended.

### **People**

This may impact upon staff resources within the City Planning and Assessment, Community and Cultural Services and Communications, Engagement and Tourism Groups.

### **Environmental**

There are no identified significant environmental impacts in relation to the Redland City Economic Development Framework 2014 - 2041.

### **Social**

A strong and vibrant economy allows a community to reinvest its wealth back into the society that helped contribute to that growth. The well-being of people, the environment and the economy are intricately linked. A strong and sustainable economy will be integrated and deliver benefits from across a range of sectors, through all parts of the city and across all demographic boundaries.

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

#### *Relationship to Corporate Plan*

The recommendation primarily supports Council's strategic priority of delivering a supportive and vibrant economy. In addition, the Redland City Economic Development Framework 2014 – 2041 will also:

- Provide opportunity for business investment and local employment;
  - Develop a supportive vibrant economy that delivers business opportunities;
  - Promote local jobs;
  - Strengthen the tourism industry.
-



**CONSULTATION**

The development of the Redland City Economic Development Framework 2014-2041 been undertaken by Principal Adviser Strategic Economic Development and SiS Consulting and has required input from the following officers:

- Group Manager Community and Cultural Services;
- Group Manager Communications, Engagement and Tourism;
- Service Manager Strengthening Community;
- Economic Development Coordinator.

**OPTIONS**

1. Endorse the Redland City Economic Development Framework 2014 – 2041 and the establishment of and the Terms of Reference for an Economic Development Advisory Board.
2. Endorse the Redland City Economic Development Framework 2014 - 2041 and the establishment of an Economic Development Advisory Board, subject to amendments.
3. Refuse to endorse the Redland City Economic Development Framework 2014 - 2041 and request further refinement.
4. Refuse to endorse the Redland City Economic Development Framework 2014 – 2041.

**OFFICER'S RECOMMENDATION**

**That Council resolves to endorse the Redland City Economic Development Framework 2014 – 2041 and the establishment of and the Terms of Reference for an Economic Development Advisory Board.**



**Redland City**  
**Economic Development Framework**  
2014 - 2041

## Document overview

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This document has been prepared to highlight key areas of focus for Redland City's business community. It provides a snapshot of our economy as it is now, and provides an insight into exciting opportunities for the future.

Dynamic by its very nature, the Economic Development Framework 2014-2041 highlights the advantages of proactively planning for sustainable economic growth and, to this end, outlines the benefits of creating a formal partnership between Council and the community.

Supporting this overview of the Redland City economy is data from the last Australian Census, along with the 2001 and 2006 Census data,

which provides a robust analysis of the City's economic growth over the past decade. This analysis is important as it highlights key trends occurring in the City's various industry sectors, as well as labour market trends that will have ramifications for our economy moving toward 2041.

Also included is data from a range of other sources including, but not limited to, the Australian Bureau of Statistics, the Australian Department of Employment, Queensland Treasury and Trade, the Australian Workforce and Productivity Agency, Urbis, the National Institute for Economic and Industry Research, and Deloitte Access Economics Industry Trends reports. In addition, SIS Consulting has

undertaken an extensive review of a number of key Council documents, including the Rural Futures Strategy, the Centres and Employment Strategy Review by Urbis (2013), the previous Economic Development Strategy, and the Tourism Strategy. These have all been compiled as part of a separate research compendium that will accompany the Economic Development Framework as a supporting document.

Future industry and employment growth forecasts (to 2041) have been based on modelling analysis and forecasts prepared by Queensland Treasury and Trade, and small area labour forecasts undertaken by the National Institute for Economic and

Industry Research for the Council of Mayors. This data has been factored into the Economic Development Framework future growth forecasts for industry and employment.

The following themes represent the economic Framework for the City to 2041, incorporating feedback from the community during the consultation phase, alongside the research data developed in the draft. This document is designed to be read in conjunction with the research compendium, which forms the background document for the Framework and will be updated on a regular basis as new data and research becomes available.



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# Foreword



## Foreword from the Mayor

Redland City's Economic Development Framework is designed to provide clear direction for business growth and job generation and will guide sustainable growth throughout the City for many years to come.

Rather than taking an ad hoc approach to economic development, the Framework identifies health, education, tourism, manufacturing and construction industries as key areas of focus. It calls for close collaboration between businesses as the catalyst for reaping the greatest benefits – for business and for the Redlands community.

The Framework aims to deliver and measure positive growth for local businesses, along with the employment opportunities that will

inevitably flow from this new level of collaboration. Quite simply, this is the business community's plan for business. It unashamedly encourages new businesses to establish in the Redlands – new business means new jobs for Redlanders.

This hallmark Framework will not only facilitate better business outcomes for our dynamic and evolving community, but also put Redland City on the map as the best place to live, work, do business and invest.

Cr Karen Williams  
Mayor of Redland City



# Introduction





## Introduction

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Redland City is open for business. It's also the perfect place to consider investing. *Redlands – Open for Business and Investment* overview document, *The Queensland Plan*, the 30-year roadmap for the state's growth and prosperity, as well as the South East Queensland Regional Plan have helped set the scene for this 25-year Economic Development Framework for the City.

There are two Principal Regional Activity Centres in the City, namely Cleveland and Capalaba, with Victoria Point consolidating its role since the last Census as a Major Activity Hub for the southern portion of the City, with 26% growth in employment (Urbis, 2013).

The City has enjoyed sustained business growth across a number of sectors since the 2008 strategy, most notably in Professional, Scientific

and Technical Services, Financial and Insurance Services, Health Care and Social Assistance, Accommodation and Food Services.

Redland City Council aims to build on this growth by leveraging its unique characteristics in order to build our economic capacity and deliver prosperity for our City and its residents. We take great pride in the qualities that make the Redlands an attractive place to live and work, and

we want to enhance our economic capacity by also making it an attractive place for local, national and international investors to do business.

This Framework aims to align with our "Open for Business" philosophy and, together with our Economic Vision and Mission statements, will drive the development of initiatives that will increase the economic capacity of our City.

While this Economic Development Framework is Redland City-wide, Council acknowledges the need to develop specific strategies and plans for North Stradbroke Island and the Southern Moreton Bay Islands, which have their own unique characteristics. This will involve Council working in collaboration with local communities, alongside state and federal government agencies and bodies, to deliver economic growth for the City's island communities.



## Economic Framework Summary

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Increasing the City's economic capacity will bring prosperity and increased revenue streams, allowing for increases in funding and programs to improve levels of service, achieve positive environmental outcomes and develop cultural initiatives.

### **A City of Opportunities: an integrated economic approach**

Strong partnerships with the business community are critical to the development of a vibrant, inclusive economy and the positioning of the Redlands as the destination of choice for home-makers, local, national and international businesses, workers and tourists.

Through the establishment of an Economic Development Advisory Board with representatives of each of the City's eight identified future industry and employment growth sectors, Redland City Council will drive engagement and activities in key industry sectors and ensure those activities are aligned to this Framework's strategic direction and goals.

The Advisory Board will oversee the implementation of this Economic Development Framework, including specific action plans, and act as the link between Redland City Council and the City's eight key industry sectors.

It will actively promote Redland City as a great place to live, work, relax and do business.





To meet average annual Gross Regional Product growth of 3% to 2041, this Framework recognises that Redland City will need to substantially boost export-oriented and value-add industries such as Health Care and Social Assistance, and Professional, Scientific and Technical Services, and ensure that jobs growth occurs in those sectors able to provide high-income employment as well as those which are traditionally an employment source for young people. These key industry sectors include:



### Tourism (accommodation and food services)

The Redlands' two gateways to Moreton Bay – Cleveland's Toondah Harbour and Redland Bay's Weinam Creek – have the potential to drive significant tourism and employment development. Having these areas identified as Priority Development Areas will offer the City world-class infrastructure and the ability to boost international tourism, as well as increased visitor numbers, capitalising on the City's positioning between Brisbane and the Gold Coast.



### Construction

Construction remains the City's largest contributor to Gross Regional Product and one of the largest employers. Regional stimulus through government infrastructure and construction investment and local construction activity on new housing estate developments currently underway and the Priority Development Areas at Toondah Harbour and Weinam Creek over the next five years, are expected to counter the challenge of a construction shortfall driven by potentially lower-than-expected south east Queensland population growth.



### Education and Training

This sector of the economy, particularly primary and secondary education, is where Redland City enjoys a competitive advantage and enjoys a strong reputation for quality. Opportunities exist to build on the international student market.



### High Value-Add services

Incorporating services from scientific to architectural, legal and accounting to engineering, advertising, veterinary, IT, banking, credit and insurance, this group of sectors is expected to grow strongly and has the potential to be an even larger export generator for Redland City.



### Health Care and Social Assistance

Growth in the City's largest employment sector is expected to continue above national averages, with the City well-placed to become a leader in health, aged care and medical services, drawing highly educated workers.



### Manufacturing

Manufacturing has the potential to be a leader in terms of continued export potential on the back of new technology, productivity improvements through more capital-intensive work methods and a decline in traditional labour-intensive manufacturing industries. Fluctuation of the value of the Australian dollar, associated with declining commodity prices and historically low interest rates, will potentially assist exports in this sector.



### Retail Trade

While this sector – one of the City's biggest employers, particularly of young people – will continue to be population-serving, potential exists for small, local enterprises to take advantage of the digital disruption affecting the sector nationwide. Rejuvenation of the Cleveland and Capalaba business districts will remain a focus.



### Rural Enterprises

While this sector is one of declining wealth for the City, there has been substantial growth in sub-sectors such as plant nurseries and cut flower production underscoring their potential as export generators.



## Council’s Strategic Economic Direction

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Redland City Council aims to leverage the Redlands’ unique characteristics in order to build our economic capacity and deliver prosperity for our City and its residents.

Redland City’s Strategic Economic Direction will state that:

*Redlands will be a vibrant, inclusive economy and be the destination of choice for businesses, workers, residents and tourists because of its proactive, innovative and creative approach to business development and expansion.*

We want to enhance our economic capacity by also making it an attractive place to do business attracting and retaining local, national and international investment.

Our focus is the development of key industry sectors that can deliver sustainable economic growth and enhance the liveability of our City

through increased employment opportunities, training and skills development for our workforce, together with infrastructure development, investment attraction and an overall increase in the economic capacity of the Redlands.

### Redland City Council’s Role

Council will provide exemplary community leadership, best practice governance and service delivery to enhance Redland City’s social, economic and environmental qualities. Through working in collaboration with the community and the private sector we will increase the prosperity for the City and its residents by developing a culture of innovation and creativity, which encourages the development and retention of existing and new enterprises in the region.



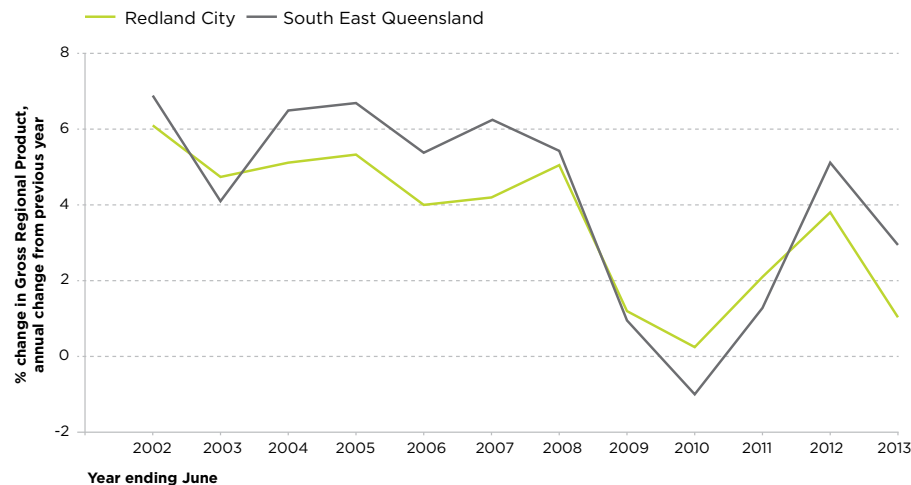
## Current State of the Economy

### Gross Regional Product

Redland City's economy's headline Gross Regional Product (GRP) was \$4,663M in 2013, up from \$4,618M in 2012, or 1.0%. The overall trend reflects the Queensland economy as a whole, which grew by 3.6% during the same period (NIEIR, 2014). **Figure 1** below shows the City's headline GRP since 2002, comparing it with the Queensland Gross State Product (GSP) over the same period.

**Figure 1: Redland City and South East Queensland Headline GRP since 2002**

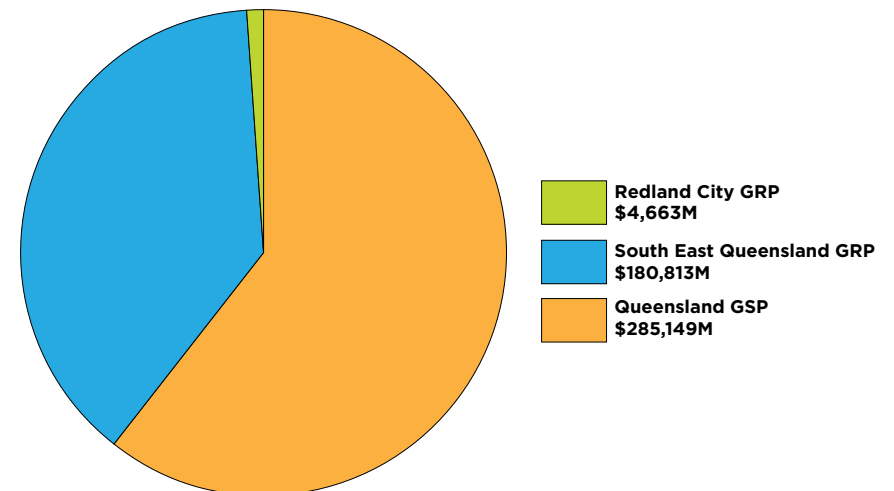
Source: National Institute for Economic and Industry Research, 2013



The City's economy is currently relatively small when compared to the remainder of South East Queensland (2.58%) and the broader Queensland economy (1.64%) (NIEIR, 2014). The City is considered a dormitory region within South East Queensland, with 60% of resident employment outside the Redlands, highlighting connectivity of the City to the region and its huge potential for growth. **Figure 2** below shows the City's contribution to South East Queensland and the Queensland economy using 2013 figures.

**Figure 2: Gross Product comparison Redland City with South East Queensland and Queensland (2013)**

Source: National Institute for Economic and Industry Research, 2014





Another key indicator of the Redlands' economy include its imports and exports, where exports include all sales of goods and services to non-resident households, businesses and organisations outside the City's boundaries, and imports include the sale of goods and services from industries to resident households, businesses and other organisations.

Mirroring state and national trends, Redland City has a deficit of imports over exports. Statistics show that manufacturing was the largest exporting sector in the City, accounting for 51.9% of exports in the 2012/13 financial year. Manufacturing was also the largest importer to the Redlands, amounting to nearly 34.8% of all imports into the

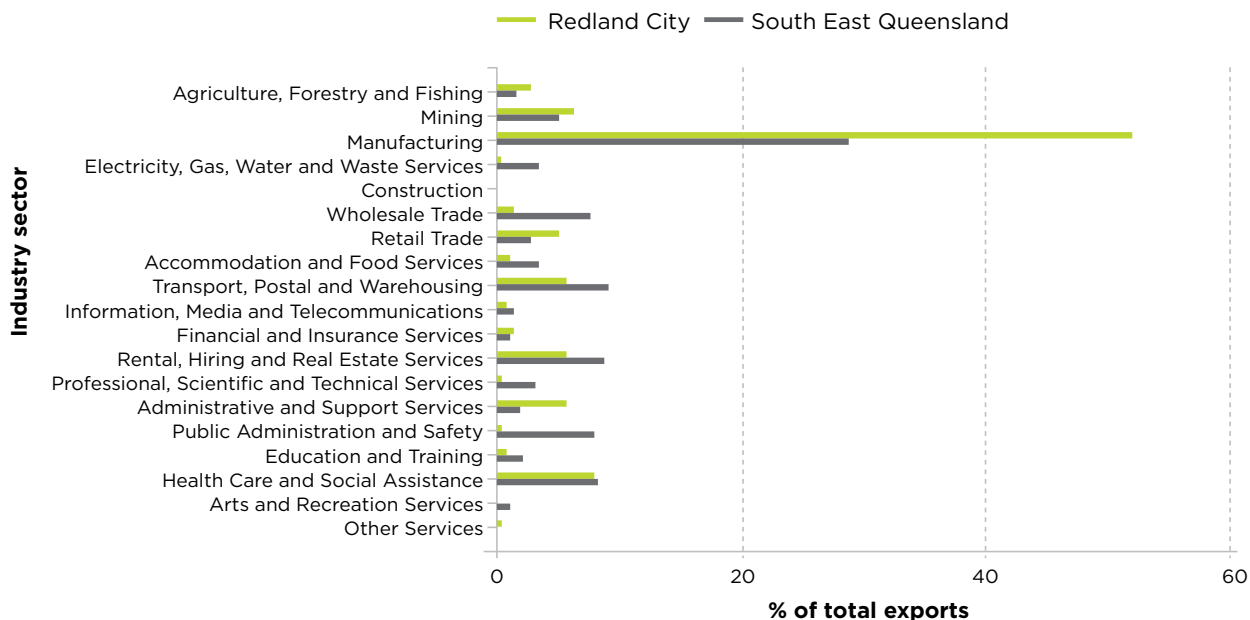
City. **Figures 3** and **4** below provides the City's total exports and imports by sector for 2012/13, comparing them against Queensland.

The data highlights the Redlands' reliance on the manufacturing sector for export income, with the next highest exporting sector in the City being Healthcare and Social Assistance, which accounts for

8.2% of the City's exports, followed by mining at 6.5% (NIEIR, 2014). In order for the City's economy to maintain strong GRP growth over the coming years, it will be essential to lift the amount of goods and services exported outside the Redland City boundaries, rather than relying on growth from population-serving industries as it has traditionally done.

**Figure 3: Total exports by industry sector Redland City and South East Queensland 2012/13**

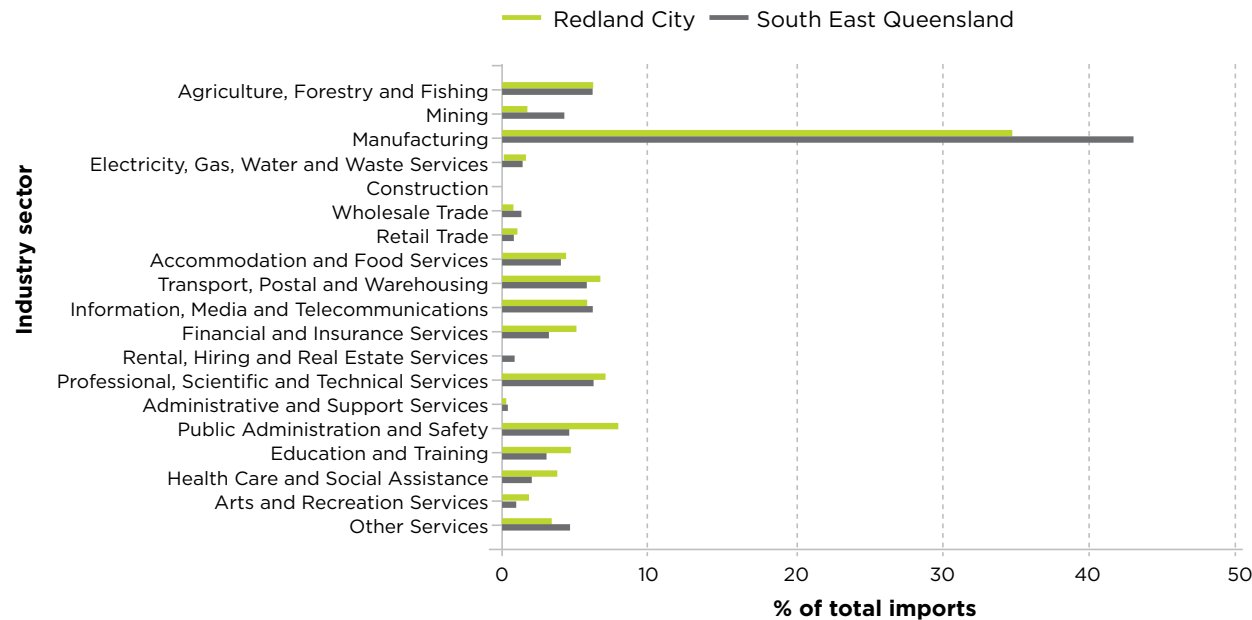
Source: *Economy i.d., 2014*





**Figure 4: Total imports by industry sector Redland City and South East Queensland 2012/13**

Source: *Economy i.d.*, 2014



### Employment by Industry

Redland City had a total workforce of 73,400 in the year ending 2013 with a relatively low unemployment rate compared with the remainder of South East Queensland and the State (NIEIR, 2014). There has been a plateau in the total number of employed residents in the City over the past four years, which has been consistent with a decline in population growth and a demographic trend that has seen a rise

in the non-working age population. This is a trend that is occurring at a regional, state and national level, albeit at a slower rate than that being witnessed in the Redlands. In the City itself, the total number of local jobs numbered 42,093 in 2013, a decline of -3.37% over the previous year and in contrast to the previous decade in which the Redlands experienced an upward trend in the

number of local jobs. The current downward trend is, in part, associated with a lower GRP over the year. The largest employer in the Redland City boundaries by sector is Healthcare and Social Assistance, closely followed by Retail Trade, which combined employ nearly 29% of the workforce. The next largest employer is Construction (11.7%), followed by

Education and Training employing 9.8% of the workforce (ABS, 2011). Combined, these four sectors employ half of the City's workforce, with all but Retail Trade experiencing employment growth since 2006. The strongest growth occurred in the Healthcare and Social Assistance sector, with the employment total rising by nearly 5% since 2006 (NIEIR, 2014).



Employment growth was more subdued across other sectors of the local economy, with declines experienced across a number of sectors (other than Retail Trade), including Wholesale Trade, Agriculture, Forestry and Fishing, Public Administration and Safety. Overall, however, the City's total employment to 2012/13 grew by nearly 2000 from 2007/08 figures (NIEIR, 2014). This is highlighted in **Table 1** below.

