



Redland
CITY COUNCIL

MINUTES

SPECIAL MEETING

Wednesday, 28 October 2020

The Council Chambers
91 - 93 Bloomfield Street
CLEVELAND QLD

Order Of Business

1	Declaration of Opening	1
2	Record of Attendance and Leave of Absence	1
3	Declaration of Prescribed Conflict of Interests and Declarable Conflict of Interests.....	1
4	Closed Session	1
5	Reports from Organisational Services.....	2
5.1	Annual Financial Statements 2019-2020	2
5.2	Annual Community Financial Report 2019-2020	52
5.3	Queensland Audit Office Final Management Report 2019-2020	65
5.4	Adoption of Annual Report 2019-2020	76
6	Meeting Closure	349

**SPECIAL MEETING
HELD AT THE COUNCIL CHAMBERS, 91 - 93 BLOOMFIELD STREET, CLEVELAND QLD
ON WEDNESDAY, 28 OCTOBER 2020 AT 8.00AM**

1 DECLARATION OF OPENING

The Mayor declared the meeting open at 8.03am and acknowledged the Quandamooka people, who are the traditional custodians of the land on which Council meets.

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

2 RECORD OF ATTENDANCE AND LEAVE OF ABSENCE

MEMBERS PRESENT: Cr Karen Williams (Mayor), Cr Wendy Boglary (Division 1), Cr Peter Mitchell (Division 2), Cr Paul Gollè (Division 3), Cr Lance Hewlett (Division 4), Cr Mark Edwards (Division 5), Cr Julie Talty (Deputy Mayor and Division 6), Cr Rowanne McKenzie (Division 7), Cr Tracey Huges (Division 8), Cr Adelia Berridge (Division 9), Cr Paul Bishop (Division 10)

EXECUTIVE LEADERSHIP TEAM: Andrew Chesterman (Chief Executive Officer), John Oberhardt (General Manager Organisational Services), Graham Simpson (Acting General Manager Community & Customer Services), Anthony Burrows (Acting General Manager Infrastructure & Operations), Deborah Corbett-Hall (Chief Financial Officer), Andrew Ross (General Counsel)

MINUTES: Danielle Bugeja (Corporate Meetings & Registers Coordinator)

COUNCILLOR ABSENCES DURING THE MEETING

Cr Julie Talty entered the meeting at 8.07am (during Item 5.1)

3 DECLARATION OF PRESCRIBED CONFLICT OF INTERESTS AND DECLARABLE CONFLICT OF INTERESTS

Nil

4 CLOSED SESSION

Nil

5 REPORTS FROM ORGANISATIONAL SERVICES**5.1 ANNUAL FINANCIAL STATEMENTS 2019-2020****Objective Reference:** A4958934**Authorising Officer:** Deborah Corbett-Hall, Chief Financial Officer**Responsible Officer:** Deborah Corbett-Hall, Chief Financial Officer**Report Author:** Joy Manalo, Service Manager Corporate Finance**Attachments:** 1. **Annual Financial Statements 2019-2020** [↓](#)**PURPOSE**

To present the final (Queensland Audit Office certified) 2019-2020 annual financial statements and accompanying notes to Council for noting prior to adoption of the 2019-2020 annual report.

BACKGROUND

Council prepared consolidated financial statements for Redland City Council and its subsidiary Redland Investment Corporation Pty Ltd (RIC) and its controlled entities which set out the financial performance, financial position, cash flows, changes in community equity, as well as explanatory notes for the financial year ended 30 June 2020.

The consolidated financial statements are audited by the Queensland Audit Office (QAO) to confirm the results presented are true and fair, and in accordance with the *Local Government Act 2009*, *Local Government Regulation 2012* and the relevant Australian Accounting Standards. The QAO audit was conducted in two phases – an interim visit in March 2020 and a final visit from August to September 2020.

The financial statements were presented to and reviewed by the Audit Committee before certification by the Mayor and the CEO and submission to the QAO.

The attached 2019-2020 financial statements are final and have been certified by the QAO as at 30 September 2020. An unmodified audit opinion was issued confirming that the financial statements are materially correct, present a true and fair view of Council's and the consolidated financial position as at 30 June 2020, the financial performance and cash flows for the year then ended. The QAO audit opinion also reflects compliance with the relevant legislation and accounting standards.

In addition to the 2019-2020 financial statements, the QAO audited the current-year financial sustainability statement. Consistent with other councils and prior years, the QAO included an 'emphasis of matter' in the auditor's report to the current-year financial sustainability statement to highlight that the statement is prepared for the purpose of fulfilling Council's reporting responsibilities under the *Local Government Regulation 2012*. As such, it may not be suitable for another purpose. The long-term financial sustainability statement is not audited.

ISSUES*Consolidated financial statements*

The financial statements presented are for Redland City Council as a group, i.e. includes the financial results of Council, and its controlled entities including Redland Investment Corporation.

Operating result and Net Result

The group's operating deficit for 2019-2020 favourably decreased by \$1.8M when compared to 2018-2019 mainly due to a 5.6% increase in operating revenue and a corresponding 4.8% increase in operating expenditure.

Of note, when capital revenues and expenditures are included, the Net Result for the Group was \$16.03m.

Fixed asset valuations

During 2019-2020, a comprehensive valuation of land and buildings was completed. A desktop valuation was applied to roads, stormwater, water, wastewater and other infrastructure assets. An increase of \$27.72m in net asset value resulted from the revaluation.

Implementation of new accounting standards

During 2019-2020, Council implemented the new accounting standards AASB 15 *Revenue from Contracts with Customers*, AASB 1058 *Income of Not-for-Profit Entities* and AASB 16 *Leases*. This resulted in the change of revenue recognition of some income transactions and modification of accounting for leases.

Impact of COVID 19

The COVID 19 pandemic has a considerable impact on Council's operations for financial year 2019-2020. The reduction in revenue from service cancellations and fee waivers amounted to \$1.06 million. The indicative impact on Council's interest income due to low prevailing rates amounted to \$1.8 million. The impact of COVID 19 on Councils' expenditure amount to \$0.35 million. It was assessed that COVID 19 has no significant impact on Council's asset valuations for 2019-2020. The majority of Council's assets are presented at fair value.

STRATEGIC IMPLICATIONS

Legislative Requirements

Section 176 of the *Local Government Regulation 2012* requires a local government to prepare the following for each financial year:

- a general purpose financial statement
- a current-year financial sustainability statement
- a long-term financial sustainability statement

All three requirements were met within the statutory timeframe.

Risk Management

Risk management is undertaken during the year with respect to the financials – Council reviews its actual performance against budget on a monthly basis and formally reviews its budget as required during the year. At the conclusion of the financial audit, the QAO provides feedback to Council on the general appropriateness of key internal controls that ensure financial information is reasonably complete and accurate.

Financial

There are no additional financial implications arising from this report; the purpose of the report is to present the audited 2019-2020 financial statements.

People

No impact as the purpose of the report is to present the audited 2019-2020 financial statements.

Environmental

No impact as the purpose of the report is to present the audited 2019-2020 financial statements.

Social

No impact as the purpose of the report is to present the audited 2019-2020 financial statements.

Human Rights

There are no human rights implications for this report as the purpose of the report is to present the audited 2019-2020 financial statements.

Alignment with Council's Policy and Plans

This report has a relationship with the following items of Council's 2018 to 2023 Corporate Plan:

8. Inclusive and ethical governance

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

- 8.2 Council produces and delivers against sustainable financial forecasts as a result of best practice Capital and Asset Management Plans that guide project planning and service delivery across the city;
- 8.3 Implementation of the Corporate Plan is well coordinated across Council and through a delivery mechanism that provides clear line of sight, accountability and performance measurement for all employees; and
- 8.5 Council uses meaningful tools to engage with the community on diverse issues so that the community is well informed and can contribute to decision making.

CONSULTATION

Consulted	Date	Comment
Corporate Finance Unit	February to September 2020	Discussed the financial results, report layout and accounting treatment of various transactions. Technical accounting position papers were prepared by Financial Services and discussed with the QAO during the interim and final audit visits.
Chief Financial Officer	February to September 2020	Discussed the financial results, report layout and accounting treatment of various transactions. Approved the technical position papers and draft documents prior to internal and external distribution.
Audit Committee Invitees and Attendees	13 August 2020 17 September 2020	Reviewed the draft financials pre and post the Final Audit. Provided feedback on the financial statements and accompanying notes.
QAO Appointed Auditors, Bentleys	Various times	Reviewed the technical position papers, conducted the interim and final onsite visit and fed back to Audit Committee on the findings.

Consulted	Date	Comment
Queensland Audit Office	Various times	Reviewed the technical position papers, reviewed the draft and final Annual Financial Statements and provided audit certification.

OPTIONS**Option One**

That Council resolves to note the audited financial statements for inclusion in the 2019-2020 annual report.

Option Two

That Council resolves to request further information.

OFFICER'S RECOMMENDATION/COUNCIL RESOLUTION 2020/304

Moved by: Cr Paul Bishop

Seconded by: Cr Wendy Boglary

That Council resolves to note the audited financial statements for inclusion in the 2019-2020 annual report.

CARRIED 11/0

Crs Karen Williams, Wendy Boglary, Peter Mitchell, Paul Gollè, Lance Hewlett, Mark Edwards, Julie Talty, Rowanne McKenzie, Tracey Huges, Adelia Berridge and Paul Bishop voted FOR the motion.



Redland
CITY COUNCIL

**CONSOLIDATED
FINANCIAL STATEMENTS
FOR THE YEAR ENDED
30 JUNE 2020**

REDLAND CITY COUNCIL
CONSOLIDATED FINANCIAL STATEMENTS
 For the year ended 30 June 2020

TABLE OF CONTENTS

	Page No
Consolidated Statement of Comprehensive Income	3
Consolidated Statement of Financial Position	4
Consolidated Statement of Changes in Equity	5
Consolidated Statement of Cash Flows	6
Notes to the Consolidated financial statements	
1 Basis of preparation and compliance	7
2 Significant accounting policies	9
3 Statement of functions and activities	
(a) Functions of the consolidated entity	13
(b) Analysis of results by function	15
4 Revenue analysis	16
5 Grants, subsidies and contributions	17
6 Employee benefits	17
7 Materials and services	17
8 Depreciation and amortisation	17
9 Cash and cash equivalents	18
10 Trade and other receivables	18
11 Inventories	19
12 Investment property	19
13 (a) Property, plant and equipment	20
(b) Property, plant and equipment - prior year comparative	21
14 Leases	22
15 Trade and other payables	24
16 Borrowings	24
17 Provisions	25
18 Other current liabilities	26
19 Asset revaluation surplus	26
20 Commitments	26
21 Contingent liabilities and contingent assets	27
22 Superannuation	27
23 Trust funds	28
24 Reconciliation of net result for the year to net cash flows from operating activities	28
25 Changes in accounting policies	29
26 Fair value measurements	30
27 National Competition Policy	33
28 Transactions with related parties	34
29 Events after the reporting period	36
Management certificate	
Independent auditor's report	

REDLAND CITY COUNCIL
CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME
 For the year ended 30 June 2020

	Note	Consolidated		Council	
		2020 \$000	2019 \$000	2020 \$000	2019 \$000
Income					
Recurrent revenue					
Rates, levies and charges	4(a)	253,063	239,774	253,091	239,774
Fees	4(b)	13,278	13,802	12,910	13,430
Interest received	4(c)	3,333	4,814	3,278	4,810
Sales revenue	4(d)	12,952	10,100	2,550	3,733
Other income		2,960	2,335	2,674	2,174
Grants, subsidies and contributions	5(a)	11,899	10,838	11,899	10,838
Total recurrent revenue		297,485	281,663	286,402	274,759
Capital revenue					
Grants, subsidies and contributions	5(b)	18,248	15,824	18,248	15,824
Non-cash contributions		8,897	7,370	8,897	7,370
Total capital revenue		27,145	23,194	27,145	23,194
Total income		324,630	304,857	313,547	297,953
Expenses					
Recurrent expenses					
Employee benefits	6	(93,241)	(89,141)	(92,058)	(87,720)
Materials and services	7	(142,800)	(136,941)	(132,723)	(130,879)
Finance costs		(3,042)	(3,130)	(3,014)	(3,126)
Depreciation and amortisation	8	(67,005)	(62,825)	(66,966)	(62,794)
Total recurrent expenses		(306,088)	(292,037)	(294,761)	(284,519)
Capital expenses					
Loss on disposal of non-current assets		(2,507)	(3,800)	(1,200)	(3,800)
Total capital expenses		(2,507)	(3,800)	(1,200)	(3,800)
Total expenses		(308,595)	(295,837)	(295,961)	(288,319)
Net result		16,035	9,020	17,586	9,634
Other comprehensive income					
Items that will not be reclassified to net result					
Revaluation of property, plant and equipment	13	27,720	4,952	27,720	4,952
Total comprehensive income/(loss) for the year		43,755	13,972	45,306	14,586

The above statement should be read in conjunction with the accompanying notes and significant accounting policies. The comparatives have not been restated on adoption of AASB 15/1058 and AASB 16 and therefore the comparative information is presented using the previous standards relating to revenue and leases.

REDLAND CITY COUNCIL
CONSOLIDATED STATEMENT OF FINANCIAL POSITION
 As at 30 June 2020

	Note	Consolidated		Council	
		2020 \$000	2019 \$000	2020 \$000	2019 \$000
Current assets					
Cash and cash equivalents	9	177,941	166,153	171,901	162,096
Trade and other receivables	10	38,815	32,195	40,732	34,010
Inventories	11	2,364	13,925	880	955
Non-current assets held-for-sale		118	8,050	118	11,113
Other current assets		2,962	2,322	2,956	4,975
Total current assets		222,200	222,645	216,587	213,149
Non-current assets					
Investment property	12	6,716	5,115	1,225	1,091
Property, plant and equipment	13	2,588,518	2,541,995	2,588,458	2,541,881
Intangible assets		2,123	1,663	2,123	1,663
Right-of-use assets	14(a)	7,125	-	7,125	-
Other financial assets		73	73	13,174	13,174
Total non-current assets		2,604,555	2,548,846	2,612,105	2,557,809
Total assets		2,826,755	2,771,491	2,828,692	2,770,958
Current liabilities					
Trade and other payables	15	42,821	34,097	42,267	33,742
Borrowings with QTC	16(a)	8,326	7,845	8,326	7,845
Lease liability - current	14(b)	1,294	-	1,294	-
Provisions	17(a)	14,414	15,350	14,414	15,350
Other current liabilities	18	2,434	10,293	2,434	9,152
Total current liabilities		69,289	67,585	68,735	66,089
Non-current liabilities					
Borrowings with QTC	16(b)	32,852	29,421	32,852	29,421
Lease liability - non-current	14(b)	6,775	-	6,775	-
Provisions	17(b)	14,236	13,459	14,162	13,408
Total non-current liabilities		53,863	42,880	53,789	42,829
Total liabilities		123,152	110,465	122,524	108,918
Net community assets		2,703,603	2,661,026	2,706,168	2,662,040
Community equity					
Asset revaluation surplus	19	1,035,840	1,008,120	1,035,840	1,008,120
Retained surplus		1,667,763	1,652,906	1,670,328	1,653,920
Total community equity		2,703,603	2,661,026	2,706,168	2,662,040

The above statement should be read in conjunction with the accompanying notes and significant accounting policies. The comparatives have not been restated on adoption of AASB 15/1058 and AASB 16 and therefore the comparative information is presented using the previous standards relating to revenue and leases.

REDLAND CITY COUNCIL
CONSOLIDATED STATEMENT OF CHANGES IN EQUITY
 For the year ended 30 June 2020

Consolidated	Asset Revaluation Surplus \$000	Retained Surplus \$000	Total Community Equity \$000
	Note		
	13, 19		
Balance as at 1 July 2018	1,003,168	1,643,886	2,647,054
Net result	-	9,020	9,020
Other comprehensive income for the year:			
Increase/(decrease) in asset revaluation surplus	4,952	-	4,952
Total comprehensive income for the year	4,952	9,020	13,972
Balance as at 30 June 2019	1,008,120	1,652,906	2,661,026
Adjustment on initial application of AASB 15/ AASB 1058	25 -	(225)	(225)
Adjustment on initial application of AASB 16	25 -	(953)	(953)
Restated balance at 1 July 2019	1,008,120	1,651,728	2,659,848
Net result	-	16,035	16,035
Other comprehensive income for the year:			
Increase/(decrease) in asset revaluation surplus	27,720	-	27,720
Total comprehensive income for the year	27,720	16,035	43,755
Balance as at 30 June 2020	1,035,840	1,667,763	2,703,603
Council			
Balance as at 1 July 2018	1,003,168	1,644,286	2,647,454
Net result	-	9,634	9,634
Other comprehensive income for the year:			
Increase/(decrease) in asset revaluation surplus	4,952	-	4,952
Total comprehensive income for the year	4,952	9,634	14,586
Balance as at 30 June 2019	1,008,120	1,653,920	2,662,040
Adjustment on initial application of AASB 15/ AASB 1058	25 -	(225)	(225)
Adjustment on initial application of AASB 16	25 -	(953)	(953)
Restated balance at 1 July 2019	1,008,120	1,652,742	2,660,862
Net result	-	17,586	17,586
Other comprehensive income for the year:			
Increase/(decrease) in asset revaluation surplus	27,720	-	27,720
Total comprehensive income for the year	27,720	17,586	45,306
Balance as at 30 June 2020	1,035,840	1,670,328	2,706,168

The above statement should be read in conjunction with the accompanying notes and significant accounting policies. The comparatives have not been restated on adoption of AASB 15/1058 and AASB 16 and therefore the comparative information is presented using the previous standards relating to revenue and leases.

REDLAND CITY COUNCIL
CONSOLIDATED STATEMENT OF CASH FLOWS
 For the year ended 30 June 2020

	Note	Consolidated		Council	
		2020 \$000	2019 \$000	2020 \$000	2019 \$000
Cash flows from operating activities					
Receipts from customers		279,825	276,486	265,404	266,326
Payments to suppliers and employees		(235,443)	(221,895)	(222,594)	(217,890)
Interest received		3,329	4,812	3,278	4,810
Dividend received		-	-	-	1,500
Non-capital grants and contributions		9,883	9,832	9,883	9,832
Borrowing costs	16(c)	(2,416)	(2,809)	(2,416)	(2,809)
Right-of-use assets interest expense	14(b)	(165)	-	(165)	-
Net cash inflow/(outflow) from operating activities	24	55,013	66,426	53,390	61,769
Cash flows from investing activities					
Payments for property, plant and equipment		(65,055)	(58,639)	(67,317)	(58,586)
Payments for intangible assets		(1,513)	(540)	(1,513)	(540)
Proceeds from sale of property, plant and equipment		1,366	2,789	2,866	2,789
Capital grants, subsidies and contributions		19,613	17,137	19,613	17,137
Other Cashflow from investing activities		(492)	-	(90)	3,500
Net cash inflow/(outflow) from investing activities		(46,081)	(39,253)	(46,441)	(35,700)
Cash flows from financing activities					
Proceeds from borrowings	16(c)	9,800	2,500	9,800	2,500
Repayment of borrowings	16(c)	(5,530)	(5,035)	(5,530)	(5,035)
Right-of-use assets lease payment		(1,414)	-	(1,414)	-
Net cash inflow/(outflow) from financing activities		2,856	(2,535)	2,856	(2,535)
Net increase/(decrease) in cash and cash equivalents held		11,788	24,638	9,805	23,534
Cash and cash equivalents at beginning of the financial year		166,153	141,515	162,096	138,562
Cash and cash equivalents at end of the financial year	9	177,941	166,153	171,901	162,096

The above statement should be read in conjunction with the accompanying notes and significant accounting policies. The comparatives have not been restated on adoption of AASB 15/1058 and AASB 16 and therefore the comparative information is presented using the previous standards relating to revenue and leases.

REDLAND CITY COUNCIL

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 30 June 2020

1 Basis of preparation and compliance

1(a) Basis of preparation and statement of compliance

The Council is constituted under the *Queensland Local Government Act 2009* and is domiciled in Australia.

These general purpose financial statements are for the period 1 July 2019 to 30 June 2020. They are prepared in accordance with the *Local Government Act 2009* and the *Local Government Regulation 2012*.

These financial statements comply with Australian Accounting Standards and Interpretations issued by the Australian Accounting Standards Board (AASB). Council is a not for profit entity for financial reporting purposes and complies with Australian Accounting Standards as applicable to not for profit entities.

These financial statements are for the group consisting of Redland City Council (RCC) and its subsidiaries (refer to Note 1(b)) and have been prepared under the historical cost convention except for the revaluation of certain non-current assets, financial assets and financial liabilities.

1(b) Principles of consolidation

Council and its controlled entities together form the consolidated entity which is referred to in these financial statements as 'the group'. The financial statements of the controlled entities are included in the consolidated financial statements where material by size or nature, from the date when control commences until the date when control ceases.

Transactions with entities controlled by Council have been eliminated when preparing consolidated financial statements and accounting policies of controlled entities adjusted where necessary to ensure consistency with the policies adopted by the group.

Redland Investment Corporation Pty Ltd (consolidated)

Council has 100% ownership of Redland Investment Corporation Pty Ltd (RIC) which is limited by shares. RIC was formed to enhance the commercial activities of Council and oversees a diverse range of projects across the city. RIC has the following subsidiaries:

Redland Developments Pty Ltd (consolidated to the RIC Group)

RIC has 100% ownership of Redland Developments Pty Ltd which is limited by shares. Redland Developments Pty Ltd is the vehicle used for undertaking new developments. In the current financial year, its main project has been 521 Old Cleveland Road East, Birkdale.

Cleveland Plaza Pty Ltd (consolidated to the RIC Group)

RIC has 100% ownership of Cleveland Plaza Pty Ltd (Cleveland Plaza) which is limited by shares. Cleveland Plaza was formed to own and manage the property at 48 Bloomfield Street, Cleveland.

RIC Toondah Pty Ltd (consolidated to the RIC Group)

RIC has 100% ownership of RIC Toondah Pty Ltd (RICT) which is limited by shares. RICT is formally engaged by the Toondah Harbour development joint venture between Council, Minister for State Development, Tourism and Innovation and RICT to administer the provisions of the development agreement with the Walker Group. Council's interest in the joint operation is 50%. The project is pending a transfer of State land to Minister for State Development, Tourism and Innovation as well as an environmental assessment; as such, nominal transactions have occurred in the entity during the current financial year.

Separate consolidated financial statements for RIC have been prepared for the financial year ended 30 June 2020 and are audited by the Auditor-General of Queensland.

Redheart Pty Ltd (not consolidated as transactions in this entity are not material)

Council has 100% ownership of Redheart Pty Ltd (Redheart) which is limited by shares. Redheart was formed to conduct a beneficial enterprise by holding a mining lease and environmental authority and sell quarry material from Council's German Church Road quarry operations, so as to manage risks and increase commercial flexibility. As at 30 June 2020, the company had net assets of \$2 and remained dormant throughout the financial year.

1(c) Date of authorisation

The consolidated financial statements were authorised for issue on the date they were submitted to the Auditor-General for final signature. This is the date the management certificate was signed.

1(d) Currency

Council uses the Australian dollar (AUD) as its functional currency and its presentation currency.

1(e) Rounding and comparatives

Amounts included in the consolidated financial statements have been rounded to the nearest \$1,000.

1(f) Volunteer services

Council elects not to recognise volunteer services, or a class of volunteer services as the fair value of those services cannot be measured reliably and would not be purchased if these services were not donated.

REDLAND CITY COUNCIL

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 30 June 2020

1 Basis of preparation and compliance - continued

1(g) New and amended standards adopted by Council

In the current year, the consolidated entity adopted all of the new and revised standards and interpretations issued by the Australian Accounting Standards Board (AASB) that are relevant to its operations and effective for the current reporting period. The adoption of the new and revised standards and interpretations has not resulted in any material changes to Council's accounting policies.

Council adopted *AASB 15 Revenue from contract with customers*, *AASB 1058 Income of Not for Profit entities* and *AASB 16 Leases* from 1 July 2019. Refer to the Consolidated Statement of Changes in Equity and Note 25 for the transition impact of applying these standards.

Certain new standards and interpretations have been issued that are not yet effective for the 30 June 2020 reporting period and have not been early adopted by Council. Council's assessment of those new standards expected to have an impact on Council's future reporting periods is set out below.

Standard	Nature of change	Impact	Date Council will apply the standard
AASB 1059 <i>Service Concession Arrangements: Grantors</i>	The standard applies to arrangements that public sector entities enter into with a private sector operator for the delivery of public services related to a service concession asset on behalf of a public sector grantor for a specified period of time and managing at least some of those services. An arrangement within the scope of this standard typically involves an operator constructing the assets used to provide the public service or upgrading the assets (for example, by increasing their capacity) and operating and maintaining the assets for a specified period of time.	Preliminary assessment shows this standard will not have a material impact on Council's financial statements.	1 July 2020
AASB 2018-6 <i>Amendments to Australian Accounting Standards - Definition of Material</i>	The standard changes the definition of material. Previous definition: Omissions or misstatements of items are material if they could, individually or collectively, influence the economic decisions that users make on the basis of the financial statements. New definition: Information is material if omitting, misstating or obscuring it could reasonably be expected to influence the decisions that the primary users of general purpose financial statements make on the basis of those financial statements, which provide financial information about a specific reporting entity.	Council will consider following impacts of the change of material definition. -The insertion of the words 'could reasonably be expected to influence decisions' will increase the threshold for disclosure, and thereby narrow the pool of information to be disclosed. -Material information should not be obscured with immaterial information. -The amended definition clarifies that only primary users need to be considered, and not all users. Primary users rely on general purpose financial reports for information.	1 July 2020

1(h) Critical accounting judgements and key sources of estimation uncertainty

In the application of Council's accounting policies, management is required to make judgements, estimates and assumptions about carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates. The estimates and ongoing assumptions are reviewed on an ongoing basis.

Judgements, estimates and assumptions that have a potential significant effect are outlined in the following financial statements notes:

- Leases (Note 14)
- Revenue analysis (Note 4)
- Valuation and depreciation of property, plant and equipment (Note 2(e) and Note 26)
- Long-term employee benefit obligations (Note 2(h), Note 15 and Note 17)
- Landfill rehabilitation provision (Note 2(i) and Note 17)
- Contingent liabilities and contingent assets (Note 21)
- Transactions with related parties (Note 28)
- Events after the reporting period (Note 29)

REDLAND CITY COUNCIL

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 30 June 2020

1 Basis of preparation and compliance - continued

1(i) Impact of COVID 19 on Council Operations

The COVID 19 pandemic has a considerable impact on Council's operations for financial year 2019-2020. In response to the impacts of the pandemic, Council developed a \$2 million social and economic package to support local residents, businesses and community groups. As part of this stimulus package adopted on 26 March 2020, Council extended the settlement of the fourth quarter rates and levies from 11 May to 11 June 2020. To further comply with COVID 19 restrictions, in April 2020, Council cancelled the property auction for overdue rates amounting to \$0.3 million.

The following transactions were associated with addressing the impacts of COVID 19.

Statements of Comprehensive Income 2020	Council \$'000
Revenue	
Rates waivers	9
Reduction of fees revenue includes cancellations of services and waivers	696
Reduction of other revenue	233
Interest foregone due to extension of due date and cancellation of auction	117
	1,055
Expense	
Employee costs	10
Materials and services	339
	349
Net impact	1,404

The indicative impact on Council's interest income due to low prevailing rates amount to \$1.8 million.

It was assessed that COVID 19 has no significant impact on Council's asset revaluations for 2019-2020. Council's assets are presented at fair value.

2 Significant accounting policies

2(a) Revenue

Rates and levies

2020 accounting policy: Rates and annual charges are recognised as revenue when the Council obtains control over the assets comprising these receipts which is the beginning of the rating period to which they relate. Prepaid rates are recognised as a financial liability until the beginning of the rating period. Water consumption charges, which are levied in arrears, are recognised based on the period in which they are consumed, except for the access charge which is a fixed component, and is recognised over the levying period.

2019 accounting policy: Where prepayment is made towards rates and charges prior to a rating period, the prepayment is recognised as revenue in the period in which it is received. Taking into consideration prepayments, all other rates and charges revenue levied in advance is recognised at the commencement of the rating period. Water consumption charges, which are levied in arrears, are recognised based on the period in which they are consumed, except for the fixed component, which is recognised over the levying period.

Fees

2020 accounting policy: Revenue arising from fees is recognised when or as the performance obligation is completed and the customer receives the benefit of the goods/services being provided. The performance obligation relates to the specific services which are provided to the customers. Licenses granted by Council are all either short-term or low-value and all revenue from licences is recognised at the time that the license is granted rather than the term of the license. Revenue from infringements is recognised on issue of infringement notice.

2019 accounting policy: Fees are recognised upon unconditional entitlement to the funds. Generally this is upon lodgement of the relevant applications or documents, issuing of the infringement notice or when the service is provided.

Grants and subsidies**2020 accounting policy:**

Grant income under AASB 15

Where grant income arises from an agreement which is enforceable and contains sufficiently specific performance obligations, then the revenue is recognised when control of each performance obligations is satisfied. Each performance obligation is considered to ensure that the revenue recognition reflects the transfer of control, and within grant agreements there may be some performance obligations where control transfers at a point in time and others which have continuous transfer of control over the life of the contract. Where control is transferred over time, generally the input methods, being either costs or time incurred, are deemed to be the most appropriate method to reflect the transfer of benefit.

Grant income under AASB 1058

Assets arising from grants in the scope of AASB 1058 are recognised at the asset's fair value when the asset is received. Council considers whether there are any related liability or equity items associated with the asset which are recognised in accordance with the relevant accounting standard. Once the assets and liabilities have been recognised, then income is recognised for any remaining asset value at the time when the asset is received.

REDLAND CITY COUNCIL

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 30 June 2020

2 Significant accounting policies - continued

2(a) Revenue - continued

Capital grants

Capital grants received to enable Council to acquire or construct an item of property, plant and equipment to identified specifications which will be under Council's control and which is enforceable, are recognised as revenue as and when the obligation to construct or purchase is completed.

2019 accounting policy:

Grants, subsidies and contributions that are non-reciprocal in nature are recognised as revenue upon receipt. Unspent, non-reciprocal grants are held in reserves (restricted funds).

Where grants are received that are reciprocal in nature, revenue is recognised as the various performance and return obligations under the funding agreement are fulfilled.

Non-cash contributions

Physical assets contributed to Council by developers in the form of water, wastewater, road works, stormwater and park equipment are recognised as revenue when it is probable that the assets will be received by Council. Generally this is when the development becomes 'on-maintenance', i.e. Council becomes responsible for the maintenance of the asset. The revenue is recognised when there is sufficient data in the form of drawings and plans to determine the specifications and value of such assets. At year end, where plans are not yet available, an accrual is recognised based on an average rate per lot. All non-cash contributions are recognised at the fair value of the assets received at the date of acquisition.

No accounting policy changes for the 30 June 2020 reporting period.

Cash contributions

Cash contributions are received by Council through infrastructure charges indicated in decision notices for developments such as material change of use, reconfiguration of a lot, plan sealing and/or new construction. The cash received is generally used for augmentation of infrastructure headworks. Council recognises revenue upon completion of the legislative trigger for payment.

No accounting policy changes for the 30 June 2020 reporting period.

Recurrent/operating and capital classification

Grants and contributions are to be classified as operating or capital depending on the purpose for which they were received. Capital revenue includes grants and contributions received, which are tied to specific projects for the replacement or upgrade of existing non-current assets and/or investment in new assets. It also includes non-cash contributions that are usually infrastructure assets received from developers as well as gains associated with disposal of fixed assets. All other revenue is classified as recurrent/operating.

No accounting policy changes for the 30 June 2020 reporting period.

2(b) Financial assets and financial liabilities

Council recognises a financial asset or financial liability when, and only when, Council becomes a party to the contractual provisions of the instrument.

Council's financial assets and financial liabilities are limited to:

Financial assets

Cash and cash equivalents (Note 2(c) and Note 9)

Trade and other receivables - measured at amortised cost (Note 2(d) and Note 10)

Other financial assets such as investments in other companies

Financial liabilities

Trade and other payables - measured at amortised cost (Note 2(g) and Note 15)

Borrowings - measured at amortised cost (Note 16)

Financial assets and financial liabilities are presented separately from each other and offsetting has not been applied, except for Goods and Services Tax (GST), refer to Note 2(j). Refer to Note 26 for fair value measurement considerations in relation to financial assets and financial liabilities.

Redland City Council is exposed to various financial risks including credit risk, interest rate risk and liquidity risk. Exposure to financial risks is managed in accordance with Council's approved Enterprise Risk Management Framework and related policies, guidelines and procedures.

2(c) Cash and cash equivalents

Cash and cash equivalents includes cash on hand, all cash and cheques receipted but not banked at the year end, and deposits held at call with financial institutions.

Council's cash and cash equivalents are subject to a number of restrictions that limit amounts available for discretionary or future use. Council accounts for these restrictions internally using a system of reserves as follows:

Constrained works reserve

This reserve includes all contributions of monetary revenue received during the reported and previous periods which are constrained for the purpose of funding specific expenditure. The closing balance reported at the year end represents amounts not yet expended and must be retained until expended in the manner specified by the contributor or relevant legislation.

Special projects reserve

This reserve holds funds identified for various projects and for funding specific expenditure.

REDLAND CITY COUNCIL
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
 For the year ended 30 June 2020

2 Significant accounting policies - continued

2(c) Cash and cash equivalents -continued

Separate charge reserve

This reserve was established to hold funds levied for the Environment Separate Charge for ongoing maintenance and future capital expenditure for conservation maintenance and environmental land acquisitions. This reserve also holds funds levied for State Emergency Services.

Special charge reserve - canals

This reserve was established to hold funds levied for the Canal Special Charges and the Sovereign Waters Lake Special Charge.

2(d) Trade and other receivables

Trade receivables are recognised at the amounts due at the time of sale or service delivery, i.e. the agreed purchase price/contract price, at trade date. Settlement of these amounts is generally within 30 days from the invoice date.

The collectability of receivables is assessed periodically and based on life time expected credit losses and any objective evidence of possible default, the carrying amount is reduced for impairment.

All known bad debts were written-off or provided for at 30 June 2020.

Council is empowered under the provisions of the *Local Government Regulation 2012* to sell an owner's property to recover outstanding rate and statutory charges debts, therefore Council generally does not impair rate and statutory charges receivables.

2(e) Fixed and intangible assets

Each class of property, plant and equipment is stated at cost or fair value less, where applicable, accumulated depreciation and accumulated impairment losses.

Non-current asset thresholds for recognition purposes are as follows:

Land	\$1
Buildings	\$1
Plant & equipment (vehicles; plant)	\$5,000
Plant & equipment (office equipment; furniture)	\$5,000
Plant & equipment (computer hardware)	\$5,000
Plant & equipment (heritage & arts; library books)	\$5,000
Roads	\$5,000
Stormwater drainage	\$5,000
Water & wastewater	\$5,000
Parks	\$5,000
Other infrastructure	\$5,000
Waste	\$5,000
Intangibles	\$5,000

Acquisition and/or construction of assets

Acquisitions of assets are initially recorded at cost. Historical cost includes expenditure that is directly attributable to the acquisition of the items. Wages and material costs incurred in the acquisition or construction of assets are treated as capital expenditure. Routine operating maintenance, repair costs and minor renewals to maintain the operational capacity of non-current assets are expensed as incurred. Expenditure that relates to the replacement of a major component of an asset to maintain its service potential is capitalised.

Assets received in the form of contributions are recognised as assets and revenue at fair value (by Council valuation) where that value exceeds the recognition thresholds for the respective asset class. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

Valuation

All asset categories are measured under the revaluation model, at fair value, except for waste, parks, plant and equipment and work in progress which are measured under the cost model.

Non-current physical assets measured at fair value are revalued, where required, so that the carrying amount of each class of asset does not materially differ from its fair value at the reporting date. The valuation methodology maximises observable inputs where available. This is achieved by comprehensively revaluing these assets at least once every five years by engaging either independent external valuers or suitably qualified internal staff. In interim years, valuations are performed with reference to a suitable index.

Any revaluation increment arising on the revaluation of an asset is credited to the appropriate class of the asset revaluation surplus, except to the extent it reverses a revaluation decrement for the class previously recognised as an expense. A decrease in the carrying amount on revaluation is charged as an expense, to the extent it exceeds the balance, if any, in the revaluation surplus of that asset class.

On revaluation, accumulated depreciation is restated proportionately with the change in the carrying amount of the asset and any change in the estimate of remaining useful life.

Separately identified components of assets are measured on the same basis as the assets to which they relate.

Details of valuers and methods of valuations are disclosed in Note 26.

REDLAND CITY COUNCIL

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 30 June 2020

2 Significant accounting policies - continued

2(e) Fixed and intangible assets - continued

Depreciation and amortisation

Land, earthworks, artwork and heritage assets are not depreciated as they have unlimited useful lives. Depreciation on other fixed assets is calculated on a straight-line basis so as to write-off the net cost or revalued amount of each depreciable asset, less its estimated residual value, progressively over its estimated useful life to Council. Management believes that the straight-line basis appropriately reflects the pattern of consumption of all Council assets.

Assets are depreciated from the date of acquisition, or in respect of internally constructed assets, from the date an asset is completed and commissioned ready for use.

Where assets have separately identifiable components that are subject to regular replacement, these components are assigned useful lives distinct from the asset to which they relate. Any expenditure that increases the originally assessed capacity or service potential of an asset is capitalised and the new depreciable amount is depreciated over the remaining useful life of the asset to the Council.

Major spares purchased specifically for particular assets that are above the asset recognition threshold are capitalised and depreciated on the same basis as the asset to which they relate.

Depreciation methods and estimated useful lives of property, plant and equipment assets are reviewed at the end of each reporting period and adjusted, where necessary, to reflect any changes in the pattern of consumption, physical wear and tear, technical or commercial obsolescence, or management intentions. Details of the range of estimated useful lives for each class of asset are shown in Note 13.

Software has a finite life between 3 and 10 years. Straight line amortisation is used with no residual value.

Land under roads

Land under the road network within the Council area that has been dedicated and opened for public use under the *Land Act 1994* or the *Land Title Act 1994* is not controlled by Council but is controlled by the State pursuant to the relevant legislation. Therefore this land is not recognised in these financial statements.

2(f) Leases

During the year ended 30 June 2020, Council adopted *AASB 16 Leases*. The significant impacts are outlined in the following notes to financial statements:

Leases (Note 14)

Commitments (Note 20)

Changes in accounting policies (Note 25)

2(g) Trade and other payables

Trade and other payables are recognised upon receipt of the goods or services ordered and are measured at the agreed purchase or contract price. Amounts owing are unsecured and are generally settled within 30 days.

2(h) Employee benefits obligations

Employee benefits are classified as payables when the timing and amount of the future payment is expected or are classified as provisions when the timing or amount of the future payment is uncertain. Employee benefit provisions are further classified as current if they are expected to be settled within 12 months after the end of the period in which the employees render the related service or as non-current if they are not expected to be settled within 12 months after the end of the period in which the employees render the related service.

Liabilities are recognised for employee benefits such as wages and salaries, annual and long service leave in respect of services provided by the employees up to the reporting date.

As Council does not have an unconditional right to defer settlement of the annual leave beyond twelve months after the reporting date, annual leave is classified as a current liability. The liability for annual leave is reported in Note 15 as a payable.

The provision for long service leave represents the present value of the estimated future cash outflows to be made in respect of services provided by employees up to the reporting date. The liability is calculated using projected future increase in the current pay rates including oncosts, the probability of the employee remaining in Council's employment or other associated employment as well as the timing of leave payouts. The payments are discounted using market yields of Commonwealth Government bonds at the end of the reporting period with terms and currencies that match, as closely as possible, the estimated future cash outflows.

The liability for long service leave is reported in Note 17 as a provision and re-measurements as a result of changes in assumptions are recognised in profit or loss.

REDLAND CITY COUNCIL
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
 For the year ended 30 June 2020

2 Significant accounting policies - continued

2(i) Rehabilitation provisions

A provision is made for the cost of restoration in respect of landfills and represents the present value of the anticipated future costs of decontamination and monitoring of historical residues and leaching on these sites.

A provision is also made for the cost of restoration of the German Church Road quarry and represents the present value of the anticipated future costs associated with the closure of the quarry and the rehabilitation of this site.

The calculation of these provisions requires assumptions such as application of environmental legislation, available technologies and engineering cost estimates. These uncertainties may result in future actual expenditure differing from amounts currently provided. Due to the long-term nature of the liabilities, the most significant uncertainty in estimating the provision is the cost that will be incurred. The provisions recognised for landfill and quarry sites are reviewed at least annually and updated based on the facts and circumstances available at the time.

2(j) Taxation

Income of local authorities and public authorities is exempt from Commonwealth taxation except for Fringe Benefits Tax and GST. The net amount of GST recoverable from the Australian Taxation Office (ATO) or payable to the ATO is shown as an asset or liability respectively. Council pays Payroll Tax to the Queensland Government on certain activities.

Cash flows are included in the Consolidated Statement of Cash Flows on a gross basis. The GST components of cash flows arising from investing and financing activities, which are recoverable from or payable to the ATO, are classified as operating cash flows.

3 Statement of functions and activities

3(a) Functions of the consolidated entity

Council's functions and activities have been determined based on service delivery. The activities of Council are categorised into the following broad functions:

Community and Customer Services

Community and Customer Services provides operational support and manages the city's community services through the following functions:

Customer and Cultural Services

- Customer and Cultural Services provides customer contact through our Integrated Customer Contact Centre over the phone and in person through our service centres, and promotes a strong cultural and creative arts program supporting community spirit extending to people of all ages, cultures, abilities and needs.

Planning, Development and Environment

- City Planning and Assessment delivers strategic planning, development assessment, and the management of infrastructure charging and planning.
- Community and Economic Development is focused on strengthening community capacity and resilience and supports Council's commitment to increasing the city's economic capacity through business growth and retention, employment generation and sustained economic growth.
- Environment and Regulation is focused on contributing to a healthy, safe and enjoyable lifestyle and growing environmental connections through partnerships, planning, education and regulation.

Infrastructure and Operations

Infrastructure, Recreation and Facilities Services

- This function is responsible for the sustainable management, maintenance and operation of Council's infrastructure assets. It includes the identification, planning and delivery of infrastructure to support the community by way of roads, parks and conservation, community halls and swimming pools; and ensures a high standard of infrastructure in the Redlands.

Water and Wastewater Services

- Council's Water and Wastewater Services business unit is a commercially focused business unit with the principal goals of providing safe drinking water and the collection, treatment and disposal of wastewater.

Waste Services

- The Waste business unit is responsible for the collection and disposal of waste within the city through its kerbside collection service, household hazardous waste services, disposals at landfills and the operation and maintenance of its transfer stations. It also includes maintenance of closed landfill and environmental monitoring of current and former waste disposal facilities.

Organisational Services

Organisational Services

- Organisational Services provides internal support functions to Council ensuring the efficient and effective operations of the organisation and contemporary innovation to front line services. It also manages a range of outward - facing services.

Communication, Engagement and Tourism

- Communication, Engagement and Tourism delivers issues and media management, crisis communication, speeches, website and intranet content management, social media management, graphic design services, Councillor newsletters, Council magazine, marketing and brand management, community engagement, council and community events, tourism development and management of the Redlands Coast Visitor Information Centre.

REDLAND CITY COUNCIL

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 30 June 2020

3 Statement of functions and activities - continued

3(a) Functions of the consolidated entity - continued

Corporate Services

- Corporate Services manages information, Technology, Communications, Fleet and Plant Services to deliver high-quality technological and logistics solutions across the organisation.

Financial Services

- Financial Services is responsible for rating and water billing, revenue collections, payment of suppliers, corporate financial and asset reporting, statutory returns and reporting, management reporting, tax and treasury, budget and forecasting, system administration, business partnering and customer services. The group provides accurate, timely and appropriate information to support sound decision making and meet statutory requirements and is also the conduit to the Queensland Audit Office (QAO) for financial and performance audits.

Corporate Strategy and Performance

- Corporate Strategy and Performance enables and ensures that Council is delivering sustainable community outcomes by leading a whole-of-council approach to strategic and operational planning, portfolio management, strategic asset management, external funding management, corporate performance management, and business transformation to support decision making and efficient and effective delivery.

General Counsel

- General Counsel manages all legal matters, risk, procurement, warehousing and Redland WorkCover, advising on all legal aspects of Council's operations, and providing procurement advice including conducting tender and quotation processes. Redland WorkCover is Council's licensed workers' compensation self-insurer providing management of claims and working with employees with respect to rehabilitation.

Corporate Governance

- Corporate Governance manages a diverse range of organisational functions such as Strategy and Governance, Indigenous Partnerships, Office of the Mayor, Councillor support, Disaster Management and Internal Audit.

Department of the Chief Executive Officer (CEO)

Office of the CEO and People and Culture provides support to all of Council, creating a safe, rewarding, equitable and productive workplace. People and Culture manages the induction, training and on-boarding of our people.

Recruitment and Selection

- Recruitment and Selection conducts a merit-based hiring process that ensures fairness, consistency and non-discrimination.

Learning and Development

- Learning and Development offers a variety of specialised training courses to assist employees in reaching their personal and career learning goals. All employees are encouraged to utilise these training opportunities to their full advantage.

Safety and Wellbeing

- Safety and Wellbeing coordinates all aspects of Workplace Health & Safety for Council, contributing to a greater safety awareness throughout the organisation.

Redland Investment Corporation Pty Ltd (RIC)

Creating value that benefits our community

- RIC was established by Redland City Council in 2014 to identify alternate revenue sources, new business opportunities, and realise value for Council and the Redlands Coast community. To support key outcomes within the Council's Corporate Plan 2018-2023, RIC will drive economic and infrastructure development in the city through the delivery of major city building and place making projects, property development, land sales and investments. RIC is committed to working commercially and sustainably in its conduct, efficiently delivering all facets of business to fulfil the broader community's social, economic and environmental needs.

REDLAND CITY COUNCIL
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
 For the year ended 30 June 2020

3 Statement of functions and activities - continued

3(b) Analysis of results by function

Income, expenses and assets defined between recurring and capital are attributed to the following functions:

Year ended 30 June 2020

Functions	Recurring			Gross income			Total income			Gross expenses			Total Expenses	Net result from recurrent operations	Net Result	Total Assets
	Grants		Other	Grants		Other	Grants		Other	Recurrent		Capital				
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000					
Customer and Cultural Services	838	426	-	1,264	(23,527)	(4)	1,264	(23,527)	(4)	(23,531)	(22,263)	(22,263)	(22,263)	(22,267)	20,986	
Planning, Development and Environment	238	9,188	641	18,491	(32,610)	(1)	18,491	(32,610)	(1)	(32,611)	(23,184)	(23,184)	(23,184)	(14,120)	20,213	
Infrastructure, Recreation and Facilities Services	4,099	15,279	4,124	8,292	(106,643)	(2,325)	31,794	(106,643)	(2,325)	(108,968)	(87,265)	(87,265)	(87,265)	(77,174)	1,469,073	
Water and Wastewater Services	-	115,665	-	5,362	(91,329)	(214)	121,027	(91,329)	(214)	(91,543)	24,336	24,336	24,336	29,484	806,209	
Waste Services	-	28,363	-	28,363	(21,967)	(1)	28,363	(21,967)	(1)	(21,968)	6,396	6,396	6,396	6,395	19,030	
Organisational Services	6,113	106,195	302	112,610	(18,293)	1,345	112,610	(18,293)	1,345	(16,948)	94,015	94,015	94,015	95,652	493,117	
Department of the Chief Executive Officer	-	(2)	-	(2)	(392)	-	(2)	(392)	-	(392)	(394)	(394)	(394)	(394)	64	
Total Council	11,288	275,114	5,067	313,547	(294,761)	(1,200)	313,547	(294,761)	(1,200)	(295,961)	(8,359)	(8,359)	(8,359)	17,586	2,828,692	
Redland Investment Corporation Pty Ltd (net of eliminations)	-	11,083	-	11,083	(11,327)	(1,307)	11,083	(11,327)	(1,307)	(12,634)	(244)	(244)	(244)	(1,551)	(1,937)	
Total Consolidated	11,288	286,197	5,067	324,630	(306,088)	(2,507)	324,630	(306,088)	(2,507)	(308,595)	(8,603)	(8,603)	(8,603)	16,035	2,826,755	

Year ended 30 June 2019

Functions	Recurring			Gross income			Total income			Gross expenses			Total Expenses	Net result from recurrent operations	Net Result	Total Assets
	Grants		Other	Grants		Other	Grants		Other	Recurrent		Capital				
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000					
Customer and Cultural Services	797	789	-	1,586	(19,990)	(11)	1,586	(19,990)	(11)	(20,001)	(18,404)	(18,404)	(18,404)	(18,415)	16,005	
Planning, Development and Environment	191	9,873	292	18,828	(27,482)	2	18,828	(27,482)	2	(27,480)	(17,418)	(17,418)	(17,418)	(8,652)	8,153	
Infrastructure, Recreation and Facilities Services	3,199	15,653	1,619	7,160	(98,180)	(3,210)	27,631	(98,180)	(3,210)	(101,390)	(79,328)	(79,328)	(79,328)	(73,759)	1,438,818	
Water and Wastewater Services	-	108,850	-	5,269	(87,604)	(337)	114,119	(87,604)	(337)	(87,941)	21,246	21,246	21,246	26,178	815,861	
Waste Services	-	26,285	-	26,285	(20,192)	1	26,285	(20,192)	1	(20,191)	6,093	6,093	6,093	6,094	17,778	
Organisational Services	5,838	103,211	382	109,431	(24,038)	(245)	109,431	(24,038)	(245)	(24,283)	85,011	85,011	85,011	85,148	474,318	
Department of the Chief Executive Officer	48	25	-	73	(7,033)	-	73	(7,033)	-	(7,033)	(6,960)	(6,960)	(6,960)	(6,960)	25	
Total Council	10,073	264,686	2,293	297,953	(284,519)	(3,800)	297,953	(284,519)	(3,800)	(288,319)	(9,760)	(9,760)	(9,760)	9,634	2,770,958	
Redland Investment Corporation Pty Ltd (net of eliminations)	-	6,904	-	6,904	(7,518)	-	6,904	(7,518)	-	(7,518)	(614)	(614)	(614)	(614)	533	
Total Consolidated	10,073	271,590	2,293	304,857	(292,037)	(3,800)	304,857	(292,037)	(3,800)	(295,837)	(10,374)	(10,374)	(10,374)	9,020	2,771,491	

* Please refer to the separate financial statements of Redland Investment Corporation Pty Ltd (RIC) for its financial performance and position prior to eliminations, accessible from Council's website: www.redland.qld.gov.au. Of note, the value of Council's investment in its wholly owned subsidiary, RIC, at reporting date was \$13,101,100 (2019: \$13,101,100).

REDLAND CITY COUNCIL
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
 For the year ended 30 June 2020

Note	Consolidated 2020		Council 2020	
	AASB 15 \$000	AASB 1058 \$000	AASB 15 \$000	AASB 1058 \$000
4 Revenue analysis				
Revenue recognised at a point in time				
Rates, levies and charges	76,443	176,620	76,443	176,648
Grants, subsidies and contributions	498	22,187	498	22,187
Developer non-cash contributions	-	8,897	-	8,897
Fines and penalties	-	1,313	-	1,313
Fees (excluding fines and penalties)	7,127	-	7,062	-
Sales revenue	12,952	-	2,550	-
Other	1,570	-	1,638	-
	98,590	209,017	88,191	209,045
Revenue recognised over time				
Grant and subsidies	-	4,990	-	4,990
Fees (excluding fines and penalties)	4,534	-	4,534	-
Revenue relating to grants for assets controlled by Council	2,473	-	2,473	-
	7,007	4,990	7,007	4,990
Total Revenue recognised under AASB 15 and AASB 1058	105,597	214,007	95,198	214,035

Interest received is recognised under AASB 9 *Financial Instruments*, gain on fair value adjustment on investment property is recognised under AASB 140 *Investment Property* and rental income is recognised under AASB 16 *Leases*.

Note	Consolidated		Council	
	2020 \$000	2019 \$000	2020 \$000	2019 \$000
4(a) Rates, levies and charges				
General rates	104,817	100,352	104,841	100,352
Special and other charges	486	1,205	486	1,205
Environment and landfill remediation charges	11,587	11,270	11,587	11,270
Water access	19,031	18,571	19,031	18,571
Water consumption	48,631	43,276	48,635	43,276
Wastewater	43,964	42,565	43,964	42,565
Trade waste	1,567	1,594	1,567	1,594
Waste collection charges	26,314	24,188	26,314	24,188
Total rates and utility charges	256,397	243,021	256,425	243,021
Less: Pensioner remissions and rebates	(3,334)	(3,247)	(3,334)	(3,247)
	253,063	239,774	253,091	239,774
4(b) Fees				
Fines and penalties	1,313	1,088	1,313	1,088
Mooring and parking fees	676	597	610	597
Search fees	691	654	691	654
Development and related application fees	3,652	4,727	3,652	4,727
License fees	2,618	2,556	2,618	2,556
Commercial collection fees	543	430	543	430
Operational works application fees	882	848	895	848
Other fees and charges	2,903	2,902	2,588	2,530
	13,278	13,802	12,910	13,430
4(c) Interest received				
Interest received from investments	2,453	3,833	2,395	3,833
Interest from overdue rates and utility charges	876	939	876	939
Interest from loan to subsidiary	-	35	3	35
Other interest income	4	7	4	3
	3,333	4,814	3,278	4,810

The impact of COVID 19 on Council's revenue amount to \$1,055,485. The indicative impact on Council's interest income due to low prevailing rates amount to \$1,845,860 (refer to note 1 (i)).

4(d) Sales revenue

Sales revenue includes the sale of Doig Street Car Park and 100-112 Queen Street, Cleveland.

REDLAND CITY COUNCIL
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
 For the year ended 30 June 2020

Note	Consolidated		Council	
	2020 \$000	2019 \$000	2020 \$000	2019 \$000
5 Grants, subsidies and contributions				
5(a) Recurrent				
Financial assistance grant	5,770	5,705	5,770	5,705
Government grants and subsidies	5,519	4,368	5,519	4,368
Contributions	610	765	610	765
	11,899	10,838	11,899	10,838
5(b) Capital				
Government grants and subsidies	5,067	2,293	5,067	2,293
Contributions	13,181	13,531	13,181	13,531
	18,248	15,824	18,248	15,824

Conditions over contributions

Contributions and grants recognised as income which were obtained on the condition that they be expended in a manner specified by the contributor but had not been expended at the reporting date:

Unexpended grants and contributions held in reserve 1 July	93,046	86,093	93,046	86,093
Prior period grants and contributions spent in year	(14,398)	(10,587)	(14,398)	(10,587)
Grants and contributions recognised as revenue in year	30,147	26,662	30,147	26,662
Infrastructure charges for the augmentation of water supply from prior year	-	3,767	-	3,767
Current period grants and contributions spent in year	(16,902)	(12,889)	(16,902)	(12,889)
Unexpended grants and contributions held in reserve 30 June	91,893	93,046	91,893	93,046

6 Employee benefits

Total staff wages and salaries	74,252	70,943	73,244	69,867
Councillors' remuneration	1,433	1,434	1,433	1,434
Annual leave and long service leave entitlements	9,270	8,987	9,244	9,000
Superannuation	8,970	8,487	8,878	8,393
	93,925	89,851	92,799	88,694
Other employee related expenses	5,711	6,154	5,654	5,890
	99,636	96,005	98,453	94,584
Less: Capitalised employee expenses	(6,395)	(6,864)	(6,395)	(6,864)
	93,241	89,141	92,058	87,720

Councillor remuneration represents salary and superannuation expenses incurred in respect of carrying out their duties.

7 Materials and services

Contractors	40,939	34,769	40,067	34,791
Consultants	2,992	4,318	2,404	4,118
Other Council outsourcing costs	19,057	18,548	18,661	18,540
Purchase of materials	57,304	52,792	49,362	47,093
Office administration costs	6,828	7,062	6,620	6,926
Electricity charges	5,562	5,496	5,561	5,495
Plant operations	4,109	4,082	4,078	4,063
Information technology resources	2,828	2,699	2,819	2,697
General insurance premiums	1,192	1,095	1,192	1,095
Community assistance	1,561	1,549	1,560	1,549
Audit of annual financial statements by Queensland Audit Office	170	157	145	138
Rentals - operating leases (2019 only)	-	1,133	-	1,133
Short-term leases (2020 only)	6	-	6	-
Waste levy payment	4,722	-	4,722	-
Waste levy refund*	(4,646)	-	(4,646)	-
Other material and service expenses	663	1,667	659	1,667
Remediation costs for landfill	(487)	1,574	(487)	1,574
	142,800	136,941	132,723	130,879

* The State government rebated \$4,645,987 of the state waste levy to mitigate the direct impacts on households.

The impact of COVID 19 on Council's expenditure amount to \$349,009 (refer to note 1 (i)).

8 Depreciation and amortisation

Depreciation of non-current assets	13	64,560	61,827	64,521	61,796
Amortisation of intangible assets		1,052	998	1,052	998
Depreciation of right-of-use assets	14(a)	1,393	-	1,393	-
		67,005	62,825	66,966	62,794

REDLAND CITY COUNCIL
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
 For the year ended 30 June 2020

Note	Consolidated		Council	
	2020 \$000	2019 \$000	2020 \$000	2019 \$000
9 Cash and cash equivalents				
Cash at bank and on hand	1,132	4,598	685	541
Deposits at call	176,809	161,555	171,216	161,555
Balance as per Consolidated Statement of Cash Flows	177,941	166,153	171,901	162,096
Council's cash and cash equivalents are subject to a number of internal and external restrictions that limit amounts available for discretionary or future use. These include:				
Restricted funds:				
Special projects reserve	4,631	7,379	4,631	7,379
Constrained works reserve	91,893	93,046	91,893	93,046
Separate charge reserve - environment	39	1,497	39	1,497
Special charge reserve - canals	856	850	856	850
	97,419	102,772	97,419	102,772
Unrestricted funds	80,522	63,381	74,482	59,324
Total cash and cash equivalents	177,941	166,153	171,901	162,096

Cash is held with the Australia and New Zealand Banking Group in a normal business cheque account. The bank currently has a short-term credit rating of A-1+ and a long-term credit rating of AA- from Standard & Poor's. Deposits at call are held with Queensland Treasury Corporation which has a short-term credit rating of A-1+ and a long-term credit rating of AA+ from Standard & Poor's.

Cash is held at a floating interest rate. The weighted average interest rate is 1.60% (2019: 2.63%).

The group holds four facilities with the Australia and New Zealand Banking Group (ANZ) to facilitate its operational monetary requirements. Unrestricted access was available at balance date to these facilities and their associated values are:

Commercial Card	\$385,000
Electronic Payaway	\$5,000,000
Interchangeable Facility	\$2,550,000
RIC Overdraft Facility	\$300,000

10 Trade and other receivables

Rates and utility charges	31,555	25,356	31,555	25,356
Trade and other debtors	4,961	5,935	7,061	7,750
GST recoverable	3,247	1,549	3,048	1,549
Less: Allowance for impairment	(948)	(645)	(932)	(645)
	38,815	32,195	40,732	34,010

Interest is charged on outstanding rates and charges applied to the land at a fixed rate of 9.83% (2019: 11.00%) per annum. No interest is charged on other debtors. There is no concentration of credit risk for rates and utility charges, fees and other receivables. Credit risk is measured and managed using an ageing analysis.

Trade and other receivables ageing analysis:				
Fully performing	25,293	18,392	26,811	20,207
Past due but not impaired:				
31 - 60 days	7,012	4,365	6,983	4,365
61 - 90 days	111	1,047	96	1,047
> 90 days	6,399	8,391	6,842	8,391
	38,815	32,195	40,732	34,010

Trade and other receivables include \$215,935 of contract receivables under AASB 15 and AASB 1058.

As part of the COVID 19 economic stimulus package adopted on 26 March 2020 special Council meeting, Council extended the settlement of the fourth quarter rates and levies from 11 May to 11 June 2020.

In April 2020, to comply with COVID 19 restrictions, Council cancelled the property auction for overdue rates amounting to \$310,000 (refer to note 1 (i)).

REDLAND CITY COUNCIL
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
 For the year ended 30 June 2020

Note	Consolidated		Council	
	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000
11 Inventories				
Inventories held for distribution - measured at cost	885	955	880	955
Land held for development and resale:				
Opening balance at 1 July	12,970	17,283	-	-
Acquisition and related costs	1,611	2,763	-	-
Transfer to cost of goods sold	(1,754)	(5,398)	-	-
Transfer (to)/from other non-current asset class	(11,348)	(1,678)	-	-
Closing balance at 30 June	<u>1,479</u>	<u>12,970</u>	<u>-</u>	<u>-</u>
	<u>2,364</u>	<u>13,925</u>	<u>880</u>	<u>955</u>

Inventories are valued at the lower of cost and net realisable value. Costs are assigned on the basis of weighted average cost.

Net realisable value is determined on the basis of the market value or list price of similar assets available for sale, less the estimated selling expenses.

Council resolved in its minutes of statutory meetings to transfer properties to RIC at book value of \$11,112,507. These properties were reflected in Council's 2019 financial statements as non-current assets held-for-sale. For purposes of the 2019 consolidated financial statements, these properties are disclosed as part of inventories to reflect the change in intention of the group.

On 10 June 2020, Council resolved to repeal the transfer to RIC of the above mentioned properties. Following the resolution, these properties were transferred in Council's 2020 financial statements from non-current assets held-for-sale to property, plant and equipment. The corresponding depreciation expense is reflected in 2020.

12 Investment property

Opening balance at 1 July	5,115	13,413	1,091	1,091
Acquisition of investment property	876	(248)	-	-
Revaluation adjustment	489	-	134	-
Transfer to non-current assets held for sale	236	(8,050)	-	-
Closing balance at 30 June	<u>6,716</u>	<u>5,115</u>	<u>1,225</u>	<u>1,091</u>

REDLAND CITY COUNCIL
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 30 June 2020

13(a) Property, plant and equipment

Asset class	Note	Land Fair value	Buildings		Plant and equipment Cost	Roads		Stormwater drainage		Water and wastewater		Parks		Other infrastructure		Waste Cost	Work in progress Cost	Total
			Fair value	Cost		Fair value	Cost	Fair value	Cost	Fair value	Cost	Fair value	Cost	Fair value	Cost			
Range of estimated useful life in years		n/a	10-75	3-10	10-100	20-150	10-134	16-60	15-100	5-70	n/a							
Council - 30 June 2020																		
Asset values																		
Opening gross value as at 1 July 2019		258,748	135,397	49,087	890,836	591,590	1,333,154	100,451	299,005	16,465	18,086	3,692,819						
Assets not previously recognised or disposed		-	-	(5)	7	157	133	-	-	-	-	292						
Work in progress expenditure		-	-	-	-	-	-	-	-	-	-	68,719						
Transfers from work in progress		-	-	-	-	-	-	-	-	-	-	(62,918)						
Additions		5,888	7,568	6,013	20,397	807	2,006	10,536	7,659	542	-	61,516						
Contributed assets at fair value		-	-	-	3,065	3,007	2,809	11	4	-	-	8,895						
Disposals		(470)	(258)	(6,343)	(3,963)	(145)	(2,172)	(1,047)	(1,398)	(17)	-	(16,313)						
Revaluation adjustments		3,762	(1,144)	-	-	-	-	-	-	-	-	2,618						
Revaluation adjustments for assets transfer from non-current assets held for sale		-	10,813	-	1,662	-	-	-	-	-	-	12,475						
Transfers between asset classes		-	184	23	7,367	1,832	177	(1,980)	(7,603)	-	-	-						
Transfers to/from held for sale/intangible assets		11,051	-	(292)	-	-	-	212	-	-	-	10,971						
Closing gross value at 30 June 2020		278,979	152,580	47,983	919,371	597,248	1,336,107	106,183	297,667	17,090	23,887	3,779,075						
Accumulated depreciation																		
Opening balance as at 1 July 2019		-	55,811	25,913	268,307	163,088	540,753	46,571	47,984	2,511	-	1,150,938						
Depreciation adjustments		-	-	(5)	-	60	3	-	-	-	-	58						
Depreciation for the year	8	-	4,714	5,533	17,054	6,435	23,589	4,283	2,687	226	-	64,521						
Depreciation on disposals		-	(130)	(5,789)	(3,100)	(49)	(1,957)	(822)	(385)	(17)	-	(12,249)						
Depreciation on revaluation adjustments		-	(16,126)	-	-	-	-	-	-	-	-	(16,126)						
Depreciation on revaluation adjustments for assets transfer from non-current assets held for sale		-	2,556	-	943	-	-	-	-	-	-	3,499						
Depreciation on transfers between asset classes		-	-	-	(1)	-	-	1	-	-	-	-						
Depreciation on transfers to/from held for sale/intangible assets		-	-	(209)	-	-	-	185	-	-	-	(24)						
Accumulated depreciation at 30 June 2020		-	46,825	25,443	283,203	169,534	562,388	50,218	50,286	2,720	-	1,190,817						
Council book value as at 30 June 2020		278,979	105,755	22,540	636,168	427,714	773,719	57,965	247,381	14,370	23,887	2,588,458						
Consolidated book value as at 30 June 2020		279,067	106,056	22,600	636,168	427,714	773,719	57,965	247,381	14,370	23,478	2,588,518						

RIC held no material property, plant and equipment as at 30 June 2020. As such, the consolidated results are presented in aggregate.

Land with a carrying value of \$14,833,483 (2019: \$14,565,134) has restricted use as a result of a development management agreement entered into with the Walker Group for development of the Toondah Harbour Priority Development Area (refer Note 20)

Included in land assets above is a property located at 248 Middle Street with a carrying value of \$2,863,663. This property is subject to an operating lease and not held for use by Council. Refer to Note 14 for details of operating leases where Council is lessor.

REDLAND CITY COUNCIL
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
 For the year ended 30 June 2020

13(b) Property, plant and equipment - prior year comparative

Asset class	Note	Land Fair value	Buildings Fair value	Plant and equipment Cost	Roads Fair value	Stormwater drainage Fair value	Water and wastewater Fair value	Parks Cost	Other infrastructure Fair value	Waste Cost	Work in progress Cost	Total
Basis of measurement												
Range of estimated useful life in years		n/a	10-75	3-10	10-100	20-150	10-134	16-60	15-100	5-70	n/a	
Council - 30 June 2019												
Asset values		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Opening gross value as at 1 July 2018		246,597	132,871	48,296	872,425	588,456	1,331,316	96,613	293,114	15,984	22,614	3,648,286
Assets not previously recognised or disposed		-	-	-	(11)	2	24	(653)	124	-	-	(514)
Work in progress expenditure		-	-	-	-	-	-	-	-	-	58,764	58,764
Transfers from work in progress		-	-	-	-	-	-	-	-	-	(63,292)	(63,292)
Additions		3,936	2,544	5,975	22,158	234	3,223	8,416	16,175	481	-	63,142
Contributed assets at fair value		-	-	-	2,113	2,483	2,475	299	-	-	-	7,370
Disposals		(1,605)	(502)	(5,120)	(8,818)	(188)	(3,653)	(1,839)	(8,641)	-	-	(21,725)
Revaluation adjustments		8,078	-	-	-	-	(206)	-	(1,767)	-	-	(769)
Transfers between asset classes/intangible assets		52	484	(64)	2,969	603	(25)	(2,385)	(1,767)	-	-	(133)
Assets transferred to/from investments		1,690	-	-	-	-	-	-	-	-	-	1,690
Closing gross value at 30 June 2019		258,748	135,397	49,087	890,836	591,590	1,333,154	100,451	299,005	16,465	18,086	3,692,819
Accumulated depreciation												
Opening balance as at 1 July 2018		-	52,336	24,243	258,106	156,821	527,368	44,775	44,720	2,279	-	1,110,648
Depreciation adjustments		-	-	-	(238)	-	2	(479)	67	-	-	(648)
Depreciation for the year	8	-	3,905	5,490	16,260	6,322	23,803	3,746	2,037	233	-	61,796
Depreciation on disposals		-	(480)	(3,770)	(6,181)	(55)	(3,256)	(1,394)	-	(1)	-	(15,137)
Depreciation on revaluation adjustments		-	-	-	-	-	(7,164)	-	1,443	-	-	(5,721)
Depreciation on transfers between asset classes		-	50	(50)	360	-	-	(77)	(283)	-	-	-
Depreciation on assets transferred to/from investments		-	-	-	-	-	-	-	-	-	-	-
Accumulated depreciation at 30 June 2019		-	55,811	25,913	268,307	163,088	540,753	46,571	47,984	2,511	-	1,150,938
Council book value as at 30 June 2019		258,748	79,586	23,174	622,529	428,502	792,401	53,880	251,021	13,954	18,086	2,541,881
Consolidated book value as at 30 June 2019		258,857	79,688	23,221	622,529	428,502	792,401	53,880	251,021	13,954	17,942	2,541,955

RIC held no material property, plant and equipment as at 30 June 2019. As such, the consolidated results are presented in aggregate. Land with a carrying value of \$14,565,134 has restricted use as a result of a development management agreement entered into with the Walker Group for development of the Toondah Harbour Priority Development Area (refer Note 20).

REDLAND CITY COUNCIL
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the year ended 30 June 2020

14 Leases

Council as a lessee

Council has leases in place over land, buildings, and plant and equipment.

Where Council assesses that an agreement contains a lease, a right-of-use asset and lease liability is recognised on inception of the lease. Council does not separate lease and non-lease components for any class of assets and has accounted for lease payments as a single component.

The right-of-use asset is measured using the cost model where cost on initial recognition comprises: the lease liability, initial direct costs, prepaid lease payments, estimated cost of removal and restoration, less any lease incentives received. The right-of-use asset is depreciated over the lease term on a straight-line basis and assessed for impairment in accordance with *AASB 136 Impairment of Assets*.

The lease liability is initially recognised at the present value of the remaining lease payments at the commencement of the lease. The discount rate is the rate implicit in the lease, however where this cannot be readily determined then the Council's incremental borrowing rate for a similar term with similar security is used.

Subsequent to initial recognition, the lease liability is measured at amortised cost using the effective interest rate method. The lease liability is re-measured whether there is a lease modification, or change in estimate of the lease term or index upon which the lease payments are based (e.g. CPI).

Where the lease liability is re-measured, the right-of-use asset is adjusted to reflect the re-measurement.

Exceptions to lease accounting

Council has applied the exceptions to lease accounting for both short-term leases (i.e. leases with a term of less than or equal to 12 months) and leases of low-value assets. Council recognises the payments associated with these leases as an expense on a straight-line basis over the lease term.

Leases at significantly below market value / Concessionary / Peppercorn leases

Council has elected to measure the right-of-use asset arising from the concessionary / peppercorn leases at cost which is based on the associated lease liability at initial recognition.

14(a) Terms and conditions of leases

Land

Council leases twelve parcels of land from the Department of Natural Resources, Mines and Energy (DNRME) which are used for various community benefits. The term of these leases range between 20 and 50 years, with no renewal options available to Council. Annual lease payments are calculated to be 6% of the property valuation, which is subject to change year on year.

One of the twelve leases of land from the DNRME has been deemed a short-term lease as at 1 July 2019, with the expiry date being 11 November 2019. As such, Council has applied the exception to lease accounting for this lease, and consequently recognised lease payments as an expense within note 7, on a straight-line basis.

Council leases one parcel of land from Redland Investment Corporation which is used as a carpark for public benefit. The term of this lease is four years, with no renewal options available to Council. This lease represents a concessionary / peppercorn lease, where consideration by way of lease payments has been calculated to equate to the rates and charges Council will collect on this property. Therefore, Council has elected to measure the right-of-use asset arising from this lease at cost, based on the associated liability at initial recognition.

Buildings

Council leases two buildings, one of which is used as a library, and the other is used as a visitor information centre. The term of these leases are 10 years and 3 years respectively, with one lease containing a renewal option which was exercised during the 2019-20 financial period at Council's discretion. One of the leases includes a fixed annual increase to lease payments of 4%, with the other lease not subject to any changes to lease payments year on year.

Plant and Equipment

Council has four leasing contracts in place for plant and equipment - a lease for the use of multiple multi-function printing devices located across Council offices, a lease for the use of two large printers located within Council's print room, a lease for an electric vehicle, and a lease for multiple waste transfer bins, bulk bins and waste collection vehicles. The term of these leases range between 3 and 12 years, each requiring fixed payments for the term of the lease.

A lease liability and right-of-use asset has not been recognised for the lease of waste collection vehicles and bulk bins, as the consideration for these leases is completely variable based on usage with no dependency on an index or rate, and with no fixed payments. As a result, the lease payments are recognised within the Statement of Comprehensive Income as an expense when incurred and invoiced by the lessor. Refer to "Amounts included in the Statement of Comprehensive Income related to leases" section below for the total expense incurred in the 2019-20 financial period in relation to waste collection vehicles and bulk bins.

REDLAND CITY COUNCIL
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
 For the year ended 30 June 2020

14 Leases - continued

14(a) Terms and conditions of leases - continued

Right-of-use assets

Council	Land	Buildings	Plant & Equipment	Total
	\$ \$000	\$ \$000	\$ \$000	\$ \$000
Adoption of AASB 16 at 1 July 2019	3,564	3,912	917	8,393
Transfer from leased assets (former finance leases)	-	-	-	-
Additions to right-of-use assets	98	-	-	98
Adjustments to right-of-use assets due to remeasurement of lease liability	-	-	27	27
Depreciation charge	(415)	(597)	(381)	(1,393)
Impairment of right-of-use assets	-	-	-	-
Balance at 30 June 2020	3,247	3,315	563	7,125

14(b) Lease liabilities

The table below shows the maturity analysis of the lease liabilities based on contractual cashflows and therefore the amounts will not be the same as the recognised lease liability in the Statement of Financial Position.

Council	< 1 year	1-5 years	> 5 years	Total contractual cash flows	Total per statement of financial position
	\$000	\$000	\$000	\$000	\$000
	1,438	4,782	2,724	8,944	8,069

Liabilities not recognised - extension options

When lease contracts provide Council with extension options that can be exercised at Council's discretion, at each reporting date Council assesses whether it is reasonably certain that the extension options will be exercised based on current operations and Council strategy.

As at 30 June 2020, all extension options available to Council have been assessed as reasonably certain of being exercised, and have been included within the lease liability.

Amounts included in the Consolidated Statement of Comprehensive Income related to leases

The following amounts have been recognised in the Consolidated Statement of Comprehensive Income for leases where Council is the lessee

Council	\$000
Interest on lease liabilities	165
Variable lease payments based on usage not included in the measurement of lease liabilities	6,596
Income from sub-leasing right-of-use assets	(38)
Depreciation of right-of-use assets	1,393
Expenses relating to short-term leases	6
	8,122
Total cash outflows for leases	7,535

REDLAND CITY COUNCIL

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 30 June 2020

14 Leases - continued

14(c) Leases at significantly below market value - Concessionary / peppercorn leases

As stated within the "Terms and conditions of leases" section above, Council has one lease in place with lease payments of \$25,079 per annum which is deemed significantly below market for land of similar use. Council's use of the right-of-use asset is restricted by the lessor to the specified permitted use per the lease contract, being 'car parking'.

Council considers this concessionary / peppercorn lease is immaterial.

14(d) Council as a lessor

When Council is a lessor, the lease is classified as either an operating or finance lease at inception date, based on whether substantially all of the risks and rewards incidental to ownership of the asset have been transferred to the lessee. If the risks and rewards have been transferred then the lease is classified as a finance lease, otherwise it is an operating lease.

If the lease contains lease and non-lease components then the non-lease components are accounted for in accordance with AASB 15 Revenue from Contracts with Customers.

The lease income is recognised on a straight-line basis over the lease term.

Finance leases:

Council does not have any finance leases in place.

Operating leases:

Where Council retains the risks and rewards relating to a lease, they are classified as operating leases and relate to property recorded within the Statement of Financial Position.

Rent from operating leases is recognised as income on a periodic straight-line basis over the lease term.

There is nil unearned finance income, unguaranteed residual values accruing to the benefit of Council, accumulated allowance for uncollectible minimum lease payments receivable or contingent rents recognised as income applicable to the leases.

The minimum lease receipts are as follows:

Note	Consolidated		Council	
	2020 \$000	2019 \$000	2020 \$000	2019 \$000
Operating Leases				
Not later than one year	710	-	452	-
Between one and two years	550	-	399	-
Between two and three years	454	-	385	-
Between three and four years	302	-	297	-
Between four and five years	225	-	225	-
Later than five years	883	-	883	-
	3,124	-	2,641	-

15 Trade and other payables

Creditors and accruals	34,875	26,891	34,387	26,599
Annual leave	7,946	7,206	7,880	7,143
	42,821	34,097	42,267	33,742

Creditors and accruals are expected to be settled within 12 months. Of the consolidated annual leave balance, \$5,516,308(2019: \$5,272,404) is expected to be settled within 12 months from balance date and \$2,429,196 (2019: \$1,933,541) is expected to be settled after 12 months.

16 Borrowings

16(a) Current

Loans - Queensland Treasury Corporation (QTC)	8,326	7,845	8,326	7,845
	8,326	7,845	8,326	7,845

16(b) Non-current

Loans - Queensland Treasury Corporation (QTC)	32,852	29,421	32,852	29,421
	32,852	29,421	32,852	29,421

16(c) Movement in loans:

Opening balance at 1 July	37,266	40,179	37,266	40,179
Loan repayment - principal*	(5,530)	(5,035)	(5,530)	(5,035)
Loan repayment - interest	(2,416)	(2,809)	(2,416)	(2,809)
Accrued interest expense	2,058	2,431	2,058	2,431
Loan drawdown	9,800	2,500	9,800	2,500
Closing balance at 30 June	41,178	37,266	41,178	37,266

* Council's borrowing capacity is constrained by the provisions of the *Statutory Bodies Financial Arrangements Act 1982*. All Council borrowings are sourced from QTC.

The market value of QTC loans at the reporting date was \$44,517,770 (2019: \$41,541,475). This represents the debt value at the current market interest rate if Council repaid it at that date. As it is the intention of Council to hold the debt for its term, no provision is required to be made in these accounts. No assets have been pledged as security by Council for any liabilities, however all loans are ultimately guaranteed by the Queensland Government. Expected final repayment dates vary from 15 July 2021 to 15 July 2039. There have been no defaults or breaches of the loan agreement during the year.

REDLAND CITY COUNCIL
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
 For the year ended 30 June 2020

Note	Consolidated		Council	
	2020 \$000	2019 \$000	2020 \$000	2019 \$000
16 Borrowings - continued				
16(c) Movement in loans - continued				
Borrowings are in AUD denominated amounts and carried at amortised cost. Interest is expensed as it is incurred. The weighted average borrowing rate is 5.67% (2019: 7.07%). Borrowings are on a fixed rate. No borrowing costs were capitalised on qualifying assets.				
Council measures and manages its exposure to liquidity risk through a maturity analysis. The remaining contractual cash flows of financial liabilities at the end of the reporting period were:				
Less than 1 year	8,417	7,947	8,417	7,947
1 to 5 years	24,180	26,848	24,180	26,848
Over 5 years	14,708	8,779	14,708	8,779
Total contractual cash flows	47,305	43,574	47,305	43,574
Carrying amount	41,178	37,266	41,178	37,266
17 Provisions				
17(a) Current				
Landfill rehabilitation	2,226	3,725	2,226	3,725
Workers compensation	491	458	491	458
Long service leave	11,697	11,167	11,697	11,167
	14,414	15,350	14,414	15,350
17(b) Non-current				
Quarry rehabilitation	445	404	445	404
Landfill rehabilitation	10,814	10,527	10,814	10,527
Workers compensation	728	631	728	631
Long service leave	2,249	1,897	2,175	1,846
	14,236	13,459	14,162	13,408
17(c) Long service leave				
Current long service leave (expected settlement within 12 months)	1,325	1,355	1,325	1,355
Current long service leave (expected settlement after 12 months)	10,372	9,812	10,372	9,812
Non-current long service leave*	2,249	1,897	2,175	1,846
Total long service leave	13,946	13,064	13,872	13,013
* The non-current portion relates to employees who have not yet reached the required years of service to be entitled to take long service leave.				
Movements in provisions:				
<u>Quarry rehabilitation</u>				
Opening balance at 1 July	404	334	404	334
Increase/(decrease) in provision	41	70	41	70
Closing balance at 30 June	445	404	445	404
This is the estimated present value cost of restoring the quarry site to as near its original condition as possible at the end of its useful life.				
<u>Landfill rehabilitation</u>				
Opening balance at 1 July	14,252	13,001	14,252	13,001
Increase/(decrease) in provision due to change in discount rate and costs	418	2,712	418	2,712
Provision utilised during the period	(1,677)	(1,600)	(1,677)	(1,600)
Increase in provision due to passage of time - borrowing costs	47	139	47	139
Closing balance at 30 June	13,040	14,252	13,040	14,252
This is the estimated present value cost of restoring closed landfill sites across the city and is based on Council's 10 year expenditure program. The program is funded by a separate charge.				
<u>Workers compensation</u>				
Opening balance at 1 July	1,089	1,226	1,089	1,226
Adjustment for period	130	(137)	130	(137)
Closing balance at 30 June	1,219	1,089	1,219	1,089
<u>Long service leave</u>				
Opening balance at 1 July	13,064	11,945	13,013	11,900
Long service leave entitlement raised	2,195	2,534	2,172	2,514
Long service entitlement used/extinguished	(952)	(1,019)	(952)	(1,019)
Long service entitlement paid	(361)	(396)	(361)	(382)
Closing balance at 30 June	13,946	13,064	13,872	13,013

REDLAND CITY COUNCIL
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
 For the year ended 30 June 2020

Note	Consolidated		Council	
	2020 \$000	2019 \$000	2020 \$000	2019 \$000
18 Other current liabilities				
Unearned revenue	955	2,249	955	1,108
Prepaid rates (2020 only - refer to note 2 (a))	1,162	-	1,162	-
Unearned grants	317	3,424	317	3,424
Waste Levy refund received in advance	-	4,620	-	4,620
	<u>2,434</u>	<u>10,293</u>	<u>2,434</u>	<u>9,152</u>

Other current liabilities include \$316,920 of contract liabilities under AASB 15 Revenue from Contracts with Customers and AASB 1058 Income of Not-for-Profit Entities.

19 Asset revaluation surplus

The closing balance of the asset revaluation surplus comprises the following asset categories. Increases and decreases on revaluation are offset within the same asset categories.

Land	93,250	89,488	93,250	89,488
Buildings	76,998	53,759	76,998	53,759
Roads	270,459	269,740	270,459	269,740
Stormwater drainage	218,116	218,116	218,116	218,116
Water and wastewater	177,138	177,138	177,138	177,138
Other infrastructure	199,879	199,879	199,879	199,879
	<u>1,035,840</u>	<u>1,008,120</u>	<u>1,035,840</u>	<u>1,008,120</u>

20 Commitments

Operating leases where Council is lessee (2019 only)

Payments made under operating leases are expensed in equal instalments over the accounting periods covered by the lease term, except where an alternative basis is more representative of the pattern of benefits to be derived from the leased property.

Minimum lease payments in relation to non-cancellable operating leases are as follows:

Within 1 year	-	1,279	-	1,279
1 to 5 years	-	5,197	-	5,197
Greater than 5 years	-	3,951	-	3,951
	-	<u>10,427</u>	-	<u>10,427</u>

Refer to note 14 for information on leases for 2020.

Operating contractual commitments

Contractual commitments at end of financial year but not recognised in the financial statements are as follows:

Roadworks	203	994	203	994
Water and wastewater	2,381	1,640	2,381	1,640
Waste	164,844	135,335	164,844	135,335
Other	41,781	25,762	41,781	25,762
	<u>209,209</u>	<u>163,731</u>	<u>209,209</u>	<u>163,731</u>

These expenditures are payable:

Within 1 year	57,424	50,708	57,424	50,708
1 to 5 years	91,082	42,743	91,082	42,743
Greater than 5 years	60,703	70,280	60,703	70,280
	<u>209,209</u>	<u>163,731</u>	<u>209,209</u>	<u>163,731</u>

Capital contractual commitments

Commitments for the construction of the following assets contracted for at year end but not recognised as liabilities are as follows and are

Roadworks	-	22	-	22
Water and wastewater	1,230	166	1,230	166
Waste	89	8	89	8
Other	9,164	6,323	9,164	6,323
	<u>10,483</u>	<u>6,519</u>	<u>10,483</u>	<u>6,519</u>

Redland City Council has entered into a Development Agreement (DA) with the Minister for State Development, Tourism and Innovation and Walker Group (Walker) to develop land owned by Council and the State as part of the Toondah Harbour project. The DA was executed in February 2016 and is currently in the environmental approvals phase of the project. In accordance with the DA, Council land to be developed by Walker as part of this project, is included in property, plant and equipment and has a carrying value of \$14,833,483 (2019: \$14,565,134). A portion of the land will be developed for community infrastructure and will be transferred (where not already owned) to Council.

REDLAND CITY COUNCIL

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 30 June 2020

21 Contingent liabilities and contingent assets

Contingent liabilities:

Details and estimates of contingent liabilities as at 30 June 2020 are as follows:

Workers' compensation self-insurer liability

The estimated claims liability for Council as a self-insurer under the *Workers' Compensation and Rehabilitation Act 2003* ('the Act') as at 30 June 2020 is \$1,255,000 (2019: \$1,192,000) where estimated claims liability is defined in Section 84 of the Act. The Actuary has recommended that a provision be recognised for \$1,219,000 (2019: \$1,090,000) for the total estimated claims liability. Council has in place a bank guarantee with the ANZ Banking Group Ltd for \$2,550,000 (2019: \$2,550,000).

Other claims

The Quandamooka-Redland City Council Indigenous Land Use Agreement (ILUA) sets out broad principles and mechanisms for how parties will work together and meet their respective responsibilities for mutual benefits in accordance with the *Native Title (Queensland) Act 1993*. The ILUA establishes native title validation and consultation for Council's projects and a framework for other policies, programmes and initiatives for the mutual benefit of parties and local community.

Council is a defendant in a number of claims including a class action claim that arise as a result of the operations of Council and its ownership of public assets. All liability claims are subject to review and are only provided for when genuine and not contingent on a future event. Liability and insurance claims not provided for are disclosed as contingent liabilities.

Information in respect of individual claims has not been disclosed on the basis that Council considers such disclosures would seriously prejudice the outcome of these claims.

Landfill remediation

Council has historically recognised, and continues to recognise, a provision for the remediation of former landfill sites throughout the city to ensure compliance with legal obligations. The legal obligation is broad and covered in a range of legislation such as the *Environmental Protection Act 1994*, *Petroleum and Gas (Production and Safety) Act 2004*, *Planning Act 2016* and *Work Health and Safety Act 2011*, plus subordinate legislation (such as various regulations and codes of practice) and other industry guidelines.

Council is taking a risk-based approach to justify and prioritise expenditure for managing these landfills with aftercare management plans under development for each site. Risks will continue to be reviewed and updated in line with relevant information from site inspections, detailed investigations, environmental monitoring results, asset owner feedback, site master plans and other service standards. Costs may change over time and at least annually, this program will be reviewed to reflect the dynamic circumstances against Council's prudence and efficiency measures.

Contingent assets:

Council has no contingent assets at the date of this report.

22 Superannuation

Council contributes to the LGIAsuper Regional Defined Benefits Fund (the scheme), at the rate of 12% for each permanent employee who is a defined benefit member. This rate is set in accordance with the LGIAsuper trust deed and may be varied on the advice of an actuary. The Regional Defined Benefits Fund is a complying superannuation scheme for the purpose of the Commonwealth Superannuation Industry (Supervision) legislation and is also governed by the *Local Government Act 2009*.

The scheme is a defined benefit plan, however Council is not able to account for it as a defined benefit plan in accordance with AASB 119 because LGIAsuper is unable to account for its proportionate share of the defined benefit obligation, plan assets and costs.

Any amount by which the scheme is over or under funded may affect future benefits and result in a change to the contribution rate, but has not been recognised as an asset or liability of the Council.

Technically Council can be liable to the scheme for a portion of another local government's obligations should that local government be unable to meet them. However the risk of this occurring is extremely low and in accordance with the LGIAsuper trust deed changes to Council's obligations will only be made on the advice of an actuary.

The last completed actuarial assessment of the scheme was undertaken as at 1 July 2018. The actuary indicated that "At the valuation date of 1 July 2018, the net assets of the scheme exceeded the vested benefits and the scheme was in a satisfactory financial position as at the valuation date." The Council is not aware of anything that has happened since that time that indicates the assets of the scheme are not sufficient to meet the vested benefits, as at the reporting date.

No changes have been made to prescribed employer contributions which remain at 12% of employee assets and there are no known requirements to change the rate of contributions.

The next triennial actuarial review is not due until 1 July 2021.

The most significant risks that may result in LGIAsuper increasing the contribution rate, on the advice of the actuary, are:

- Investment risk - The risk that the scheme's investment returns will be lower than assumed and additional contributions are needed to fund the shortfall.
- Salary growth risk - The risk that wages or salaries will rise more rapidly than assumed, increasing vested benefits to be funded.

REDLAND CITY COUNCIL
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
 For the year ended 30 June 2020

	Note	Consolidated		Council	
		2020 \$000	2019 \$000	2020 \$000	2019 \$000
22 Superannuation - continued					
The amount of superannuation contributions paid by Council to the scheme in this period for the benefit of Councillors was:	28	154	147	154	147
The amount of superannuation contributions paid by Council to the scheme in this period for the benefit of the Executive Leadership Team was:	28	289	336	289	278
The amount of superannuation contributions paid by Council to the scheme in this period for the benefit of all other employees was:		8,879	8,159	8,879	8,115
23 Trust funds					
Monies collected or held on behalf of other entities		3,858	5,514	3,858	5,514
These funds relate to monies yet to be paid out to or on behalf of those entities and Council performs only a custodial role in respect of these monies. Council separately accounts for all trust funds through a dedicated trust ledger and within a separate account whereby balances are excluded from the Consolidated Statement of Financial Position.					
24 Reconciliation of net result for the year to net cash flows from operating activities					
Net result		16,035	9,020	17,586	9,634
<u>Non-cash items</u>					
Depreciation and amortisation	8	67,005	62,825	66,966	62,794
Asset not previously recognised or disposed		(235)	(135)	(235)	(135)
Net accrued interest		(358)	(379)	(358)	(379)
Non-cash contributions		(8,897)	(7,370)	(8,897)	(7,370)
Bad and doubtful debts		303	59	287	59
Land acquired in lieu of rates		-	(29)	-	(29)
Fair value adjustment - investment property		(489)	-	(134)	-
		57,329	54,971	57,629	54,940
<u>Investing and development activities</u>					
Net loss on disposal of non-current assets		2,507	3,800	1,200	3,800
Capital grants and contributions	5(b)	(18,248)	(15,824)	(18,248)	(15,824)
		(15,741)	(12,024)	(17,048)	(12,024)
<u>Changes in operating assets and liabilities</u>					
(Increase)/decrease in trade and other receivables		(10,308)	2,411	(9,419)	2,718
(Increase) decrease in land held for resale		-	-	-	-
(Increase)/decrease in other current assets and inventories		9,175	232	2,097	(2,794)
Increase/(decrease) in trade and other payables		4,635	5,725	8,536	3,355
Increase/(decrease) in provisions		(161)	2,304	(184)	2,298
Increase/(decrease) in other current liabilities		(5,951)	3,787	(5,807)	3,642
		(2,610)	14,459	(4,777)	9,219
Net cash inflow/(outflow) from operating activities		55,013	66,426	53,390	61,769

REDLAND CITY COUNCIL

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 30 June 2020

25 Changes in accounting policies

During the year ended 30 June 2020, Council has adopted AASB 15 *Revenue from Contracts with Customers*, AASB 1058 *Income of Not-for-Profit Entities* and AASB 16 *Leases*.

All adjustments on adoption of AASB 15, AASB 1058 and AASB 16 have been taken to retained earnings as at 1 July 2019.

The impacts of adopting these standards and associated transition disclosures are provided below:

Revenue standards - AASB 15 and AASB 1058

Council adopted AASB 15 *Revenue from Contracts with Customers*, AASB 1058 *Income of Not-for-Profit Entities* using the modified retrospective (cumulative catch-up) method and therefore the comparative information for the year ended 30 June 2019 has not been restated. These financial statements continue to comply with AASB 111 *Construction Contracts*, AASB 118 *Revenue*, AASB 1004 *Contributions* and associated Accounting Interpretations.

Impact of adopting AASB 15 and AASB 1058 at 1 July 2019

Council has recognised unearned revenue of \$225,049 at 1 July 2019 for rates, special charges and separate charges paid in advance and operating and capital grants previously classified as revenue. This has resulted in the adjustment to opening retained earnings at 1 July 2019 of \$225,049.

Lease standard - AASB 16Council as a lessee

Under the previous lease accounting standard, Council assessed whether leases were operating or finance leases, based on its assessment of whether the significant risks and rewards of ownership had been transferred to Council or remained with the lessor. Under AASB 16, there is no differentiation between finance and operating leases for the lessee and therefore all leases which meet the definition of a lease are recognised on the Statement of Financial Position (except for short-term leases and leases of low-value assets).

Council has used the exception to lease accounting for short-term leases and leases of low-value assets, and the lease expense relating to these leases is recognised in the Statement of Comprehensive Income on a straight-line basis.

Practical expedients used on transition

AASB 16 includes a number of practical expedients which can be used on transition. Council has used the following expedients:

- Lease liabilities have been discounted using the Council's incremental borrowing rate at 1 July 2019.
- Right-of-use assets at 1 July 2019 have been measured at its carrying amount as if the Standard had been applied since the commencement date, but discounted using Council's incremental borrowing rate at 1 July 2019. Council has recognised the cumulative effect of initially applying this standard as an adjustment to the opening balance of retained earnings at 1 July 2019.
- Excluded leases with an expiry date prior to 30 June 2020 from the Statement of Financial Position, and lease expenses for these leases have been recorded on a straight-line basis over the remaining term.
- Used hindsight when determining the lease term if the contract contains options to extend or terminate the lease.

Impact of adopting AASB 16 at 1 July 2019

Council has recognised right-of-use assets of \$7,407,271 and lease liabilities of \$8,371,201 at 1 July 2019 for leases previously classified as operating leases, and Council has recognised right-of-use assets of \$986,073, lease liabilities of \$1,002,021, and a make-good provision of \$1,000 at 1 July 2019 for leases where contracts had previously been assessed as not containing a lease under AASB 117. This has resulted in the adjustment to opening retained earnings at 1 July 2019 of \$953,120 and other adjustments of \$27,758.

The weighted average lessee's incremental borrowing rate applied to lease liabilities at 1 July 2019 was 1.75%.

	Council \$000
Operating lease commitment at 30 June 2019 (incl. GST where applicable) per Council financial statements	10,427
Less commitment for Permits that are not assessed as a lease under AASB 16	(213)
Less GST	(864)
	9,350
Discounted using the incremental borrowing rate at 1 July 2019	8,377
Add:	
Leases where contracts had previously been assessed as not containing leases under AASB 117	1,002
Less:	
Short-term leases included in commitments note	(6)
Lease liabilities recognised at 1 July 2019	9,373

REDLAND CITY COUNCIL

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 30 June 2020

26 Fair value measurements

The carrying amount of trade and other receivables and payables is assumed to approximate the value of the original transaction, less any allowance for impairment where relevant. The carrying value of cash and cash equivalents is a reasonable approximation of fair value and therefore separate disclosures of the fair values are not required.

Investments in 100% controlled entities and investments in other entities do not have a quoted market price in an active market and are valued at cost less any impairment. Shares in controlled entities have been eliminated on consolidation.

Redland City Council measures land, buildings, infrastructure assets and investment property at fair value on a recurring basis.

In accordance with AASB 13, fair value measurements are categorised on the following basis:

Fair value based on quoted prices (unadjusted) in active markets for identical assets or liabilities (Level 1)

Fair value based on inputs that are directly or indirectly observable for the asset or liability (Level 2)

Fair value based on unobservable inputs for the asset and liability (Level 3)

All fair value measurements are recurrent and categorised as either Level 2 or Level 3. Council does not hold any assets valued using Level 1 inputs. Where all significant inputs used to value the asset are observable, the asset is valued at Level 2. However, if one or more of the significant inputs are unobservable, the asset is valued as Level 3.

The following table represents the material asset classes measured and recognised at fair value at 30 June 2020.

2020	Gross value	Written down value	Level 2	Level 3
	\$000	\$000	\$000	\$000
Land	278,979	278,979	27,919	251,060
Buildings	152,560	105,735	-	105,735
Roads	919,371	636,168	-	636,168
Stormwater drainage	597,248	427,714	-	427,714
Water and wastewater	1,336,107	773,719	-	773,719
Other infrastructure	297,667	247,381	-	247,381
	3,581,932	2,469,696	27,919	2,441,777

The following table represents the material asset classes measured and recognised at fair value at 30 June 2019.

2019	Gross value	Written down value	Level 2	Level 3
	\$000	\$000	\$000	\$000
Land	258,748	258,748	30,445	228,303
Buildings	135,397	79,586	-	79,586
Roads	890,836	622,529	-	622,529
Stormwater drainage	591,590	428,502	-	428,502
Water and wastewater	1,333,154	792,401	-	792,401
Other infrastructure	299,005	251,021	-	251,021
	3,508,730	2,432,787	30,445	2,402,342

Council's policy is to recognise transfers in and out of the fair value hierarchy levels (if any) at the end of the reporting period and is consistent with the previous year. Details of valuation movements are shown in Note 13. The additional in year movements for land assets held at Level 2 and Level 3 are reflected in the table below.

2020 Land	Level 2	Level 3	Total
	\$000	\$000	\$000
Opening balance 1 July 2019	30,445	228,303	258,748
Additions and contributions	1,511	4,377	5,888
Disposals	(74)	(396)	(470)
Transfer Level 2 to Level 3	(1,789)	1,789	-
Transfers between asset classes	-	11,051	11,051
Asset transfers to /from investments	-	-	-
Revaluation	(2,174)	5,936	3,762
Closing balance 30 June 2020	27,919	251,060	278,979

2019 Land	Level 2	Level 3	Total
	\$000	\$000	\$000
Opening balance 1 July 2018	27,325	219,272	246,597
Additions and contributions	3,936	-	3,936
Disposals	(1,524)	(81)	(1,605)
Transfer Level 2 to Level 3	-	-	-
Asset transfers	52	-	52
Asset transfers to /from investments	-	1,690	1,690
Revaluation	656	7,422	8,078
Closing balance 30 June 2019	30,445	228,303	258,748

REDLAND CITY COUNCIL

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 30 June 2020

26 Fair value measurements - continued

Valuation techniques used to derive fair values

The specific valuation techniques used to value Council's assets are documented below. Fair value represents the highest and best use of the assets having regard to the optimal financial, physical and legal use of the asset. Residual values have not been applied to any asset category.

Land

All Council freehold land was comprehensively valued as at 30 June 2020 by qualified independent external valuer, AssetVal Pty Ltd (AssetVal).

The valuations were based on publicly available data on sales of similar land in nearby localities applying a direct comparison method. Where an active market exists and there are no unreasonable restrictions as to use and/or sale, the land was deemed to be valued as Level 2.

Where no active market existed, or there were restrictions on the use and/or sale, the land was assessed as Level 3. Land carrying a parkland zone, or land utilised for footpath or access restriction purposes, or due to its general characteristics, land that has no observable active market, has been assessed as Level 3. The most significant input to the determination of fair value is the value per square metre.

Buildings

All buildings were comprehensively valued as at 30 June 2020 by independently qualified external valuer, Australia Pacific Valuers Pty Ltd (APV). Due to the specialist nature of these assets and the absence of an active market, fair value was assessed by using the Cost Approach, however has been informed by property sales data where relevant and available. For the purpose of Fair Value Measurement disclosures, the assets were valued using cost valuation technique and level 3 valuation hierarchy.

The Cost Approach valuation methodology is based on determining the replacement cost of the modern equivalent (or cost of reproduction where relevant) and then adjusting for the level of consumed future economic benefit and impairment.

Complex assets have been componentised and depreciated separately. This included further splitting each component into the short-life and long-life parts to differentiate between that part of the component that is renewed and that part which is recycled. As they have a different useful life they are to be depreciated separately.

The Fair Value has been determined by applying the following process:

- Determine the replacement cost (gross).
- Determining the components and where relevant split between short-life and long-life parts based on planned asset management strategies.
- Determine the depreciable amount for each part by assessing the residual value (typically zero).
- Assessing the level of remaining service potential of the depreciable amount of each component (short-life and long-life parts).
- Summing the calculated value of the short-life part and long-life part together to determine the value of each component* Summing the value of each component together to determine the Fair Value (replacement cost).

Physical site inspections were carried out by APV on a sample of buildings. The purpose was to confirm the existence and assess the condition of the buildings. The condition assessment was used as an indication of how the assets are contributing to the current performance and to determine fair value accordingly. For buildings not assessed as part of the revaluation exercise, APV utilised the recent condition assessment data prepared by the FCT Management Group as a basis to derive fair values.

Road infrastructure assets

Road assets were comprehensively valued as at 30 June 2018 by Cardno (QLD) Pty Ltd (Cardno). As these are specialist public service assets that are rarely independently sold, current replacement cost was determined as the most appropriate valuation method. These assets were considered to have been valued using Level 3 inputs.

Unit rates were determined with reference to recent Council construction data, Cardno developed databases and cost curves, Rawlinsons Australia Construction Handbook, and other published building indices. These rates were applied to the asset specifications including depth, length and width. Unit rates take into consideration material, labour, service and overhead costs (survey 6%, design 5%, engineering supervision 3%, project management 6%). All roads are divided into segments and componentised into earthworks, base, sub-base and surface to reflect different lives to each component.

Useful lives were developed by Cardno with reference to common engineering and industry practice standards and Council's historical evidence. The expected lives of roads assets were determined with reference to material types and construction methods and allowance was made for assets located on the islands.

The remaining useful lives were determined on an aged basis with reference to the total expected life of the asset and as a result the accumulated depreciation was calculated on a straight line basis. The significant unobservable inputs used in the valuation of road infrastructure assets were: expected useful life and remaining life.

Qualified external valuer, Cardno, was commissioned to undertake an independent indexation analysis of road infrastructure assets at 30 June 2020. Cardno advised that the increased prices measured by indices since the last comprehensive revaluation (average of 1%) may be reversed and perhaps even result in decline in costs. Based on Cardno's recommendation Council will not apply any indexation to road infrastructure assets.

REDLAND CITY COUNCIL

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 30 June 2020

26 Fair value measurements - continued

Stormwater drainage infrastructure assets

Stormwater drainage assets were independently valued as at 30 June 2018 by qualified external valuer, Cardno. As these are specialist public service assets that are rarely independently sold, replacement cost was determined as the most appropriate valuation method. These assets were considered to have been valued using Level 3 inputs. Unit rates and replacement costs were determined with reference to recent Council construction data, Cardno developed databases and cost curves, Rawlinsons Australia Construction Handbook, and other building indices. These rates were applied to the asset specifications including depth, length and width. Unit rates take into consideration material, labour, service and overhead costs (survey 6%, design 5%, engineering supervision 3%, project management 6%).

Other cost factors considered when developing replacement costs for passive assets were soil and development type, economies of scale and asset depth. These factors together with the expected useful life and remaining life are considered the significant unobservable inputs used in the valuation.

Useful lives were developed by Cardno with reference to common engineering and industry practice standards and Council's historical evidence. Where appropriate the lives of assets located within 50m of the coast or in poor soils were adjusted to reflect a varied life expectancy.

The remaining useful lives were determined on an aged basis with reference to the total expected life of the asset and as a result, the accumulated depreciation was calculated on a straight line basis. Assets are componentised to reflect varying expected lives and consumption patterns.

Qualified external valuer, Cardno, was commissioned to undertake an independent indexation analysis of stormwater drainage infrastructure assets at 30 June 2020. Cardno advised that the increased prices measured by indices since the last comprehensive revaluation (average of 1%) may be reversed and perhaps even result in decline in costs. Based on Cardno's recommendation Council will not apply any indexation to stormwater drainage infrastructure assets.

Water and wastewater infrastructure assets

Water and wastewater assets were comprehensively valued as at 30 June 2017 by registered valuer, Cardno. Current replacement cost was determined as the most appropriate valuation method as these are specialist public service assets that are rarely independently sold and as such were classified as being valued using Level 3 inputs. Significant components with differing expected useful lives and replacement costs were valued separately.

Replacement costs were based on the replacement of the assets with a modern, engineering equivalent with cost factor adjustments applied to reflect the location and site conditions likely on replacement. The costs have been resourced with reference to researched cost data for recent Redland City Council projects and industry costing data and include 20% oncosts (survey 6%, design 5%, construction supervision 3%, and project management 6%).

Cost factors taken into consideration when determining replacement cost of underground assets were soil and development type. An additional cost factor was applied to all assets located in island locations.

Remaining useful lives of the assets were determined with consideration to the age and condition where assessed, with reference to useful lives developed by Cardno using common engineering and industry practice standards and assessed against Redland City Council data.

The condition of passive assets was determined with reference to the age of the assets, while the condition of active assets was determined by Cardno through sampled visual inspection against predetermined condition criteria. Condition inspections were conducted on an additional sample of wastewater pump stations during the 2018-19 financial year and these informed the remaining life assessments of these assets.

Condition assessments were assessed against expected useful lives to determine indicative remaining useful lives and determine accumulated depreciation and fair value.

The significant unobservable inputs used in the valuation were soil, development and island factors; asset condition (active assets); and total expected life and remaining life.

Qualified external valuer, Cardno, was commissioned to undertake an independent indexation analysis of water and wastewater assets at 30 June 2020. Cardno advised that the increased prices measured by indices since the last comprehensive revaluation (average of 1%) may be reversed and perhaps even result in decline in costs. Based on Cardno's recommendation Council will not apply any indexation to water and wastewater assets.

REDLAND CITY COUNCIL

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 30 June 2020

26 Fair value measurements - continued**Other infrastructure assets**

These assets include marine, jetty facilities and seawalls and were comprehensively valued as at 30 June 2019 by independent qualified external valuer, Cardno. Current replacement cost was determined as the most appropriate valuation method as these are specialist public service assets that are rarely independently sold.

The condition assessment inspections were conducted on all marine beacons, ramps, jetties, piles, foreshores access stairs, and swimming enclosures. The purpose of the inspections was to confirm the existence of the assets, its attributes and measurements and determine current condition. The fair value calculation was based primarily on condition, where condition data was not available age was used.

Replacement cost was determined with reference to Council's historical construction records, Cardno's own database of construction costs and other published cost guides. Transportation and other costs unique to work completed on the islands has been taken into consideration by applying an island factor to these assets.

Remaining useful lives were assigned based on physical assessment of the condition of the assets as noted by the valuer during inspection including factors such as the age of the asset, overall condition, economic and/or functional obsolescence. The assets were depreciated with reference to expected useful lives determined through application of industry standards, including the Institute of Public Works Engineering Australia (IPWEA), historic assessment of similar assets, and experience gained from similar valuations by Cardno.

Other infrastructure assets have no market due to their specialised nature. As a result, their current use is their highest and best use. As there is a significant level of professional judgement used in determining the valuation due to the level of unobservable data it has been determined that the overall data level applying to the valuation of Council's assets is Level 3.

The significant unobservable inputs used in the valuation were asset condition, total expected life and remaining life.

Qualified external valuer, Cardno, was commissioned to undertake an independent indexation analysis of other infrastructure assets at 30 June 2020. Cardno advised that the increased prices measured by indices since the last comprehensive revaluation (average of 1%) may be reversed and perhaps even result in decline in costs. Based on Cardno's recommendation Council will not apply any indexation to other infrastructure assets.

27 National Competition Policy**Business activities to which the Code of Competitive Conduct (CCC) is applied**

A government business activity is one which competes with private businesses and exceeds thresholds under *Local Government Regulation 2012*. In order to remove any advantages or disadvantages, the competitive neutrality principle must be applied.

Council applied the CCC to the following significant business activities during the financial year ended 30 June 2020:

- Redland Water
- RedWaste

Financial performance of activities subject to the CCC:

Business activities - 2020	Significant businesses	
	Redland Water	RedWaste
	\$000	\$000
Revenue for services provided to Council	2,661	746
Revenue for services provided to external clients	115,665	33,009
Community service obligations	447	156
	118,773	33,913
Less: Expenditure	108,838	27,421
Operating surplus/(deficit)	9,935	6,492

REDLAND CITY COUNCIL

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 30 June 2020

27 National Competition Policy - continued**Description of Community Service Obligations (CSOs):**

Activities	CSO description	Actual
		\$000
Redland Water	CSOs	
	Water concession not-for-profit	162
	Wastewater concession not-for-profit	285
		447
RedWaste	CSOs	
	Clean Up Australia Day	(1)
	Birkdale Sanitary Landfill - Gate Waiver Fees	(48)
	Redland Bay Transfer Station	(7)
	North Stradbroke Island Transfer Station	-
	Kerbside Recycling	(25)
	Kerbside Waste Collection	(48)
	Kerbside Greenwaste Collection	(3)
	Bulky Item Collection for HAS clients	(26)
	(158)	

Anticipated changes to business activities

It is expected that there will be no new business activities to which the CCC will be applied for the financial year ending 30 June 2021. Roads activity continues to not meet the definition to which the CCC will be applied as it does not involve itself in competitive bids.

28 Transactions with related parties**28(a) Subsidiaries**

The group consists of the parent entity Redland City Council and two first tier subsidiaries, Redland Investment Corporation Pty Ltd & Redheart Pty Ltd. Redland City Council also has three second tier subsidiaries, Redland Developments Pty Ltd, Cleveland Plaza Pty Ltd and RIC Toondah Pty Ltd (Note 1(b)).

The following transactions occurred between Council and its subsidiaries and related entities for year ended 30 June 2020:

Redland Investment Corporation Pty Ltd (RIC)

Details of transaction	2020	2019
	\$000	\$000
Retransfer of land assets from RIC to Council	-	1,690
Land sold to RIC*	1,700	1,500
Managing fee paid to RIC for Weinam Creek Project**	115	155
Services provided by Council to RIC***	134	85
Recoveries from RIC for the development applications submitted for Redland Developments Pty Ltd	8	-
Services provided by RIC to Council****	210	875
Dividend received from RIC	-	1,500
Loan to RIC*****	90	-
Loan repayment by RIC	-	3,500
Interest received from RIC	3	34
GST paid by Council and subsequently received from RIC	-	321
GST refunds claimed by Council and subsequently paid to RIC	697	-

REDLAND CITY COUNCIL

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 30 June 2020

28 Transactions with related parties - continued

28(a) Subsidiaries

- * During the year Council sold lot 2 22-28 Meissner Street Redland Bay to RIC for \$1,700,000.
- ** The Weinam Creek Priority Development Area Project aims to transform the waterfront of Redland Bay, improve the usability of the transport hub, attract visitors, create jobs and drive economic development in the area. Redland Investment Corporation is working with Council to develop stage one of the project, which will provide valuable infrastructure for the community, including ground-level car parks and a footbridge connecting the Moores Road site to the Redland Bay Marina.
- *** Recovery of overheads and other costs in the provision of facilities, administration and organisational services, which include renting of office space, legal services, financial services, information management services and fleet services. Costs of these services are based on the Service Level Agreement (SLA).
- **** RIC is conducting work in certain priority development areas on Council's behalf. RIC's invoices to Council for the work undertaken are based on the Service Level Agreement (SLA).
- ***** Refer Note 28(e) below.

RIC Toondah Pty Ltd

RIC Toondah Pty Ltd manages the RIC Toondah joint operation (refer Note 1(b)). Transactions with RIC Toondah include \$13,106 (2019: \$13,354) in relation to joint operation costs.

28(b) Transactions with key management personnel (KMP)

Key management personnel include the Mayor, Councillors, Executive Leadership Team (ELT) and backfills of ELT members. The compensation earned by key management personnel for year ended 30 June 2020 comprises:

Details of transaction	2020	2019
	\$000	\$000
Short-term employee benefits*	3,523	3,242
Post-employment benefits**	443	425
Long-term employee benefits***	194	187
Total	4,160	3,854

* Short-term employee benefits include salaries, paid sick leave, allowances and any non-monetary benefits provided such as Council vehicles.

** Post-employment benefits include employer superannuation contributions.

*** Long-term employee benefits include annual leave and long service leave accrued during the year.

Detailed remuneration disclosures are provided in the annual report.

28(c) Transactions with other related parties

Other related parties include the KMP, close family members of KMP and any entities controlled or jointly controlled by KMP or their close family members.

Details of transaction	2020	2019
	\$000	\$000
Employee expenses for close family members of key management personnel*	120	122

* All close family members of KMP were employed through an arm's length process and are paid in accordance with the Award or Certified Agreement relevant to the job they perform.

Council employs 1,041 (2019: 1,068) staff of which only 2 (2019: 2) are close family members of KMP.

28(d) Outstanding balances

The following balances are outstanding at the reporting date in relation to transactions with related parties:

Current receivables

Name of the person / entity	2020	2019
	\$000	\$000
Redland Investment Corporation Pty Ltd	1,838	1,604

Current payables

Name of the person / entity	2020	2019
	\$000	\$000
Redland Investment Corporation Pty Ltd	401	296

REDLAND CITY COUNCIL

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 30 June 2020

28 Transactions with related parties - continued

28(e) Loans and guarantees to/from related parties

RCC executed a Loan Facility Agreement with RIC on 30 April 2019 to fund the development of townhouses at 521 Old Cleveland Road, Birkdale, QLD. The first draw down was made on 16 August 2019 for \$90,000.

Council did not make any other loans to, or receive loans from, related parties in the financial year ended 30 June 2020. No guarantees were provided.

28(f) Commitments to/from related parties

Refer Note 13 and Note 20 for the restricted land.

28(g) Transactions with LGIA Super

Refer Note 22 for the transactions with LGIA Super.

28(h) Transactions with related parties that have not been disclosed

Most of the entities and people that are related parties of Council live and operate within the Redland City area. Therefore, on a regular basis ordinary citizen transactions occur between Council and its related parties. Some examples include:

- payment of rates
- use of Council owned facilities such as swimming pools
- animal registration
- borrowing books from a Council library

Council has not included these types of transaction in its disclosure where they are made on the same terms and conditions available to the general public.

29 Events after the reporting period

No other matter or circumstance has arisen since 30 June 2020 that has significantly affected the consolidated entity's operations.

REDLAND CITY COUNCIL
CONSOLIDATED FINANCIAL STATEMENTS
For the year ended 30 June 2020

MANAGEMENT CERTIFICATE
For the year ended 30 June 2020

These general purpose financial statements have been prepared pursuant to Sections 176 and 177 of the *Local Government Regulation 2012* (the Regulation) and other prescribed requirements.

In accordance with Section 212(5) of the Regulation we certify that:

- (i) the prescribed requirements of the *Local Government Act 2009* and *Local Government Regulation 2012* for the establishment and keeping of accounts have been complied with in all material respects; and
- (ii) the general purpose financial statements present a true and fair view, in accordance with Australian Accounting Standards, of Council and consolidated entity transactions for the financial year and financial position at the end of the year.



Mayor
Karen Williams

Date: 23 /09 /2020



Chief Executive Officer
Andrew Chesterman

Date: 23 /09 /2020



INDEPENDENT AUDITOR'S REPORT

To the Councillors of Redland City Council

Report on the audit of the financial report

Opinion

I have audited the accompanying financial report of Redland City Council (the council) and its controlled entities (the group).

In my opinion, the financial report:

- a) gives a true and fair view of the council's and group's financial position as at 30 June 2020, and of their financial performance and cash flows for the year then ended
- b) complies with the *Local Government Act 2009*, the Local Government Regulation 2012 and Australian Accounting Standards.

The financial report comprises the consolidated statement of financial position as at 30 June 2020, the consolidated statement of comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, notes to the financial statements including significant accounting policies and other explanatory information, and the certificate given by the Mayor and Chief Executive.

Basis for opinion

I conducted my audit in accordance with the *Auditor-General Auditing Standards*, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial report* section of my report.

I am independent of the council and group in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial report in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the *Auditor-General Auditing Standards*.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Other information

Other information comprises financial and non-financial information (other than the audited financial report) in an entity's annual report.

At the date of this auditor's report, the available other information in Redland City Council's annual report for the year ended 30 June 2020 was the current year financial sustainability statement, the long-term financial sustainability statement and the annual report.

The councillors are responsible for the other information.



My opinion on the financial report does not cover the other information and accordingly I do not express any form of assurance conclusion thereon. However, as required by the Local Government Regulation 2012, I have expressed a separate opinion on the current year financial sustainability statement.

In connection with my audit of the financial report, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report and my knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this information, I am required to report that fact. I have nothing to report in this regard.

Responsibilities of the councillors for the financial report

The councillors are responsible for the preparation of the financial report that gives a true and fair view in accordance with the *Local Government Act 2009*, the Local Government Regulation 2012 and Australian Accounting Standards, and for such internal control as the councillors determine is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

The councillors are also responsible for assessing the council's and group's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless it is intended to abolish the council or to otherwise cease operations of the group.

Auditor's responsibilities for the audit of the financial report

My objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for expressing an opinion on the effectiveness of the council's or group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the council.



- Conclude on the appropriateness of the council's and group's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the council's or group's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. I base my conclusions on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the council or group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the financial report. I am responsible for the direction, supervision and performance of the audit of the group. I remain solely responsible for my audit opinion.

I communicate with the council regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Report on other legal and regulatory requirements

In accordance with s.40 of the *Auditor-General Act 2009*, for the year ended 30 June 2020:

- a) I received all the information and explanations I required.
- b) In my opinion, the prescribed requirements in relation to the establishment and keeping of accounts were complied with in all material respects.

A handwritten signature in blue ink that reads "Melissa Read".

Melissa Read
as delegate of the Auditor-General

30 September 2020

Queensland Audit Office
Brisbane

REDLAND CITY COUNCIL
MEASURES OF FINANCIAL SUSTAINABILITY
For the year ended 30 June 2020

TABLE OF CONTENTS

- Current-year financial sustainability statement
- Independent auditor's report - current year financial sustainability statement
- Long-term financial sustainability statement

REDLAND CITY COUNCIL
CURRENT-YEAR FINANCIAL SUSTAINABILITY STATEMENT
 For the year ended 30 June 2020

Measures of Financial Sustainability

	How the measure is calculated	Actual	Target
Council's consolidated performance at 30 June 2020 against key financial ratios and targets:			
Operating surplus ratio	Net result (excluding capital items) divided by total operating revenue (excluding capital items)	-2.89%	Between 0% and 10%
Asset sustainability ratio	Capital expenditure on replacement of infrastructure assets (renewals) divided by depreciation expense on infrastructure assets	37.66%	Greater than 90%
Net financial liabilities ratio	Total liabilities less current assets divided by total operating revenue (excluding capital items)	-33.30%	Below 60%
Council's performance at 30 June 2020 against key financial ratios and targets:			
Operating surplus ratio	Net result (excluding capital items) divided by total operating revenue (excluding capital items)	-2.92%	Between 0% and 10%
Asset sustainability ratio	Capital expenditure on replacement of infrastructure assets (renewals) divided by depreciation expense on infrastructure assets	37.69%	Greater than 90%
Net financial liabilities ratio	Total liabilities less current assets divided by total operating revenue (excluding capital items)	-32.84%	Below 60%

Note 1 - Basis of Preparation

The current year financial sustainability statement is a special purpose statement prepared in accordance with the requirements of the *Local Government Regulation 2012* and the *Financial Management (Sustainability) Guideline 2013*. The amounts used to calculate the three reported measures are prepared on an accrual basis and are drawn from Council's audited consolidated general purpose financial statements for the year ended 30 June 2020.

Certificate of Accuracy
 For the year ended 30 June 2020

This current-year financial sustainability statement has been prepared pursuant to Section 178 of the *Local Government Regulation 2012* (the Regulation).

In accordance with Section 212(5) of the Regulation we certify that this current-year financial sustainability statement has been accurately calculated.


 Mayor
 Karen Williams

Date: 23 /09 /2020


 Chief Executive Officer
 Andrew Chesterman

Date: 23 /09 /2020



INDEPENDENT AUDITOR'S REPORT

To the Councillors of Redland City Council

Report on the current year financial sustainability statement

Opinion

I have audited the accompanying current year financial sustainability statement of Redland City Council (the council) for the year ended 30 June 2020, comprising the statement, explanatory notes, and the certificate of accuracy given by the Mayor and the Chief Executive Officer.

In accordance with section 212 of the Local Government Regulation 2012, in my opinion, in all material respects, the current year financial sustainability statement of Redland City Council for the year ended 30 June 2020 has been accurately calculated.

Basis of opinion

I conducted my audit in accordance with the *Auditor-General Auditing Standards*, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the current year financial sustainability statement* section of my report.

I am independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the statement in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the *Auditor-General Auditing Standards*.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Emphasis of matter – basis of accounting

I draw attention to Note 1 which describes the basis of accounting. The current year financial sustainability statement has been prepared in accordance with the Financial Management (Sustainability) Guideline 2013 for the purpose of fulfilling the council's reporting responsibilities under the Local Government Regulation 2012. As a result, the statement may not be suitable for another purpose. My opinion is not modified in respect of this matter.

Other Information

Other information comprises financial and non-financial information (other than the audited financial report) in an entity's annual report.

At the date of this auditor's report, the available other information in Redland City Council's annual report for the year ended 30 June 2020 was the general purpose financial statements, the long-term financial sustainability statement and the annual report.

The councillors are responsible for the other information.



My opinion on the current year financial sustainability statement does not cover the other information and accordingly I do not express any form of assurance conclusion thereon. However, as required by the Local Government Regulation 2012, I have expressed a separate opinion on the general purpose financial report.

In connection with my audit of the financial report, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report and my knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this information, I am required to report that fact. I have nothing to report in this regard.

Responsibilities of the councillors for the current year financial sustainability statement

The councillors are responsible for the preparation and fair presentation of the current year financial sustainability statement in accordance with the Local Government Regulation 2012. The councillors' responsibility also includes such internal control as the councillors determine is necessary to enable the preparation and fair presentation of the statement that is accurately calculated and is free from material misstatement, whether due to fraud or error.

Auditor's responsibilities for the audit of the current year financial sustainability statement

My objectives are to obtain reasonable assurance about whether the current year financial sustainability statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this statement.

My responsibility does not extend to forming an opinion on the appropriateness or relevance of the reported ratios, nor on the council's future sustainability.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the council.



- Evaluate the overall presentation, structure and content of the statement, including the disclosures, and whether the statement represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the council regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

A handwritten signature in blue ink that reads "Melissa Read".

Melissa Read
as delegate of the Auditor-General

30 September 2020

Queensland Audit Office
Brisbane

REDLAND CITY COUNCIL
LONG-TERM FINANCIAL SUSTAINABILITY STATEMENT
 Prepared as at 30 June 2020

Measures of Financial Sustainability

Measure	Target	Projected for the years ended									
		30 June 2020	30 June 2021	30 June 2022	30 June 2023	30 June 2024	30 June 2025	30 June 2026	30 June 2027	30 June 2028	30 June 2029

Council
 The long-term measures of financial sustainability are presented for Council only. The latest Financial Strategy was adopted exclusive of Redland Investment Corporation Pty Ltd and therefore consolidated measures are not available.

Measure	Actuals 30 June 2020	30 June 2021	30 June 2022	30 June 2023	30 June 2024	30 June 2025	30 June 2026	30 June 2027	30 June 2028	30 June 2029
Operating surplus ratio	-2.92%	-0.49%	0.22%	0.07%	0.09%	0.12%	0.15%	0.16%	0.18%	0.22%
Asset sustainability ratio	37.69%	75.12%	74.96%	75.37%	75.82%	75.88%	76.30%	77.75%	78.05%	78.99%
Net financial liabilities ratio	-32.84%	-37.16%	-37.62%	-37.29%	-32.86%	-30.81%	-28.82%	-25.41%	-23.35%	-22.87%

Council's Financial Strategy

Council's Financial Strategy is underpinned by the Long-term Financial Forecast which is a ten year financial model. The model is reviewed following revised budget forecasts and is used to support resource decision making. The financial forecast contains details of the assumptions used to estimate growth rates, price increases, general rates and charges increases, and also provides the financial outputs and financial sustainability measures for each of the ten years.

The ten year focus allows us to assess our financial sustainability over the period and to guide corporate decision-making. It is a living and breathing document, guiding our financial planning, revenue raising and spending activities, while adapting to changing needs and requirements.

The Long-term Financial Forecast provides transparency into our financial performance and planning, giving the Community a view of how its services are being funded and where the money is spent. It is a tool for validating and maintaining alignment with corporate plans and with legislative requirements. It reflects the efforts we are making to meet current and future community expectations and serves to signal the decisions and actions needed to ensure our future financial sustainability.

The projected results are per the adopted 2020-2021 budget which is underpinned by the Financial Strategy. It does not include any revisions based on actual results as at 30 June 2020.

Certificate of Accuracy

For the long-term financial sustainability statement prepared as at 30 June 2020

This long-term financial sustainability statement has been prepared pursuant to Section 178 of the *Local Government Regulation 2012* (the Regulation).
 In accordance with Section 212(5) of the Regulation we certify that this long-term financial sustainability statement has been accurately calculated.


 Mayor

Karen Williams

Date: 23 /09 /2020



Chief Executive Officer
 Andrew Chesterman

Date: 23 /09 /2020

5.2 ANNUAL COMMUNITY FINANCIAL REPORT 2019-2020**Objective Reference:** A4958933**Authorising Officer:** Deborah Corbett-Hall, Chief Financial Officer**Responsible Officer:** Deborah Corbett-Hall, Chief Financial Officer**Report Author:** Joy Manalo, Service Manager Corporate Finance**Attachments:** 1. **Annual Community Financial Report 2019-2020** [↓](#)**PURPOSE**

To present the 2019-2020 Community Financial Report to Council for noting prior to adoption of the 2019-2020 annual report.

BACKGROUND

The Community Financial Report is a plain language document that contains a summary and high-level analysis of Council and the group's financial performance and position for the 2019-2020 financial year.

The Community Financial Report is consistent with the audited annual financial statements and discloses how Council has performed against the adopted key financial stability ratios and measures of sustainability. It uses non-technical terms and graphical representations to make it an easy-to-follow document for the community and other stakeholders. The attached report was compiled on completion of the 2019-2020 annual financial statements and accompanying notes. Queensland Audit Office (QAO) certification on the financial statements was issued on 30 September 2020.

ISSUES

There are no issues contained in the Community Financial Report that are not already covered in the 2019-2020 annual report or financial statements. The attachment is purely a summary – please refer to the annual report and audited financial statements for full information.

The report presents an overview of the consolidated financial statements of Redland City Council and its subsidiary Redland Investment Corporation Pty Ltd and its controlled entities.

STRATEGIC IMPLICATIONS**Legislative Requirements**

Section 179 of the *Local Government Regulation 2012* requires a local government to prepare a Community Financial Report for each financial year. The report then forms part of Council's annual report, alongside the QAO certified financial statements, disclosures and financial sustainability statements.

Risk Management

Risk management is undertaken during the year with respect to the financials – Council reviews its actual performance against budget on a monthly basis and formally reviews its budget as required during the year. At the conclusion of the financial audit, the QAO provides feedback to Council on the general appropriateness of key internal controls that ensure financial information is reasonably complete and accurate.

Financial

There are no direct financial implications arising from this report. This report provides a plain language indication of Council's financial performance for the 2019-2020 financial year and the financial position as at 30 June 2020.

People

No impact as the purpose of the report is to present the 2019-2020 Community Financial Report.

Environmental

No impact as the purpose of the report is to present the 2019-2020 Community Financial Report.

Social

No impact as the purpose of the report is to present the 2019-2020 Community Financial Report.

Human Rights

There are no human rights implications for this report as the purpose of the report is to present the 2019-2020 Community Financial Report.

Alignment with Council's Policy and Plans

This report has a relationship with the following items of Council's 2018 to 2023 Corporate Plan:

8. Inclusive and ethical governance

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

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

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

CONSULTATION

Consulted	Date	Comment
Corporate Finance Unit	February to September 2020	Discussed the financial results, report layout and accounting treatment of various transactions. Technical accounting position papers were prepared by Financial Services and discussed with the QAO during the interim and final audit visits.
Chief Financial Officer	February to September 2020	Discussed the financial results, report layout and accounting treatment of various transactions. Approved the technical position papers and draft documents prior to internal and external distribution.
Audit Committee Invitees and Attendees	13 August 2020 17 September 2020	Reviewed the draft financials pre and post the Final Audit. Provided feedback on the financial statements and accompanying notes.
QAO Appointed Auditors, Bentleys	Various times	Reviewed the technical position papers, conducted the interim and final onsite visit and reported to Audit Committee on the findings.
Queensland Audit Office	Various times	Reviewed the technical position papers, reviewed the draft and final Annual Financial Statements and provided audit certification.

OPTIONS**Option One**

That Council resolves to note the Community Financial Report for inclusion in the 2019-2020 annual report.

Option Two

That Council resolves to request further information.

OFFICER'S RECOMMENDATION/COUNCIL RESOLUTION 2020/305

Moved by: Cr Peter Mitchell

Seconded by: Cr Wendy Boglary

That Council resolves to note the Community Financial Report for inclusion in the 2019-2020 annual report.

CARRIED 11/0

Crs Karen Williams, Wendy Boglary, Peter Mitchell, Paul Gollè, Lance Hewlett, Mark Edwards, Julie Talty, Rowanne McKenzie, Tracey Huges, Adelia Berridge and Paul Bishop voted FOR the motion.



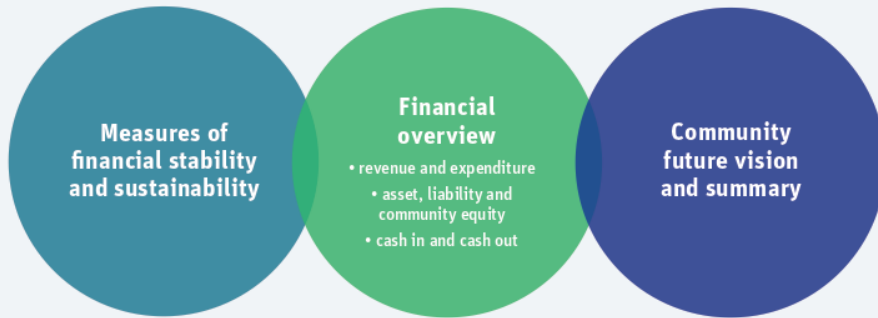
Community Financial Report

Financial year 2019–2020



This report aims to simplify the consolidated financial statements of Redland City Council (Council) and its controlled entities. **Council and its controlled entities form the consolidated entity referred to in this report as “the Group”.** The report provides graphical representations of the financial position, financial performance and cash flows as well as changes in community equity, to provide a simple, comprehensive view of the Group’s financial results for the period 1 July 2019 to 30 June 2020.

Report outline



Measures of sustainability

Sustainability measures provide evidence of the Group’s ability to continue operating and to provide an acceptable level of service to the community both currently and in the longer term. Local governments are required to report on three financial sustainability measures being an asset sustainability ratio, a net financial liabilities ratio and an operating surplus ratio each of which is presented below.

Ratio	Description	Target	Group 2019–2020 Actual	Group 2018–2019 Actual	Group 2017–2018 Actual	Status
Operating surplus ratio	This is an indicator of the extent to which revenues raised cover operational expenses only or are available for capital funding purposes or other purposes.	Between 0% and 10%	-2.89%	-3.68%	-6.06%	●
Net financial liabilities ratio*	This is an indicator of the extent to which the net financial liabilities of the Group can be serviced by its operating revenues.	Below 60%	-33.30%	-39.83%	-34.62%	●
Asset sustainability ratio	This is an approximation of the extent to which the infrastructure assets managed by the Group are being replaced as they reach the end of their useful lives.	Greater than 90%	37.66%	42.35%	53.84%	●

* This is calculated using net financial liabilities (total liabilities minus current assets) divided by total operating revenue. The negative number indicates that the Group’s current assets exceed the total liabilities. Therefore, the Group has exceeded this target.

● Target achieved ● Target not achieved but improved from last financial year ● Target not achieved

Sustainability ratio notes

The operating surplus ratio, net financial liabilities ratio and asset sustainability ratios have targets to be achieved on average over the long-term (a period of at least 10 years), and are not necessarily expected to be met on a monthly or annual basis.

When compared to the 2018–2019 financial year the operating surplus ratio has improved by 21.47%. This is mainly driven by an increase of operating revenue.

Achieving the target for the asset sustainability ratio continues to be a focus area. During the year Council completed its comprehensive asset management project, which considered the broader principles of asset management and the renewal program and supports the capital portfolio prioritisation.

Council continuously improves asset and service management planning and evidence-based asset consumption assessment. The reduction in the sustainability ratio is due to a reduction in expenditure on replacement of infrastructure assets. A new asset management system will ensure Council uses best practice asset management in managing and maintaining community assets and is expected to result in improvement to this ratio.

Summary of key financial stability measures (Council)

Council includes the following elective key performance indicators in the budget and reports on these on a monthly basis, as they do not feature in the Annual Financial Statements. Council chooses to retain these indicators to provide more information to the community on how we are managing community assets, liabilities and cash balances.

Ratio	Description	Target	2019–2020 Actual	2018–2019 Actual	2017–2018 Actual	Status
Level of dependence on general rate revenue	This ratio measures Council's reliance on operating revenue from general rates (excludes utility revenues).	Less than 40%	35.61%	35.50%	33.91%	●
Ability to pay our bills – current ratio	This measures the extent to which Council has liquid assets available to meet short-term financial obligations.	Between 1.1 and 4.1	3.15	3.23	3.44	●
Ability to repay our debt – debt servicing ratio	This indicates Council's ability to meet current debt instalments with recurrent revenue.	Less than or equal to 15%	3.32%	2.86%	2.97%	●
Cash balances	Cash balance includes cash on hand, cash at bank and other short-term investments.	Greater than or equal to \$50m	\$171.90m	\$162.10m	\$138.56m	●
Cash balances – cash capacity in months	This provides an indication of the number of months of cash held at period end able to cover operating cash outflows.	Greater than 3 months	9.16 months	8.81 months	7.43 months	●
Longer-term financial stability – debt to asset ratio**	This is total debt as a percentage of total assets i.e. to what extent will our long-term debt be covered by total assets.	Less than or equal to 10%	1.74%	1.34%	1.46%	●
Operating performance	This ratio provides an indication of Council's cash flow capabilities.	Greater than or equal to 10%	19.17%	21.87%	15.76%	●
Interest coverage ratio*	This ratio demonstrates the extent to which operating revenues are being used to meet the financing charges.	Less than 5%	-0.37%	-0.87%	-0.63%	●

* This is calculated using net interest expense i.e. interest expense minus interest revenue. The negative number indicates that Council has earned more interest than it has spent on borrowings. Therefore, Council has exceeded this target.

** Non-current debt includes lease liabilities in compliance with Australian Accounting Standards Board (AASB) 16 Leases.

● Target achieved ● Target not achieved but improved from last financial year ● Target not achieved

Financial overview

Overview of consolidated financial results

Below are the Group's key financial performance highlights:

Information at a glance	2019–2020 Actual \$ millions	2018–2019 Actual \$ millions	2017–2018 Actual \$ millions
Operating income	\$297.48m	\$281.67m	\$271.63m
Capital grants, subsidies and contributions	\$27.15m	\$23.19m	\$34.88m
Total income	\$324.63m	\$304.86m	\$306.51m
Operating expenses	\$(306.09)m	\$(292.04)m	\$(288.10)m
Other capital income/(expenditure)	\$(2.51)m	\$(3.80)m	\$(2.20)m
Total expenses	\$(308.60)m	\$(295.84)m	\$(290.30)m
Net result	\$16.03m	\$9.02m	\$16.21m

See Consolidated Statement of Comprehensive Income for more information



Financial impacts of COVID-19

The COVID-19 pandemic has a considerable impact on Council's operations for financial year 2019–2020. In response to the impacts of the pandemic, Council developed a \$2m social and economic package to support local residents, businesses and community groups. As part of this stimulus package adopted on 26 March 2020, Council extended the settlement of the fourth quarter rates and levies from 11 May to 11 June 2020. To further comply with COVID-19 restrictions, in April 2020, Council cancelled the property auction for overdue rates amounting to \$0.31m.

The following transactions were associated with addressing the impacts of COVID-19. The indicative impact on Council's interest income due to low prevailing rates amounts to \$1.8m.

These are approximated business impacts only and do not include our Economic Stimulus package.

 **\$1.4 million**
net expense
(approx.)

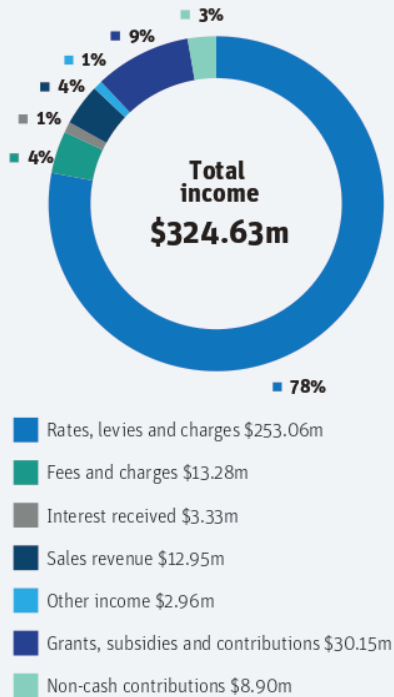
 **\$1.055 million**
revenue
reduction (approx.)

 **\$349K**
expenditure
increase (approx.)

Revenue reduction	\$000
Rates waivers	9
Reduction of fees revenue includes cancellations of services and waivers	696
Reduction of other revenue	233
Interest foregone due to extension of due date and cancellation of auction	117
Total revenue lost	1,055
Expenditure increase	
Employee costs	10
Materials and services	339
Total expenses incurred	349
Net impact	1,404

Financial overview (continued)

Income – where did the money come from?
(Consolidated Statement of Comprehensive Income)



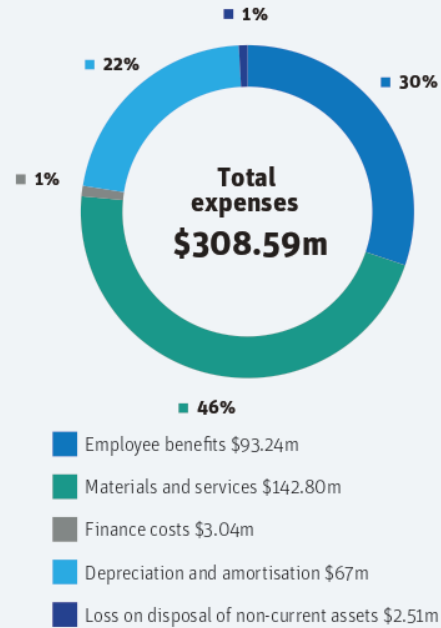
\$19.77 million (6.48%)
 ↑ increase from 2018–2019

The Group received \$324.63m in revenue with the majority of the revenue coming from general rates, levies and charges going towards providing services, programs and facilities that respond to the needs and priorities of the Redland residents.

Movements in income were mainly driven by:

- growth in rates, levies and charges due to an increase in the number of rated properties, bulk water, waste collection and wastewater charges increase; and
- increase in both operating and capital grant income.

Expense – where was the money spent?
(Consolidated Statement of Comprehensive Income)



\$12.76 million (4.31%)
 ↑ increase from 2018–2019

This increase was primarily driven by an increase in salary and wages and increases in materials and services.

Increase in depreciation expense for right-of-use assets (new in 2019–2020) resulted from the implementation of the new Australian accounting standard – AASB 16 *Leases*.

Capital works expenditure – key project expenditure

Project Name	Project Description	Actual Spend \$millions
Weinam Creek development	Transformation of the Redland Bay (<i>Talwalpin</i>) waterfront to improve usability of the transport hub, attract visitors, create jobs and drive economic development in the area.	\$5.14m
Fleet replacement	Current fleet replacement program.	\$3.38m
State Emergency Services facility, Redland Bay (<i>Talwalpin</i>)	Construction of a container storage facility at 22 Meissner Street, Redland Bay (<i>Talwalpin</i>).	\$1.19m
Land acquisition Birkdale (<i>Cullen Cullen</i>)	Acquisition of more than 61 ha of Commonwealth land at Birkdale (<i>Cullen Cullen</i>) for community purposes.	\$4.36m
IndigiScapes Stage 2 – State Government Construction Package	IndigiScapes Centre extension at Capalaba (<i>Kapallaba</i>).	\$4.54m
Transport Infrastructure Charge	Various costs relating to transport infrastructure, including acquisition of land for future road widening, road works etc.	\$1.11m
Collins Street and School of Arts Road Upgrade	Road upgrade – Collins Street and School of Arts Rd, Redland Bay (<i>Talwalpin</i>).	\$3.02m
William Street Breakwater Upgrade	Improved access to William Street, Cleveland (<i>Nandeebie/Indillie</i>) boating infrastructure.	\$1.75m
Moreton Bay Cycleway Victoria Point (<i>Warrer warrer</i>) – Cameron Court to School Road	Construction of Moreton Bay Cycleway Victoria Point (<i>Warrer warrer</i>) – Cameron Court to School Road.	\$1.97m
Moreton Bay Cycleway Victoria Point (<i>Warrer warrer</i>) – School Road to Point O'Halloran Road	Construction of Moreton Bay Cycleway Victoria Point (<i>Warrer warrer</i>) – School Road to Point O'Halloran Road.	\$1.81m
Revetment Wall – Upgrade – Mainroyal Court, Cleveland (<i>Nandeebie/Indillie</i>)	This is part of the program for the remediation of revetment walls at various sites in Raby Bay, Cleveland (<i>Nandeebie/Indillie</i>). Designs are to ensure the revetment walls are repaired and constructed to meet all current standards and specifications.	\$1.05m
Revetment Wall Rock armour – Binnacle Court		\$1.24m
Aquatic Paradise Trench Blocks, Birkdale (<i>Cullen Cullen</i>)	Construction of silt trenches in the Aquatic Paradise Canal Estate, Birkdale (<i>Cullen Cullen</i>).	\$1.38m
Sewerage Pump Station #92 – 7 Donald Road, Redland Bay (<i>Talwalpin</i>)	Rising main works for new switchboard, new pumps and improved pipework to be installed in 2020–2021.	\$1.12m
Point Lookout (<i>Mulumba</i>) backlog sewer	Program to extend the reticulated sewerage network.	\$3.36m
Thornlands Community Park – Stage 2a development	Stage 2a works include: Landscaping, footpath, fencing, drink fountain, BBQ, electrical, platform seating, playground equipment, shade sails, shelters and associated works at Thornlands (<i>Nandeebie/Indillie</i>).	\$2.04m

Financial overview (continued)

Value of the net community assets in our care
(Consolidated Statement of Financial Position)

Information at a glance	2019–2020 Actual \$ millions	2018–2019 Actual \$ millions	2017–2018 Actual \$ millions
Total assets	\$2,826.75m	\$2,771.49m	\$2,750.11m
Total liability	\$(123.15)m	\$(110.47)m	\$(103.06)m
Total community equity	\$2,703.60m	\$2,661.02m	\$2,647.05m

See Consolidated Statement of Financial Position for more information

Community equity (\$m)



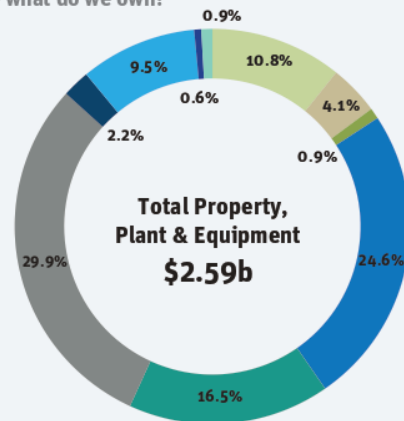
\$42.58 million

↑ **increase from 2018–2019**

Total community equity includes cash reserves which represent funding that Council has restricted for current or future expenditure. Council's view is to ensure funds held in reserves are restricted to deliverables consistent with the long-term financial strategy, long-term asset management plan, corporate plan and annual operational plan and budget. Council is committed to achieving this goal by:

- reporting on constrained cash reserves on a monthly basis as part of the monthly financial reports to Council as well as a subset of cash balances in the annual financial statements for accountability and transparency;
- conducting an annual review of all constrained cash reserves for relevance and future requirements; and
- reviewing forecast reserve movements as an integral part of the annual budget development process.