**Table 1: Redland City employment total by industry 2012/13 from 2007/08\***

Redland City Industry	2012/13		2007/08		Change 2007/08 to 2012/13
	Number	%	Number	%	
Agriculture, Forestry and Fishing	451	1.1	531	1.3	-79
Mining	282	0.7	238	0.6	+44
Manufacturing	3598	8.5	3259	8.1	+339
Electricity, Gas, Water and Waste Services	297	0.7	294	0.7	+2
Construction	4811	11.4	4759	11.9	+53
Wholesale Trade	1335	3.2	1629	4.1	-294
Retail Trade	6483	15.4	6843	17.1	-360
Accommodation and Food Services	3545	8.4	2480	6.2	+1,066
Transport, Postal and Warehousing	1652	3.9	2136	5.3	-485
Information Media and Telecommunications	566	1.3	448	1.1	+118
Financial and Insurance Services	566	1.3	778	1.9	-212
Rental, Hiring and Real Estate Services	769	1.8	1428	3.6	-658
Professional, Scientific and Technical Services	1652	3.9	1497	3.7	+156
Administrative and Support Services	1756	4.2	1448	3.6	+308
Public Administration and Safety	1910	4.5	1478	3.7	+432
Education and Training	3709	8.8	2767	6.9	+942
Health Care and Social Assistance	6145	14.6	5128	12.8	+1,017
Arts and Recreation Services	737	1.8	640	1.6	+97
Other Services	1826	4.3	2255	5.6	-429
<b>Total Industries</b>	<b>42,093</b>	<b>100.0</b>	<b>40,036</b>	<b>100.0</b>	<b>+2,057</b>

Source: NIEIR, 2014

\* Statistical rounding has been used in this table



## Population

The Estimated Resident Population (ERP) for Redland City was 145,507 in 2012, up from 136,771 since the release of the last Economic Development Strategy in 2008, and up from 115,832 in 2001 (Australian Bureau of Statistics, 2012). Population growth in the City since 2001 has averaged 2.1%; however, growth has slowed considerably since 2009, averaging 1.3% over that period. This trend is in line with the State growth rates over the same period, with Queensland experiencing below-average population growth since 2009. This has had implications for population-serving industries reliant on population growth, such as Construction and Retail Trade and, to a lesser extent, Healthcare and Social Assistance, and Education and Training.

The declining population growth rate could have implications for the City's economy if the downward trend continues, possibly impacting on the Residential Construction sector in particular, which is largely driven by population growth. In addition to the Construction sector, lower population growth will have implications for the Retail Trade sector, where spending is also dependent on population growth as well as disposable and discretionary income. However, a declining population growth rate does allow the City to focus on attracting high value-added employment and export-oriented industry sectors as a way to grow the economy, rather than relying too heavily on population-serving industry and employment growth as has traditionally been the case. **Figure 5** shows Estimated Resident Population growth in the City since 2003, with **Figure 6** showing a graphical representation of ERP change relative to Queensland and Australia over the same period using a percentage comparison.

**Figure 5: Estimated resident population Redland City\***

Source: NIEIR, 2013



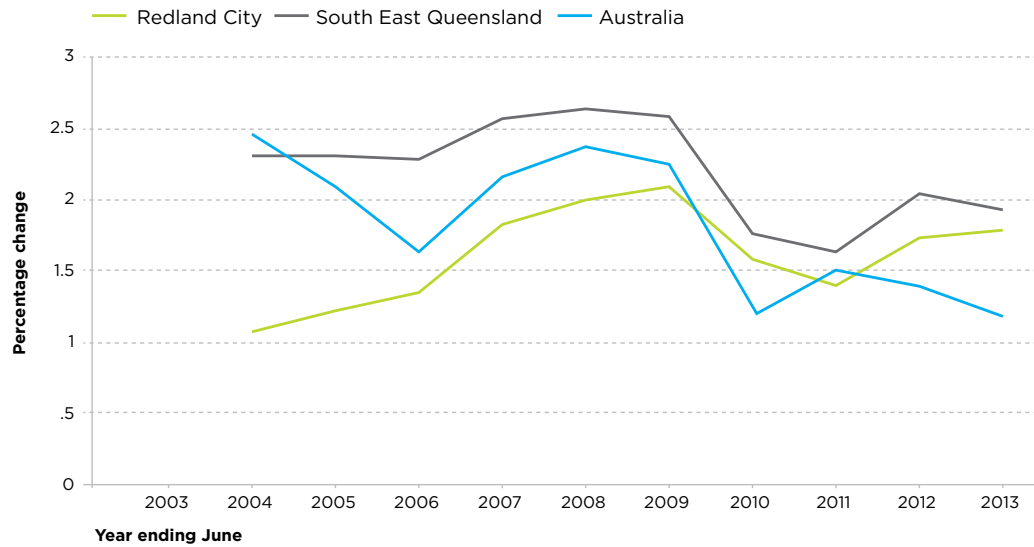
\* Statistical rounding has been used in this figure





**Figure 6: Estimated Resident Population Redland City, Queensland and Australia 2003-2013**

Source: NIEIR, 2014





## Industry Sector Profiles

### Key Sectors Value-add (GRP)

The measurement of the City's GRP is most accurately quantified through value-add, rather than total output by industry. Value-add provides an indicator of how productive an industry is, as it factors input expenditure into the final output figure, highlighting those industries that may have high input costs and hence are not as productive. Between 2007/08 and 2012/13, total value-add in the City increased by \$284.5M.

The Redland City economy is dominated by nine key industry sectors that account for 75% of total output and GRP, providing a moderately diverse economy within South East Queensland. These nine sectors in turn, however, are dominated by four sectors that are generating almost half of economic output and value-add and, with the exception of Manufacturing, are population-serving and driven by population growth. The nine sectors in order of GRP contribution are:

- Construction
- Retail Trade
- Health Care and Social Assistance
- Manufacturing
- Wholesale Trade
- Education and Training
- Professional, Scientific and Technical Services
- Financial and Insurance Services
- Transport, Postal and Warehousing

### Construction

The Construction sector is the largest by total output (sales), accounting for nearly 21% of the City's output and has increased its share since 2006 (NIEIR, 2013). This growth has occurred despite an overall downward trend in residential construction with growth below trend since 2008. However, growth has been below trend since 2008. The Residential Construction sector has experienced prolonged weakness due to subdued demand associated with slower population growth, financing costs and access to finance, and reduced consumer confidence that is yet to return (Westpac, 2013).



### Retail Trade

The Retail Trade sector in Redland City is the third-largest sector by output and the largest employer. The sector generates a large portion of the City's output relative to Queensland, highlighting its relative importance to our economy. It is, however, a sector dependent on the broader economy and is influenced by factors such as population growth, interest rate movements and discretionary spending. The Retail Trade sector in Redland City lost 533 jobs between 2006 and 2011 but there was growth in full-time employment in the sector, notably from food and store-based retailing.

The Retail Trade sector has experienced continued growth since 2011, albeit at a slow pace, however growth was pronounced in October 2013, being 3.4% higher than in October 2012. This upward trend has also been experienced by Queensland over the same period, with the State the third-best performing in Retail in trend growth during that time. Retail growth in the City historically follows State patterns; hence any growth at a State level is expected to be replicated in the Redlands.



### Health Care and Social Assistance

In terms of employment, this sector is now the second-largest in Redland City, accounting for 14.6% of employment (NIEIR, 2013). The output from the sector at \$428.3M in 2012 makes it the sixth-largest sector by output in the City. However, its output has grown by over 30% since 2006. The Healthcare and Social Assistance sector is the largest employer in the Australian economy and is forecast to remain so into the next two decades.



### Manufacturing

Manufacturing is the second-largest industry sector by output yet accounts for only 7% of the City's total workforce and the sixth-largest employer by industry. The sector's large output and its GRP contribution per employee, which is higher than that provided by employees in both the Healthcare and Social Assistance and the Education and Training sectors, underscores the importance of the sector to the City's economy. It is a substantial contributor to the Redlands' economic activity and a large driver of local value-add and exports.

### Wholesale Trade

Wholesale Trade has experienced a decline in output since 2006, reflecting both state and national trends. This is associated, in part, with slowing in certain sectors of the economy on which Wholesale Trade relies. If the data on Wholesale Trade is reviewed from 2001, however, the sector actually experienced an increase in output, growing in real terms over that period to 2012 and again indicating that the current decline is most likely cyclical.

Despite the sector's high output, in terms of employment, Wholesale Trade declined between 2006 and 2012 – an ongoing trend in the City indicating that employment growth in the sector may be over. This is in line with findings from Urbis in 2013, which concluded that the sector would face continued decline in employment to 2031. The disparity between a decline in employment and growth in output can most likely be attributed to improvements in productivity but this is not readily supported by any evidence-based data.





### Education and Training

Education and Training represents 4.4% (\$333.6M) of the City's total output, which is nearly double the Queensland average for the sector and up from 4% in 2006/07 (NIEIR, 2013). The sector is one of the foundation stones of the local economy and is seen as having moderate growth potential in terms of employment to 2031, notably in schools (Urbis, 2013). The sector in the Redlands is heavily biased towards primary and secondary, rather than tertiary education providers; however TAFE Queensland Brisbane's campus at Alexandra Hills plays an important role in the provision of vocational education in the City. In addition, the Nazarene Theological College and UQ Mater Clinical School in Cleveland provide further tertiary education options.

If this sector is to maintain growth, particularly given the importance of the pre-school, primary and secondary education employees to the City – employing 72% of all workers in the sector – the Redlands will need to continue to attract families with children to sustain and, where possible, grow school student numbers.

### Professional, Scientific and Technical Services

This sector is the fourth-highest in terms of output for the Redland City economy, experiencing substantial growth in output from 2006 of more than 76% (NIEIR, 2013). The high output comes from a relatively low employment base, with the sector employing just 4.9% of the City's workforce, ranking it amongst the lowest employing sectors. The sector has high output per worker and is characterised by a well-educated and highly paid workforce (Boedker, 2011).

Within the broader services sector, which employs four out of five Australians and accounts for 70% of the national GDP (Department of Foreign Affairs and Trade, 2013), the Professional, Scientific and Technical Services sector forms part of Australia's five largest services export sectors (DFAT, 2013). Redland City must continue to nurture this sector, not so much for employment-generation, rather for the contribution to the City's output, GRP and productivity growth, in addition to the skills it brings to our community.





### Financial and Insurance Services

The sector employs around 4% of the workforce at a national level, 2.5% at a State level and around 1.5% in Redland City (NIEIR, 2013). It is, however, an important generator of economic activity, accounting for a little over 3% of the City's value-add, or more than three times the amount of the Agriculture, Forestry and Fishing Sector (NIEIR, 2013).

This sector's importance to the City needs to be considered not just from the output and GRP contribution, but also from the high skills base it employs. Nearly 40% of workers in this sector hold a Bachelor Degree or higher, with a low proportion of part-time workers (16%) and a higher proportion of female workers (53%). In Redland City, the age profile is skewed towards the 45+ age group (55%), which is in contrast to the national figure where 29% of workers are in this age category (NIEIR, 2013).

### Transport, Postal and Warehousing

Transport, Postal and Warehousing accounts for 5% of the City's output, or \$378.8M (Economy id., 2013). Although the sector's percentage of output has declined (from 6.6% of total output in 2006/07), it has managed to increase its output since 2006 (NIEIR, 2013). Urbis forecasts continued decline in the Redland City Centres and Employment Review, 2013, mostly due to the lack of access to major transport routes compared with other locations within South East Queensland, such as Logan and the Trade Coast of Brisbane. Employment has declined, although by only a marginal amount.





The above sectors, aside from Wholesale Trade and Construction, have all increased their value-add and total output contribution to the local economy over the five-year period to 2012. The sectors with the strongest value-add growth in that period have been Healthcare and Social Assistance, Retail Trade, Professional Scientific and Technical Services, Financial and Insurance Services, and Education and Training. The decline in Construction's GRP has been in contrast to its growth in total output, reflecting a decline in productivity to 2012.

The remaining 10 four-digit Australian and New Zealand Standard Industrial Classification sectors, although accounting for just 25% of the City's GRP, still play an important role in the economic growth of the Redlands. This importance relates to their contribution to employment, as some of them such as Accommodation and Food Services, and Other Services, are substantial employers.

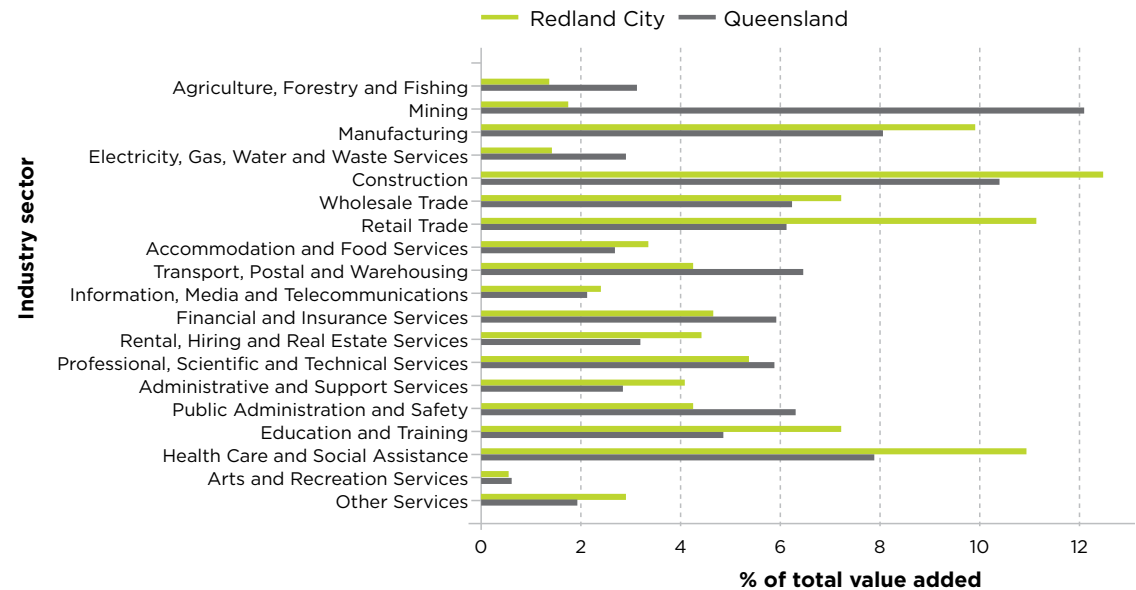
**Figure 7** provides an overview of value-add by industry sector in Redland City compared to Queensland as a whole, highlighting the differences between the key sectors of the State and local economy and the reliance locally on population-serving industries. The main differences between industry sector value-add in the City and Queensland was that:

- Retail Trade accounted for a larger percentage of value-add in Redland City (11.1%) compared to Queensland (6.2%)
- Health Care and Social Assistance accounted for a larger percentage of value-add in Redland City (10.9%) compared to Queensland (7.9%)
- Education and Training accounted for a larger percentage of value-add in Redland City (7.2%) compared to Queensland (4.9%)
- Mining accounted for a smaller percentage of value-add in Redland City (1.8%) compared to Queensland (12.1%).

The largest growth sectors for value-add in the Redlands were in the Healthcare and Social Assistance and Retail Trade sectors, growing by \$91M and \$60M respectively between 2008 and 2013.

**Figure 7: Value-added by industry sector 2012/13 Redland City and Queensland**

Source: *Economy id, 2014*



Economic activity in the City is driven by a few sectors of the economy, three of which (Construction, Retail Trade, and Accommodation and Food Services) are largely driven by population demand and subject to factors such as interest rate movements, consumer and investor sentiment and unemployment and are hence subject to fluctuations depending on the business cycle. It is important for the City to continue to pursue the development of a diversified economy in order to avoid over-reliance on industries that are population-driven.



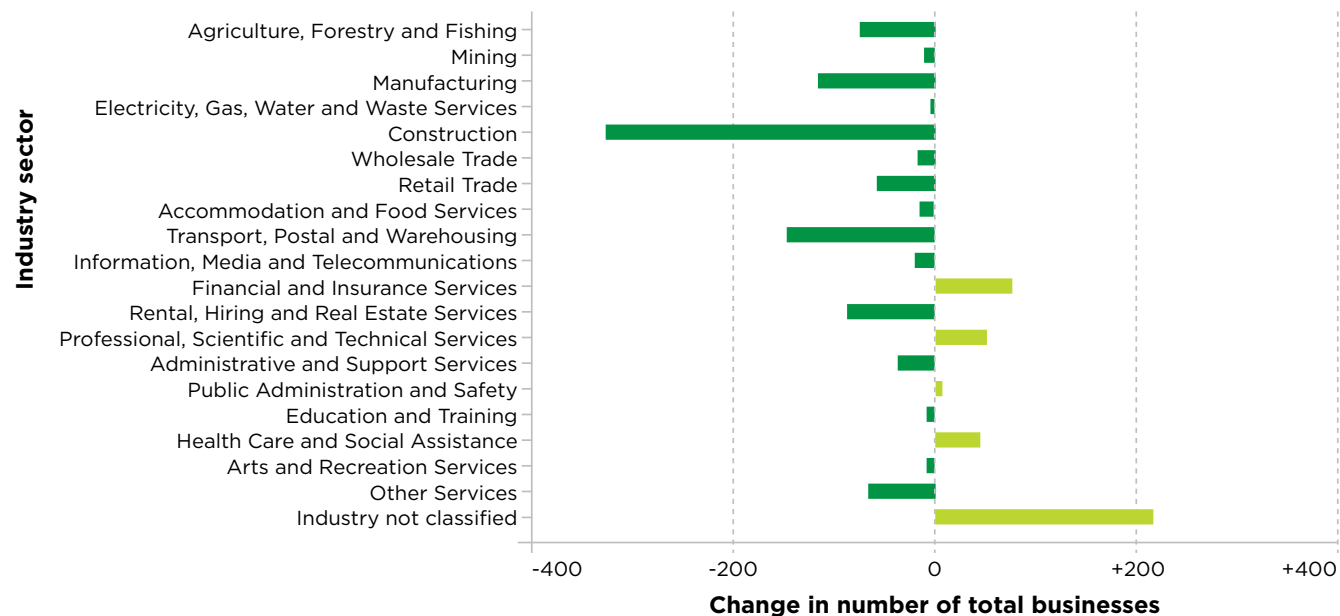
## Registered Businesses

There were 11,271 registered businesses in Redland City in 2013, which represented a decline of 604 businesses compared with 2009. The sector with the largest number of registered businesses was Construction, which accounted for 23.4% of all registered business and which is higher than the State percentage. This highlights the dominance of the sector in the Redlands however there was a decline in the registered number of businesses in this sector between 2009 and 2013, in line with lower population growth over that period.

**Figure 8** highlights the change in registered businesses in the City between 2009 and 2013. There was noticeable growth over that period in the number of registered businesses in Healthcare and Social Assistance, Professional, Scientific and Technical Services, and Financial and Insurance sectors.

**Figure 8: Change in registered businesses by industry sector 2009-2013**

Source: NIEIR, 2014



The City's key centres of employment are Capalaba (which accounts for 26.9% of the workforce), closely followed by Cleveland (23.9%) and Victoria Point (10.5%). Employment activity in these centres is clustered around industrial parks, retail centres and, in the case of Cleveland, the medical precinct with three centres located along transport routes. The growth of Victoria Point, in particular over the past decade, has been largely in response to growing population in the southern half of the City and, as such, is dominated largely by businesses and employment associated with the Retail Trade sector.



## UQ Business Survey

The University of Queensland 'Growing Business in the Redlands' survey 2014 was undertaken to analyse the extent to which businesses in the city are using innovative practices to underpin their growth and increase value add to the city's economy. The survey is a first for Redland City and follows on from similar surveys conducted at a State level by the University of Queensland and Brisbane City.

This study was initiated through the University of Queensland Business School. Discussions between the University researchers, Redland City Council and the Chambers of Commerce revealed a need for the Redlands to focus efforts on maturing its economy to generate wealth and high-value employment. The ultimate goal is to foster a self-sustaining economy, rather than a mere dormitory suburb of Brisbane.

While this goal is clear, the means to achieve it are not. A previous strategic plan had a long list of actions but to execute all of these requires time and resources beyond those available to Redland City Council. The objective of this study was to find the most significant levers for economic growth that are in the domain of Council.

The conclusions of the survey, which are based around best-practice outcomes from the Queensland Innovation Survey, the Brisbane City Innovation Survey and

research from the United Kingdom and the United States, recognise that the post-Global Financial Crisis years have been challenging for local businesses. In addition, it found that local government has little control over these exogenous factors. However, there were three key areas in which Council could play a role in the economic development of our City.

These three areas are:

- i. **High-Performance Internet** – Redlands is behind in the digital economy and needs to catch up to retain its best businesses and attract new business. It is recommended that a stand-alone digital economy strategy for the City be developed as a means of identifying opportunities to facilitate infrastructure development required to assist in growing the digital economy.
- ii. **Planning to Support Business Growth** – there is a need to ensure sufficient office and business space and road arteries to access key economic partner areas throughout South East Queensland.
- iii. **Two-way Communication with Growth Businesses** – it is imperative to identify high-growth firms and large employers. The City must also keep lines of communication open in order to establish and maintain relationships with these firms at key growth cycles.

The survey report recommended that Council concentrate on growing existing businesses in the City rather than developing a strategy of trying to attract new businesses.





## Future State - Key Growth Objectives

There are four key growth measures which can provide the broad economic objectives for the Redlands to 2041. These objectives are:

### Population Target

Redland City will have a population of 206,000 by 2041 with annualised average growth of 1.2%, as forecast by Queensland Treasury and Trade.

### Number of jobs

30,000 jobs will be created in the City to 2041, with a workforce of 74,000 people.

### Gross Regional Product growth

The Redland City economy will be worth \$6.8B by 2041.