Property, plant and equipment 2019–2020 – what do we own?



- Land \$279m
- Buildings \$106m
- Plant and equipment \$23m
- Roads \$636m
- Stormwater drainage \$428m
- Water and wastewater \$774m
- Parks \$58m
- Other infrastructure \$247m
- Waste \$14m
- Work in progress \$23m

\$55.26 million

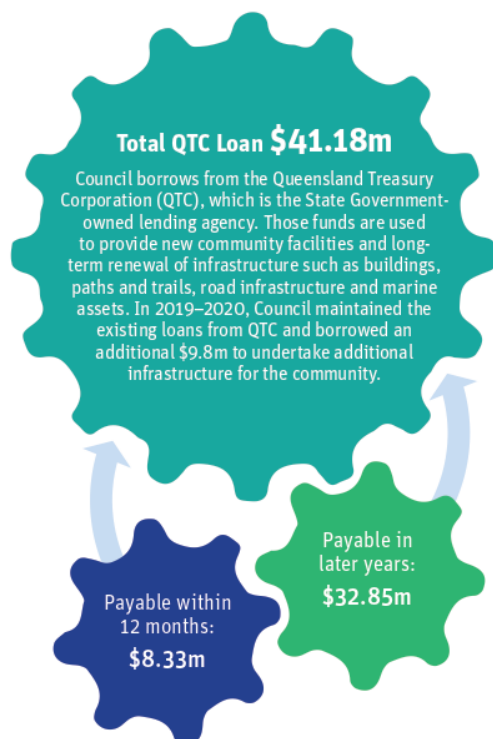
↑ **increase from 2018–2019**

The total value of all assets at 30 June 2020 was \$2,826.75m, of which \$2,588.52m (91.57%) relates to property, plant and equipment.

During 2019–2020, a comprehensive valuation of land and buildings was completed. An increase of \$27.72m in net asset value resulted from the revaluation.

A desktop valuation was applied to road infrastructure, stormwater, other infrastructure, water and wastewater assets.

Liabilities – why did we borrow?



The annual investment of Council in infrastructure is substantial and is a major component of capital expenditure.

The bulk of Council's liabilities are in the form of loans, which represent 34 per cent of Council's total liabilities. Certain projects are financed through loan borrowing to ensure intergenerational equity in the allocation of cost. This concept flows through to Council's long-term financing strategy, where borrowed funds are used to partially finance infrastructure renewals that will benefit present and future communities.

Council's long-term financial strategy includes an assessment of Council's ability to borrow funds and gain access to grants, subsidies and future development contributions, which are used to finance the infrastructure required to support development in the city.

What were the major sources of cash in and cash out?

(Consolidated Statement of Cash Flows)

The table below compares the main sources of cash receipts and cash payments during the financial years ended 30 June 2018 to 30 June 2020.

Main sources of cash in and out	2019–2020 \$ millions	2018–2019 \$ millions	2017–2018 \$ millions
Net cash received from operations (excluding interest, borrowing costs and waste levy)	\$54.24m	\$59.80m	\$43.53m
Cash received for 2019–2020 waste levy	\$0.03m	\$4.62m	\$0m
Purchases and construction of Council assets	\$(66.57)m	\$(59.18)m	\$(70.17)m
Payment for investment property	\$(0.49)m	\$0m	\$(4.47)m
Proceeds from sale of assets	\$1.37m	\$2.79m	\$1.15m
Capital grants, subsidies and contributions	\$19.61m	\$17.14m	\$17.48m
New borrowings	\$9.80m	\$2.50m	\$0m
Repayment of debt	\$(5.53)m	\$(5.04)m	\$(4.66)m
Right-of-use assets lease payment	\$(1.41)m	\$0m	\$0m

See Consolidated Statement of Cash Flows for more information

Major cash flow sources explained



MAJOR CASH FLOW SOURCES

- Net cash received from operations:**
Includes receipts of rates, fees and charges and operating grants, offset by payments for employee costs and materials and services.
- Cash received for 2019–2020 waste levy:**
This mitigates the direct impacts on households of the State Waste Levy introduced in 2019–2020. In 2018–2019 the State Government paid this levy in advance for 2019–2020. For 2020–2021 this levy is paid each quarter.
- Purchases and construction of Council assets:**
Includes payments for the purchase and construction of property, plant and equipment. The major purchases are for land, roads, park assets and other infrastructure assets.
- Payment for investment property:**
Includes payments for the purchase of investment property by Redland Investment Corporation (RIC).
- Proceeds from sale of assets:**
Includes proceeds from sale of property, plant and equipment.
- Capital grants, subsidies and contributions:**
Includes cash contributions from developers to pay for infrastructure Council needs to build to provide services to new developments.
- New borrowings:**
Additional loan drawdown with Queensland Treasury Corporation to fund Council's Capital Works Plan.
- Repayment of debt:**
Repayments of principal on Council's loans with Queensland Treasury Corporation.
- Right-of-use assets lease payment:**
Includes payments for Council's right-of-use assets.

The Group started the 2019–2020 financial year with \$166.15m cash in the bank and ended the year with \$177.94m

Summary

Maintaining Council's financial position to support long-term financial sustainability remains a priority for Council. We are embracing innovation and collaboration to continue to deliver projects and services while maintaining community assets and financial capital. Our current position provides the stability that our long-term financial strategy provides for and allows Council to meet its future obligations and demands of our community in the foreseeable future.

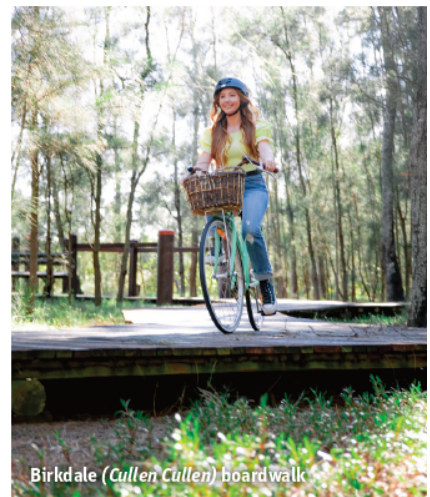
Council implemented the new accounting standards AASB 15 *Revenue from Contracts with Customers*, AASB 1058 *Income of Not-for-Profit Entities* and AASB 16 *Leases*. This resulted in the change of revenue recognition of some income transactions and modification of accounting for leases.

KEY 2019–2020 HIGHLIGHTS

Council delivered a capital program during the year amounting to **\$68.83 million**

The Asset Management Project was completed during 2019–2020 to ensure Council is an **Asset Smart** organisation that uses best practice asset management in managing and maintaining community assets with a replacement cost of more than **\$3.7 billion** and a written-down value of **\$2.5 billion**

In 2019–2020, Redland Investment Corporation (RIC) continued to undertake development of Weinam Creek Priority Development Area to transform the waterfront of Redland Bay (*Talwalpin*), improve usability of the transport hub, attract visitors, create jobs and drive economic development in the area.



Birkdale (*Cullen Cullen*) boardwalk

In addition to the day-to-day operational needs to keep Council's services running, there have been targeted programs developed to help expand services, bringing Council closer to the 'vision outcomes' outlined in the *Redlands 2030 Community Plan*, such as:

One million native plants project to plant one million native plants in the Redlands between 1 July 2016–2026

Footpath renewal program which aims to renew existing footpath assets

Carparks upgrade and expansion program at Council-owned parkland, sport/recreation venues and community halls

Road resurfacing program continues resurfacing of roads to avoid pavement failure and to prolong the overall pavement life

Additional \$9.8m borrowing with Queensland Treasury Corporation to fund Council's Capital Works Plan
Ensuring intergenerational works and initiatives are funded by current and future generations

Business process improvement projects across Council encouraged effective use of available resources

2021–2026

>>> LOOKING FORWARD

Council's Corporate Plan is one of our key strategic documents that guides what our organisation will do to serve our community over the next five years.

Following the recent Council election, we are in the process of developing a Corporate Plan to 2026 and beyond.

Community engagement and other inputs will be used in developing this five-year Corporate Plan.

5.3 QUEENSLAND AUDIT OFFICE FINAL MANAGEMENT REPORT 2019-2020

Objective Reference: A4958938

Authorising Officer: Deborah Corbett-Hall, Chief Financial Officer

Responsible Officer: Deborah Corbett-Hall, Chief Financial Officer

Report Author: Joy Manalo, Service Manager Corporate Finance

Attachments: 1. [Queensland Audit Office Final Management Report 2019-2020](#) 

PURPOSE

To present the Queensland Audit Office (QAO) final management report for 2019-2020 to Council. Section 213 of the *Local Government Regulation 2012* requires the Mayor to present a copy of the auditor-general's observation report at the next ordinary meeting of Local Government.

As defined in the *Local Government Regulation 2012*:

“An **auditor-general's observation report**, about an audit of a local government's financial statements, is a report about the audit prepared under *section 54* of the *Auditor-General Act 2009* that includes observations and suggestions made by the auditor-general about anything arising out of the audit.”

The audit referred to in the extract above is the independent financial statement audit conducted by the QAO.

BACKGROUND

Council's 2019-2020 general purpose financial statements were certified by QAO and a copy of the certified statements was electronically transmitted to Council on 30 September 2020 along with the corresponding auditor-general's observation report.

Actions and implementation dates included in the auditor-general's observation report were agreed to by the respective business area thus the corrective actions were acknowledged prior to receipt of the final report.

The audit observations, corresponding audit recommendations and management response indicated in this report were presented to the Audit Committee on 17 September 2020.

ISSUES

The audit matters identified during the interim visit in March 2020 concerning payroll have now been resolved. The audit issues raised at the final visit from August to September 2020 mainly focus on process and documentation enhancement relating to information management. Opportunities for business improvement through the utilisation of a lease accounting software and continuous monitoring of compliance responsibilities were also recommended by QAO. Internal Audit will monitor and update the Audit Committee on the status of the recommended actions.

STRATEGIC IMPLICATIONS**Legislative Requirements**

Section 213 of the *Local Government Regulation 2012* requires the Mayor to present a copy of the auditor-general's observation report at the next ordinary meeting of Local Government. Due to timing constraints, it was impractical to present the auditor-general's observation report in the meeting held on 7 October 2020. Since there is only one general meeting in the month of October, the auditor-general's observation report is being presented at the special meeting on 28 October 2020.

Financial Services tabled the report, noting coordination of the corrective actions and improvements will be undertaken by Council's Internal Audit Team.

Risk Management

Risk management is undertaken during the year through monthly financial reporting and review of actual performance against budget. At the conclusion of the financial statement audit, QAO provided feedback to Council on the general appropriateness of key internal controls to ensure financial information is reasonably complete and accurate. Implementation of QAO recommendations is monitored by Internal Audit on a monthly basis and status of implementation is reported to the Executive Leadership Team.

Financial

There are no additional financial implications arising from the 2019-2020 auditor-general's report.

People

No impact as the purpose of the report is to present the 2019-2020 auditor-general's observation report.

Environmental

No impact as the purpose of the report is to present the 2019-2020 auditor-general's observation report.

Social

No impact as the purpose of the report is to present the 2019-2020 auditor-general's observation report.

Human Rights

There are no human rights implications for this report as the purpose of the report is to present the 2019-2020 auditor-general's observation report.

Alignment with Council's Policy and Plans

This report has a relationship with the following items of Council's 2018 to 2023 Corporate Plan:

8. Inclusive and ethical governance

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

- 8.3 Implementation of the Corporate Plan is well coordinated across Council and through a delivery mechanism that provides clear line of sight, accountability and performance measurement for all employees; and
- 8.5 Council uses meaningful tools to engage with the community on diverse issues so that the community is well informed and can contribute to decision making.

CONSULTATION

Consulted	Date	Comment
Chief Information Officer	August to September 2020	Discussed the audit issues and provided the corresponding management responses.
Chief Financial Officer	August to September 2020	Discussed the audit issues and coordinated the management responses with the QAO appointed auditors and the respective business areas.
Corporate Finance Unit	August to September 2020	Discussed the audit issues and coordinated the management responses with the QAO appointed auditors and the respective business areas.
Audit Committee Invitees and Attendees	17 September 2020	Received a presentation from the QAO appointed auditors which outlined the key points for inclusion in the auditor-general's observation report.
QAO Appointed Auditors, Bentleys	17 September 2020	Discussed and presented the audit issues to the relevant business areas and fed back to Audit Committee on the findings.

OPTIONS

Option One

That Council resolves to note the findings from the auditor-general's observation report for 2019-2020.

Option Two

That Council requests further information.

OFFICER'S RECOMMENDATION/COUNCIL RESOLUTION 2020/306

Moved by: Cr Tracey Huges

Seconded by: Cr Adelia Berridge

That Council resolves to note the findings from the auditor-general's observation report for 2019-2020.

CARRIED 11/0

Crs Karen Williams, Wendy Boglary, Peter Mitchell, Paul Gollè, Lance Hewlett, Mark Edwards, Julie Talty, Rowanne McKenzie, Tracey Huges, Adelia Berridge and Paul Bishop voted FOR the motion.



Our ref: 5-255

30 September 2020

Ms Karen Williams
Mayor
Redland City Council
PO Box 21
Cleveland QLD 4163

Dear Councillor Williams

Final Management Report for Redland City Council

We have completed our 2020 financial audit for Redland City Council. The Auditor-General issued an unmodified audit opinion on your financial statements.

The purpose of this letter is to update you on any matters that have arisen since we presented our closing report to the audit committee on 17 September 2020.

Reporting on issues identified after the closing report

I can confirm that we have not identified significant issues since the presentation of our closing report. Issues and other matters formally reported to management and an update on actions taken by management to resolve these issues is included as Appendix A to this letter.

Report to parliament

Each year we report the results of all financial audits and significant issues to Parliament.

This year we intend to include the results of our audit of Redland City Council in our report to Parliament. In this report we will comment on the results of our audit of your financial report, any significant internal control issues we identified, and the overall results of the sector, including, major transactions and events. We have discussed the proposed content of our report with your Chief Financial Officer and will continue to consult as we draft our report. Formally, you will have an opportunity to comment on our report and for these comments to be included in the final report.

Audit fee

The final audit fee for this year is \$145,000 exclusive of GST (2019: \$139,800). This fee is in line with the estimate in our external audit plan.

Queensland Audit Office
Level 13, 53 Albert Street, Brisbane Qld 4000
PO Box 15396, City East Qld 4002

Phone 07 3149 6000
Email qao@qao.qld.gov.au
Web www.qao.qld.gov.au
 Queensland Audit Office (QAO)

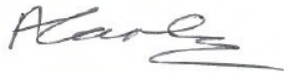
Financial reporting maturity level

QAO are in the process of finalising a new financial statement preparation reporting tool, called the financial reporting maturity model. This model allows for scalable assessment of financial reporting preparation processes which aims to better reflect the differences in size and maturity of public sector entities. For future years, we are planning to move to assessing the process according to the new maturity model. In the interim we will commence working with management to understand their expected / desired positioning of maturity.

We would like to thank you and your staff for their engagement in the audit this year, and look forward to working with your team again next year.

If you have any questions about this letter or would like to discuss any matters regarding our audit service, please contact me on (07) 3222 9787.

Yours sincerely,



Ashley Carle
Engagement Leader


Appendix A1—Internal control issues

Significant deficiencies, deficiencies and other matters

The following table details control deficiencies and other matters identified since our last interim report dated 30 April 2020. It includes a response from management.

Our risk ratings are as follows—refer to [Our rating definitions](#) for more detail.

 Significant deficiency
  Deficiency
  Other matters

	Deficiencies						
	<p data-bbox="288 757 946 784">[20CR-1] Unsupported Operating Systems for Network Servers</p> <p data-bbox="288 797 459 824">Control Activity</p> <p data-bbox="288 837 1289 891">Council has implemented a patching strategy and has moved to a supported Microsoft Windows forest. However, there are still some servers currently running an unsupported version of Microsoft Windows.</p> <p data-bbox="288 904 1299 985">The consequence of this is that patching for any new vulnerabilities will not be made available by the supplier. Without regular security patches, systems become more vulnerable to breaches (e.g. malware and ransomware).</p> <p data-bbox="288 999 528 1025">QAO recommendation</p> <p data-bbox="288 1028 1225 1081">We recommend that priority is given to upgrading the operating systems for network servers to a supported version of Microsoft Windows.</p> <p data-bbox="288 1095 533 1122">Management response</p> <p data-bbox="288 1124 1315 1178">Council acknowledges this issue and notes the ongoing program to remove unsupported server operating systems. This will continue as a priority to limit vulnerability.</p> <table data-bbox="355 1191 842 1301"> <tr> <td>Responsible officer:</td> <td>Chief Information Officer</td> </tr> <tr> <td>Status:</td> <td>Work in progress</td> </tr> <tr> <td>Action date:</td> <td>31 December 2020</td> </tr> </table>	Responsible officer:	Chief Information Officer	Status:	Work in progress	Action date:	31 December 2020
Responsible officer:	Chief Information Officer						
Status:	Work in progress						
Action date:	31 December 2020						



Deficiencies (con't)

[20CR-2] Documented and Approved Cyber Security Strategy

Control Environment

Discussions with Council's Cyber Security Specialist indicates that a security strategy has been developed and initiatives are being deployed in accordance with a prioritised roadmap. However, a documented and approved cyber security strategy does not exist outlining approved initiatives/projects, timeframes and the responsible officers.

A documented and approved strategy demonstrates management's commitment to achieve cyber security goals and also provides a timeframe with expected completion dates.

QAO recommendation

We recommend that a cyber security strategy be documented and approved by management.

Management response

Council acknowledges this issue and notes the ongoing development of a Cyber policy position and activities listed with in the Information Management Program Schedule of Work to build technical capability, develop cyber collaboration and provide Cyber awareness to staff.

Responsible officer:	Chief Information Officer
Status:	Work in progress
Action date:	30 April 2021



Other matters

[20CR-3] Software for Accounting for Leases

Council created a model in Excel to complete the calculations required by Australian Accounting Standard AASB 16 to account for leases. Applying this Standard in the future is likely to be more difficult than the first year due to the impacts of lease modifications and re-estimates (e.g. the lease term may need to be changed if you initially determined it likely that you would exercise the option, but it is now unlikely). Excel documents are prone to error, particularly as the complexity involved grows. Efficiencies may be gained from using lease software.

QAO recommendation

We recommend that Council investigate whether any of the lease accounting software available would be a cost-effective option in accounting for its leases.

Management response

The existing Excel lease calculator developed by Council efficiently supports the current lease transaction requirements. For financial year 2019-2020, accurate results were derived from the calculation of a lease modification using the above mentioned model. Council acknowledges that future lease transactions may increase in volume and complexity. A cost-benefit evaluation will be conducted to assess the efficiencies that may be achieved from adopting a lease software.

Responsible officer:	Financial Controller
Status:	Work in progress
Action date:	30 June 2021

Additional matters	Continue to monitor
<p data-bbox="295 389 794 416">Central Register of Compliance Responsibilities</p> <p data-bbox="295 432 1313 486">The regulatory and compliance responsibilities of those charged with governance of Queensland councils encompasses over 4,500 different legislative requirements.</p> <p data-bbox="295 501 1299 633">From enquiries with council, we understand Redland City Council currently does not have a centralised register or mechanism for recording its legislative requirements. The absence of a centralised legislative compliance register may impact the council's ability to effectively manage and monitor its legislative obligations. This includes identifying, reporting, and resolving breaches where required, and providing appropriate and targeted training to staff on legislation relevant to their role.</p>	

Appendix A2—Matters previously reported

Status


The following table summarises all control deficiencies, financial reporting issues and other matters that have previously been raised but are not yet resolved. The listing includes issues from our reports this year and those issues raised in prior years.


Our risk ratings are as follows—refer to [Our rating definitions](#) for more detail.

Internal control issues

Financial reporting issues

					
Significant deficiency	Deficiency	Other matters	High	Medium	Low

Reference	Rating	Issue	Status / Comment Action Date
Internal control issues			
201R-1		<p>Review of Changes to the Payroll Masterfile</p> <p><i>Issue</i> We noted that changes made to the Payroll Masterfile are not reviewed by an independent person. This gives rise to a risk that inappropriate changes could be made to employee details within the Masterfile and that these changes are not detected on a timely basis.</p> <p><i>Recommendation</i> We recommend that:</p> <ul style="list-style-type: none"> a) Council continues liaising with the software provider to develop a report showing changes made to the payroll masterfile, b) Once developed, this report is regularly reviewed by someone independent of the payroll function to ensure all changes made are authorised. 	<p>Resolved.</p> <p>Changes to the payroll masterfile are now reviewed as part of each pay run.</p>

Financial reporting issues			
20FR-1		<p>Posting of Payroll Expense to the General Ledger</p> <p><i>Issue</i> At the time of completion for our interim audit, and following implementation of a new payroll system, there was an error in the interface between the payroll systems and the general ledger. Payroll costs were not automatically posted to the general ledger and investigations were continuing into the reasons for the error. For this reason, we were unable to test whether the general ledger had been correctly updated for payroll costs at our interim visit.</p> <p><i>Recommendation</i> We recommend that management continuing investigating the reasons for the error, with a view of finalising prior to 30 June 2020. We also recommend a reconciliation is completed to ensure that total payroll costs recorded in the general ledger reconcile with the payroll system for the entire year to 30 June 2020.</p>	<p>Resolved.</p> <p>A year-to-date plus pay by pay reconciliation was completed to ensure the accuracy of the general ledger for the year ended 30 June 2020.</p> <p>The interface between the systems is now working and will minimise the manual reconciliations going forward.</p>

Appendix B—Our rating definitions



Internal rating definitions

	Definition	Prioritisation of remedial action
Significant deficiency 	<p>A significant deficiency is a deficiency, or combination of deficiencies, in internal control that requires immediate remedial action.</p> <p>Also, we increase the rating from a deficiency to a significant deficiency based on:</p> <ul style="list-style-type: none"> the risk of material misstatement in the financial statements the risk to reputation the significance of non-compliance with policies and applicable laws and regulations the potential to cause financial loss including fraud, or where management has not taken appropriate timely action to resolve the deficiency. 	<p>This requires immediate management action to resolve.</p>
Deficiency 	<p>A deficiency arises when internal controls are ineffective or missing, and are unable to prevent, or detect and correct, misstatements in the financial statements. A deficiency may also result in non-compliance with policies and applicable laws and regulations and/or inappropriate use of public resources.</p>	<p>We expect management action will be taken in a timely manner to resolve deficiencies.</p>
Other matter 	<p>An other matter is expected to improve the efficiency and/or effectiveness of internal controls, but does not constitute a deficiency in internal controls. If an other matter is not resolved, we do not consider that it will result in a misstatement in the financial statements or non-compliance with legislative requirements.</p>	<p>Our recommendation may be implemented at management's discretion.</p>

Financial reporting issues

	Potential effect on the financial statements	Prioritisation of remedial action
High 	<p>We assess that there is a high likelihood of this causing a material misstatement in one or more components (transactions, balances and disclosures) of the financial statements, or there is the potential for financial loss including fraud.</p>	<p>This requires immediate management action to resolve.</p>
Medium 	<p>We assess that there is a medium likelihood of this causing a material misstatement in one or more components of the financial statements.</p>	<p>We expect management action will be taken in a timely manner.</p>
Low 	<p>We assess that there is a low likelihood of this causing a material misstatement in one or more components of the financial statements.</p>	<p>We recommend management action to resolve; however, a decision on whether any action is taken is at management's discretion.</p>

5.4 ADOPTION OF ANNUAL REPORT 2019-2020**Objective Reference:** A4958937**Authorising Officer:** John Oberhardt, General Manager Organisational Services**Responsible Officer:** John Oberhardt, General Manager Organisational Services**Report Author:** Tony Beynon, Group Manager Corporate Governance**Attachments:** 1. Annual Report 2019-2020 [↓](#)**PURPOSE**

To adopt Redland City Council's Annual Report in accordance with Section 182 of the *Local Government Regulation 2012*. The Annual Report provides an overview of the financial year, including financial statements, performance data and other statutory information. In accordance with the *Local Government Regulation 2012*, section 182(4), Council must publish its annual report on its website within two weeks of adoption.

BACKGROUND

Each year, Council adopts an annual report as required by the *Local Government Regulation 2012*. The annual report must contain information on Council's financial position, an assessment of its performance in implementing its corporate and operational plans as well as a number of other issues of public interest which are specified in the legislation. The Annual Report for 2019-2020 must be adopted by Council before being published. Under section 182 of the *Local Government Regulation 2012*, Council is required to adopt its annual report within one month after the day the Auditor-General gives the audit report regarding Council's financial statements for the financial year to the Local Government. The Financial Statements were certified by Queensland Audit Office on 30 September 2020 and the signed Audit Report was received by Council on 30 September 2020, therefore Council's Annual Report 2019-2020 must be adopted by 30 October 2020.

The Annual Report 2019-2020 has been prepared for consideration by Councillors. The annual report reviews in detail Council's financial and operational performance for the 2019-2020 financial year against the goals set out in the Corporate Plan 2018-2023 and Council's 2019-2020 Budget.

This year's document continues to work on the new, more community friendly format that was first developed for the 2017-2018 Annual Report and includes fast facts, diagrams at the start of each of the eight outcome areas, performance indicators and significant activities.

The report meets Council's reporting obligations under the *Local Government Regulation 2012*.

ISSUES

The Annual Report 2019-2020 has been prepared in accordance with the *Local Government Regulation 2012* and includes performance information linked to Council's Corporate Plan 2018-2023.

STRATEGIC IMPLICATIONS

Legislative Requirements

Under section 182 of the *Local Government Regulation 2012*, Redland City Council is required to adopt its annual report within one month after the day the Auditor-General gives the audit report regarding Council's financial statements for the financial year to the local government.

Risk Management

The Annual Report 2019-2020 includes details of Council's risk management arrangements. There are no direct risk management issues arising from this report.

Financial

Costs relating to the preparation of the annual report have been met from Council's existing budgets.

People

The Annual Report 2019-2020 includes details of Council's organisational structure as well as information about our employees and Council's People Strategy. There are no direct implications to Council employees resulting from this report.

Environmental

The Annual Report 2019-2020 includes performance indicators about environmental issues, particularly relating to the Healthy Natural Environment and Green Living Outcomes within Council's Corporate Plan. The report will be published online, so there will be no environmental impact.

Social

A number of social issues are captured within the Annual Report, including performance indicators relating to the Strong and Connected Communities outcome in the Corporate Plan.

Publication of the Annual Report is a statutory requirement, which provides the community with a range of information about Council's activities throughout the 2019-2020 financial year. There are no direct social implications resulting from the adoption of the Annual Report 2019-2020.

Alignment with Council's Policy and Plans

The Annual Report aligns with Outcome 8 in the Corporate Plan 2018-2023 – Inclusive and Ethical Governance. Deep engagement, quality leadership at all levels, transparent and accountable democratic processes and a spirit of partnership between the community and Council will enrich residents' participation in local decision-making to achieve the community's Redlands 2030 vision and goals.

CONSULTATION

Consulted	Consultation Date	Comments/Actions
Councillors, ELT, various Group Managers and Service Managers	July-October 2020	Requesting information pertaining to their areas of responsibility for inclusion in the Annual Report.

OPTIONS**Option One**

That Council resolves to adopt the Redland City Council Annual Report 2019-2020 and publish on Council's website.

Option Two

That Council resolves to adopt the Redland City Council Annual Report 2019-2020, with amendments agreed at the General Meeting and publish on Council's website.

OFFICER'S RECOMMENDATION/COUNCIL RESOLUTION 2020/307

Moved by: Cr Wendy Boglary

Seconded by: Cr Rowanne McKenzie

That Council resolves to adopt the Redland City Council Annual Report 2019-2020 and publish on Council's website.

CARRIED 11/0

Crs Karen Williams, Wendy Boglary, Peter Mitchell, Paul Gollè, Lance Hewlett, Mark Edwards, Julie Talty, Rowanne McKenzie, Tracey Huges, Adelia Berridge and Paul Bishop voted FOR the motion.





COVER AND THEME

For the first time, we have adopted a 'theme' for our report – **staying connected** – to reflect how we adapted to COVID-19 and its impacts during 2019–2020. The cover photo shows one way in which Council connected with the community during COVID-19 – our library services'. 'It's Online Storytime' proved popular, providing children and their parents with a way to enjoy early literacy programs at home while our libraries were closed. Due to popularity, this online program has continued. See page 26 for our library COVID-19 feature.

CONTACT DETAILS

Council website: redland.qld.gov.au

Telephone: 3829 8999

Monday–Friday, 8am–5pm (excluding public holidays)
For emergencies outside business hours you will be connected to our messaging service

Email: rcc@redland.qld.gov.au

Social media:

[facebook.com/RedlandCouncil](https://www.facebook.com/RedlandCouncil)

twitter.com/RedlandCouncil

[instagram.com/redlandcouncil](https://www.instagram.com/redlandcouncil)

Customer Service Centres

Cleveland (*Nandeebie/Indillie*):

Corner Middle and Bloomfield streets, Cleveland Q 4163
Monday–Friday, 8.30am–4.30pm (excluding public holidays)

Capalaba (*Kapallaba*):

Noeleen Street (adjacent to Capalaba bus station and library), Capalaba Q 4157

Monday–Friday, 8.30am–4.30pm (excluding public holidays)

Victoria Point (*Warrer Warrer*):

7–15 Bunker Road (inside the library building at Victoria Point Lakeside, entrance via High Street), Victoria Point Q 4165

Monday–Friday, 9am–5pm (excluding public holidays)

Assisted services

Interpreter service:

Call the National Translating and Interpreting Service (TIS) on 131 450 to speak to a Council officer. Free service for Council-related business

National Relay Service:

Teletypewriter

Phone 133 677 then enter the Redland City Council number 3829 8999

Speak and Listen (speech-to-speech relay) users

Phone 1300 555 727 then ask for Redland City Council on 3829 8999

Internet Relay users

Log on to Internet Relay and then enter the Redland City Council number 3829 8999

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Amity Point (*Pulan*) place marker



Unveiling of Quandamooka Statement of Recognition, 2015

ACKNOWLEDGEMENT OF TRADITIONAL OWNERS AND COUNTRY

Redland City Council is committed to working with Traditional Owners, supporting their role as custodians of their traditional lands and helping ensure the future prosperity and cultural enrichment of the community.

Council recognises that the Quandamooka People are the Traditional Owners of much of Redlands Coast. Council also extends its acknowledgement of Traditional Owners to the Danggan Balun (Five Rivers) People who are currently in the process of Native Title determination for an area that crosses into southern Redlands Coast.

Quandamooka Country Statement of Recognition

“*The Quandamooka People are a society united in, and by, their continued acknowledgement and observance of traditional laws and customs.*

Through this, the Quandamooka People maintain an unbroken connection to their country, and, since July 2011, the Australian legal system has recognised them as the Traditional Owners of this area.

The Quandamooka People comprise the Nunukul, Ngugi and Goenpul clans. Nunukul and Goenpul belong to the Jandai language group. The Ngugi belong to the language dialect of Gowar. Together they are people of the sand and sea. Council recognises and respects their lands, winds and waters that provide for our community. It also has deep respect for the Quandamooka People's Ancestors who have walked and managed them as the traditional custodians and caretakers for many generations.

Council also welcomes and respects its partnership with the Quandamooka People's Elders, who are the knowledge holders, teachers and foundation of their community, and with young people, the future leaders who represent hope for a bright future. Council recognises that, for all time, our community continues to live and prosper on Quandamooka Country.”

The above statement comes from the *Quandamooka Country Statement of Recognition*, two sculptural panels unveiled at the front of Council's Cleveland Customer Service Centre during National Reconciliation Week 2015. It was designed by local artist Sandra Delaney, a Quandamooka woman from North Stradbroke Island (*Minjerrabah*).

Its installation at the heart of Redland City Council, where much of the planning for the future of our community takes place, serves as an ongoing public statement of what we hope to achieve in the spirit of reconciliation and mutual respect.

Native Title on Redlands Coast

The Quandamooka People's 2011 Native Title consent determinations delivered on 4 July 2011 cover North Stradbroke (*Minjerrabah*), Peel (*Teerk Roo Ra*), Goat, Bird, Stingaree and Crab islands as well as the surrounding waters of Moreton Bay.

On 4 July 2011, Redland City Council and the Quandamooka People signed an Indigenous Land Use Agreement (ILUA), setting out broad principles and mechanisms for how the parties will work together and meet responsibilities for mutual benefits.

The Quandamooka Coast Native Title Claim, currently before the Federal Court, was entered on the Register of Native Title Claims in May 2017 and is in the process of determination. This claim covers most of mainland Redlands and part of Brisbane City, as well as Lamb (*Ngudooroo*), Macleay (*Jencoomercha*), Karragarra, Coochiemudlo (*Goochie mudlo*), Cassim, Sandy, Garden (*Tindappah*), Green (*Milwarpa*), King (*Erobin*), St Helena (*Noongoon*) and Mud (*Bungumba*) islands.

The Danggan Balun (Five Rivers) People (QC2017/007) Claim, currently before the Federal Court, was entered on the Register of Native Title Claims in June 2017. It is in the process of determination and crosses several local government areas. It covers an area of approximately 33 km² in southern Redlands Coast, bordering the southern boundaries of the Quandamooka Coast claim.



CONTENTS

Contact details <i>inside front cover</i>	
Acknowledgement of Traditional Owners and Country1	
SECTION 1: INTRODUCTION AND HIGHLIGHTS5	
How to read this report 6	
Discover Redlands Coast 8	
About Redland City Council11	
Our vision, mission and values..... 12	
Message from our Mayor 14	
Message from our CEO..... 15	
Financial summary 2019–2020 16	
Performance overview 18	
Looking ahead 2020–2021 Budget. 19	
COVID-19 impact and response 20	
Vision Outcome challenges 2019–2020 28	
Business Transformation 32	
Council in the news 35	
Our community volunteers 36	
Engagement with our community ... 38	
Council and community events highlights 2019–2020 44	
External awards and commendations 47	
SECTION 2: OUR COUNCIL49	
Divisional boundaries 50	
Local government elections 51	
Mayor and Councillors..... 52	
<i>Expenses reimbursement and provision of facilities for Councillors ... 56</i>	
<i>Mayor and Councillor expenses and facilities 56</i>	
<i>Overseas travel 57</i>	
<i>Councillor Code of Conduct disclosures 2019–2020 57</i>	
<i>Number of Councillor conduct orders and disciplinary actions 58</i>	
<i>Summary of Councillor conduct decisions, orders and recommendations 58</i>	
<i>Number of Councillor conduct complaints, notices and referrals 59</i>	
<i>Attendance at Council meetings 59</i>	
<i>Mayor and Councillors’ Community Benefit Fund 60</i>	
<i>Councillor remuneration 61</i>	
Organisation Structure 62	
Executive Leadership Team..... 63	
Executive Leadership Team remuneration 2019–2020 65	
Department overviews..... 66	
Our People 76	
Employees at a glance 79	
Our city’s strategic priorities 80	
Reconciliation and celebration..... 84	

Russell Island (Canaipa)

**SECTION 3:
VISION OUTCOME
SCORECARDS..... 95**

Vision outcome 1:
Healthy Natural Environment 96

Vision outcome 2:
Green Living.....104

Vision outcome 3:
Embracing the Bay..... 110

Vision outcome 4:
Quandamooka Country 116

Vision outcome 5:
Wise planning and design 122

Vision outcome 6:
Supportive and vibrant economy ... 128

Vision outcome 7:
Strong and connected
communities 136

Vision outcome 8:
Inclusive and ethical governance .. 144

**SECTION 4:
STATEMENT
OF OPERATIONS..... 153**

Redland Investment
Corporation (RIC)..... 154

RedWaste..... 156

Redland Water 162

**SECTION 5:
GOVERNANCE
AND DISCLOSURES..... 173**

Governance 174

*Right to information and
information privacy..... 174*

Fraud and corruption prevention 174

*Administrative action complaints
2019–2020..... 175*

Internal audit 179

Audit committee..... 180

External audit 180

Risk management 180

New risk system..... 181

Insurance 181

Risk management activities 181

Business continuity planning..... 181

Workers' compensation..... 181

Disclosures..... 182

*Business activities subject to the
Code of Competitive Conduct..... 182*

Competitive neutrality complaints ... 182

Beneficial enterprises 182

*Services provided by
another government 182*

Shareholder delegates 182

Amended tenders for 2019–2020 182

Registers 183

Concessions for rates and charges... 183

Regional Arts Development Fund 183

Grants and sponsorship..... 183

*Mayor and Councillors' Community
Benefit Fund..... 188*

External grant funding received 196

External funding highlights 198

**SECTION 6:
OUR FINANCIAL
PERFORMANCE 201**

Community Financial Report 202

Consolidated Financial
Statements 212

**SECTION 7:
REFERENCES 259**

Index of Statutory Information..... 260

Subject index 263

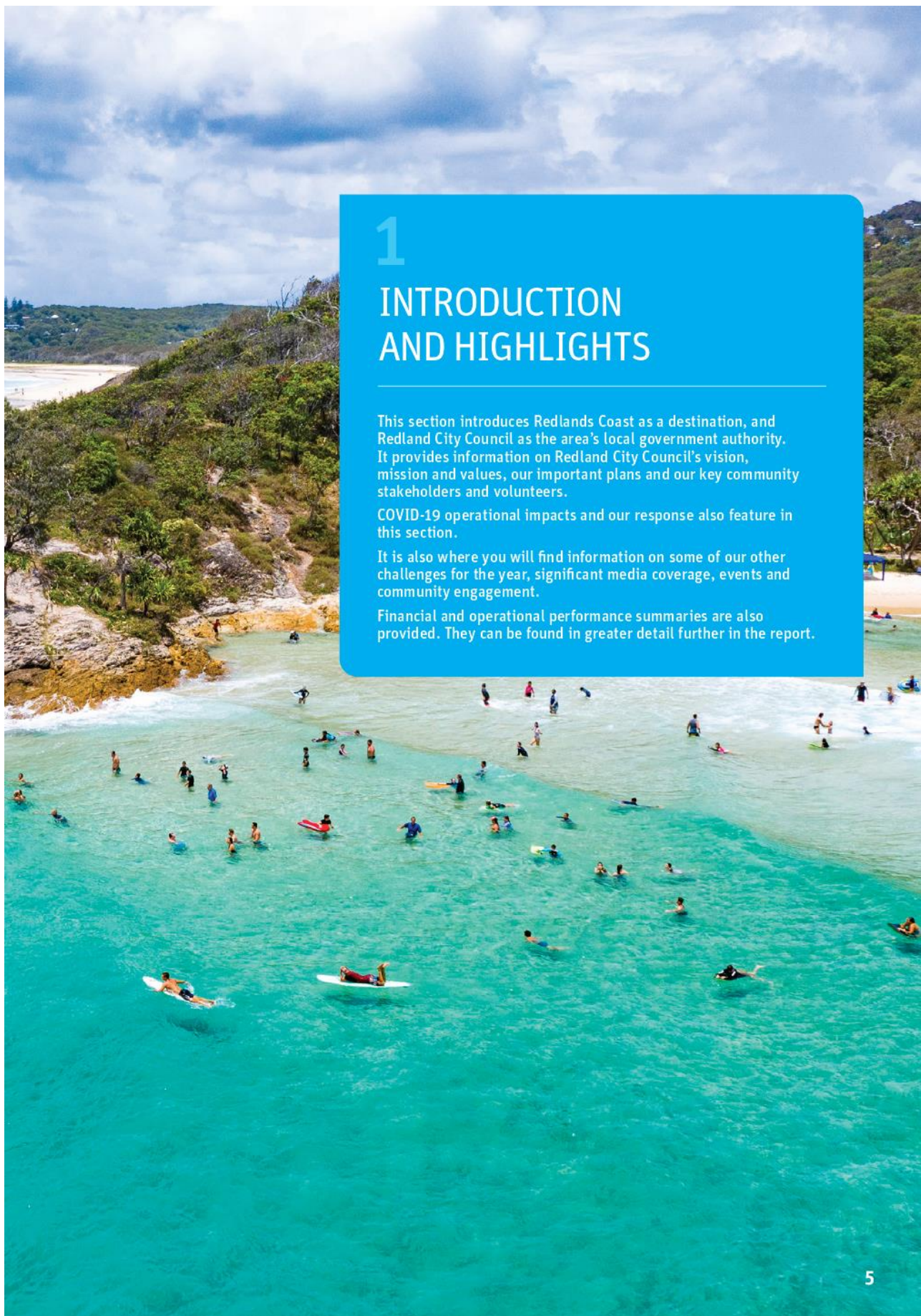
Glossary 266





Adder Rock, North Stradbroke Island (*Minjerribah*)

4



1

INTRODUCTION AND HIGHLIGHTS

This section introduces Redlands Coast as a destination, and Redland City Council as the area's local government authority. It provides information on Redland City Council's vision, mission and values, our important plans and our key community stakeholders and volunteers.

COVID-19 operational impacts and our response also feature in this section.

It is also where you will find information on some of our other challenges for the year, significant media coverage, events and community engagement.

Financial and operational performance summaries are also provided. They can be found in greater detail further in the report.

HOW TO READ THIS REPORT

It is a requirement of the *Local Government Act 2009*, that Council must publish an Annual Report.

Redland City Council values the Annual Report as an opportunity to share with its community the achievements and challenges of the past financial year and provide an accurate reflection of our overall performance.

In the spirit of reconciliation and respect, throughout this report dual place names incorporating the Quandamooka People's Jandai language are used. The Jandai name for Karragarra Island is Karragarra so it's not repeated as a dual name in this report.

Any photos not showing social distancing were taken prior to COVID-19 restrictions.

This Annual Report reports against our:

- *Corporate Plan 2018–2023*
- *Operational Plan 2019–2020*
- Our externally audited financial statements.

It aims to give our ratepayers and key stakeholders insight into how we invest revenue to provide essential services.

THE ANNUAL REPORT FEATURES THE FOLLOWING MAJOR SECTIONS



INTRODUCTION AND HIGHLIGHTS

This section introduces Redlands Coast as a destination, and Redland City Council as the area's local government authority.

It provides information on Redland City Council's vision, mission and values. It also highlights our important plans and our key community stakeholders and summaries of the year.



OUR COUNCIL

This section provides information about our city's electoral divisions and our Mayor and Councillors. This section also introduces our organisational structure and Executive Leadership Team. It includes our department overviews for 2019–2020, key statistics on our employees and our community engagement highlights.

This section also shares information about Council's first Reconciliation Action Plan and reports on its delivery.



VISION OUTCOME SCORECARDS

This section details our performance against the commitments made in our *Corporate Plan 2018–2023* and *Operational Plan 2019–2020*.

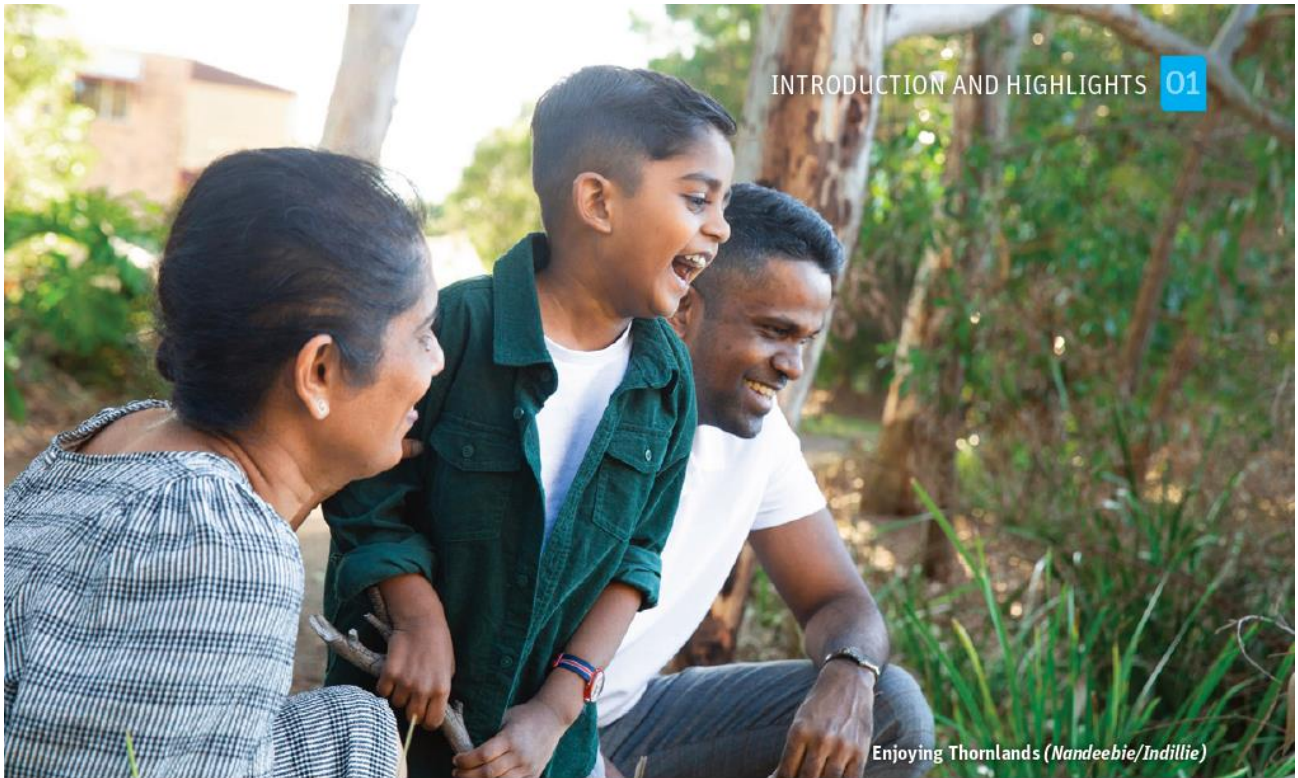
It details the status of significant activities under our eight vision outcomes, including project highlights and some of our key priorities looking forward.



STATEMENTS OF OPERATIONS

This section contains performance summaries for:

- Council-owned company Redland Investment Corporation
- Business units RedWaste and Redland Water.



INTRODUCTION AND HIGHLIGHTS 01

Enjoying Thornlands (Nandeebie/Indillie)



GOVERNANCE AND DISCLOSURES

This section details statutory annual reporting including right to information and privacy, audit, fraud, grants, tenders, services provided by other governments, registers and concessions for rates and charges. Councillor disclosures can be found on pages 56–61.



OUR FINANCIAL PERFORMANCE

This section includes our Community Financial Report, capturing our key financial highlights and performance indicators as a quick reference. It is also where you will find our externally certified 2019–2020 consolidated financial statements.

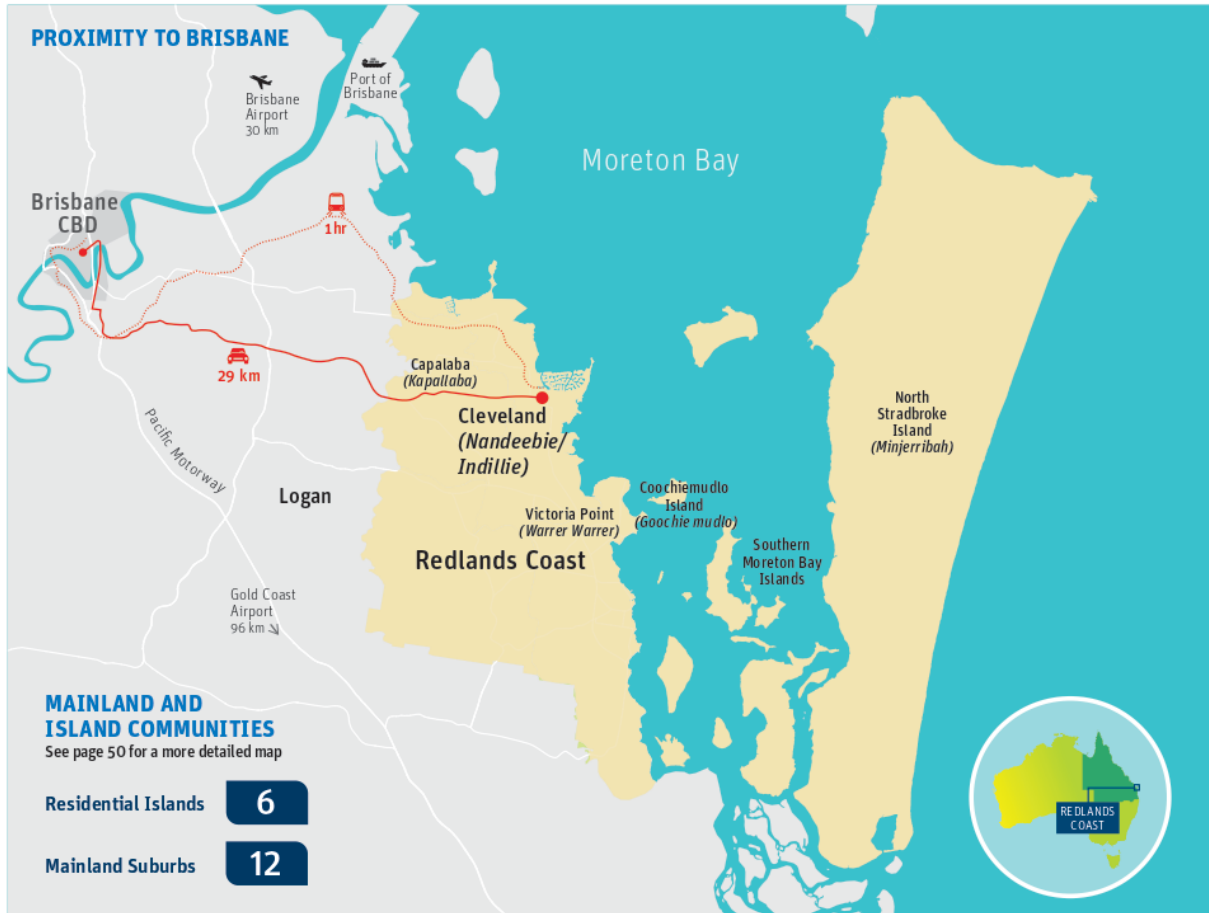


REFERENCES

This section assists readers to quickly find the information they need from this annual report, with page references for specific statutory reporting and different subjects. It also provides a glossary of key terms.

Annual Report 2019–2020 | REDLAND CITY COUNCIL

DISCOVER REDLANDS COAST



OUR BEGINNINGS

+21,000 years Quandamooka People have lived on the lands and seas of the area we now call Redlands Coast

OUR ECONOMY 2019–2020

\$5.94 billion Gross Regional Product (GRP)
GRP as of 30 June 2019. Source: National Institute of Economic and Industry Research (NIEIR) @2019 as compiled and presented by economy.id

Largest industry (by employment)
8,078 Health Care and Social Assistance
Census 2016. Source: Australian Bureau of Statistics

1,120,000+ visitors bringing
\$228 million to local economy
Source: courtesy of Tourism Research Australia

12,100 businesses
Source: Australian Bureau of Statistics, Counts of Australian Businesses, including Entries and Exits, 2016 to 2019 as compiled by economy.id

OUR POPULATION



158,815
Redlands Coast's
Estimated Resident
Population (ERP)*
▲ increase from
156,825 last year

*Estimated Resident Population as at 30 June 2019. Source: Australian Bureau of Statistics, Census of Population and Housing 2011 and 2016.



Annual Report 2019–2020 | REDLAND CITY COUNCIL

REDLANDS COAST IS HOME TO



1,700
species of animals



350
bird species,



2
genetically distinct
koala populations



Annual visits from
20,000+
migrating humpback
whales each year



6 of the world's 7
sea turtle species
3 dolphin species



Significant
dugong
population

NATURALLY WONDERFUL



Coastal islands



Fertile red
volcanic soils



Diverse habitats –
large open eucalypts
to Ramsar wetlands



Moreton Bay Marine Park,
one of the largest estuarine
bays in Australia



North Stradbroke Island
(*Minjerribah*), second-largest
sand island in the world

OUR HISTORY

- The Quandamooka People have lived on the lands and seas of much of Redlands Coast for countless generations. The Danggan Balun (Five Rivers) People's current Native Title claim also includes an area of approximately 33 km² in southern Redlands Coast. See page 1 for more information.
- North Stradbroke Island (*Minjerribah*), now a popular tourism destination, once acted as a quarantine station and benevolent asylum
- Moreton Bay was opened to European settlement from 1842
- Early European land and sea uses included running cattle, farming, timber-getters and fishing
- Cleveland Divisional Council was formed in 1885, merging with Tingalpa Shire to become Redland Shire in 1949
- The region achieved 'city' status in 2008, with our local authority becoming Redland City Council.



Redland Shire Councillors and all staff, 1949–1951
(Council's local history collection)

ABOUT REDLAND CITY COUNCIL

SNAPSHOT

 <p>1,052 employees</p>	<p>11 elected members</p>	<p>\$308.6 million 2019–2020 expenditure</p>	<p>\$2.8 billion+ of assets managed</p>
<p>46 years median age of workforce</p>	<p>54.45% female workforce</p>	 <p>1,335 km Council-managed roads</p>	<p>800+ recreation parks, conservation reserves, civic spaces, sporting land and utility lands maintained</p>
 <p>7 wastewater treatment plants</p>	<p>8 waste transfer stations</p>	<p>3 cemeteries and 1 memorial garden</p>	 <p>7 libraries and 1 mobile library</p>
<p>916 volunteers across our programs</p>	<p>2 art galleries 1 performing arts centre</p>	 <p>1 environmental education centre</p>	<p>214,000+ customer interactions through our contact centres in 2019–2020</p>

WORKING WITH OUR COMMUNITY STAKEHOLDERS

Redlands Coast is a diverse community, made up of people of all ages and origins. We are also geographically diverse, with mainland hubs as well as six residential islands.

Our Community Plan, Corporate Plan and Operational Plan seek to ensure the diverse needs of our community are met through targeted service delivery. Some of our key stakeholders include:

- Aboriginal and Torres Strait Islander groups and organisations
- Businesses
- Charities
- Community groups
- Customers, ratepayers and residents
- Emergency services and support agencies
- Environmental bodies and groups
- Federal and State Government agencies
- Local Chambers of Commerce
- Media outlets
- Religious organisations
- Resident and ratepayer associations
- Schools
- Sporting clubs
- The Quandamooka People and Dangan Balun (Five Rivers) People
- Tourism and event specialists
- Visitors and tourists
- Volunteers



Planned burn program

Annual Report 2019–2020 | REDLAND CITY COUNCIL

OUR VISION, MISSION AND VALUES

VISION

Forward thinking, engaged and focused on enriching community lifestyles

MISSION

“ Make a difference, make it count ”

VALUES

1

Customer Service

We deliver on our commitments and provide excellent customer service.

2

One Team

We cooperate and collaborate within and across teams.
We support our people to perform at their best.

3

Accountability

We take ownership of our responsibilities.
We are professional and ethical in all we do.

4

Growth

We challenge ourselves to deliver better value for money.
We will be better tomorrow than we are today.

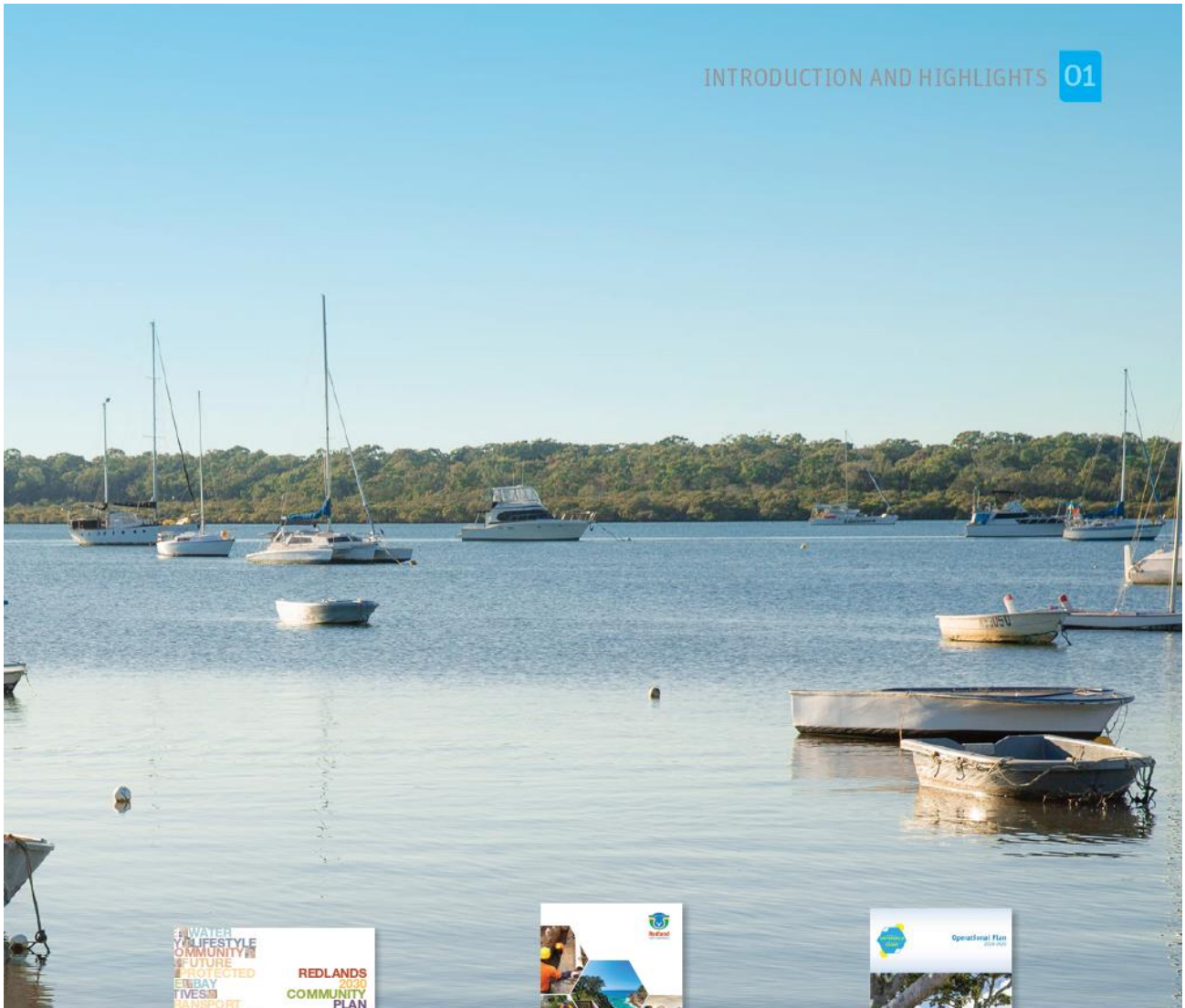
5

Communication

We are open, honest and constructive in all communications.

Victoria Point (Warrer Warrer) Point Halloran waterfront

INTRODUCTION AND HIGHLIGHTS 01



HIERARCHY OF COUNCIL PLANS

Community Plan

The *Redlands 2030 Community Plan*, adopted by Council in 2010, was developed with extensive input from our community. The *Redlands 2030 Community Plan* sets out a vision for 2030.

Corporate Plan

The *Corporate Plan 2018–2023* includes Council’s strategic priorities and sets out how it will deliver the *Redlands 2030 Community Plan* through delivery of the 2023 outcomes, which are structured around the eight outcomes in the *Community Plan*.

Operational Plan

Each year, Council develops and adopts an *Operational Plan*, which sets out what we plan to do during the financial year to deliver the *Corporate Plan*. Operational planning is closely linked to budget development.

A summary of Council’s performance against the *Operational Plan, 2019–2020* is outlined in Vision Outcome scorecards on pages 95–150.

Council has begun a review of these plans, with community consultation planned for late 2020.



MESSAGE FROM OUR MAYOR

With the new Council elected in March 2020 in the midst of the COVID-19 pandemic, Councillors had to hit the ground running with three vitally important tasks before us – steering Redlands Coast through the unfolding crisis, framing a budget that would be profoundly affected by the pandemic, and refreshing the Corporate Plan, which would guide us over the next five years and beyond.

I would like to extend my sincere gratitude to Councillors for the way they united to take on these tasks and also to Chief Executive Officer Andrew Chesterman and all Council employees for the advice and support that they afforded. The dedication and professionalism of all during what was a testing time was exemplary.

I would also like to thank members of the previous Council – those who were re-elected and outgoing Councillors – for their support over the term, which ensured the new Council was well placed to deal with the impact of COVID-19.

BRIGHT FUTURE

The first two quarters of 2019 were marked by significant investment, planning and innovation, not the least being the automated vehicle trial on Karragarra Island, preparations for the Redlands Coast Regional Sport and Recreation Precinct at Mount Cotton (*Jungalpin/Tungipin*), securing the renewal of the Southern Moreton Bay Islands (SMBI) ferry terminals, work towards the rejuvenation of the Capalaba CBD, and substantial upgrades to parks and community facilities across the city. The first quarter of 2020 saw the re-opening of our highly popular IndigiScapes centre, following a multi-million dollar Council and State-funded upgrade.

In particular, Council has focused on intergenerational lifestyle projects, laying the foundations for exciting projects such as our adventure sports precinct and white water rafting facility, and regional sports and recreation precinct. While these projects still have some way to go, they are set to deliver years of employment and enjoyment for generations of Redlanders.

Council also was loud in its advocacy for Redlands Coast, especially for city-wide transport solutions, service upgrades for SMBI and measures to help North Stradbroke Island's economic sustainability. This advocacy yielded some significant results, including the bringing forward of the SMBI ferry terminal project and securing strategically important land at Birkdale (*Cullen Cullen*) for the community; achievements that will deliver decades of benefits. While we celebrate these successes, we also refocus our determination to secure commitments from the State Government for other projects such as the Eastern Busway and duplication of the Cleveland rail line.

STANDING UP

The hallmark of the period, however, was the response to COVID-19 during which our advocacy for a range of shovel-ready projects to protect jobs and boost the local economy paid dividends.

As one of Redlands Coast's largest employers, it became clear that Council would have to do all it could to support residents and businesses. When COVID-19 hit early in the year, Council moved swiftly to protect our community through the implementation of measures to keep the pandemic at bay, along with assistance such as grants and advice for businesses and residents trying to cope with losses of income and jobs.

The new Council immediately moved to adopt a \$327 million COVID-19 Recovery Budget to get Redlands Coast through a situation that was likely to impact our city – and our families, friends, neighbours and colleagues – for some time to come. In the face of a multi-million dollar financial impact from COVID-19, Council provided a \$2 million safety net to be used to help those most impacted by the pandemic (with a further \$1 million in 2020–2021) and planned an \$80 million capital spend aimed at generating and preserving local jobs and sustaining vital community infrastructure and services.

GUIDING VISION

Councillors also got to work developing a new Corporate Plan, the key strategic document that will define our priorities for the next five years and beyond. It will provide a refreshed vision for the future, with Councillors collaborating on the issues and opportunities on the horizon and looking at how we can work with and for our community to address these and achieve our long-term goals. We have more work to do before the community is engaged on the new plan, which is due to take effect in July 2021.

From the onset of COVID-19, we asked much of our residents. We ramped up investment in our community, asking residents to join us in helping stop the spread of the virus, to share kindness, and to support local businesses and traders. On behalf of Councillors and our organisation, I offer heartfelt thanks for the way everyone responded so positively to ensure that Redlands Coast continues to be the best place to live, work and do business.

It has been a great team effort.

Councillor Karen Williams
Mayor of Redland City

“
The hallmark of the period, however, was the response to COVID-19 during which our advocacy for a range of shovel-ready projects to protect jobs and boost the local economy paid dividends.”

MESSAGE FROM OUR CEO

Our organisation's ability to work successfully through the challenges imposed by COVID-19 was a defining feature of 2019–2020. While Council's efforts in the campaign against the coronavirus was at the forefront of operations in the second half of the financial year, it was only one part of the story. We began the financial year with clear goals and got on with delivering them.

BETTER SERVICE, BETTER VALUE

Our efforts to ensure a professional and seamless customer experience was advanced through the development of the Customer Charter, with training sessions beginning across the organisation.

Council also transitioned to new Strategic Contracting Procedures for buying goods and services that provides greater visibility of spending activity, increases our ability to get even more value for money and puts a greater focus on buying local.

Some noteworthy savings saw the combined tendering of works by precinct across the roads, roundabouts and car park renewal programs save \$3.2 million. Our Collins Street and School of Arts Road upgrade project – six months ahead of schedule – saved in excess of \$1 million by utilising Council officers over contractors, while smart procurement for the landfill environmental monitoring program resulted in savings of \$110,000.

Our first Strategic Asset Management Plan (SAMP) was also endorsed, allowing us to shape our asset management practices and ensure they are driven by community interest. Our new asset management software, Asstec, was also implemented as a key tool to modernise our approach to asset maintenance and facilitate superior decision-making and workflows. This project was the result of several years' work that will improve the organisation's care for \$2.8 billion of community assets.

Other major milestones included Council's signing of the Deed of Agreement with the Department of Transport and Main Roads that will see new ferry terminals for the Southern Moreton Bay Islands of Russell (*Canaipa*), Macleay (*Jencoomercha*), Lamb (*Ngudooroo*) and Karragarra delivered sooner and at an estimated cost saving of more than \$5 million.

Council also approved the master plan for the Redlands Coast Regional Sport and Recreation Precinct at Mount Cotton (*Jungalpin/Tungipin*), which includes provision for multiple sporting fields as well as a cycling precinct and recreation and conservation areas. Council will continue to work closely with sport and recreation clubs and other key stakeholders to develop the precinct.

It was with great pride that our Reconciliation Action Plan (RAP) was introduced within the organisation to raise cultural awareness, foster inclusivity and strengthen connections with Redlands Coast's Traditional Custodians. The product of a deep desire to strengthen the organisation's commitment and understanding of First Nations People, our Reconciliation Action Plan is an expression of our aspiration to better understand our Quandamooka history and culture. Our very own commissioned artwork – *Kanara Malara – One People* – is symbolic of our endeavours to move toward a better future for all.

CLEAR DIRECTION AND FUTURE PLANS

Following the March 2020 election, our new Council was sworn in and immediately went to work on the \$327 million COVID-19 Recovery Budget and the renewal of our Corporate Plan, Council's strategic guide to the future.

While the budget positions us well to tackle the COVID-19 challenges in the year ahead, thanks also to Council's strong financial position, the new Corporate Plan will take stock of the work we have achieved over the past 10 years and reset our medium and long-term priorities. Following public consultation in 2020–2021, the new plan will embrace our city's culture and values and reflect what is important to the community.

On behalf of Council's Executive Leadership Team and all employees, I congratulate our returning Mayor and Councillors and new Councillors on their election to office. I also acknowledge and thank our outgoing Councillors for their contributions.

FOCUS ON PEOPLE

Council's focus on providing a great workplace and supporting a positive employee culture was advanced through three key initiatives.

We commenced work on establishing a new Employee Value Proposition (EVP) to provide a clear view of what we stand for as an organisation. The EVP recognises that attracting and having the right people in the right roles is key to our ability to deliver for our community. A new approach to Talent Management and the decision to undertake an employee-led review of our organisation's values in the 2020–2021 year will complement this work.

A new human resources system – OURspace – was also introduced to ensure the most contemporary approach to managing and paying our employees. A significant project over several years, it has proven to be a much simpler and efficient system for employees to use while supporting better decision making.

I would like to commend the Executive and Senior Leadership Teams' support and thank all Redland City Council employees and our delivery partners for their dedication to providing exceptional service in these challenging times. That employees were able to adapt seamlessly to changes and measures to ensure the wellbeing of residents, along with the continuity of services, speaks volumes of the capacity and dedication of all who represent Redland City Council.

I am also most appreciative of the way residents and the broader community have worked with Council to keep our city safe and again extend my sincere thanks to Mayor Karen Williams and all Councillors for their leadership and vision for Redlands Coast.



Andrew Chesterman
Chief Executive Officer, Redland City Council



“While the budget positions us well to tackle the COVID-19 challenges in the year ahead, thanks also to Council's strong financial position, the new Corporate Plan will take stock of the work we have achieved over the past 10 years and reset our medium and long-term priorities.”

”

FINANCIAL SUMMARY 2019–2020

This summary provides a snapshot of key financial information for 2019–2020.
 More detailed financial analysis can be found in our Community Financial Report on pages 202–211 and our externally certified consolidated financial statements on pages 212–257.

- \$324.6 million revenue
- \$308.6 million expenditure
- \$2.8 billion assets
- \$123.1 million liability
- \$2.7 billion community equity



High-level COVID-19 impacts*

+ \$1.4 million net expense

↓ \$1.055 million revenue reduction

↑ \$349,000 expenditure increase (approx.)

* The true overall financial cost of COVID-19 is extremely difficult to determine, with it affecting all operations and income in some way, including hard-to-quantify interruptions to 'business as usual' activities.

On 26 March 2020, Council announced a \$2 million-plus social and economic package to support local residents, businesses and community groups through the impacts of COVID-19.

Our current stable financial position allows Council to meet its future obligations and needs of our community under our long-term financial strategy

Looking forward to 2020–2021,

Our existing stable financial position has allowed us to respond to community needs through a record \$327 million COVID-affected 2020–2021 budget.

INTRODUCTION AND HIGHLIGHTS 01

PERFORMANCE HIGHLIGHTS

Delivered \$68.83 million capital works program

Met or exceeded 8 out of 8 financial stability ratio targets

Met 1 out of 3 of our sustainability ratio targets

Although we did not meet the operating surplus ratio, this ratio has improved from 2018–2019.

Our Asset Sustainability ratio results remain a focus for improvement.

Where the money was spent

Total expenditure 2019–2020



MAJOR PROJECTS AND PROGRAMS IN 2019–2020

\$4.54 million
IndigiScapes Centre extension package

\$3.38 million
Council fleet replacement program

\$1.12 million
rising main works for Sewerage Pump Station #92 in readiness for upgrade next financial year

\$3.02 million
Collins Street and School of Arts Road, Redland Bay (Talwalpin) upgrade

\$4.36 million
acquisition of approx. 61 ha of Commonwealth land at Birkdale (Cullen Cullen) for community purposes

\$2.04 million
Thornlands Community Park – Stage 2a development

\$3.36 million
Point Lookout (Mulumba) backlog sewer extension

\$2.29 million
Cleveland (Nandeebie/Indillie) revetment wall upgrades

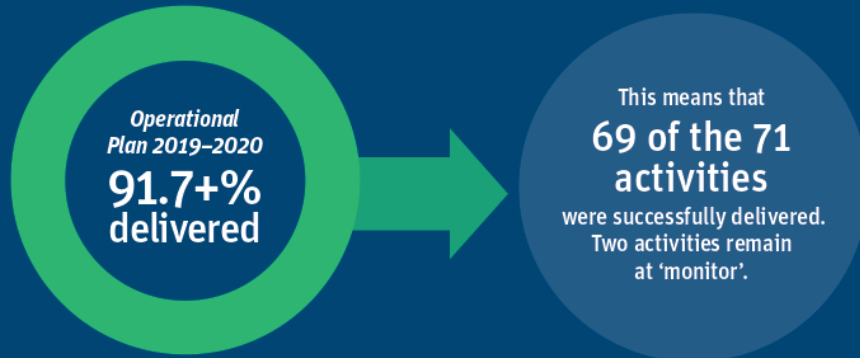
\$1.75 million
William Street breakwater, Cleveland (Nandeebie/Indillie)

IndigiScapes Centre expansion

Annual Report 2019–2020 | REDLAND CITY COUNCIL

PERFORMANCE OVERVIEW

VISION OUTCOME SUMMARY 2019–2020



Each year the Annual Report details our performance against the Vision Outcome commitments made in our *Corporate Plan 2018–2023* and *Operational Plan 2019–2020*. The *Corporate Plan 2018–2023* sets five-year outcomes that are delivered through significant activities identified in Council's annual Operational Plan. Our full Vision Outcome summary can be found in scorecards on pages 95–150.

VISION OUTCOMES	Significant activities completed
1. HEALTHY NATURAL ENVIRONMENT	10/10
2. GREEN LIVING	7/7
3. EMBRACING THE BAY	5/5
4. QUANDAMOOKA COUNTRY	7/7
5. WISE PLANNING AND DESIGN	9/11*
6. SUPPORTIVE AND VIBRANT ECONOMY	11/11
7. STRONG AND CONNECTED COMMUNITIES	9/9
8. INCLUSIVE AND ETHICAL GOVERNANCE	11/11

* A carry-over project from the *Operational Plan 2017–2018* (significant activity 5.2.3 Plan for future use of surplus Commonwealth land at Birkdale in 2017–2018) was also delivered in 2019–2020. Two significant activities, 5.1.3 (relating to Cleveland traffic) and 5.2.3 (relating to European heritage), remain at monitor – see pages 125–126.

LOOKING AHEAD 2020–2021 BUDGET

Council adopted a record \$327 million 2020–2021 budget on 25 June 2020.

Restarting Redlands Coast is at the heart of Council's COVID-affected budget for 2020–2021, which includes a further \$1 million to bring our COVID-19 safety net to \$3 million for those most impacted.

The challenges of COVID-19 are unprecedented and Council has framed its budget priorities to meet those challenges, and the challenges of the future.

As one of the city's largest employers, it is incumbent on Council to spend locally to get the economy moving, back our businesses, support residents and restore the climate for local employment and opportunity.

The budget includes an expanded \$80 million capital investment in the city aimed at generating and preserving local jobs and adding to and sustaining vital community infrastructure and services.

This will be achieved through an operating deficit budget and keeping the increase in general rates revenue to 2.99 per cent taking in all rating categories – or about 62 cents a week for a typical category 1a owner-occupied household, excluding separate charges, utilities and State Government charges.

2020–2021 CAPITAL EXPENDITURE AT A GLANCE

\$30 million
for transport, roads
and traffic projects

A further
\$1 million
to bring our COVID-19
safety net to \$3 million

\$10.2 million
for marine and
foreshore projects,
including canal and
breakwater works

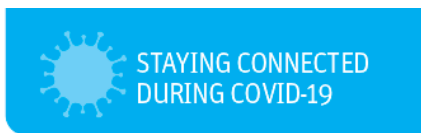
\$12.7 million
for water, waste and
wastewater projects

\$13.8 million
for parks, open space
and conservation

\$2 million
for community and
cultural development

In a statement of solidarity with the Redlands Coast community, Redland City Councillors voted to forgo a pay rise at the Special Budget Meeting on 25 June 2020, saving the city \$25,137. This decision was also made by Council's 22 senior officers, bringing total savings of \$150,000 in 2020–2021.

Moreton Bay



COVID-19 IMPACT AND RESPONSE

Like the rest of the world, the greatest impact to Redlands Coast and our community's way of life in 2019–2020 was the emergence of the COVID-19 pandemic.

Redland City Council, as an essential service provider and an organisation responsible for the safety and wellbeing of more than 1,000 employees, responded immediately to help stop the spread of the virus.

The safety of our employees, continuity of Council services, Local Disaster Management Group (LDMG) and pandemic planning, and communication – internally and to the community – were our immediate priorities.

Council's Facilities team ensured social distancing measures were put in place internally and in our public buildings. Plans were implemented to allow greater numbers of employees to safely and efficiently work from home.

Extensive community education was carried out to support health messaging through social media, advertising, signage in our parks and public places, posters, newsletters, our website and engagement with key stakeholders.

Our field crews from Parks and Conservation; Roads, Drainage and Marine; and the Southern Moreton Bay Islands and North Stradbroke Island (*Minjerribah*) kept the community safe by ensuring Queensland Health-directed closures in public spaces took place, wrapping infrastructure in orange tape to ensure it was off-limits as required, and installing more than 700 COVID-19 signs at parks, ferry terminals and other public places. This was replicated with signage installed

in our buildings by our Environmental Health and Customer and Cultural Services teams.

Council developed a \$2 million social and economic package to support local residents, businesses and community. It included COVID-19 grants for businesses and community groups, fast-tracking projects to stimulate jobs, support through our Environmental Health and Tourism teams, and free social distancing 'Kindness' packs to for businesses to communicate with their customers (see pages 22 and 25).

Council also doubled the timeframe for rates payments.

Across Council, teams such as City Sport and Venues; Environmental Health; Procurement; Community and Economic Development; Libraries and Communication, Engagement and Tourism were in regular contact with local businesses and community organisations.

Innovation took hold as service areas such as our libraries, IndigiScapes, Redland Performing Arts Centre and Redland Art Gallery closed for a period during restrictions and sought new ways to deliver services and enrich the lives of residents with online storytelling, exhibitions, workshops and shows (see pages 26–27).

As restrictions began to ease, a great deal of work went into planning the safe re-opening of closed Council services and a new tourism campaign 'Reconnect on Redlands Coast' was launched to reinvigorate the economy (see pages 22 and 25).

Council continues to be ready to respond and stay connected with its community even through the toughest of times.

REDLANDS COAST CORONAVIRUS TIMELINE

JANUARY/FEBRUARY 2020	MARCH 2020
<p>January Council begins COVID-19 preparations with its Disaster Planning and Operations unit reviewing State Health Emergency Coordination Centre situation reports</p> <p>February Council's Executive Leadership Team receives update on Council's Pandemic Plan, Business Continuity Plan, Workplace, Health and Safety arrangements and Disaster Management preparedness</p> <p>27 February Australia declares National COVID-19 Pandemic</p>	<p>3 March Council social media post provides links for people to stay up-to-date with COVID-19</p> <p>11 March World Health Organisation characterises COVID-19 as a global pandemic</p> <p>11 March Local Disaster Management Group (LDMG) activation moves to LEAN FORWARD CEO creates new COVID-19 CEO Coordination Group overseeing four response programs – Disaster Management, Workplace Health and Safety, Business Continuing Planning and Communications. Council's facilities team implements internal social distancing measures</p> <p>Council establishes a coronavirus information page on its website and issues its first media release to support Australian Government messaging. Council's internal Business Continuity Plan (BCP) Team continues its work to ensure Council is ready to respond and support the community.</p> <p>16 and 17 March Public programs at Redland Performing Arts Centre (RPAC), Redland Art Gallery (RAG) and Redland City Council Libraries cancelled</p> <p>23 March LDMG activation moves to STAND UP Council holds its first COVID-19 multi-agency LDMG meeting and agrees to request the State Government bans non-essential travel to North Stradbroke Island (<i>Minjerribah</i>) and the Southern Moreton Bay Islands</p> <p>Libraries, IndigiScapes, RAG and Visitor Information Centre close until further notice Throughout closure IndigiScapes' gardens, online environmental education, competitions and activities continued</p> <p>25 March Queensland Government non-essential travel ban to North Stradbroke Island (<i>Minjerribah</i>) comes into effect RAG begins offering art activity packs. Throughout its closure it continues to provide a specially developed RAG@Home program of online e-news, activities, exhibitions, competitions and artist and volunteer features.</p> <p>26 March Council adopts \$2 million social and economic support package Council facility closures extend to community halls, public swimming pools, RPAC and Victoria Point and Capalaba Customer Service Centres (Cleveland Customer Service remains open)</p> <p>27 March Libraries launch daily online story-telling sessions. Throughout their closure, libraries continue to provide specially developed activities, workshops, videos, interviews, newly digitised assets, author talks, social holiday fun and other features</p> <p>28 March 2020 Local Government elections held</p> <p>30 March Council public recreation spaces and Redland Animal Shelter close until further notice</p>

INTRODUCTION AND HIGHLIGHTS 01

Council continues to be ready to respond and stay connected with its community even through the toughest of times



Installing one of 700 community safety signs

APRIL 2020

- 1 April**
Social distancing measures in place at waste transfer stations
- 3 April**
100 metre boating boundary comes into effect for North Stradbroke Island (*Minjerrabah*)
- 20 April**
New Council sworn in. The closed ceremony filmed and livestreamed on Facebook.
- 27 April**
Public attendance at Council meetings suspended
- 28 April**
Council releases a \$370,000 COVID-19 grants package to support local businesses and organisations

MAY 2020

- 2 May**
Queensland Government begins to relax travel and gathering restrictions
- 8 May**
Dog off-leash areas re-open
- 16 May**
North Stradbroke Island (*Minjerrabah*) travel restrictions lifted
Council re-opens its libraries* park facilities, Redland Animal Shelter and community halls within public health directive guidelines
**Amity Point Library remains closed due to its size and COVID-19 restrictions*
- 25 May**
LDMG activation moves to LEAN FORWARD

JUNE 2020

- 2 June**
RAG Capalaba re-opens
- 5 June**
Redlands Coast Visitor Information Centre re-opens
- 15 June**
IndigiScapes, RAG Cleveland and Recycleworld re-open within public health directive guidelines
- 25 June**
Council announces record \$327 million COVID-affected 2020–2021 budget

Between 5 March and 30 June 2020

Council conducted extensive COVID-19 communication including e-newsletters, media releases, social media posts and videos, radio and print advertising, posters, signage, emails, campaigns and regularly updated website content (see page 24 for more information). This has continued in the 2020–2021 year.

Council's Environmental Health team provided ongoing advice and education to businesses impacted by the government directives, including food businesses, tattoo/beauty therapy, markets and event organisers. This included more than 5,000 emails, 150 calls and site visits, COVID-19 business resources kits and assisting businesses in transitioning into alternative service methods. This has continued in 2020–2021, with Environmental Health focusing on public safety through education and compliance.



FAST FACTS – COVID-19 AND COUNCIL

\$327 million
record COVID-affected
2020–2021 budget adopted

\$1.4 million
net expense (approx.)

151
COVID-19 social
distancing kindness packs
delivered to local businesses

Reconnect
**ON REDLANDS
COAST**

Once restrictions eased, a destination marketing campaign was rolled out by Council across Greater Brisbane, Toowoomba, Ipswich and locally to encourage visitation. It included promotion on billboards, bus sides, social media, train interiors, *The Courier-Mail* and local bus shelters.

700+ COVID-19 signs
including 10 different designs
created and installed in parks as
well as provided to businesses to
help keep the community safe



65 different Council
COVID-19 radio messages
on local radio station Bay FM



44,054
total views of Mayor's
COVID-19 social
media videos



STAFF

0 cases of COVID-19 in Council employees

Sneeze barriers installed at Council Customer Contact Centres, Visitor Information Centre and high counter usage in libraries. IndigiScapes cafe re-opened under a COVIDSafe plan.

250 employees worked remotely during April at peak of COVID-19 restrictions



5,000 Environmental Health
COVID-19 information emails
to local businesses



Industry impact survey conducted
to identify immediate and future needs of the tourism industry

APPROVED

97 Council COVID-19 Relief and Recovery grants valued at \$370,000
approved to support businesses and community organisations

100
tourism operators took up Council's promotion to sign up to free Australian Tourism Data Warehouse (ATDW) listings to promote local businesses, saving \$400 per operator

450+
calls to tourism operators as restrictions changed

14
tourism e-newsletters, each sent to 495 tourism and event businesses to provide industry-specific COVID-19 updates

40
tourism operators signed up to Council's tourism industry six-part customer service recovery program

Delivered an email campaign to **3,200+** Council suppliers in March, asking for information on possible supply chain impacts (ensuring continuity of Council services) and providing urgent advice about COVID-19

6x

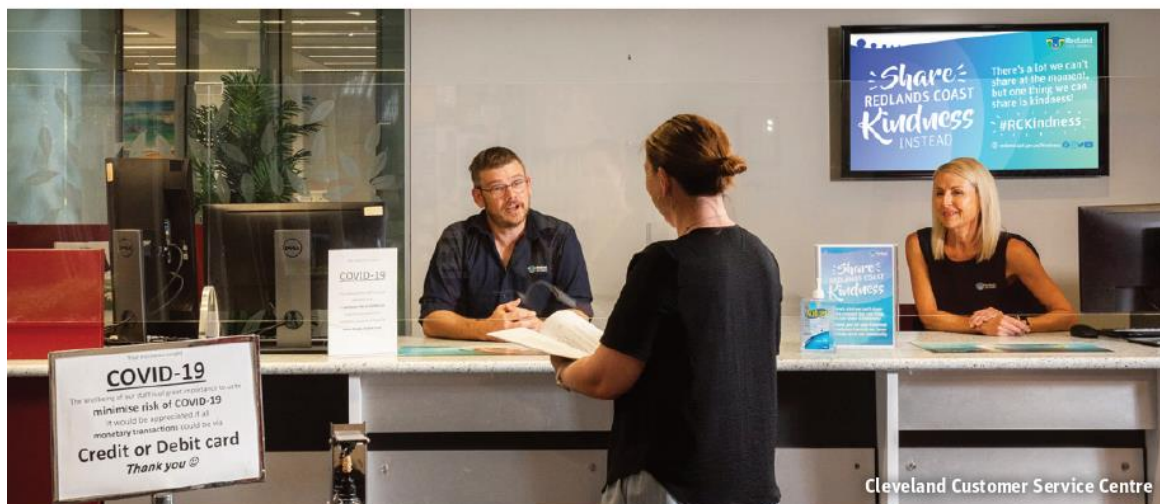
Council Business on Redlands Coast newsletters to keep businesses up-to-date with available support



North Stradbroke Island (Minjerribah)



COVID-19 stories



Prepared to respond

Throughout the COVID-19 pandemic response, Council has been well placed to respond thanks to our established disaster preparedness and business continuity planning.

Our Local Disaster Management Group (LDMG) is a multi-agency group, set up in accordance with the *Disaster Management Act 2003* and tasked with ensuring the Redlands Coast community is prepared for, and able to effectively respond to, disaster and emergency events. Council is the coordinator of the LDMG.

The Redland LDMG has been in 'Lean Forward' status for most of 2020. It 'Stood Up' (its next level of activation) during the height of Queensland restrictions and closures from 23 March to 25 May 2020.

Through the LDMG and our Local Disaster Coordination Centre (LDCC) Council annually undertakes emergency exercises to test its systems. These include local and regional exercises. An example is 'Exercise Hydra', a multi-agency activity responding to a mock pandemic scenario in 2017.

As a separate but aligned process, Council also has a Business Continuity Plan (BCP), a legislative requirement of all local governments to ensure critical services can continue in times of crisis.

Council's BCP was also in a Lean Forward status for most of 2020, with a CEO working group established to ensure Council services were responding to public health directions.

The BCP working group forms part of Council's *COVID-19 Recovery Taskforce Strategy*, incorporating the LDMG and essential groups including Financial and Economic Recovery Group; Community Recovery Group; Civic Services Recovery Group and the Infrastructure Recovery Group.

Keeping the community informed

Since the COVID-19 pandemic was declared, Council has delivered a community information program to share and promote safety messages within our community and to our employees.

Wide-reaching communications were also undertaken to ensure those on Redlands Coast knew the status of Council services at all times and were aware of available support and our regional marketing campaigns.

In addition to traditional media such as advertising, newsletters and signage, Council's communications officers have worked throughout the crisis, including on weekends, to ensure immediacy and accuracy of information. Council also ensured its employees were kept well-informed.

COVID-19 communication (3 March to 30 June 2020) included:

- **41 media releases to local media outlets and posted on Council's news site:** 14,000 views
- **117 Facebook posts** (across our Facebook pages) – 630,157 impressions (*number of places it could be viewed*), 85,228 engagements (*where users took action – liking or sharing*)
- **51 Twitter posts:** 56,416 impressions, 941 engagements
- **65 separate radio messages**
- **14 tourism e-newsletters or email messages**, each to 495 tourism operators and event organisers
- **144,557 visits to COVID-19 web pages** – daily review and updates to Council's websites – our main site as well as IndigiScapes, Redland Art Gallery, Disaster dashboard and RPAC websites to ensure the latest information was published
- **11 Councillor newsletters**
- **Created more than 150 community health advisory and business support communication items** (flyers, posters, ferry advertising etc.), including 'Share Redlands Coast Kindness Instead' campaign
- **27 internal CEO Messages** totalling 21,890 unique views (*users who viewed at least once*) and 64,232 total views
- **4,000 total views of our internal COVID-19 intranet site.**

INTRODUCTION AND HIGHLIGHTS 01

Share REDLANDS COAST Kindness INSTEAD
#RCKindness

RECONNECTING ON REDLANDS COAST

In the first six months of 2020, Redland City Council rolled out two media and marketing campaigns to address the impacts of COVID-19.

The first of these '#Share Redlands Coast Kindness Instead' was developed to bring the community together in a positive way while physically distanced. Built around the theme that 'While there's still a lot we can't share at the moment, one thing we can share is kindness', it encouraged people to be kind, support each other, shop locally and to remember that we were all in it together.,

Free COVID-Kindness packs were developed including floor distance markers and 'kindness' and 'buy local' posters and made available, with 151 packs delivered to local businesses. The community response was overwhelmingly positive, attracting praise from businesses and residents. In some cases, this support enabled businesses to stay open or re-open.

As restrictions eased, our focus extended to promoting Redlands Coast as a tourism destination. The 'Reconnect on Redlands Coast' campaign highlighted the stunning locations and naturally wonderful experiences available on Redlands Coast.

Reconnect on Redlands Coast destination marketing campaign rolled out across Greater Brisbane, Toowoomba, Ipswich and locally through billboards, bus sides, posters, social media, train interiors, *The Courier-Mail* features and local bus shelters.

#RCKindness
Facebook stats
summary –
15 April
to 20 May

19
total posts

7
videos

80,374
total reach

4,375
total post clicks

1,151
total reactions,
comments, shares



RECONNECT ON REDLANDS COAST
CAMPAIGN SUCCESS

exposure to **526,000**
 readers through print advertising

1.6 million
 overall social media reach*

4 x online videos played by users
540,136 times

205,343 reach*
 on Facebook and Instagram ads
 *people who viewed content

Reconnect
ON REDLANDS
COAST

Surfing at Main Beach
 North Stradbroke Island (Minjerribah)

visitredlandscoast.com.au





ROLLING OUT ORANGE TAPE

It was an emotional day for the Redlands Coast community and for our maintenance teams from the mainland, Southern Moreton Bay Islands and North Stradbroke Island (*Minjerribah*) when orange safety fencing began to go up around some of our most-loved community facilities. In the height of Queensland restrictions, our outdoor teams were tasked with ensuring health directive measures were in place across our parks, which included closing 24 dog off-leash areas and fencing off barbecue areas and our 225 playgrounds.

As restrictions eased, this job reversed, and in a positive moment in the fight against COVID-19 it was great to see the orange fencing re-rolled and stored away. In addition to the orange tape, the teams also installed about 700 signs across the city with COVID-19 safety messaging. The signage was changed quickly and regularly as restrictions changed.



Safety signage being installed

TELLING A DIFFERENT STORY

As Council moved to close non-essential services in March 2020 to help slow the spread of COVID-19, our library team quickly stepped up and began creating the first of a series of daily First 5 Forever videos to ensure parents and children could stay connected with this special program.

The Facebook sessions were approximately 15 minutes and included the key messages of the early literacy program 'First 5 Forever' to support the efforts of parents and caregivers. This is a partnership-funded program through the State Library of Queensland.

The online library program quickly expanded to include other events such as taking its popular 'Author in Action' events series to Facebook.



Online storytelling sessions



Council COVID-19 distancing floor stickers installed at RPAC and businesses across the city



Fleet Services sanitiser work space



Perspex screens being installed

COUNCIL CREATES SANITISER SOLUTION

In March 2020, Council's Fleet team identified a potential shortage of sanitisers, with Council stores unable to readily source these products from usual supply chains.

The team rallied to provide a solution to this shortage, initially for their team and Council's fleet vehicles. This quickly expanded to ensure supply across Council. Innovation and ingenuity was displayed as the team re-skilled themselves to:

- Investigate how to make World Health Organisation (WHO) compliant sanitiser
- Use invaluable contacts in other industries to obtain bulk 'isopropyl' during a national commercial shortage and negotiate purchase at original market value (while alternatives were quadrupling in price)
- Ensure products produced met Safety Data Sheet (SDS) obligations and create SDS documentation
- Source suitable dispensing equipment
- Design and produce appropriate labelling for all containers
- Source obscure and alternative ingredients such as aloe vera, glycerol and essential oils
- Create a WHS-compliant temporary production facility
- Dispense and distribute sanitisers across Council.

Between March and June 2020, the team supplied about 130 bottles of 500 mL car disinfectant (+100 refills) and 100 bottles of 1 litre surface cleaner (+ 60 refills). They also supplied 160 refills of 1 litre WHO-compliant, in-house made 80 per cent alcohol hand sanitiser.

Their efforts ensured that Council had a ready supply of safe, efficient and fit-for-purpose hand, surface and vehicle sanitisers at a time when there were supply issues.

OTHER EXAMPLES OF INNOVATION IN ACTION

- Virtual pre-lodgement development application meetings for customers, including Skype for Business conference calls
- Development of quarantine and sanitisation process for entire library collection
- A work-from-home kit for employees to help navigate remote working arrangements and provide tips on how to stay connected with each other
- Online 'mozzies under the microscope' environmental health and library program
- Local history digitisation – five years' worth of newspapers and multiple documents digitised and available online
- Click and collect service through the IndigiScapes nursery
- Community wellness project – our library teams made contact with clients by telephone to provide information about services during closure, check on wellbeing of clients and providing technology help
- Business support triage process to assist businesses to access available support and navigate the various state and federal government stimulus packages
- Repurposed sponsorship grants and Advancing Regional Innovation Program funding to support businesses
- Take-home activity packs for Redland Art Gallery (RAG) workshops
- Filmed and edited RAG exhibition tours, floor talks and interview videos for website and social media
- Temporary Disaster Chaplaincy Hotline (1800 841 106) established during the COVID-19 pandemic. Local disaster chaplains volunteered their time as a listening ear and source of support for those in need.
- COVID risk assessment procedures for officers required to inspect and visit premises.

VISION OUTCOME CHALLENGES 2019–2020



CHALLENGE: Conservation of Redlands Coast koalas

High-value local koala habitat has been mapped (including buffers) and included into the Strategic Priority Areas mapping for targeting koala conservation initiatives under Council's *Koala Conservation Strategy and Action Plan 2016–2021*.

Year two of the koala monitoring project in the Ormiston Koala Safe Neighbourhood continued, however field work was impacted in March 2020 due to COVID-19 restrictions. In addition, significant weather events, including bushfires across eastern Australia, affected the expansion of the research program in Birkdale (*Cullen Cullen*), Thornlands (*Nandeebie/Indillie*) and selected properties in Mount Cotton (*Jungalpin/Tungipin*), with researchers required for important koala tracking works in southern states.

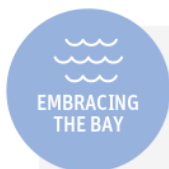


CHALLENGE: Supporting Council and community to actively recycle and reduce waste

Redland City Council rolled out a range of initiatives and campaigns to assist the community to improve waste reduction and recycling habits. These included a green-waste bin promotion which saw an additional 1,300 bins distributed across the city within a two-month period; the promotion of the Garage Sale Trail which led to an estimated 55 tonnes reused locally; a video explaining what happens to yellow-lid recycling; and an e-waste collection drive and a "trees for e-waste day" to allow island communities to dispose of their e-waste. COVID-19 presented a challenge, with Council responding by allowing for an increase in waste disposal and implementing social distancing requirements at waste transfer stations; increased public place bin collections to allow for an increase in take-away items as dining in was restricted; and planning recycling contamination campaign to educate the community on recycling contamination. Community resource recovery rates have improved from 44.9 per cent in 2018–2019 to 45.5 per cent in 2019–2020. Council aims to continue to work with the community to reduce waste and increase recycling.

CHALLENGE: Finding more sustainable ways to provide key community infrastructure

Redland City Council led the way in road building and recycling by becoming the first local government in Queensland to use a ground-breaking process to turn reclaimed plastics into high-tech roads. Council partnered with leading recycler Alex Fraser and Sunstate Asphalt to resurface a 1 km stretch of Cleveland's Princess Street with an innovative, high-performance asphalt product called Green Roads PolyPave, which contains plastic bottles and other recycled waste. The pilot project, which could lead to many more Redlands Coast roads being resealed with reclaimed plastics, utilised about 933 tonnes of reclaimed asphalt and about 90,000 hard plastics, such as milk and shampoo bottles.



CHALLENGE: Planning for the future of our coastlines

Redland City Council entered the final stages of its *Coastal Hazard Adaptation Strategy* – an eight-phase project to assess the vulnerability of infrastructure, assets and property to coastal hazards, including sea level rise, storm tide inundation and coastal erosion to the years 2070 and 2100. The strategy will recommend actions to help adapt and manage these risks, with the current phase due to be completed by the end of 2020.





CHALLENGE: Taking greater strides towards reconciliation

A Reconciliation Action Plan (RAP) *Kanara Malara – One People* was introduced at Council to raise cultural awareness, foster inclusivity and strengthen connections with the city's Traditional Owners. It was the product of Council's desire to strengthen the organisation's commitment and understanding of Redlands Coast's First Nations People. Redland City Council has since committed to 55 RAP initiatives. The RAP has been actively promoted across Council with almost 600 staff attending presentations. Learn more in our RAP feature on pages 84–93 of this Annual Report.

CHALLENGE: Sharing traditional culture with a greater audience

An important component of growing the local cultural tourism industry is making cultural experiences accessible, educational and meaningful.

Quandamooka artists Delvene Cockatoo-Collins and Belinda Close were commissioned to design public art place markers at Point Lookout (*Mulumba*) and Amity Point (*Pulan*) at North Stradbroke Island (*Minjerribah*) in a tourism initiative. The artists' works share Quandamooka storylines that are thousands of years old and allow those who experience them to learn about the ancestral connections between people and place. The project, managed by Council, was a collaboration with Quandamooka Yoolooburrabee Aboriginal Corporation (QYAC) and part of the State Government's economic transition strategy for the island following the cessation of sand mining.



CHALLENGE: Strategic funding for the future

A critical component in project delivery is funding. In addition to funding through rates and levies, Council actively seeks out opportunities to partner with other agencies and levels of government to achieve better community outcomes and bring forward works.

In 2019–2020 Council officers identified eight competitive funds and submitted three applications. Through advocacy and as a result of COVID-19, the Queensland Government amended the 2019–2021 Works for Queensland guidelines to allow Council to access funding for COVID-19 related expenses. Through the \$2.9 million of funding available, Council submitted two projects – Cleveland Aquatic Centre Critical Maintenance and Eastern Escarpment. Council received approval of \$500,000 for funding through the Community Development Grants Program to support green sealing works on Russell (*Canaipa*) and Macleay (*Jencoomercha*) islands.

In addition, an exciting partnership between Council and Department of Transport and Main Roads will see Southern Moreton Bay Island (SMBI) ferry terminals delivered about 12 months sooner than originally expected.

CHALLENGE: Shaping the future of the Capalaba Town Centre

Redland City Council announced the Shayher Group as the preferred Expression Of Interest (EOI) proponent for the revitalisation of the Capalaba Town Centre, with a master plan for the rejuvenation of the shopping and business hub under development. It followed an extensive EOI campaign by Council and Redland Investment Corporation. Council's vision is for the Capalaba hub to be reactivated as a people place that is easy and safe to get around, has an after-hours economy and is an enjoyable place for residents to shop, dine and relax. The vision for the project includes the reinstatement of current civic assets, including the Capalaba Library and arts centre, Council's Capalaba Customer Service Centre and community hall.



Artist impression



CHALLENGE: Developing innovative ways to support local businesses and the Redlands Coast economy

In a Council initiative, a free mobile phone app aimed at promoting local businesses and rewarding their customers went on trial on Redlands Coast. The Redlands Coast Deals and Rewards App aimed to encourage residents and visitors to shop locally and earn rewards in the process. It is believed to be one of the first apps of its type to be delivered by a Council to businesses across an entire local government area.

CHALLENGE: Supporting businesses and community organisations to re-structure and innovate following financial challenges during the COVID-19 outbreak

Council was quick to respond to the financial challenges experienced by businesses and community organisations and allocated \$370,000 to COVID-19 Relief and Recovery Grants. The grants program was divided into two streams: the first stream supported community organisations that were assisting vulnerable people impacted by the crisis; and the second stream focused on businesses that needed to access professional and financial advice as well as to pivot through technology and innovative products, services and collaborations. Eighty-one businesses and 16 community organisations were successful recipients of the grants.



CHALLENGE: Making the Redlands Coast a better place for young people

Council works hard to cater for the needs of Redlands' young people but hasn't had a consistent mechanism for involving young people in the process of planning for our future. In early 2020 Council created the Redlands Youth Reference Group, comprised of young people from a cross-section of society to help Council better understand the needs of today's youth. Other 2019–2020 activities included hosting a Young Entrepreneur Summit (YES) at Redland Performing Arts Centre in September 2019.

CHALLENGE: Improving the connectivity of Redlands Coast, including the unique transport challenges faced by island communities

A "Smart Shuttle" autonomous bus hit the streets of Karragarra Island in a joint initiative between Council and the RACQ, with the support of Council of Mayors (SEQ). The Queensland-first on-road trial, which finished earlier than planned due to the COVID-19 outbreak, provided an understanding of autonomous vehicles and their suitability for overcoming the unique transport challenges facing island and other communities. Meanwhile, Redland City Council and the Queensland Government signed-off on a \$34 million upgrade of Redlands Coast's four Southern Island passenger ferry terminals to ensure reliable and safe transport connection.

CHALLENGE: Helping the most vulnerable

In 2019–2020, following a successful rapid response trial run by the Housing Service Centre, Council worked with a number of organisations (both funded and voluntary) to develop an effective case management system that has seen a number of successful outcomes for homeless people in our city, including placing vulnerable people into housing.





INCLUSIVE AND ETHICAL GOVERNANCE

CHALLENGE: Provision of services to Redlands Coast residents during COVID-19

Redland City Council moved to a more agile workforce structure as a result of COVID-19. To ensure the safety and wellbeing of our employees while still providing a high level of service to residents, the ability of our workforce to be more agile was imperative. Council's Information Management Team researched effective and efficient ways to provide remote access to Council systems to enable a large number of staff to work remotely and still provide high levels of customer service.

More information on Council's COVID-19 response can be found on pages 20-27 of this report.



While COVID-19 presented the greatest business challenge of this financial year, Council continued its efforts to answer the ongoing challenges of delivering on our vision outcomes

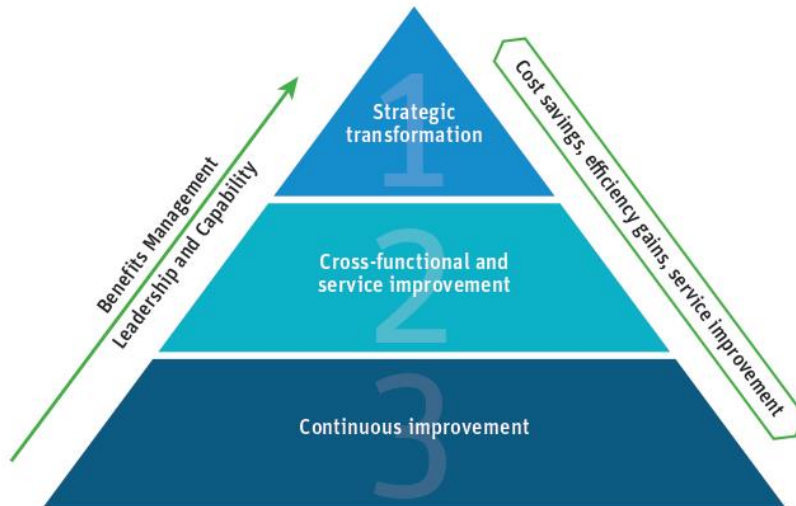


Artist impression, Russell Island (Canaipa) ferry terminal upgrade

Annual Report 2019–2020 | REDLAND CITY COUNCIL

BUSINESS TRANSFORMATION

Council’s Business Transformation Program has been developed and delivered to support the organisation in undertaking strategic transformation, cross-functional service improvements and continuous improvement.



INNOVATION FOR FUTURE BENEFITS

Council delivered a range of innovations in 2019–2020 that improved our efficiency:

- Digitisation of Council forms for reduced customer effort and create more efficient Council processes – see page 34.
- Smart solutions implemented to prolong useful life of Council fleet, plant and equipment.
- Solar compacting bins installed providing data on waste collection frequency and fullness to increase efficiency.
- New smart sensor devices used to monitor water quality for public and environmental health, water usage and mosquito levels.
- Introduced new geospatial mapping of fire fuel reduction zones against mowing areas to expand fuel reduction activities.
- Using data to understand library customer borrowing behaviour to plan for the future.
- Council’s leadership and capability were enhanced through a design-thinking approach to service improvement with six Human-Centred Service Design workshops engaging 93 participants.
- A total of 25 officers trained to bring about a contemporary service delivery model.



Smart sensor monitoring



Solar compacting bins



Understanding customer needs

BETTER COMMUNITY OUTCOMES FROM BUSINESS TRANSFORMATION EFFICIENCIES

Improved performance outcomes across Council led to:

Financial savings \$5 million+

Future costs avoided \$3 million+



These savings contributed to enhancing community outcomes including:



6 extra bus stops from contract and procurement savings (in addition to 45 delivered)



5 extra roads projects from contract and procurement savings (in addition to 30 delivered)



Priority bushfire prevention works ahead of drought conditions



Purchase land for ferry terminal parking on Russell Island (*Canaipa*) from savings made



Delivered resurfacing of Judy Holt Park and Wharf Street car parks and Birkdale Waste Transfer Station with savings made



School of Arts Road project **completed 6 months early**



Forms and surveys make up a significant percentage of Council’s interactions with our community.

Council’s Communication, Engagement and Tourism group set itself the challenge of finding a digitised solution that not only streamlined processes and improved customer experiences, but also provided savings.

After a business case was put forward, in April 2019 a total of \$11,000 in savings from business transformation was reallocated as seed funding to support this project.

This initial funding was used to identify a possible digital form and survey solution – OpenForms. Potential applications included:

- Customer requests
- Application and registration forms
- Payments
- Bookings and permits
- Online calculators.

The team initially worked with Council’s Waste Operations, Integrated Customer Contract Centre and Sport and Recreation teams to build prototype forms that could be used by their customers to streamline their experience.

Customers can now easily complete their transactions with Council online rather than needing to print out forms, fill them out, scan them and send them back to Council or email details to Council.

After successful development and project trials, in 2019–2020 OpenForms has become a viable and user-friendly solution.

A total of 15 business units across Council began using OpenForms, with 43 of the new easy-to-complete online forms delivered and used a total of 4,430 times by community members.

Uses included engagement surveys, customer requests and bin requests. The most used form was for green bin requests at 1,547 uses.

Teams have been upskilling and embracing the new technology, with new and innovative uses being explored.

OPENFORMS IN ACTION



OPENFORMS PLAYS A CRITICAL COVID-19 ROLE

The new OpenForms system also played a critical role in Council’s COVID-19 business continuity response, providing an online solution for our business suppliers to inform Council of any possible supply chain impacts. When submitted, responses went immediately to our procurement team for review and action. Responses were also autonomously collated, saving time and resources.

OpenForms will be providing the COVID-19 ‘registration of details’ solution for patrons visiting Redland Performing Arts Centre for the 2020–2021 year.

BUSINESS TRANSFORMATION COVID-19 INNOVATIONS

In addition to Council’s targeted community response to COVID-19, many of our services adapted to meet the needs of our community and organisation. Learn more about these innovations and adaptations in our COVID-19 feature on page 20.

In response to the financial impacts of COVID-19 on Council and our community, Council sought to identify opportunities to find savings and efficiencies to invest back into the community to fund recovery efforts.

The commencement of a program of light touch service reviews saw 13 workshops held before 30 June 2020, with 100 opportunities identified for further investigation. The remaining workshops will be carried out and opportunities reviewed and prioritised for implementation during 2020–2021.

COUNCIL IN THE NEWS

While the COVID-19 response dominated Council's communications in the latter part of the financial year, during 2019–2020 Council's other promotions on behalf of the Redlands Coast community also attracted media attention.

Social media engagement analytics showed Council's website and digital media feeds continued to be prime sources of real-time information for the community, especially for disaster management and other "need to know" public safety information.

Before its pause for the local government elections and the onset of COVID-19, two *Our Redlands Coast* community magazines were also published and delivered to every household. The editions highlighted a broad range of Council initiatives to support and inform local residents and businesses.

Major media coverage in 2019–2020 included:

COMMUNITY SAFETY – AUGUST–SEPTEMBER 2019

Redland City Council has a prominent media profile during the threat – and in the event of – natural disasters, such as fires and severe storm events. During 2019–2020, Council's proactive approach to ensuring the community is well-informed came to the fore during potential fire emergencies on North Stradbroke Island (*Minjerrabah*) in August and September 2019. During the events, Council worked with other agencies including Queensland Fire and Emergency Services and disseminated safety information to residents and visitors via social media, its website and briefings to mainstream media, both local and state-wide. The effort also included traditional and face-to-face communications for the duration of the fire threats.

Published: Various TV, metropolitan and local radio, state-wide and local media, online news media, websites and social media.



RECYCLED ROAD A BOTTLER – OCTOBER 2019

By becoming the first local government in Queensland to use a ground-breaking process to turn reclaimed plastics into high-tech roads, Council received widespread coverage via television, digital and print media. Council partnered with leading recycler Alex Fraser and Sunstate Asphalt during the year to resurface a 1 km stretch of Cleveland's Princess Street with an innovative, high-performance asphalt product called Green Roads PolyPave, which contains plastic bottles and other recycled waste. The coverage highlighted a culture of innovation at Redland City Council, supporting officers to look for innovative ways to improve service delivery.

Published: local media, online news media, *Our Redlands Coast* and industry websites.



DRIVING SMARTER TRANSPORT – NOVEMBER 2019–MAY 2020

Among initiatives in the transport area, Council's smart mobility trial on Karragarra Island also attracted widespread television, newspaper and digital media coverage, focusing on Council's proactive approach to transport planning. The Redlands Coast Smart Mobility Trial, a Queensland-first was a joint initiative between Redland City Council and the RACQ with the support of the Council of Mayors (SEQ).

Published: Channel 7, Channel 9, metropolitan and local radio, state-wide and local media, online news media, websites, social media, *Our Redlands Coast* and industry websites.



REDLANDS COAST ON SHOW – THROUGHOUT 2019–2020

The liveability and attractiveness of Redlands Coast as a destination received significant media coverage during 2019–2020. The city's investment in fun and engaging parks was given wide coverage when TV crews visited the new Thornlands Community Park, which opened in time for the first day of the June school holidays. Redlands Coast destination experiences were also promoted in three segments of Channel 7's *Weekender* lifestyle show.

Published: Channel 7, Channel 9, local media, *Our Redlands Coast*, online news media, websites and social media.



Annual Report 2019–2020 | REDLAND CITY COUNCIL

OUR COMMUNITY VOLUNTEERS

Many services Council provides would not be possible without, the contributions of community volunteers.

These volunteers actively participate in making Redlands Coast a naturally wonderful place to live. They offered their time, dedication and commitment to strengthen our local economy, environment and our city's connectedness.

Redland City Council values the contributions of volunteers. We also acknowledge and thank the many volunteer organisations that work across Redlands Coast for the benefit of all.

Volunteerism for Redland City Council is diverse. Some volunteers give their time through adult literacy programs at Redland City Council Libraries, some at Council community events, and some caring, for the other members of our community.

These stories give insight into some of the outstanding efforts of those who volunteer through, or in close association with, Redland City Council.

COUNCIL VOLUNTEERS IN ACTION

RAG VOLUNTEERS

Redland Art Gallery (RAG) is fortunate to have a small, dedicated band of 44 volunteers that assist with reception duties, greeting customers, events, supporting facilitators and exhibition changeovers.

Their ongoing dedication to supporting cultural experiences across Redlands Coast saw them donate collectively more than 3,266 hours of their time over the 2019–2020 financial year to the continued success of RAG.

During the COVID-19 RAG shutdown, Redland Art Gallery staff began a regular Facebook 'thank you', featuring profiles of its volunteers.



COMMUNITY CHAMPIONS

The Community Champions program was developed by Council after the 2016–2017 bushfires on Russell (*Canaipa*) and Macleay (*Jencoomercha*) islands. It involves a community-led response to potential disasters and emergency management. The primary function of the Community Champions is to open and manage evacuation centres on the Southern Moreton Bay Islands during disasters and they are also part of the Redland Local Disaster Management Group (LDMG).

Through the program, community members were involved in planning, preparation, response and recovery for their community in partnership with disaster management leaders and agencies.

In 2019–2020, the Community Champions Program won the **Resilient Australia Queensland Local Government Award** and went on to be selected as a finalist in the Resilient Australia National Local Government Award where the program received a National Highly Commended Award.

This selection follows deliberation by a national panel of experts that chose just three finalists from across the nation.

This was great reflection of the dedication and commitment of our Community Champions in working with Council and the LDMG to keep our Redlands Coast community safe before, during and after disaster events.



During
2019–2020
916
volunteers
contributed
28,660+ hrs
of service
across various
Council programs



INTRODUCTION AND HIGHLIGHTS 01

VOLUNTEERS THANK YOU CHRISTMAS BRUNCH 2019

Each year, Redland City Council holds a Christmas celebration as a measure of thanks to individuals and groups for their voluntary service to the community.

The 2019 Redlands Coast Volunteers' Christmas Celebration was hosted by Mayor Karen Williams on Saturday 7 December 2019 at historic Ormiston House.

More than 200 volunteers enjoyed morning tea in a marquee on the lawn, with representatives from organisations including churches, school P&Cs, school chaplains, sporting groups, seniors' organisations, Scouts, Guides, Cadets, Lions, Rotary and other service clubs, Australia Day Awards and Australia Day Honours recipients, SES, Community Champions, Emergency Service Cadets and Council volunteers for programs including Redland Art Gallery, Redland Libraries adult literacy, IndigiScapes and Bushcare.



ENVIRONMENTAL VOLUNTEERS

Across Council's environmental programs, volunteers have given their time to protect wildlife and enhance local habitat.

From koala surveys to wildlife rescue, these volunteers have given the Redlands Coast community more than 22,660 hours of their time in 2019-2020.

Environmental volunteering activities include:

- Bushcare groups and special planting days
- IndigiScapes Centre
- North Stradbroke Island (*Minjerribah*) urban koala survey observation and recording
- Redlands Wildlife Care Network – coordination of wildlife rescues between organisations, wildlife carers, vets and the community
- Redlands Afterhours Wildlife Ambulance – collecting/rescuing animals at night
- Recreation and fire trail maintenance.

We also acknowledge the more than 500 property owners across Redlands Coast who have signed up to voluntary programs including Land for Wildlife, Waterways Extension, Rural Support and Your Backyard Garden programs, or have entered into a formal Koala Conservation Agreement.



REDLANDS SES

Council is proud to work in close association with Redlands SES, a multiple award-winning team of community volunteers who give their time to ensure the safety of others.

Redlands SES was formally recognised for its excellence at the SES Regional Awards and Medals Ceremony held Saturday 12 October 2019.

Of the 13 group and individual awards on offer, Redland SES Unit collected nine, including: Regional Operational Response of the Year, Regional SES Unit of the Year and Regional SES Member of the Year.

This was an incredible result for the Redlands SES Unit and reflects the outstanding leadership, commitment and dedication of our local SES volunteers led by SES Local Controller Clare Barker, who is based in Council's Administration Building and works within Council's Disaster Planning and Operations team.



In 2019-2020 our libraries' adult literacy volunteers engaged with 12 learners



COVID-19 saw some of our volunteer programs suspended in the first half of 2020. In 2020-2021, Council's volunteer programs will operate within health directives and COVIDSafe measures.,

ENGAGEMENT WITH OUR COMMUNITY



To ensure community needs and concerns are understood by Council, we engaged with approximately 39,600 Redlands Coast residents, as well as with other key stakeholders through regular planned activities.

We engaged on a wide range of projects this financial year including 30 specific initiatives. These included island ferry terminal upgrades, a new regional sporting precinct for the city, a Queensland-first autonomous bus trial, public art that included dual Quandamooka-European naming on township place markers, foreshore protection measures, recycling and changes to local laws.

Community engagement varied depending on the objectives of each project.

For projects requiring broad resident and ratepayer awareness, wide-reaching channels such as local press and social media were used, while more targeted activities such as letterbox distributions and site signs were used for smaller-scale projects.

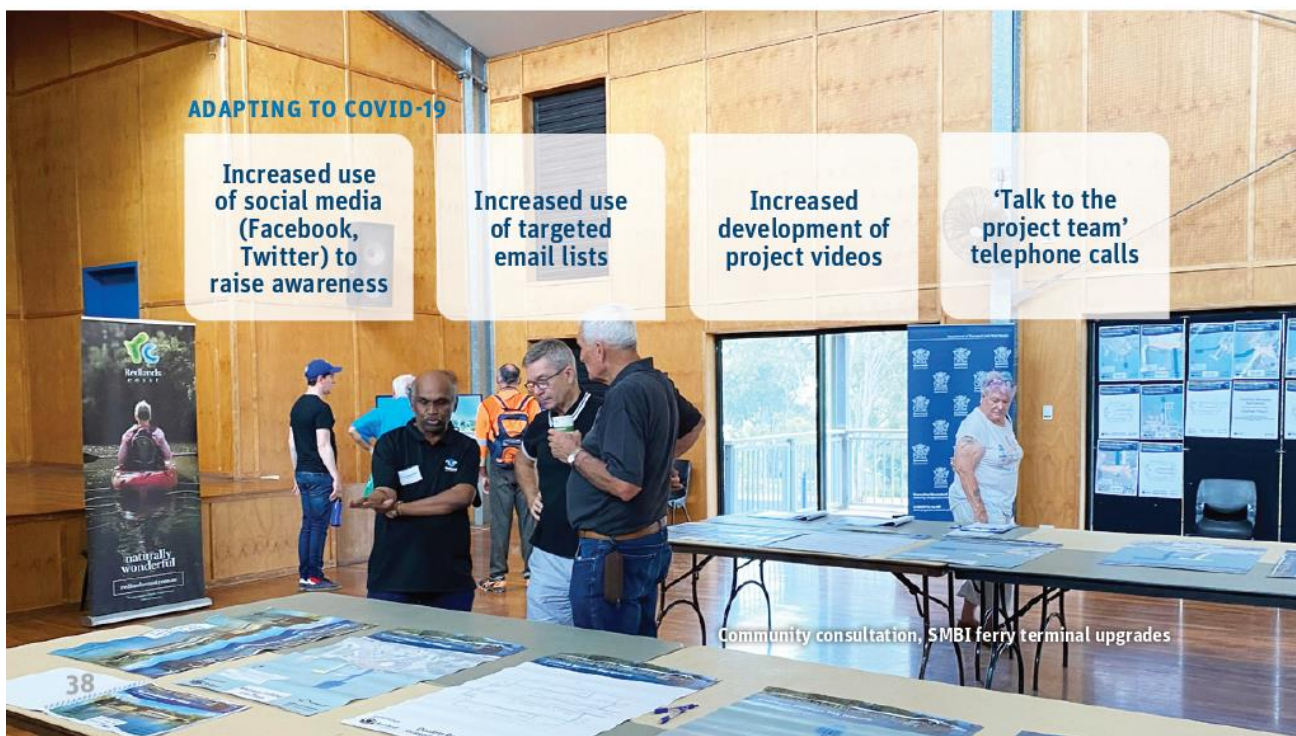
Other engagement mechanisms included face-to-face intercept surveys at shopping centres and libraries, Facebook and Twitter polls, telephone surveys, small group meetings, open house activities, key stakeholder workshops, online 'Your Say' surveys, map activities and submission forms.

With COVID-19 restrictions affecting public gatherings and events from March 2020, Council's online engagement platform, 'Your Say Redlands Coast', proved critical to engagement efforts.

In 2019–2020, the site recorded a total of 38,100 visitors, compared to 33,600 the previous financial year. This is in addition to approximately 1,500 people who were engaged face-to-face or through phone, email and virtual workshops in 2019–2020 on the 30 specific projects (see page 39).

To adapt to COVID-19 restrictions, in 2019–2020 Council also increased its use of social media, targeted emails, e-newsletters and videos to engage the community, while ensuring to continue to cater for participants who did not use digital feedback options by including 'talk to the project team' telephone calls and printed materials that could be picked up at Council or posted.

Council also engaged a broad range of stakeholders including Quandamooka People, Quandamooka Yoolooburrabee Aboriginal Corporation (QYAC), chambers of commerce, business, the city's tourism sub-committee, community and ratepayer groups, volunteers, emergency services agencies and other government agencies. Engagement activities included board and committee meetings, forums, round tables, joint projects, meetings, briefings, events, direct mail, newsletters and digital media (see page 40).



2019–2020 COMMUNITY ENGAGEMENTS

- Accommodation Park local law amendment
- Coronavirus business impact survey
- *Coastal Hazard Adaptation Strategy*
- Headland Park upgrade
- *Redland City Plan* major amendments adoptions
- *Redlands Coast Biosecurity Plan 2018–2023*
- Rocky Point seawall
- Wilson Esplanade foreshore protection
- Coochiemudlo Island postcode survey
- Junner Street, Dunwich (*Goompi*) regulated parking
- Reducing recycling contamination
- Mayor and Councillor Community Benefit Fund
- Birkdale (*Cullen Cullen*) land values
- School of Arts Road, Redland Bay (*Talwalpin*) sewer upgrade
- Wynyard Street Community Garden, Cleveland (*Nandeebie/Indillie*)
- Draft Smart and Connected City Strategy
- Russell Island (*Canaipa*) botanical garden
- Point Lookout (*Mulumba*), North Stradbroke Island (*Minjerribah*) sewerage extension
- Capalaba entry statement
- Tuna Court Community Garden, Thornlands (*Nandeebie/Indillie*)
- Karragarra Island autonomous bus trial
- *Redlands Coast Transport Strategy* adoption
- Bay Islands Aquatic Centre
- North Stradbroke Island (*Minjerribah*) Community Open House
- Regional Sport and Recreation Precinct
- Southern Moreton Bay Islands’ ferry terminal upgrades
- Gazetted Show public holiday survey
- Animal management local law amendment
- Amity Point (*Pulan*) Place Markers Project, North Stradbroke Island (*Minjerribah*)
- Point Lookout (*Mulumba*) Place Markers Project, North Stradbroke Island (*Minjerribah*).



Headland Park



Biosecurity Program



School of Arts Road sewer upgrade



Driverless Bus Trial Zone on Karragarra Island



North Stradbroke Island (*Minjerribah*) place markers

WHO WE ENGAGE WITH AND HOW

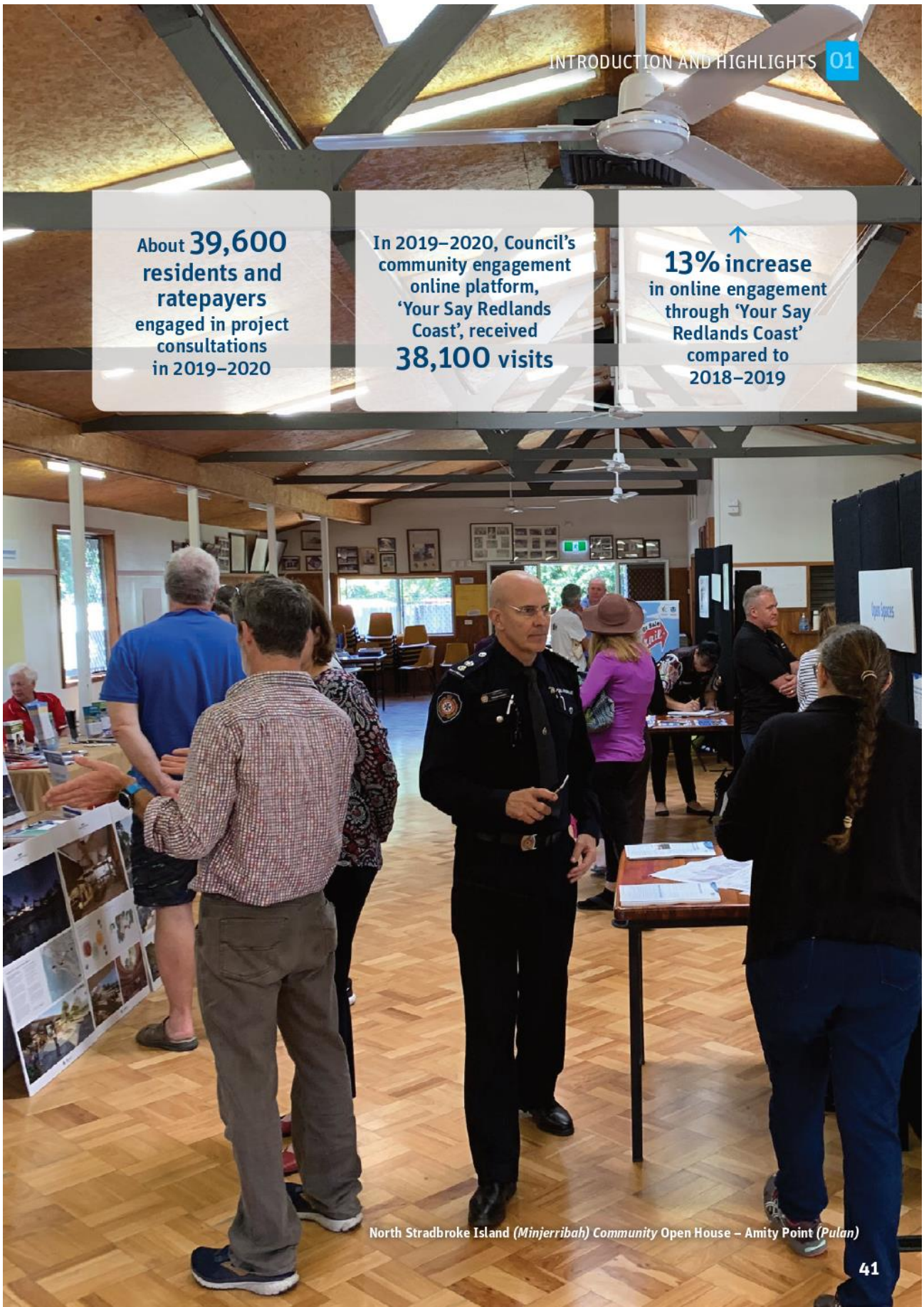
Major stakeholder groups	Ways we engage	
Businesses	<ul style="list-style-type: none"> • Business e-newsletters • Business forums and breakfasts • Business training events • Industry round tables 	<ul style="list-style-type: none"> • Tourism sub-committee • Meetings • Joint projects • Boards • Chambers of Commerce
Community groups, special interest groups and resident and ratepayer associations	<ul style="list-style-type: none"> • Forums • Committees • Joint projects • Meetings 	<ul style="list-style-type: none"> • Website • Community reference groups • Youth groups • Senior groups
Customers, ratepayers and residents	<ul style="list-style-type: none"> • Customer service • Community forums and meetings • 'Open House' community engagement days • Council's 'Your Say' interactive website page • Pop-up community engagement booths at events, shopping centres and parks • Focus groups • Publications and newsletters including: <ul style="list-style-type: none"> – Council's <i>Our Redlands Coast</i> magazine to all residents and ratepayers – e-newsletters – Councillor newsletters 	<ul style="list-style-type: none"> • Direct mail • Council general meetings • Social media • Display and public notice advertising • Rates notice inserts • Website • Surveys (telephone, online and hard copy) • Media • Annual report • Annual budget • Financial reporting
Emergency services and support agencies	<ul style="list-style-type: none"> • Local Disaster Management Group membership • Joint training • Meetings 	<ul style="list-style-type: none"> • Email updates • Website • Social media
Government agencies – Federal and State	<ul style="list-style-type: none"> • Committee memberships • Formal meetings • Stakeholder briefings 	<ul style="list-style-type: none"> • Correspondence • Events
Media	<ul style="list-style-type: none"> • Media releases • Briefings 	<ul style="list-style-type: none"> • Interviews • Familiarisations
Neighbours affected by Council projects	<ul style="list-style-type: none"> • Direct mail • Stakeholder notices • Meetings 	<ul style="list-style-type: none"> • Forums • Site signage • Geo-targeted social media
Partners and collaborators	<ul style="list-style-type: none"> • Stakeholder groups • Forums 	<ul style="list-style-type: none"> • Meetings • Joint projects
Quandamooka People, Traditional Owners of much of Redlands Coast	<ul style="list-style-type: none"> • Scheduled business days with Quandamooka Yoolooburabee Aboriginal Corporation (QYAC) • Partnership projects • Tourism sub-committee • Meetings 	<ul style="list-style-type: none"> • Cultural training for Council employees • Direct engagement with Aboriginal and Torres Strait Islander and/or Elders organisations where appropriate
Tourism and event specialists	<ul style="list-style-type: none"> • Tourism sub-committee • Specialist training sessions • Annual tourism and events forum • Meetings with community event organisers 	<ul style="list-style-type: none"> • Tourism and Events newsletters • Redlands Coast website • Social media • Familiarisations
Visitors and tourists	<ul style="list-style-type: none"> • Visitor Information Centre • Events • e-newsletters 	<ul style="list-style-type: none"> • Redlands Coast destination website • Social media • Media and marketing campaigns
Volunteers	<ul style="list-style-type: none"> • Stakeholder committees • Joint programs and events • Annual volunteer thank you event • Redland Art Gallery volunteers' meetings and training 	<ul style="list-style-type: none"> • Newsletters • Website • Social media • Familiarisations

INTRODUCTION AND HIGHLIGHTS 01

About **39,600** residents and ratepayers engaged in project consultations in 2019–2020

In 2019–2020, Council's community engagement online platform, 'Your Say Redlands Coast', received **38,100** visits

↑
13% increase in online engagement through 'Your Say Redlands Coast' compared to 2018–2019



North Stradbroke Island (Minjerribah) Community Open House – Amity Point (Pulan)



Community engagement on the Redlands Coast Regional Sport and Recreation Precinct Draft Master Plan started on 22 January 2020 and ended on 19 February 2020.

Prior to formal engagement a foundation of knowledge was gained through early meetings and targeted discussions with a number of environmental groups and sport and recreation organisations.

Effort was taken to ensure stakeholders were part of the project journey through activities including site walk-throughs to understand opportunities and constraints, meetings and briefings.

Council used a range of media, marketing and communications to inform the community of the upcoming engagement and seek community feedback.

These included media advertising, social media, posters and signage, Councillor newsletters and Council's *Our Redlands Coast* magazine, Council's main website, emails to residents who had flagged an interest in Council community engagements, and letterbox delivery of flyers in neighbourhoods surrounding the site on Heinemann Road at Mount Cotton (*Jungalpin/Tungipin*).

Key stakeholders, including prospective tenant clubs, sports associations and environmental groups, were invited to briefings.

Public 'pop-up' information sessions were held in high foot-traffic locations across the city, including all key shopping centres.

To make it possible for shift- and full-time workers, and people who rely on others for transport, to find out about the project and provide their feedback, events were scheduled across week days and weekends, during business hours and in the evening.

Interested parties were able to provide feedback through a variety of channels, including directly to the project team and master planning consultants through face-to-face meetings, face-to-face intercept surveys, email, phone, or through Council's 'Your Say Redlands Coast' project page.

Hundreds of residents and stakeholders provided feedback to the project team at meetings and events around the city. In addition, the Redlands Coast Regional Sport and Recreation Precinct Draft Master Plan 'Your Say Redlands Coast' project page recorded 6,710 visitors. A total of 2,834 visitors downloaded a document or a plan, and 324 visitors made a submission on the draft master plan.

The feedback received via Your Say and other channels informed numerous changes to the Redlands Coast Regional Sport and Recreation Precinct Draft Master Plan, and planning for sport and recreation in the city generally.



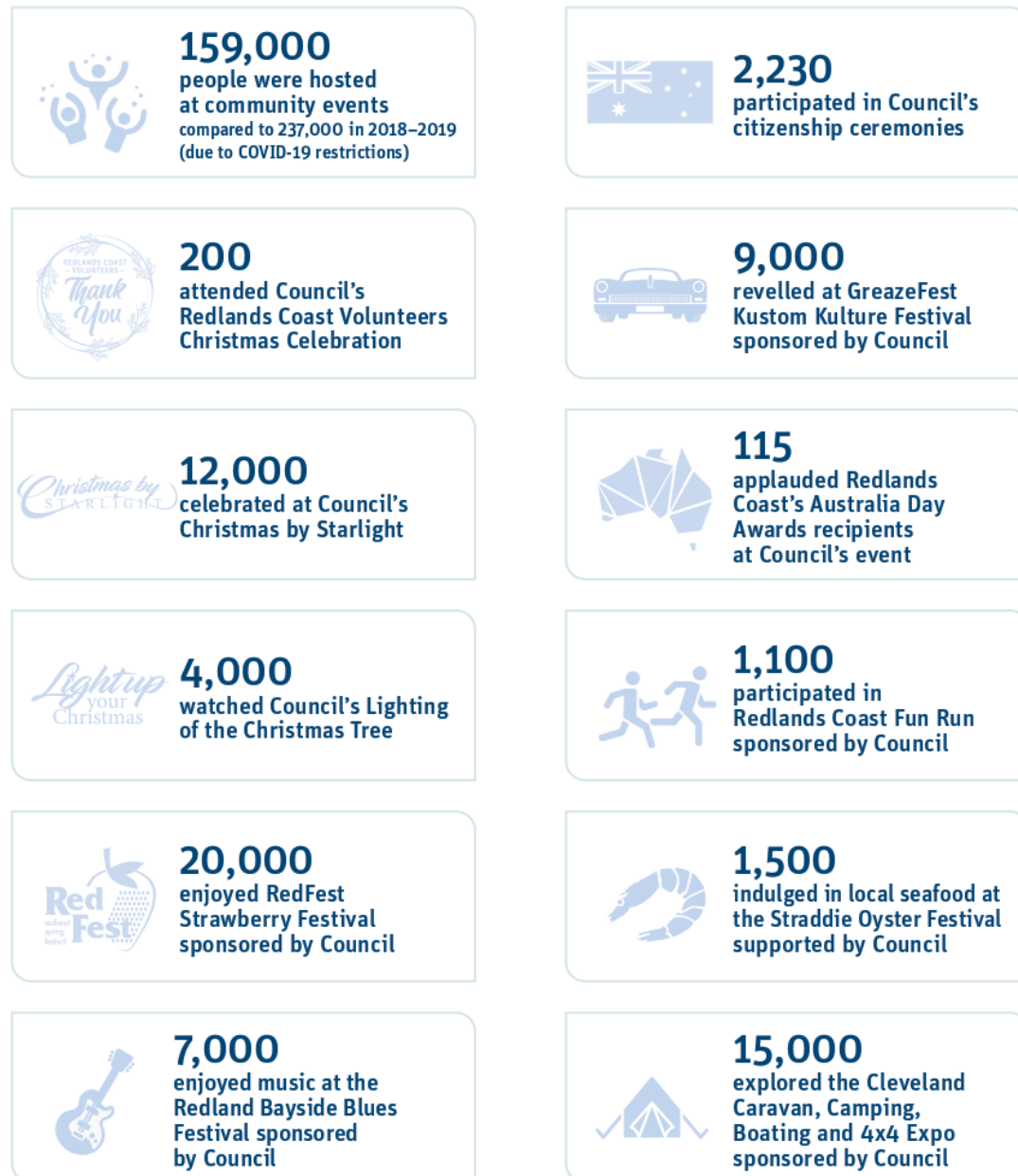
Annual Report 2019–2020 | REDLAND CITY COUNCIL

COUNCIL AND COMMUNITY EVENTS HIGHLIGHTS 2019–2020

In 2019–2020, Council continued to implement the actions of the *Redland City Events Strategy and Action Plan 2017–2022*, hosting and supporting a number of community events.

Prior to the COVID-19 pandemic, Council delivered a total of 22 events attended by more than 30,000 people, including Christmas by Starlight, which attracted more than 12,000 people and assisted groups to deliver more than 58 community run events attended by more than 159,000 people. See pages 45–46 for more information on COVID-19 impacts and response.

2019–2020 AT A GLANCE



CALENDAR OF MAJOR EVENTS 2019–2020

<p>2019 July Club Laverda Concours Council's Reconciliation Action Plan (RAP) NAIDOC Week Showcase</p> 	<p>August GreazeFest Kustom Kulture Festival Redlands Coast Fun Run Quandamooka Festival</p> 	<p>September RedFest Strawberry Festival Cleveland Caravan, Camping, Boating and 4x4 Expo</p>	<p>October Island Vibe Festival Queensland Tri Series</p> 
<p>November Lighting of the Christmas Tree Straddie Oyster Festival</p> 	<p>December Council's Christmas by Starlight Queensland Tri Series</p> 	<p>2020 January Redland City Australia Day Rally Council's Australia Day Citizenship Ceremony</p> 	<p>February Council's IndigiScapes Centre Opening</p> 
<p>March Redland Bayside Blues Festival Queensland Tri Series</p> 	<p>April–June Due to COVID-19 restrictions, most community events were postponed, cancelled or went virtual. More than 70 community events were cancelled between March and June 2020. Altered events included:</p> <p>April: ANZAC Dawn service – Light Up the Dawn – encouraging people to stand on their driveways and listen to the service on their phones.</p> <p>May: Council's Redlands Coast Virtual Candle Lighting Vigil – virtual event</p> <p>June: MS Brissie to Bay – virtual event.</p>		

Connecting the community during COVID-19

As the COVID-19 response unfolded, the majority of community events, more than 70 in total, were cancelled while others went online. Council's events focus moved to community events assistance, including regular contact with organisers to provide support and the latest advice.

During this time, Council also delivered an improved online events portal including the development of a range of event management templates for use by community event organisers.

ADAPTATION IN ACTION

Redlands Coast Candle
Lighting VigilRedlands Coast
VIRTUAL
*Candle Lighting
Vigil*

“ All you need
is Facebook,
a candle and
an open heart. ”

Mayor Karen Williams

The Redlands Coast Candle Lighting Vigil, organised annually by Council to remember those lost to domestic or family violence, went digital on 6 May 2020 to comply with social distancing rules.

All Redlands Coast residents and those further afield were invited to join in the solemn ceremony.

The digital ceremony, accessed live through Council's Facebook page, included presentations from Betty Taylor, CEO of the Red Rose Foundation, Centre for Women and Co.'s Stacey Ross, and the Minister for the Prevention of Domestic and Family Violence, The Honourable Di Farmer.

LOOKING AHEAD: 2020–2021 COVID-19 ADAPTATIONS

- **Council Employee Long Service Recognition Function** – split into two events (breakfast and lunch) to allow for social distancing and to comply with room capacity requirements.
- **Citizenship Ceremonies** – split into small events across several nights with 40 candidates per ceremony and two guests only. No certificate presentations on stage or photos.
- **Mayoral Prayer Breakfast** – limited capacity of 95 tickets available for the event. Event will be recorded and available for schools and church groups to watch after the physical event.
- **Diner en Rouge – Musique en Rouge** – adapting the Domestic and Family Violence awareness fundraiser from a dinner function to a concert format within RPAC to provide live entertainment in a safe and socially distanced way.
- **Christmas festivities on Redlands Coast** – re-imagining how Christmas by Starlight (which normally attracts crowds of about 12,000 people) can be delivered in a way that meets COVIDSafe requirements.

INNOVATION SUPPORTING COMMUNITY EVENTS

In 2019–2020, in addition to telephone calls, emails and regular contact with event organisers, Council's new online events portal will also be a place community event organisers can find information on hosting COVIDSafe events.

EXTERNAL AWARDS AND COMMENDATIONS



Queensland Outdoor Recreation Federation Awards (QORF) 2019
 'Queensland Government Award for Outdoor Places and Spaces' winner – Bayview Conservation Area upgrade, Redland City Council
 'Outdoors Queensland Distinguished Achievers Award' joint winner – Excellence in outdoor recreation facilities, Redland City Council

Get Ready Queensland Resilient Australia Awards 2019
 'Local Government Award' joint winner – Community Champions Program, Redland City Council
 Went on to be selected as a finalist in the Resilient Australia National Local Government Award where the program received a National Highly Commended Award



Gallery and Museum Achievement Awards (GAMAA) 2019
 Finalist 'Projects: Organisations with Paid Staff' Redland Art Gallery's 15th Birthday Celebrations
 Finalist 'Engagement – Organisations with Paid Staff' Redland Art Gallery *From Little Things*: Artist books by Robyn Foster and St James Lutheran Community Kindergarten
Museums Australia Publication Design Awards (MAPDA) 2019
 Finalist and Winner 'Information Brochure' Redland Art Gallery Exhibitions and Events brochure

Pictured: GAMAA Judge, Robert Ryan, Mackay Regional Council with Emma Bain, Redland Art Gallery
 Photo by Blueclick Photography, courtesy of Museums and Galleries Queensland.