Council's ability to influence GRP is limited but it can maximize opportunities through the following levers:

- Increased government consumption

- Facilitate exports by leveraging connectivity to the South East Queensland economy, notably Brisbane, due to its economic dominance in the region (Brisbane generates 52% of Queensland's economic activity)
- Develop a digital strategy to assist in leveraging the growth in knowledge-based industries
- Lobby the State and Federal Government for expansion of a high-speed broadband network across the City
- Identify high-growth potential businesses and faster open lines of communication with them to facilitate growth where possible
- Revitalise the City's business centres of Cleveland, Capalaba and Victoria Point (as recognised in the Redlands

2030 Community Plan, Cleveland Master Plan and Capalaba Master Plan)

- Continue partnering with organisations such as COMSEQ and RDA Logan-Redlands on investment attraction initiatives, and attracting infrastructure funding and development, as well as major project funding.

### Tourism growth

A target of 2% of total economic output, which is less than the Australian average (Australian Department of Resources, Energy and Tourism, 2014). It is noteworthy that there has been above-trend growth for the sector in the Redlands over the past decade.

Tourism is currently 1.4% of the City's total output; the Australian average is 3%. This is a sector where growth is dependent on the strength of the broader economy as well as infrastructure development, amenity improvement and investment attraction to encourage expansion of existing products and the development of new ones.

### Future State - Key Growth Stretch Targets

There are three Stretch Targets that will be used as additional economic growth objectives for the City to 2041:

- Creation of 40,000 local jobs.
- An \$8b economy by 2041
- Tourism to contribute over 3% of GRP.



## Future State - Key Industry and Employment Sectors

Redland City is located within South East Queensland and it is important to improve its connectivity to the region's major industry and employment hubs of Brisbane, Ipswich, Logan and the Gold Coast to maximize strong employment opportunities for residents.

If the City is to continue to attract high-skilled and high-paid employment, it will need to ensure that goods and services are exported both within and from the City rather than being driven by local demand-driven population growth, and that infrastructure is provided to enable this to occur. Growth in population-driven industry sectors such as Retail Trade is a less-desirable outcome in the long-run as it increases the share of low-value incomes relative to high-value incomes, and will potentially detract from the City's competitiveness.

Regional population growth will provide for only 20-30% of the employment necessary to sustain a given level of population growth, including the provision of education, health and administrative services required by the local community. The remainder of employment growth will need to come from businesses providing goods and services to other areas within and outside the City. In

order to achieve export outcomes, businesses will need to be competitive and profitable, be able to achieve high productivity per hour worked through lower cost, have access to appropriately skilled labour (that meets business needs), have access to a portion of high-technology industries that attract skilled labour, have access to suitable industry clusters and supply chains that provide quality, cost-competitive goods and services inputs, and also have suitable access to transport and logistics infrastructure (NIEIR, 2014).

There are only two areas in the Redlands that demonstrate this export potential and they are currently responsible for two-thirds of the City's exports – Capalaba and Cleveland. In terms of exports, Manufacturing will continue to be the largest generator and, due to the nature of established businesses, also offers the greatest potential for industry clusters to develop. However, sustainability will be

dependent on currency fluctuations, alongside those competitive indicators mentioned above. The other sectors offering potential for export growth and employment for high-skilled and highly paid workers are the Financial and Insurances, and Professional, Scientific and Technical Services sectors due to their ability to offer employees the ability to easily locate in the City, with the preference for Cleveland and Capalaba due to their clustering potential. In addition, the high value-add Healthcare and Education and Training sectors also provide the ability to attract well-remunerated, highly skilled professionals in addition to providing potential export generation for the City.

Victoria Point will also offer significant employment growth opportunities for the City, however it is currently not an export-oriented node and its primary role at present is to support the Redland City population through population-growth driven sectors

such as Retail Trade and Construction. There is little to indicate that this will change into the future. Despite the potential for export-oriented industry and employment growth in Cleveland and Capalaba, Redland City does not have the strategic economic nodes offered by other locations in South East Queensland, hence connectivity with the strategic hubs of Brisbane, Logan and the Gold Coast will need to be improved in order to ensure that future employment opportunities are made available to the City's residents. Based on current economic output, industry trends, future growth opportunities and Council's economic vision, this Framework identifies a number of industry sectors as drivers of growth. Growth forecasts and trends for the City indicate continued growth in population-serving employment and industry sectors typical of areas such as the Redlands that presently operate as dormitory suburbs to major cities.



Growth in other value-add industry sectors can still occur, however this growth will be dependent on ensuring the City is well-connected to the remainder of South East Queensland, particularly in terms of transport and telecommunications.

Growth in nearly all areas of the economy will be affected by digital disruption which is increasingly reducing costs by allowing customers to undertake more tasks, and this has been noticeable in areas such as Retail Trade, Finance and Insurance, and Commercial Services sectors. Employment and industry growth in the Healthcare and Social Assistance sector is forecast to remain strong within the City and at state and national levels due to an ageing population, but there are also structural changes occurring in the sector forcing an expansion in the range of skills required by workers into other areas like Retail Trade and Financial and Insurance Services, for example. **Table 2** provides the projected employment growth in the Redlands by sector to 2041, highlighting the continued reliance on the traditionally strong industry and employment sectors of the City.

**Table 2: Projected employment growth by industry Redland City and SEQ 2011-2041\***

Projected employment growth by industry (2011 to 2041)							
ANZSIC	2011			2041			2011-2041
	Redland City		SEQ	Redland City		SEQ	Redland City
	Workers	%	%	Workers	%	%	Workers
Agriculture, Forestry and Fishing	420	0.9	3.0	587	0.8	3.0	168
Mining	289	0.6	2.1	480	0.7	2.5	192
Manufacturing	3836	8.6	2.7	5881	8.0	2.9	2045
Electricity, Gas, Water and Waste Services	332	0.7	1.9	453	0.6	1.9	121
Construction	5303	11.8	3.6	9491	12.9	4.2	4188
Wholesale Trade	1574	3.5	2.5	1908	2.6	2.5	334
Retail Trade	6912	15.4	3.9	8265	11.2	3.5	1353
Accommodation and Food Services	3506	7.8	3.1	6421	8.7	3.0	2915
Transport, Postal and Warehousing	1440	3.2	1.7	2705	3.7	1.8	1265
Information Media and Telecommunications	597	1.3	2.6	681	0.9	2.5	83
Financial and Insurance Services	774	1.7	1.5	835	1.1	1.5	61
Rental, Hiring and Real Estate Services	873	2.0	2.8	1514	2.1	2.7	641
Professional, Scientific and Technical Services	2353	5.3	1.9	4151	5.6	1.9	1799
Administrative and Support Services	1858	4.2	3.3	3230	4.4	3.2	1371
Public Administration and Safety	1773	4.0	1.7	2804	3.8	1.6	1031
Education and Training	4198	9.4	3.2	7950	10.8	3.0	3752
Health Care and Social Assistance	6154	13.7	3.1	12276	16.7	2.8	6122
Arts and Recreation Services	512	1.1	2.0	910	1.2	1.9	397
Other Services	2061	4.6	3.3	3001	4.1	3.0	940
<b>Total Redland City</b>	<b>44,765</b>	<b>100.0</b>	<b>2.8</b>	<b>73,543</b>	<b>100.0</b>	<b>2.8</b>	<b>28,778</b>

Source: NIEIR, 2014

\* Statistical rounding has been used in this table



Separate Action Plans will be developed for the following identified key industry and employment growth sectors based around attaining the key growth objectives of the Framework. The purpose of these Action Plans is to deliver the Framework in partnership with industry at an operational level. The Action Plans will be developed around the following sectors:



## Construction

As one of the four pillars of the Queensland Government, the Construction sector could potentially benefit from increased focus by the State on growth however the industry is still driven by numerous factors that lie outside the scope of governments to control. Locally, growth will need to be driven by investment projects, as residential construction may continue to be subdued due to lower than historical average population growth.

Employment in the Construction sector is forecast to grow at a slower rate than the average for other industry sectors. The sector has strong alignment with a number of other key industry sectors, notably Retail Trade, Manufacturing, as well as Wholesale Trade, and Professional, Scientific and Technical Services. Within the sector, opportunities will exist for labourers, structural construction tradespeople and plumbers in particular. There will also be strong demand for building and engineering technicians, construction, distribution and production managers, and mobile plant operators.

*Within Redland City the flow on from government infrastructure and construction investment regionally, local construction activity on new housing estate developments currently underway and the Priority Development Areas at Toondah Harbour and Weinam Creek over the next five years, are all expected to help counter the challenge of a construction shortfall driven by potentially lower-than-expected south east Queensland population growth.* The sector is currently the City's largest contributor to GRP and one of the largest employers, and is a foundation stone of the local economy. The Construction sector's contribution to GRP is forecast to remain similar to current levels, with the possibility of a slight decline due to slower activity associated with lower forecast population growth.

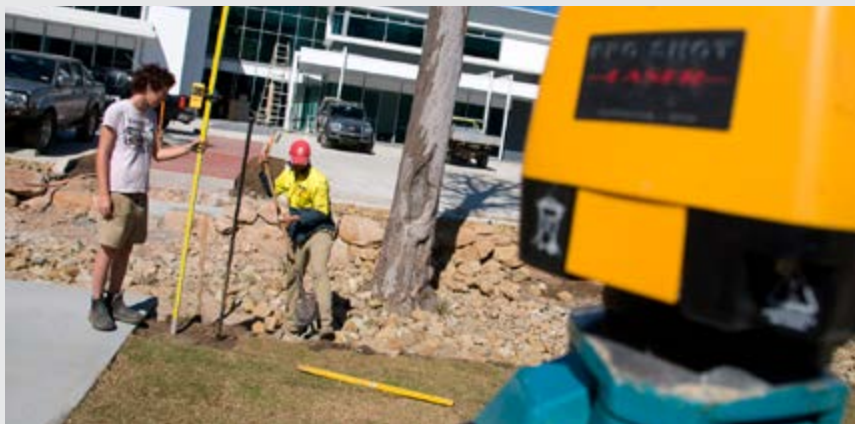
## Education and Training

This sector covers pre-school education, primary and secondary education, tertiary, adult and community education, along with flying and driving education and education support services. *The sector is one of the key employers for the Redlands and an important generator of economic activity, with forecast potential as an export generator, in line with national trends.* The sector has the highest proportion of any of the ANZSIC sectors in terms of people employed with post-school qualifications and the lowest proportion of workers with no formal post-school qualifications.

Growth in this sector is expected to be particularly strong for primary and secondary school teachers and it is expected that workforce planning will be required in order to ensure a balance between supply and demand. In Redland City, this sector of the economy, particularly in the sub-sectors of primary and secondary education, is an area where the City enjoys a competitive advantage and enjoys a strong reputation for the quality of its schooling. Future growth in this sub-sector is forecast to come from continued growth in families moving to the area (associated with the schooling), and also potential growth in international students who wish to use Australian schools as a conduit to the tertiary sub-sector.

In the tertiary sub-sector, the Redlands will need to work with providers such as the Nazarene Theological College, TAFE and, where possible, attract other faculties to the City in addition to the UQ Mater Clinical Nursing School, as a way to grow into the future. The City will also need to ensure that vocational education and training options are provided to cater for the needs of those sectors that are reliant on trainees and apprentices, such as Construction, Retail Trade, Manufacturing, Accommodation and Food Services, which are also the strongest contributors to economic activity. This will ensure that opportunities are provided and will also meet the needs of the City's employers.





### Financial and Insurance and Professional, Scientific and Technical Services

These sectors have been incorporated due to the similarities in the employee skill requirements, the fact they are relatively small in size and the high value-add that they provide to the economy. The Financial and Insurance sector's contribution to economic growth is forecast to grow over the next 25 years and is noted as a potential wealth generator due to the high value-add per employee it currently enjoys (which is nearly 10 times that generated by the Accommodation and Food Services sector).

Incorporating a range of services from scientific to architectural, legal and accounting services to engineering services, advertising, statistical services, veterinary services and computer system design services, banking and credit services, as well as insurance services, these sectors have experienced strong growth in the City (and nationally), albeit coming from a low base. *They are expected to continue to grow strongly over the coming decade, with increased demand for expertise both in Australia and throughout the wider Asia-Pacific region.*

*The Professional, Scientific and Technical Services sector in particular has potential to be an even larger export generator for the City due to the nature of its associated occupations and the output generated.* In addition, this sector has the most value-add per worker in the Redlands, a trend mirrored on a State and national scale and one that the City needs to encourage if it is to realise future growth potential and subsequent contribution to GRP.

### Healthcare and Social Assistance

This industry sector is now the largest by employment at national, state and local levels. Growth can be attributed to the ageing population, population growth, societal changes and increased health-related problems such as diabetes and obesity.

Growth is expected to continue above national averages in all employment categories of the sector, with some areas of employment expected to show significant demand driven-growth. There will be high demand for general practitioners, aged and disabled carers, registered nurses, nursing support and child-carers. In Redland City, there is potential to specialise in aged care – currently, the City's median age is 6 years above state and national trends and this gap is forecast to widen out to 2041. The sub-sector has enjoyed strong growth in employment and output since 2006.

The Healthcare and Social Assistance sector has one of the most highly educated workforces in the economy, with over three-quarters of employees holding post-school qualifications, and two in five workers holding a Bachelor Degree or higher. This is expected to continue over the next decade, as demand for skilled workers continues and intensifies, associated with the increased use of technology and increased specialisation. In addition to Bachelor and higher degrees, growth is also expected in Vocational, Certificate and Diploma qualifications. *Growth in the sector is expected to be realised through demand for skills in the areas of primary medical care, diagnostic and allied health fields, and also in child, aged and residential care.*





## Manufacturing

Manufacturing is forecast to continue to be one of the foundation stones of the Redlands economy over the coming two decades, and has the potential to be a leader in terms of continued export potential, with ongoing structural repositioning due to changes associated with technology, productivity improvements through more capital-intensive work methods, a decline in traditional labour-intensive manufacturing industries, and trend of the Australian dollar.

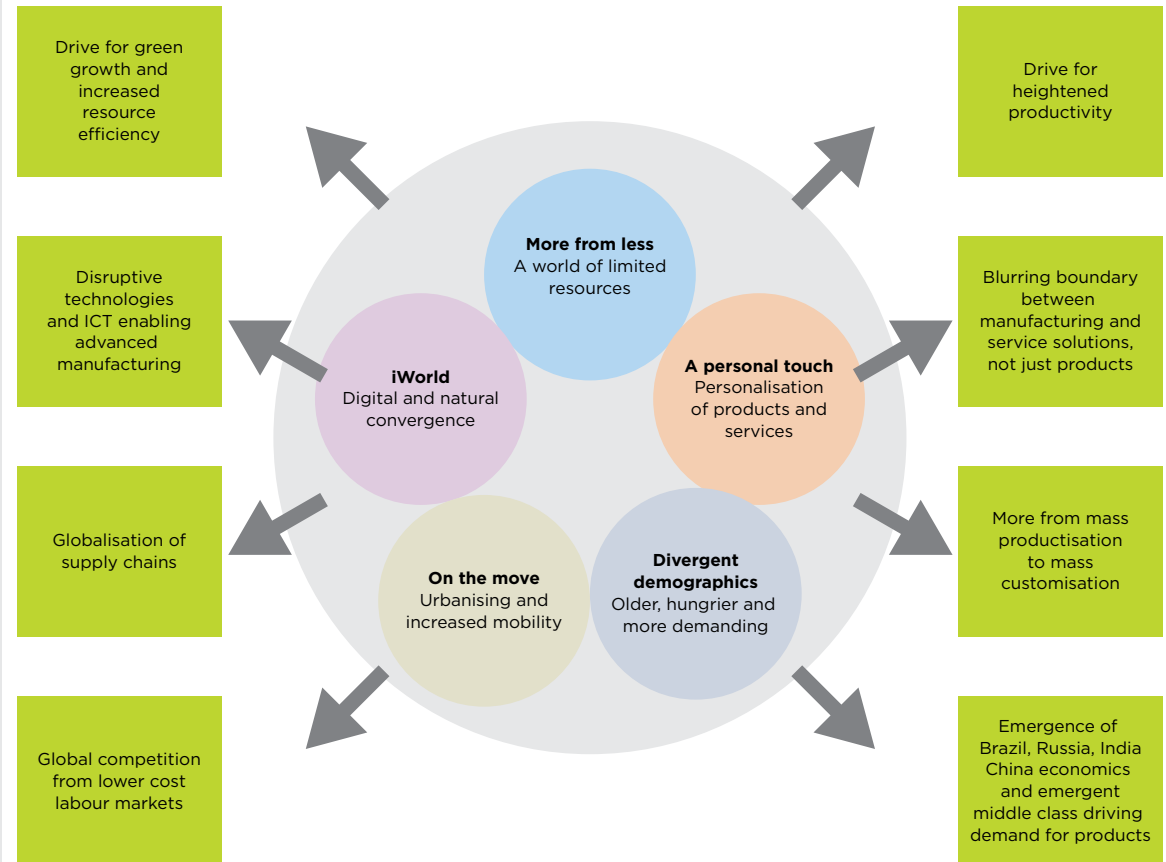
The strongest sub-sector will be associated with food, beverage and tobacco products, followed by machinery and equipment and petroleum, coal, chemical and rubber products. In Redland City, the major sub-sectors are food and beverage products, followed by machinery and equipment, and primary metal and metal product manufacturing. *The City is well placed to take advantage of the expected growth in these key sub-sectors courtesy of forecast increased demand from Asia.*

Deloitte (2013) found that Australia is well-placed to take advantage of the growth expected in food (and beverage) processing that will occur as a result of the growth in middle-income classes across the Asia-Pacific region in particular, combined with the expertise that Australia has in food processing and its reputation for quality products. Australia (and notably South East Queensland) is well-positioned to take advantage of opportunities in Asia due to location and the ability to focus on becoming a key player in global value chains, in addition to Asian domestic demand.

**Figure 9** provides a summary of the global trends that will impact on the sector and the advantages that Redland City can attain by continuing to build its export strength in this sector.

**Figure 9: Commonwealth Scientific and Industrial Research Organisation global trends impacting on manufacturing**

CSRIO 2012





## Retail Trade

Retail Trade has consistently been the City's major employment sector and one of the major sectors for output, a trend that is mirrored nationally where the sector accounts for 10.5% of the workforce and 4.8% of national output. The majority of workers in this sector are employed by large enterprises (200+), followed by small-scale organisations (<20).

The majority of employees (74%) are under the age of 45 and employed part-time (48%), trends consistent nationally and at a state level. These trends are forecast to continue, in conjunction with a continuation of the trend towards part-time and casual employment, consistent with changing consumer trends in the sector and associated with shifts to online retailing. Currently online retailing in Australia accounts for less than 5% of all transactions.

Demand for skills and qualifications in this sector has traditionally been weak, with a large proportion of the workforce consisting of students, school-leavers and part-time workers. Nearly two-thirds of workers hold no post-school qualifications, a trend that is expected to continue in the short-term, however, increasingly this will change as demand for skilled and qualified workers grows, associated with structural changes to the sector. This will be particularly the case with retail managers, of whom almost half currently hold no post-school qualifications. *The sector will continue to be population-serving but potential exists for small, locally based enterprises to take advantage of the digital disruption occurring.*

## Rural Enterprises

This is a key pillar of the state and national economies due to its output and export-generating activities. The sector contributes 2.5% of value-add nationally, and 1.6% of total output in the Redlands. The sector is one of declining wealth for the City but there has been substantial growth in a couple of industry sub-sectors such as nurseries and cut flowers (50%), followed by vegetable production (from a far smaller output base). *The nurseries and cut flowers sub-sector shows the greatest potential to be an export-generator and drive future value-add.* Poultry production has declined over the period to 2012, down by nearly 22,000,000 slaughterings since 2006, with further forecast declines due to a large number of exits in the industry.

Future employment growth in this sector will demand far greater educational qualifications due, in part, to its increasingly capital-intensive nature and also growth in export demand necessitating a knowledge and skills base around farm management, which is forecast for the farm managers occupational category (Australian Workforce and Productivity Agreement, 2013). In addition, the number of professionals employed is forecast to increase in line with the sector's structural changes and an increasing focus on overseas exports (AWPA, 2013). *This growth may not be pronounced in Redland City due to the ongoing structural changes occurring; however there is some growth potential in small-scale farming and cropping enterprises that focus on exporting outside the City's boundaries.*





## Tourism

Tourism is not a classified ANZSIC sector, with Accommodation and Food Services being the most relevant classification. However other sectors such as retail, rental, hiring and real estate services, arts and recreation services and a range of other services also contribute to economic activity and employment generation associated with tourism, albeit to a lesser extent than the accommodation and food sectors. Tourism economic activity is measured by the Australian Bureau of Statistics through satellite accounts that provide a detailed breakdown of the sector's contribution to the local economy – it generates 1.4% of the City's GRP and 4.5% of total industry employment.

The Accommodation and Food Services sector is one of the City's major employment generators, a trend seen on national and state levels, with around 6% of the City's workforce employed in this area. The sector has enjoyed employment growth above national averages over the past eight years, however growth has been subdued since 2011.

The sector is dominated by small enterprises, which employ over 50% of the City's workforce, with the remaining workforce employed by medium-sized enterprises. This growth is expected to continue to be dominated by small enterprises as the barriers to entry are less prohibitive than other sectors where financing and market barriers play a role in the entry and exit of firms.

Future employment growth in this sector will continue to be dominated by part-time employment and it will continue to be a major employment generator for those entering the labour market. Post-school qualifications will continue to be of less relevance than in other sectors due to the nature of the industry, however, some growth is expected for those holding Certificate and Diploma qualifications, and for managers upskilling to Bachelor Degree or higher qualifications.

In the Redlands, the Accommodation and Food Services sector is a foundation stone of the local economy and is forecast to continue to play a role in the growth of the broader tourism industry due in part to the City's proximity to the Brisbane and Gold Coast markets, and the expected growth in these markets particularly from overseas tourists.

It is important to note that future growth in population (or demand-driven) sectors such as Construction, Education and Training, and Retail Trade will potentially be curtailed by lower projected population growth to 2041.



# Achieving the Economic Vision





## Overview of the Integrated Approach to Achieving the Economic Vision

Redland City Council has a number of key priorities that could contribute to or impact the economic development of our City. We understand that having an integrated approach to actions and activities relating to these priorities is crucial.