Garage Sale Trail 2019
 'Outstanding Achievement Award' joint winner – Redland City Council
 Best overall campaign in the nationwide community event



Australasian Reporting Awards (ARA) 2020
 Gold Award
 Redland City Council
 Annual Report 2018–2019

ACKNOWLEDGING THE EFFORTS OF REDLAND SES

Redland City Council is proud to work in close association with Redland SES and acknowledges its achievements at the 2019 SES Regional Awards.

Of the 13 group and individual awards on offer, at the SES Regional Awards and Medals Ceremony held Saturday 12 October 2019, Redland SES Unit collected nine.



Operational Response of the Year Award 2019
 Redland SES Unit for outstanding and dedicated service by the Redland SES Unit in providing operational support during the North Stradbroke Island (*Minjerribah*) fires

Unit/Group of the Year 2019
 Redland SES Unit for outstanding service and operational support to the local, regional and state communities

Member of the Year 2019
 Tim Willis from Redland Bay SES Group for distinguished service to the SES through his exemplary efforts in providing peer support and operational response to the Unit and the Redlands Coast community



Birkdale Waste Transfer Station

48

2

OUR COUNCIL

This section provides information about our city's electoral divisions and our Mayor and Councillors. This section also introduces our organisational structure and Executive Leadership Team.

It includes our department overviews for 2019–2020, key workforce statistics and information about delivery of Council's first Reconciliation Action Plan.

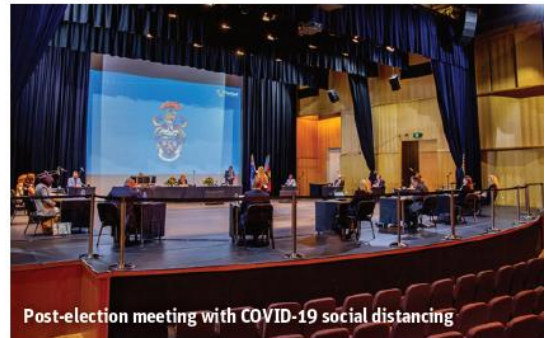
It also highlights our Business Transformation Program and our six priorities for the previous Council term.

DIVISIONAL BOUNDARIES



ENROLLED VOTERS AT 30 JUNE 2020

Division 1	10,442
Division 2	10,408
Division 3	11,136
Division 4	11,137
Division 5	10,760
Division 6	10,126
Division 7	11,315
Division 8	10,658
Division 9	11,133
Division 10	11,292



LOCAL GOVERNMENT ELECTIONS – MARCH 2020

Local government elections are held every 4 years on the same date for all 77 councils across Queensland

28 March 2020 was the date of the latest local government election

Cr Karen Williams was returned as Mayor of Redland City

8 Councillors were returned, with new Councillors elected in Division 7, Cr Rowanne McKenzie, and Division 9, Cr Adelia Berridge

The new Council was sworn in on 20 April 2020 under COVID-19 restrictions

At their first General Meeting **Cr Julie Talty** was elected as Deputy Mayor of Redland City

MAYOR AND COUNCILLORS

MAYOR OF REDLAND CITY



COUNCILLOR KAREN WILLIAMS
Elected: 2004
Mayor since 2012

Karen was born in Redlands Coast and has raised her family here. She was elected Mayor in April 2012 after serving as the Divisional Councillor for Division 9 (Capalaba) from 2004.

Karen prides herself on understanding the diverse needs of Redlands Coast. Her priorities include seeking Council efficiencies and innovations and building strong local and regional partnerships and a thriving economy.

She is involved with numerous community organisations and local government bodies including the Council of Mayors (SEQ), Committee for Economic Development for Australia (CEDA), Chair of the Local Disaster Management Group and Australian Government Local Government Domestic, Family and Sexual Violence Prevention Project Reference Committee.

Karen holds a Diploma with the Australian Institute of Company Directors.

☎ (07) 3829 8623 / 0416 123 588
✉ mayor@redland.qld.gov.au

DIVISION 1

Wellington Point (part)/Ormiston



COUNCILLOR WENDY BOGLARY
Elected: 2008
Deputy Mayor: April 2016–April 2018

Wendy was first elected in 2008, was Deputy Mayor from April 2016 – April 2018, and has held a variety of committee positions. She is currently Council's representative on the Council of Mayors (SEQ) Economic Development Working Group and the Redland City Council-Urban Development Institute of Australia (RCC-UDIA) Qld Redland Advisory panel.

She has raised her family in the division she now represents and continues to be involved in a large number of school, sporting and community organisations including Redlands Coast Chamber of Commerce. Wendy holds a Diploma with the Australian Institute of Company Directors, Diploma of Project Management and is currently completing a Diploma in Community Development.

Wendy has two decades of small business success and banking experience, and is strongly committed to the local economy, environment and the liveability of Redlands to ensure a sustainable future for our city.

☎ (07) 3829 8619 / 0408 543 583
✉ wendy.boglary@redland.qld.gov.au

DIVISION 2

Cleveland (part)/
North Stradbroke Island



COUNCILLOR PETER MITCHELL
Elected: 2016

Peter has called Redlands Coast home since 1990 and is a married father and grandfather of two.

He has a Bachelor of Physiotherapy and a Master's in Sports Physiotherapy, and for 25 years owned a physiotherapy practice in Cleveland (*Nandeebie/Andillie*).

Peter understands small business and grassroots involvement, having employed local staff, sponsored numerous events and helped many thousands of people. His on-the-ground experience has shaped a great appreciation for cooperation, tolerance and teamwork.

Peter is a keen local triathlete, active volunteer and leads by example with optimism and enthusiasm.

Peter is currently Council's representative on the Donald Simpson Community Centre Board of Management.

☎ (07) 3829 8607 / 0412 638 368
✉ peter.mitchell@redland.qld.gov.au

DIVISION 3Cleveland (part)/Thornlands (part)/
Victoria Point (part)**COUNCILLOR PAUL GOLLÈ**
Elected: 2016

Paul is a professional with experience specialising in Operations Management, Risk Analysis and Training and Development. Paul holds education qualifications in legal services, strategic leadership, risk management, human and physical resource supervision and workplace training and assessment.

He has worked in the private sector, specialist international government project management and the Australian Defence Force.

Paul is dedicated to driving a culture of continuous improvement with a focus on productivity, and works hard to ensure all members of the local community have access to services and opportunities.

Currently Chair of the Regional Mosquito Management group, which encompasses key regional stakeholders, Paul is also involved with numerous community organisations.

☎ (07) 3829 8618

✉ paul.golle@redland.qld.gov.au

DIVISION 4Victoria Point (part)/
Coochiemudlo Island**COUNCILLOR LANCE HEWLETT**
*Elected: 2012**Deputy Mayor: April 2018–March 2020*

Lance and his wife have lived in Redlands Coast since 1991 and are passionate about community, family and social justice. Lance is dedicated to helping provide the people in his community with an enriched lifestyle.

He worked with the Queensland Government for 11 years with the State Stores Board as a Procurement Officer/Manager. He then worked in sales and marketing in the private sector, with positions including National Sales Manager of a leading paper importer and Queensland State Manager in the graphic and signage industry.

Lance is involved with many community organisations and is Patron of Meals On Wheels Victoria Point, Coochiemudlo Surf Life Saving Club, Victoria Point Volunteer Marine Rescue, Koala Action Group, Redlands Netball Association and Victoria Point Seniors.

☎ (07) 3829 8603 / 0421 880 371

✉ lance.hewlett@redland.qld.gov.au

DIVISION 5Redland Bay (part)/
Southern Moreton Bay Islands**COUNCILLOR MARK EDWARDS**
Elected: 2012

Mark's association with Redlands Coast spans more than 40 years. He started his working life at a bank in Cleveland (*Nandeebie/Indillie*) before climbing the ranks through various accountancy and managerial positions to a regional management position in Brisbane. He also has business background in tourism and small-scale residential development.

With his work history and experience providing an understanding of financial management and the needs of business, Mark has a focus on delivering value-driven outcomes for the community, small business and local industry.

He understands the needs and aspirations of the wider community and is focused on achieving tangible outcomes.

☎ (07) 3829 8604 / 0407 695 667

✉ mark.edwards@redland.qld.gov.au

DIVISION 6

Mount Cotton/Redland Bay (part)



COUNCILLOR JULIE TALTY

*Elected: 2012
Deputy Mayor: April 2020–*

Julie grew up in Redlands Coast, is a fifth-generation Redlander and lives with her family in the division she serves. She has completed three higher education qualifications and was a teacher at a local school before being elected to serve at Council in 2012.

Julie has owned and operated small businesses and worked for large corporate entities in publishing and the beauty industry.

Julie is dedicated to ensuring a continuance of those qualities of lifestyle and community that have made the region so liveable and takes opportunities to support and further local initiatives.

Julie is involved in many local community organisations including schools and sporting clubs.

☎ (07) 3829 8606 / 0418 218 847
✉ julie.talty@redland.qld.gov.au

DIVISION 7

Capalaba (part)/Alexandra Hills (part)/ Thornlands (part)/Cleveland (part)



COUNCILLOR ROWANNE MCKENZIE

Sworn in: April 2020

Rowanne brings professional and life experience to her role as Councillor.

She owns and operates a small Redlands Coast business with her husband and has previously worked with State Government.

Her business experience drives Rowanne's support for local business and jobs.

Having a passion to build and strengthen community connections, Rowanne is involved with numerous community organisations including RedFest, school P&Cs and Compassion Australia.

She is a member of the Redlands Coast Chamber of Commerce, Redlands Women in Business and the Sporting Shooters Association of Australia.

Rowanne is dedicated to ensuring Redlands Coast continues to be a naturally wonderful place to live and encourages all residents to actively participate in achieving the best outcomes for the city.

☎ (07) 3829 8999 / 0435 000 034
✉ rowanne.mckenzie@redland.qld.gov.au

DIVISION 8

Birkdale (part)/Alexandra Hills (part)/ Capalaba (part)/Wellington Point (part)



COUNCILLOR TRACEY HUGHES

Elected: 2016

Tracey is a long-term resident of Redlands Coast, living in Victoria Point (*Warrer Warrer*) for nine years before moving to Wellington Point (*Cullen Cullen*) in 1999.

A long-serving and committed volunteer, Tracey is involved with many church, school, sporting and community groups and events.

Tracey is currently on Council's Audit Committee and has undertaken learning to support her role as a Councillor, completing a Diploma of Local Government – Elected Members and the Foundation of Company Directorships with the AICD in her first term. She plans to complete her AICD Company Directorship Course in 2020 and Auditing in 2021.

As Councillor for Division 8, Tracey is dedicated to promoting our city and its people, as well as strengthening and protecting community values.

☎ (07) 3829 8600 / 0427 734 214
✉ tracey.hughes@redland.qld.gov.au

FORMER COUNCILLORS

Following the local government elections, new Councillors were appointed in divisions seven and nine in April 2020.

We thank the outgoing Councillors for their service to Council and the community.



MURRAY ELLIOTT

Term of office: 1997–March 2020

Murray was elected to Council in 1997 and has lived in Alexandra Hills for 31 years. During his time in Council, he held many chair of committee positions and was Deputy Mayor from 2010–2012. Murray is passionate about supporting Redlands Coast's families and was particularly proud of the development of parks and open spaces across his Division.

DIVISION 9**Sheldon/Capalaba (part)/
Thornlands (part)****COUNCILLOR ADELIA BERRIDGE**
Sworn in: April 2020

A business owner, tax practitioner, volunteer and campaigner, Adelia is committed to representing her community within an open and inclusive Council.

Adelia has used her business and financial experience to establish an import and export business, and is keen to use her skills to help support organisations including sporting clubs and schools.

A qualified veterinary nurse, Adelia's passion for animals and native Australian fauna has seen her actively campaign and advocate to save Redlands Coast koalas and their environment.

Adelia is involved with many community organisations like the National Trust, Redlands Coast Chamber of Commerce, Queensland Conservation Council and Koala Action Group.

She has also spent three decades volunteering, including support of Rotary and Forum Communicators.

☎ (07) 3829 8999 / 0435 538 278

✉ adelia.berridge@redland.qld.gov.au

DIVISION 10**Birkdale (part)/Thornside****COUNCILLOR PAUL BISHOP**
Elected: 2012

A husband and father of four, Paul was raised in Wynnum and has lived in Birkdale (*Cullen Cullen*) since 2004. He is an award-winning stage and screen actor; a trained process facilitator and cluster manager; social media maker; company director of Arts Evolution Pty Ltd and Chair of Shock Therapy Arts.

Paul is an advocate for community engagement, social cohesion, economic resilience, ecological sustainability and cultural capacity building.

Paul's commitment to democratic principles and human-centred co-design processes has been evident over two decades through his use of applied research and engagement in examples of 'Local Community Action'.

Paul is Patron of Wynnum Redlands Canoe Club; MATES Theatre Genesis and Council's delegate on Redlands Museum and Co-Chair of Redlands Regional Arts Development Fund (RADF).

☎ (07) 3829 8605 / 0478 836 286

✉ paul.bishop@redland.qld.gov.au

**COUNCILLOR PAUL GLEESON**
Term of office: 2012–March 2020

A Redlands Coast resident for more than 25 years, Paul has held senior retail management positions and successfully ran his own small-medium business for 15 years, employing many locals. While a Councillor, Paul focused on revitalising Capalaba, achieving positive outcomes and supporting many community and sporting groups. Paul oversaw many playground upgrades across Capalaba's parks.

Expenses reimbursement and provision of facilities for Councillors

In accordance with section 250 of the *Local Government Regulation 2012*, Council must have an expenses reimbursement policy for Councillors.

The objective of this policy is to ensure the payment of legitimate and reasonable expenses incurred by Councillors for discharging their duties and responsibilities as Councillors, and to provide facilities to Councillors for those purposes. This is to ensure Councillors are not financially disadvantaged as a result of carrying out their official duties.

The policy is also aimed at reflecting the community's expectations about the extent of a Councillor's duties and responsibilities, and its expectations about the resources and reimbursement provided to Councillors from public funds. This policy does not deal with the provision of remuneration, nor does it cover non-business related expenses or facilities incurred by other people, including a Councillor's partner.

The full policy is available on Council's website.

Mayor and Councillor expenses and facilities

Under section 186(1)(b) of the *Local Government Regulation 2012*, the following expenses were incurred by, and the facilities provided to, each Councillor for conference, training, travel, hospitality and other expenses incurred in accordance with Council's *Expenses Reimbursement and Provision of Facilities for Councillors Policy (GOV-016-P)*.

Division	Name	Conferences, Training and Community Events	Transport	Total
Mayor	Mayor Williams	\$6,526.36	\$12,433.94	\$18,960.30
1	Cr Boglary	\$6,309.78	\$140.81	\$6,450.59
2	Cr Mitchell	\$4,974.52	\$10,701.39	\$15,675.91
3	Cr Gollè	\$11,492.99	\$8,397.37	\$19,890.36
4	Cr Hewlett (Deputy Mayor*)	\$4,053.44	\$15,150.42	\$19,203.86
5	Cr Edwards	\$3,454.55	\$3,753.90	\$7,208.45
6	Cr Talty (Deputy Mayor*)	\$6,914.75	\$7,789.02	\$14,703.77
7	Cr Elliott**	\$0.00	\$6,247.66	\$6,247.66
	Cr McKenzie**	\$3,454.55	\$2,120.97	\$5,575.52
8	Cr Huges	\$11,985.40	\$4,053.21	\$16,038.61
9	Cr Gleeson**	\$40.00	\$1,694.56	\$1,734.56
	Cr Berridge**	\$3,454.55	\$657.56	\$4,112.11
10	Cr Bishop	\$11,966.41	\$5,092.39	\$17,058.80
Total		\$74,627.30	\$78,233.20	\$152,860.50

* Cr Hewlett was Deputy Mayor for the period 1 July 2019–2020 April 2020. Cr Talty was appointed Deputy Mayor at Post Election Meeting 20 April 2020.

** Following the local government elections, new Councillors were appointed in divisions seven and nine in April 2020. For 2019–2020, Councillors Elliott and Gleeson served as divisional Councillors for nine months, with Councillors McKenzie and Berridge elected and serving the remaining three months of the financial year.

Overseas travel

Name	Purpose	Cost* (ex. GST)
Mayor Karen Williams	Expense claim for two nights' accommodation (30 Sept–2 Oct 2019) whilst attending business meetings in Japan. Visited Misawa Homes and the White Water Rafting Facility.	\$658.17

Note: No cost to Council for airfares, other expenses nor other accommodation costs.

Councillor Code of Conduct disclosures 2019–2020

Council is required, in accordance with section 186(1)(d) to (f) of the *Local Government Regulation 2012*, to record the Councillor conduct complaints, referrals, decisions, orders and recommendations during the financial year. This information is provided in the tables on pages 58–59 of this report.

Complaints about the conduct of Councillors are to be made, or referred, to the Office of the Independent Assessor for investigation. The Independent Assessor, after investigating a Councillor's conduct, may refer the suspected inappropriate conduct of a Councillor to the local government to be dealt with, or may apply to the Councillor Conduct Tribunal to decide whether the Councillor engaged in misconduct. If the Councillor Conduct Tribunal decides the Councillor engaged in misconduct, they must determine the action to be taken, if any, to discipline the Councillor. Where the complaint about Councillor conduct is about suspected corrupt conduct, under the *Crime and Corruption Act 2001*, the assessor is to notify the Crime and Corruption Commission about the suspected corrupt conduct.



In accordance with the requirements of section 186(d) and (f) of the *Local Government Regulation 2012*, Council advises that for the period 1 July 2019 to 30 June 2020 the following statistics were reported:

Number of Councillor conduct orders and disciplinary actions

Subsection of the Local Government Act	Description	Number
150I(2)	Chairperson makes an order for unsuitable meeting conduct	0
150AH(1)	Disciplinary action against a Councillor for inappropriate conduct	0
150AR(1)	Disciplinary action against a Councillor for misconduct	5

Summary of Councillor conduct decisions, orders and recommendations

The name of each Councillor for whom a decision, order or recommendation mentioned in s186(d)	A description of the unsuitable meeting conduct, inappropriate conduct or misconduct engaged in by each of the Councillors	A summary of the decision, order or recommendation made for each Councillor
Councillor Paul Gleeson	Misconduct: inappropriate comments on his Facebook page	That Councillor Paul Gleeson be reprimanded for the conduct and that he pay to the local government, namely the Council, an amount of \$350, to be paid within five (5) months of the date of the order.
Councillor Paul Gleeson	Misconduct: verbally threatening another Councillor	That Councillor Paul Gleeson be reprimanded for the conduct and pay to the local government, namely the Council, an amount of \$700 to be paid within four (4) months of the date of the order.
Councillor Paul Gleeson	Misconduct: inappropriate and intimidating comments posted on his Facebook page including a photograph and the personal information of another individual	That Councillor Paul Gleeson be reprimanded for the conduct and pay to the local government, namely the Council, an amount of \$700 to be paid within two (2) months of the date of the order
Councillor Paul Gleeson	Misconduct: inappropriate comments on his Facebook page	That Councillor Paul Gleeson be reprimanded for the conduct and that he pay to the local government, namely the Council, an amount of \$350, to be paid within six (6) months of the date of the order
Councillor Paul Gleeson	Misconduct: breach of trust placed in a Councillor	That Councillor Paul Gleeson be reprimanded for the conduct and that he make a public admission that he has engaged in misconduct and pay to the local government the amount of \$700, within 90 days of the date that the decision and orders are given to him by the Registrar.

Number of Councillor conduct complaints, notices and referrals

Subsection of the Local Government Act	Description	Number
150P(2)(a)	Complaints referred to the assessor by the local government, a Councillor or the Chief Executive Officer	1
150P(3)	Matters referred to the Crime and Corruption Commission by the local government	0
150R(2)	Notices given by the CEO or a Councillor to the assessor about a Councillor's conduct	0
150S(2)(a)	Notices of misconduct given to the assessor by the local government	0
150W(1)(a),(b) and (e)	Decision by the assessor to dismiss, refer to the local government or take no further action (1 July 2019–31 August 2019)	0
150W(1)(a),(b) and (e)	Decision by the assessor to dismiss, refer to the local government or take no further action (1 September 2019–20 June 2020)	19
150AC(3)(a)	Occasions where referral notices from the assessor recommend conduct should be referred to another agency for consideration	0
150AF(4)(a)	Occasions where information about misconduct is obtained by the local government during investigation that is given to the assessor	0
Chapter 5A, part 3, division 5	Occasions where the local government asked another entity to investigate suspected inappropriate conduct of a Councillor	0
Chapter 5A, part 3, division 6	Applications heard by the Councillor Conduct Tribunal about the alleged misconduct of a Councillor	5

The full register of Councillor conduct complaint outcomes is available on Council's website.

Attendance at Council meetings

As required under section 186(c) of the *Local Government Regulation 2012*, the table below details the number of local government meetings each Councillor attended during the financial year.

Totals of statutory meetings attended July 2019–June 2020

	Mayor	Division 1	Division 2	Division 3	Division 4	Division 5	Division 6	Division 7	Division 8	Division 9	Division 10		
	Cr Williams	Cr Boglary	Cr Mitchell	Cr Gollé	Cr Hewlett	Cr Edwards	Cr Talty	Cr Elliott*	Cr McKenzie*	Cr Huges	Cr Gleeson*	Cr Berridge*	Cr Bishop
General Meetings attended	18	18	19	16	19	18	19	14	4	19	12	4	19
Special Meetings attended	3	3	3	3	3	3	3	2	1	3	2	1	3
Post-election meeting attended**	1	1	1	1	1	1	1	0	1	1	0	1	1
Total meetings attended	22	22	23	20	23	22	23	16	6	23	14	6	23

23
Total Council Meetings held

19
General Meetings held

3
Special Meetings held

1
Post-election meeting held

* Following the local government election, new Councillors were appointed in divisions seven and nine in April 2020. For 2019–2020, Councillors Elliott and Gleeson served as divisional Councillors for nine months, with Councillors McKenzie and Berridge elected and serving the remaining three months of the financial year.

** A post-election meeting was held on 20 April 2020 immediately following the swearing-in of Councillors after the local government election.

Mayor and Councillors' Community Benefit Fund

Grants are available to individuals and organisations that are a not-for-profit incorporated association (or sponsored by one). Funding provides financial assistance to organisations with items such as equipment or incidental costs. Individuals are supported in their pursuit of excellence at a high level.

Over a 12-month period, \$250,000 is available to organisations and individuals through the Mayor and Councillors' Community Benefit Fund:

- Up to \$15,000 (up to five Councillors funding \$3,000 each) is available for organisations where an initiative provides a community benefit across more than one Council division.
- Up to \$500 is available for individuals selected to represent Australia in an international competition.
- Up to \$250 is available for individuals selected to represent Queensland in a national competition, or who have won at state level and are competing in a national competition.

Due to the COVID-19 pandemic and the impact on the Redlands Coast community, on 27 May 2020 Council resolved to temporarily amend the Mayor and Councillors' Community Benefit Fund Guideline to allow not-for-profit groups to apply for operational costs for the remainder of the 2019–2020 financial year.

During the 2019–2020 financial year, a total \$250,308.35 was distributed to various organisations and individuals. Funds unspent by applicants and returned to Council totalled \$2,705.59, meaning Council provided \$247,602.76 to the community and individuals in 2019–2020.

Community Benefit Fund distributed monies 2019–2020

Division	Councillor	Amount
Mayor	Cr Karen Williams	\$48,687.37
1	Cr Wendy Boglary	\$20,000.00
2	Cr Peter Mitchell	\$20,000.00
3	Cr Paul Gollè	\$20,000.01
4	Cr Lance Hewlett	\$20,000.00
5	Cr Mark Edwards	\$19,999.83
6	Cr Julie Talty	\$20,000.00
7	Cr Murray Elliott	\$10,950.00
	Cr Rowanne McKenzie	\$7,965.55
8	Cr Tracey Huges	\$20,000.00
9	Cr Paul Gleeson	\$8,807.76
	Cr Adelia Berridge	\$11,192.24
10	Cr Paul Bishop	\$20,000.00
Total		\$247,602.76

See the *Mayor and Councillors' Community Benefit Fund – Successful Applicants Funding* on pages 188–195 for the recipient lists for the Mayor and each division.

Councillor remuneration

In accordance with section 186(a) of the *Local Government Regulation 2012*, the annual report of the local government must contain particulars of the total remuneration, including superannuation contributions, paid to each Councillor during the financial year.

Councillor remuneration is set by the independent Local Government Remuneration and Discipline Tribunal (Tribunal), currently referred to as the Local Government Remuneration (Commission) established under the *Local Government Act 2009*. The Tribunal and now the Commission, is responsible for determining the maximum remuneration payment to the Mayor, Deputy Mayor and Councillors. The *2018 Local Government Remuneration and Discipline Tribunal Report* determined that remuneration to be paid for 2019–2020, is as follows:

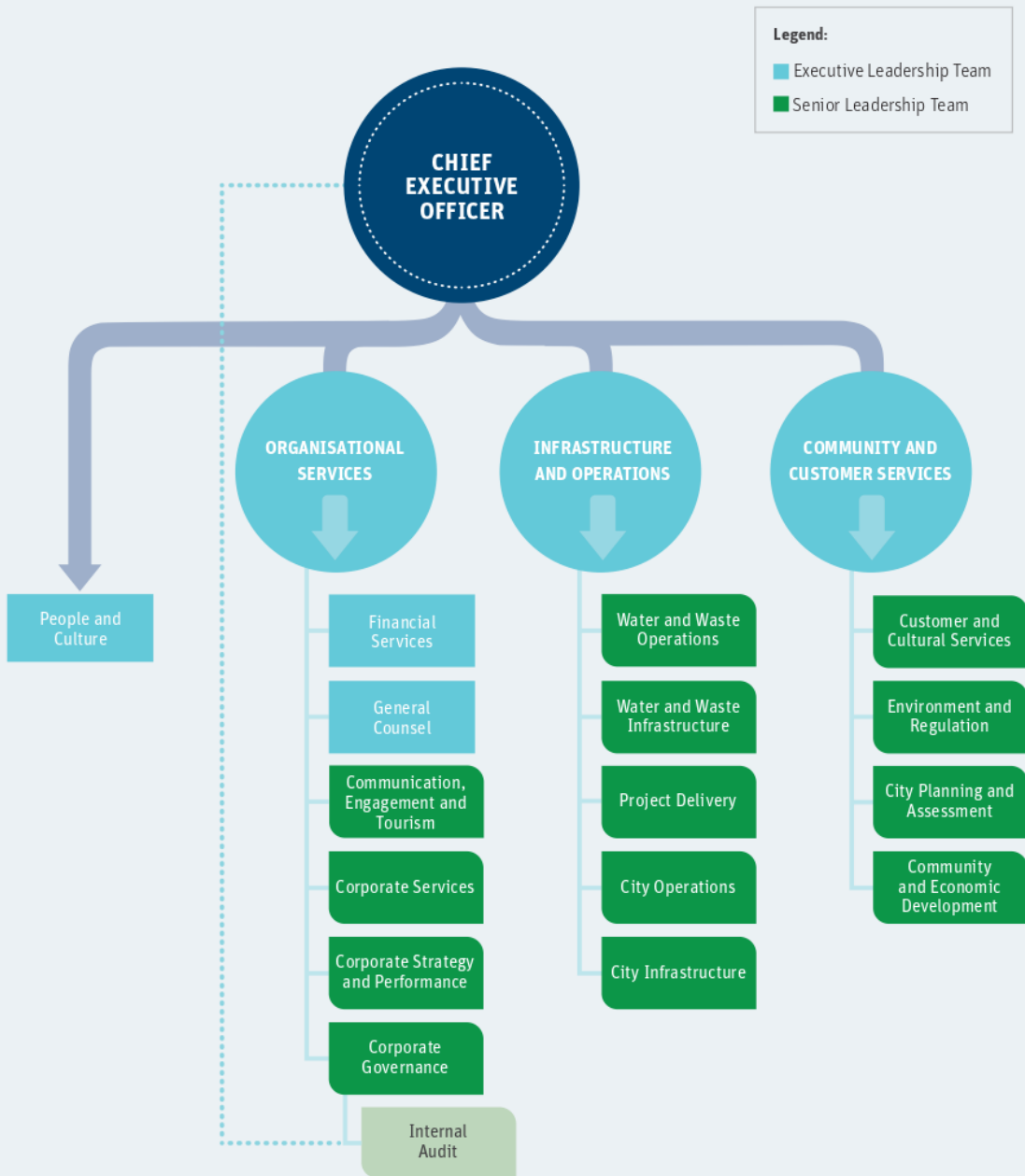
- Mayor \$179,552
- Deputy Mayor \$122,421
- Councillor \$106,100

Division	Name	Gross salary*	Overpayment amount*	Council superannuation contributions
Mayor	Cr Karen Williams	\$180,933	\$1,381	\$20,479
1	Cr Wendy Boglary	\$106,916	\$816	\$12,830
2	Cr Peter Mitchell	\$106,916	\$816	\$12,830
3	Cr Paul Gollè	\$106,916	\$816	\$12,830
4	Cr Lance Hewlett (Deputy Mayor 1 July 2019 – 20 April 2020)	\$120,161	\$980	\$14,419
5	Cr Mark Edwards	\$106,916	\$816	\$12,830
6	Cr Julie Talty (Deputy Mayor 20 April 2020 – 30 June 2020)	\$110,118	\$778	\$13,214
7	Cr Murray Elliott	\$85,288	\$246	\$10,235
	Cr Rowanne McKenzie	\$21,220	\$162	\$2,016
8	Cr Tracey Huges	\$106,916	\$816	\$12,830
9	Cr Paul Gleeson	\$85,288	\$246	\$10,235
	Cr Adelia Berridge	\$21,220	\$162	\$2,016
10	Cr Paul Bishop	\$106,916	\$816	\$12,830
Total		\$1,265,724	\$8,851	\$149,592

* Councillors were overpaid in 2019–2020 due to a leap-year processing payment issue. It resulted in Councillors being overpaid two days' wages which is being recovered.

Annual Report 2019–2020 | REDLAND CITY COUNCIL

ORGANISATION STRUCTURE



From 1 July 2020, minor adjustments were made to Council's reporting structure with People and Culture becoming People, Culture and Organisational Performance. Corporate Strategy and Performance was renamed to Strategic Asset and Portfolio Management. Our current structure can be found on Council's website.

EXECUTIVE LEADERSHIP TEAM

INFRASTRUCTURE AND OPERATIONS



ANDREW CHESTERMAN
Chief Executive Officer

Andrew brings a wealth of experience to his role as Chief Executive Officer and head of Council's Executive Leadership Team.

He has held many senior executive positions within the public sector including Chief Executive of the Queensland Public Service Commission, Director-General of the Department of Environment and Heritage Protection and Divisional Manager, City Planning and Sustainability with Brisbane City Council.

His familiarity with local government includes significant experience in Victoria and the United Kingdom. He has also worked as a management consultant for an Australian Stock Exchange-listed company.

Andrew began his career as a coastal planner in Victoria and has tertiary qualifications in environmental management, education and is a graduate of the Australian Institute of Company Directors and IECL Certified Coach.

He currently chairs the South East Queensland (Local Government) CEOs' Forum.

Andrew's previous experience includes being a Member and Chairperson of the CSIRO Land and Water Business Advisory Committee, the inaugural Chairperson of the Queensland Plan Ambassadors Council and an Alternate Director on the Australia TradeCoast Ltd. board.



DR NICOLE DAVIS
*General Manager
Infrastructure and Operations
– joined Council June 2020*

Nicole is responsible for overseeing the planning, capital, maintenance and operations of all physical infrastructure involving roads, parks, marine facilities, major projects, water, wastewater, waste and Council buildings.

Nicole's 25-year career spans both private and public arenas. She was involved in water policy within the Queensland Water Commission in Brisbane during the peak of the millennial drought and has worked in numerous executive-level roles, including SEQ Water Grid Manager and Chief Operating Officer for Water and Waste at Mackay Regional Council.

Nicole holds a Bachelor's Degree of Applied Science, a Ph.D. in Philosophy and is a Graduate of the Australian Institute of Company Directors.

PETER BEST
*Former General Manager
Infrastructure and Operations
– retired May 2020
(leave from April 2020)*

Peter has led and managed large multidisciplinary project management, operations, maintenance, engineering and service delivery teams across a range of industry sectors.

He is a former General Manager Infrastructure Maintenance at Queensland Urban Utilities, Executive Director Infrastructure Programs with the Queensland State Government, Group Program Director with Boeing Australia Limited and served in the Royal Australian Air Force.

His qualifications include a Bachelor of Mechanical Engineering; Graduate Australian Institute of Company Directors (GAICD); Member Australian Institute of Project Management and Member Institution of Engineers Australia.

ORGANISATIONAL SERVICES



JOHN OBERHARDT
*General Manager
Organisational Services*

John is responsible for internal and external Council functions including Finance, General Counsel, Corporate Governance, the Portfolio Management Office, Information Management, Internal Audit and Risk, Corporate Planning and Transformation, and Communication, Engagement and Tourism.

He has a strong background in all areas of local government management and finance, with over 30 years Local Government industry experience.

He is passionate about local government – those who work in it and those it serves.

John holds a Bachelor in Commerce Degree and a Master's degree in Public Administration, is a Certified Practising Accountant (CPA), a Fellow of Local Government Managers Australia (LGMA) and an LGMA Queensland past president.

He is also a Fellow and Graduate Member of the Australian Institute of Company Directors, holds a Queensland Local Government Clerks certificate and is a Justice of the Peace (Qualified).

COMMUNITY AND CUSTOMER SERVICES



LOUISE RUSAN
General Manager
Community and Customer Services
Acting General Manager
Infrastructure and Operations
9 April–14 June 2020

Louise brings to Council extensive experience in delivering outcomes for a diverse range of private and public sector industries.

Prior to joining Council, Louise was the Chief Operating Officer for Queensland Motorways and responsible for customer services, engineering services and tolling operations for the Gateway and Logan Motorways and the Sir Leo Hielischer Bridge. Louise also worked in executive level roles at WorkCover Queensland, was Associate Director for a leading Queensland engineering consultancy, worked in corporate consultancy and also for a not-for-profit organisation.

Louise has worked at Council as a General Manager since 2011 and holds a Bachelor of Business, is a Certified Organisational Coach, and a Graduate of the Australian Institute of Company Directors.

DAVID JEANES
Acting General Manager
Community and Customer Services
18 March–14 June 2020

David leads the City Planning and Assessment Group in providing delivery of all planning and development-related functions of Council. David holds Bachelor and Master's Degrees in Town Planning, is a Graduate of the Australian Institute of Company Directors and an accredited executive coach. He is a member of Planning Institute of Australia.

PEOPLE AND CULTURE



AMANDA DALY
Head of People and Culture

Amanda manages Workplace Health and Safety, People Development (including Learning and Development, Organisational Development, Employee Engagement, and Recruitment and Selection), People Solutions (including Payroll and Data Analytics, Industrial and Employee Relations), and Business Partnering.

She previously managed the national-award-winning Contact Centre at Redland City Council.

Amanda holds a Bachelor of Commerce, and is an Accredited Practitioner in the Human Synergistics Life Styles Inventories, Change Style Indicator, DISC, IECL Coaching and Myers Briggs Type Indicator. Amanda also holds a Yellow Belt in Lean Six Sigma.

GENERAL COUNSEL



ANDREW ROSS
General Counsel

Andrew has been with Council for more than 16 years as city solicitor, Chairperson of the Operational Risk Management Committee, liaison to the Crime and Corruption Commission and member of the Queensland Environmental Law Association.

Andrew has an extensive background in social services and public health and has also worked in private legal practices. Andrew leads multi-year projects including the enhancement of Council's Enterprise Risk Management Framework and Procurement Transformation Program.

Andrew chairs a multi-disciplinary team to review and plan Council's strategic response to fire mitigation across the city and is proud to call Redlands Coast home with his family, friends and colleagues. Andrew holds a Bachelor of Law, Bachelor of Theology and a Master's in Health Science.

FINANCIAL SERVICES



DEBORAH CORBETT-HALL
Chief Financial Officer

Deborah provides strategic leadership and influence across internal and external customer-facing finance functions.

Deborah has held leadership positions at Council since 2009 including overseeing the Corporate Finance portfolio and leading Council through the annual budget, long-term forecasting and strategy development in Financial Planning. Deborah also sponsored Council's Asset Management Project over the last four years.

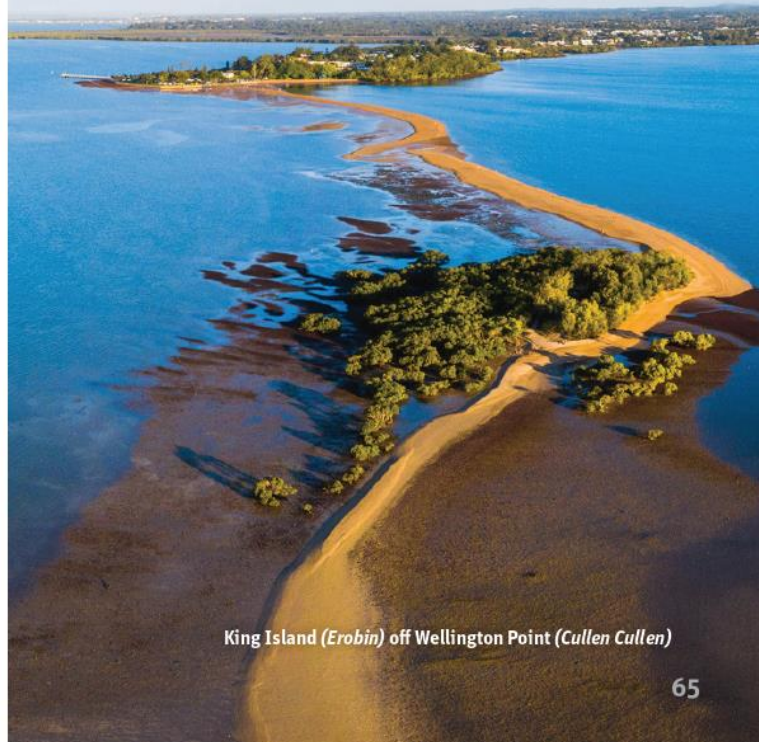
Before joining Council, Deborah held leadership positions in the United Kingdom within Jobcentre Plus after serving in the Armed Forces.

Deborah is a Fellow of the Certified Practising Accountants Australia and has a Master of Business (Professional Accounting) in addition to a Master of Mathematics. Deborah is also an IECL-certified organisational coach.

Executive Leadership Team Remuneration 2019–2020

Remuneration Range (total package)	Number of Executive Leadership Team Paid
\$400,000 to \$500,000	1
\$300,000 to \$400,000	4*
\$200,000 to \$300,000	3
# Total amount paid during reporting period	\$1,834,966.34

* ELT membership saw one member retire and one member recruited during the reporting period, so even though eight were paid, membership equals seven
total includes annual leave payout of retired ELT member



King Island (Erobin) off Wellington Point (Cullen Cullen)

DEPARTMENT OVERVIEWS

ORGANISATIONAL SERVICES



GENERAL MANAGER:
JOHN OBERHARDT

GROUPS

- Financial Services
- General Counsel
- Communication, Engagement and Tourism
- Corporate Services
- Corporate Governance
- Corporate Strategy and Performance

SERVICES DELIVERED

- Offices of Mayor and Councillors' operations
- Asset accounting
- Budgeting, financial planning and financial modelling
- Investment, borrowings and tax returns
- Financial reporting
- Payments to suppliers
- Rating, water meter reading and billing
- Legal services
- Contracts and procurement
- Risk and liability services – including Work Cover
- Media and communications
- Issues management
- Community engagement
- Marketing, digital media and design services
- Tourism and events
- Fleet, small plant and equipment
- Information and communication technology service and support
- Data management
- Business innovation and technical development
- Business transformation
- Indigenous partnerships and programs
- Corporate meetings, registers and complaints management
- Strategy and governance – including Right to Information requests
- Internal audit
- Disaster management
- Corporate planning and performance management
- External funding coordination
- Portfolio management
- Strategic asset management
- Strategies management
- Support organisation with financial transactions and training

DEPARTMENT HIGHLIGHTS IN 2019–2020

Assetic delivered

As a local government managing assets with a total value of \$2.8 billion, including \$2.5 billion of community assets, accountability and best practice asset management must always be our goal. Council's Asset Management Project sought to ensure we have robust asset management that responds to our community's needs, delivers quality local services, invests wisely today and lays solid foundations for the future of the city.

2019–2020 saw the roll-out and hand over to the business of 'Assetic', Council's new asset management system. Standout achievements in the roll-out include the successful data migration of all existing assets, multi-system integrations, user training and change management. In 2019–2020 all Asset and Service Management Plans (ASMPs) and associated 10-year planning were also updated.

Disaster management stands up to the test

Our Local Disaster Management Group (LDMG) stood up twice in 2019–2020 to support the Redlands Coast community – the North Stradbroke Island (*Minjerrabah*) fires in September 2019 and during the height of COVID-19 restrictions and closures in Queensland from March–May 2020.

LDMG is a multi-agency response coordinated through Council's Disaster Planning and Operations team. This team is also tasked with managing liaison between the LDMG and Council's Local Disaster Coordination Centre (LDCC), with officers from across Council and other agencies working together during local disaster events.

In recognition of Council's and our volunteers' ongoing efforts to ensure the resilience of our island communities, our Community Champions Program, which empowers volunteers through training and support to become part of our disaster response, was a joint 'Local Government Award' winner 2019 at the Get Ready Queensland Resilient Australia Awards. It went on to be selected as a finalist in the Resilient Australia National award.



Fleetwave



Community Champions Program training



RAP launch, August 2019

OTHER HIGHLIGHTS FOR 2019–2020

- Launch of Council's first Reconciliation Action Plan *Kanara Malara – One People* and progression of its actions
- Commenced transition of our banking provider to maintain value for money for the community
- Revision of the accounts with respect to new accounting standard requirements and COVID-19 impacts
- Roll-out and implementation of Fleetwave – fleet management system. Standout achievements include the successful data migration of all existing fleet, plant and equipment assets, development of integrated carpool booking system, workshop – electronic job management process, user training and change management
- Uplift of Council's cyber-security awareness and posture to meet evolving threats
- Completion of Stage 2 of the Strategic Service Planning Project
- Progressed implementation of our Corporate Performance Management System 'Corporater', with development of business requirements
- Commenced internal engagement and analysis for development of a new Corporate Plan
- Facilitated light-touch service review workshops with groups across the organisation to identify opportunities to deliver our services more efficiently
- Roll-out of new Red-e-Map corporate and public mapping platforms using contemporary web technologies
- Information technology and data support to the successful roll-out of the OURspace platform
- Delivery of 'Share Redlands Coast Kindness Instead' and 'Reconnect on Redlands Coast' campaigns
- Delivery of joint project for Amity Point (*Pulan*) and Point Lookout (*Mulumba*) place markers
- Development of city wayfinding strategy
- Designs for six city entry statements
- Delivery of three CCTV projects on Redlands Coast
- Delivery of 22 Council events and support for 58 community-run events
- Coordinated 30 community engagements
- Delivery of OpenForms innovation project
- Purchase of a new facility in the Redland Business Park for operational use by the Redland Bay SES Group
- Continued roll-out of *Redland City Tourism Strategy and Action Plan 2015–2020*
- Delivery of COVID-19 city-wide communications
- Development of Redlands Coast Deals and Rewards App
- Development of three-year targeted sponsorship program for civic and signature events
- Established strategic contracting procedures under Council's procurement transformation program.

NEXT 12–18 MONTHS: PLANNED PROGRAMS

- Continue delivery of Council's first Reconciliation Action Plan *Kanara Malara – One People*
- Uplift of Council's remote work capability with contemporary technologies to support flexible and evolving work patterns
- Implement contemporary corporate reporting and scorecard platform
- Implement new mobile device management system
- Investigate the uplift of Council's finance system
- Support to Council with utilisation of the \$1 million COVID-19 recovery fund in 2020–2021 budget
- Complete transition to new banking provider, embracing new technology
- Continue support in rates payments to those impacted by COVID-19
- Collaborate with other councils on their smart water meter trials
- Annual review of Council's financial strategy – consideration of COVID-19 influences and annual budget development
- Develop and implement three-year portfolio planning
- Develop external funding risk tool
- Strategic Spatial Intelligence Transformation project, partially funded through Local Government Grants and Subsidies Program
- Implement Assetic to enhance asset data quality, and build on asset maintenance data
- Establish portable and attractive governance and processes in response to the audit recommendations
- Develop whole-of-Council asset management Key Performance Indicators and performance reporting
- Complete Council asset management capability assessment
- Redevelop Council's intranet
- Continuing to support delivery of the *Indigenous Land Use Agreement (ILUA)* commitments
- Deliver actions in the *Redland City Events Strategy and Action Plan 2017–2022*
- Continue roll-out of destination brand, '*Redlands Coast – Naturally Wonderful*'
- Promote Quandamooka culture through Redland City Council channels including digital media, publications and events
- Continue building Redlands Coast community resilience through education and engagement and preparedness through disaster management training and exercises
- Deliver new Redlands Coast Tourism Destination Management Plan
- Deliver new Redlands Coast entry statements at six locations.

INFRASTRUCTURE AND OPERATIONS



**GENERAL MANAGER:
DR NICOLE DAVIS**

GROUPS

- Project Delivery
- City Operations
- Water and Waste Infrastructure
- Water and Waste Operations
- City Infrastructure

SERVICES DELIVERED

- Tenders and contracts for Council projects
- Survey services for Council
- Projects and contractor management
- Council construction projects
- Distribution of potable water supply
- Collection, treatment and disposal of wastewater
- Drinking water quality monitoring and environmental compliance and reporting
- Waste collection services and operation of waste transfer stations
- Closed landfill management
- Long-term planning, design and construction of new infrastructure
- Sport and recreation
- Aquatic centres
- Asset management and maintenance for all assets
- Halls and venue hire
- Community leasing
- Cemetery services
- Permits
- Secure parking
- Natural areas
- Built assets open space
- Vegetation
- Streetscapes
- Mowing
- Road maintenance
- Signage
- Carparks
- Footpaths
- Bus shelters
- Marine maintenance
- Boat ramps
- Jetties and pontoons
- Swimming enclosures
- Drainage
- Footbridges
- Conservation management
- Tree services

DEPARTMENT HIGHLIGHTS IN 2019–2020

William Street breakwater a win for boaties

With more coastline than the Gold and Sunshine Coasts, in its 2019–2020 budget, Council invested \$6.4 million into maintaining marine assets, including canal and breakwater works.

Completion of William Street breakwater extension at Cleveland (*Nandeebie/Indillie*) was a milestone, ensuring greater safety for recreational boaties and emergency Volunteer Marine Rescue (VMR) operations.

Extending the rock wall by 100 metres followed dredging works in previous financial years and further protected the facilities from the northerly winds, increasing safety for boat ramp users entering and leaving Moreton Bay. This includes Raby Bay VMR, an important volunteer service that responds to medical evacuations, marine incidents and search and rescue operations.

Park upgrades bring fun to 2020

Despite COVID-19 considerations, works progressed on three exciting upgrades to local parks.

The \$2.04 million addition to Thornlands Community Park opened for the first day of school holidays on Saturday 27 June, with a new all abilities play space featuring a double flying fox, water auger and mud pit; and incorporates additional picnic settings, barbeques, shade, and seating all within a fully fenced area.

Substantial works were also completed in a \$770,000 Raby Esplanade Park upgrade and \$720,000 Apex Park upgrade, with both opened mid-2020.

These upgrades are part of larger, staged park projects that will see further improvements to facilities for visitors and residents in 2020–2021. In total, 49 parks renewals or upgrades occurred in 2019–2020.

Apex Park, Ormiston (*Nandeebie/Indillie*)

COVID-19 public safety



Bulk recycling

DEPARTMENT HIGHLIGHTS IN 2019–2020 (CONTINUED)

Transport connections – School of Arts Road and Collins Street

Collaborative project management delivered a \$10 million road project six months ahead of schedule, and almost \$1 million under budget, for the benefit of Redlands Coast residents.

Works completed a major road section between the rapidly developing residential area between Queen Street and Penzance Drive, Redland Bay (*Talwalpin*), and provided improved road safety, access and traffic management to cater for significant urban development in the area.

More than just a new road, works for School of Arts Road and Collins Street established a new benchmark and model for working with a large number of internal and external service providers to deliver project benefits.

New agreement brings forward ferry terminals

In June 2020, Council announced an agreement with the Department of Transport and Main Roads to deliver four new ferry terminals for our Southern Moreton Bay Islands 12 months sooner than originally expected.

TMR and Council worked together to find a way to deliver the project sooner, and in doing so saved ratepayers \$2 million, with a total saving of \$5 million across the entire project including State Government savings.

Tenders for the project are scheduled to go out in the latter half of 2020, and will see more jobs created in the 2020–2021 financial year, a vital consideration following the economic impacts of COVID-19.

OTHER HIGHLIGHTS FOR 2019–2020

- Despite COVID-19, more than 97 per cent of Operational Plan delivered
- Finalisation of revetment wall upgrades to 21–25 Mainroyal Court and Binnacle Court
- Completed four repairs to rock groynes at Raby Bay, Cleveland (*Nandeebie/Indillie*)
- Works to Aquatic Paradise canal trench blocks, Birkdale (*Cullen Cullen*)
- Extension of Moreton Bay Cycleway completed
- Successful completion of sewer rising main upgrade at pump station 92 in Redland Bay (*Warrer Warrer*)
- Backlog sewer construction in Point Lookout (*Mulumba*) with 660 m constructed and 42 new house connections provided and 503 m of water main replacement
- Replacement of automatic transfer switch at Capalaba Wastewater Treatment Plant to ensure operations can continue in the event of a power outage
- Comprehensive maintenance and inspection program covering all footbridges across Redlands Coast
- Diverted 45.5 per cent of all household waste generated away from landfill (equivalent to 48,760 tonnes recovered for recycling, composting and reuse)
- Parks and Conservation, Roads Drainage and Marine and the Southern Moreton Bay Islands and North Stradbroke Island (*Minjerribah*) crews installed city-wide Queensland Health messaging
- 47 bus stop upgrades and 2,000 light poles assessed with immediate risks addressed
- Six community evacuation centre upgrades
- 15 km of road network and major intersection upgrades
- More than 3.1 km of road sealing on the Southern Moreton Bay Islands.

NEXT 12–18 MONTHS: PLANNED PROGRAMS

- Point Lookout (*Mulumba*) sewerage extension project
- Supporting Seqwater's drought management program as part of Council's membership of the South East Queensland water service providers network
- Continue to work with fellow South East Queensland water service providers on the development of the long-term water security plan
- Strategy development for the upgrades of mainland wastewater treatment plants
- Regional collaboration and progression of the expressions of interest process for the delivery of resource recovery and waste disposal services
- Ongoing education on preventing wastewater blockages
- Complete final five repairs to rock groynes at Raby Bay, Cleveland (*Nandeebie/Indillie*)
- Upgrade and renewal of bus shelters, seats and boarding points
- Continue to work in collaboration with State Government on the delivery of Russell (*Canaipa*), Karragarra, Lamb (*Ngudooroo*) and Macleay (*Jencoomercha*) islands ferry terminals
- Upgrades to Birkdale Waste Transfer Station
- Park upgrade Stage 1 Hanover Drive Park, Alexandra Hills (*Nandeebie/Indillie*) and Headland Park, Point Lookout (*Mulumba*)
- William Taylor Memorial Sportsfield renewal of tennis courts and cricket nets, Thorneside (*Cullen Cullen*)
- Commencement of Wellington Street/Panorama Drive Road duplication, Thornlands (*Nandeebie/Indillie*)
- Concept design development for Redlands Coast Regional Sport and Recreation Precinct Master Plan
- Works associated with stimulus funding for green seal of roads, Minjerribah Panorama Coastal Walk – Stage 1 Point Lookout (*Mulumba*) and Eastern hinterland experience at Mount Cotton (*Jungalpin/Tungipin*)
- Continuation of Thornlands Community Park – Stage 2B, Apex Park Stage 2B and Raby Bay Stage 2B.

COMMUNITY AND CUSTOMER SERVICES



**GENERAL MANAGER:
LOUISE RUSAN**

GROUPS

- City Planning and Assessment
- Community and Economic Development
- Customer and Cultural Services
- Environment and Regulation

SERVICES DELIVERED

- Strategic planning
- Infrastructure planning and charging
- Transport planning
- Planning assessment
- Engineering and environmental assessment
- Planning and development searches
- Regulatory functions associated with private building certification services and administering the Building Act
- Social infrastructure planning
- Community safety
- Community development planning
- Grants and sponsorship
- Screen industry liaison
- Lead Council's involvement in the State Government's *Minjerrabah Futures North Stradbroke Island Economic Transition Strategy*
- Implementation of the *Redland City Economic Development Framework 2014–2041*
- Strategic framework for Redlands Economic Development Advisory Board
- Smart Cities
- Economic development and investment attraction
- Economic analysis
- International relations
- Advancing Regional Innovation Program
- Integrated Customer Contact Centre
- Library Services
- Creative arts
- Redland Performing Arts Centre (RPAC)
- Redland Art Gallery (RAG)
- Redland Animal Shelter
- Animal management
- Local laws
- Regulated parking
- Development control
- Plumbing and drainage assessment
- Erosion and sediment control
- Environmental health
- Environmental compliance
- Pest management
- IndigiScapes Centre
- Environmental policy and planning
- Environmental delivery and partnerships
- Environmental education
- Property services
- Advertising signs regulation

DEPARTMENT HIGHLIGHTS IN 2019–2020

Driverless travel trialled

The Redlands Coast Smart Mobility Trial was undertaken, the first-ever trial with extended deployment of an autonomous vehicle (AV) in a live traffic environment in Queensland. The AV was supplied by RACQ for the trial, which started on Karragarra Island on 26 November 2019 and ran for approximately six months.

The joint initiative was run in partnership between the RACQ and Redland City Council, with the support of Council of Mayors (SEQ).

The trial was free for passengers, with the vehicle running from Monday to Friday around the ferry schedules. It was designed to test autonomous transport for potential future applications across Queensland as well as help Council advocate to other levels of government for increased transport for our community.

Despite being interrupted by COVID-19 restrictions, over the course of the trial there were more than 850 passengers who experienced the potential of AVs, with the bus travelling more than 2,100 km.



New mobile library



IndigiScapes Centre upgrade



Transport planning

DEPARTMENT HIGHLIGHTS IN 2019–2020 (CONTINUED)

Grants and Sponsorship program responds to COVID-19

In early 2020, the balance of the Community Grants and Sponsorship Program was postponed until the 2020–2021 financial year with funds redirected to a targeted COVID-19 response program. The COVID-19 Relief and Recovery Grants Program was set up to provide direct support to local businesses and community organisations impacted by COVID-19.

Businesses were able to access funds to seek professional advice, or make an innovative restructure to their business model. Community organisations were funded to provide direct support to vulnerable community members suffering hardship due to the COVID-19 pandemic. A total of 97 COVID-19 Relief and Recovery grants were awarded to 81 businesses and 16 community organisations.

IndigiScapes expansion

In February 2020, the Redlands Coast community celebrated the re-opening of Redlands IndigiScapes Centre, which had been closed during a \$4.54 million transformation, funded by Council with the assistance of the State Government.

The refurbished environmental education centre includes a new theatrette, interpretation centre and larger capacity café with bush tucker-inspired specialty foods.

A new interactive digital discovery centre gives the young and the young at heart the opportunity to touch, play and learn about Redlands Coast's native flora and fauna. The staff administration building now houses the entire Environment and Education team on site at IndigiScapes, with upgraded toilet facilities and bright garden features throughout the botanic gardens and walking trails.

These improvements, combined with the new IndigiScapes native nursery opened in January 2019, create a one-stop destination for people wanting to enjoy the great outdoors and bring naturally wonderful elements to their own backyard.

OTHER HIGHLIGHTS FOR 2019–2020

- The *Redland City Plan* General Major Amendment Package (GMAP) 01/19 was completed and version 4 of *Redland City Plan* commenced on 19 February 2020
- The *South West Victoria Point Local Plan* was endorsed and submitted to the State Government for Ministerial approval to commence public consultation
- The *Cleveland Centre Traffic and Transport Action Plan* continues to be implemented with approximately 40 per cent of all actions already delivered or programmed for delivery
- Delivery of Cleveland (*Nandeebie/Indillie*) CBD parklet trials
- Successful advocacy was undertaken with the Queensland Government Department of Transport and Main Roads to commit to a \$60 million upgrade to Cleveland-Redland Bay Road in Victoria Point (*Warrer Warrer*)
- Drafted the *Redlands Coast Smart and Connected City Strategy*
- Implementation of initiatives under the *Health Care and Social Assistance Industry Sector Plan 2018–2023*, *Education and Training Industry Sector Plan 2018–2023*, and *Rural Enterprise Industry Sector Plan 2019–2024*
- Manufacturing industry preliminary analysis study was undertaken to provide a comprehensive environmental scan of the economic, sociocultural, technological and regulatory opportunities and constraints affecting manufacturing in Redlands Coast
- New mobile library launched July 2019
- More than one million items borrowed from libraries
- Advancing Queensland Regional Innovation Program delivered a raft of initiatives for youth, seniors and business on Redlands Coast
- Attracted Australian feature film *Great White*
- Completion of climate-controlled storage project for the Redland Art Gallery (RAG) collection
- RAG's Parents and Prams program extra session each month in 2020 due to the high demand
- RAG Collection made available online through our RAG website for the public to access
- *Mosquito Management Action Plan 2019–2024* developed and endorsed by Council
- Facilitating the COVID-19 Human and Social Recovery Group composed of Council and external representatives
- Managing the working groups that reported to the Human and Social Recovery Group, including the SMBI, NSI and Aged Care and Disabilities working groups
- Working with community organisations to address issues of information dissemination, community vulnerability and food security
- Planning for long-term community and social impacts of the COVID-19 pandemic
- Purchase of Birkdale community land and commencement of baseline planning
- Purchase of new SES building at Redland Bay (*Talwalpin*).

NEXT 12–18 MONTHS: PLANNED PROGRAMS

- Make amendments to *Redland City Plan* as required
- Continue to progress the South West Victoria Point Local Plan
- Progress investigations of potential future land-use proposals for the Southern Thornlands Potential Future Growth Area
- Finalise the draft Cleveland Centre Traffic and Transport Action Plan
- Commence implementation of a travel behaviour campaign to encourage greater participation in alternative travel modes through an Active School Travel Program, Active Travel Day and National Ride2Work Day
- Progress a Redland Bay Marina Car-Share Trial
- Investigate the opportunity for a second deployment of autonomous vehicle trial on the mainland of Redlands Coast
- Replace PD Online to improve accessibility to development information and deliver a more user-friendly development enquiry service for the community and customers
- Work with island communities to identify and understand community service issues and responses
- Contribute to implement the Queensland Government's *Minjerrabah Futures North Stradbroke Island Economic Transition Strategy* and the *Redland City Economic Development Framework 2014–2041*
- Coordinate a place management program for key activity centres and contribute to master planning for precincts
- Contribute to implementation of a South East Queensland City Deal
- Implement the *Redlands Coast Smart and Connected City Strategy*
- Deliver a health care and social assistance summit
- Deliver a young leaders summit in partnership with the community
- Continue to implement initiatives under the *Health Care and Social Assistance Industry Sector Plan 2018–2023*, *Education and Training Industry Sector Plan 2018–2023*, and *Rural Enterprise Industry Sector Plan 2019–2024*
- Continue to develop a manufacturing industry sector plan, investment attraction plan and Stronger Communities strategy
- Finalise and commence implementation an age-friendly city action plan
- Review the Redlands Youth Strategy
- Progress the Redlands Health and Wellness Precinct Master Plan
- Continue to progress opportunities for a Centre of Excellence in Education and Aged Care
- Progress site selection and master planning for the Redlands Coast Adventure Sports Precinct
- Advance opportunities for a Redlands Coast Green Hydrogen Economy
- Continue to work with Screen Queensland to attract productions through the Film Friendly Pathways Program
- Launch a new library mobile app
- Continue to deliver the Customer Experience Business Performance project
- Provide a performing and visual arts program
- Deliver an exciting and innovative RAG exhibition program and rescheduling 2020 exhibitions that were postponed due to COVID-19 restrictions
- RAG volunteer program to resume
- Develop RAG exhibition and events 2021 booklet
- Deliver the *Mosquito Management Action Plan 2019–2024*
- Deliver the *Bay and Creeks Plan*
- Deliver an extended integrated fire risk reduction program into the mainland
- Extend the iCouncil infield mobility project to include plumbing and drainage assessment inspections
- Deliver a new *Strategic Property Framework*
- Deliver a koala awareness campaign
- Deliver an eastern osprey awareness plan
- Commence community consultation on the vision and potential uses for Birkdale land located at 362–388 Old Cleveland Road East, Birkdale.

Point Lookout (*Mulumba*) place marker

Driverless bus trial



RPAC performances



IndigiScapes Centre offers new naturally wonderful activities

PEOPLE AND CULTURE



**HEAD OF PEOPLE AND CULTURE:
AMANDA DALY**

TEAMS

- Workplace Health Safety and Wellbeing (WHSW)
- People Development
- People Solutions
- People Performance
- HRIS (OURspace) Project

SERVICES DELIVERED

- Workplace Health, Safety and Wellbeing (WHSW)
- Pay and benefits management
- Leadership and culture management
- Industrial and employee relations
- Talent Acquisition
- Learning and development
- Change management
- Talent management
- Onboarding

GROUP HIGHLIGHTS IN 2019–2020

Our people are at the heart of our organisation and are central to delivering for our Redlands Coast community. Our code of conduct sets and maintains a high standard of ethical behaviour and conduct for all employees and is based on the four ethical principles contained in the *Public Sector Ethics Act 1994* – Integrity and impartiality; Promoting the public good; Commitment to the system of government; Accountability and transparency.

The *People Strategy 2017–2020* provides direction to shape our culture and build the workforce needed to deliver our Corporate Plan. In 2019–2020, the strategy was supported by an annual action plan. Activities also evolved due to COVID-19.

COVID-19 Response

With COVID-19 creating an exceptional set of circumstances for Council in 2020, a temporary WHSW COVID-19 Event team provided required support to Council to manage the impact of the pandemic and any associated potential risks. Dedicated COVID-19 response and support services plans were implemented including:

- Personal hygiene and social distancing guidelines
- Dedicated internal telephone hotline and email address
- Provision of current, factual and up-to-date WHSW information to support organisation wide COVID-19 response and internal communication
- COVID-19 Call Team, a group of internally trained volunteers that acted as a conduit completing general welfare checks and delivering up-to-date internal information and updates to employees in quarantine and/or isolation, ensuring the essential connection to the workplace was maintained
- Influenza immunisation clinics, with a focus on employees at high risk
- ‘Mental Health Matters’ Campaign, supported by a weekly CEO Wellbeing Message
- Introduction of ‘Pandemic Leave’, to address the impacts of COVID-19
- Access to alternative Workplace Arrangements, including working from alternative workplace locations, working from home and accessing flexible working arrangement options
- Management of ongoing continued workplace risks.

During the temporary closures of Council’s libraries, Redland Performing Art Centre (RPAC), Redland Art Gallery and IndigiScapes through COVID-19, five permanent and four casual employees were temporarily redeployed into other areas of Council that required assistance.



New Certified Agreement

Council and the respective Unions were successful in negotiating a new Employees' Certified Agreement, which provided for sustainable wage increases, workplace flexibility and efficiencies.

New Human Resources Information System (HRIS)

Our new Human Resources Information System (HRIS), OURspace was successfully launched in August 2019. OURspace is a total workforce solution system which manages all our employee cycle information and facilitates a variety of activities for Council including payroll, recruitment, learning and individual performance.

Employee Engagement

In August 2019, Council's annual organisation-wide employee survey (MySay 2019) was conducted to measure actions taken since the 2018 survey, and looked at new topics including innovation, diversity and inclusion and managers' promotion of safety.

The survey considered Key Performance Indicators including employee engagement, commitment and loyalty, and satisfaction. A response rate of 84 per cent was achieved, with top level results showing we continue to be in a strong

position as an organisation, with Council again placing in the top quartile for organisations we are benchmarked against. Across 75 comparable questions using ORIMA Research's benchmarking database, Council measured similar or higher on 97 per cent of the metrics compared to other organisations. This is a 3 per cent improvement on our 2018 results.

Employee Value Proposition (EVP)

With input from our people, we developed Council's Employee Value Proposition (EVP) with the objective to further understand our culture and character and clearly articulate Council's unique offer, the 'why work for us?' The upcoming employer branding work aims at raising the status of our organisation as an attractive employer and attracting and retaining the right people for our organisation. Internally our employer brand will support a shared identity and positive experience.

Talent management

In January 2020, the ELT and SLT endorsed Council's talent management methodology, followed by a talent identification pilot undertaken between April and July 2020 with the use of Council's new talent module in OURspace. The pilot will be reviewed and the full program launched in 2020-2021.

NEXT 12-18 MONTHS: PLANNED PROGRAMS

From 1 July 2020, the new Corporate Strategy and Transformation unit will join People and Culture, with the group name changing to People, Culture and Organisational Performance. The focus in the next year will include:

- Finalising the development of a new Corporate Plan
- Finalisation of a 2030 safety and wellbeing strategy
- Development and implementation of a new People Strategy 2021-2026 to take us to the next level for a thriving organisation
- Continuing to embed Council's human resource information system, 'OURspace' to maximise functionality, particularly through its data analytics capability for enhanced organisational decision making
- Preparing for the 2021 MySay employee engagement survey
- Launching and embedding the Employee Value Proposition (EVP) into our recruitment and employee lifecycle to attract and retain the right people for our organisation
- Reviewing our recruitment and selection strategy and guidelines to optimise a consistent recruitment process that aligns with our new EVP
- Reviewing and embedding our new corporate values
- Developing and implementing a culture ambassador program to promote the benefits of working for Council
- Implementing a new 'welcome mat' foundational development program to be developed in conjunction with teams and individuals based on learning needs. Topics will include computer skills, literacy and numeracy assessment and support and other needs-based sessions
- Implementing initiatives from 'light touch' service reviews with a focus on delivering services better, faster, or cheaper
- Reviewing Council's strategies and plans for currency.

OUR PEOPLE

Workplace Health, Safety and Wellbeing

Every individual in our organisation has responsibility and accountability for Workplace Health, Safety and Wellbeing (WHSW) management. Our *Safety Management Plan* is the foundation to guide our actions in WHSW and remained an important focus area for 2019–2020.

Wellbeing	<p>In 2019–2020, Council maintained its focus on the prevention, support and proactive management of mental and physical health and wellbeing within our workforce, including addressing the continued challenges of an ageing workforce. This consisted of ongoing investment in delivering a diverse wellbeing program including physiotherapy, counselling, psychologist, ergonomic support services, dietician/nutritionist, access to fitness passport, subsidies for yoga and massages, financial wellbeing services along with injury management that assists our people with work- and non-work-related injuries or illness and return to work. Other health and wellbeing initiatives in 2019–2020 included immunisation clinics.</p> <p>The Employee Assistance Program continued to provide counselling services to our people and their immediate family members.</p>
Safety Performance	<p>Council monitors and reports on progress against key Workplace Health and Safety (WHS) performance indicators. Our Workplace Health and Safety Management Committee (WHSMC) meets regularly to discuss safety performance (including high potential incident patterns, trends, targets). In addition to continued reporting on Lost Time Injury Frequency Rate (LTIFR) and Total Recordable Injury Frequency Rate (TRIFR), we focused on improved reporting of lead indicators such as hazards and closure rates of corrective actions, with further enhancements in lead indicators rolling out in the next financial year.</p>
Skills Matrix	<p>To meet our WHS obligations, Council has a skills matrix in place to ensure our people hold the necessary skills and training to perform their work safely. In 2019–2020, a review of the skills matrix was undertaken. With the configuration of the new skills matrix into OURspace, training is automatically assigned and both employees and supervisors can access their relevant training needs analysis.</p>
Training	<p>We continued to deliver a comprehensive training program for both mandatory WHS training requirements and optional courses. In 2019–2020, the WHSW training program included 22 targeted training modules.</p>
Safety Culture	<p>With a focus to drive a 'Safety First' culture, supporting Safety First values (speak up and inspire others to act safely, always look for better ways to be safe, be responsible for our own and others' safety), the annual Safety First Redlands Orange Week Celebration and Awards took place in August 2019.</p>
Strategic review, due diligence and compliance	<p>A strategic WHS Review was undertaken from February to April 2020. The strategic WHS Review has informed the development of a 10-year <i>Safety and Wellbeing Vision and Strategy 2030</i>, with supporting annual and three-year plans for Council. A due diligence review was also undertaken in 2019–2020.</p>

Council's established Safety Management System obtained a score above the minimum requirement of 70% compliance with the National Self Insurance Audit Criteria Management System Audit



Building opportunities and supporting growth for our people

- **Diversity and cultural awareness:** an internal campaign was run to promote that employees can identify as Aboriginal and/or Torres Strait Islander in our new HRIS 'OURspace' system. We are committed to engaging with Aboriginal and Torres Strait Islander employees and creating opportunities across the organisation. We continue to build internal cultural knowledge with our Quandamooka Cultural Day on North Stradbroke Island (*Minjerribah*) and celebrate National Reconciliation Week, NAIDOC Week and International Women's Day.
- **Casual administrative resource pool:** Council's casual administration resource pool, established in 2014, has around 25 employees who work across the organisation.
- **Trainee and apprenticeship program:** Council had seven trainees and apprentices across business administration, sport and recreation, waste management, pest management and automotive mechanics work areas in 2019–2020.
- **Organisational development programs:** the Strong Teams program continued in its second year, assisting two teams with building accountability, trust, communication skills and higher performance.
- **Change management capability:** a portfolio approach to change management continued, focusing on alignment and coordination of major internal projects. Significant projects overseen by the change portfolio included the new OURspace system implementation, Asset Management System implementation, Customer Experience project, a departmental realignment, and Strategic Procurement Transformation. Change management capability became an embedded expectation at project steering committees. A new Change Forum was planned for March 2020 but was put on hold until 2020–2021 due to COVID-19.

Annual Report 2019–2020 | REDLAND CITY COUNCIL



Our investment in strong leadership

We continued to encourage and enable our people to have a continuous learning approach by providing broad learning and organisational development programs including:

- **LEAP Program:** LEAP (Lead, Engage, Adapt, Perform) program continued to be offered to all employees to help build capability at three levels – foundational, practice and mastery.
- **Customer Charter and Service Standards course:** was developed and delivered in-house to support the changes to the customer experience framework, ensuring our employees understand the key principles of delivering excellent customer service.
- **In-house e-learning:** Council’s Digital Learning Officer continued to develop cost-effective solutions to the mandatory training required for the organisation.
- **Induction program:** updated in 2019–2020 to reflect new processes and procedures and make it more engaging with guest speakers from across Council.

- **Mate to Manager program:** founded in 2017 for employees who step into team leader roles on a regular basis, it continued to help build capability to lead and manage teams. Since its introduction, 100 emerging leaders have graduated from the program with another 16 engaged in 2019–2020.
- **Mentoring program:** in the program’s fourth year, mentors again assisted their respective mentees with specific knowledge and being a sounding board for career advice. An outdoor worker mentoring program was also rolled out.
- **Coaching program:** in its third year, this program continued to be a useful service for individuals seeking to develop, grow or stretch in current or future roles.
- **CEO’s thought leadership program:** an internal forum bringing together a group of employees from across Council to explore innovation and contemporary practice of local government in the Redlands Coast context. Participants were selected in early 2020 with the program, Redlands Coast Futures, put on hold until July 2020 due to COVID-19.

VALUING OUR PEOPLE – MAYOR AND CEO EXCELLENCE AWARDS

Each year the Mayor and CEO Excellence Awards recognise our employees for their efforts and achievements in providing our services to the Redlands Coast community. The awards are peer-nominated and announced at a special function for shortlisted nominees.



MAYOR’S AWARD WINNER
Nigel Carroll
 Nigel exemplifies Council’s values in all areas, is a champion of the Safety First Agenda and at Council is passionate about people.

CEO AWARDS WINNERS

<p>Customer Service – Rachael Jacobsen Human Resources Information System (HRIS) project team</p>	<p>One Team – Daniel Hastedt Facilities Services Unit</p>	<p>Accountability – Carly McDonald People and Culture</p>	<p>Growth – Ainslie Clatworthy Compliance Services Unit</p>	<p>Communication – Sue Evans front of house supervisor at Redland Performing Arts Centre</p>	<p>Team Award – City Operations Support Team Tracy Carrick, Lina McKenna, Caroline Farrugia, Tanya Clifton and Ann Marshall</p>
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EMPLOYEES AT A GLANCE



EMPLOYEES

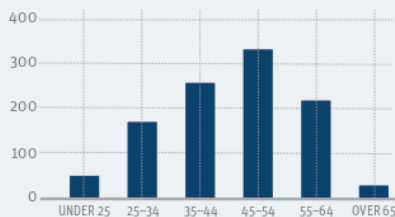
The corporate profile captures positions and varies from employee figures for a number of reasons such as vacancies, job shares, flexible working arrangements and partial filling of roles.

EMPLOYEES RECRUITED



Full-time equivalent (FTE) employees	958.67	Common Law/ Executive Contract	22
Permanent full-time	750	Casual	54
Permanent part-time	90	Elected members	11
Temporary contract of service full-time	103	Absenteeism	4.45%
Temporary contract of service part-time	22	Employee-initiated turnover rate	7.44%

STAFF AGE PROFILE



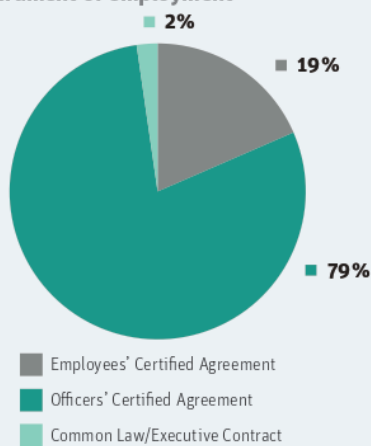
Total employees 2019-2020	1,052	VS	Total employees 2018-2019	1,079
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GENDER BALANCE

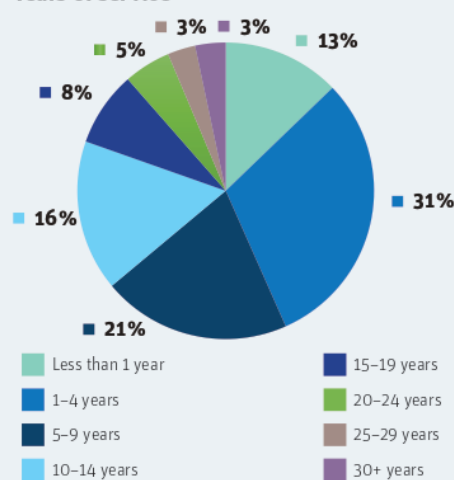
	Female	Male
Executive Leadership Team (ELT)	57%	43%
Senior Management Team (including ELT)	39%	61%
Total employees*	54.45%	45.45%

* Not all employees may identify as female or male

Instrument of employment



Years of service



Annual Report 2019–2020 | REDLAND CITY COUNCIL

OUR CITY’S STRATEGIC PRIORITIES

In 2016, Council set six strategic priorities that formed the guiding direction to shape and achieve the strategic vision for the local government term and were integrated into our *Corporate Plan 2018–2023*. These six priorities are Transport; Sport, Education and the Arts; Economic Development; City Planning; Branding Identity and A Smart City.

Council has developed a comprehensive wrap-up of the six priorities from 2016–2020, listing key initiatives, activities and highlights. This wrap-up will be available on Council’s website in late 2020. Some of these highlights are listed in this section.

>>> LOOKING TO THE FUTURE – NEW CORPORATE PLAN AND REVISED PRIORITIES

With a new Council elected in March 2020, development of new priorities for the current term began, as part of the development of a new Corporate Plan.

The development of the new Corporate Plan will look to:


- 1 Take stock of what we have achieved, look to the future, and leverage opportunities to enhance the enviable Redlands Coast lifestyle.
- 2 Embrace the culture and values of our community and incorporate what is important to them.
- 3 Define a long-term vision to capture the essence of these components, and identify new priorities over the next five years for Council to deliver on this vision alongside our other responsibilities and commitments to the community.

>>> WHERE TO FIND MORE INFORMATION

The six priorities are aligned to the development of our Operational Plan, with significant activities reflecting delivery of the priorities. Our full 2019–2020 performance scorecards against this plan can be found on pages 95–150 of this report.

2019–2020 STRATEGIC PRIORITY HIGHLIGHTS

1



TRANSPORT

Creating more travel options and continuing to tackle urban congestion

Redlands Coast Transport Strategy 2041, a key advocacy document to highlight transport priorities for the city, was endorsed by Council in 2019–2020

Redlands Coast Smart Mobility Trial on Karragarra Island driverless bus travelled **2,100 km** and carried **850+ passengers**

Approximately **2,167 m total length** or 6,000 m²+ total area of pedestrian pathway/cycleway was constructed



OUR COUNCIL 02

2



SPORT, EDUCATION AND THE ARTS

Creating active, healthy lifestyle and learning opportunities

Redland Art Gallery delivered **86** cultural activities and Redland Performing Arts Centre **230** activities

Library programs continued, with their First 5 Forever program delivering **341** activities

Council delivered **22** events attended by **30,000+ people**, including 12,000 people at Christmas by Starlight

The 2020 events calendar was impacted by COVID-19

Bay Islands Aquatic Centre available for community use seven days per week. Despite the pool closing 25 days early due to COVID-19 restrictions, 7,860 patrons used the pool in the 2019–2020 season (compared to 6,775 in 2018–2019)

Artist impression, Redlands Coast Regional Sport and Recreation Precinct master plan

2019–2020 STRATEGIC PRIORITY HIGHLIGHTS (CONTINUED)

3



ECONOMIC DEVELOPMENT

Building a strong, connected economy while creating more jobs

Development and delivery of COVID-19 Relief and Recovery Grants Program

Construction underway of Stage 1 of the Weinam Creek Priority Development Area with new car park on Moores Road, Redland Bay (*Talwalpin*), a footbridge and pathways connecting to the marina ferry terminal

Secured a two-year \$350,000 funding agreement through the Queensland Government Regional Skills Investment Strategy

4



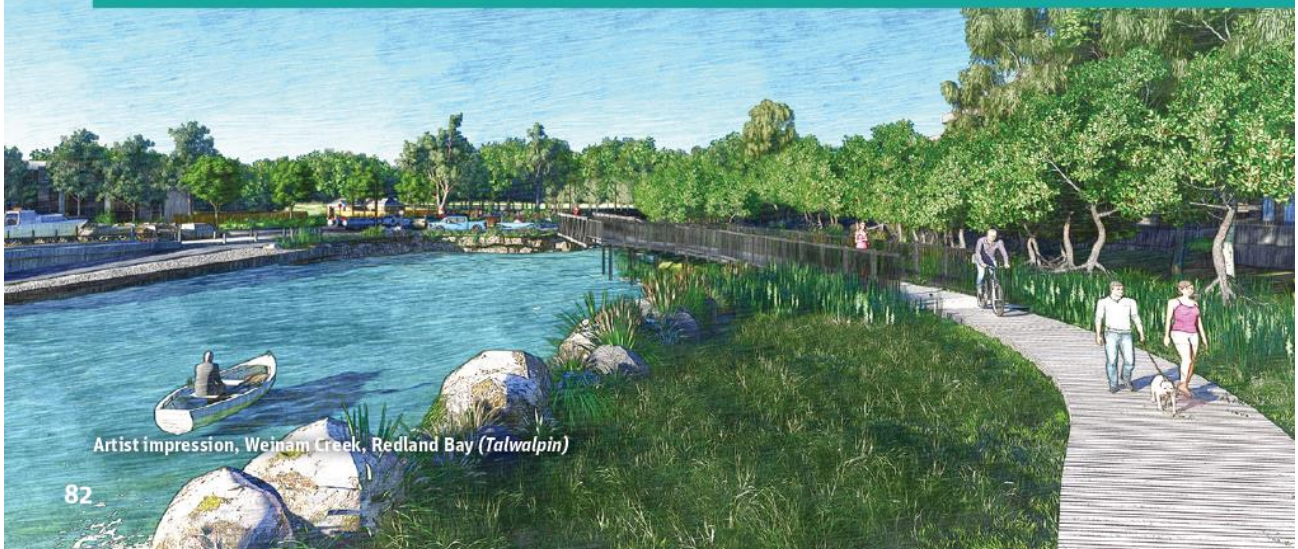
CITY PLANNING

Planning for future growth and change to improve liveability

Adoption of the Redlands Coast Regional Sport and Recreation Precinct Master Plan at Council's General Meeting on 13 May 2020

Adoption of a general major amendment package to the Redland City Plan

8 Local Government Infrastructure Plan projects were delivered as part of development approvals costing \$4.25m



Artist impression, Weinam Creek, Redland Bay (*Talwalpin*)

5



BRANDING IDENTITY

Creating a shared identity for the city

Further developed the Visit Redlands Coast website with **29,000 website visitors** and 74,000 page views

Implemented the '#RC Kindness' campaign to promote Council's COVID-19 economic stimulus plan, and 'Reconnect on Redlands Coast' campaign to promote tourism

The Redlands Coast Deals and Rewards App was further developed, with **51 local businesses** signed up and using the app and 1,400 shoppers having downloaded it

6



A SMART CITY

Positioning Redlands Coast as a smart innovative city

Young Entrepreneurs Summit attended by approximately **500 young people**

Delivered Advancing Regional Innovation Program

The draft Redlands Coast Smart and Connected City Strategy, guiding Council in the delivery of innovation and digital technology, was developed



Reconnect marketing photo, Point Lookout (Mulumba)

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RECONCILIATION AND CELEBRATION



Artist Delvene Cockatoo-Collins at Point Lookout (*Mulumba*) place marker

During 2019–2020, Council continued to promote Quandamooka culture internally and externally through a range of media and communication channels, including its *Our Redlands Coast* community magazine.

Despite some activities being impacted when the COVID-19 pandemic was declared – including the cancellation of events, restricted access to North Stradbroke Island (*Minjerribah*) to visitors and fewer opportunities for stakeholders to meet – there were significant achievements, not the least being Council's adoption of its first Reconciliation Action Plan (RAP).

From the beginning of travel restrictions to the island, Council officers met regularly (initially weekly) with Traditional Owner stakeholders to ensure direct flow of information with the Local Disaster Management Group.

The commitments of the *Indigenous Land Use Agreement* (ILUA for North Stradbroke Island (*Minjerribah*)) between Redland City Council and the Quandamooka Yoolooburrabee Aboriginal Corporation (QYAC) continued to be progressed throughout the year.

The Capital Works Forum met in May 2020 and the ILUA Consultative Committee met in June 2020 with internal sub-committees meeting quarterly.

Looking ahead, Council will continue to focus on supporting the development of a successful, resilient cultural tourism industry, building strong relationships between stakeholders as well as planning the creation of our second RAP, to build on what has been achieved through our inaugural '*Kanara Malara – One People*' RAP.

Redlands Coast on Quandamooka Country

Before non-essential travel to North Stradbroke Island (*Minjerribah*) was suspended in late March 2020 due to COVID-19 restrictions, Council was active in promoting Quandamooka tourism experiences, including cultural tours, the Quandamooka Festival 2019 and Yalingbila whale watching tours.

A cinematic-quality destination video of Redlands Coast was developed, featuring narration by Quandamooka artist Delvene Cockatoo-Collins as well as featuring Traditional Owners Elder Aunty Evelyn Parkin, Joshua Walker, Matt Burns and Yulu-Burri-Ba dancers.

Council also led a public place marker project (Project 13) under the Queensland Government's *Minjerribah Futures – North Stradbroke Island Economic Transition Strategy* and worked in support of a further 17 of 23 projects.

In the first stage of Project 13, Council worked with QYAC to deliver place markers, designed by celebrated Quandamooka artists Belinda Close and Delvene Cockatoo-Collins, at Amity Point (*Pulan*) and Point Lookout (*Mulumba*).

In 2019–2020, Jandai names were also incorporated into Redlands Coast marketing campaigns, speeches and a range of publications, with Council acknowledging Traditional Owners on our website and Snapshot advertisement in the local newspaper.

The *Redlands Coast Wayfinding Signage Strategy* was also developed and incorporates dual naming of suburbs on future signage.



Council's Indigenous Partnerships and Programs Coordinator

“ **Implementing *Kanara Malara – One People 2019–2021* Internal Redland City Council Reconciliation Action Plan will better equip our employees to build the strong, mutually beneficial and productive relationships we seek to have with all Aboriginal and Torres Strait Islander Peoples who live in, work in or visit Redlands Coast on Quandamooka Country** ”

ANDREW CHESTERMAN *Chief Executive Officer, AT THE RAP LAUNCH, 9 AUGUST 2019*



Reconciliation events and celebrations

Community events and exhibitions

Council continued to observe Acknowledgement of Country at its events, as well as engage Quandamooka Elders to share Welcome to Country at public and community celebrations such as Christmas by Starlight. A virtual Welcome to Country was also developed for events in 2020 in response to COVID-19 restrictions.

Redland Performing Arts Centre also continued its program of Aboriginal and Torres Strait Islander cultural events. RPAC again held its annual NAIDOC Showcase, a free day of cultural entertainment and activities that in 2019 was headlined by award-winning Quandamooka artist Adam James.

While unable to deliver some programs due to COVID-19 restrictions, our libraries also held events to share culture, including a Quandamooka experience children's school holiday program and a presentation by the ambassador of the Indigenous Literacy Foundation Anita Heiss, while Redland Art Gallery (RAG) also featured the Belinda Close *Hammerheads chasing stingrays* exhibition.

The gallery also offered online National Reconciliation Week programs through Facebook and Instagram, featuring artworks from the RAG collection, films, *Seeing Country* and *Gathering Strands* exhibition and artist interviews.

Council continued recognising significant community achievements in reconciliation. Cooee Indigenous Family and Community Education Centre received the Reconciliation Award at Council's Australia Day Awards 2020.

Planned internal National Reconciliation Week initiatives were cancelled due to COVID-19, with Council marking the week internally with posters throughout Council buildings and a video produced for the celebrations.

Council also approved three-year targeted sponsorship for the Quandamooka Festival, which is a significant signature destination event on Redlands Coast.

Unfortunately the Quandamooka Festival, of which Council has been a proud sponsor since its inception, was cancelled in 2020 due to COVID-19.

Council's internal National Aborigines and Islander Day Observance Committee (NAIDOC) Week event, initially scheduled for late June, was postponed until November 2020 due to COVID-19.

Annual Report 2019–2020 | REDLAND CITY COUNCIL

RECONCILIATION ACTION PLAN 2019–2020 STATUS



RAP Committee at its launch in August 2019

Reconciliation Action Plan (RAP)

Council's Reconciliation Action Plan (RAP) was initiated by Council's Chief Executive Officer, Andrew Chesterman, in 2017. On 9 August 2019, the RAP was launched with Quandamooka Elder Dr. Robert Anderson OAM 'Uncle Bob' presenting the Welcome to Country and a performance by the Yulu-Burri-Ba Dancers. Quandamooka Traditional Owners, songman and artist Josh Walker talked about his artwork *Kanara Malara – One People*, which was commissioned to give visual representation to the spirit of Council's inaugural RAP.

In 2019, the RAP Implementation Committee was formed to oversee the implementation of the RAP. This section reports on the status of our 55 RAP actions.

UNDERSTANDING THE JOURNEY

Outcomes and Drivers	Actions	Timeline	2019–2020 status
1. Establish an internal RAP Steering Committee to develop a RAP and allocate tasks to responsible groups Provide a strong foundation to drive our reconciliation journey.	Establish a RAP Steering Committee that will oversee the development, endorsement and launch of the RAP	December 2018	★ Delivered: previous financial year
	Undertake consultation with key internal stakeholders including the Senior and Executive Leadership Teams to ensure actions included in the RAP are deliverable and supported	April–June 2019	★ Delivered: previous financial year
	Host a Council event to launch the RAP to the organisation	August 2019	★ Delivered: RAP launched on 9 August 2019
2. Raise internal awareness of the RAP Engage with the organisation about the RAP, its initiatives and outcomes.	Develop and implement a communications plan to raise awareness amongst all employees across the organisation about our RAP commitments	August 2019	★ Delivered: communications plan developed and engagement through Council's Indigenous Partnerships and Programs team and wider RAP activities is ongoing
	Develop and implement a plan to engage and inform key internal stakeholders of their responsibilities within our RAP	December 2019	🔄 In progress: a formal engagement document had not been created but engagement through Council's Indigenous Partnerships and Programs team is ongoing
	Design a Reconciliation @ Redland City Council presentation pack for inclusion in the corporate induction process	December 2019	★ Delivered: new employees received a Reconciliation @ Redland City Council presentation pack with fact sheets and Acknowledgement of Country cards
	Include an annual organisational RAP awareness workshop to share activities and progress on the RAP on the staff training calendar, such as part of the Organisational Leadership Team agenda	Annually	★ Delivered: RAP Chair Andrew Chesterman reports to the Executive Leadership Team (ELT) and Senior Leadership Team (SLT) at least bi-annually and staff are engaged through 'CEO Message' updates
	Install the RAP artwork in a place of significance at the Council Cleveland Administration Building	August 2019	★ Delivered: <i>Kanara Malara – One People</i> was installed at the entrance to Cleveland Customer Service. A further 25 canvas copies were installed across Council buildings.
	Publish the RAP on the Council intranet for easy access by employees	August 2019	★ Delivered: the RAP is available on internal Intranet and Council's website
3. Explore opportunities for integrating Indigenous design into Council's corporate branding Provide visibility of the RAP artwork and other Indigenous design.	Incorporate Indigenous design into Council's corporate uniform and merchandise suite	August 2020	🔄 In progress: options still being investigated
	Incorporate the RAP artwork in corporate communications around reconciliation where appropriate	Ongoing	★ Delivered: <i>Kanara Malara – One People</i> has been used in RAP collateral including documents, posters and cards
	Identify opportunities to wrap selected Council fleet vehicles with our RAP artwork and relevant key messages	May 2020	🔄 In progress: 🚩 COVID-19 affected – to be delivered late-2020

★ Delivered 🔄 In progress ⏸ Yet to commence 🚩 COVID-19 affected 📅 2020–2021 future action

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RAISING CULTURAL AWARENESS

Outcomes and Drivers	Actions	Timeline	2019–2020 status
4. Recognise and celebrate National Reconciliation Week (NRW) Provide opportunities for employees to learn about our RAP and begin to learn more about indigenous history.	Coordinate a series of activities and displays across Council that celebrate the theme of NRW and raise awareness about the history of reconciliation	Annually (27 May–3 June)	★ Delivered: 🚩 COVID-19 affected – 2020 NRW events were cancelled. Council marked the week online through social media and internal video.
	Provide opportunities for Council employees to participate in NRW community events	Annually (27 May–3 June)	★ Delivered: 🚩 COVID-19 affected – 2020 NRW events were cancelled. Council marked the week online through social media and internal video.
5. Recognise and celebrate NAIDOC Week and other dates of cultural significance Provide opportunities to celebrate the history, culture and achievements of Aboriginal and Torres Strait Islander Peoples.	Organise a NAIDOC Week initiative for Council employees to showcase Aboriginal and Torres Strait Islander artists, storytellers and performers	Annually (July)	🔄 In progress: 🚩 COVID-19 affected – will be celebrated in November 2020
	Promote stronger understanding of, and opportunities for, Council employees to participate in NAIDOC week community events	Annually (July)	🔄 In progress: 🚩 COVID-19 affected – will be celebrated in November 2020
	Continue to coordinate Council's NAIDOC Ambassador Awards Program to recognise Council employees who have contributed to reconciliation at Council and in the community	Annually (July)	🔄 In progress: 🚩 COVID-19 affected – will be celebrated in November 2020
	Increase internal awareness of Council's online Aboriginal and Torres Strait Islander cultural events calendar and encourage employee participation	Ongoing	★ Delivered: through Yammer, intranet and CEO messages, employees are regularly kept informed of RAP progress and opportunities
	Continue to recognise and support the Quandamooka Festival and identify opportunities to run parallel events that celebrate Aboriginal and Torres Strait Islander art and culture	Annually (June–August)	★ Delivered: 2019 festival supported and promoted through Council channels Note: 🚩 COVID-19 affected – 2020 event cancelled
	Develop and implement a program to increase cultural awareness of employees across Council that includes: • Fact sheets on Australia's history, local history and 'myth busting' • A series of short film, book and performance reviews • A series of news and media reviews.	Ongoing	🔄 In progress: fact sheets were drafted and in the final stages of review
6. Create opportunities for cultural awareness and knowledge sharing for employees Provide regular opportunities to build cultural awareness through Aboriginal and Torres Strait Islander arts, film and literature.	Share this information and Good News Stories across Council including through Council's intranet and Yammer	Ongoing	★ Delivered: through Yammer, intranet and CEO messages, messages and resources are regularly shared
	Expand welcoming, inclusive and educational spaces within our physical work space that celebrate Aboriginal and Torres Strait Islander cultures (such as placement of appropriate items in our physical work space – examples may include plaques, photos, artwork, artefacts)	Ongoing	★ Delivered: posters are displayed throughout Council buildings, Aboriginal and Torres Strait artworks from the Redland Art Gallery collection displayed across Council buildings, employees regularly wear Council-branded NAIDOC and NRW shirts

★ Delivered 🔄 In progress 🔴 Yet to commence 🚩 COVID-19 affected 📅 2020–2021 future action

RAISING CULTURAL AWARENESS (CONTINUED)

Outcomes and Drivers	Actions	Timeline	2019–2020 status
<p>7. Explore/create opportunities for cultural learning and development</p> <p>Provide new opportunities for staff to increase their cultural knowledge and understanding.</p>	Support employee participation in the National RAP Conference or relevant reconciliation summit event annually	Annually	🔄 In progress: ⚠️ COVID-19 affected – initial planning took place but has been delayed by COVID-19 interruptions to service delivery and travel restrictions
	Conduct a review to determine cultural awareness training needs within the organisation, including areas for development and method of delivery	June 2020	🔄 In progress: Partnerships and Programs team is working with People and Culture to identify and deliver training opportunities
	Support the RAP Steering Committee to build up a knowledge base that would contribute to the development of a formal training tool for employees	Ongoing	★ Delivered: RAP committee meets quarterly and maintains a regular network of information and resource sharing
	Encourage employee participation in existing cultural awareness and Aboriginal Cultural Heritage training	Ongoing	★ Delivered: the Indigenous Partnerships and Programs team is working with People and Culture to identify, promote and deliver training opportunities During 2019–2020, a total of 68 participants attended Council's Quandamooka Cultural Awareness Day on North Stradbroke Island (<i>Minjerribah</i>). Aboriginal Cultural Heritage Training was jointly offered by Council and QYAC before being postponed due to COVID-19 restrictions.
<p>8. Raise understanding of Aboriginal and Torres Strait Islander cultural protocols</p> <p>Continue to build cultural understanding and confidence around the use of cultural protocols.</p>	Hold annual organisational workshops and/or guest speaker series to increase organisational cultural awareness	Annually	🔄 In progress: ⚠️ COVID-19 affected – initial planning has taken place but has been delayed by COVID-19 interruptions to service delivery and travel restrictions
	Increase awareness and understanding of the meaning and significance behind Acknowledgement of Country and Welcome to Country protocols	Ongoing	★ Delivered: Acknowledgement of Country statements have been designed for key meeting rooms, as well as pocket cards and desk signs. Fact sheets and information on Council's Yammer and intranet also give an introduction to protocols and customs. Council also developed an Aboriginal and Torres Strait Islander Community Guideline to provide employees with clarity on Indigenous protocols that may need to be addressed in operational situations
	Install Acknowledgement of Country statements in key Council meeting rooms and facilities	February 2020	🔄 In progress: Acknowledgement of Country statements have been designed for key meeting rooms, to be installed late 2020
	Develop Acknowledgement of Country cards to support employees and communicate opportunities for appropriate usage	August 2019	★ Delivered: Acknowledgement of Country statements have been designed for keeping in meeting rooms, as well as pocket cards and desk signs
	Update internal style guides on appropriate terminology to use when communicating about Aboriginal and Torres Strait Islander people and issues and promote appropriate usage to employees	February 2020	★ Delivered: Council's internal Plain Language and Design guides include introductory information about terminology and appropriate use of artwork and language

★ Delivered 🔄 In progress 🔴 Yet to commence ⚠️ COVID-19 affected 📅 2020–2021 future action

FOSTERING A CULTURALLY INCLUSIVE WORKPLACE

Outcomes and Drivers	Actions	Timeline	2019–2020 status
<p>9. Investigate opportunities to improve Aboriginal and Torres Strait Islander employment outcomes within our workplace</p> <p>Engage with existing Aboriginal and Torres Strait Islander employees and create opportunities across the organisation for employment and development pathways.</p>	Ensure Council’s new Human Resource Information System is leveraged to collect data on employees that identify as Aboriginal and/or Torres Strait Islander to inform future employment initiatives and targets	September 2019	★ Delivered: ‘OURspace’ human resource system now offers employees the opportunity to identify as Aboriginal or Torres Strait Islander. Two questions around cultural competency are also included in Council’s MySay employee survey to benchmark where Council sits
	Engage with Aboriginal and Torres Strait Islander employees to gain feedback on employment that includes: <ul style="list-style-type: none"> • Human resource policies and procedures including flexible work arrangements to allow employees to meet extended family and community cultural obligations • Attraction and retention strategies including professional development opportunities such as mentoring, coaching and learning and development 	March 2020	🔄 In progress: ⚠️ COVID-19 affected – Indigenous Partnerships and Programs team working with People and Culture to identify ways to progress this action
	Target job advertisements with job boards that specialise in Aboriginal and Torres Strait Islander recruitment	Ongoing	🛑 Yet to commence: ⚠️ COVID-19 affected – investigations were due to begin late in the 2019–2020 financial year after the implementation of Council’s new Human Resource Information System (HRIS), however, the impact of COVID-19 meant human resources were refocused and this project was delayed
	Continue to commit at least one traineeship position each intake period for an Aboriginal and/or Torres Strait Islander person	Ongoing	🔄 In progress: a review of our traineeship program and an appropriate strategy is underway. There has been no traineeship intake for Council since the RAP was implemented.
	Develop a process to identify genuine positions across the organisation to be filled by Aboriginal and Torres Strait Islander applicants, where there is a genuine occupational requirement and/or to promote equal opportunity in strategic priority areas	August 2020	🔄 In progress: 📅 2020–2021 future action – job advertisements targeting Aboriginal and Torres Strait Islander applicants were created for three Visitor Experience Officers. However, no vacant positions with a genuine occupational requirement were identified in 2019–2020.
	<p>10. Identify opportunities to foster a supportive and culturally safe work environment for Aboriginal and Torres Strait Islander employees</p> <p>Build awareness of creating a culturally inclusive and safe work environment, where Aboriginal and Torres Strait Islander employees feel welcomed, valued and respected.</p>	Explore opportunities for creating a culturally safe workplace for Aboriginal and Torres Strait Islander employees such as interfacing with Council’s Diversity and Inclusion Program	November 2020
Support the Indigenous Partnership and Program Coordinator to explore the establishment of an Aboriginal and Torres Strait Islander employee peer support network		May 2020	🛑 Yet to commence: ⚠️ COVID-19 affected – initial planning has taken place but has been delayed by interruptions to service delivery and health directives

★ Delivered 🔄 In progress 🛑 Yet to commence ⚠️ COVID-19 affected 📅 2020–2021 future action

STRENGTHENING CONNECTIONS

Outcomes and Drivers	Actions	Timeline	2019–2020 status
<p>11. Explore opportunities to establish alliances with other local governments that actively support reconciliation</p> <p>Promote exchange and learnings around local government work in reconciliation.</p>	Initiate up to two partnerships with Councils with RAPs or similar Indigenous strategies to share lessons and opportunities	May 2020	In progress: COVID-19 affected – initial planning has taken place but has been delayed by interruptions to service delivery and health directives
	Investigate opportunities for employee exchanges with Councils in the RAP network	May 2020	In progress: COVID-19 affected – initial planning has taken place but has been delayed by interruptions to service delivery and health directives
<p>12. Reflect on existing Council activities, initiatives and work practices to identify touch points, gaps and opportunities for learning and collaboration</p> <p>Provide opportunities for learning and collaboration with existing Council reconciliation activities and initiatives.</p>	Document and share past and current Council reconciliation activities, initiatives and work practices and identify opportunities for learning and collaboration	August 2020	Delivered: Council continues to support RAP and wider Aboriginal and Torres Strait Islander activities and promotions through its intranet, internet, social media and other channels
	Promote a better understanding across Council of the Indigenous Land Use Agreement (ILUA) and Council's Diversity and Inclusion Program and how this supports reconciliation	June 2020	In progress: Indigenous Partnerships and Programs team is working with People and Culture and other stakeholders to identify ways to progress this action
<p>13. Provide opportunities for strengthening connections with Aboriginal and Torres Strait Islander community members as the RAP moves into the second phase</p> <p>Provide opportunities for employees to engage and learn directly from Aboriginal Elders through storytelling and other activities.</p>	Develop an Aboriginal and Torres Strait Islander guest speaker series such as 'Aunties Yarning Up' and 'Uncles Yarning Up'	August 2020	2020–2021 future action
	Review existing relationships with Aboriginal and Torres Strait Islander organisations and communities and consider ways to ensure these relationships are valued and managed. Consider other organisations, communities and individuals with whom we need to build relationships to support our reconciliation efforts	Ongoing	Delivered: COVID-19 affected – Council strived to work in partnership with landholders on North Stradbroke Island (<i>Minjerribah</i>) on cultural heritage, animal management, fire and vegetation management, land tenure and other Native Title initiatives. Quandamooka cultural heritage advisors continue to be engaged to provide expertise
	Promote and advocate for Council employees to attend local and regional Aboriginal and Torres Strait Islander cultural events and activities (for example Sunshine Coast community and the Bunya Nut Festival)	Ongoing	Yet to commence: COVID-19 affected
	Develop a business case for a 'Redlands Coast on Quandamooka Country' summit to inform Council's future reconciliation plans, exchange knowledge, yam and inspire	February 2021	2020–2021 future action

Delivered In progress Yet to commence COVID-19 affected 2020–2021 future action

TRACKING PROGRESS AND NEXT STEPS

Outcomes and Drivers	Actions	Timeline	2019–2020 status
<p>14. Establish governance mechanisms to support the successful implementation of the RAP</p> <p>Drive implementation and report RAP achievements, challenges and learnings.</p>	Establish a RAP Implementation Committee chaired by the CEO that will oversee implementation and reporting on the RAP	August 2019	★ Delivered: RAP committee meets quarterly
	Define systems and processes to track, measure and report on RAP activities	September 2019	★ Delivered: Indigenous Partnerships and Programs team tracks RAP progress and reports to CEO
	Report bi-annually on RAP progress to the Executive Leadership Team and Council	Bi-annually (November and May close to Reconciliation Week)	★ Delivered: RAP Chair Andrew Chesterman reports to Council, the Executive Leadership Team (ELT) and Senior Leadership Team (SLT) on RAP progress
	Publish information on the RAP in Council’s Annual Report	Annually	★ Delivered: the RAP was featured as part of a section celebrating reconciliation on Redlands Coast and Quandamooka Country
<p>15. Establish an annual barometer to measure cultural awareness and RAP progress</p> <p>Measure and monitor the level of cultural awareness across the organisation.</p>	Include questions on cultural awareness in the MySay and MySay Pulse surveys and ensure data is leveraged to review approaches to increasing cultural awareness	Ongoing	★ Delivered: questions were included in the 2019 MySay Pulse Survey. MySay survey has been changed to being every two years and will next be conducted in 2021.
	Record and track employee participation at reconciliation-related initiatives	Ongoing	★ Delivered: 🚩 COVID-19 affected – events estimates are kept for Council-led events. In 2020, some planned events were cancelled.
<p>16. Review, refresh and update the RAP</p> <p>Establish a learning and engagement process that will take the RAP into the next phase.</p>	Review the RAP based on lessons learnt, acknowledge ongoing challenges and celebrate achievements	March–May 2020	🔄 In progress: 🚩 COVID-19 affected – a formal review has not taken place, with the RAP acting as a living document that is discussed by the RAP committee and other key stakeholders to achieve the best internal and community outcomes
	Establish a process for developing our second RAP based on learnings, challenges and achievements that involves the Redlands Coast community	March–May 2020	🔄 In progress: 🚩 COVID-19 affected – initial planning has been undertaken around finalisation of our first RAP and developing a process for future RAP development
	Establish a new RAP Steering Committee which includes community stakeholders who will oversee the development of our second RAP	August 2020	📅 2020–2021 future action

★ Delivered 🔄 In progress 🔌 Yet to commence 🚩 COVID-19 affected 📅 2020–2021 future action

OTHER HIGHLIGHTS

9 August 2019
RAP launched

25
Kanara Malara – One People
RAP artwork canvases installed

583* employees
attended RAP canvas
installation presentations

Online video of
RAP presentation
available for all staff

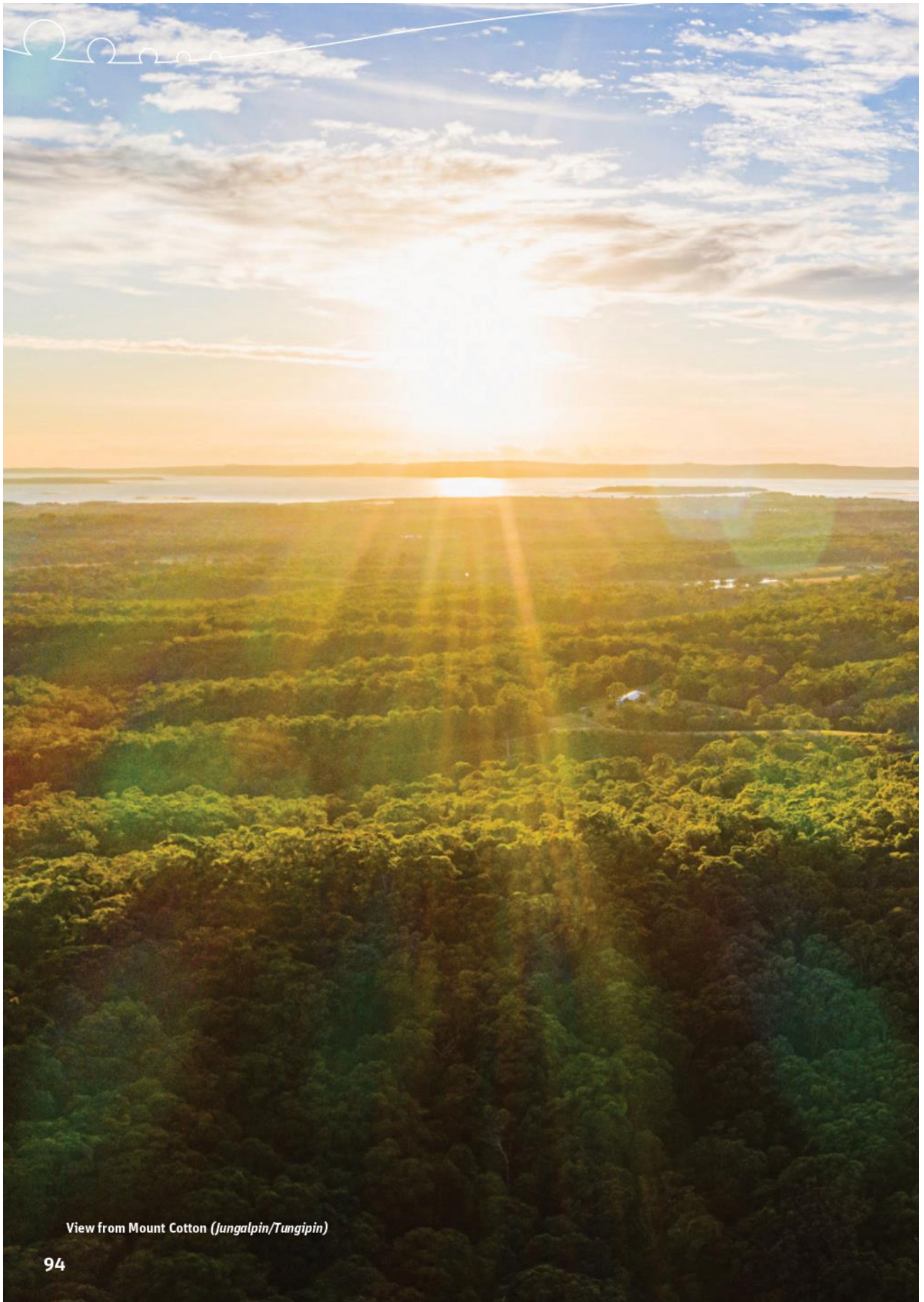
'Debunking myths' short film
presentations for employees

New Indigenous
Information Sessions
run by the Indigenous Partnerships
and Programs Coordinator



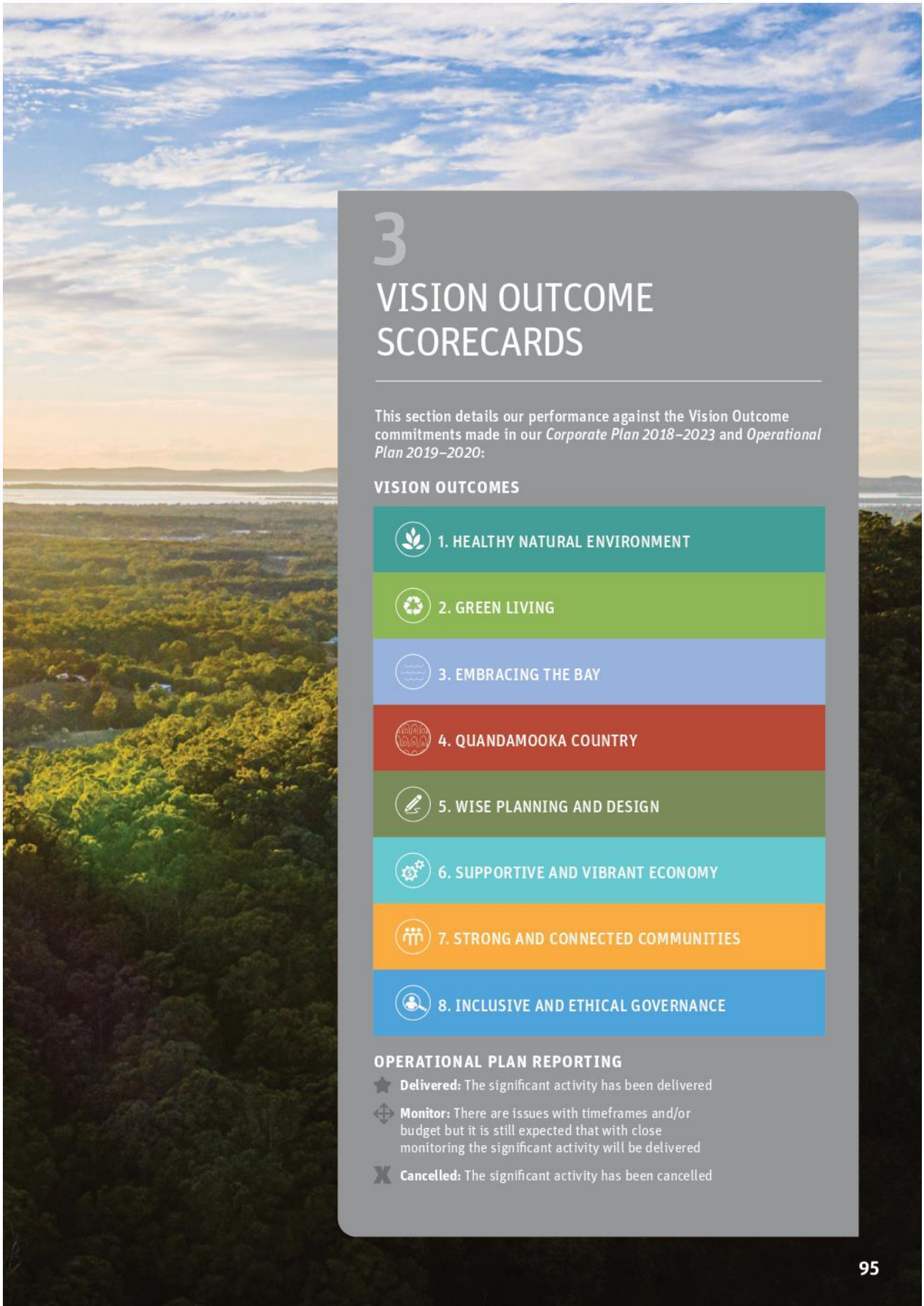
68* employees attended Council's
Quandamooka Cultural Awareness Day
on North Stradbroke Island (*Minjerribah*)

*Some planned events for 2020 were cancelled due to COVID-19 restrictions.



View from Mount Cotton (*Jungalpin/Tungipin*)

94



3 VISION OUTCOME SCORECARDS

This section details our performance against the Vision Outcome commitments made in our *Corporate Plan 2018–2023* and *Operational Plan 2019–2020*:

VISION OUTCOMES

-  1. HEALTHY NATURAL ENVIRONMENT
-  2. GREEN LIVING
-  3. EMBRACING THE BAY
-  4. QUANDAMOOKA COUNTRY
-  5. WISE PLANNING AND DESIGN
-  6. SUPPORTIVE AND VIBRANT ECONOMY
-  7. STRONG AND CONNECTED COMMUNITIES
-  8. INCLUSIVE AND ETHICAL GOVERNANCE

OPERATIONAL PLAN REPORTING

- ★ **Delivered:** The significant activity has been delivered
- ⊕ **Monitor:** There are issues with timeframes and/or budget but it is still expected that with close monitoring the significant activity will be delivered
- X **Cancelled:** The significant activity has been cancelled



Bushwalking at Eastern Escarpment Conservation Area, Mount Cotton (*Jungalpin/Tungipin*)

Vision Outcome 1



HEALTHY NATURAL ENVIRONMENT

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.



*Corporate Plan 2018–2023
scorecard overview*

*DELIVERED VIA
Operational Plan 2019–2020*



HEALTHY NATURAL ENVIRONMENT *Vision Outcome 1*



Corporate Plan 2018–2023 performance

Council's *Corporate Plan 2018–2023* sets five-year performance indicators for each vision outcome. Progress against these is measured annually, as below.

4/4
PERFORMANCE INDICATORS ON TRACK

2019–2020 Progress scorecard

These scorecards summarise progress in achieving the outcomes of the *Corporate Plan 2018–2023*. This is central to achieving Council's long-term community plan. Performance is determined by measuring our annual progress against performance indicators and significant activities.

2018–2023 Performance Indicator	Progress	Status
Redlands Coast Waterways Recovery Report	<p>A <i>Redlands Coast Waterways Recovery Report</i> to guide management direction was released internally in November 2019. Improvements in the median values of multiple water quality indicators were observed in a number of catchments across Redlands Coast when compared to the 2017–2018 data sets. This included the Thornlands, Serpentine, Lamb Island and Russell Island catchments. In the catchments of Upper Tingalpa and Tarradarrapin Creeks, a decline was recorded in the median values for multiple indicators. Few clear trends were observed in the median value across indicators from the other catchments monitored, when compared to previous years.</p> <p>Dry climatic conditions were observed across Redlands Coast during the year, which may have impacted on water quality results.</p> <p>During 2019–2020, numerous actions were undertaken to improve the conditions of our waterways, such as a focus on best practice erosion and sediment control on construction sites, restoration of riparian habitat, removing litter and pollutants from stormwater, collecting litter from conservation areas and managing aquatic weeds, along with providing education to the community.</p>	 on track
Numbers of volunteers and hours spent caring for natural assets	<p>A total of 469 active volunteers worked with the bushcare team, with more than 4,109 hours spent caring for Redlands Coast natural assets. COVID-19 restrictions caused normal operations to cease from March through to June 2020. Regular communication, updates and training were provided through newsletters and social media during this time. An additional 284 volunteers also assisted IndigiScapes Centre operations over 9,542 hours.</p>	 on track
Participation in fauna monitoring, protection, rescue and recovery programs.	<p>The Redlands 24-hour Wildlife Rescue Service is made up of two volunteer programs: The Redlands Wildlife Care Network and the Redlands Afterhours Wildlife Ambulance.</p> <p>Redlands Wildlife Rescue volunteers responded to 6,348 phone calls for assistance with sick, injured or orphaned wildlife:</p> <ul style="list-style-type: none"> • Redlands Wildlife Care Network – 3,801 • Redlands Afterhours Wildlife Ambulance – 2,547 <p>Twenty-six volunteers spent 8,760 hours participating in the Redlands 24-hour Wildlife Rescue Service.</p> <p>Due to COVID-19 restrictions, the 2020 Coochie Curlew Count and Glossy Black-Cockatoo Survey were cancelled.</p>	 on track



Bushcare plantings



Biosecurity program



IndigiScapes Centre reopened

2019–2020 Progress scorecard (continued)

2018–2023 Performance Indicator	Progress	Status
<p>Number of enhancement projects completed each year to improve access, safety and comfort for visitors</p>	<p>Visitor enhancement projects were completed during 2019–2020 to improve access, safety and comfort for visitors including the maintenance/upgrade and development of multi-use trails. A major regional trail (Gramzow Road trail) connection also opened.</p> <p>Upgrades and repairs were undertaken to the walking trail network through IndigiScapes in conjunction with the centre's re-opening in February 2020.</p> <p>New fencing was also installed at Bayview Conservation Area, Heinemann Road Conservation Area and Coochiemudlo Island (<i>Goochie mudlo</i>) foreshore.</p> <p>Despite COVID-19 restrictions to activities, with the assistance of community volunteers, Council officers maintained the experiences and safety of walkers and cyclists by timely clearing of fallen trees from tracks after rain events.</p> <p>In early 2020, Council officers also undertook the closure and re-opening of every skate park, picnic table, playground and outdoor exercise equipment in the city in line with COVID-19 health directives.</p>	<p>✓ on track</p>



Bayview Conservation Area, Redland Bay (*Talwalpin*)

Operational Plan 2019–2020 performance

In addition to performance indicators (previous page), the *Corporate Plan 2018–2023* sets targeted five-year outcomes. These outcomes highlight key areas of focus. They are delivered through significant activities identified in Council's annual Operational Plan.

2018–2023 Targeted outcomes and significant activities scorecard

Targeted outcome 1.1 Redlands' natural assets including flora, fauna, habitats, biodiversity, ecosystems and waterways are managed, maintained and monitored.		
2019–2020 Significant activities	Comment	Status
1.1.1 Plan and implement a program to improve conservation management and protect natural assets	<p>Weeds listed in the <i>Redlands Coast Biosecurity Plan 2018–2023</i> have been treated across 321 sites within Redlands Coast.</p> <p>Works were carried out across catchments such as Tarradarrapin, Hilliards, Coolnwynpin, Moogurrapum, Erapah, Native Dog Creek Catchment and the Southern Moreton Bay Islands. A total of seven prescribed burns were completed in priority areas such as Bayview Conservation Area, Heinemann Road and Sandy Creek reserves within Mount Cotton (<i>Jungalpin/Tungpin</i>), Greater Glider Reserve at Capalaba (<i>Kapallaba</i>), Squirrel Glider and Scribbly Gums Reserve within Alexandra Hills (<i>Nandeebie/Indillie</i>). Planning for the upcoming Planned Burn Program across the mainland, bay islands and North Stradbroke Island (<i>Minjerribah</i>) was completed.</p>	★
1.1.2 Provide clear guidelines on how Council will meet its biosecurity obligations, inform the community and manage invasive plants, pest fish and pest animals under the <i>Redlands Coast Biosecurity Plan 2018–2023</i>	<p>The Biosecurity Surveillance Program commenced on 10 October 2019. The program allows Council to manage restricted and prohibited biosecurity matter identified in the city. Since the program commenced, 1,411 private properties and 154 public places have been surveyed. A total of 154 properties were confirmed to have restricted or prohibited biosecurity matter. As a result, these properties were issued general biosecurity obligation notices.</p> <p>Annual community feedback on the <i>Redlands Coast Biosecurity Plan 2018–2023</i> was completed and the summary report finalised, with recommendations currently under review. Key internal stakeholders were engaged to review and update the <i>Redlands Coast Biosecurity Plan 2018–2023</i> prioritisation species lists. This allows for the Redlands Coast Biosecurity Surveillance Program to be updated and service delivery to be improved. Information flyers for General Biosecurity Obligations were developed for distribution to targeted key external stakeholders. Officers continued to participate in meetings and workshops with Biosecurity Queensland and the Local Government Association of Queensland.</p> <p>Council received and investigated 63 complaints relating to pest animals. Results associated with surveillance of invasive fish species across the city were obtained from field assessments undertaken during quarters two and three, and collated for annual reporting. Officers attended meetings with the Stradbroke Island Pest Management Working Group to discuss and provide assistance for the fox control program and similar pest priorities for North Stradbroke Island (<i>Minjerribah</i>).</p>	★

★ Delivered ⚙ Monitor ✕ Cancelled

Seven prescribed burns were completed in priority areas



Planned burns program

HEALTHY NATURAL ENVIRONMENT *Vision Outcome 1* 



2018–2023 Targeted outcomes and significant activities scorecard (continued)

2019–2020 Significant activities	Comment	Status
1.1.3 Geographically identify and provide priority actions for the management, enhancement and protection of core wildlife habitat and facilitate improved connection of wildlife corridors in alignment with the <i>Wildlife Connections Action Plan 2018–2023</i>	The Strategic Priority Area draft report and mapping system was developed for internal review. This system of identifying priority locations within Redlands Coast, based on the <i>Wildlife Connections Plan 2018–2023</i> , <i>Koala Conservation Plan 2016–2021</i> , <i>Redlands Coast Biosecurity Plan 2018–2023</i> and other governing documentation and mapping, will assist in the strategic planning for future works. Maps included identifying key habitat for threatened species (koala, glossy black-cockatoo and grey-headed flying-fox).	★
1.1.4 Conduct erosion and sediment control regulation to minimise environmental impacts from approved development activities	Council officers responded to and resolved 226 requests for erosion and sediment control matters across the city during the past 12 months. Council officers continued to undertake proactive compliance inspections and monitoring on all major development sites across the city. Inspections take in all major development sites at least once a month, ensuring best practice erosion and sediment control is implemented and maintained with the aim of minimising the release of contaminants and the associated environmental impacts. A season with some higher frequency rain events saw an increase in runoff-related requests and a reduction in dust-related requests. Proactive monitoring on smaller development sites continued with officers conducting bi-weekly proactive inspections to ensure ongoing compliance.	★
1.1.5 Continue implementing a program to plant one million native plants across Redlands Coast by 2026	The 85,077 plantings in 2019–2020 (compared to 103,069 in 2018–2019) brought the total since the program began in 2017 to 375,514 plants. Plants continued to be maintained and monitored. Significant plantings occurred within Hilliards Creek Catchment at Dundas Street, Wellington Point (<i>Cullen Cullen</i>) and Native Dog Creek Catchment, Mount Cotton (<i>Jungalpin/Tungipin</i>). Community plantings were impacted by COVID-19 health directives in 2020.	★

★ Delivered ⚙ Monitor ✕ Cancelled



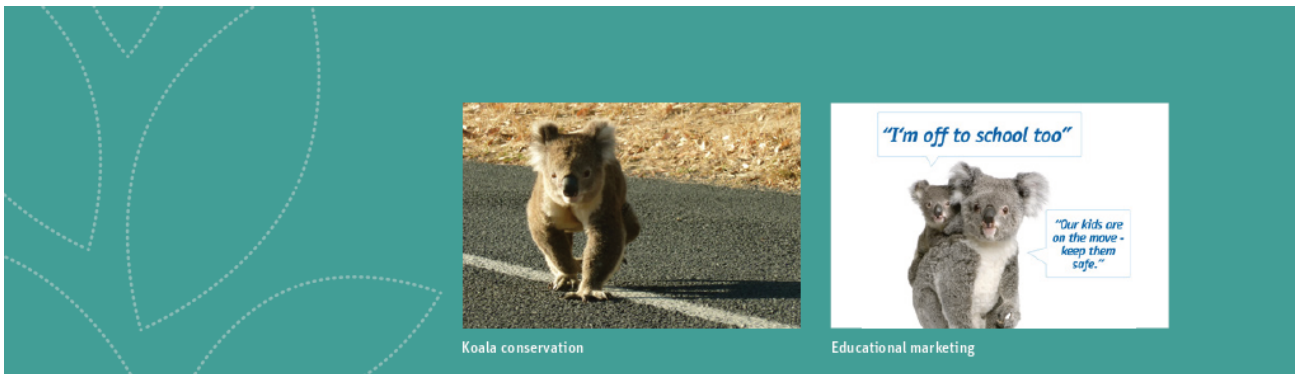
Weed identification



Wildlife surveys



Sediment monitoring



2018–2023 Targeted outcomes and significant activities scorecard (continued)

Targeted outcome 1.2 Threatened species are maintained and protected, including the vulnerable koala species.		
2019–2020 Significant activities	Comment	Status
<p>1.2.1 Implement management actions for a viable koala population and to conserve and manage suitable habitat in accordance with the <i>Koala Conservation Action Plan 2016–2021</i></p>	<p>Delivery of Council's <i>Koala Conservation Action Plan 2016–2021</i> continued in 2019–2020, with seven ongoing major projects being delivered by three separate research groups.</p> <ol style="list-style-type: none"> 1. Ormiston Koala Safe Neighbourhood koala monitoring – University of Sunshine Coast (USC) 2. Koala scats genetic sampling for three potential new koala safe neighbourhood areas, Birkdale (<i>Cullen Cullen</i>), Mount Cotton (<i>Jungalpin/Tungipin</i>) and Thornlands (<i>Nandeebie/Indillie</i>) areas – USC 3. Koala genetic surveys and analysis, North Stradbroke Island (<i>Minjerribah</i>) – USC 4. Ormiston smart sign driver awareness project – Griffith University Applied Road Ecology Group 5. Driver Wildlife Awareness pilot study – Griffith University Social Marketing 6. 'Leave It' – dog change behaviour project: Transition to business as usual – Griffith University Social Marketing 7. Community and media evaluation surveys – Griffith University Social Marketing. <p>High value local koala habitat has been mapped (including buffers) and included into the Strategic Priority Areas mapping for targeting koala conservation initiatives.</p> <p>Year two of the koala monitoring project in the Ormiston Koala Safe Neighbourhood continued, however field work was impacted from March 2020 due to COVID-19 restrictions. Significant weather events from September to February impacted expansion of a research program in Birkdale (<i>Cullen Cullen</i>), Thornlands (<i>Nandeebie/Indillie</i>) and selected properties in Mount Cotton (<i>Jungalpin/Tungipin</i>).</p> <p>Year two of the 'smart sign' trial based in Ormiston (<i>Nandeebie/Indillie</i>) demonstrated positive results, with speed reduction on all roads with signage.</p>	★
<p>1.2.2 Enhance community education, awareness and involvement in environmental and wildlife management</p>	<p>Redlands Coast Coastal Raptor Citizen Science Project continued for the breeding season. Community members were engaged in nest monitoring and educational material was provided to community members. A capital works project for a new eastern osprey nest pole was approved for the new financial year with plans for it to be monitored as part of the citizen science project. The ongoing partnership with Logan City Council and Birdlife Australia to expand the Raptor Project and provide increased resources progressed, with a joint application for a citizen science grant. Officers continued to refine a 'Right Plant Right Place' database to support the community in identifying suitable local native plants for a specific location.</p> <p>Koalas have been regularly profiled on social media, with a particular focus on good news stories about koalas that have been returned to Redlands Coast after being treated in hospital. The city-wide community engagement project 'Redlands Koala Watch' commenced.</p> <p>The second annual koala awareness community survey was undertaken with positive responses from the community regarding use of smart signage and strengthened awareness of koalas based on annual breeding media campaign.</p> <p>Council's annual koala breeding campaign was completed utilising bus panels, bus stops, digital media, cinema and billboards. Campaign results were analysed to assist in media planning for the 2020–2021 koala awareness campaign.</p>	★

★ Delivered ⬇ Monitor ✕ Cancelled



IndigiScapes nursery



Mount Cotton (*Jungalpin/Tungipin*) bushwalking



IndigiScapes Centre upgrade

2018–2023 Targeted outcomes and significant activities scorecard (continued)

Targeted outcome 1.3 Community and private landholder stewardship of natural assets increases.

2019–2020 Significant activities	Comment	Status
1.3.1 Achieve improved environmental outcomes through extension programs delivered in accordance with adopted environmental strategies and plans	<p>Properties engaged in environmental partnership programs remained at approximately 500, with an estimated 10,000 plants distributed for the 2019–2020 financial year.</p> <p>Bushcare extension visits were discontinued from March 2020 under COVID-19 restrictions, however volunteer engagement was maintained via targeted email communications.</p> <p>An increased number of environmental social media posts and live feeds were delivered online due to COVID-19 restrictions preventing public events/workshops being undertaken. This was an example of innovation, with services being delivered differently.</p>	★

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

2019–2020 Significant activities	Comment	Status
1.4.1 Enhance the visitor experience of natural assets across Redlands Coast	<p>Visitor enhancement projects were completed in the 2019–2020 financial year to improve access, safety and comfort for visitors including the maintenance/upgrade of approximately 12 km of multi-use (fire management/horse/mountain bike/walking) trails at Eastern Escarpment Conservation Area, Bayview Conservation Area and Scribbly Gums Conservation Area.</p> <p>In addition, a range of multi-use fire trails were constructed at the new Heinemann Road Conservation Area, and offer the opportunity for visitors to explore the reserve and also access Mount Cotton Community Park and Bayview Conservation Area via Balthazar Circuit, Mount Cotton (<i>Jungalpin/Tungipin</i>). In addition, a major regional trail (Gramzow Road trail) connection opened, offering approximately 6 km of walking, cycling and horse riding connectivity between Bayview Conservation Area and Cornubia Forest in Logan City.</p> <p>Almost 1.8 km of new fencing was installed at Bayview Conservation Area (Kidd Street) and Heinemann Road Conservation Area to ensure the protection of conservation values of the reserve and safety of users. Renewal and replacement of old fencing was undertaken on Coochiemudlo Island (<i>Goochie mudlo</i>) foreshore. New compliance signage and public access points were installed to complement new or existing fencing at four reserves.</p>	★
1.4.2 Continue to improve the customer experience at IndigiScapes	<p>The IndigiScapes expansion project was completed and the centre re-opened to the public on 21 February 2020. The centre again closed on 23 March 2020 due to COVID-19 restrictions. The gardens and walking trails remained open to the public during this time, with the IndigiScapes' Nursery accepting online orders with non-contact pickup organised as an innovative solution to continue service delivery.</p> <p>The IndigiScapes Centre re-opened on Monday 15 June 2020 after implementing a COVID-19 Safe Plan. The centre operated with limited capacity, in accordance with Queensland Health recommendations. There was a positive response to the centre re-opening, with the café booking out days in advance and the centre reaching close to permitted maximum capacity.</p>	★

★ Delivered ⚡ Monitor ✕ Cancelled



Redlands Coast Smart Mobility Trial on Karragarra Island, a Queensland-first

Vision Outcome 2



GREEN LIVING

Our green living choices will improve our quality of life and our children's lives, through our sustainable and energy-efficient use of resources, transport and infrastructure and our well-informed responses to risks such as climate change.



*Corporate Plan 2018–2023
scorecard overview*

*DELIVERED VIA
Operational Plan 2019–2020*

4/4
PERFORMANCE
INDICATORS
ON TRACK

5/5
TARGETED
OUTCOMES
DELIVERED



7/7
SIGNIFICANT
ACTIVITIES
COMPLETED

GREEN LIVING *Vision Outcome 2* 

Corporate Plan 2018–2023 performance

Council's *Corporate Plan 2018–2023* sets five-year performance indicators for each vision outcome. Progress against these is measured annually, as below.

4/4
PERFORMANCE INDICATORS ON TRACK

2019–2020 Progress scorecard

These scorecards summarise progress in achieving the outcomes of the *Corporate Plan 2018–2023*. This is central to achieving Council's long-term community plan. Performance is determined by measuring our annual progress against performance indicators and significant activities.

2018–2023 Performance Indicator	Progress	Status
Annual corporate greenhouse emissions	<p>Council's carbon footprint for the 2019–2020 financial year increased approximately 3 per cent compared to emissions generated in 2018–2019. The January–March period contributed heavily to this increase with an upsurge in energy consumption of 12 per cent compared to the same period last year. This increase is largely attributed to increased rainfall, with Wastewater Treatment Plants receiving 200 per cent more rain over this period, compared to last year.</p> <p>Energy efficiency improvements were made at South Street Depot during the 2019–2020 financial year, and it is expected the benefits of this will be reflected in the 2020–2021 carbon footprint.</p>	<p>✓ on track</p>
Number of activities that educate, provide information and advocate sustainable building design for the community	<p>Officers advocated for Healthy Land and Water to request amendments to the Queensland Development Code requesting rainwater tanks to become mandatory. Two Council-branded water-refilling stations have been installed at the IndigiScapes Environmental Education Centre. The stations offer an opportunity for visitors to reduce plastic waste by providing a water fountain to drink from or to fill their water bottles.</p> <p>The display on the station shows users how much plastic waste has been reduced through refilling. A number of sustainability-focused information posts were also featured on the IndigiScapes Facebook page.</p>	<p>✓ on track</p>
Council's resource recovery rate (percentage recycled)	<p>The Redlands Coast community diverted 45.5 per cent of all household waste generated away from landfill (an increase from 44.9 per cent in 2018–2019). This is equivalent to 48,760 tonnes recovered for recycling, composting and reuse. Council collected or received an additional 9 per cent of waste and recyclable materials compared to 2018–2019. This may be a result of COVID-19, with more of the community at home between March and June 2020.</p>	<p>✓ on track</p>
Kilometres of pedestrian pathway and cycleways	<p>In 2019–2020, approximately 2,167 m (total length) or more than 6,000 m² (total area) in length of pedestrian pathway/cycleway was constructed. This compares to 783 m (total length) and 1,302 m² (total area) in 2018–2019.</p>	<p>✓ on track</p>

Operational Plan 2019–2020 performance

In addition to performance indicators (previous page), the *Corporate Plan 2018–2023* sets targeted five-year outcomes. These outcomes highlight key areas of focus. They are delivered through significant activities identified in Council's annual Operational Plan.

2018–2023 Targeted outcomes and significant activities scorecard

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

2019–2020 Significant activities	Comment	Status
2.1.1. Monitor Council's emissions and carbon footprint, and implement reduction strategies	<p>The Energy and Emissions Dashboard, which monitors Council's electricity usage and carbon emissions, provided information for continuous improvement and opportunities to further reduce consumption.</p> <p>The upgrade of energy-efficient lighting fixtures at Council's South Street Depot was completed. The reduction in energy consumption is monitored through the carbon and energy dashboard.</p> <p>Smart meters have been installed at the Cleveland administration building and the Cleveland Library. These meters will provide information on behavioural trends in energy usage (computers, lights, and air-conditioning) at these sites.</p>	★

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

2019–2020 Significant activities	Comment	Status
2.2.1 Provide educational opportunities to the community	<p>Officers sought an amendment to the Queensland Development Code, through advocacy to Healthy Land and Water, to make rainwater tanks mandatory.</p> <p>Council, through our IndigiScapes Centre, also promoted a virtual sustainable housing event as well as the use of local charging points for electric cars.</p> <p>The IndigiScapes Centre, which was closed between January 2019 and February 2020 for major refurbishments, also planned four sustainability workshops to occur in the final months of the financial year, however these were cancelled due to COVID-19 restrictions.</p> <p>Installation of two water-refilling stations at the IndigiScapes Centre in May 2020, complete with educational messaging, reduced plastic waste and promoted sustainability, to those who enjoyed the gardens at the centre while the new interpretive centre remained closed due to COVID-19.</p> <p>IndigiScapes social media channels also promoted sustainability messages, with 36 Facebook posts covering topics including waste tips, water wise conservation, composting, Plastic Free July, Eco Biz and the new water filling station at IndigiScapes.</p>	★

★ Delivered ↕ Monitor ✕ Cancelled



Solar panels at IndigiScapes nursery



Footpath network



Ride to Work event



2018–2023 Targeted outcomes and significant activities scorecard (continued)

Targeted outcome 2.3 Council's waste management plans address current and future needs, and include plans for closed landfills and regional collaboration		
2019–2020 Significant activities	Comment	Status
2.3.1 Plan and deliver waste management services to meet current and future needs of the city	<p>Development of the draft <i>Redland City Council Waste Reduction and Recycling Plan 2021–2025</i> continued. A new landfill waste disposal contract was executed for continuity of services beyond 30 June 2020.</p> <p>Sub-regional collaboration continued to evaluate the waste and recycling Expression of Interest with neighbouring councils (Logan, Ipswich, Lockyer Valley and Somerset). Participation in the waste working group for the Council of Mayors (SEQ) continued to develop a brief for a regional waste plan.</p> <p>Site investigations continued at Judy Holt Park closed landfill at Birkdale (<i>Cullen Cullen</i>) to meet commitments made to the Department of Environment and Science. Other closed landfill site inspections and monitoring continued.</p>	★
Targeted outcome 2.4 Council and the community actively recycle and reduce waste		
2019–2020 Significant activities	Comment	Status
2.4.1 Provide kerbside recycling bins and encourage the community to increase recycling	<p>A significant focus has been responding to COVID-19 and the increase in waste generation at the household and being received at waste transfer stations. A short-term contract for recyclable material processing of kerbside yellow-lidded bins was finalised to ensure continuity of service in parallel with negotiating a longer-term contract for the service. Preparations were made for the temporary closure of the Birkdale Waste Transfer Station to facilitate a number of upgrades including construction of asphalt seal to the hardstand area.</p> <p>In 2019–2020, an additional 2,334 households requested a kerbside green waste bin, bringing the total participating households to 16,208.</p> <p>Total domestic resource recovery for 2019–2020 (the amount recycled or reused out of the total waste and recyclables received) was 45.5 per cent, compared to 44.9 per cent in 2018–2019.</p>	★

★ Delivered ⚙ Monitor ✕ Cancelled

The Redlands Coast Smart Mobility Trial on Karragarra Island was successfully conducted, believed to be Queensland's first permit for an autonomous vehicle operating on a public road



RACQ Smart shuttle



2018–2023 Targeted outcomes and significant activities scorecard (continued)

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

2019–2020 Significant activities	Comment	Status
2.5.1 Advocate for public transport in accordance with the Redlands Coast Transport Strategy 2041	<p>The <i>Redlands Coast Transport Strategy 2041</i>, a key advocacy document to highlight transport priorities for the city, was endorsed by Council in February 2020. The Strategy presents a vision of how the re-imagining of the bus network could result in public transport that aligns with travel behaviours of the community.</p> <p>Advocacy for improved public transport was an ongoing action. Council officers successfully advocated for a number of cycling routes in Redlands Coast to be upgraded to 'Priority A' in the <i>Queensland Government Principal Cycleway Network Plan</i>. These included key cross-boundary connections between Redlands Coast and Brisbane City, as well as East Coast Road on North Stradbroke Island (<i>Minjerribah</i>).</p>	★
2.5.2 Manage planning for transport connectivity for the Southern Moreton Bay Islands	<p>The Redlands Coast Smart Mobility Trial on Karragarra Island was successfully conducted, believed to be Queensland's first permit for an autonomous vehicle operating on a public road. In its four months of operation, the autonomous vehicle travelled more than 2,100 km and carried more than 850 passengers.</p> <p>During the trial, the project team gained valuable insight into how an autonomous vehicle operates in live traffic and how this type of transport technology could potentially be applied to different scenarios across Redlands Coast.</p>	★
2.5.3 Expand the footpath and cycleway network	<p>The 2019–2020 financial year program was completed with a significant expansion of the pathway network across the city, with approximately 2,167 m (total length) or more than 6,000 m² (total area) of pedestrian pathway/cycleway being constructed. Designs for the 2020–2021 program have been completed.</p>	★

★ Delivered ↻ Monitor ✕ Cancelled



Recycled plastic bollards



Public transport planning



Water bottle refill station



Humpback whale (*Yalingbila*) migration off North Stradbroke Island (*Minjerribah*)

Vision Outcome 3



EMBRACING THE BAY

The benefits of the unique ecosystems, visual beauty, spiritual nourishment and coastal lifestyle provided by the islands, beaches, foreshores and water catchments of Moreton Bay will be valued, protected and celebrated.