In particular, strong partnerships with the business community are critical to developing the economic capacity of the Redlands. We will embrace an integrated approach to economic development through an engagement structure that incorporates the key elements of the Economic Development Framework, as well as key priority areas for Council including;

- stakeholder partnerships
- key industry sectors
- sustainable environment
- planning and infrastructure
- lifestyle and community wellbeing.

The degree to which these priorities intersect and interact with

Council's Economic Development Strategic Direction will determine the success of the Framework and associated action plans.

In addition to these key elements, there is an important structural element that will enhance the implementation of the Framework and the achievement of its outcomes, namely the establishment of an Economic Development Advisory Board.

The Board will drive engagement and activities in key industry sectors and ensure activities are aligned to the Framework's strategic direction and goals.

The centerpiece is Redland City Council's Economic Development

Strategic Direction which aims to ensure that: *Redlands will be a vibrant inclusive economy and be the destination of choice for businesses, workers, residents and tourists because of its proactive, innovative and creative approach to business development and expansion.*

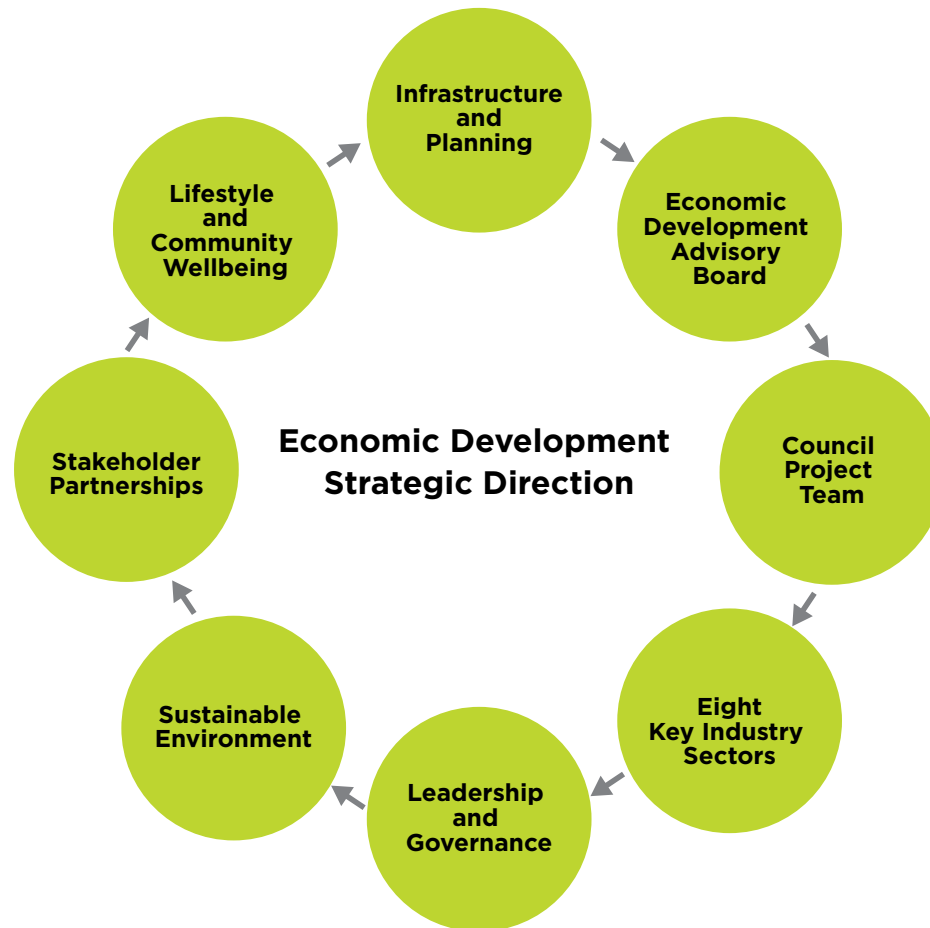
This Framework recognises the importance of each of Council's key priorities and elements, and the potential impact these could have on the Economic Development Framework. Aligning activities in key priority areas with Council's Economic Development Strategic Direction, and measuring their economic impact, will also assist Council to achieve its key economic growth objectives.

At the same time, aligning key priorities with the Economic Development Strategic Direction will ensure that Council's mantra for the Redlands: "The best place to live, play and do business" is at the forefront of economic development decisions, whilst decisions in other priority areas are also analysed in terms of economic impact.

The importance in the relationship between all of the elements of the Framework and the premise that Council's Economic Development Strategic Direction is its centerpiece, which is represented in **Figure 10** on the next page.



Figure 10: Integrated approach to achieving the economic vision





## Economic Development Advisory Board Structure

The success of the Economic Development Framework will depend heavily on the relationship between Council and the business community.

In order to strengthen that relationship and develop a partnership, the establishment of an Economic Development Advisory Board made up of representatives from each of the City's eight identified future industry and employment growth sectors is recommended.

The Board will oversee the implementation of the Economic Development Framework, including specific action plans, and provide advice to the Mayor and Councillors and CEO on its progress and any necessary policy changes required in order to enhance its capacity to achieve desired outcomes. The Framework recommends that this Board act only in an advisory capacity and that control of any budget associated with the City's economic development (including tourism) remain with Council.

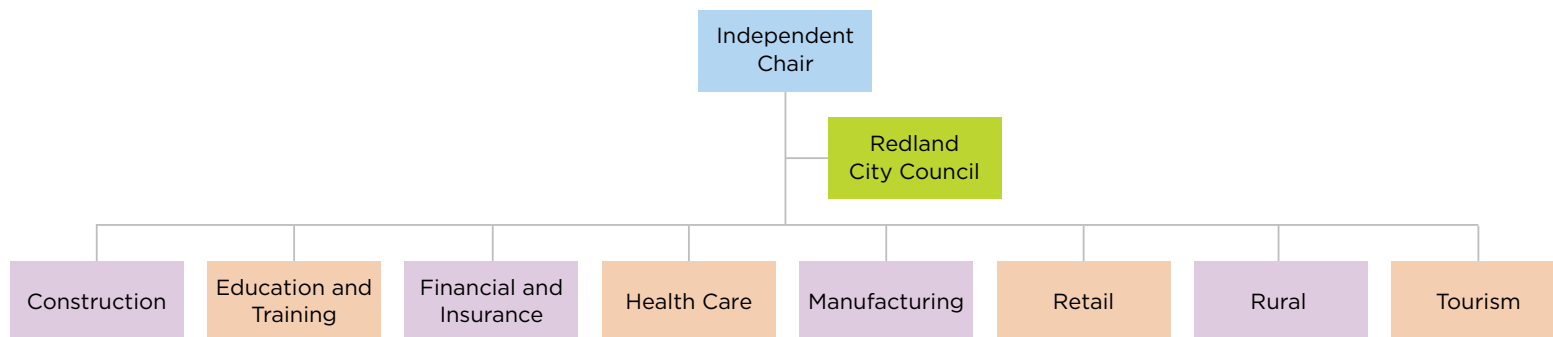
The Board will also act as the link between Redland City Council and the eight industry sectors identified in the Framework. The Economic Development Board's role will be to:

- Oversee the implementation of the Economic Development Framework
- Assist with the development and implementation of the eight key industry sector action plans

- Review and report on the progress of the Economic Development Framework and associated action plans, and ensure their alignment to the goals and objectives of the Economic Development Framework
- Advise Redland City Council on any necessary adjustments to the Economic Development Framework based on industry or economic trends, opportunities and/or threats
- Act as the link between Council and the key industry sectors and ensure communication between the public and private sectors
- Actively promote the City as a great place to live, work and do business
- Partner with Council and other government bodies such as RDA Logan and Redlands and Council of Mayors South East Queensland to attract investment into the City, including lobbying the state and federal governments on key initiatives and projects.

**Figure 11** below provides a diagrammatical representation of the proposed Board structure, as recommended by the Economic Development Framework.

**Figure 11: Economic Development Advisory Board**





## Sustainable Environment

Currently, more than 50% of the the Redlands is protected to conserve important natural and cultural assets.

Redland City Council is firmly committed to the principles of sustainable environment and has plans in place which embody these principles, including the *Redlands 2030 Community Plan* which commits Council to ensuring:

*“A diverse and healthy natural environment, with an abundance of native flora and fauna and rich ecosystems will thrive through our awareness, commitment and action in caring for the environment.”*

Council's report, *Confronting Our Climate Future*, includes a 'Corporate Climate Change Policy' that supports the goals of the *Redlands 2030 Community Plan*, *Council's Corporate Plan 2010-2015* and *Corporate Environment Policy (POL 2644)*.

This commitment to environmental sustainability is set against a backdrop of economic development that aims to increase the economic capacity of the

Redlands and improve the economic wellbeing of its residents.

In the Economic Development Framework, Redland City Council aims to find a balance between economic and environmental sustainability by measuring economic initiatives against the principles of a sustainable environment, and the need to mitigate climate-change risks. One of Council's key priorities in managing climate-change is reducing the City's carbon footprint (Confronting our Climate Future 2010) with Council leading by example and resetting its targets to 75% of 1998 emissions by 2050.

Council will also encourage businesses to start their own planning by increasing awareness and preparedness and utilising a three-pronged plan to manage climate-change risk:

1. Mitigation - Action to reduce the amount of greenhouse gases emitted into the atmosphere

2. Adaption - Action in response to actual or projected changes in climate

3. Energy transition - Moving to low or no-carbon fuels and green energy technologies.

Council aims to provide leadership in these areas by:

- promoting greater understanding and awareness of the need for transitioning away from fossil fuels
- supporting and developing partnerships with various sections of the community to achieve energy transition
- encouraging local businesses, organisations and residents to reduce greenhouse gas emissions
- encouraging local businesses, organisations and residents to use or generate renewable energy
- facilitating local, relevant research and advocating to other levels of government on matters of regional importance.

Council recognises that not taking action on climate-change may negatively impact the local economy and put at risk any potential increase in the City's economic capacity. At the same time, it is conscious of the need to provide leadership and support to local businesses, organisations and residents so that the transition doesn't put at risk the local economy, local businesses and jobs.

More information on Council's environment and climate change strategies and policies can be found on the Redland City Council website or through these links:

- [www.redland.qld.gov.au/AboutCouncil/CommunityPlan/](http://www.redland.qld.gov.au/AboutCouncil/CommunityPlan/)
- [www.redland.qld.gov.au/EnvironmentWaste/EnvironmentPlans/Pages/Climate-change-strategy.aspx](http://www.redland.qld.gov.au/EnvironmentWaste/EnvironmentPlans/Pages/Climate-change-strategy.aspx)



## Planning and Infrastructure

Ensuring the facilitation of initiatives to drive economic development will largely be dependent on Council's Planning Scheme and the development of the required infrastructure to drive an increase in economic capacity.

Redland City's Economic Development Framework recommends that Council aims to ensure that planning supports the Economic Development Strategic Direction while, at the same time, maintains the critical balance between environmental sustainability, lifestyle and community wellbeing. The Framework supports an approach to measure investment in infrastructure against economic returns as well as environmental sustainability impacts and community wellbeing.

Redland City Council's Priority Infrastructure Plan, RPS V5.1 – 2013 forecasts demand rates for all trunk infrastructure networks for both residential and non-residential uses.

The trunk infrastructure network includes water supply, sewerage, stormwater, transport, public parks and land for community facilities. The infrastructure plan also identifies the Priority Infrastructure Area (PIA) – the area that is used or is proposed to be used for urban development.

The PIA will accommodate future urban development (i.e. residential, retail, commercial and industrial development) until the year 2021. The primary purpose of the PIA is to direct urban growth into areas where suitable and adequate development infrastructure exists, or where it can be provided most efficiently.

The PIA includes most mainland areas, North Stradbroke Island and Coochiemudlo Island, and small portions of the Southern Moreton Bay Islands. All infrastructure will be developed in accordance with Council's existing Planning Design Scheme policies.

The Priority Infrastructure Plan also outlines desired standards of service for the infrastructure network, which will contribute to the economic development of the City. These include:

- Roads - provide a functional urban and rural hierarchy that supports settlement patterns, commercial

and economic activities, and freight movement

- Public Parks and Land for Community Activities - provide a connected and accessible network of parks, open space, and community facilities that meets the needs of residents and visitors.

The plan also includes a schedule of infrastructure works which will need to be aligned to the Economic Development Framework to determine whether any amendments are necessary to meet Council's economic objectives.



The Council of Mayors South East Queensland (COMSEQ) state election advocacy document published in January 2015 also identifies three major infrastructure projects of importance to Redland City that require the support of Government. These are

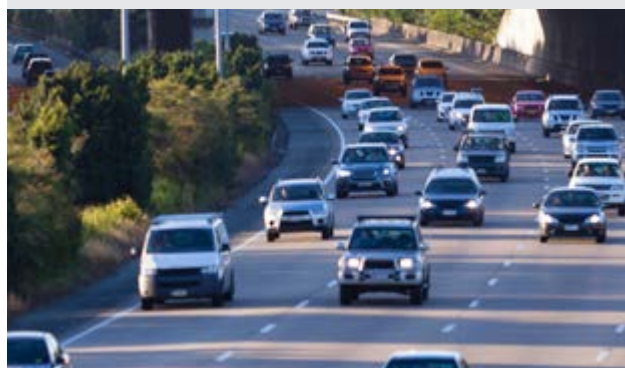
**Redland City to Port of Brisbane Corridor \$360 million**

This project will link the major residential areas in Brisbane’s south east to the Australia Trade Coast precinct reducing travel times for commercial vehicles, improving safety and providing significant transport benefits for residential communities.



**Redland City to Gateway Motorway Corridor \$196 million**

This project will improve the freight and transport corridor that joins Redland City Council to the Gateway Motorway. It will provide residents in Redland and Brisbane’s east with better access to employment opportunities and it will also improve road capacity and levels of public transport.



**Eastern Busway to Capalaba \$1,736 million**

Extending the Eastern Busway to Capalaba will provide an effective solution to commuter movement within the Translink network and connections to the City Rail network, the city bus network and the South East Busway. The 18km busway will reduce travel times by up to 20 minutes, providing access to/from Capalaba, the Chandler sporting complex, University of Queensland, Princess Alexandra Hospital, Boggo Road Urban Village,”



Source: Investing in Queensland’s Core Growth Region. 2015 Queensland State Election Advocacy Document, January 2015.



Capalaba



Inside Rural Press, Ormiston



## Lifestyle and Community Wellbeing

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The Institute for Sustainable Communities (ISC) defines a sustainable community as one that is “economically, environmentally and socially healthy and resilient”.

The Institute also encourages communities to meet challenges through integrated solutions rather than through fragmented approaches that meet one goal at the expense of others taking a long-term perspective focused on both the present and future, well beyond the next budget or election cycle.

The **United Nations World Commission on Environment and Development (UNWCED)** 1987 report “*Our Common Future*” defines sustainable development as “development that meets the needs of the present without compromising the ability of future generations to meet their own needs”.

While the new Economic Development Framework focuses on improving the economic capacity of Redland City and increasing GRP, there will be positive impacts on other key elements of community development. This is because increasing the City's economic capacity will bring prosperity and increased revenue streams, allowing for increases in funding and programs

to improve levels of service, achieve positive environmental outcomes and develop cultural initiatives.

Redland City Council is committed to ensuring that improvements in economic capacity are linked to improved lifestyle outcomes for our City's residents, which subsequently improve community wellbeing.



Business complex at Cleveland



Redlands IndigiScapes Centre, Capalaba

# Framework implementation





## Framework Implementation

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The success of the Economic Development Framework will depend on its implementation, including that of the industry action plans, which will be developed with input from industry and guidance from the Economic Development Advisory Board.

The Framework implementation represented in **Figure 12** overleaf is a roadmap for ensuring the delivery of key outcomes. It highlights the need to focus on the critical pathways that will provide the outputs to achieve clear outcomes. This will also facilitate measurement and tracking of progress through the implementation process.

Council has identified seven pathways that are not only critical to the success of the Framework but will also strengthen the local community. These are:

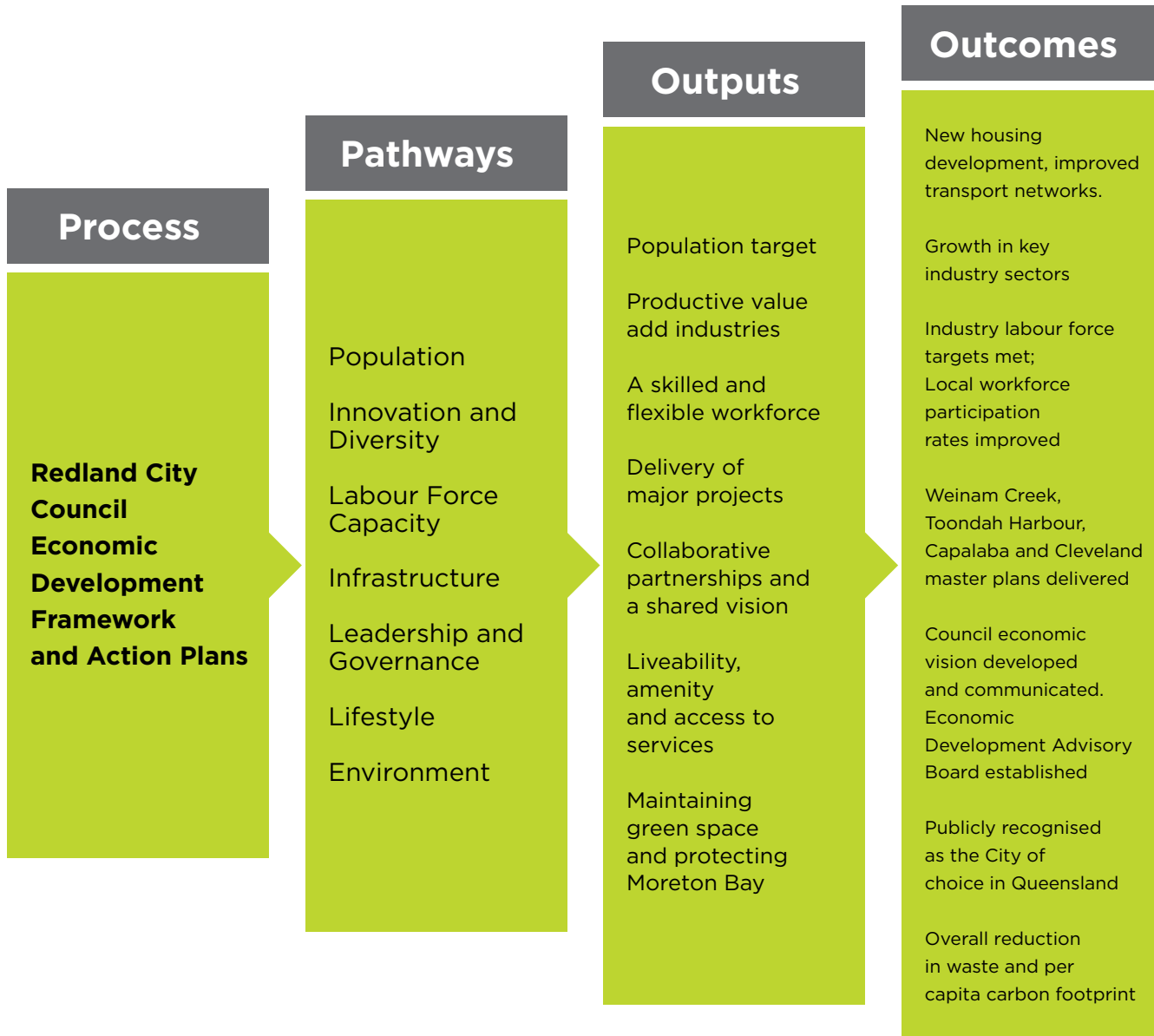
- Population
- Innovation Diversity
- Labour Force Capacity
- Infrastructure
- Leadership Governance
- Lifestyle
- Environment.

Council aims to facilitate movement through these pathways to deliver important outputs that will lead to successful outcomes. Figure 12 outlines the proposed Framework implementation, including the proposed pathways, outputs and desired outcomes.





Figure 12: Framework Implementation



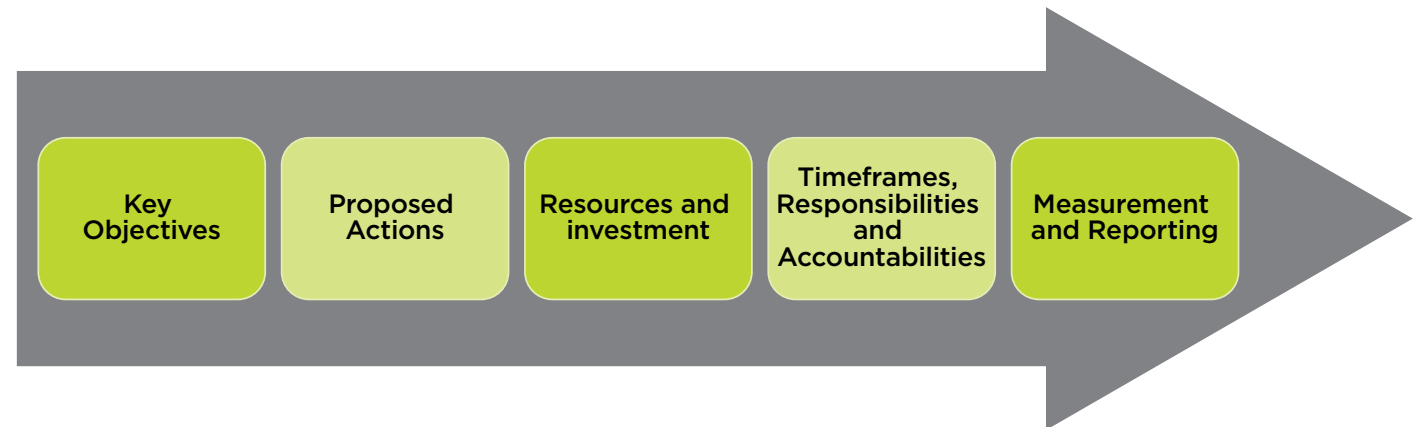


## Action Plans

The success of the Framework will largely be dependent on the activities that facilitate growth in the identified key industry sectors of the Redlands economy. Each sector will require a specific action plan detailing the initiatives and activities that will be undertaken in order to achieve key growth objectives as well as the level of investment required. The Action Plans will be used to drive activity, monitor progress and report on outcomes. **Figure 13** outlines the process that will be used to develop each detailed Action Plan.