110



VISION OUTCOME SCORECARDS 03

*Corporate Plan 2018–2023
scorecard overview*

*DELIVERED VIA
Operational Plan 2019–2020*



EMBRACING THE BAY *Vision Outcome 3* 

Corporate Plan 2018–2023 performance

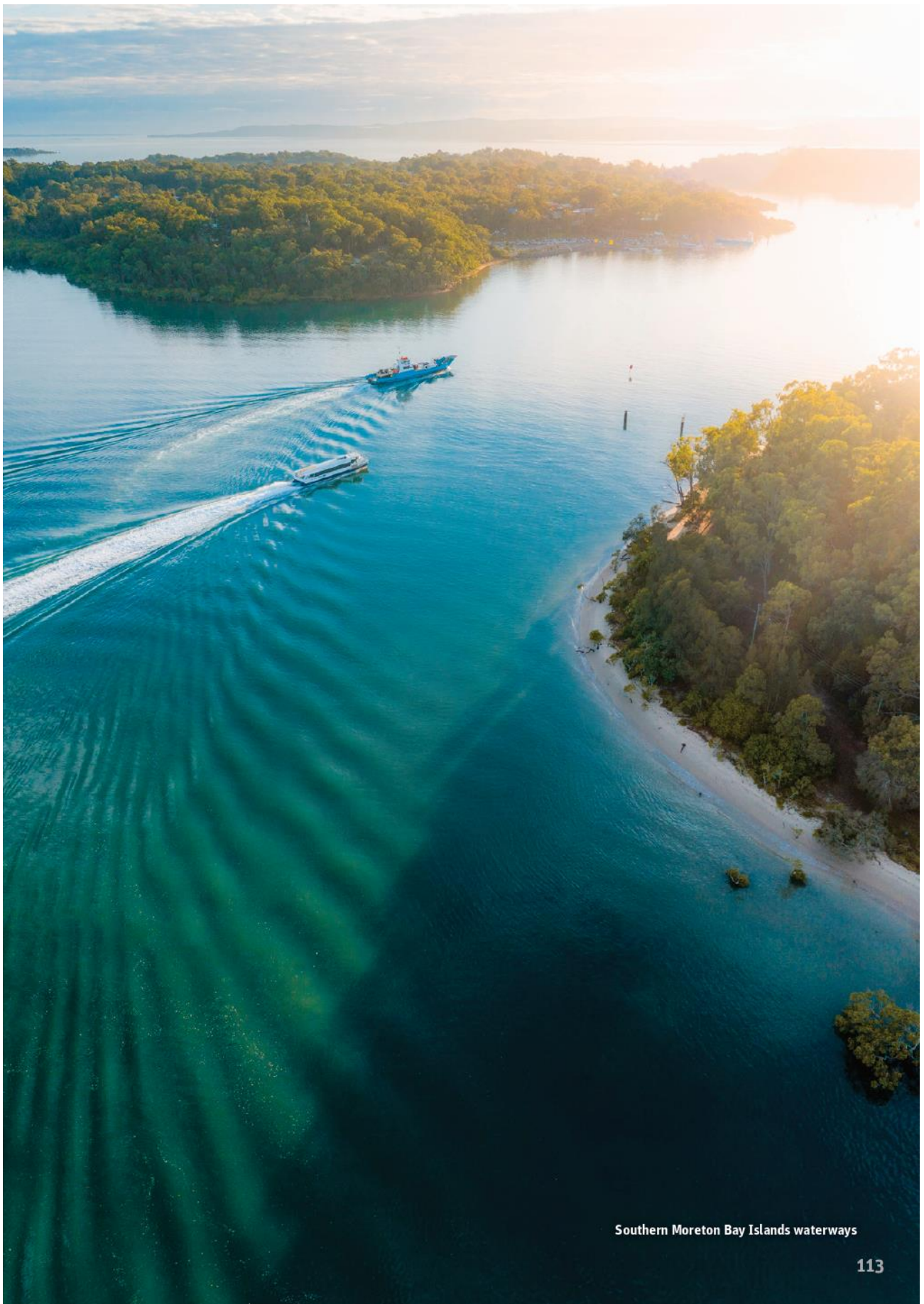
Council's *Corporate Plan 2018–2023* sets five-year performance indicators for each vision outcome. Progress against these is measured annually, as below.

4/4
PERFORMANCE INDICATORS ON TRACK

2019–2020 Progress scorecard

These scorecards summarise progress in achieving the outcomes of the *Corporate Plan 2018–2023*. This is central to achieving Council's long-term community plan. Performance is determined by measuring our annual progress against performance indicators and significant activities.

2018–2023 Performance Indicator	Progress	Status
Annual Healthy Land and Water Report Card rating	The 2020 <i>Healthy Land and Water Report Card</i> ratings for Redlands Coast are expected in November 2020 and will be reported to Council when available.	✓ on track
Implementation of the Redland City Disaster Management Plan	<p>This indicator relates to the role the <i>Redland City Disaster Management Plan</i> plays in educating people about being prepared for natural emergencies that come with a coastal environment, including changing weather and tidal conditions. In 2019–2020 there was a significant shift of the <i>Redland City Disaster Management Plan</i> to a web-based platform instead of the traditional printed format to provide the Redlands Coast community with a more user-friendly and interactive experience. The Plan was assessed against the <i>Emergency Management Assurance Framework</i> standards as outlined by the Office of the Inspector-General Emergency Management.</p> <p>Redland City Council continued to engage and educate the community through the 'Community Champions' who distributed timely and accurate information to their communities through frequent email communication. Council also ran its targeted annual 'Get Ready Redlands Coast' marketing campaign.</p>	✓ on track
Number of new bay access points for low impact recreational activities	In 2019–2020, planning work continued on bay access points. Improvements were made to allow people to safely access and enjoy Moreton Bay, including the extension of the William Street breakwater and installation of saltwater aquatic recreation markers adjacent to the foreshore at Masthead Drive, Cleveland (<i>Nandeebie/Indillie</i>).	✓ on track
Implementation of Priority Development Areas	<p>The residential component of Moores Road, Redland Bay (<i>Talwalpin</i>) was completed with all 'for sale' lots settled. The car park neared completion at the end of the 2019–2020 financial year. The bridge and boardwalk were completed and on completion of the car park, will allow pedestrians passage over the marina.</p> <p>Weinam Creek Priority Development Area plans and reports for the master plan were completed. The landscape concept focuses on enhancing the foreshore to allow increased community use and provide enhanced connection with Moreton Bay.</p> <p>The Environmental Impact Statement (EIS) for the proposed Toondah Harbour Priority Development Area project commenced in October 2019 continued to be prepared and the scope of this EIS work has been determined by the guidelines that were issued by the Federal Government Department of Environment and Energy, with public input, in April 2019. This EIS will assess the potential social, economic and environmental impacts of the proposed development.</p> <p>See Redland Investment Corporation's Statement of Operations on page 154 of this report.</p>	✓ on track



Southern Moreton Bay Islands waterways

Operational Plan 2019–2020 performance

In addition to performance indicators (previous page), the *Corporate Plan 2018–2023* sets targeted five-year outcomes. These outcomes highlight key areas of focus. They are delivered through significant activities identified in Council's annual Operational Plan.

2018–2023 Targeted outcomes and significant activities scorecard

Targeted outcome 3.1 Council collaborates with partners to understand, nurture and protect Moreton Bay's marine health and values		
2019–2020 Significant activities	Comment	Status
<p>3.1.1 Monitor and develop strategies aimed at identifying priority areas to inform decision making and improve aquatic environments</p>	<p>Council continued to participate in partnerships such as the Healthy Land and Water partnership and the <i>Lower Brisbane Redland Catchment Action Plan</i>. Officers also participated in various regional working groups such as Healthy Land and Water, Monitoring and Evaluation Steering Committee and the South East Queensland Water by Design Steering Committee.</p> <p>Results for Council's monitoring programs were collated for water quality monitoring (ambient and Sovereign Waters), along with aquatic habitat assessment which included an aquatic fauna survey. These programs assist in informing future monitoring and management actions.</p> <p>Progress continued on the review of Council's water quality monitoring programs to ensure these programs meet our current and future needs.</p> <p>Officers continued to progress the development of the <i>Redlands Coast Bay and Creeks Plan and Action Plan</i>.</p>	★
Targeted outcome 3.2 Communities on the islands and foreshores enjoy equitable access to development opportunities and community services		
2019–2020 Significant activities	Comment	Status
<p>3.2.1 Partner with the Queensland Government to review the agreement between the Department of Education and Training and Redland City Council regarding management of the Russell Island Pool</p>	<p>In April 2020 the Department of Education and Training and Redland City Council jointly agreed to a further 12-month partnering arrangement for the ongoing management of the Bay Islands Aquatic Centre (Russell Island Pool). This 12-month period allows for further consultation with the community and a report back to Council regarding potential future operating models for the facility. Planned consultation arrangements were impacted by COVID-19 and the facility closed early for the season.</p> <p>Prior to COVID-19 restrictions, the Bay Islands Aquatic Centre opening hours increased for the 2019–2020 season to 1,692 hours (up from 1,524 in 2018–2019 season). With the increase in hours, the pool was available for community use seven days per week (an increase from five days in the 2018–2019 season).</p> <p>A total of 7,860 patrons used the pool in the 2019–2020 season compared to 6,775 in the 2018–2019 season, a notable outcome given the pool closed 25 days earlier than expected due to COVID-19 restrictions.</p>	★
<p>★ Delivered ⚙ Monitor ✕ Cancelled</p>		

A total of 7,860 patrons used the Bay Islands Aquatic Centre in the 2019–2020 season compared to 6,775 in the 2018–2019 season



William Street breakwater, Cleveland (Nandeebie/Indillie)

EMBRACING THE BAY *Vision Outcome 3* 



2018–2023 Targeted outcomes and significant activities scorecard (continued)

2019–2020 Significant activities	Comment	Status
3.2.2 Support a sustainable governance model for the Southern Moreton Bay Islands (SMBI) Hub to coordinate delivery of community services	<p>The foundations laid in the earlier stages of the 2019–2020 financial year have supported a comprehensive COVID-19 response among community organisations on the Southern Moreton Bay Islands.</p> <p>Council collaborated with other agencies to support delivery of projects. The Brisbane South Primary Health Network (PHN) developed an award-winning program, SMBI Families We Are Listening, a community-focused approach to improving the wellbeing of children and families on the islands. Running Wild continued to deliver the Skilling Queenslanders for Work Program. Council funded two community resilience projects through the COVID-19 Relief and Recovery Grants Program to ensure the continuity of services for island communities who are vulnerable and at high risk during COVID-19.</p> <p>Increased levels of collaboration have been observed, and while further efforts are required to improve community service delivery, measurable progress has been made.</p>	★

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

2019–2020 Significant activities	Comment	Status
3.3.1 Continue to develop and implement the Coastal Hazard Adaptation Strategy	Phase 5 of the <i>Coastal Hazard Adaptation Strategy</i> was acquitted by the Local Government Association of Queensland (LGAQ). Phase 6 was completed, approved by the Council's Technical Working Group and Steering Committee, and submitted for review by the LGAQ. Work commenced on Phase 7.	★

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

2019–2020 Significant activities	Comment	Status
3.4.1 Improve access provisions to Moreton Bay	Delivery of the Southern Moreton Bay Islands Ferry Terminal Upgrade Project commenced with Council and the Queensland Government. The design process commenced for all four sites. Preliminary designs were largely completed including re-purposing existing ferry infrastructure into recreational boating facilities to provide significantly improved access for recreational boaters on and around the Southern Moreton Bay Islands. In June 2020, Council announced an agreement with the Department of Transport and Main Roads to bring the project forward by an estimated 12 months.	★

★ Delivered ⇄ Monitor X Cancelled



Bay Islands Aquatic Centre



Amity Point (Pulan)



Kayak launching point



Mirriginpah soars in the new Amity Point (*Pulan*) place marker by Quandamooka artist Belinda Close

Vision Outcome 4



QUANDAMOOKA COUNTRY

The rich Aboriginal heritage of the Redlands (Quandamooka) and the Traditional Owners' ongoing custodianship of Quandamooka land and waters will be widely understood and respected and we will work together for the future of Quandamooka Country.



VISION OUTCOME SCORECARDS 03

Corporate Plan 2018–2023
scorecard overview

DELIVERED VIA
Operational Plan 2019–2020

3/3
PERFORMANCE
INDICATORS
ON TRACK

4/4
TARGETED
OUTCOMES
DELIVERED



7/7
SIGNIFICANT
ACTIVITIES
COMPLETED

QUANDAMOOKA COUNTRY *Vision Outcome 4* 

Corporate Plan 2018–2023 performance

Council's *Corporate Plan 2018–2023* sets five-year performance indicators for each vision outcome. Progress against these is measured annually, as below.

3/3
PERFORMANCE INDICATORS ON TRACK

2019–2020 Progress scorecard

These scorecards summarise progress in achieving the outcomes of the *Corporate Plan 2018–2023*. This is central to achieving Council's long-term community plan. Performance is determined by measuring our annual progress against performance indicators and significant activities.

2018–2023 Performance Indicator	Progress	Status
Attendance at Council's cultural awareness and heritage training	<p>During 2019–2020, 68 participants attended Council's Quandamooka Cultural Awareness Day on North Stradbroke Island (<i>Minjerribah</i>). This compares to 125 employees in 2018–2019 (2020 sessions COVID-19 affected). Aboriginal Cultural Heritage Training was jointly offered by Council and Quandamooka Yoolooburrabee Aboriginal Corporation (QYAC).</p> <p>All training during quarter four of 2019–2020 was postponed due to COVID-19 restrictions.</p>	<p>✓ on track</p>
Community understanding of the Quandamooka Peoples' relationship with their traditional land and waters	<p>Council continued to promote Quandamooka culture through a range of media and communication channels. Internally, this included our updated <i>Plain Language and Style Guide</i>, which now has a comprehensive section on including cultural references in written documents; CEO messages; new Acknowledgement of Country cards for staff and meeting rooms; delivering the NAIDOC ambassadors event and supporting delivery of Council's inaugural Reconciliation Action Plan. External promotions included a Quandamooka feature in the <i>Annual Report 2018–2019</i>; promotion of Quandamooka cultural events at Council's libraries and art galleries; supporting NAIDOC Week events and extensive advertising of Quandamooka tourism experiences including Quandamooka cultural tours, the Quandamooka Festival 2019 and Yalingbila whale watching tours.</p> <p>Jandai names were incorporated into Redlands Coast marketing campaigns, speeches, a range of publications and Council retained its practice of acknowledging Traditional Owners on our website and 'Snapshot' advertisement. Cultural place markers at Amity Point (<i>Pulan</i>) and Point Lookout (<i>Mulumba</i>) on North Stradbroke Island (<i>Minjerribah</i>) were finalised and promoted and received positive media coverage.</p> <p>A cinematic-quality destination video of Redlands Coast was developed, featuring narration of Quandamooka artist Delvene Cockatoo-Collins as well as Traditional Owners Elder Auntie Evelyn Parkin, Joshua Walker, Matt Burns and Yulu-Burri-Ba dancers.</p>	<p>✓ on track</p>
Council's progress with implementing the Indigenous Land Use Agreement (ILUA)	<p>The commitments of the <i>Indigenous Land Use Agreement (ILUA)</i> between Redland City Council and the Quandamooka Yoolooburrabee Aboriginal Corporation (QYAC) for North Stradbroke Island (<i>Minjerribah</i>) continued to be progressed throughout the year.</p> <p>The ILUA Capital Works Forum met in May 2020. The ILUA Consultative Committee met in June 2020 with internal sub-committees on an 'as required' quarterly basis to progress the ILUA commitments and other related Aboriginal projects and activities, including the launch of Council's first Reconciliation Action Plan in August 2019. Regular meetings between Council and QYAC officers were held to progress matters relating specifically to the ILUA and general commitments to other related Aboriginal projects and activities.</p>	<p>✓ on track</p>



Filming of cultural tourism video, Point Lookout (Mulumba)

Operational Plan 2019–2020 performance

In addition to performance indicators (previous page), the *Corporate Plan 2018–2023* sets targeted five-year outcomes. These outcomes highlight key areas of focus. They are delivered through significant activities identified in Council's annual Operational Plan.

2018–2023 Targeted outcomes and significant activities scorecard

Targeted outcome 4.1 Council's organisational and staff capacity to deliver positive outcomes for Aboriginal communities, including the Quandamooka People, is improved through policy, cultural awareness training and cultural heritage training for elected members and Council staff		
2019–2020 Significant activities	Comment	Status
4.1.1 Continue to work collaboratively with Quandamooka Yoolooburrabee Aboriginal Corporation (QYAC)	<p>During 2019–2020, 68 participants attended Council's Quandamooka Cultural Awareness Day on North Stradbroke Island (<i>Minjerribah</i>). This is less than the 125 employees in 2018–2019 due to COVID-19 restrictions.</p> <p>Aboriginal Cultural Heritage Training was jointly offered by Council and Quandamooka Yoolooburrabee Aboriginal Corporation. All training during quarter four was postponed due to COVID-19 restrictions.</p> <p>A new diversity and inclusion staff training plan was also developed.</p>	★
4.1.2 Continue to implement culturally appropriate protocols	<p>Council developed an <i>Aboriginal and Torres Strait Islander Community Guideline</i>. Reconciliation Action Plan initiatives continued to progress with Cultural Information Sessions delivered throughout the organisation. Acknowledgement of Country continued to be delivered in meetings. Corporate inductions for new employees continued with an Indigenous information pack given to each attendee.</p>	★
Targeted outcome 4.2 Council's and the community's respect and understanding of the Quandamooka Peoples' relationship with their traditional land and waters continue to improve		
2019–2020 Significant activities	Comment	Status
4.2.1 Promote awareness and understanding of Quandamooka culture	<p>Council continued to promote Quandamooka culture through a range of media and communication channels. This included a feature in Council's <i>Annual Report 2018–2019</i>, promotion of Quandamooka cultural events at Council's libraries and art galleries, and support of NAIDOC Week events.</p> <p>Where known, Quandamooka names were used in media communications, and a fortnightly acknowledgement of Redlands Coast Traditional Owners was included in print advertising. Acknowledgement of Country and Elders in speeches continued. Council also supported through media, the completion of cultural place markers at Amity Point (<i>Pulan</i>) and Point Lookout (<i>Mulumba</i>) on North Stradbroke Island (<i>Minjerribah</i>).</p>	★
4.2.2 Promote traditional knowledge	<p>Council continued to acknowledge Quandamooka People at the commencement of Council meetings and promote cultural awareness.</p> <p>Redland Art Gallery featured the Belinda Close <i>Hammerheads chasing stingrays</i> exhibition. National Reconciliation Week (NRW) initiatives were undertaken in Council with posters, CEO message and a short internal video produced for the celebrations. Activities in libraries, Redland Performing Arts Centre and Redland Art Gallery, and other planned activities were not possible due to COVID-19.</p> <p>During NRW Redland Art Gallery offered National Reconciliation Week programs through Facebook and Instagram. National Aborigines and Islander Day Observance Committee (NAIDOC) Week was postponed until November 2020.</p>	★

★ Delivered ⚙ Monitor ✕ Cancelled

QUANDAMOOKA COUNTRY *Vision Outcome 4* 



2018–2023 Targeted outcomes and significant activities scorecard (continued)

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

2019–2020 Significant activities	Comment	Status
4.3.1 Support delivery of Indigenous Land Use Agreement (ILUA) commitments	Council continued to manage the <i>Indigenous Land Use Agreement</i> (ILUA) sub-committees and monitor progress of ILUA activities. ILUA quarterly reports are presented to the Executive Leadership Team.	★

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

2019–2020 Significant activities	Comment	Status
4.4.1 Contribute to the implementation of the North Stradbroke Island Economic Transition Strategy and Redland City Economic Development Framework 2014–2041	<p>Council is the lead for Project 13: Location and Interpretive Signage and worked in support for a further 17 of 23 projects under the Queensland Government's <i>Minjerrabah Futures – North Stradbroke Island Economic Transition Strategy</i>. Council continued to work with the Quandamooka Yoolooburrabee Aboriginal Corporation (QYAC) to deliver two Quandamooka-inspired place markers designed by Quandamooka artists which have now been installed at Amity Point (<i>Pulan</i>) and Point Lookout (<i>Mulumba</i>).</p> <p>Island artist Belinda Close's <i>Mirriginpah</i> public art place marker was installed in Cabarita Park in December 2019, while Delvene Cockatoo-Collins' artwork <i>Eugaries</i> was installed at Point Lookout (<i>Mulumba</i>) in March 2020. This concluded Stage 1 of Project 13 with management of Stage 2, a placemaker at Dunwich (<i>Goompi</i>), to be managed by QYAC.</p>	★
4.4.2 Promote Quandamooka tourism initiatives	<p>Council developed a cinematic-quality destination video of Redlands Coast, narrated by Quandamooka artist Delvene Cockatoo-Collins and also featured Yulu-Burri-Ba dancers, Traditional Owner Matt Burns and Quandamooka Elder Aunty Evelyn Parkin.</p> <p>Council worked with the Quandamooka Traditional Owners to include additional content and images of Quandamooka cultural experiences to tourism and community promotional campaigns. Council developed marketing campaigns to support tourism on North Stradbroke Island (<i>Minjerrabah</i>) including promotion of Quandamooka cultural tours, the Quandamooka Festival 2019 and the Yalingbila whale watching tours held in 2019.</p> <p>Council continued to incorporate Quandamooka Jandai dual place naming in Redlands Coast communications.</p> <p>Completion of the Point Lookout (<i>Mulumba</i>) and Amity Point (<i>Pulan</i>) place markers on North Stradbroke Island (<i>Minjerrabah</i>) was extensively promoted through media releases and social media.</p>	★

★ Delivered ↔ Monitor X Cancelled



Kanara Malara – One People



RAP launch



Redland Art Gallery exhibition opening



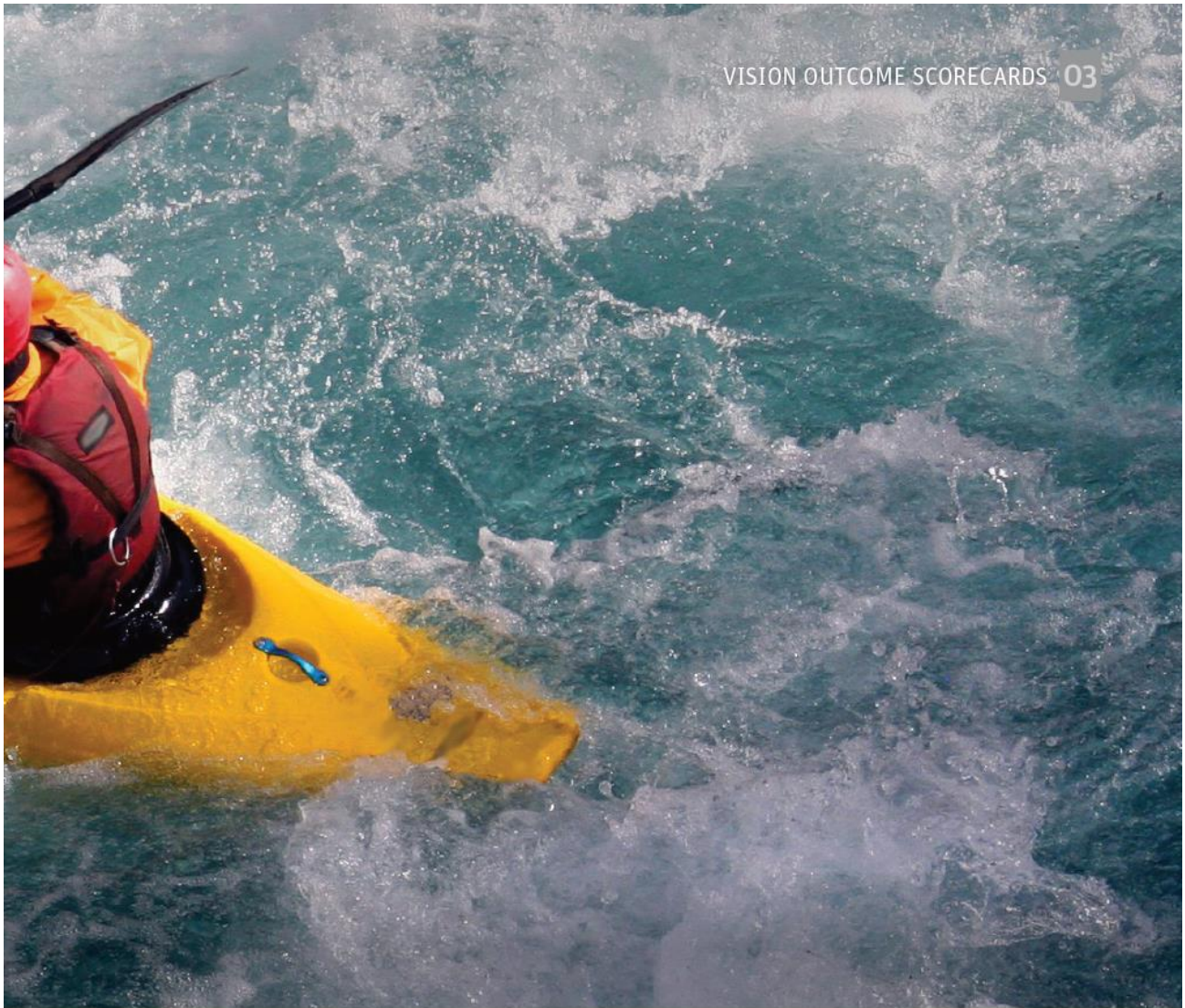
Planning is underway for a Redlands Coast Adventure Sports Precinct

Vision Outcome 5



WISE PLANNING AND DESIGN

We will carefully manage population pressures and use land sustainably while advocating and taking steps to determine the limits of growth and carrying capacity on a local and national basis, recognising environmental sensitivities and the distinctive character, heritage and atmosphere of local communities. A well-planned network of urban, rural and bushland areas and responsive infrastructure and transport systems will support strong, healthy communities.



Corporate Plan 2018–2023
scorecard overview

DELIVERED VIA
Operational Plan 2019–2020

4/4
PERFORMANCE
INDICATORS
ON TRACK

2/4
TARGETED
OUTCOMES
DELIVERED



9/11
SIGNIFICANT
ACTIVITIES
COMPLETED

2/11
SIGNIFICANT
ACTIVITIES
AT MONITOR

WISE PLANNING AND DESIGN *Vision Outcome 5* 

Corporate Plan 2018–2023 performance

Council's *Corporate Plan 2018–2023* sets five-year performance indicators for each vision outcome. Progress against these is measured annually, as below.

4/4
PERFORMANCE INDICATORS ON TRACK

2019–2020 Progress scorecard

These scorecards summarise progress in achieving the outcomes of the *Corporate Plan 2018–2023*. This is central to achieving Council's long-term community plan. Performance is determined by measuring our annual progress against performance indicators and significant activities.

2018–2023 Performance Indicator	Progress	Status
Implementation of the <i>Redland City Plan</i> and <i>Local Government Infrastructure Plan</i> (and subsequent twice-year reviews)	<i>Redland City Plan</i> and <i>Local Government Infrastructure Plan</i> continued to be implemented along with the ongoing program of amendments. General Major Amendment Package 01/2019 commenced version 4 of <i>City Plan</i> on 19 February 2020.	✓ on track
Development consistent with legislation, best practice and community expectations, guided by relevant plans and strategies	As with our 2018–2019 performance, in 2019–2020 all development applications were assessed in accordance with the <i>Planning Act 2016</i> and associated regulation and measured against relevant assessment benchmarks, including <i>Redland City Plan</i> .	✓ on track
Council meets or improves in Integrated Development Assessment System timeframes	Council exceeded its target of >90 per cent compliance for assessing and deciding development applications in accordance with the timeframes prescribed in the <i>Planning Act 2016</i> and associated development assessment rules. The 2019–2020 result remains unchanged from the 2018–2019 achievement of approximately 99 per cent.	✓ on track
Levels of participation in regional collaboration and advisory groups	Council was represented on the following groups: <ul style="list-style-type: none"> • South East Queensland Development Assessment Managers Group • Urban Development Institute of Australia Redlands Advisory Panel Working Group • South East Queensland Planning Directors • Queensland Government steering committees and working groups (various) • South East Queensland Procurement Network. 	✓ on track



Aquatic Paradise, Birkdale (Cullen Cullen)

Operational Plan 2019–2020 performance

In addition to performance indicators (previous page), the *Corporate Plan 2018–2023* sets targeted five-year outcomes. These outcomes highlight key areas of focus. They are delivered through significant activities identified in Council's annual Operational Plan.

2018–2023 Targeted outcomes and significant activities scorecard

Targeted outcome 5.1 Growth and development in the city is sustainably managed through the adoption and implementation of the <i>Redland City Plan</i> and <i>Local Government Infrastructure Plan</i>		
2019–2020 Significant activities	Comment	Status
5.1.1 Manage planning for transport initiatives and services across the city	During 2019–2020, a parklet design manual was drafted. The Urban Congestion Tool commenced. The Active School Travel Program has been prepared for roll-out in 2020–2021 as COVID-19 restrictions allow.	★
5.1.2 Ensure that infrastructure necessary to support growth in the city is provided through the development assessment process and capital works program	<i>Local Government Infrastructure Plan</i> projects continued to be delivered as part of development approvals and are progressively being scheduled through capital works programming and budget reviews for delivery by Council. In the 2019–2020 financial year, eight <i>Local Government Infrastructure Plan</i> projects were delivered as part of development approvals costing \$4.25 million. A total of 19 projects were delivered through the capital works program to a value of \$10.93 million.	★
5.1.3 Implement actions outlined in the <i>Cleveland Centre Traffic and Transport Action Plan 2019–2020</i>	The <i>Cleveland Centre Traffic and Transport Action Plan</i> has a two-year delivery timeframe. At the end of the 2019–2020 financial year, approximately 40 per cent of the actions had been delivered. Completed actions included the reclamation of carparks in Middle Street for greater pedestrian moveability and engaging with the Department of Transport and Main Roads in relation to Waterloo Street management and function.	⊕
5.1.4 Maintain the <i>Redland City Plan</i> to ensure it reflects best practice and is responsive to community expectations	Council adopted a general major amendment package to the <i>Redland City Plan</i> on 29 January 2020. The general major amendment package came into effect on 19 February 2020. Council at its General Meeting on 10 June 2020 resolved to not proceed with the proposed major amendment to reflect relevant elements of the <i>Wildlife Connections Plan</i> into the <i>Redland City Plan</i> . Two other amendment packages addressing local European heritage and the draft South West Victoria Point Local Plan are currently at various stages of the State interest review process as outlined in the Minister's guidelines and rules under the <i>Planning Act 2016</i> .	★

★ Delivered ⊕ Monitor X Cancelled



2018–2023 Targeted outcomes and significant activities scorecard (continued)

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

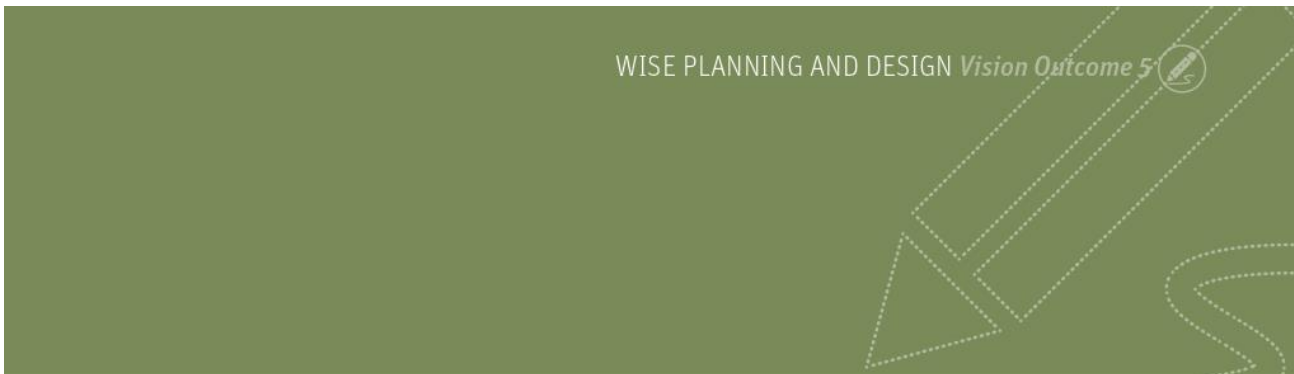
2019–2020 Significant activities	Comment	Status
5.2.1 Coordinate a place management program for key activity centres and contribute to master planning for precinct	Key partners (Metro South Health Services and Redlands Mater Private Hospital) provided feedback to consultants on the draft Redlands Health and Wellness Precinct Stage 3 report (Conceptual Land Use Plan and Strategy). Feedback, when incorporated, will inform the final report. The Stage 3 report has been informed by the Precinct Value Assessment (Stage 2) and a Demand Drivers Assessment (Stage 1).	★
5.2.2 Coordinate planning and guidance for future development and infrastructure delivery for local areas in the city	At its General Meeting on 20 November 2019, Council resolved to submit the draft South West Victoria Point Structure Plan and consequential major amendments to the Planning Minister for state interest review. Council received State interest assessment comments on the draft South West Victoria Point Local Plan to the <i>Redland City Plan</i> on 24 February 2020. A review of the State interest assessment comments has been completed and a revised draft Local Plan and consequential amendment package was resubmitted to the State in June 2020. Planning investigations of the Southern Thornlands Potential Future Growth Area have been completed.	★
5.2.3 Identify and protect places of European heritage significance	A proposed major amendment to the <i>Redland City Plan</i> to address local European heritage protection in the city received approval from the Planning Minister to proceed to public consultation. The proposed amendment will remain confidential until it is endorsed by Council for statutory public consultation. It is expected that Councillors will consider the proposed amendment report in October 2020.	⚡
5.2.4 Develop a master plan for the Redland Aquatic Precinct Redevelopment	In December 2019, Council resolved to progress the new Redland Aquatic Centre development as part of the integrated Redlands Coast Adventure Sports Precinct. Planning for the design and master planning of the integrated Redlands Coast Adventure Sports Precinct commenced and an industry stakeholder reference group was established.	★

★ Delivered ⚡ Monitor ✕ Cancelled

In the 2019–2020 financial year, eight Local Government Infrastructure Plan projects were delivered as part of development approvals costing \$4.25 million



Mount Cotton (*Jungalpin/Tungjipin*)



2018–2023 Targeted outcomes and significant activities scorecard (continued)

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

2019–2020 Significant activities	Comment	Status
5.3.1 Maintain effective systems and processes that underpin quality and timely decision making for development applications	Council systems and processes continued to be further improved and amended to ensure effective implementation of planning instruments. This included a core upgrade of Council's property and rating system, system testing, and development of new event processes for development inspections.	★

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

2019–2020 Significant activities	Comment	Status
5.4.1 Contribute to implementation of a South East Queensland (SEQ) City Deal	Commonwealth, state and local governments continued work on developing an SEQ City Deal. Council is represented on the Local Government Working Group and CEOs' Forum, contributing input to help shape the SEQ City Deal through major work program streams. Originally scheduled to be signed by June 2020, COVID-19 has caused the project to be placed on hold.	★
5.4.2 Develop a strategic funding framework	Council officers identified eight competitive funds and submitted three applications. Through advocacy and as a result of COVID-19, the Queensland Government amended the 2019–2021 Works for Queensland guidelines to allow Council to access funding for COVID-19 related expenses. Through the \$2.9 million of funding allocated, Council submitted two projects – Cleveland Aquatic Centre Critical Maintenance in Cleveland (<i>Nandeebie/Indillie</i>) and Eastern Escarpment at Mount Cotton (<i>Jungalpin/Tungipin</i>). Council received approval of \$0.5 million for funding through the Community Development Grants Programme to support green sealing works on Russell (<i>Canaipa</i>) and Macleay (<i>Jencoomercha</i>) islands.	★

Also delivered in 2019–2020: *Operational Plan 2017–2018* – carried forward activity

Wise planning and design

Plan for future use of surplus commonwealth land at Birkdale (<i>Cullen Cullen</i>)	A report was presented to Council on 20 November 2019 advising that 362–388 Old Cleveland Road East had been purchased by Council at a cost of \$4.36 million. At the meeting, Council resolved to carry out a number of investigations on the site, for example heritage investigations.	★
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★ Delivered ⇄ Monitor X Cancelled



Capalaba town centre



Cleveland Aquatic Centre upgrades



Active school travel program



Coochiemudlo Island (*Goochie mudlo*), a tourism drawcard

Vision Outcome 6



SUPPORTIVE AND VIBRANT ECONOMY

Businesses will thrive and jobs will grow from opportunities generated by low-impact industries, cultural and outdoor lifestyle activities, eco-tourism and quality educational experiences. Transport systems will support strong, healthy communities.



Corporate Plan 2018–2023
scorecard overview

DELIVERED VIA
Operational Plan 2019–2020



SUPPORTIVE AND VIBRANT ECONOMY *Vision Outcome 6*



Corporate Plan 2018–2023 performance

Council's *Corporate Plan 2018–2023* sets five-year performance indicators for each vision outcome. Progress against these is measured annually, as below.

4/4
PERFORMANCE INDICATORS ON TRACK

2019–2020 Progress scorecard

These scorecards summarise progress in achieving the outcomes of the *Corporate Plan 2018–2023*. This is central to achieving Council's long-term community plan. Performance is determined by measuring our annual progress against performance indicators and significant activities.

2018–2023 Performance Indicator	Progress	Status
<p>Successful implementation of the Redland City Economic Development Framework 2014–2041. Monitor growth targets: Population growth, Gross Regional Product Growth, Job Growth and Tourism Growth</p>	<p>The <i>Redland City Economic Development Framework</i> identified eight key industry sectors as drivers of future economic growth. In 2019–2020, actions and initiatives in the three Council-endorsed industry sector plans continued to be implemented, namely:</p> <ul style="list-style-type: none"> • <i>Education and Training Industry Sector Plan 2018–2023</i> • <i>Health Care and Social Assistance Industry Sector Plan 2018–2023</i> • <i>Rural Enterprise Industry Sector Plan 2018–2023</i>. <p>Some of the actions were completed while others are on track. Other initiatives were put on hold due to restrictions associated with COVID-19.</p> <p>Preliminary work completed to scope a manufacturing industry sector plan.</p> <p>The headline Gross Regional Product (GRP) of the city was valued at \$5.9 billion (as of 30 June 2019) which was slightly higher than the previous year's GRP valued at \$5.8 billion (Source: National Institute of Economic and Industry Research as compiled by economy.id).</p> <p>Redlands Coast's unemployment rate slightly increased from 5.3 per cent (March quarter 2018) to 5.8 per cent (March quarter 2019) (Source: Department of Education, Skills and Employment).</p> <p>Total tourism employment in 2018–2019 was 2,120 or 4.3 per cent of the city's total employment. In 2018–2019, tourism accounted for 3.3% of the city's total output or \$414 million. In terms of value, tourism output increased compared to the previous year (up from \$396 million) however in terms of share with city total output, tourism's contribution remained the same (3.3 per cent) (Source: REMPLAN Economy generated data sourced from ABS June 2017 GSP and ABS 2014/2015 National Input Output Tables).</p> <p><small>Note: Each year we report on the previous financial year (for this report 2018–2019) as data for Gross Regional Product, Value added and Output is not available until at least December. Due to new data sets becoming available, and ABS updates, economic modelling may have resulted in changes in comparisons to values published in previous reports.</small></p>	<p>✓ on track</p>
<p>Number of sites developed by Redland Investment Corporation for commercial and community benefits</p>	<p>All 'for sale' lots at Moores Road, Redland Bay (<i>Taiwalpin</i>) settled at budget. Redland Investment Corporation retained Lot 9 and began constructing a dwelling to demonstrate good built form.</p> <p>Construction on 521 Old Cleveland Road East, Birkdale (<i>Cullen Cullen</i>) commenced in April 2020. The site has been released to the market and has had a strong enquiry rate.</p>	<p>✓ on track</p>



Birkdale land planning



Weinam Creek footbridge installation



Marketing campaign to support Redlands Coast during COVID-19

2019–2020 Progress scorecard (continued)

2018–2023 Performance Indicator	Progress	Status
Support negotiations with stakeholders on environment and development approvals for Priority Development Areas (PDAs)	<p>In April 2019, the Minister for the Federal Government Department of Environment and Energy issued the final guidelines for the preparation of extensive environmental impact studies called an Environmental Impact Statement (EIS) for the Toondah Harbour Priority Development Area. The preparation of the EIS is continuing.</p> <p>Redland Investment Corporation (RIC) facilitated the purchase of the Auster Street, Redland Bay (<i>Talwalpin</i>) land for the proposed future boat ramp, which settled in June 2020.</p> <p>Population projects for Weinam Creek were finalised and infrastructure demands determined. Redland City Council and Economic Development Queensland completed the final infrastructure planning and development charges and offset plan.</p>	<p>✓ on track</p>
Finalise the development Program for Weinam Creek PDA	<p>The master plan for the Weinam Creek Priority Development Area was completed and RIC are awaiting Department of Natural Resources, Mines and Energy consent to lodge the master plan.</p> <p>RIC commenced discussions with potential development partners of major works such as a multi-storey car park. The Meissner Street, Redland Bay (<i>Talwalpin</i>) boundary realignment has been completed with RIC purchasing the balance of the site.</p>	<p>✓ on track</p>



Redlands Coast Visitor Centre, Cleveland (*Nandeebie/Indillie*)



Operational Plan 2019–2020 performance

In addition to performance indicators (previous page), the *Corporate Plan 2018–2023* sets targeted five-year outcomes. These outcomes highlight key areas of focus. They are delivered through significant activities identified in Council's annual Operational Plan.

2018–2023 Targeted outcomes and significant activities scorecard

Targeted outcome 6.1 Council supports infrastructure that encourages business and tourism growth		
2019–2020 Significant activities	Comment	Status
<p>6.1.1 Implement actions in the <i>Redland City Tourism Strategy and Action Plan 2015–2020</i></p>	<p>Council continued to complete actions in the <i>Redland City Tourism Strategy and Action Plan 2015–2020</i> including the development and promotion of a Redlands Coast Arts Trail and development and implementation of a customer service program for tourism operators across Redlands Coast. Council also advocated to industry to invest in a mainland RV/tourism park and progressed the roll-out of the city's wayfinding strategy at Weinam Creek in Redland Bay (<i>Talwalpin</i>), in conjunction with Redland Investment Corporation. Council also worked on the development of a Roving Ambassador program.</p> <p>Council further developed the Visit Redlands Coast website with 29,000 website visitors and 74,000 page views and promoted tourism on the Redlands Coast Facebook and Instagram accounts. Council continued to progress the City Destination Entry Sign project.</p> <p>In response to COVID-19 and to support local tourism businesses, Council implemented the #RC Kindness campaign to promote Council's economic stimulus plan. After easing of COVID-19 restrictions, Council developed the '<i>Reconnect on Redlands Coast</i>' campaign to promote tourism to Redlands Coast (see pages 24–25). The Redlands Coast Visitor Information Centre received more than 4,043 walk in, written enquiries and telephone clients. The Redlands Coast Tourism Sub-committee, chaired by Council and comprising tourism industry representatives, met five times.</p>	★
<p>6.1.2 Contribute to the development of a Smart Cities Strategy</p>	<p>The final year of the three-year Advancing Regional Innovation Program was delivered with the grant funding expended by 30 June 2020. Activities undertaken included delivery of a Young Entrepreneurs Summit at the Redland Performing Arts Centre, attended by approximately 500 young people from across Redlands Coast. Participants had the opportunity to hear from entrepreneurial keynote speakers who shared their innovation journey. The summit was followed by the Aspiring Entrepreneurs Weekend held specifically for Redlands students. The second year of delivery of Start-up Redlands and Redlands Angel Investors continued, where start-up and scale-up businesses pitch for financial and mentoring support.</p> <p>Redlands seniors had the opportunity to enhance their digital literacy skills with one-on-one sessions delivered by Fiftysix Creations, made possible by a Federal Government grant. A wide range of topics were explored including social media, healthcare, shopping and banking services providing valuable assistance particularly during COVID-19 restrictions. Redlands Coast also welcomed Leanne Kemp, Queensland's Chief Entrepreneur, on two occasions, delivering a business masterclass identifying innovation in service delivery. Businesses were able to share their own innovation journey with the Chief Entrepreneur.</p> <p>The remaining Advancing Regional Innovation Program funds were directed to Council's COVID-19 Relief and Recovery Grants Program, aimed at providing funding and support to both small businesses and community organisations to respond to the challenges of the pandemic. Local businesses received financial assistance to allow them to innovate their business model to adapt to the impact of COVID-19. Of the 81 grants awarded to Redlands Coast businesses, 49 were for innovation.</p> <p>Underpinning the Advancing Regional Innovation Program was the development of the draft Redlands Coast Smart and Connected City Strategy. The Strategy will guide Council in the delivery of innovation and digital technology to improve the liveability, sustainability and prosperity of the city. The draft Smart and Connected City Strategy has been completed for internal review.</p>	★

132 ★ Delivered ⇄ Monitor ✕ Cancelled

SUPPORTIVE AND VIBRANT ECONOMY *Vision Outcome 6* 



2018–2023 Targeted outcomes and significant activities scorecard (continued)

Targeted outcome 6.2 Redland City deliver events, activities and performances that bring economic and social benefits to the community		
2019–2020 Significant activities	Comment	Status
6.2.1 Implement actions in the <i>Redland City Events Strategy and Action Plan 2017–2022</i>	<p>Council continued to complete the actions of the <i>Redland City Events Strategy and Action Plan 2017–2022</i>. Council delivered an improved online events portal including the development of a range of event management templates for use by community event organisers.</p> <p>Council delivered 22 events attended by more than 30,000 people, including Christmas by Starlight which attracted more than 12,000 people and assisted groups to deliver more than 58 community run events attended by more than 159,000 people. COVID-19 affected event delivery in 2020.</p>	★
6.2.2 Deliver events, activities and workshops that contribute to bringing economic and social benefits to the community	<p>While the delivery of events, activities and workshops was significantly curtailed in quarter four of the 2019–2020 financial year by COVID-19, planning continued for a range of activities for the 2020–2021 financial year. The Redlands Youth Reference Group was formed and began regular meetings in the last quarter of the 2019–2020 financial year.</p> <p>Highlights for the 2019–2020 financial year included a number of community capacity building workshops to support the grants programs, business and investment workshops and meetings, and youth and seniors' activities.</p>	★
6.2.3 Continue to roll-out the city's new destination brand, Redlands Coast – Naturally Wonderful	<p>The Redlands Coast Deals and Rewards App continued to be promoted and further developed. A total of 51 local businesses signed up and were using the app, while approximately 1,400 shoppers had downloaded it.</p> <p>A destination marketing campaign, 'Reconnect on Redlands Coast', was developed in June 2020 to promote the city as a tourism destination as COVID-19 restrictions eased. This was in line with feedback from tourism operators, including those at North Stradbroke Island (<i>Minjerribah</i>), that were heavily affected by COVID-19 restrictions.</p> <p>The campaign was promoted through social media, video, the Redlands Coast and Redland City Council websites, print and digital advertising, billboards, bus sides, train interiors and Council-owned bus shelters. The target markets were Greater Brisbane, Ipswich and Toowoomba. The campaign was also promoted on Redlands Coast to encourage 'staycations'. Management of the Redlands Coast tourism website and the Redlands Coast business website continued.</p>	★

★ Delivered  Monitor X Cancelled



Social media marketing



Christmas by Starlight 2019



North Stradbroke Island (*Minjerribah*) tourism drawcard



2018–2023 Targeted outcomes and significant activities scorecard (continued)

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

2019–2020 Significant activities	Comment	Status
6.3.1 Coordinate Council's involvement in the implementation of the Queensland Government North Stradbroke Island Economic Transition Strategy	The Minjerrabah Futures Reference Group, which includes representation from state and local government, Quandamooka Yoolooburrabee Aboriginal Corporation, business groups and other organisations, met throughout the year to progress the work of the group's sub-committees to improve the visitor experience and help deliver long-term economic sustainability for the island. In early 2020, COVID-19 affected the ability to meet with stakeholders, with North Stradbroke Island (<i>Minjerrabah</i>) travel restrictions in place.	★

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

2019–2020 Significant activities	Comment	Status
6.4.1 Identify and develop strategic opportunities for Redland City Council land holdings	In March 2020, the Shayher Group signed a Memorandum of Understanding with Council to progress as the preferred developer to deliver the Capalaba Town Centre Revitalisation Project.	★

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

2019–2020 Significant activities	Comment	Status
6.5.1 Provide secretariat support to the Redlands Economic Development Advisory Board	The Redlands Economic Development Advisory Board met three times throughout the year and provided input into the development of the draft Manufacturing Industry Sector Plan and the draft Redlands Coast Smart and Connected City Strategy.	★
6.5.2 Deliver industry-enabling action plans and a targeted investment attraction strategy industry sector plan	The implementation of initiatives under the <i>Health Care and Social Assistance Industry Sector Plan 2018–2023</i> , <i>Education and Training Industry Sector Plan 2018–2023</i> , and <i>Rural Enterprise Industry Sector Plan 2019–2024</i> continued to be progressed, particularly focusing on the development and refinement of a business database for each industry sector. However, some projects such as the planning for the city-wide Courses and Careers Expo and Health Care and Social Assistance Summit have been pushed back due to COVID-19. The <i>Manufacturing Preliminary Analysis Study</i> , which provides a comprehensive environmental scan of the economic, socio-cultural, technological and regulatory opportunities and constraints affecting manufacturing in Redlands Coast was completed.	★

★ Delivered ⚙ Monitor ✕ Cancelled



Local rural industry



'Great White' production filming



Local manufacturing industry

2018–2023 Targeted outcomes and significant activities scorecard (continued)

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

2019–2020 Significant activities	Comment	Status
6.6.1 Engage Redland Investment Corporation to facilitate the Toondah Harbour Priority Development Area (PDA) in partnership with Economic Development Queensland	The Environmental Impact Statement (EIS) continued for the Toondah Harbour Priority Development Area. Walker Group convened an independent panel of scientific experts to help guide and peer-review the EIS process. The independent panel provides oversight and the highest quality assurance.	★
6.6.2 Facilitate the development of the Weinam Creek Priority Development Area (PDA) in partnership with Economic Development Queensland	Construction of Stage 1 of the Weinam Creek Priority Development Area occurred. Stage 1 included a new car park on Moores Road, Redland Bay (<i>Talwalpin</i>), a footbridge and pathways connecting to the Redland Bay Marina ferry terminal. See the Redland Investment Corporation Statement of Operations on page 154 of this Annual Report.	★

★ Delivered ⚙ Monitor ✕ Cancelled




Local business Freelance Robotics



Planned burns program

Vision Outcome 7



STRONG AND CONNECTED COMMUNITIES

Our health, wellbeing and strong community spirit will be supported by a full range of services, programs, organisations and facilities and our values of caring and respect will extend to people of all ages, cultures, abilities and needs.

136



*Corporate Plan 2018–2023
scorecard overview*

*DELIVERED VIA
Operational Plan 2019–2020*

5/5
PERFORMANCE
INDICATORS
ON TRACK

5/5
TARGETED
OUTCOMES
DELIVERED



9/9
SIGNIFICANT
ACTIVITIES
COMPLETED

STRONG AND CONNECTED COMMUNITIES *Vision Outcome 7* 


Corporate Plan 2018–2023 performance

Council's *Corporate Plan 2018–2023* sets five-year performance indicators for each vision outcome. Progress against these is measured annually, as below.

5/5
PERFORMANCE INDICATORS ON TRACK

2019–2020 Progress scorecard

These scorecards summarise progress in achieving the outcomes of the *Corporate Plan 2018–2023*. This is central to achieving Council's long-term community plan. Performance is determined by measuring our annual progress against performance indicators and significant activities.

2018–2023 Performance Indicator	Progress	Status
Number of community activities delivered	<p>In 2019–2020, there was an increase in online engagement, with online programming developed during closures and 336,833 virtual visits. The overall attendance for Redland City Council libraries was 469,250 visits, which was slightly lower than 2018–2019 due to COVID-19 closures from 23 March to 15 May 2020 and restrictions in place for May and June 2020. A total of 814,726 physical items and 204,406 digital items were borrowed.</p> <p>Redland Performing Arts Centre (RPAC) delivered 230 activities including 34 entrepreneurial, seven commercial, 92 internal and 203 community events with 22,395 tickets sold and overall attendances of 36,682 patrons.</p> <p>Redland Art Gallery (RAG) delivered a total of 86 activities, including 16 exhibitions, eight exhibition open events, 38 workshops, five gallery tours, 14 floor talks and five volunteer events with visitors totalling 45,872 patrons.</p> <p>A number of RAG and RPAC exhibitions, events and public programs were cancelled onsite due to COVID-19 restrictions and the RAG's temporary closure from 23 March 2020.</p> <p>Council delivered 22 events attended by more than 30,000 people, including Christmas by Starlight which attracted more than 12,000 people and assisted groups to deliver more than 58 community-run events attended by more than 159,000 people.</p>	 on track
Number of community groups with leases/permits for Council facilities	<p>There were 177 community non-profit tenure agreements listed with Redland City Council. This compares to 125 reported for the 2018–2019 financial year. A total of 88 agreements are 'Licences To Occupy' which provide non-exclusive use to the Council and 89 leases which provide exclusive use.</p>	 on track
Number of volunteers and hours donated towards Council projects	<p>A total of 916 volunteers contributed more than 28,663 hours of service across various Council programs. This compares to 1,034 volunteers for 2019–2020 and 27,860 hours. COVID-19 restrictions affected some volunteer programs and events.</p> <p>Volunteers participated in restoring conservation areas by planting local native species, removing weeds and rubbish and monitoring flora, fauna and water quality as part of Council's bushcare programs. Volunteers also rescued and cared for native wildlife through the Wildlife Care Network and Wildlife Rescue Ambulance.</p> <p>Volunteers were involved in environmental planning research programs, assisting in the nursery and events at IndigiScapes Centre. Volunteers also complemented the Adult Literacy Program at Redland City Council Libraries, provided assistance at the Redland Art Gallery, supported disaster planning and response and contributed community support through the Strengthening Communities Program.</p>	 on track



Get Ready Redlands Coast education



Station Masters Cottage



Volunteers thank you brunch 2019

2019–2020 Progress scorecard (continued)

2018–2023 Performance Indicator	Progress	Status
<p>Implementation of Redland City Disaster Management Plan</p>	<p>During 2018–2019 there was a significant shift of the <i>Disaster Management Plan</i> to a web-based platform instead of the traditional printed format. This will provide the Redlands Coast community with a more user-friendly and interactive experience. The Plan was assessed against the Emergency Management Assurance Framework standards as outlined by the Office of the Inspector-General Emergency Management and was found to perform to a strong level. The Local Disaster Management Group was at activation level 'Stand Up' for March through to May 2020 in response to COVID-19, and previously in September 2019 for the Amity Point (<i>Pulan</i>) bushfires. The strong partnerships and planning between Council and other agencies proved effective during these disaster events. Redland City Council continued to engage and educate the community through the 'Community Champions' who distributed timely and accurate information to their communities through frequent email communication.</p> <p>Information was also distributed through radio, posters, newsletters, e-newsletters, social media, ferry advertising and print advertising</p>	<p>✓ on track</p>
<p>Amount of land that is available for sport to meet current and future needs</p>	<p>There are approximately 152.3 hectares of designated sports parks across Redlands Coast. With approval in May 2020 of the <i>Redlands Coast Regional Sport and Recreation Precinct Master Plan</i> for Heinemann Road at Mount Cotton (<i>Jungalpin/Tungipin</i>), Council is continuing to deliver new land for current and future sport and recreation city-wide needs. Implementation over the next five years will be complemented by a number of other city-wide initiatives including transition and transformation planning, negotiating outcomes through major land developments, optimisation planning for existing facilities and potential additional land acquisition, to ensure that there is appropriate sporting land for existing and future needs.</p>	<p>✓ on track</p>



Redland Art Gallery volunteers

Operational Plan 2019–2020 performance

In addition to performance indicators (previous page), the *Corporate Plan 2018–2023* sets targeted five-year outcomes. These outcomes highlight key areas of focus. They are delivered through significant activities identified in Council's annual Operational Plan.

2018–2023 Targeted outcomes

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

2019–2020 Significant activities	Comment	Status
7.1.1 Celebrate the cultural life of the region	Redland Performing Arts Centre (RPAC) was closed on 17 March 2020 due to COVID-19 restrictions, with 77 performances, workshops, meetings and events cancelled. Prior to COVID-19 restrictions, in addition to RPAC's program, Council delivered events attended by more than 30,000 people and supported more than 58 community-organised events.	★

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

2019–2020 Significant activities	Comment	Status
7.2.1 Plan, provide and advocate for essential social infrastructure for community activities	A draft Age Friendly Action Plan was completed and planning for actions commenced. <i>The Redlands Youth Strategy 2015–2020</i> underwent a review process. Drafting of the Strong Communities Strategy commenced, supported by a Redlands Community Needs Assessment and Social Provisioning Analysis, which was completed by the Regional Innovation Data Lab. Early development of a city-wide collaborative response to homelessness began through a partnership approach with community stakeholders.	★
7.2.2 Deliver innovative and accessible services as part of the implementation of the <i>Library Services Strategy 2017–2022</i>	Redland City Council Libraries provided services across three mainland libraries, four island libraries, a community library on Macleay Island (<i>Jencoomercha</i>) and through the mobile library service. Despite temporary library closures from 23 March 2020 to 15 May 2020 due to COVID-19 restrictions, the service received 469,250 visitors. The library service processed more than 800,000 loans of physical items and more than 200,000 loans of electronic items. Libraries also provided access to WiFi, public computers, printing, meeting rooms and online services. The new mobile library vehicle was launched on 1 July 2019. However, COVID-19 closures and social distancing requirements from April resulted in most program services ceasing and, where possible, pivoting to developing online content. An outreach program was developed to contact library members and provide telephone tutorials about online access and to maintain connection and support.	★
7.2.3 Plan for effective sport and recreation at Heinemann Road, Redland Bay (<i>Talwalpin</i>)	Significant community consultation and planning studies throughout the year led to the adoption of the <i>Redlands Coast Regional Sport and Recreation Precinct Master Plan</i> at Council's General Meeting on 13 May 2020. The associated Queensland Government Deed of Grant for the master planning was also acquitted. Initial implementation actions of concept design development and club engagement in transitioning planning commenced. Other activities to improve the quality and access to parks, sport and recreation facilities and activities included the delivery of 95 sub-renewal and upgrade and community infrastructure projects, and the engagement of consultants to review facilities and develop a five-year facility action plan. Council continued negotiations through development assessment referrals/applications for positive outcomes for sport and recreation facilities and parks.	★
7.2.4 Plan for the future use of the Willard's Farm site	Council acquired the adjacent Birkdale Federal Government land consolidating the land holdings of the former Willard's Farm homestead into a much larger precinct.	★

★ Delivered ⚙ Monitor ✕ Cancelled

STRONG AND CONNECTED COMMUNITIES *Vision Outcome 7* 



2018–2023 Targeted outcomes (continued)

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

2019–2020 Significant activities	Comment	Status
7.3.1 Deliver Council's Grants and Sponsorship Program	<p>Council administered two rounds of the Community Grants and Sponsorship Program in 2019–2020, providing financial assistance to individuals and organisations to support the delivery of projects that benefit Redlands Coast. In Round 1, a total of 25 applications were approved totalling \$312,550 and in Round 2, a total of 12 applications were approved totalling \$32,892 under the Organisational Support Grants. The balance of the program was postponed until the 2020–2021 financial year and unspent funds redirected towards a targeted COVID-19 Relief and Recovery Grants Program.</p> <p>The COVID-19 Relief and Recovery Grants Program opened on 28 April 2020 and closed on 13 June 2020. The program was targeted to support businesses impacted by COVID-19 to fund professional advice, or an innovative restructure to their business model. The program also funded community organisations that provide direct support to vulnerable community members suffering hardship due to COVID-19. The program was finalised on 30 June 2020 with 97 applications approved for a combined value of \$367,263.37. This included 49 grants for innovation, 32 grants for professional advice services and 16 community organisation grants.</p>	★
7.3.2 Activate and engage through programs and partnerships to encourage reading and all forms of literacy as part of the implementation of the <i>Library Services Strategy 2017–2022</i>	<p>In 2019–2020, Redland City Council Libraries delivered a wide range of programs to promote literacy. Continued success of the First 5 Forever program saw more than 18,000 attendees at 341 programs and activities. The Adult Literacy Program engaged with 12 learners in 2019–2020, compared to 16 in 2018–2019. Author in Action programs provided opportunities for authors to present their work and engage with the local community. The service faced significant disruption of program delivery from March 2020 onward due to the impacts of COVID-19, but engagement via social media and telephone support proved popular with library members and the wider community.</p>	★

★ Delivered ↻ Monitor ✕ Cancelled



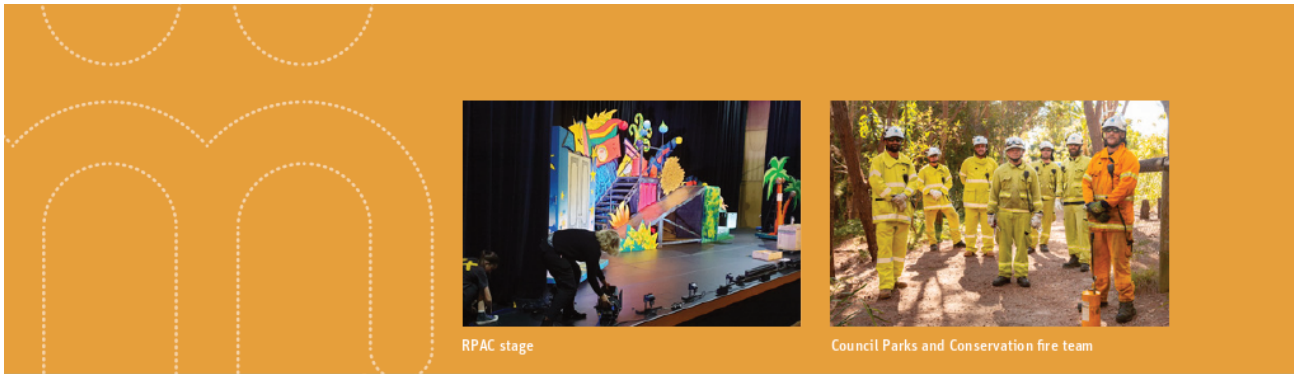
Redlands Coast Sports Gala Day



First 5 Forever storytelling



Redland Art Gallery Family Sundays



2018–2023 Targeted outcomes (continued)

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

2019–2020 Significant activities	Comment	Status
7.4.1 Continue to provide volunteering and work experience opportunities for the Redlands Coast community	Council assisted with inquiries about volunteering and work experience opportunities at Council. From March to June 2020, Council paused the coordination of volunteering and work experience opportunities at Council due to COVID-19 restrictions.	★

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

2019–2020 Significant activities	Comment	Status
7.5.1 Improve disaster preparedness	<p>The strong partnerships between Council and other agencies proved effective during 2019–2020. Disaster Planning and Operations continued to engage and educate the community through the Community Champions who disseminated timely and accurate information to their communities through frequent email communication.</p> <p>Redland City Council has purchased a new facility in the Redland Business Park for operational use by the Redland Bay SES Group. The facility will be used for incident management – training, operational staging area and to house SES equipment and vehicles – improving disaster response capability to the Redlands Coast community.</p> <p>The Local Disaster Management Group was at activation level 'Stand Up' on two occasions in 2019–2020 – the North Stradbroke Island (<i>Minjerrabah</i>) bushfires in late 2019 and during the COVID-19 response. At the end of the financial year, it remained at 'Lean Forward' status, issuing detailed status reports to stakeholders involved in COVID-19 response.</p>	★

★ Delivered ↻ Monitor ✕ Cancelled



Yamato stage production at RPAC August 2019



Thornlands Community Park, Thornlands (Nandeebie/Indillie)

Vision Outcome 8



INCLUSIVE AND ETHICAL GOVERNANCE

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



VISION OUTCOME SCORECARDS 03

*Corporate Plan 2018–2023
scorecard overview*

*DELIVERED VIA
Operational Plan 2019–2020*

6/6
PERFORMANCE
INDICATORS
ON TRACK

5/5
TARGETED
OUTCOMES
DELIVERED



11/11
SIGNIFICANT
ACTIVITIES
COMPLETED

INCLUSIVE AND ETHICAL GOVERNANCE *Vision Outcome 8*



Corporate Plan 2018–2023 performance

Council's *Corporate Plan 2018–2023* sets five-year performance indicators for each vision outcome. Progress against these is measured annually, as below.

6/6
PERFORMANCE INDICATORS ON TRACK

2019–2020 Progress scorecard

These scorecards summarise progress in achieving the outcomes of the *Corporate Plan 2018–2023*. This is central to achieving Council's long-term community plan. Performance is determined by measuring our annual progress against performance indicators and significant activities.

2018–2023 Performance Indicator	Progress	Status
Financial Strategy Key Performance Indicators including measures of sustainability	Our current stable financial position allows Council to meet its future obligations and demands of our community in the foreseeable future under our long-term financial strategy. For the 2019–2020 year, Council met or exceeded all eight of its financial stability ratio targets and met one out of three of our sustainability ratio targets. While we did not meet our operating surplus ratio, the result has improved from 2018–2019. Our Asset Sustainability ratio result (the extent to which the infrastructure assets managed by Council are being replaced as they reach the end of their useful lives) remain a focus for improvement. Full performance reporting can be found in the Community Financial Report on pages 202–211.	✓ on track
Effective implementation and performance reporting on the Corporate Plan	The <i>Operational Plan 2019–2020</i> identified the 71 significant activities that Council planned to undertake to progress the eight vision outcomes articulated in the <i>Corporate Plan 2018–2023</i> . Progress of the significant activities was reported on a quarterly basis in the Operational Plan Performance Reports. In 2019–2020, Council completed 69 significant activities identified in the <i>Operational Plan 2019–2020</i> , with the other two activities listed at 'monitor'. Council also progressed and completed one carried-forward activity from the <i>Operational Plan 2018–2019</i> . Council's annual performance of the significant activities is published in this Annual Report.	✓ on track
All Council employees have clear, achievable goals aligned to corporate objectives and managed via the MyGoals Performance Framework	The new Human Resource Information System (HRIS) 'OURspace' was introduced in August 2019 and supported performance measurement, accountability, line of sight and enabled mobile capability. MyGoals conversations held during September and October 2019 between employees and their supervisors focused on key areas, driving strengths, achievements, performance goals and personal and career development. Workshops were held across all areas of Council covering over 500 employees including remote locations, to step teams through the new process and system. Guides, frequently asked questions and an influencer network were created to support the introduction of the new MyGoals. In March 2020, information sessions were held with 64 managers and 165 employees across Council to learn more about the 'ongoing MyGoals conversations' functionality.	✓ on track
Community satisfaction with engagement activities	Approximately 39,600 ratepayers and residents participated in Council community engagement projects in the 2019–2020 financial year, an increase from approximately 36,600 in 2018–2019. Importantly this growth in participation occurred in a period affected by COVID-19 restrictions. Digital awareness and engagement platforms such as Facebook, Instagram, the corporate website and 'Your Say Redlands Coast' engagement platform all played a key role. The number of visitors to Council's 'Your Say Redlands Coast' platform increased by 13 per cent, to 38,100 in the 2019–2020 (compared to 33,600 in 2018–2019). Council delivered small targeted community engagement projects, and large city-wide community engagements including Redlands Coast Regional Sport and Recreation Draft Master Plan. This project involved one-on-one and small group meetings with sport and recreation clubs, associations, environmental and special interest groups, and resident and ratepayer direct engagement activities delivered at shopping centres, open houses and via Council's 'Your Say Redlands Coast' platform.	✓ on track



Your Say Redlands Coast web platform



Apex Park asset, Ormiston (Nandeebie/Indillie)



Maintaining essential community infrastructure

2019–2020 Progress scorecard (continued)

2018–2023 Performance Indicator	Progress	Status
<p>Monitor and govern asset management maturity and capacity</p>	<p>Council commenced implementation of the <i>Strategic Asset Management Plan (SAMP)</i> in compliance with the ISO 55001 standard. The SAMP specifies how organisational objectives are converted into asset management objectives, the approach for developing the Asset and Service Management Plans (ASMPs), and the role of the Asset Management System. Key implementation activities related to asset data and technology, with our new asset management software, 'Assetic' going live.</p> <p>Council completed an update of all ASMPs and 10-year planning. During 2019–2020, the ASMPs focused on the first three years of the plan, risk management and incorporating the community survey results. The prioritised capital portfolio enables Council to continue to provide sustainable asset-related services, while supporting growth in the region.</p>	<p>✓ on track</p>
<p>Strategic alignment and delivery of Council's project portfolio</p>	<p>The approved 2019–2020 portfolio of programs and projects was delivered to achieve the agreed strategic priorities.</p>	<p>✓ on track</p>



Community engagement for Southern Moreton Bay Islands ferry terminal upgrades

Operational Plan 2019–2020 performance

In addition to performance indicators (previous page), the *Corporate Plan 2018–2023* sets targeted five-year outcomes. These outcomes highlight key areas of focus. They are delivered through significant activities identified in Council's annual Operational Plan.