They will be “live” plans, meaning that they will be actively monitored and adjusted as changes to the economy and industry sectors are detected and assessed. An Action Plan template has been developed and will be formulated for each key industry sector.

Figure 13: Industry Sector Action Plan Framework





Council Administration building, Cleveland



Cleveland at night



## Implementation Roles and Responsibilities

The strategic engagement section of this Framework outlines the importance of partnerships to the success of its implementation. The Framework recognises that Redland City Council will need to work collaboratively with the business community in order to provide leadership and direction for the City.

### Roles and Responsibilities

The key industry growth sectors outlined in the Economic Development Framework and the Action Plans associated with them will require Council and the City’s business community to work together to ensure their success. Clearly articulating the roles and responsibilities of each partner will assist in the management of the relationship and enhance the likelihood of success.

**Figure 14: Proposed roles of Redland City Council and the business community**

Redland City Council	Redlands Business Community
Ensure the Planning Scheme supports the development of the key industry sectors outlined in the Economic Development Framework	Work with Council to develop a strong partnership focused on economic development
Facilitate business growth by ensuring processes are streamlined and red tape reduced. Continue to work with business to identify further improvements	Support and encourage growth in the identified key sectors through collaborative partnerships
Ensure that all of Council as well as external stakeholders understand the Economic Development objectives and their role in facilitating its implementation. Champion strategic infrastructure investments in transport, communications and education	Support the Economic Development Advisory Board by encouraging local business leaders to nominate for Board positions. Work collaboratively with the Board to develop key sector growth plans
Drive initiatives to attract investment into the City, particularly in the eight key future industry sectors outlined in the Framework	Work with Council to actively promote Redland City as “open for business and investment”. Identify opportunities to value-add to the City’s economy through industry supply chain expansion
Facilitate local business’ access to support programs that enable growth	Co-invest with Council in the establishment of a business support program aimed at encouraging investment in the identified key industry sectors





Cleveland at night





<b>Sub-section - Responses to economic vision</b>		
<b>Submission summary</b>	<b>Officer comment</b>	<b>Officer recommendation</b>
1. There was concern expressed from the feedback that the economic vision is too generic and could apply to anywhere.	1. The role of RCC and the economic vision in the Draft Strategy was drafted to invite comment during the consultation phase. It will be recommended that the role of RCC and the economic vision for the city outlined in the feedback is used in the Economic Development Framework.	1. Change the wording regarding the role of Redland City Council in the Economic Development Framework as suggested in point 4.
2. It was highlighted in the feedback that the vision needs to articulate a strong, resilient and flexible economy. It should also acknowledge the city's unique attributes and the future smart industries.	2. This has been incorporated in the Economic Development Framework.	2. Change the wording of the economic vision for the city in the Economic Development Framework to that suggested in point 6.
3. One of the respondents to this sub-section indicated that the first section of the document needs to set the context of the city's location within the Brisbane region, its position as a dormitory suburb and the impact of that on the local economy.	3. This has been incorporated in the Economic Development Framework, where appropriate.	
4. The feedback on this sub-section suggested that the role of RCC in the Draft Economic Development Strategy (Draft Strategy) should be changed to read:  <i>“Redland City Council will provide exemplary community leadership, best practice governance and service delivery to enhance Redland City’s social, economic and environmental qualities. Through working in collaboration with the community and the private sector we will increase the prosperity for the City and its residents by developing a culture of innovation</i>	4. Refer to comments in point 1.	

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<p><i>and creativity which encourages the development and retention of new enterprises in the region.”</i></p>		
<p>5. It was noted by respondents that the Draft Strategy should also:</p> <ul style="list-style-type: none"> <li>• Recognise Redland City’s position as central to Brisbane and the Gold Coast;</li> <li>• Reinforce the location as a city of islands surrounding Moreton Bay;</li> <li>• Encourage an educated, skilled and stable workforce;</li> <li>• Build on the city’s quality education sector and culture of excellence;</li> <li>• Maximise Redland’s relaxed subtropical lifestyle; and</li> <li>• Preserve and enhance the natural environment and cultural heritage of the city.</li> </ul>	<p>5. Refer to comments in point 2.</p>	
<p>6. There was a suggestion that a more appropriate economic vision for the city should read:</p> <p><i>“Redland’s will be a vibrant, inclusive economy and be the destination of choice for businesses, workers, residents and tourists because of its vibrant, inclusive economy and proactive, innovative and creative approach to business development and expansion.”</i></p>	<p>6. Refer to comments in point 2.</p>	

## Sub-section – Responses to key growth objectives

Submission summary	Officer comment	Officer recommendation
1. Concern was expressed by some respondents through the feedback whether the targets for tourism and employment self-containment are both realistic and achievable.	1. Tourism has been identified as a growth sector due to the nature of developments such as Toondah Harbour and Weinam Creek PDAs and the role of NSI in tourism for the city and region. It is also a pillar of both the State and Federal governments in terms of economic growth.	1. Adopt an employment total, rather than a self-containment target for the city. Using the National Institute of Economic and Industry Research (NIEIR) Council of Mayors South East Queensland (COMSEQ) commissioned industry and employment forecasts for the city to 2041 as the benchmark figure.
2. There was also support by other respondents for tourism being identified as a key growth measure for the economy.	2. Refer to comments above.	2. Continue to focus on improving connectivity with the remainder of South East Queensland (notably Brisbane and Logan) through infrastructure (roads and transport) and through improved telecommunications. This will require lobbying by Council at a State and where possible, federal level.
3. Through the feedback process there was criticism of the self-containment target as a measure of employment. There was general preference for an employment figure total.	3. The Framework will use an employment total, rather than the self-containment target as an employment measure for the city.	3. Develop a Digital Strategy for the city.
4. A number of respondents indicated that the city should aspire to be more than a dormitory suburb of Brisbane.	4. The nature of the city in terms of proximity to Brisbane and the amount of GRP generated by the Brisbane CBD necessitates that Redland City will continue to act as a dormitory suburb to Brisbane and Logan. This pattern is similar to that experienced by metropolitan Local Government Areas across Australia and identified by the Grattan Institute in their study on Australia's major cities.	

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<p>5. There was disagreement with the growth measures as defined in the strategy, stating that they cannot be measured accurately as they only measure output and that the strategy does not accurately explain why they are being used as measures of growth.</p>	<p>5. Whilst acknowledging that there may be issues with accurately measuring the growth targets, they are published on a regular (yearly) basis through the ABS and through the Economy id link on Council's website. This enables ongoing tracking of the city's economic growth objectives using a widely accepted statistical measurement process.</p>	
<p>6. Concern was expressed from respondents that the focus on growth measurements such as GRP are outside of the control of council and are influenced by factors that are outside of the control of council.</p>	<p>6. It is accepted that GRP and economic growth are outside the control of government, however this is also the case at both a state and federal level, but it is a widely accepted and used measurement of economic growth (along with more recent use of Gross Domestic Income measurement). The idea of using the target is for the city to establish a benchmark for future economic growth, realising that over the course of the period to 2041, the cyclical nature of the business cycle will determine the city's economic growth.</p>	
<p>7. Some respondents indicated that they would prefer the Draft Strategy used alternative growth measures as outlined in the Community Plan to measure economic development including:</p> <ul style="list-style-type: none"> <li>• The number and types of jobs available in the Redlands;</li> <li>• The number of businesses attracted here;</li> <li>• The number of tertiary education opportunities available locally.</li> </ul>	<p>7. As noted above, it is recommended that the Economic Development Framework set an employment target for the city, using the COMSEQ NIEIR projections that model industry and employment growth to 2041. The other suggested growth measures are used in the community plan and can be measured through that document as necessary, rather than replicating them in the Economic Development Framework.</p>	
<p>8. There was concern expressed that the Draft Strategy requires clear and measurable targets and objectives.</p>	<p>8. The Framework aims to meet the growth objectives through the development of Action Plans, the development of which will be</p>	

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	<p>overseen by the Economic Development Advisory Board. The Action Plans will set the KPI's that will be used as a measurement for the growth objectives.</p>	
<p>9. The feedback stated that KPIs need to be developed to meet targets/objectives. What, how and when will they be measured.</p>	<p>9. Refer to above comments in point 9.</p>	
<p>10. Commentary from the feedback claimed that the aim of the strategy for greater self-containment will create greater reliance on population serving industries. The strategy needs to aim to create a new economy based on knowledge based high value-add businesses.</p>	<p>10. It is recommended that the self-containment target be removed and replaced with an employment total. The Framework does acknowledge that there is a need to focus on value-add industries and move to a new knowledge based economy. However, it also recognises the strength of the Brisbane CBD as an economic and employment generator for the region (an issue occurring across all states in relation to capital city CBDs as acknowledged by both The Grattan Institute and NIEIR). As such it is difficult for LGAs such as Redland City to move their local economies beyond population serving industries. Instead the Framework is proposing that lobbying for improved connectivity between the City and the region, as one way to generate future economic growth for the city.</p>	
<p>11. One of the feedback comments was that the Draft Strategy should aim to differentiate between the mature Northern section of the city and the Southern portion of the city with a younger demographic and faster population growth.</p>	<p>11. The Framework has been deliberately positioned for the entire city and does not differentiate between the northern and southern sections of the city, instead focussing on continued industry and employment growth in both Cleveland and Capalaba as recommended by both Urbis and NIEIR due to their roles as Principal Activity Centres and their future ongoing roles in industry and employment generation. The Framework also acknowledges the role of Victoria Point as an employment generator, noting that growth in</p>	



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	that region will continue to be primarily driven by population serving industries. This point is reinforced by research undertaken by both Urbis and NIEIR for the city.	
12. It was claimed that the strategy should also acknowledge the areas of disadvantage within the city, notably the Islands and how this can be addressed. The strategy should acknowledge the issues and how they can be overcome.	12. The Framework notes that the Islands require unique, locally driven strategies for their future economic growth. This includes ongoing Community Economic Development Strategies being delivered for SMBI and the NSI Economic Transition Strategy development, which is currently underway for North Stradbroke to position this economy post-mining.	
13. There was concern expressed by a number of respondents that there is a conflict between the lower projected population growth and the 3% GRP growth. Based on the city's economic base, the GRP target will not be achieved. The continued reliance on population dependent industries makes the GRP target difficult to achieve.	13. This point is acknowledged in the Framework, noting that the city needs to improve connectivity to the remainder of the region through transport initiatives (which will require lobbying both State and Federal governments). The ability of the Council to transition to the new economy will be dependent on the connectivity to the region, which is outside of the control of Council, other than through a lobbying role.	
14. It was claimed through the feedback that the 60% self-containment and 3% GRP growth rates will only be achieved through a radical transformation of the local economy to high value-add industries, with less reliance on current population serving industry sectors. The current document does not address this disconnect. The strategy needs to deviate from past practices and policies, which is not evident.	14. Refer to comment above in point 13.	
15. There was criticism of the growth objectives as outlined in the strategy and statements that the growth objectives outlined in the strategy are not	15. The city's growth objectives are based on targets that are easily measurable and deliberately broad. The Action Plans have been devised to	

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aligned to the city's values and brand.	focus on detail and deliver more detailed and strategic economic planning for the city, based on the identified future growth sectors for the city. These sectors have been identified by both Urbis and NIEIR in their employment and industry forecasting for the city.	
16. One of the respondents stressed that population growth and jobs growth as vital for the city's future economic growth.	16. Population growth is one component of economic growth, it is also vital for the city to move towards high value-add industries (where possible) and attract highly skilled, well paid workers and develop a more balanced approach to economic growth and reduce reliance on the population serving industry sectors.	

## Sub-section – Responses to future state of the economy

Submission summary	Officer comment	Officer recommendation
1. There was feedback indicating that an Economic Development Strategy should drive a Planning Scheme, rather than being a supporting document.	1. A Planning Scheme is based around a substantial number of supporting drivers, one of which is economic development. Planning Schemes need to be informed more broadly by social, environmental and cultural factors, in addition to economic factors. The Economic Development Framework is an economic factor. There is opportunity for comment on the draft Planning Scheme upon its release for consultation this year.	1. Develop a set of future growth stretch targets that go beyond the key growth objectives.
2. There was concern expressed in the feedback that the city is undersupplied with land for employment purposes. The new City Plan needs to address this, alongside ensuring that there is an adequate supply of residential land. Labour	2. Refer to commentary above in point 1.	2. Include a rural sector representative on the Economic Development Advisory Board.

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<p>(employment) due to its mobile nature will follow land supply, particularly in relation to employment. The city's planning needs to be guided by the city's economic plan.</p>		
<p>3. One the respondents indicated that Redland City Council economic development staff need to work with the financial sector to attract investment capital to the region and use the city's competitive strengths. This is not acknowledged in the strategy.</p>	<p>3. The Economic Development Framework identifies the development of an Economic Development Advisory Board that will also have responsibility for this and have some responsibility for investment attraction.</p>	<p>3. Focus on the development of value-add industry growth sectors for the city and reduce reliance (over time) on population serving industries.</p>
<p>4. There was doubt expressed regarding Council's ability to actually drive economic growth (other than through its own expenditure programs). Council needs to acknowledge what it can actually do to drive the city's economy.</p>	<p>4. This has in part been addressed in the Economic Development Framework by identifying the need for Council to focus on lobbying for infrastructure for the city, notably transport and telecommunications in order to improve the connectivity of the city to the region.</p>	
<p>5. The feedback was critical about the lack of an inclusion of education/youth activities, particularly a strategy aimed at attracting a higher education facility.</p>	<p>5. The Draft Strategy had identified Education and Training as a key future growth sector. More specific targeting (i.e. around tertiary facilities) will need to form part of the Action Plans for this sector, based around needs analysis and economic analysis on the viability of this for the city.</p>	
<p>6. There was criticism of the failure to mention the digital economy, communications and not-for-profit and arts sectors.</p>	<p>6. The Economic Development Framework recommends the development of a separate digital strategy (including communications) for the city, as undertaken by Brisbane City Council that focusses specifically on this area.</p>	
<p>7. One of the responses noted that there needed to be strategies for micro-businesses and home based businesses in the final strategy.</p>	<p>7. These will be addressed through the Action Plans for the various sectors, in addition to the continuation of the work that Council's Economic Development Officer currently undertakes in this</p>	

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	area.	
8. A number of respondents to this sub-section indicated a need to mention the retention/expansion of rural based industries.	8. It is recommended that the Economic Development Framework is amended to include a Rural Sector representative to have a role on the Economic Development Advisory Board to assist in retaining and where possible growing the sector.	
9. One of the respondents stated that the: <ul style="list-style-type: none"> <li>• 3% GRP growth target is too conservative; and</li> <li>• 2% tourism target is too conservative.</li> </ul>	9. Based on historical trends in the city regarding both targets, the figures are readily achievable. The Economic Development Framework includes recommended stretch targets for economic growth for the city to 2041 that go beyond the main growth objectives.	
10. There was feedback stating that the Draft Strategy needs to include a section on how to build wealth, create opportunities, decrease costs of operation and minimise risk for local businesses in comparison to past strategies and practices.	10. This will need to be ongoing, which Council currently does through some of the workshops that it offers to the city's businesses on a regular basis.	
11. One of the respondents to the Draft Strategy indicated that rather than focus on 7 broad sectors, the strategy needs to concentrate on scalable industries that focus on the 'new economy'.	11. The Economic Development Framework now has eight industry growth sectors (with the inclusion of the rural sector), based around the ANZSIC Classifications. These sectors will be represented on the Advisory Board that will guide the development of the Action Plans, which can evolve to identify these new industries as they develop.	
12. Feedback from a number of respondents stated that the Draft Strategy needs to more fully explore opportunities in the city in the education, digital economy and social services sector, in which the city has a competitive advantage.	12. The Economic Development Framework has identified the need for the city to develop a separate Digital Strategy. The Education and Social Services sectors were identified important growth sectors for the city in the Draft Strategy.	

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These sectors also represent the best option for future population growth and retention in the city.	The Action Plans will provide more detailed planning for the industry sub-sectors.	
13. One of the respondents stated that the Draft Strategy needs to differentiate between the northern and southern sections of the city, due to differences in the economy of both areas and potential for expansion in the southern section.	13. As mentioned, the Draft Strategy/Economic Development Framework has been designed as a document for the whole city. As identified by employment and industry forecasts, the two Principal Activity Centres of Cleveland and Capalaba, along with Victoria Point need to be the focus of future growth industry and employment growth for the city.	
14. It was stated by one of the respondents that the inclusion of Tourism as one of the seven key growth sectors is the correct approach for growing the industry on NSI and the mainland.	14. This needs to also include the ongoing development of the Economic Transition Strategy for NSI, due to the future cessation of mining on the island.	
15. One of the responses highlighted that there is a return of food production to the Southern Moreton Bay Islands and acknowledged the role it is and can continue to play in SMBI economic development.	15. This process should continue through the ongoing community economic development programs on the islands.	
16. There was one respondent to this sub-section that did not comment on the future identified industry growth sectors, instead they noted the need to include the Thornlands Integrated Enterprise Area (TIEA) as an area of employment to cater to the city's future employment requirements.	16. The Centres and Employment Review (Urbis, 2013) and NIEIR have both identified that sufficient land exists within the city to meet future employment and industry growth. Both organisations recommend that future growth in the city will need to be based around existing centres in order to utilise the infrastructure that currently exists within those areas and to take advantage of potential agglomeration and industry clustering opportunities that may present themselves in the future.	
17. The same respondent is critical of the Centres	17. The Framework acknowledges that the city will	

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<p>and Employment Strategy assessment that there is adequate supply of industrial and employment land in the city. The respondent highlights a number of deficiencies associated with the Commonwealth owned land in Birkdale for use as a possible future employment area, notably the location and potential traffic issues and environmental constraints on the site.</p>	<p>need to expand beyond population, demand driven growth out to 2041. However, due to the nature of the city as a dormitory suburb of Brisbane and the dominance of Brisbane in relation to SEQ's GRP there will be continued reliance on population serving industry and employment growth. A number of the key identified growth sectors for the city have been chosen based on their high value-add (e.g. Professional and Financial Services and Education and Training). The Economic Development Framework has taken this into consideration as part of the future growth strategy.</p>	
<p>18. There was concern expressed about the focus in the Draft Strategy on continuing to rely on growth from population driven industries (notably construction) and the lack of focus on delivering growth in industries that can provide growth in per capita incomes.</p>	<p>18. The annualised average population growth forecast to 2041 is only 1.2%; historically it has averaged closer to 2%. The Economic Development Framework has identified a need to focus on value-add industries to generate future economic growth (and meet the GRP objectives).</p>	
<p>19. One of the respondents indicated that based on the Grattan Institute report into cities as the engines of economic growth, Redland City will continue to be a dormitory suburb of Brisbane due to Brisbane's economic dominance (a factor common to all state's within the major capital city greater metropolitan areas).</p>	<p>19. This point has been acknowledged in the Economic Development Framework.</p>	
<p>20. It was stated through some of the responses that the Draft Strategy was too reliant on continued population growth to generate economic growth and that it should instead measure the costs and benefits of population growth and the resulting flows of capital and employment into or out of the city.</p>	<p>20. The Action Plans will need to incorporate economic analysis as part of their analysis of the key growth sectors. That may include these measurements (where appropriate). Also refer to point 18.</p>	

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<p>21. One of the respondents stated that the largest omission in the strategy in terms of future industries is the city's rural sector. It is noted in the response that for the first time in the city's history an economic document has been prepared that does not include the city's agricultural base.</p>	<p>21. The rural sector has been recommended for inclusion as a future growth sector and on the Advisory Board, due to its historical significance and in response to concerns expressed by its omission from other respondents both in the written submissions and through the community forums.</p>	
<p>22. In addition, the same respondent was critical of the focus in the strategy and more broadly by Council (in the open for business document as an example) on residential construction as the key economic driver for the city's future. The response provided some evidence that the cost of providing the infrastructure for such development by Council (ratepayers) is an opportunity forgone to redirect this money to other areas. The respondent states that the focus on the construction sector will continue to leave the city as a series of dormitory suburbs to Brisbane.</p>	<p>22. The construction sector is the largest contributor to the city's output (over 20%), in addition to being an employment generator and one of the pillars of the State's economy. The cost of infrastructure provision is a cost that Councils across the Country face. However, the construction industry also generates a revenue stream for Councils that is recurrent and pays for other services within local government.</p>	
<p>23. In drafting the response to the strategy it is noted by this respondent that due to the amount of the mainland and islands land mass classified as rural, it represents an important component of the city's 'Brand'. The respondent points to surveys and documents that highlight the importance of the sector to the community.</p>	<p>23. Refer to comments in point 21.</p>	
<p>24. One of the respondents does not comment specifically on the future growth areas, instead commenting on the need to increase the city's population to grow the city's rate base and assist in job creation.</p>	<p>24. As stated population growth is one contributing component to a city's economic growth, this approach needs to be balanced with the development of value-add economic growth.</p>	
<p>25. The same respondent indicated that they would like to have Council review the zoning for an</p>	<p>25. The respondent can make a formal submission to the 2015 Planning Scheme if they wish to</p>	

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<p>area at Thornlands noted under the RPS as an integrated employment area since 2006. The response indicates previous studies that support this area as being suitable for future population and jobs growth in the city.</p>	<p>propose a zoning change to this area. It should be noted, however, that studies conducted for the city by Urbis and NIEIR indicate that the city has sufficient employment lands in existing areas and that the release of further land for employment is not required to 2041 based on employment projections.</p>	
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### Sub-section - Responses to the integrated approach to delivering the vision

<b>Submission summary</b>	<b>Officer comment</b>	<b>Officer recommendation</b>
<p>1. There was support expressed by a number of respondents for the establishment of an Advisory Committee to oversee economic development in the city.</p>	<p>1. No comment on this.</p>	<p>1. Include a representative from the rural sector in acknowledgment of the sectors history, align with the State pillars of growth and also identify potential areas of rural economic growth for the city in the future.</p>
<p>2. There was endorsement by one of the respondent groups to the idea of industry and stakeholders driving tourism within the city, rather than it being driven primarily by Council.</p>	<p>2. This will be an item that the Advisory Board could address.</p>	
<p>3. One of the respondent groups proposed that a body be established that drives the transition of the NSI economy from mining to a primarily tourism based economy; this body would then feed to the Advisory Board.</p>	<p>3. The NSI Economic Transition Group has been established and it is recommended that it has regular contact with the Advisory Board and works with Council and the Advisory Board in transitioning NSI from mining.</p>	
<p>4. It was indicated through one of the responses that on SMBI an internal working group has been established to deliver a local food</p>	<p>4. The local food production concept for SMBI is part of delivering economic development at a local level and is part of an ongoing process that</p>	



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<p>production project and develop a strategy based around the concept. The concept aims to use local talent in the development of the market garden concept and encourage the development of a local food production industry, utilising vacant land on the islands.</p>	<p>will require Council support and cooperation with the local community.</p>	
<p>5. One of the respondent groups believe that the fundamental missing element from the proposed Advisory Committee is community representation, which will provide more balanced input and pursue growth that is in the community's interest.</p>	<p>5. Whilst acknowledging the importance of the role of the community in local issues, the primary role of the Advisory Board, is to seek representatives who have experience and knowledge in one of the eight industry growth sectors. This is a similar approach to that used by Boards such as Brisbane Marketing and those that operate in the private sector. It will also be important that the Board members have knowledge and links with the local community in order to obtain representation on the Board.</p>	
<p>6. One of the respondents is very critical of the proposed Advisory Committee and the potential for conflict that could exist if the committee is established. In the response it is highlighted that in NSW similar attempts at establishing links between business and local governments had resulted in ICAC referrals.</p>	<p>6. Whilst acknowledging the issues that have occurred in New South Wales, there are also other examples around this state and other states where Boards similar to those proposed for Redland City have been established, that have been very successful and untainted by corruption, Brisbane Marketing being one example. It will be necessary for Council to ensure that the appropriate mechanisms are in place to ensure that the Board operates independently and within established parameters. The development of the Terms of Reference for the Board which will be attached with the report to Council on the Economic Development Framework will assist in this process.</p>	
<p>7. There was commentary from the feedback that due to the city's historical links with the rural</p>	<p>7. As indicated in previous responses, it is recommended that the Advisory Board have a</p>	

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<p>sector representation from this sector should be included on the Advisory Committee. In addition, the response provided advocates a need to have two community interest representatives on the Committee to provide input to the Board. Notwithstanding the proposal in the Draft Charter to appoint an Independent Chair to the Committee, in order to enhance transparency and limit the opportunity for inappropriate conduct the following additions to the Charter are recommended by the respondent:</p> <ul style="list-style-type: none"> <li>• Committee composition – add one representative from the Rural/ Hinterland Sector &amp; two “Community Interest” representatives;</li> <li>• Committee member selection appointments should be ratified by a General Meeting of Council.</li> </ul>	<p>rural representative, due to feedback received from the Community.</p>	
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## Sub-section - Responses to strategy implementation framework

<b>Submission summary</b>	<b>Officer comment</b>	<b>Officer recommendation</b>
<p>1. The proposed Advisory Committee should be formed as a board, not a committee. This board needs to be: driven by the private sector, have a relationship with all stakeholders, clear goals and powers, be well-resourced and attract independent members, have ambitious targets and be free from political bias.</p>	<p>1. The formation of a Board, rather than a Committee can be recommended as part of the Draft Strategy changes. The aim of the Board is to ensure that it has strong links with the private sector and other stakeholders. It is proposed that industry representatives have strong knowledge and skills in the respective sectors and good knowledge of the city. The targets they are set are established in the Economic Development Framework and through the Action Plans.</p>	<p>1. Establish an Economic Development Advisory Board, rather than a Committee to provide greater independence. Have an elected Council representative (the Mayor, or Economic Development portfolio Chair act in an advisory capacity to the Board).</p>

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<p>2. One of the respondents indicated that they would like to see the tourism function funded by Council, but resourced to the LTO with the role of tourism transitioning to facilitation and away from undertaking tasks and implementing strategies, giving accountability for tourism to the LTO. The respondent would like to have funding that is currently spent with Brisbane Marketing redirected to the LTO for regional marketing campaigns.</p>	<p>2. This matter can be considered by the Board upon its establishment and can be an Action Plan for Tourism. The redirection of funding away from Brisbane Marketing would need to be made with consideration to the fact that Brisbane Marketing is the RTO for this area and it has numerous resources that it can use to promote Redland City as part of the broader Brisbane region. This would need to be considered as part of the Tourism function on the Advisory Board.</p>	
<p>3. There was criticism of the Draft Strategy's disconnect between the proposed Advisory Committee and the Draft Strategy implementation resourcing required by Council.</p>	<p>3. The resourcing of The Advisory Board will form part of the report to Council that will recommend a recurrent funding figure to resource it.</p>	
<p>4. The same respondent is also critical of the duplication that they state will occur between the work of Council employees and the role of the advisory committee as outlined in the Draft Committee Charter. The respondents cite the Resourcing and Investment section of the Draft Strategy (attracting investment, encourage innovation/value-add, skill development, lifestyle promotion/perception changing, securing funds/collaborative partnerships) as proof that the work between the two will be duplicated.</p>	<p>4. The Advisory Board will set the direction for the city's economic development and will oversee the development of the Action Plans. The actual implementation will need to be undertaken by Council working in partnership with other stakeholders outside Council. The resourcing section of the Draft Strategy will be removed in the Economic Development Framework, with the internal resourcing requirements of the economic development function to be determined at an operational level, working in conjunction with the Advisory Board.</p>	

## Sub-section - Additional feedback

Submission summary	Officer comment	Officer recommendation
<p>1. There was consensus from a number of respondents that the Draft Strategy was reliant on the Action Plans and the Advisory Committee to set the strategic direction for the city. There was some concern about the actual nature of this document and whether or not it is a strategy, or a framework document for the city's economic growth.</p>	<p>1. The Action Plans provide the detail for the city's economic growth and will be guided by the Advisory Board, which was the intent in the Draft Strategy. Some significant changes are recommended to the Draft Strategy, including revising the Strategy to a Framework in recognition of the high level nature of the document and the reliance on the Action Plans to provide more detailed planning for the city's economic growth.</p>	<p>1. Due to concern expressed by a number of community members about the high level nature of the Draft Strategy and insufficient detail relating to some sections of the Draft Strategy it is more appropriate to rename the document as an Economic Development Framework, rather than an Economic Development Strategy. This will also align with the role of the Economic Development Advisory Board in overseeing the city's economic development and the development of the Action Plans that are envisaged to provide more detailed planning for the city's identified employment and industry growth sectors.</p>
<p>2. One of the respondent groups stated that they would like to see the Draft ED Strategy document withdrawn and rewritten with stakeholders and the community.</p>	<p>2. Feedback from the community has been incorporated where possible and appropriate.</p>	<p>2. Adopt a series of stretch targets for the city that go beyond the current growth objectives, providing extended growth measures for the city.</p>
<p>3. The same organisation was critical of the research compendium claiming that it was not a fluid document and was difficult to follow and possibly not intended for public consumption.</p>	<p>3. The research compendium was designed to capture the research that was used to develop the Draft Strategy. It is envisaged that it will be updated continuously and will be a live document.</p>	
<p>4. One of the respondents to the Draft Strategy has indicated that it needs to:</p>	<p>4. The Action Plans are envisaged as a more detailed part of the city's economic development</p>	

## Draft Economic Development Strategy submission Review

<ul style="list-style-type: none"> <li>• Identify competitive advantages and available opportunities;</li> <li>• Select strategic directions and choose how to use scarce resources;</li> <li>• Set specific and measurable objectives.</li> </ul>	<p>planning and will provide the analysis and modelling required for the city's economic direction.</p>	
<p>5. There was criticism of the wording in the document including the use of repetitious wording and contradictory statements throughout the document.</p>	<p>5. No comment on this point.</p>	
<p>6. Some respondents stated that the Draft Strategy does not acknowledge previous studies undertaken by council (other than criticising them), instead relying on information from sources that are not Redland City focussed. Other documents that the respondents believe should be used to inform the strategy and adapt a 'joined-up' approach include: Redlands 2030 Community Plan; The previous Economic Development Strategy; The Rural Futures Strategy; Redlands Tourism Strategy; Redlands Sustainability Study: Final Report; The Queensland Plan; RDA Logan and Redlands Regional Roadmap 2013-2016.</p>	<p>6. The Draft Strategy had where possible used previous Redland City documents. However it had also used research drawn from various government and private sector bodies in order to provide a more detailed analysis of future industry and employment growth sectors in the broader economy. A recent addition to the Economic Development Framework has been the inclusion of industry and employment modelling undertaken for the city as part of a Council of Mayors South East Queensland project.</p>	
<p>7. It was also indicated in the feedback that the Draft Strategy also fails to acknowledge the city's ageing population and the role that the baby boomer generation can play in delivering economic growth, rather than relying on population driven economic growth. The respondent organisation cites a number of sources that provide research into the potential broader economic benefits associated with an ageing population.</p>	<p>7. The point about the ageing population is pertinent; however it is important that all age groups and demographics are acknowledged for the role that they can play in the city's economy, rather than focussing on a specific demographic.</p>	

## Draft Economic Development Strategy submission Review

<p>8. One of the respondents was critical of the Draft Strategy stating that it lacks comprehensive analysis and is loaded with motherhood statements that have little substance.</p>	<p>8. In response to criticism about the documents sourced for the draft strategy, a range of sources were used for the analysis. As stated in the research compendium, the sources used are not an exhaustive list, however they have been sourced from both private and government sector organisations, in addition to previous Redland City documents.</p>	
<p>9. The same respondent was critical of the Research compendium, particularly the reviews of previous strategies (most notably the Rural Futures Strategy) claiming that the Authors of the RFS (AECOM) should have the right of reply to the consultants critique on the RFS. The respondent also indicated that the lack of focus by Council on the rural economy will deter any potential investors due to Council's lack of interest as opposed to other sectors.</p>	<p>9. Refer to above commentary in point 8.</p>	
<p>10. Commentary was made by a number of respondents that both feedback from the Community forums and the written submissions to the strategy need to be factored into the final strategy in order to demonstrate that Council has listened to and responded to community concerns and made positive changes to the final strategy.</p>	<p>10. The feedback from the community has been used where appropriate to inform the final recommended document. The feedback has been taken on its merit from across a range of community members and changes have been included as part of the Economic Development Framework.</p>	
<p>11. One of the submissions indicated that RCC needs to allow for future growth of the NSI economy from a mining dominated to tourism based economy through its land use planning policies. The respondent proposes that Council adopt a proactive approach with appropriate state government agencies to identify what they</p>	<p>11. This process in relation to NSI is currently being undertaken, through the formation of the Economic Transition Group that will work to transition the economy of the island post-mining.</p>	

## Draft Economic Development Strategy submission Review

<p>have termed 'future looking' land use planning on the island that will encourage investment.</p>		
<p>12. Submissions in relation to SMBI stated that Redland City needs to consider more broadly the following in relation to agriculture on SMBI:</p> <ul style="list-style-type: none"> <li>• Reduce the potential for conflict between agriculture and other areas .i.e., set guidelines for development of agriculture (market gardens) within residential areas in the form of organic growing;</li> <li>• Protect resources from inappropriate development;</li> <li>• Too much good agricultural land on SMBI has been alienated in the 1960's and since by the residential subdivisions and rezonings. Suitable residential and vacant council land should be allowed to be utilized for small scale market gardens;</li> <li>• Minimize and reverse encroachments to ensure viable tracts of agricultural land are maintained. e.g., allow appropriately controlled agricultural use of existing residential and council blocks near existing rural lots and elsewhere;</li> <li>• Improve opportunities for increased agricultural investment, production and diversification. e.g., remove any red tape provisions surrounding residential zoning in the SMBI to allow small scale market gardens for commercial use.</li> </ul>	<p>12. The issues in relation to land on SMBI are more appropriately addressed through the Planning scheme submission process, rather than as part of submissions for the Draft Strategy.</p>	
<p>13. A respondent to the Draft Strategy commented that the release of land for economic development purposes will not compromise the amenity of the city due to the amount of land currently zoned as conservation and parkland.</p>	<p>13. The release of land for economic development purposes will be undertaken through demand and supply analyses that will determine the amount required. These analyses are undertaken using information and resources from across a range of departments within</p>	

## Draft Economic Development Strategy submission Review

	Council.	
14. There was a belief from a number of feedback responses that the whole of council must support and assist in the facilitation of population and jobs growth in the city through the release of land.	14. Refer to comments above.	
15. The strategy needs to be more aligned with the State 30 year plan and there was criticism of the documents that were reviewed for the strategy	15. In response to the criticism of the lack of alignment with the State Plan, the original intent of the Draft Strategy was to align it with the new SEQ Regional Plan; however this has not yet been released.	
16. There were a number of respondents critical of the Centres and Employment review and the Land Availability study (it should be noted however that this document was not reviewed for the Draft Strategy).	16. The Centres and Employment review was conducted by Urbis and was a comprehensive analysis of the city's employment requirements to 2031. The study analysed the demand and supply requirements of the city in relation to employment land and found that current land would be sufficient to meet needs, identifying only a site in Birkdale as having potential future opportunity based around its location and the supporting infrastructure. The study also found that the most optimal use for future employment growth in the city was to consolidate existing employment centres (Cleveland, Capalaba and Victoria Point), rather than develop new employment areas. This analysis has been supported in recent modelling undertaken by NIEIR for the city looking at future industry and employment growth for the city to 2041.	
17. One of the respondent groups provided a number of reasons that the TIEA is a preferred location for future industry use, i.e. it concentrates on self-containment (i.e. local job	17. Refer to above commentary in point 16.	



## Draft Economic Development Strategy submission Review

<p>growth) rather than self-sufficiency (an inflated and feel good figure).</p>		
<p>18. In relation to the TIEA the same respondent group provided the following reasons for its establishment:</p> <ul style="list-style-type: none"> <li>• The development of a mixed use area and business park it will encourage the growth of a professional and higher trade qualified labour force;</li> <li>• And it certainly will attract working age residents if the correct mix is permitted to be developed;</li> <li>• It is located directly on the Redland Arterial Corridor as determined by the DTMR. Both Spring acre Road and Woodlands Drive are flagged in infrastructure planning to be upgraded to 4 lane sub arterial roads;</li> <li>• Over 63% of the land held is contiguous and the owners have committed to develop within the confines of a structure plan;</li> <li>• The land fits all criteria for construction of a mixed use development;</li> <li>• The area has a full Council commissioned flood and drainage study for the area, a study that Council demanded be carried out as a fully developed catchment South of Boundary Road;</li> <li>• The area encompassing the TIEA is at the geographical centre of the city thus having the most efficient catchment for the travel times for residents;</li> <li>• The location will ensure that up to 10 000 future workers will no longer have to commute.</li> </ul>	<p>18. Addressed in commentary in point 16.</p>	
<p>19. One of the respondent groups provided a number of additional goals for the city:</p>	<p>19. In response to the additional goals for the city, where possible alterations can be made and</p>	

## Draft Economic Development Strategy submission Review

<ul style="list-style-type: none"> <li>• A stable vibrant regional economy;</li> <li>• Enhanced employment opportunities;</li> <li>• Destination of Choice for new businesses;</li> <li>• Quality of life for residents;</li> <li>• Sense of community;</li> <li>• Economic, environmental, social/ cultural, fiscal/financial sustainability;</li> <li>• A well-educated, well-trained workforce;</li> <li>• World's best social, health, educational and community infrastructure;</li> <li>• Creation of 5 Bayside world class destinations;</li> <li>• Revitalisation of Cleveland CBD;</li> <li>• 3.5% annual growth on GRP;</li> <li>• Tourism to contribute over 3% of GRP;</li> <li>• Growth in Retail expenditure to be 4 times population growth;</li> <li>• Creation of 20,000 local jobs;</li> <li>• Job self-containment to be 50% by 2020 and 60% by 2030.</li> </ul>	<p>incorporated into the Framework to include some of these goals and outcomes. The GRP and Tourism growth rates can become stretch targets for the city, along with an expanded jobs growth target. The Framework will delete the self-containment target, instead adopting a final employment figure to 2041 for the city. The revitalisation of the Cleveland CBD is an ongoing Council commitment, along with the Capalaba CBD due to their importance as employment and industry centres for the city.</p>	
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**Redland**  
CITY COUNCIL

**Terms of Reference – Redland City  
Economic Development Advisory Board**

**Redland City Economic Development Advisory  
Board**

## **EXECUTIVE SUMMARY**

Redland City Council has developed a new Economic Development Framework 2014-2041. The framework is focused on increasing the economic capacity of the city through initiatives that support the growth and development of existing key industry sectors and the attraction of investment into the city.

Council recognises that the success of the new Economic Development Framework will in part depend on its relationship with the business community. In order to strengthen that relationship and develop a partnership between Council and the business community, Council seeks to establish an Economic Development Advisory Board made up of representatives from each of the identified industry and employment growth sectors in the Redlands.

The Economic Development Advisory Board will oversee the implementation of the Economic Development Framework, including industry sector actions plans. The Board will provide advice to the Mayor and Councillors on the progress of the Economic Development Framework and any necessary changes in order to enhance the success of the framework.

The Board will comprise a total of ten members including an independent Chair, one member from each of the eight identified industry and employment sectors and one representative from Redland City Council who will be the Mayor, or the economic development portfolio chair. Board members will be selected from suitably qualified members of the business community through a formal expression of interest process.

The Board will hold four ordinary meetings per year with the Chair having the discretion to call extraordinary meetings as required.

While Council is not in a position to pay Board members commercial Board rates, Council will reimburse Board members a fixed amount for travel related costs of attendance at ordinary meetings.

Reports will be provided to Council after each Board meeting and an annual report will be submitted outlining the progress of the economic development framework for that year.

## **BACKGROUND**

Redland City covers an area of 537 km<sup>2</sup> and is located approximately 29 kilometres from the Brisbane CBD. The city is ideally positioned on the doorstep of Asia and the Pacific Rim, with access to major transport corridors in South East Queensland and located just 28 kilometres from Brisbane Airport and 25 kilometres from the Port of Brisbane.

There are two Principal Activity centres in the city, namely Cleveland and Capalaba, with Victoria Point consolidating its role since the last census as a Major Activity hub for the southern portion of the city, with 26% growth in employment.

The city has enjoyed sustained business growth across a number of sectors, most notably in Professional, Scientific and Technical Services, Financial and Insurance Services, Health Care and Social Assistance and Education and Training.

Redland City Council aims to build on this growth by leveraging the unique characteristics of our city in order to build our economic capacity and deliver prosperity for our city and its residents.

To this end Council has developed a new Economic Development Framework 2014-2041, which aims to align with our “open for business” philosophy and focus activities on the development of initiatives that increase the economic capacity of our city.

Council’s focus is the development of key industry sectors that can deliver economic growth and enhance the liveability of our city through increased employment opportunities, training and skills development for our city’s workforce, infrastructure development, investment attraction and an overall increase in the city’s economic capacity.

Redland City Council’s strategic economic direction states that:

***Redland’s will be a vibrant, inclusive economy and be the destination of choice for businesses, workers, residents and tourists because of its vibrant, inclusive economy and proactive, innovative and creative approach to business development and expansion.***

Council recognises the important role that the business community plays in the development of the City’s economic capacity. It also acknowledges the need to develop a stronger partnership with the business community in order to implement and deliver on the key objectives of the Economic Development Framework.

As part of Redland City Council’s new Economic Development Framework 2014-2041, an Economic Development Advisory Board is to be established.

## **PURPOSE**

The primary purpose of the Economic Development Advisory Board is to:

- Monitor the implementation of the Economic Development Framework;
- Monitor the development and implementation of industry action plans;
- Review and report on the progress of the Economic Development Framework and associated action plans and ensure their alignment to the goals and objectives of the Economic Development Framework;
- Advise Redland City Council on any necessary adjustments to the Economic Development Framework based on industry or economic trends, opportunities and or threats;
- Act as the link between Council and the key industry sectors and ensure open two way communication between the public and private sectors;
- Actively promote the city as a great place to do business;
- Partner with Council to attract investment into the City, including lobbying the State and Federal Governments on key initiatives and projects.

## **BOARD MEMBERSHIP**

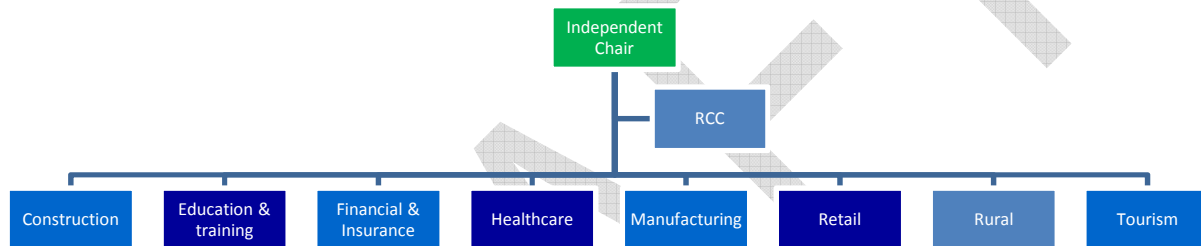
The Board will comprise a total of ten members including the independent Chair. It will be made up of one representative from each of the eight industry and employment sectors

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identified in the Economic Development Framework 2014 - 2041 as well as one representative from Redland City Council who will act in an advisory capacity to the Board. The Council representative will be either the Mayor, or the portfolio chair of economic development.

One representative will be drawn from each of the following industry and employment sectors:

- Construction
- Education and Training
- Financial and Insurance Services and Professional services
- Healthcare and Social Assistance
- Manufacturing
- Retail
- Rural Enterprises
- Tourism



The composition of the Board will be reviewed every three years to determine if the industry mix remains in line with growth in the local economy. Board members will serve for a period of three years after which Council will open expressions of interest for the next three year period.

Existing Board members will be able to re-apply for the position and serve additional terms to a maximum of three terms.

Any changes in the composition of the Board are to be approved by Council in consultation with the business community.

## **CHAIR**

The Board will be led by an independent Chair whose role will be to lead, facilitate and encourage the Board and Council.

The term “independent chair” is defined as someone who does not have any major business interests in the Redlands and is not linked to Council. The Chair will be a prominent member of the Queensland business community and have experience in leading a Board or Board at a public sector or corporate level.

The independent Chair will:

- Lead Board meetings;

- Ensure the Board functions effectively and within its charter;
- Ensure all Board members play an active role in the implementation of the Economic Development Framework;
- Act as the spokesperson for the Board on any external communications;
- Ensure probity in the Board's reporting;
- Manage conflicts that may arise either internally within the Board or with external stakeholders.

## REVIEW

The Economic Development Advisory Board will provide Council with an assessment of its performance once a year and its membership will be reviewed every three years.

## LEAD AGENCY AND SPONSORING ORGANISATIONS

Lead Agency	Redland City Council
Sponsoring Organisations	Redland City Chamber of Commerce SMBI Chamber of Commerce North Stradbroke Island Chamber of Commerce (Straddie Chamber)
City wide stakeholders	The Redland City business community
Other stakeholders	Regional Development Australia Logan and Redlands Council of Mayors Southeast Queensland Department of State Development Infrastructure and Planning

## SECRETARIAT TO THE BOARD

Council Principal Adviser Strategic Economic Development and other Council staff as and when required.

## ROLE OF THE BOARD

Members of the Economic Development Advisory Board will:

- Be the “voice” of their particular industry ensuring that Council and the Board are aware of their particular industry sector's trends, issues, opportunities and threats;
- Guide the development and implementation of the industry sector action plans;
- Work collaboratively with each other for the benefit of the City's economy;
- Provide advice to Council on industry sector issues, initiatives and trends that may impact on the Economic Development Framework;
- Put the interests of the City before any personal interests and disclose any conflict of interest immediately they become aware of one.

## **SELECTION PROCESS**

The Board will be selected from suitably qualified members of the business community through a formal expression of interest process. Selection criteria for Board members will include relevant industry sector experience, previous Board experience as well as industry networks. It is expected that Board members will be leaders in their respective industry sectors and have extensive experience and networks within their industry. In addition the Board members will be expected to have knowledge and understanding of business in the Redlands.

The independent Board Chair will be appointed by Redland City Council and will be an individual with high standing in the Queensland business community. As the Chair is to be independent, the person fulfilling the role will not be a current or immediate past member of any of the Redland City Chambers of Commerce. Final decision for the appointment of the Chair will rest with Council.

## **MEETINGS**

The Board will hold four ordinary meetings a year on or about the second Thursday of the month in February, May, August and November.

The Chair has the discretion to call an extraordinary meeting in the event of a dispute or to address an issue affecting the Board or the Economic Development Framework which requires immediate attention and cannot be held over until the next ordinary meeting.

## **PROTOCOLS**

To ensure effectiveness, the following meeting protocols will apply in relation to all meetings:

- Advisory Board members will respect the role of the Chair as facilitator in the conduct of meetings;
- All members will respect the right of every member of the Board to speak and put forward their views;
- Members will comply with the chair's decisions in relation to allocation of time to agenda items;
- Minutes will be taken by a Council representative at each meeting and made available via email to the group;
- A meeting report compiled by a Council Officer is to be provided to the Mayor within 15 working days from the Board meeting to be tabled at the next available Council General Meeting;
- An evaluation will be carried out at the end of each year to assess the effectiveness of the meetings. This evaluation will be linked to the Action Plan goals and objectives KPI's for the respective industry sectors.

## **AGENDA ITEMS**

All agenda items must be forwarded to the Council secretariat by close of business 10 working days prior to the next scheduled meeting.

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The agenda, with attached meeting papers, will be distributed at least five working days prior to the next scheduled meeting.

The Chair has the right to refuse to list an item on the formal agenda, but members may raise an item under 'Other Business' if necessary and as time permits.

## **MINUTES AND MEETING PAPERS**

The Minutes of each meeting will be provided by the Council secretariat (reporting to the Board) to the Chair within 5 working days from the conclusion of the meeting.

Full copies of the Minutes, including attachments, shall be provided to all Board members no later than 10 working days following each meeting.

Any "out-of-session decisions" made at an extraordinary meeting will be deemed acceptable and shall be recorded in the minutes of the next scheduled Board meeting.

The Minutes of each Advisory Board meeting will be monitored and maintained by the Project Manager as a complete record as required under provisions of the Public Records Act 2002.

## **FLYING MINUTES**

Urgent matters will be dealt with by an extraordinary meeting or through 'flying minute' (email based). Decisions can be made in this manner if all Board members are given written notice of the motion and a majority of the Board members give written agreement to the motion. Any motion voted on under these provisions must be confirmed at the next Board meeting.

## **PROXIES TO MEETINGS**

Members of the Board can nominate a proxy to attend a meeting if the member is unable to attend.

The Chair will be informed of the substitution at least five working days prior to the scheduled nominated meeting.

The nominated proxy shall have voting rights at the attended meeting and must provide relevant comments/feedback from the Board member they are representing to the attended meeting.

## **QUORUM REQUIREMENTS**

A minimum of five Board members is required for the meeting to be recognised as an authorised meeting for the recommendations or resolutions to be valid.

## **CONFIDENTIALITY**

Board members will be asked to review and comment on draft documentation and/or technical data that may be commercial in confidence or information that may have not been

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formally considered by Council. Members will be notified in advance of any confidential items requiring discretion.

### **PAYMENT FOR SERVICE**

The independent chair and Board members will be paid a nominal fee of \$175.00 to cover travel and incidental costs in attending Board meetings.

There are no sitting fees for Council's representative on the Board.

Meeting fees will be reviewed by Council on an annual basis and may be adjusted to reflect increases in travel costs.

### **CONFLICT OF INTEREST**

Advisory Board members must, at all times, put the interests of the City before any personal interests and must disclose any conflict of interest immediately they become aware of one.

Board members must not bring the Board, Council or the City into disrepute through public comments or actions detrimental to the Redlands. This includes political comments or comments that may impact negatively on the brand of the City.

The Chair is responsible for ensuring that Board members understand their obligations and will report to Council any comment or activity that is detrimental to the Board, the Council or the City.

Any member who holds any office or position of trust or responsibility in a company or other organisation involved in the community (whether profit or not) and has any vested or personal interest in matters for discussion, must disclose the interest to the Board Chair immediately. The Chair may ask the member to leave the meeting during those discussions.

### **ENDING AN APPOINTMENT**

The appointment of Board members may be ended on the basis of one of the following:

- Resignation;
- Regular non-attendance at meetings (members will be considered to have vacated their position on the Advisory Board when they have been absent from three meetings without an apology or a proxy);
- Failure of a Board member to respect confidentiality requirements;
- Repeated failure by a Board member to adhere to the protocols.

### **CONTACT WITH MEDIA**

Media enquiries relating to the work of the Advisory Board are to be directed to the Board, Chair through Council's Communication, Engagement and Tourism Group on [media@redlands.qld.gov.au](mailto:media@redlands.qld.gov.au) or Phone: 07 3829 8726.

### 11.3.4 CP&A AMENDMENTS TO 2014-2015 FEES AND CHARGES SCHEDULE FOR PLUMBING SERVICES

**Dataworks Filename:** Reports to Council - Portfolio 3 Planning & Development

**Attachments:** [2014-2015 Fees & Charges Schedule Detailing Current Fee Structure for Aerobic Sewerage Treatment Plant Applications](#)

[Benchmarking of On-site Sewerage and Greywater Facility Registration Fees](#)

**Authorising/Responsible Officer:**   
David Jeanes  
Acting General Manager Community & Customer Services

**Author:** Michelle Knips  
Business Process and Performance Officer

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#### PURPOSE

The purpose of this report is to seek Council approval to amend the 2014-2015 Fees and Charges schedule as detailed.

#### BACKGROUND

Currently in the 2014-2015 Fees and Charges schedule, applications for new dwellings and replacement of on-site facilities on non sewerred properties incur a charge of \$490.00 (refer attachment).

This charge is comprised of three components:

- 1) Initial Application Fee;
- 2) Annual Registration Fee; and
- 3) Compliance Testing Fee for the Aerobic Sewerage Facility

There are also fees for separate testing and annual registration that are not currently utilised.

#### ISSUES

The current fees and charges schedule states that the fees apply only to domestic Aerobic Sewerage Treatment Plant (ASTP). The Plumbing and Drainage Act requires Council to keep a record all on-site sewerage and greywater use facilities. Therefore, it is recommended that the fee description is amended to reflect this.

Under the Plumbing and Drainage Act there is no requirement for annual registration of these facilities. Therefore, this component of the fee is recommended for removal.

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Council can levy a cost recovery fee in accordance with the Local Government Act to maintain the register required by the Plumbing and Drainage Act. The current scheduled fee is considered to be greater than required to maintain the register.

Currently the Plumbing Services Team does not undertake compliance testing of these facilities. Therefore, this component of the fee is recommended by removal.

Proposed changes to the 2014-2015 Fees and Charges schedule are detailed below:

### **DOMESTIC PLUMBING AND DRAINAGE FEES**

<b>Change Required</b>	<b>Existing Fee/Charge Description</b>	<b>New Fee/Charge Description</b>	<b>Base &amp; Final Charge (\$)</b>
Delete heading	<b>Aerobic Sewerage Treatment Plant Compliance Permit</b>	N/A – heading to be deleted from 14-15 fee schedule	N/A
Delete fee	Initial Application Fee (includes annual fee and compliance testing contribution fee)	N/A – fee description to be deleted from 14-15 fee schedule	N/A – charge to be deleted from 14-15 fee schedule
Delete heading	<b>Compliance Certificate</b>	N/A – heading to be deleted from 14-15 fee schedule	N/A
Delete fee	Next test in 12 months (only when first test fails)	N/A – fee description to be deleted from 14-15 fee schedule	N/A – charge to be deleted from 14-15 fee schedule
Delete fee	Next test in 6 months time (only if first test fails)	N/A – fee description to be deleted from 14-15 fee schedule	N/A – charge to be deleted from 14-15 fee schedule
Delete fee	Revert from 6 month test to 12 month cycle (if 6 month test complies)	N/A – fee description to be deleted from 14-15 fee schedule	N/A – charge to be deleted from 14-15 fee schedule
Delete fee	Annual Registration Fee Aerobic Sewerage Treatment Plant	N/A – fee description to be deleted from 14-15 fee schedule	N/A – charge to be deleted from 14-15 fee schedule

### **COMMERCIAL AND DOMESTIC - PLUMBING AND DRAINAGE FEES**

<b>Change Required</b>	<b>Existing Fee/Charge Description</b>	<b>New Fee/Charge Description</b>	<b>Base &amp; Final Charge (\$)</b>	<b>Type</b>
New heading	N/A – this is a new heading description	<b>On-site Sewerage and Greywater Facilities</b>	N/A	N/A
New fee	N/A – this is a new fee/charge	Registration of details of on-site sewerage and greywater use facilities	\$210.00 per application	R

## **STRATEGIC IMPLICATIONS**

### **Legislative Requirements**

It is a legislative requirement under the Plumbing & Drainage Act 2002 (section 143A) for Council to keep and maintain a register of details of on-site sewerage and greywater use facilities installed in its area for which it has given compliance certificates.

Council's ability to levy fees is restricted by section 97 of the Local Government Act and must not be more than the cost to local government of taking the action for which the fee is charged.

### **Risk Management**

No immediate risks identified.

### **Financial**

The charge amount of \$210.00 for the new fee (Registration of details of on-site sewerage and greywater use facilities) was benchmarked against six (6) local government council's and based off the average cost to perform this service (refer attachment 2).

The changes required to the ASTP application fee structure will impact the City Planning & Assessment 2014-2015 predicted revenue budget as outlined below:

<b><u>Existing</u> estimated revenue for ASTP applications</b>	<b><u>New</u> estimated revenue for ASTP applications</b>	<b>Variance (\$)</b>
\$44,100	\$31,514	-\$12,586

### **People**

No impact identified.

### **Environmental**

There is no known impact to the environment.

### **Social**

No impact identified.

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

N/A

### **CONSULTATION**

The Acting Building & Plumbing Service Manager and the Group Manager City Planning & Assessment has been consulted on this matter and supports the recommendation of this report.

### **OPTIONS**

1. That Council resolves to approve the amendments to the 2014-2015 Fees and Charges schedule.
2. The Council resolves not to approve the amendments to the 2014-2015 Fees and Charges schedule.

### **OFFICER'S RECOMMENDATION**

**That Council resolves to approve the amendments to the 2014-2015 Fees and Charges schedule effective immediately.**

Description	Unit	14/15 Base Charge \$	GST \$	14/15 Final Charge \$	Type
Inspection of Manholes - Sewer or Inspection chamber house drain or Inspection chamber/manhole - stormwater	each	122.00		122.00	R
Inspection of House Drainage or Stormwater Lines 150mm diameter or greater	per metre	4.50		4.50	R
Inspection of Water & Fire Mains greater than 25mm diameter (below ground)	per metre	4.50		4.50	R
Reinspection fee for commercial hydraulic inspections	per inspection	109.00		109.00	R
<b>Aerobic Sewerage Treatment Plant Compliance Permit</b>					
Initial Application Fee (includes annual fee and compliance testing contribution fee)	per application	490.00		490.00	R
<b>Compliance Certificate</b>					
Next test in 12 months (only when first test fails)	each	144.00		144.00	R
Next test in 6 months time (only if first test fails)	each	289.00		289.00	R
Revert from 6 month test to 12 month cycle (if 6 month test complies)	each	144.00		144.00	R
Annual Registration Fee Aerobic Sewerage Treatment Plant	each	144.00		144.00	R

Attachment 2 - CP&A Amendments to 2014-2015 Fees and Charges schedule for Plumbing Services

Fee/Charge	Unit	Redland City Council	Logan City Council	Ipswich City Council	Moreton Bay Regional Council	Brisbane City Council	Gold Coast City Council	Toowoomba Regional Council
<b>PLUMBING SERVICES</b>								
<b>COMMERCIAL AND DOMESTIC - PLUMBING AND DRAINAGE</b>								
<b>On-site Sewerage and Greywater Facilities</b>								
Registration of details of on-site sewerage and greywater use facilities	per application	\$210.00	No rego fee or annual fee charged for sewerage or greywater treatment facilities	\$210.00	No rego fee or annual fee charged for sewerage or greywater treatment facilities	No rego fee or annual fee charged for sewerage or greywater treatment facilities	No rego fee. Annual Fee \$25.00 to every domestic non sewerer prop which includes an audit conducted by Plumbing Officer. \$680 Annual Fee for non sewerer commercial props including 2 audits per year and lab tests	On Site Sewerage facility approval fee = \$241.00, Annual Licence Fee = \$124.00 Greywater permit fee = \$340.00, Annual licence = \$124.00

**11.4 PORTFOLIO 5 (CR PAUL GLEESON)****INFRASTRUCTURE & OPERATIONS****11.4.1 NEW LEASE TO QLD PUBLIC SAFETY BUSINESS AGENCY – LAMB ISLAND RURAL FIRE SERVICE**

**Datworks Filename:** L.145518/145499

**Attachment:** [Lamb Island Rural Fire Brigade Proposal](#)

**Authorisation/Responsible Officer:**



**Gary Soutar**  
**General Manager Infrastructure and Operations**

**Author:**

**Lawrence Camilleri**  
**Senior Property Officer**

**PURPOSE**

The purpose of this report is to recommend that Council accept the surrender of an existing lease for the Lamb Island Rural Fire Service (LIRFS) and grant a new lease of alternate Council freehold land to construct a new multi-purpose emergency/community facility.

**BACKGROUND**

Council currently has a lease to 2026 with the former Department of Emergency Services (DES) over Lot 29 Crest Haven, Lamb Island containing the LIRFS. The 546m<sup>2</sup> leased allotment contains an 81m<sup>2</sup> fire shed and DES also allowed construction of a 60m<sup>2</sup> ambulance station under a licence arrangement.

The State Government Public Safety Business Agency (PSBA) has applied to Council to surrender the DES lease of Lot 29 Crest Haven, Lamb Island and instead lease part Lot 5 and Lot 6 on Lucas Drive, Lamb Island for a term of 30 years to allow a new multi-purpose facility to be constructed. The site plan attached to this report identifies the subject allotments.

Whilst PSBA will be the official leaseholder, the design of the facility, construction and negotiation with other potential occupants is handled by Rural Fire Service Qld (RFSQ). The proposed new facility, which RFSQ advise is at early concept stage at this point, is expected to be approximately 418m<sup>2</sup> and accommodate the LIRFS, a large new fire truck being delivered in 2015/16, an office, a community training/meeting space, and undercover space for the island's ambulance, Energex vehicle and State Emergency Service (SES) storage.

RFSQ intended to orientate the structure so that the new fire station fronts Lucas Drive and the other occupants obtain vehicular access from Crest Haven via an easement over adjoining Council freehold land, Lot 27 Crest Haven, to the west.



Council's City Planning & Assessment Group has provided preliminary advice to RFSQ including development application fees, maximum site coverage, carparking, setbacks, etc, however the project cannot be properly scoped by RFSQ until accurate plans are drafted. RFSQ prefers not to proceed with formal plans until they have obtained Council approval to lease part Lot 5 and 6 Lucas Drive.

Council's Principal Adviser Strong Communities agrees with the need for emergency services accommodation and a community training/meeting space close to the commuter facility, and believes a state government supported facility would have excellent presence in this location being Lamb Island's main street. The necessary development approvals will address the minimum level of completion of the facility, carparking, entry treatment, landscaping etc required prior to occupying.

## **ISSUES**

### **Council's storage needs**

Lot 5 Lucas Drive is currently improved with a 60m<sup>2</sup> Council storage shed, however its useful life is minimal and is planned for replacement during 2015/16. PSBA's proposal to lease part Lot 5 and Lot 6 Lucas Drive includes the surrender of the existing lease including fire and ambulance sheds at Lot 29 Crest Haven to Council. A recent condition audit of these facilities undertaken by the Facility Services Unit found them to be in good condition and have an estimated minimum 10 years useful life. These structures are considered adequate for Council's vehicle parking and storage needs for the foreseeable future.

### **Public carparking**

Public carparking is currently provided on Council's Lot 4 and part Lot 5 Lucas Drive and Council officers consider this to be adequate for the island for the foreseeable future. The public carpark is not expected to be affected by the proposed facility except where users of the facility's community training/ meeting space (anticipated to be generally Lamb Island residents and water taxi commuters) drive to the location. The balance of the cluster of 8 Council freehold allotments is sufficient area to accommodate future public carpark needs.

### **Formal agreement between Council & PSBA**

A Surrender Of Lease Agreement for Lot 29 Crest Haven will need to be prepared by a legal professional to release the lessee from various lease conditions and formalise the facility handover, including timing of Council's demolition of its shed and subsequent storage arrangements, storage arrangements for emergency/ Energex vehicles prior to completion of the new facility.

### **Council financial assistance sought**

In return for Council occupying the vacated fire and ambulance sheds on Lot 29 Crest Haven, PSBA has requested Council pay all lease surrender/new lease/ easement costs totalling approx \$7,000. Whilst the Emergency Management Fire & Rescue Levy ultimately funds urban and rural fire services operations and potentially these lease costs, payment by Council will still achieve a substantial cost saving through the cancellation of Council's replacement shed due in 2015/16.

**SES**

RFSQ and LIRFS are working with Council's Deputy Local Controller SES to provide space in the proposed new facility to accommodate an SES vehicle and training.

**Volunteer organisation**

Council Policy POL-3071 Leasing of Council Land & Facilities supports peppercorn leases to registered not-for-profit entities and volunteer emergency organisations.

Whilst PSBA is a State Government agency, rural fire brigades such as on Lamb Island, are volunteer organisations which form under the *Qld Fire & Emergency Act 1990* then raise funds to construct fire stations, purchase fire fighting appliances and fund ongoing operations. Rural fire brigades are able to apply to Qld Fire & Emergency Services for funding, equipment and land, as well as being able to apply for various community grants.

As such, providing a peppercorn lease to PSBA on behalf of LIRFS complies with POL-3071.

**STRATEGIC IMPLICATIONS****Legislative Requirements**

S.236(1)(b)(i) of the *Local Government Regulation 2012* allows for the disposal of land or an interest in land to a government agency, other than by auction or tender, subject to the local authority agreeing by resolution that s.236(1)(b)(i) applies. As PSBA is a government agency, the exception s.236(1)(b)(i) applies.

**Risk Management**

DES, as current lessee of Lot 29 Crest Haven, insures the structures and maintains public liability insurance for the premises. These insurances will be mandatory for the proposed new premises.

The existing fire and ambulance sheds on Lot 29 Crest Haven have recently been assessed by Council as good condition and, if necessary, will be improved to comply with a building classification suitable for Council's needs.

Council's existing storage shed on Lot 5 Lucas Drive is at the end of its useful life and planned for replacement in 2015/16 although it is structurally adequate in the interim.

**Financial**

PSBA has requested Council contribute financially to the project, specifically:

- surrender of the existing lease and new lease/easement preparation and registration – approx \$4,000
- lease/easement survey – approx \$3,000

Total \$7,000

Council's Asset Management Services Plan lists the old Council depot shed as being due for replacement in 2015/16 at a budget of \$50,000. Demolition of this shed is estimated to cost approximately \$15,000. If Council agrees with PSBA's proposal, it will avoid the need to construct a replacement shed, resulting in Capex 2015/16 saving of approximately \$50,000 an increase to the 2015-16 Opex budget of \$15,000.

An incidental cost of \$1,000 to amend the ex-fire and ambulance shed building classifications is potentially required to ensure the correct classification for Council's proposed use.

If Council agrees with PSBA's proposal, it is expected that approximately \$50,000 would be returned to the Capex 2015/16 budget and the above incidental costs totalling \$23,000 need to be listed in Council's 2015/16 operational budget which is currently being prepared.

### **People**

There are no staff implications.

### **Environmental**

Development approvals for the proposed new facility will address environmental impacts including water runoff, septic disposal, aesthetics, etc.

### **Social**

Emergency and Energex vehicles are currently located in the same vicinity, so impacts to the area are expected to be similar. The addition of a meeting/training space will promote community participation at the facility and in the volunteer emergency services provided.

A State Government supported development such as this, close to the commuter facility and on Lamb Island's main street, would have prominence and be a valuable contribution to local community facilities.

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

Council Policy POL-3071 Leasing of Council Land & Facilities supports leases to not-for-profit organisations and volunteer emergency organisations. The primary occupant for the proposed new facility is LIRFS which is a volunteer organisation and therefore compliant with the policy.

POL-3071 provides for a lease term of up to 20 or 30 years where the lessee invests significant funds into infrastructure and/or the lessee is an emergency services organisation. A 30-year lease term as requested by PSBA is appropriate in this instance. The policy also provides for the lease area to be greater than the building footprint where exclusive or potentially hazardous activities occur. The proposed lease warrants a lease area as depicted on the site plan attached to this report.

The Redland City Council Corporate Plan 2010-2015 is supported by this proposal, particularly:

- 7.3 - Increase community safety, health and wellbeing by planning and delivering programs, services, partnerships, regulations and education.

The Redland Social Infrastructure Strategy 2009 – A 20 Year Plan is supported by this proposal, particularly:

- **Place-making for communities**

Community building through provision of spaces for community meetings, activities, programs and services to address social needs, safety and connectivity.

## **CONSULTATION**

The Senior Property Officer has consulted with:

- Divisional Councillor;
- Principal Adviser Strong Communities;
- Service Manager Disaster Planning & Operations;
- Service Manager Roads, Drainage & Marine Operations;
- Property Services Manager;
- Acting Service Manager Facility Services;
- Parks & Conservation Service Manager;
- Business & Infrastructure Finance Team.

## **OPTIONS**

### **Option 1**

That Council resolves to:

1. Accept surrender of the existing lease to the Department of Emergency Services over Lot 29 Crest Haven, Lamb Island on terms and conditions considered satisfactory to the Chief Executive Officer;
2. Make, vary or discharge a new 30-year lease to the Qld Public Safety Business Agency over part Lot 5 and Lot 6 Lucas Drive, Lamb Island and access easement over Lot 27 Crest Haven as shown on the site plan attached to this report, on terms and conditions considered satisfactory to the Chief Executive Officer;
3. Agree in accordance with s.236(2) of the *Local Government Regulation 2012* that s.236(1)(b)(i) of the *Local Government Regulation 2012* applies allowing the proposed lease to a government agency, other than by auction or tender;
4. Delegate authority to the Chief Executive Officer under s.257(1)(b) of the *Local Government Act 2009* to sign all documents in regard to this matter; and
5. Reduce Council's 2015/16 Capex program by \$50,000 and to add costs associated with the demolition of the old Council depot shed and make good of site against the planned end-of-life refurbishment budget.

**Option 2**

That Council defer a decision to enter a new lease with PSBA and instead provide informal tenure in the form of a Permit To Occupy to allow development approvals to be obtained, after which Council can reconsider approving surrender of the existing lease and a new lease.

**OFFICER'S RECOMMENDATION**

That Council resolves to:

1. **Accept surrender of the existing lease to the Department of Emergency Services over Lot 29 Crest Haven, Lamb Island on terms and conditions considered satisfactory to the Chief Executive Officer;**
2. **Make, vary or discharge a new 30-year lease to the Qld Public Safety Business Agency over part Lot 5 and Lot 6 Lucas Drive, Lamb Island and access easement over Lot 27 Crest Haven as shown on the site plan attached to this report, on terms and conditions considered satisfactory to the Chief Executive Officer;**
3. **Agree in accordance with s.236(2) of the *Local Government Regulation 2012* that s.236(1)(b)(i) of the *Local Government Regulation 2012* applies allowing the proposed lease to a government agency, other than by auction or tender;**
4. **Delegate authority to the Chief Executive Officer under s.257(1)(b) of the *Local Government Act 2009* to sign all documents in regard to this matter; and**
5. **Reduce Council's 2015/16 Capex program by \$50,000 and to add costs associated with the demolition of the old Council depot shed and make good of site against the planned end-of-life refurbishment budget.**



**11.4.2 NEW LEASE TO QLD PUBLIC SAFETY BUSINESS AGENCY - RUSSELL ISLAND RURAL FIRE SERVICE & SES****Dataworks Filename:** L.149842 / P.259070**Attachment:** [Russell Island Rural Fire Service SES Site Plan](#)**Authorising/Responsible Officer:** **Gary Soutar**  
**General Manager Infrastructure and Operations****Author:** **Lawrence Camilleri**  
**Senior Property Officer**

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**PURPOSE**

The purpose of this report is to recommend that Council accept the surrender of an existing lease for the Russell Island Rural Fire Service (RIRFS) and grant a new lease of a larger tract of land which includes both the rural fire station and recently constructed State Emergency Service (SES) shed.

**BACKGROUND**

Council currently has a lease with the former Department of Emergency Services (DES) to 2024 over Council freehold land at 37-71 Jackson Road, Russell Island, described as Lot 3 RP31228, containing the RIRFS.

At its General Meeting in March 2012, Council resolved to identify land on Russell Island for an SES facility for the storage of vehicles, equipment, and supplies for responses in the event of disaster. In 2013, the Department of Community Safety awarded a State SES Non Recurrent Grants Program grant of \$50,000 for the project and combined with a \$70,000 contribution from Council, the new SES facility was completed in 2014 adjacent to the RIRFS in Jackson Road, Russell Island.

The 2013 Keilty Report into Police and Community Safety recommended the alignment of Rural Fire and SES and the development of a single command structure. The State Government Public Safety Business Agency (PSBA) subsequently applied to Council to surrender the RIRFS lease and enter a new lease including both the RIRFS and SES facilities.

The site plan attached to this report shows the existing and proposed lease areas.

**ISSUES**

Council Policy POL-3071 Leasing of Council Land & Facilities supports peppercorn leases to registered not-for-profit entities and volunteer emergency organisations.

Whilst PSBA is a State Government agency, rural fire services such as on Russell Island are volunteer organisations which form under the *Qld Fire & Emergency Act 1990* then raise funds to construct fire stations, purchase fire fighting appliances and fund ongoing operations. Rural fire services are able to apply to Qld Fire & Emergency Services for funding, equipment and land, as well as being able to apply for various community grants.

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As such, a peppercorn lease to PSBA complies with the policy and the lease document will set out responsibilities of the lessor, lessee including occupants i.e. RIRFS and SES.

## **STRATEGIC IMPLICATIONS**

### **Legislative Requirements**

S.236(1)(b)(i) of the *Local Government Regulation 2012* allows for the disposal of land or an interest in land to a government agency, other than by auction or tender, subject to the local authority agreeing by resolution that s.236(1)(b)(i) applies. As PSBA is a government agency, the exception s.236(1)(b)(i) applies.

### **Risk Management**

RIRFS and SES currently insure their respective facilities and maintain public liability and this is proposed to continue under a lease arrangement.

### **Financial**

PSBA has requested Council contribute financially to the project, specifically the following items:

- Surrender of the existing lease and new lease / easement preparation and registration – approx \$4,000;
- Lease survey – approx \$2,000.

Council has budgeted for these expenses in the 2014/15 financial year.

### **People**

There are no staff implications.

### **Environmental**

None identified.

### **Social**

RIRFS has been in this location since 2004 and the SES facility has added minimal impact to the surrounding residences. Community participation in emergency response is expected to increase on Russell Island with the recent completion of the SES facility.

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

Council Policy POL-3071 Leasing of Council Land & Facilities supports leases to not-for-profit organisations and volunteer emergency organisations. RIRFS and SES are volunteer organisations and therefore compliant with the policy.

POL-3071 provides for a lease term up to 20 or 30 years where the lessee invests significant funds into infrastructure and/or the lessee is an emergency services organisations. A 30-year lease term is appropriate in this instance. The policy also provides for the lease area to be greater than the building footprint where exclusive or potentially hazardous activities occur. Due to the training and storage needs of the RIRFS and SES, Council officers support the proposed lease area shown on the site plan attached to this report.

The Redland City Council Corporate Plan 2010-2015 is supported by this proposal, particularly:

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- 7.3 - Increase community safety, health and wellbeing by planning and delivering programs, services, partnerships, regulations and education.

## **CONSULTATION**

The Senior Property Officer has consulted with:

- Divisional Councillor;
- Service Manager Disaster Planning & Operations;
- Acting Service Manager Facility Services;
- Parks & Conservation Service Manager;
- Business & Infrastructure Finance team.

## **OPTIONS**

### **Option 1**

That Council resolves to:

1. Accept the surrender of the existing lease to the Department of Emergency Services at 37-71 Jackson Road, Russell described as Lease C in Lot 3 RP31228;
2. Make, vary or discharge a new 30-year lease to the Queensland Public Safety Business Agency over 37-71 Jackson Road, Russell Island as shown on the site plan attached to this report, on terms and conditions considered satisfactory to the Chief Executive Officer;
3. Agree in accordance with s.236(2) of the *Local Government Regulation 2012* that s.236(1)(b)(i) of the *Regulation* applies allowing the proposed lease to a government agency, other than by auction or tender; and
4. Delegate authority to the Chief Executive Officer under s.257(1)(b) of the *Local Government Act 2009* to sign all documents in regard to this matter.

### **Option 2**

None identified.

## **OFFICER'S RECOMMENDATION**

That Council resolves to:

1. **Accept the surrender of the existing lease to the Department of Emergency Services at 37-71 Jackson Road, Russell described as Lease C in Lot 3 RP31228;**
2. **Make, vary or discharge a new 30-year lease to the Queensland Public Safety Business Agency over 37-71 Jackson Road, Russell Island as shown on the site plan attached to this report, on terms and conditions considered satisfactory to the Chief Executive Officer;**
3. **Agree in accordance with s.236(2) of the *Local Government Regulation 2012* that s.236(1)(b)(i) of the *Regulation* applies allowing the proposed lease to a government agency, other than by auction or tender; and**
4. **Delegate authority to the Chief Executive Officer under s.257(1)(b) of the *Local Government Act 2009* to sign all documents in regard to this matter.**



**11.4.3 THORNESIDE INLET WORKS AND PUMP STATION 6 UPGRADES**

**Dataworks Filename:** WW Planning – Sewage Pump Stations  
WW Treatment Plants – Thorneside WWTP

**Authorising/Responsible Officer:**



**Gary Soutar**  
**General Manager Infrastructure &**  
**Operations**

**Author:**

**Scott McMurray**  
**Senior Process Engineer**

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**PURPOSE**

The purpose of this report is to seek resolution from Council to delegate authority to the Chief Executive Officer (CEO) to accept the tenders and make, vary and discharge all contracts over \$2,000,000 including GST for the Thorneside wastewater treatment plant (WWTP) inlet works upgrade and the pump station (PS) 6 upgrade in the 2014/2015 financial year approved budget.

**BACKGROUND**

The 2014/2015 approved capital and operational works program consists of a project for the Thorneside WWTP inlet works upgrade and PS6 upgrade valued over \$2,000,000 including GST.

At the General Meeting held October 2013, Council delegated authority to the CEO to make, vary and discharge contracts that do not exceed \$2,000,000 including GST where:

- The spending of funds to be incurred by making, varying or discharging the contract has been provided for in an approved budget for the financial year when the making, varying or discharging happens, or
- The spending of funds to be incurred have been provided for in a budget pending adoption by Council (s.522 of the *Local Government Act*).

Over the last few financial years, the Water & Waste Infrastructure group has presented reports to Council requesting that authority be delegated to the CEO to make, vary and discharge contracts for various tenders with a value over \$2,000,000 including GST. This process has been used to assist with expediting the contract award process and delivery of the project.

In the 2014/2015 financial year, the Water & Waste Infrastructure group has identified projects, Thorneside WWTP inlet works upgrade and PS6 upgrade, which will require that tenders be sought with an estimated value over \$2,000,000 including GST.

**ISSUES**

It is anticipated that in the 2014/2015 financial year, under the current process of seeking delegated authority for individual projects, that an individual report on a project with tenders with an estimated value over \$2,000,000 including GST would be

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presented to Council by the Water & Waste Infrastructure group seeking Council resolution to delegate authority to the CEO to make, vary and discharge the individual contract.

Council resolution is being sought to delegate authority to the CEO to make, vary and discharge the contracts associated with the Thorneside WWTP inlet works upgrade and PS6 upgrade. This resolution will cover the project in question covering a contract over \$2,000,000 including GST that is to be awarded to the successful tenderer. The tender value in each case is estimated to be greater than \$2,000,000.

This delegation will assist Council by reducing the timing for the tender process so that the awarding of the contract is not dependent on Council meeting dates which will expedite the process.

The projects in question are to be managed by the Water & Waste Infrastructure group in the 2014/2015 financial year and have been approved as part of the 2014/2015 budget approval process. The projects are major capital works projects.

Should Council decide not to delegate authority to the CEO it may result in delays with the awarding of contracts and the construction of the projects which could lead to additional costs to Council.

## **STRATEGIC IMPLICATIONS**

### **Legislative Requirements**

Under S.238, Entering into a contract under a delegation of the *Local Government Regulation 2012*, Council delegated authority to the CEO to enter, negotiate, and conclude contracts and purchasing arrangements under the provisions of the *Local Government Act 2009* and *Local Government Finance Standards* (general meeting minutes October 2013) up to \$2,000,000 (including GST).

Under S.259 Delegation of the Chief Executive Officer powers of the *Local Government Act 2009*, the CEO has the authority to delegate to the general managers and other Council officers to accept quotations and tenders and enter into contracts subject to the following conditions:

- a) an instrument of delegation has been issued and signed by the CEO;
- b) the value of the contract is within the limits and conditions outlined in the instrument of delegation; and
- c) the delegate has attended Purchasing and Technology One training.

### **Risk Management**

No risk implication.

### **Financial**

The projects mentioned in this report are approved projects for the 2014/2015 financial year and have been approved as part of the budget approval process.

It should be noted that these projects are being constructed under a lump sum tender arrangement.

The Thorneside Inlet Project has a current budget of \$2,000,000 and the PS6 Upgrade has a current budget of \$3,000,000.

**People**

No implication on people.

**Environmental**

No environmental implication.

**Social**

No social implication.

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

The recommendation primarily supports Council's strategic priority outlined in Redland City Council Corporate Plan 2010-2015:

Outcome 9: "An efficient and effective organisation" – Council is well respected and seen as an excellent organisation which manages resource in an efficient and effective way.

Specifically Outcome 9.7: "Develop our procurement practices to increase value for money within an effective governance framework".

**CONSULTATION**

The following have been consulted in the preparation of this report and are supportive of the recommendation:

- Senior Procurement Officer;
- Senior Commercial Finance Accountant;
- Group Manager Water & Waste Infrastructure;
- General Manager Infrastructure & Operations.

**OPTIONS****Option 1**

That Council resolves to delegate authority to the Chief Executive Officer, under s.257(1)(b) of the *Local Government Act 2009* to:

1. Accept the tenders and make, vary and discharge all contracts over \$2,000,000 including GST for the Thorneside WWTP inlet works upgrade and the PS6 upgrade in the 2014/2015 financial year approved budget;
2. Sign and amend all relevant documentation; and
3. Enter into a contract in a timely manner.

**Option 2**

That Council resolve to not delegate this authority to the CEO which may result in delays with the awarding of contracts and the construction of the project which could lead to additional costs to Council.

**OFFICER'S RECOMMENDATION**

That Council resolves to delegate authority to the Chief Executive Officer, under s.257(1)(b) of the *Local Government Act 2009* to:

1. Accept the tenders and make, vary and discharge all contracts over \$2,000,000 including GST for the Thorneside WWTP inlet works upgrade and the PS6 upgrade in the 2014/2015 financial year approved budget;
2. Sign and amend all relevant documentation; and
3. Enter into a contract in a timely manner.

**12 MAYORAL MINUTE**

In accordance with s.35 *Redland City Council Meetings – 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****14.1 NOTICE OF MOTION - CR ELLIOTT****14.1.1 LOCAL LAW AMENDMENTS**

On 3 February 2015, in accordance with s.7(3) *Redland City Council Meetings – Standing Orders*, Cr Elliott gave notice that he intends to move as follows:

**That Council resolves to:**

- 1. Further amend Schedule 2 part A of the Attachment 1 to the report presented to Council on 28 January 2015 (Item 11.2.1 – Local Laws Consultation) as follows:**

**Remove:**

**Subordinate Local Law 2 (Animal Management)**

Section	Page number	Change required	Drafting amendment
Schedule 2, section (2)(a)	10	Amend the period from 6 minutes to 3 minutes	Remove ‘6 minutes’ and replace with ‘3 minutes’.

**and**

**Insert:**

**Subordinate Local Law 2 (Animal Management)**

Section	Page number	Change required	Drafting amendment
Schedule 2, section (2)(a)	10	Standardise the noise nuisance times to a total of more than 3 minutes in any 30 minute period, irrespective of the time of day or night	Remove (2)(a) and (b). Insert “the noise is made for more than a total of 3 minutes in any 30 minute period.”

**and**

## 2. Use the amended provisions above in the current round of community consultation.

### Background:

At Council's meeting on 28<sup>th</sup> January 2015, two changes were made to Schedule 2 Part A of Attachment 1 to the report titled 'Local Laws Consultation' – item 11.2.1 on the agenda. One of those changes related to the Subordinate Local law 2 (Animal Management). That change resulted from my request to reduce the daytime limit for nuisance caused by noisy animals from 6 minutes per hour to 3 minutes per hour. That change was adopted by Council resolution.

An unintended consequence of that change is that the daytime requirements become stricter than the night-time requirements. That was not my intention when I suggested the change, nor do I believe was it the intention of other Councillors for this to occur.

Officers have consulted with Councillors since the Council meeting and it has been informally agreed that a further change should be made to rectify this anomaly prior to public consultation.

The further change proposed would see the same requirements placed on animal owners at all time of day and night.

## 14.2 NOTICE OF MOTION - CR TALTY

### 14.2.1 LOCAL LAW AMENDMENTS

On 3 February 2015, in accordance with s.7(3) *Redland City Council Meetings – Standing Orders*, Cr Talty gave notice that she intends to move as follows:

#### That Council resolves to:

1. Further amend Schedule 2 of the Attachment 1, to the report presented to Council on 28 January 2015 (Item 11.2.1 – Local Laws Consultation) as follows:

#### For Subordinate Local Law 3 (Community and Environmental Management) Part A:

#### Amend:

Section	Page number	Change required	Drafting amendment
Schedule 3 Column 1	9	Fires in the open air prohibited on land less than 10,000m <sup>2</sup> regardless of zoning	Omit from Column 1  “That part of the local government area comprising—  a. all land in each zone identified in the planning scheme of the local government, other than land in the Rural (Non-Urban) Zone; and



Section	Page number	Change required	Drafting amendment
			<p>b. the land in the Rural (Non-Urban) Zone in the planning scheme of the local government, but only if the land is within 500m of a zone other than the Rural (Non-Urban) Zone.”</p> <p>Insert in Column 1</p> <p>“Each allotment within the local government area with an area less than 10,000m<sup>2</sup>.”</p>

To:

Section	Page number	Change required	Drafting amendment
Schedule 3 Column 1	9	Amend locations for where residents can light fires including outside the urban footprint, within park residential zones and on lots greater than 6,000m <sup>2</sup> within the urban footprint.	<p>Omit</p> <p>“That part of the local government area comprising—</p> <p>(a) all land in each zone identified in the planning scheme of the local government, other than land in the Rural (Non-Urban) Zone; and</p> <p>(b) the land in the Rural (Non-Urban) Zone in the planning scheme of the local government, but only if the land is within 500m of a zone other than the Rural (Non-Urban) Zone.”</p> <p>Insert</p> <p>“All land within the local government area, other than —</p> <p>(a) land outside the <i>Urban Footprint</i>; and</p> <p>(b) land within the <i>Urban Footprint</i> that is zoned park residential; and</p> <p>(c) any other land within the <i>Urban Footprint</i> having an area of 6,000m<sup>2</sup> or more.”</p>

**For Subordinate Local Law 3 (Community and Environmental Management)  
Part B:**

**Add:**

Section	Page number	Change required	Drafting amendment
Schedule 6 Dictionary	13	Addition of meaning for urban footprint following change to Schedule 3 for areas where fires are not prohibited	Insert <i>“urban footprint is land categorised as such by Map 2 of the South East Queensland Regional Plan 2009-2031 (“the SEQ Regional Plan”) and more precisely defined on the regulatory maps that accompany the SEQ Regional Plan that are contained within the South East Queensland Regional Plan 2009–2031 State planning regulatory provisions.”</i>

and;

2. Use the amended provisions for Part A above in the current round of community consultation.

**Background:**

At Council’s meeting on 28<sup>th</sup> January 2015, two changes were made to Schedule 2 Part A of Attachment 1 to the report titled ‘Local Laws Consultation’ – item 11.2.1 on the agenda. One of those changes related to Subordinate Local Law 3 (Community and Environmental Management). That change resulted from my request to reduce the maximum land area for the prohibition of fires from 10,000m<sup>2</sup> to 6,000m<sup>2</sup> and also to reinsert the zone-related provisions in Council’s initially proposed local law.

An unintended consequence of those changes is that the draft provisions conflict with each other. That was not my intention when I suggested the changes, nor do I believe was it the intention of other councillors.

Officers have consulted with councillors since the Council meeting and it has been informally agreed that further changes should be made to rectify this prior to public consultation.

The further change proposed would see a different set of prohibitions placed on fires across the city.

**15 URGENT BUSINESS WITHOUT NOTICE**

A Councillor may bring forward an item of urgent business if the meeting resolves that the matter is urgent.

**16 MEETING CLOSURE**