2018–2023 Targeted outcomes and significant activities scorecard

Targeted outcome 8.1 Council's Information Management Strategy and technology systems are engineered to increase efficiency and provide excellent customer service outcomes		
2019–2020 Significant activities	Comment	Status
8.1.1 Improve Council's Asset Management System	The Asset Management software 'Assetic' is now live and in use across Redland City Council, formally closing the Asset Management Project. The full suite of the asset management capability is now operational from the asset maintenance product through to its roll-out and employee training.	★
Targeted outcome 8.2 Council produces and delivers against sustainable financial forecasts as a result of best practice Capital and Asset Management Plans that guide project planning and service delivery across the city		
2019–2020 Significant activities	Comment	Status
8.2.1 Improve whole of Council asset management	Implementation of the Strategic Asset Management Plan continued with key activities relating to asset data and technologies. Council continued roll-out of the Assetic 'works maintenance module' to roads, drainage and marine, and parks and conservation. Work continued on preliminary inputs into the development of Council's Maintenance Management Strategy. COVID-19 reallocation of employee resources allowed a review and improvements to asset data, focusing on land and traffic facilities.	★
Targeted outcome 8.3 Implementation of the Corporate Plan is well coordinated across Council and through a delivery mechanism that provides clear line of sight, accountability and performance measurement for all employees		
2019–2020 Significant activities	Comment	Status
8.3.1 Improve strategic alignment	Implementation of the <i>Corporate Plan 2018–2023</i> continued through delivery of the <i>Operational Plan 2019–2020</i> . The <i>Operational Plan 2020–2021</i> was drafted and group business plans completed, with the <i>Operational Plan 2020–2021</i> adopted at the Special Budget Meeting on 25 June 2020. Stage 2 of the Strategic Service Planning Project was completed and closed with acceptance of the final <i>Service and Asset Analysis Report</i> which identified recommendations for Council to move forward with strategic service planning. Planning for a new Corporate Plan progressed with an analysis of past community engagement and internal stakeholder engagement meetings.	★
8.3.2 Improve strategic alignment and investment decisions	The 2020–2021 capital portfolio was finalised and endorsed in quarter four of 2019–2020.	★
8.3.3 Prioritise, define and manage Council's portfolio of projects	Council coordinated the close out and completion of the 2019–2020 capital portfolio. The 2020–2021 capital portfolio was endorsed by the Councillors in May 2020.	★
8.3.4 Promote Redland City Council program and project delivery best practice	Portfolio governance forums were carried out as part of program and project delivery processes for the 2019–2020 portfolio. Portfolio performance and exceptions were reported to the Executive Leadership Team on a quarterly basis. Governance documents were revised and developed for Portfolio Management and Capital Works Prioritisation. Templates, improved project and program structures, training and support also supported project delivery.	★

★ Delivered ⚙ Monitor ✕ Cancelled

INCLUSIVE AND ETHICAL GOVERNANCE *Vision Outcome 8* 



2018–2023 Targeted outcomes and significant activities scorecard (continued)

2019–2020 Significant activities	Comment	Status
8.3.5 Improve alignment between individual and Council performance	<p>A new Human Resource Information System (HRIS) 'OURspace' was introduced in August 2019 and supported performance measurement, accountability, line of sight and enabled mobile capability.</p> <p>Workshops were held across all areas of Council during the 2019–2020 financial year with more than 500 employees including remote locations, to step teams through the new process and system. Guides, Frequently Asked Questions and an Influencer Network was created to support the introduction of the new MyGoals. In March 2020, further information sessions were held with 64 managers and 165 employees across Council to learn more about the HRIS 'ongoing MyGoals conversations' functionality.</p> <p>Internal MyGoals conversations held during September and October 2019 between employees and their supervisors focused on driving strengths, achievements, performance goals, and personal and career development.</p>	★
8.3.6 Deliver the Procurement Transformation Program	<p>2019–2020 saw delivery and implementation of VendorPanel and VendorPanel Marketplace – Council's combined online tendering and quoting system and supplier registration hub to strengthen a centralised and standardised information source to inform decision making.</p> <p>The shift to a strategic procurement contracting model has progressed, with the publication of future contract arrangements and sourcing information for suppliers on Council's website. The COVID-19 response demonstrated the agility of the procurement function, with strategies implemented to encourage use of local suppliers and the development of new products. The program saw Council spend on local suppliers increase from the quarter two period ending December 2019 at 22.8 per cent to 25.4 per cent during quarter three ending March 2020 and to 30.4 per cent in quarter four ending 30 June 2020, totalling approximately \$39.1 million spend on local suppliers annually. The program also facilitated a number of initiatives to leverage bulk buying schemes, including Council's Community Electricity Scheme, that allows community and sporting clubs to obtain lower electricity rates.</p>	★

★ Delivered ⚙ Monitor ✕ Cancelled



Capalaba Regional Park community asset



Council's new human resource information system



Learning and Development has strong links to our core values



2018–2023 Targeted outcomes and significant activities scorecard (continued)

Targeted outcome 8.4 A continuous improvement focus underpins the organisation, creating a supportive environment for ideas and positive, well-managed change that enhance internal and external outcomes		
2019–2020 Significant activities	Comment	Status
8.4.1 Continue to build a diverse and inclusive culture that enables cooperation, innovation and change to enhance outcomes	<p>The change management portfolio commenced with 23 internal change projects registered and continued to grow with new and smaller projects during 2019–2020. This promoted a focus on alignment and coordination of major internal projects across Council. Change management became an embedded expectation at project steering committees to ensure that people readiness was integrated into project timeframes and project planning.</p> <p>Internally qualified change agents increased from two to four employees to provide assistance and advice on change management activities across Council. An internal change 'community of practice' network was established to further develop change capability within the organisation. Major change management projects included the new Human Resource Information System, Asset Management System, Customer Experience and Strategic Procurement Transformation.</p>	★
8.4.2 Enhance the continual improvement culture supporting service delivery	<p>Council's focus on effective and efficient service delivery was supported through 13 'light touch' service reviews held during quarter four of 2019–2020, taking COVID-19 into account and focusing on innovations and efficiencies to delivery services. A total of 60 officers participated in customer-centric design thinking workshops, and 25 officers received creativity and innovation training, enhancing the organisation's continuous improvement culture.</p> <p>These efforts contributed to \$7.3 million worth of financial savings for 2019–2020, allowing delivery of additional community value and outcomes.</p>	★
Targeted outcome 8.5 Council uses meaningful tools to engage with the community on diverse issues so that the community is well informed and can contribute to decision making		
2019–2020 Significant activities	Comment	Status
8.5.1 Conduct community engagement on a diverse range of issues	<p>Council engaged with the community on 30 projects throughout the year. Council used a variety of channels to create resident and ratepayer awareness of projects. These channels included local media, Council and social media channels, letterbox distributions, posters and site signs.</p> <p>Feedback mechanisms included intercept surveys at shopping centres and libraries, Facebook and Twitter polls, telephone surveys, small group meetings, large-scale open house activities, key stakeholder workshops, online Your Say surveys, mapping tools and submission forms. Since March 2020, engagement mechanisms online. 'Speak with an officer' options were also available for those who didn't wish to engage online.</p> <p>Approximately 39,600 Redlands Coast residents and stakeholders were actively engaged on Council projects, informing and improving Council decision making. This included 38,100 visitors to Council's 'Your Say Redlands Coast' platform (up from 33,600 using this platform in 2018–2019).</p>	★

★ Delivered ⚙ Monitor ✕ Cancelled

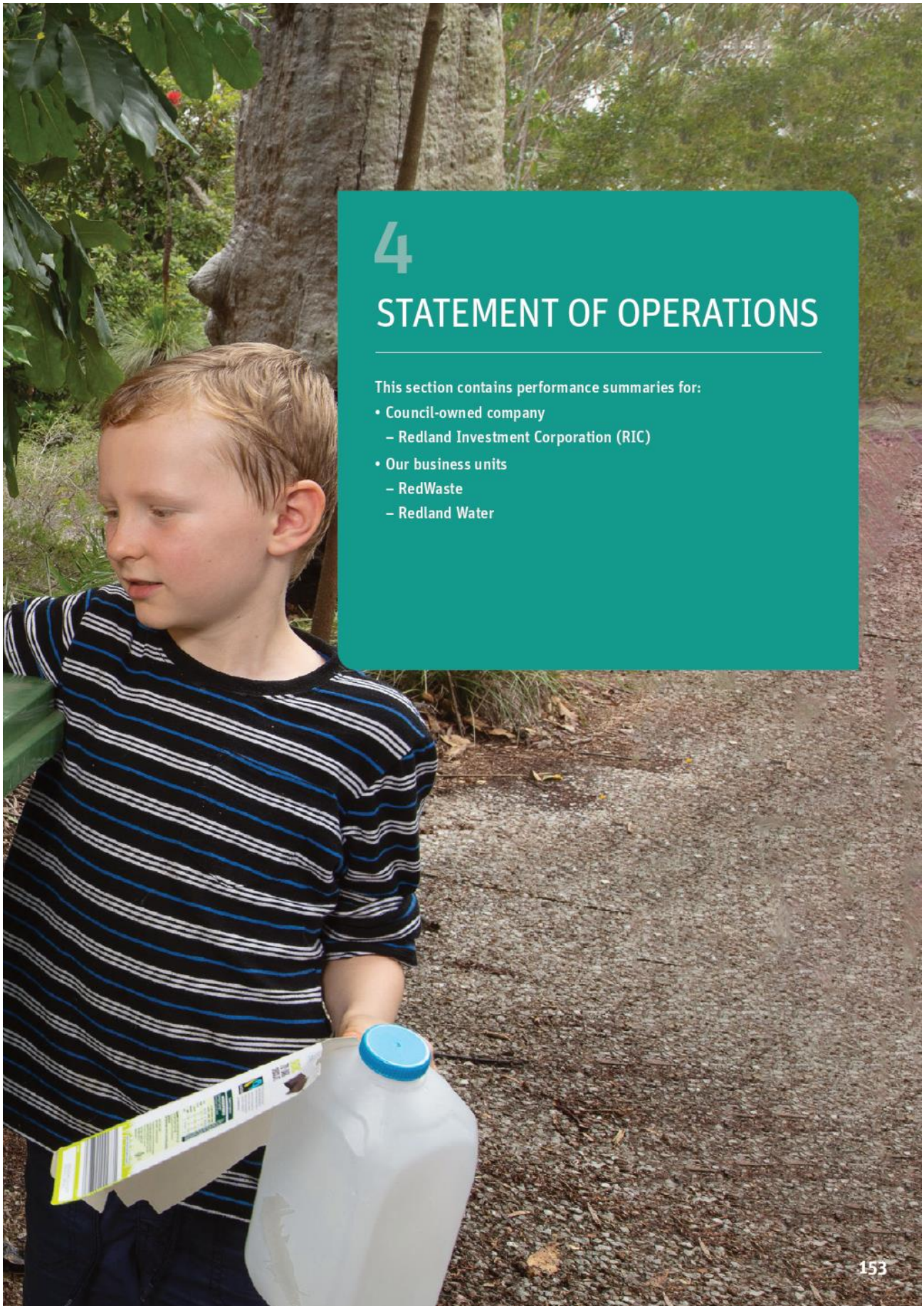


Wellington Point Village 'We visit every year' mural artist Deb Mostert



Recycling education

152



4

STATEMENT OF OPERATIONS

This section contains performance summaries for:

- Council-owned company
 - Redland Investment Corporation (RIC)
- Our business units
 - RedWaste
 - Redland Water



Beneficial enterprise statement of operations

Established by Redland City Council in 2014, RIC specialises in negotiating, managing and delivering complex, mixed-use developments involving public-private partnerships, commercial property management and construction of boutique residential developments, optimising the development potential of key parcels of land, including community space.

RIC supports key outcomes within the Council's *Corporate Plan 2018–2023* by driving economic and infrastructure development in the city through the delivery of major city building and placemaking projects, property development and land sales.

Key Projects 2019–2020

In the 2019–2020 financial year, RIC continued to focus on unlocking value from Council assets, to generate value and benefit the Redlands Coast community. RIC's key achievements for this financial year included:

- construction occurred for Stage 1 of the Weinam Creek Priority Development Area (PDA) in Redland Bay (*Talwalpin*) which included:
 - a new carpark at Moores Road
 - pathways and a footbridge connecting to the marina ferry terminal
 - the development of a new nine-lot residential sub-division (selling eight and retaining one as a future investment).
- facilitating the signing of a Memorandum Of Understanding with Shayher Group, providing a new development partner for the Capalaba Town Centre Revitalisation project
- commencing negotiations with a number of potential corporate partners for future investment and development opportunities
- commencing construction of a new boutique townhouse development, delivering affordable, high-quality housing solutions to Redlands Coast
- providing project management, professional and administration services to Council for the Toondah Harbour PDA
- the final settlement of the Doig Street and Wynyard Street, Cleveland (*Nandeebie/Indillie*) sales.

In 2019–2020, RIC also participated in a number of community initiatives, including a planting day at the Weir Urban Habitat Conservation Area and Clean Up Australia Day at Sel Outridge Park with local community groups.



Artist impression, Capalaba Town Centre

OBJECTIVES

RIC's key objective is to be commercially successful in the conduct of its activities and efficient in the delivery of all facets of its business.

VISION

RIC strives to be an innovative, responsible and financially sustainable company that achieves its business objectives and creates value for the Redlands Coast community and Council.

MISSION

- **Grow** the economy through facilitating development and business opportunities, while supporting local jobs.
- **Lead** the Redlands Coast development industry by delivering high-quality, exemplary projects that consider the environment, community and best practice industry principles.
- **Balance** the long-term impacts of investment decisions with financial returns and consideration of the community's broader needs, including social and environmental aspects.
- **Manage** and achieve Council outcomes.
- **Negotiate** nominated commercial negotiations on behalf of Council and provide a better financial return for the Redlands Coast community.
- **Focus** on delivering placemaking and city building projects providing economic growth and community benefit for Redlands Coast.
- **Build** profitable, successful projects and respected relationships with business groups and the Redlands Coast community.

VALUES AND BEHAVIOURS

- **Safety first** – our first priority is our own safety and the safety of others.
- **Ethical and responsible decision making** – we honour our commitments and are open, honest and transparent.
- **Safeguard perpetual financial success** – we maintain profitability and control costs and pursue innovation and revenue diversification.
- **Earn the trust and respect of the customers and the community** – we are customer service-oriented and take care to understand Council's and the Redlands Coast community's needs.
- **Promote a positive workplace** – we encourage engagement, creativity and acknowledge achievements.

MORE INFORMATION

Vision Outcome Scorecards on pages 95–150 of this report also note some projects under our *Operational Plan 2019–2020* with RIC involvement.

redlandinvestcorp.com.au

RedWaste




In 2019–2020, RedWaste provided essential waste and recycling collection services to 62,039 residential premises, and managed 107,426 tonnes of domestic waste and recyclable materials

Increase in households using green waste bins

156

2019–2020 AT A GLANCE



Domestic resource recovery rate up by 0.6% to 45.5%



48,900 tonnes of waste diverted from landfill



2,334 extra households with green waste bins



62,039 households receiving waste and recycling kerbside collections




120+ households in Garage Sale Trail



Soft plastics #1 contamination item in recycling



10,000+ tonnes of kerbside recycling



Nearly 30,000 tonnes of green waste composted and turned back into valuable soil and compost




Approx. 380,000 transactions at our waste transfer stations



5,480 mattresses received and recycled as part of new mattress recycling trial

2030 12-year new waste, recyclables and green waste collection contract providing continuity to 2030



310,000+ kilowatt hours (kWh) of energy a month extracted as methane from Birkdale Landfill*

*partnership project between Redland City Council and energy providers LMS, capturing methane from closed Birkdale landfill for electricity generation.

RedWaste operations

RedWaste, a commercial business unit of Redland City Council, is Council's waste operations unit.

It is responsible for:

- collection of waste, recycling and green waste from domestic premises
- collecting waste and recycling from park and street bins
- delivery of waste and recyclable materials to licensed waste disposal and recycling facilities
- reducing waste to landfill through recycling and resource recovery activities
- operating two mainland and six island waste transfer stations including Council's tip shop RecycleWorld
- planning for future waste and recycling infrastructure and services
- providing waste reduction and recycling education and community engagement programs
- delivering programs and initiatives to meet Council's waste strategy targets for waste reduction and resource recovery.

RedWaste provided services to Council and the community in accordance with the *RedWaste Annual Performance Plan (APP) 2019–2020* (available in Council's *Operational Plan 2019–2020*).

In 2019–2020, RedWaste provided essential waste and recycling collection services to 62,039 residential premises, and managed 107,426 tonnes of domestic waste and recyclable materials. Of this amount, 45.5 per cent was recycled, composted or recovered for reuse, which is consistent with previous financial years.

Our statutory duties

This Annual Report has been provided to meet the requirements of the *Local Government Act 2009* and the *Local Government Regulation 2012*. This legislation requires RedWaste to report annually on its operations and performance and includes information on:

- changes made to the Annual Performance Plan during the year
- impacts of the Annual Performance Plan, including:
 - financial position
 - operating surplus or deficit
 - prospects
 - details of Council's direction to the unit.

Redland City Council's Waste Strategy

Council's waste management strategy, the *Waste Reduction and Recycling Plan 2015–2020*, was adopted in December 2015. The plan sets the direction for increasing recycling and resource recovery. It sets objectives and targets and an implementation plan for 2015–2020. A review of this plan commenced in 2019–2020 following the release of the *Queensland Government Waste Management and Resource Recovery Strategy* and introduction of the waste disposal levy on 1 July 2019.

Council's new waste plan will be released for public consultation in 2020–2021.

Waste Reduction and Recycling Plan 2015–2020 highlights and achievements

- Residents and businesses can access an extensive range of recycling services and opportunities through Council's kerbside waste and recycling services and waste transfer stations. Overall recycling rates of domestic waste have remained steady with an average annual recycling rate of 45.3 per cent between 2015 and 2020. In 2019–2020 the domestic resource recovery rate was 45.5 per cent.
- Council continued to plan its waste and recycling services and identify regional collaboration initiatives by participating in projects and working groups with key partners across South East Queensland.
- Council commenced the evaluation of submissions received for a sub-regional Expression of Interest (EOI) process for new waste and resource recovery services. This project is part of identifying future opportunities to align with new zero waste to landfill direction from the Queensland Government.
- A new 12-year waste, recyclables and green waste collection contract was finalised providing Redlands Coast residents with continuity of service through to 2030.
- Council secured a new four-year residual waste disposal contract following a competitive tender process. The contract commences 1 July 2020 and will deliver additional resource recovery benefits to the community.
- The kerbside green waste (garden organics) wheelie bin collection service grew from 8,358 participating properties in 2015 to 16,208 properties in June 2020. This is equivalent to 27 per cent of eligible (mainland) properties using the service.



Specific highlights for 2019–2020

- Council engaged with the community through a number of face-to-face and online events to support waste avoidance and waste reduction including:
 - ‘Be the lunchbox hero’ day
 - Stop Food Waste Day
 - National Composting Week
 - National Recycling Week
 - Low Waste Christmas
 - Global Recycling Day
 - Clean Up Australia Day
 - RedFest.
- An additional 2,334 households signed up for Council’s fortnightly green waste collection service
- Produced and published a video explaining what happens to kerbside recycling once it is collected from households
- Conducted bin audits, market research and messaging concept development to assist in the roll-out of a targeted recycling contamination campaign
- An electronic waste (e-waste) collection drive was completed on the islands collecting two tonnes of e-waste over a three-week period
- More than 120 Redlands Coast households participated in ‘Garage Sale Trail 2019’ with Council receiving Outstanding Achievement in the Council Excellence awards
- A mattress recycling trial commenced at the Birkdale and Redland Bay Waste Transfer Stations from November 2019 to June 2020 to maximise waste transport efficiency. During the trial, 137 tonnes or 5,480 mattresses were received and transported to an approved recycling facility.
- Council responded to a significant increase in customers and waste volumes at waste transfer stations as a result of COVID-19 and more of the community at home more often.



Birkdale Waste Transfer Station

KEY PERFORMANCE INDICATORS

Number of domestic premises provided with waste, recycling and green waste collection services

	2015–2016	2016–2017	2017–2018	2018–2019	2019–2020
Waste and recycling	57,080	57,669	59,843	61,204	62,039
Green waste	9,361	10,348	11,518	13,874	16,208

Recyclable material diverted from kerbside waste stream

	2015–2016	2016–2017	2017–2018	2018–2019	2019–2020
Total kerbside domestic collection (tonnes)	56,243	59,098	60,679	57,569	56,337
Total kerbside recycling (tonnes)	11,814	12,176	12,136	11,223	10,077
Total kerbside green waste (tonnes)	2,677	3,072	3,654	3,985	4,850
Percentage of kerbside material diverted from landfill (%)	25.8%	25.9%	26.0%	26.9%	26.5%

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Recoverable material diverted from landfill at Waste Transfer Stations (WTS)					
	2015–2016	2016–2017	2017–2018	2018–2019	2019–2020
Total domestic waste received at WTS (tonnes)	47,650	46,395	47,010	45,948	51,089
Materials diverted for recycling/reuse at WTS (tonnes)	34,687	33,140	32,553	30,658	33,973
Material diverted from landfill at WTS (%)	73.0%	71.0%	67.7%	66.7%	66%

Municipal solid waste kilograms per capita					
	2015–2016	2016–2017	2017–2018	2018–2019	2019–2020
Waste to landfill per capita (kg)	278	364	274	340	366
Recyclable material generation per capita (kg)	294	277	263	242	137
Greenwaste generation per capita (kg)	167	155	160	149	168
Total waste and recyclables generation per capita (kg)	738	795	697	731	671

Resource recovery rate – total domestic waste material diverted for reuse and recycling					
	2015–2016	2016–2017	2017–2018	2018–2019	2019–2020
Total domestic waste handled (tonnes)	97,961	101,295	102,366	95,947	107,093
Total domestic waste diverted from landfill (tonnes)	44,188	45,458	44,626	42,255	48,760
Domestic resource recovery rate (%)	45.1%	44.9%	43.6%	44.9%	45.5%

Complaints and compliments					
	2015–2016	2016–2017	2017–2018	2018–2019	2019–2020
Percentage of missed service complaints (%)	0.028%	0.024%	0.029%	0.022%	0.0299%
Other complaints	129	75	77	66	53
Number of compliments	24	24	42	30	20

2019–2020 Annual Performance Plan (APP) – Key performance indicators

	Key performance indicator	APP yearly target	Yearly KPI achieved	Achieved
Green living	Municipal solid waste resource recovery rate	Min 45.8%	45.5%	●
Healthy and natural environment	% compliance with Department of Environment and Science waste licence requirements for waste management facilities	Min 98%	99%	●
An efficient and effective organisation	Waste operating revenue	+/- 5%	-1.59%	●
	Waste operating goods and services	+/- 5%	5.49%	●
	Waste capital expenditure	+/- 5%	-77.97%	●
	Lost time injury	Max 20	0	●
	Missed service complaints	<0.035%	0.0299%	●
	Missed services (actual)	<0.035%	0.0346%	●

● Target achieved ● Target not achieved but improved from last financial year ● Target not achieved

Waste Capital Expenditure Capital expenditure for RedWaste is determined by the need to maintain or replace assets at the waste transfer stations, or through the provision of Mobile Garbage Bins (MGBs) to householders.

RedWaste Business Unit Annual Performance Plan

Council adopted the 2019–2020 RedWaste Annual Performance Plan (APP), available in Council's Operational Plan 2019–2020, at the General Meeting held on 25 June 2019. The APP includes:

- objectives of the unit
- nature and extent of the significant business RedWaste is to conduct
- financial and non-financial performance targets
- nature, extent, cost of and funding for the community service obligations the unit must perform
- notional capital structure, and treatment of surpluses
- proposed major investments
- outstanding and proposed borrowings
- policy on the level and quality of service consumers can expect
- delegations necessary to allow the unit to exercise autonomy in its commercial activities
- type of information the unit's report to the local government must contain.

Council decisions affecting the RedWaste business unit during 2019–2020

There were no Council decisions affecting the RedWaste business unit during 2019–2020.

Financial report and community service obligations

Details of RedWaste's financial statements for the year ended 30 June 2020 are contained in the Consolidated Financial Statements on pages 212–257.



Redland Water



Wastewater treatment operations

162

In 2019–2020, Redland Water maintained around 1,310 km of water mains connecting to more than 69,000 customer connections

Redland Water operations

Redland Water is the commercial business unit name of Redland City Council's water and wastewater operations. Redland Water's mission is to meet or exceed agreed standards of water and wastewater services while managing the business for long-term success.

Redland Water contributes to preserving the city's quality of life by servicing the Redlands Coast community through 69,756 water connections and 55,030 wastewater connections. In 2019–2020, Redland Water purchased 14,129 megalitres (ML) of drinking water to supply to its customers and treated 11,032 ML of wastewater.

Key projects 2019–2020

- Successful completion of sewer rising main upgrade at pump station 92 in Redland Bay (*Talwalpin*)
- Backlog sewer construction in Point Lookout (*Mulumba*) with 660 m constructed and 42 new house connections provided and 503 m of water main replacement
- Replacement of automatic transfer switch at Capalaba Wastewater Treatment Plant to ensure operations can continue in the event of a power outage.

2019–2020 AT A GLANCE

\$283 million
in water assets
\$491 million
in wastewater assets

1,310 km+
of water mains
maintained

69,000+
connected properties
supplied with water

7
wastewater
treatment plants

1,205 km+
of sewer main
maintained

11,032 ML
of wastewater treated

Our operational performance



100%

 of unplanned

 water interruptions

 restored in

 under 5 hours

 Target: >97% per month



100%

 of wastewater

 service interruptions

 restored within

 5 hours

 Target: >95% per year



99.9%

 of water samples

 complied with

 Australian Drinking

 Water Guidelines

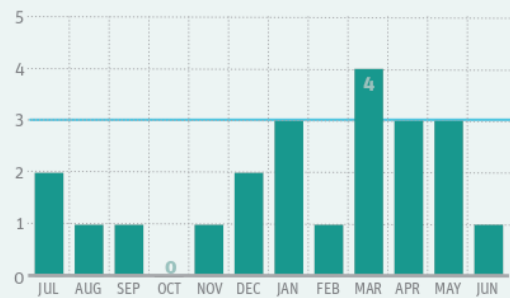
 Target: >98% per month

February saw two wastewater incidents, including one on Coochiemudlo Island (*Goochie mudlo*). Our Water Customer Service Standards (CSS) include a provision around longer response times for island incidents, due to travel logistics.

— Monthly target

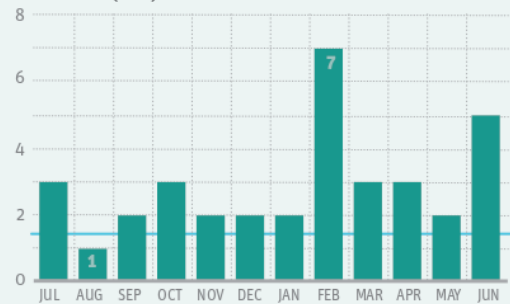


Number of wastewater odour complaints per month



✓
Annual target:
 <=59
2019-2020 actual:
 22
2018-2019 result:
 7
Indicator: no more than 0.85 complaints for every 1,000 properties <=59

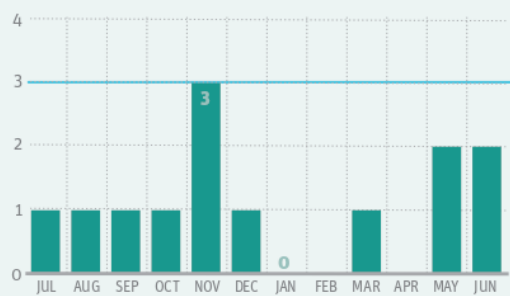
Number of non-conformances with Department of Environment and Science (DES) licence



✗
Annual target:
 <=18
2019-2020 actual:
 35
2018-2019 result:
 2

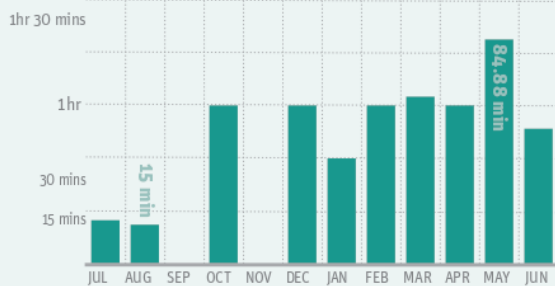
The majority of DES non-conformances relate to methane gas exceedances at Redland Bay and Birkdale waste transfer stations and sediment exceedances at Birkdale waste transfer site. DES are aware of these issues and Council is working through an implementation plan to address them. The increase in this target from <= 6 in 2018-2019 to <=18 in 2019-2020 took this into account, however the financial year saw a number of wastewater exceedances and more stormwater events than anticipated. The hardstand sealing at Birkdale WTS, completed in July, is part of works to address the issue.

Number of poor pressure complaints (deficient)



✓
Annual target:
 <=36
2019-2020 actual:
 13
2018-2019 result:
 13

Average response time to water main breaks



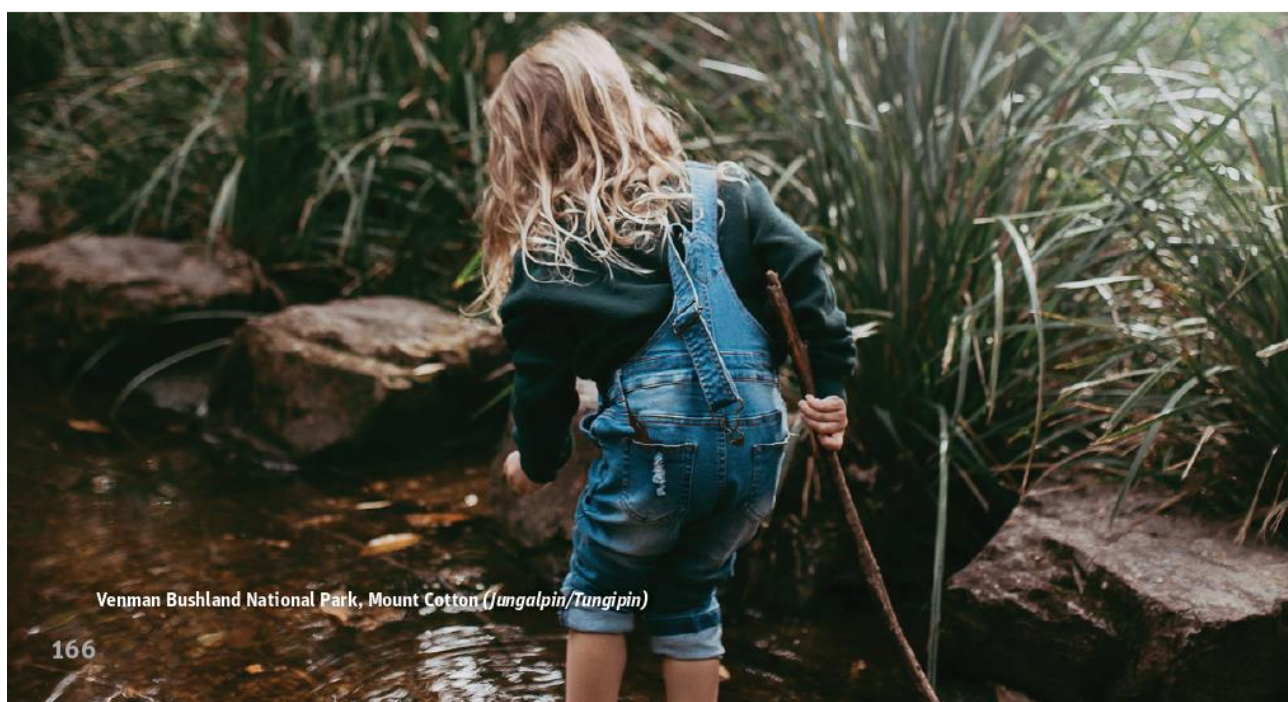
✓
Monthly target:
 <=1hr average
2019-2020 actual:
 42.59
2018-2019 result:
 21.38

— Monthly target

Water supply

Project	Description	Budget	Expenditure to date	Comments
62107 Complete Annual Water Meter Replacement Program	A rolling program of replacing water meters occurs each year	\$727,385	\$512,240	7,465 meters were replaced as at 30 June 2020. The meter management program is being carried out in accordance with AS 3565.4
64172 Point Lookout (Mulumba) Backlog Sewer and Water Main replacement	Replaced aged and failing AC main	\$680,745	\$680,745	Approximately 520 m of AC main replaced in East Coast Road, North Stradbroke Island (Minjerribah) following numerous bursts

Water	
Reservoirs	5
Length of water main	1,312 km
Number of active meters	60,808
Number connected residential properties (including vacant land 6,901)	67,157
Number connected non-residential properties	2,599
Total number connected (charged access fees 1 July 2019 charge date)	69,756
Water purchased	13,581 ML
Water supplied (estimated)	13,476 ML
Total assets	\$283 million



Venman Bushland National Park, Mount Cotton (Jungalpin/Tungipin)

Wastewater

Project	Description	Budget	Expenditure to date	Comments
64092 Sewerage Pump Station No 92 Rising Main	Upgrade of rising main to accommodate growth in Redland Bay catchment	\$1,182,598	\$1,122,275	Rising main upgrade works completed successfully with savings of \$60,000
64172 Point Lookout (Mulumba) Backlog Sewer and Water Main	Construction of sewerage reticulation for some of the unsewered parts of Point Lookout (Mulumba) township	\$5,150,440	\$3,364,711	Construction of sewer mains in Area A1 continue into 2020–2021 financial year with a planned practical completion date of October 2020
63032 Emergency Sewer Works	Emergent wastewater infrastructure works for a collapsed section of sewer main identified through routine maintenance	\$472,060	\$452,893	Successful replacement of collapsed sewer main and relining of downstream main due to poor condition
63026 WWTP Switchboards	Switchboards and electrical related replacements Wastewater Treatment Plant (WWTP)	\$80,034	\$53,085	Capalaba WWTP Automatic Transfer Switch replacement and Point Lookout WWTP Network Equipment Upgrade works completed successfully. Design of a return activated sludge switchboard replacement completed.
63178 Capalaba WWTP Upgrades	Undertake options analysis for upgrade of Capalaba WWTP to address capacity, lack of redundancy, compliance and aging assets	\$282,876	\$282,402	Options analysis report and strategic business case delivered successfully
63132 Victoria Point WWTP Dewatering Improvements	Undertake options analysis for upgrade of dewatering facility at WWTP to accommodate growth in the catchment	\$50,000	\$49,910	Options analysis and technical specifications delivered successfully
64028 Sewerage Pump Station 28	Upgrade and renew pump station to address hydraulic and electrical issues under a 'design and construct' contract	\$1,197,159	\$274,982	Design finalised and construction will continue into 2020–2021 financial year with a planned practical completion September 2020

Wastewater	
Treatment plants	7
Pumping stations	138
Length of sewer main	1,205 km
Active residential services (including vacant land 874)	55,144
Number of active services non-residential	1,886
Total number of connected properties (including vacant land)	55,030
Wastewater treated (effluent)	11,032 ML
Sludge for re-use	98% (18,939 tonnes)
Recycled effluent for reuse	>121 ML
Trade waste generators	805
Trade waste discharged to sewer	285 ML
Total assets	\$491 million

Our statutory duties

This report details Redland Water's performance for the 2019–2020 financial year and fulfils the business unit's duties under the *Local Government Act 2009*, the *Water Act 2000* and the *South East Queensland Water (Distribution and Retail Restructuring) Act 2009*.

Redland Water is required to provide the Regulator with an annual report, in accordance with sections 141 and 142 of the *Water Supply (Safety and Reliability) Act 2008* in each financial year and this report must be made available to the public.

Redland Water is also required to report against its *Drinking Water Quality Management Plan*, which was reviewed on 31 May 2018 and submitted to the Regulator for approval on 14 June 2018. Further reviews are required to be completed every two years, the next review is due 12 October 2020. The first regular audit of the plan was conducted on 9 and 10 March 2016. Further audits are required to be completed every four years, with the next external audit due by 12 October 2021. Redland Water provided the Regulator with regular audit reports on 19 April 2016 in accordance with section 108 of the *Water Supply (Safety & Reliability) Act 2008*.

Under the *SEQ Water (Distribution and Retail Restructuring) Act 2009*, Redland Water is required to prepare a Water Netserv Plan. A revised Netserv Plan Part A has been adopted by Council that is aligned to the new *Redland City Plan* and came into effect with the commencement of the Local Government Infrastructure Plan.

Redland Water continues to maintain close liaison and regional collaboration with South East Queensland water service providers and Seqwater through participation in regional working groups and regional projects as required under the *Bulk Water Supply Code*.

Financial Report and Community Service Obligations

Details of Redland Water's financial statements for the year ended 30 June 2020 are contained in the Consolidated Financial Statements on pages 212–257.

Environmental initiatives

Redland Water continued its focus on improving the environmental performance of its Wastewater Treatment Plants (WWTPs), pump stations and water and wastewater reticulation mains.

Wastewater

- There was a continued focus on preventative maintenance of WWTP and pump station assets, including updating of asset management plans for these facilities.
- A total of 98 per cent of all biosolids produced from the WWTPs were reused via land application.
- Ongoing monitoring and improvements to dechlorination system to improve effluent quality and environmental outcomes in Hilliards Creek.
- A facility options assessment study for Capalaba WWTP to ensure it will continue to maintain compliance with environmental licence requirements into the future was completed with the intention to combine its output with an all of mainland wastewater treatment strategy in the coming financial year.
- Victoria Point WWTP upgrades studies were undertaken:
 - A treatment options study
 - A Receiving Environmental Assessment for discharge options
 The outcomes of these studies were used in discussions with Department of Environment and Science (DES) in relation to licence amendments to service future growth.
- Commissioned an effluent management study for the Cleveland WWTP to determine if effluent irrigation is still appropriate at the site.
- Commissioned a review of the quality of biosolids generated by wastewater treatment plants, with recommendations to improve stabilisation quality.

Delivering on customer service

Customer service standards

Customer service standards describe and define the levels of service Redland Water commits to provide to its customers for water and wastewater services.

Below is a summary of Redland Water's water and wastewater service standard key performance indicators (KPIs), targets and performance for 2019–2020 in the *Redland Water Annual Performance Plan* as adopted by Council on 27 June 2019.

KPI	Unit	Target	Actual	KPI Achievement
Operating revenue (actual to budget)	%	+/-5%	-0.73%	●
Operating goods and services expenditure (actual to budget)	%	+/-5%	0.12%	●
Capital expenditure (actual to budget)	%	+/-5%	-67.68%	●
Treatment costs per property serviced (wastewater)	\$	\$16.13 per month/ \$193.57 per year	\$190.00	●
Maintenance costs per property serviced (water)	\$	\$4.59 per month/ \$55.03 per year	\$56.51	●
Maintenance costs per property serviced (wastewater)	\$	\$10.13 per month/ \$121.56 per year	\$96.73	●
Number of wastewater treatment plant non-conformances with DES licence	#	Max 0.5 per month/ 6 per year	2	●
% compliance with Australian Drinking Water Guidelines (ADWG) within distribution system. Does not include non-compliant water received at the point of transfer to the distribution system, i.e. from the bulk water supply authority	%	Min 98%	99.9%	● 100% for 11 months, 99.77% in August 2019
Number of lost time injuries	#	0	7	●

● KPI achieved ● KPI not achieved

Managing our assets

Operational performance 2019–2020

In fulfilling the duties of its performance plan, Redland Water provided all stated services and roles for:

- water supply to customers
- wastewater collection and treatment
- trade waste.

Redland Water also:

- reported monthly on water and effluent quality, and financial and capital project status
- complied with Council's Corporate Plan, policies and procedures, and its environmental management system.

Drinking water quality monitoring

Drinking water quality monitoring is undertaken through a verification monitoring program approved by the Regulator. Under the *Water Supply (Safety and Reliability) Act 2008* (Section 102) and the *Public Health Act 2005*, Redland Water must report to the Regulator any non-compliance with Australian Drinking Water Guidelines (ADWG) or report an event that may impact public health. A 99.9 per cent compliance with the Australian Drinking Water Guidelines (ADWG) was achieved in 2019–2020. One incident of E.coli health exceedance was detected in the Heinemann Road Reservoir Zone, the cause was unknown. Additional follow up monitoring did not detect any further exceedances.

Annual Drinking Water Management Plan reports are required to be provided to the Queensland Department of Natural Resources Mines and Energy (DNRME) within 120 business days of the end of the financial year.

Redland Water implemented a Drinking Water Management database to improve monitoring and data management. A water quality verification monitoring review was also undertaken with the assistance of an external consultant to ensure monitoring would continue to meet the ADWG requirements into the future.

STATEMENT OF OPERATIONS 04



Mosquito control program

171



172



5 GOVERNANCE AND DISCLOSURES

This section details statutory annual reporting including right to information and privacy, audit, fraud, grants, tenders, services provided by other governments, registers and concessions for rates and charges.

This section is divided into:

- Governance
- Disclosures

GOVERNANCE

Right to information and information privacy

The *Right to Information Act 2009* and the *Information Privacy Act 2009* provide the community with access to information, balanced by appropriate protection for individuals' privacy.

The public can apply for access to documents held by a Council, subject to statutory exemptions, unless it is contrary to the public interest to provide that information. The legislation also allows individuals to apply for amendments to be made to documents concerning their personal affairs, where it is believed the information is incomplete, out of date, inaccurate or misleading.

Right to Information applications	Number
Applications received under the <i>Right to Information Act 2009</i>	56
Applications received under the <i>Information Privacy Act 2009</i>	24
Applications received under the <i>Information Privacy Act 2009</i> to amend personal information	0
Total Right to Information and Information Privacy applications received	80
Total Right to Information and Information Privacy pages processed	4,011
Applications received for internal review	2
Applications for external review with the Office of the Information Commissioner	5

Council received 80 Right to Information and Information Privacy applications during 2019–2020 and there were three applications on hand at 1 July 2019.

A total of 62 decisions were issued to applicants within legislative timeframes. Five applications were withdrawn by the applicants.

Two internal review applications were received and finalised under the *Right to Information Act 2009*. Both decisions were upheld, affirming the original decisions.

The Office of the Information Commissioner Queensland (OIC) received five requests for external review of decisions by Council. The OIC upheld one external review, affirming Council's decision. Four external review applications are yet to be finalised.

There were 10 Right to Information applications and six Information Privacy applications on hand at 30 June 2020.

Fraud and corruption prevention

Council's *Fraud and Corruption Prevention Policy (GOV-007-P)* forms part of our overall approach to transparent corporate governance. Council is committed to the prevention of fraud and corruption and seeks to promote a strong culture of corporate governance to detect, investigate and take appropriate action in cases of suspected or proven fraud or corruption by ensuring:

- A zero-tolerance approach to fraud and corruption
- Corruption and fraud control and management is an integral component of effective corporate governance
- Transparent and accountable processes are consistent with sound business practices and organisational standards of compliance
- All instances of suspected fraud and corruption to the Crime and Corruption Commission are reported
- Prevention of fraud and corruption and investigation of all suspected incidents and taking appropriate action
- An integrated *Fraud and Corruption Prevention Framework* to minimise the impact and reduce the risk of fraud and corruption within the work environment is maintained.

Matters referred to the Crime and Corruption Commission (CCC)

Redland City Council's *Fraud and Corruption Prevention Framework* is in place to ensure robust practices for the effective detection, investigation and prevention of fraud and corruption of any description within Council.

Councillor conduct

Information on *Councillor Code of Conduct disclosures 2019–2020* (complaints, notices and referrals) can be found on pages 57–59 of this Annual Report.

We are committed to transparent and accountable processes, investigating all suspected Councillor and employee incidents and taking appropriate action.

Administrative Action Complaints 2019–2020

Administrative Action Complaints are those that have been through all Council complaint channels and the customer was not satisfied with a Council decision or action.

Council is committed to the fair management of administrative action complaints. This commitment is underpinned by our *Administrative Action Complaints Process (GOV-014-P)*, which supports Council's priority to deliver inclusive and ethical governance for the community.

The policy includes Council's commitment to the resolution of complaints and to act in accordance with the principles contained in the *Local Government Act 2009 ('the Act')*.

The policy is supported by a guideline which outlines a clear administrative method of handling and resolving complaints made by community members about various issues, including:

- a decision, or failure to make a decision
- an act, or failure to do an act
- the formulation of proposal or intention
- the making of a recommendation.

We have implemented a process where administrative action complaints are dealt with by our Senior Advisor Administrative Review operating independently to the operational units of Council. All administrative action complaint decision notices provide complainants with their appeal options to the Queensland Ombudsman.

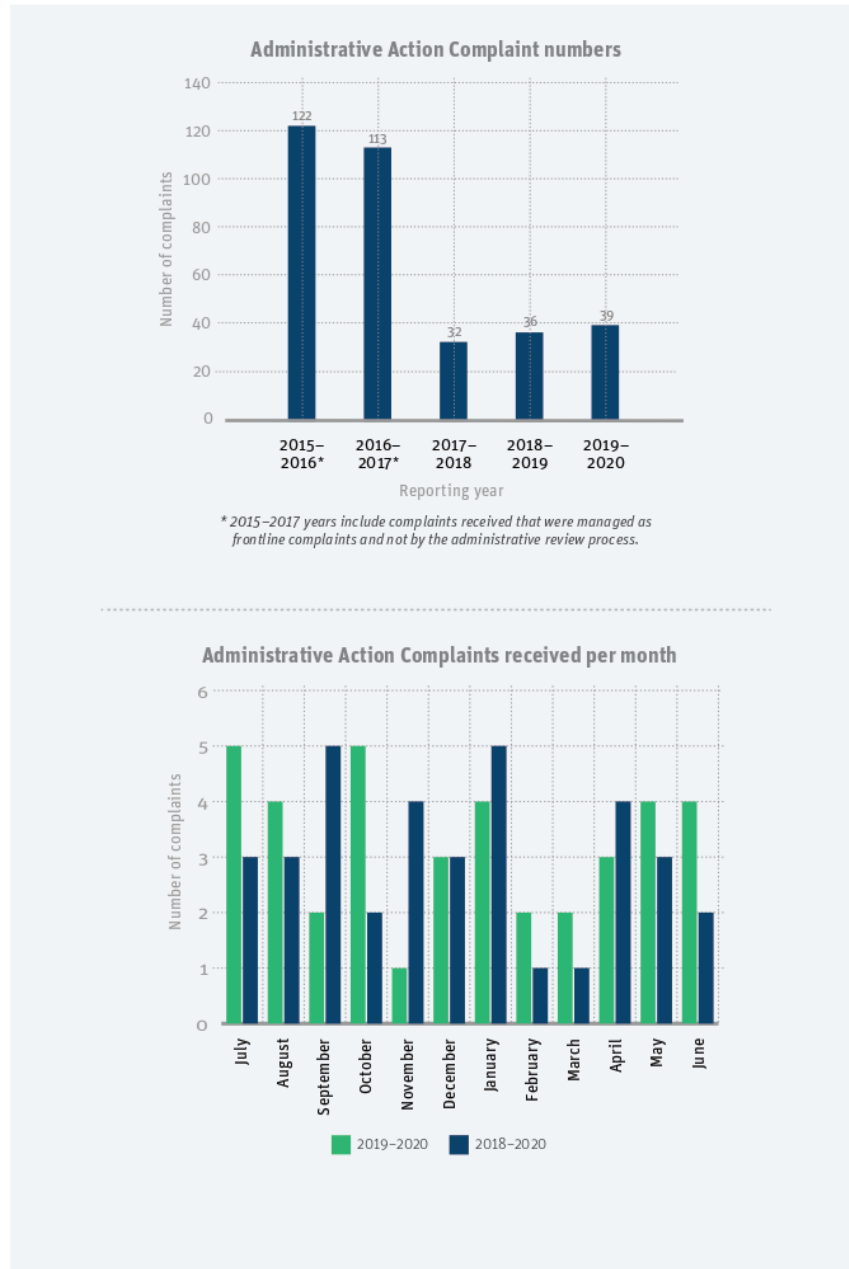
We are required under section 187(2) of the *Local Government Regulation 2012* to disclose the number of complaints made and resolved through our administrative action complaints process.

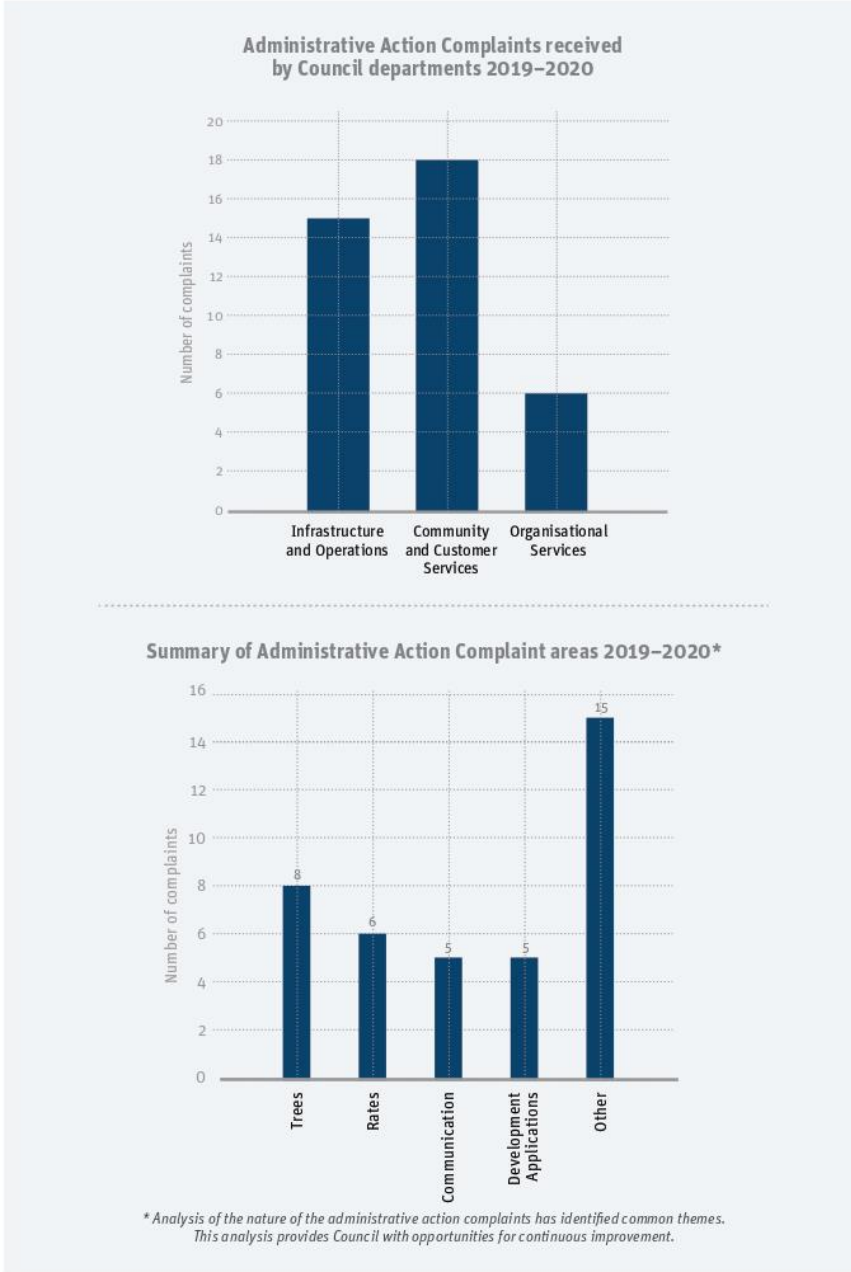
Outcome of administrative action complaints	Number
Number of complaints made under the administrative action complaints process during 2019–2020	39
Number of complaints resolved under the administrative action complaints process during 2019–2020	36
Number of complaints made under the administrative action complaints process during 2019–2020 which remain unresolved as at 30 June 2020	3
Number of complaints made under the administrative action complaints process during 2018–2019 which remained unresolved as at 1 July 2019	3
Number of complaints that remained unresolved at the end of the 2019–2020 financial year that were made under the administrative action complaints process during 2018–2019	0

The full administrative action complaint process is available on Council's website.

Administrative Action Complaints

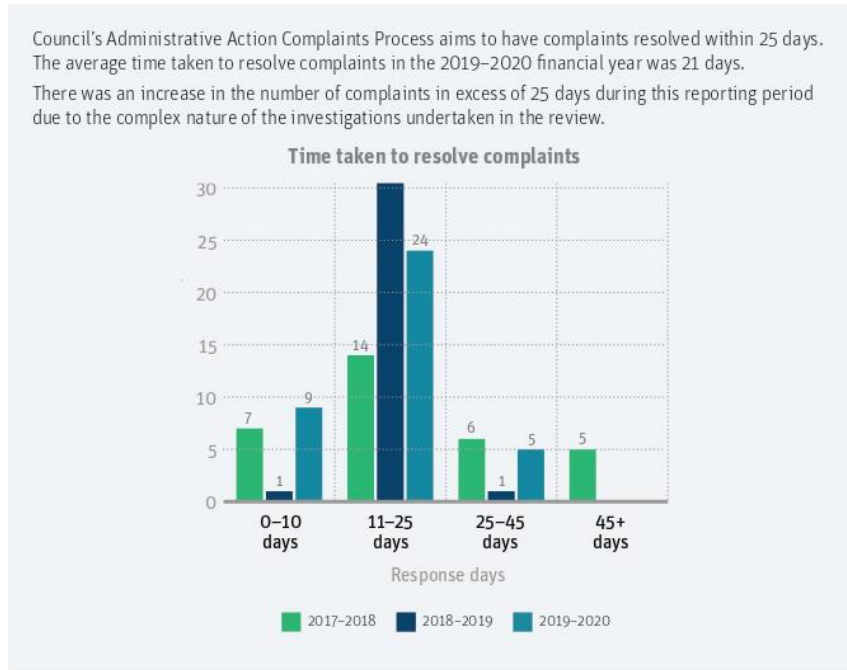
The following tables provide details of our Administrative Action Complaints for 2019–2020. These numbers refer to complaints that have been through all Council complaint channels and the customer was not satisfied with a Council decision or action.





Administrative Action Complaints (continued)

Council’s Administrative Action Complaints Process aims to have complaints resolved within 25 days. The average time taken to resolve complaints in the 2019–2020 financial year was 21 days. There was an increase in the number of complaints in excess of 25 days during this reporting period due to the complex nature of the investigations undertaken in the review.



Internal audit

Internal Audit provides Councillors and management with assurance that internal control systems with Council and its controlled entities are efficient, effective and economical and that risk is appropriately addressed so objectives can be achieved. Internal Audit operates in accordance with Council's *Internal Audit Policy (GOV-10-P)* and the *Internal Audit Charter*, which set out the mandate, roles and responsibilities of the function.

Internal Audit is an independent function within Council, with audit and investigation findings reported directly to the Chief Executive Officer and the Audit Committee. Internal Audit's administrative, financial and employee management activities are managed through Council's Corporate Governance group.

The Internal Audit unit continued to be staffed by officers with a mix of financial management and audit experience. Staff members are encouraged and supported to maintain relevant professional accreditations and form associations with relevant professional bodies.

Deloitte was Council's co-source audit partner during 2019–2020. Council was fully compliant with legislation relating to the activities and reporting of our Internal Audit function.

In accordance with the *International Standards for the Professional Practice of Internal Auditing* and related best practice, Council's Internal Audit unit provides a broad range of audit and advisory services on:

- Legislative and policy compliance
- Operational cost-effectiveness and efficiency
- Reliability of financial and related management information
- Use of public funds and assets under Council's control
- Fraud and corruption prevention
- Adequacy and accuracy of information systems.

The objective and scope of internal audit activities is determined through a risk-based approach that involves consultation with management, Audit Committee and the Queensland Audit Office to ensure appropriate audit coverage. In 2019–2020, Internal Audit delivered the *Annual Internal Audit Plan* and issued 14 internal audit reports with 149 recommendations. Internal Audit's findings confirmed that a satisfactory internal control environment exists within Council.

Audit recommendations 2019–2020	Number
Open recommendations at 1 July 2019	167
Recommendations added during the reporting period	149
Recommendations implemented during the reporting period	201
Open recommendations at 30 June 2020	115

Audit committee

The objective of the Audit Committee is to promote good corporate governance within Council and its controlled entities in accordance with the *Local Government Act 2009*, the *Local Government Regulation 2012* and Council's Audit Committee Charter. The Audit Committee complements the relationship between Internal Audit and the wider organisation, safeguarding Internal Audit's independence and further increasing the Internal Audit function's effectiveness and value to Council.

The Audit Committee provides independent oversight, monitoring, review and advisory activities in the following responsibility areas:

- Financial statements and reporting
- Governance and internal controls
- Fraud and corruption control
- Risk management
- Legislative and policy compliance.

During 2019–2020, the Audit Committee comprised:

- Mayor Cr Karen Williams
- Cr Paul Gleeson (Councillor member until April 2020)
- Cr Tracey Huges (Councillor member appointed in May 2020)
- Mr Peter Dowling (Independent member)
- Mr Virendra Dua (Independent member).

Cr Paul Gleeson chaired the Audit Committee until April 2020 and Mayor Cr Karen Williams was appointed as the interim Chairperson in May 2020.

The Chief Executive Officer, Executive Leadership Team, Group Manager Corporate Governance and representatives of the Queensland Audit Office attend Audit Committee meetings as standing invitees. The Principal Adviser Internal Audit acts as the secretary of the Audit Committee. Council officers regularly present reports and attend meetings to respond to Audit Committee requests for information on matters of relevance to the Audit Committee's role.

The Audit Committee meets four times a year, of which one meeting is for the purpose of reviewing the draft annual financial statements prior to submission to the Queensland Audit Office. The Audit Committee met on the following occasions during 2019–2020:

- 23 July 2019
- 22 August 2019
- 26 September 2019
- 18 June 2020.

External audit

Council is audited annually by the Queensland Audit Office, which reports to Queensland Parliament as part of its role to enhance public sector accountability. It continuously reviews and assesses the internal control environment surrounding Council's financial and related systems and practices.

This provides a statutory mechanism for external review of Council's financial operations and other corporate matters affecting the sound management of the organisation.

Risk management

Council is committed to an enterprise-wide risk management system through the application of its Enterprise Risk Management Framework and accompanying Risk Assessment Handbook which outlines Council's methodology on how risks are managed in line with laws, regulations, policies and standards. Council follows the principles and guidelines set out in the Australian Standard AS ISO 31000. Council's risk maturity journey is continuing through ongoing education across the business with Risk and Liability Services being incorporated into the integrated planning cycle.

Formal risk registers cover strategic, operational and project risks. Regular reviews of the registers take place to ensure the currency and management of identified risks. Council's Operational Risk Management Committee (ORMC) continues to review and endorse the risk registers. A risk management report is also presented to Council's Audit Committee which enforces Council's commitment to best practice in risk management.

Council follows a well-defined and consistent approach to risk management with a focus on being 'risk aware' leading to more informed decision making. Council's effective risk management strategies contribute to the successful delivery of Council's projects and ultimately to the city's economic growth.

New risk system

During 2019–2020, Risk and Liability Services implemented and operationalised a new claims and risk management software system. The new system has been adapted to Council's risk approach and provides valuable tools and reporting capabilities. Risk and Liability Services is already seeing the results of efficiencies gained through automated processes and linkages between claims, risks and risk controls.

Insurance

A comprehensive insurance policy review undertaken over the last two years has now been finalised. This year's insurance renewal program saw all policies moved to the same financial year renewal cycle to gain budget and process efficiencies.

In response to a telecommunication tower fire on top of Council's main administration building, Risk and Liability Services supported the business through a coordinated claims process with Council's insurer and recovery of costs from a third party.

Risk management activities

Over the past 12 months, Council's Risk and Liability Services team has been actively engaged across the business providing advice on the identification of risks and risk mitigation strategies. Examples of the team's activities include:

- The development and incorporation of a risk weighting tool into the Portfolio Management Office prioritisation model to assist with the prioritisation of the capital works program
- Working closely with the City Operations team on a review of electrical assets across the city
- Reviewing and providing recommendations for the safe operation and interaction of community members at the Redlands Coast Visitor Information Centre at Raby Bay, Cleveland (*Nandeebie/Indillie*).

Risk and Liability Services played a central role in steering committees and working groups for key strategic projects including:

- Queensland's first full autonomous vehicle trial on Karragarra Island ran for approximately six months. A project-specific risk assessment was provided to the City Planning and Assessment team for implementation into the project as well as cross party insurance advice culminating in the purchase of an additional insurance policy to meet the needs of the trial.
- The Strategic Spatial Intelligence Transformation Project to improve planning, decision making and the allocation of resources to provide transparency, reduce costs and increase efficiencies in scheduling and maintenance programs as well as increasing Council's ability to explore spatial data modelling.

Business continuity planning

Council's response for COVID-19 has seen the Business Continuity Planning (BCP) undergo a review and update. Council did not have to stand up their BCP during this event but was on a 'lean forward' status to ensure it was well planned and ready to respond if needed.

The Council's Pandemic Plan was activated under the Local Disaster Management Group activities and the BCP was aligned to its activation. This included identifying alternative workspaces in case of an outbreak within the Council workforce, identifying key suppliers and securing supply chains for critical supplies as well as building a management team for the response headed by the Chief Executive Officer. This team has met regularly during the pandemic.

Council is now undertaking a complete review of its BCP as a result of lessons learnt from the impact and response to COVID-19 to ensure it is well prepared for events it may face in the future.

Workers' compensation

Council has held its self-insurance licence for more than 20 years. Redland Workcover continues to perform at a high level on all KPI's and is classified as Low Risk by the Regulator. Redland Workcover consistently has lower claim costs and claim durations compared to QLD Workcover and other self-insurers.

DISCLOSURES

Business activities subject to the Code of Competitive Conduct

Significant business activities

Redland Water is a commercial business unit of Council, responsible for water supply, wastewater collection and wastewater treatment. You can find more information on Redland Water's activities in 2019–2020 on pages 162–170.

RedWaste, which looks after Council's waste management activities, is also a significant business activity. You can find more information on RedWaste's activities in 2019–2020 on pages 156–161.

The competitive neutrality principle has been applied to both business activities above.

There were no investigation notices given in 2019–2020 under section 49 of the *Local Government Regulation 2012* for competitive neutrality complaints.

Under section 190(1)(c) of the *Local Government Regulation 2012*:

- a local government's annual report for a financial year must include an annual operations report for each commercial business unit.

Section 190(2) of the *Local Government Regulation 2012* states:

- an annual operations report for a commercial business unit means a document that contains the following information for the previous financial year:
 - information that allows an informed assessment of the unit's operations, including a comparison with the unit's annual performance plan
 - particulars of any changes made to the unit's annual performance plan for the previous financial year
 - particulars of the impact the changes had on the unit's:
 - * financial position
 - * operating surplus or deficit
 - * prospects – particulars of any directions the local government gave the unit.

Competitive neutrality complaints

There were no competitive neutrality complaints for Council's business activities subject to the *Code of Competitive Conduct* during the 2019–2020 year.

Beneficial enterprises

Under section 41 of the *Local Government Act 2009*, a local government's annual report for each financial year must contain a list of all the beneficial enterprises conducted during the financial year.

Council's beneficial enterprises include the Redland Investment Corporation (RIC) as well as its subsidiary companies that are local government-controlled entities:

- RIC Toondah Pty Ltd
- Redland Developments Pty Ltd (previously Ava Terraces Pty Ltd)
- Cleveland Plaza Pty Ltd.

Services provided by another government

Under section 190(1)(d) of the *Local Government Regulation 2012*, Council must include details of any services, facility or activity supplied by another local government (under an agreement for conducting a joint government activity), where special rates or charges were levied.

There were no services provided by another government in 2019–2020.

Shareholder delegates

There were no shareholder delegates for corporate entities in 2019–2020.

Amended tenders for 2019–2020

T-1921-19/20-WST	Residual Waste Disposal Services	Increase in scope of works
PDG-64172-2	Point Lookout Backlog Sewer	Increase in scope while under evaluation
PDG-43553-7	IndigiScapes Interpretive Space	Change in scope from design only to design and construct

Registers

Council maintains a number of registers that are available to the public:

- Adopted Committee and Council Meeting Dates
- Assets
- Authorised Persons
- Beneficial Enterprise
- Business Activities
- Cat and Dog
- Complaints
- Corporate Gifts
- Cost Recovery Fees
- Council Policies
- Councillor Register of Interests
- Delegations
- Contact with Lobbyists
- Local Laws and Subordinate Local Laws
- Mayor to CEO Directions
- Minutes of Local Government Meetings
- Personal Identification (in relation to animals)
- Regulated Dogs
- Regulatory Fees
- Roads.

Concessions for rates and charges

In 2019–2020, Council provided general rate concessions to support cultural and economic development, not-for-profit organisations and pensioners on Centrelink or DVA Gold Card benefits. Pensioners who lived in homes where the roofline extended over an adjoining boundary in the same ownership name also received concessions on separate and special charges.

A concession on separate and special charges was also provided for parcels of contiguous land in the same ownership name, for farmers carrying on a business of primary production. Concessions in the form of payment arrangement plans were provided to ratepayers suffering hardship, to enable rates and charges to be recovered over a longer period.

Council also accepted concessional agreements for the voluntary transfer of unencumbered land in full or part payment of rates or charges.

Further details are available in the *Budget 2019–2020* documentation and associated policies on Council's website.

Regional Arts Development Fund (RADF)

The RADF 2019-20 Round was unspent and postponed until this year due to COVID-19. Details around availability of funding are yet to be confirmed, with a grants round scheduled to be released in August 2020.

Funding rounds held during the 2020–2021 financial year will be reported on in our next Annual Report.

Grants and sponsorship

Council's Community Grants and Sponsorship Program provided financial assistance for one-off projects that deliver positive outcomes that benefit the local community. During 2019–2020 Council awarded 40 grants totalling \$349,942 for capital infrastructure, conservation, organisational support, project support and sponsorship.

The balance of the Community Grants and Sponsorship Program was postponed until the 2020–2021 financial year due to COVID-19, and unspent funds were redirected to fund a targeted response to COVID-19.

The COVID-19 Relief and Recovery Response Grants Program provided direct support to businesses and community organisations to respond to COVID-19. Businesses were able to access funds to seek professional advice, or make an innovative restructure to their business model. Community organisations were funded to provide direct support to vulnerable community members suffering hardship due to COVID-19.

The COVID-19 Relief and Recovery Response Grants Program awarded to 81 grants to businesses totalling \$259,509.72 and 16 grants to community organisations totalling \$107,753.65.

Annual Report 2019–2020 | REDLAND CITY COUNCIL

Grants and sponsorship (continued)

Grant category	Funding round	Organisation	Grant application ID	Amount
Capital infrastructure	Round 1 2019–2020	Alexandra Hills Mens Shed	MC-201-005	\$32,953.00
		CPL – Choice, Passion, Life (Cerebral Palsy League)	MC-201-009	\$10,000.00
		Queensland Police-Citizens Youth Welfare Association (Redlands PCYC)	MC-201-001	\$38,440.00
		Thorneside Community Tennis Courts Association Inc.	MC-201-007	\$9,752.00
		Alexandra Hills Australian Football Club	CAP-201-00R-001	\$50,000.00
		Subtotal	5	\$141,145.00
Conservation	Round 1 2019–2020	Queensland Ornithological Society Inc. (QOS Inc.)	CS-201-002	\$10,000.00
		Coochiemudlo Island Coastcare Inc.	CS-201-004	\$6,103.00
		Conservation Volunteers Australia	CS-201-006	\$9,900.00
		Subtotal	3	\$26,003.00
Organisation support	Round 1 2019–2020	STAR Community Services Ltd	OS-201-007	\$3,000.00
		VMR Raby Bay	OS-201-010	\$3,000.00
		Dolphins Seaside Netball Club	OS-201-011	\$2,328.00
		Allstars Netball Club Inc.	OS-201-014	\$3,000.00
		Redlands Baseball Inc.	OS-201-019	\$3,000.00
		Subtotal	5	\$14,328.00
Organisation support	Round 2 2019–2020	Redlands Cricket Club Inc.	OS-202-001	\$3,000.00
		Bay Islands Multi Sport and Recreation Association Inc.	OS-202-003	\$3,000.00
		Lorikeets Netball Club Inc.	OS-202-004	\$3,000.00
		The Addictive World	OS-202-007	\$3,000.00
		Redland City FC Inc.	OS-202-008	\$3,000.00
		Southern Moreton Bay Islands Chamber of Commerce Inc.	OS-202-009	\$2,700.00
		Redlands Dog Obedience Club Inc.	OS-202-015	\$3,000.00
		RSL – Bayside South Sub-Banch Inc.	OS-202-016	\$3,000.00
		Redland Bay Tennis Club Inc.	OS-202-018	\$1,800.00
		Point Lookout Surf Life Saving Club Inc.	OS-202-021	\$3,000.00
		Redland District Committee on the Ageing Inc.	OS-202-023	\$1,392.00
		Redland Bushwalkers Inc.	OS-202-028	\$3,000.00
		Subtotal	12	\$32,892.00
Project support	Round 1 2019–2020	University of the Third Age Redlands District Inc.	PS-201-001	\$9,931.00
		Running Wild...Youth Conservation Culture Inc.	PS-201-007	\$10,000.00
		Cleveland Air Magic Association Inc.	PS-201-009	\$9,204.26
		Horses for Health Redlands Inc.	PS-201-010	\$9,989.50
		Redland District Committee on the Ageing Inc.	PS-201-018	\$9,950.00
		Subtotal	5	\$49,074.76

Grants and sponsorship (continued)

Grant category	Funding round	Organisation	Grant application ID	Amount
Sponsorship	Round 1 2019–2020	Redlands Easter Family Festival	S20-R1-001	\$15,000.00
		Rotary Club of Capalaba Inc.	S20-R1-010	\$15,000.00
		Queensland HD & HR Holden Club Inc.	S20-R1-012	\$5,000.00
		Tingira Boat Club Inc.	S20-R1-017	\$7,000.00
		Robot Productions Pty Ltd	S20-R1-018	\$15,000.00
		Living with IT Pty Ltd	S20-R1-020	\$10,000.00
		Circular Economy Foundation Ltd	S20-R1-021	\$15,000.00
		Subtotal	7	\$82,000.00
Quandamooka Dancers Funding	Round 1 2019–2020	University of the Third Age Redlands District Inc.	PS-201-001	\$1,500.00
		Circular Economy Foundation Ltd	S20-R1-021	\$1,500.00
	One-off	Maria Cleary & Trish Dobson		\$1,500.00
		Subtotal	2	\$4,500.00
COVID-19 Business support	2019–2020	C Pink & G Pink	BSG-19/20-002	\$5,000.00
		Janette Louey	BSG-19/20-006	\$880.00
		Redlands Window Cleaning	BSG-19/20-007	\$4,978.45
		The trustee for Puddy & Pooch	BSG-19/20-009	\$5,000.00
		FINAL FLOOR PREP PTY LTD	BSG-19/20-012	\$1,000.00
		Five Star Energy Efficiency Pty Ltd	BSG-19/20-018	\$4,500.00
		Ruby & Ollie's All Abilities Childcare	BSG-19/20-019	\$4,766.50
		The trustee for The Jessen Family Trust	BSG-19/20-022	\$1,000.00
		D Sanders & R Sanders	BSG-19/20-023	\$4,497.00
		MN Jewellery Design	BSG-19/20-024	\$770.00
		Small Island Stories T/as Coochie Island News	BSG-19/20-027	\$4,384.88
		Noreen's Seaside Shop	BSG-19/20-030	\$4,999.00
		Victor Precision	BSG-19/20-041	\$5,000.00
		Labosport Australasia Pty Ltd	BSG-19/20-044	\$4,653.00
		Nourish Naturally	BSG-19/20-046	\$5,000.00
		Petal and Peach Bakery	BSG-19/20-048	\$5,000.00
		Express Print & Sign	BSG-19/20-050	\$4,679.95
		S.m Allard & E.f Hemier	BSG-19/20-052	\$1,000.00
		BayPlay Leisure Pty Ltd	BSG-19/20-053	\$950.00
		Chabra Pty Ltd	BSG-19/20-055	\$1,000.00
		Press Play Studio	BSG-19/20-057	\$5,000.00
		Salads Made Fresh Pty Ltd	BSG-19/20-059	\$5,000.00
		M.d Bates & M.j Bates	BSG-19/20-060	\$1,000.00
		Velocity Fitness and Health	BSG-19/20-061	\$4,349.07

Annual Report 2019–2020 | REDLAND CITY COUNCIL

Grants and sponsorship (continued)

Grant category	Funding round	Organisation	Grant application ID	Amount
COVID-19 Business support (continued)		Affirm Body Fitness Pty Ltd	BSG-19/20-062	\$3,899.00
		War Bonnet Pty Ltd	BSG-19/20-072	\$924.00
		National Institute of Excellence	BSG-19/20-085	\$5,000.00
		The Flour Mill Bakery	BSG-19/20-086	\$1,000.00
		Brisbane Bubble Wrap	BSG-19/20-087	\$5,000.00
		2 Bent Rods	BSG-19/20-089	\$5,000.00
		Stradbroke Island Events	BSG-19/20-091	\$4,139.00
		Think & Grow Business	BSG-19/20-092	\$1,000.00
		Frederiks Accountants	BSG-19/20-096	\$5,000.00
		Lash Me Up	BSG-19/20-100	\$3,500.00
		The trustee for the Seymour Family Trust	BSG-19/20-101	\$1,000.00
		Kimberley Treuer	BSG-19/20-103	\$1,000.00
		Powerfactor Electrical Pty Ltd	BSG-19/20-106	\$4,600.00
		Ecobotanica Pty Ltd	BSG-19/20-108	\$5,000.00
		Optimum Movement	BSG-19/20-113	\$5,000.00
		Stans Chicken & Beer	BSG-19/20-116	\$1,000.00
		Phillips Direct Office Products Pty Ltd	BSG-19/20-118	\$1,000.00
		M5 Pty Ltd	BSG-19/20-129	\$1,000.00
		Stradbroke Island Photography Pty Ltd	BSG-19/20-131	\$4,788.19
		The Trustee for The Wickle Cockle Family Trust	BSG-19/20-132	\$1,000.00
		Debi Brett Photography	BSG-19/20-133	\$4,997.00
		Bouncy Giggles Jumping Castles Pty Ltd	BSG-19/20-140	\$4,156.68
		Tax Invest ETC Pty Ltd	BSG-19/20-141	\$1,000.00
		Blue Peter – the Sea School	BSG-19/20-142	\$5,000.00
		Green girl (AUST) Pty Ltd	BSG-19/20-143	\$5,000.00
		Brisbane Alarm Monitoring Security Services	BSG-19/20-144	\$990.00
		Beach 26 Pty Ltd Trading as Live Learn Survive	BSG-19/20-146	\$4,796.00
		Trambas Shoes	BSG-19/20-148	\$3,105.00
		The Prawn Shack	BSG-19/20-150	\$4,950.00
		Starfish Studio	BSG-19/20-152	\$4,200.00
		The trustee for FITFRESH TRUST	BSG-19/20-154	\$1,000.00
		Cider Consulting	BSG-19/20-157	\$5,000.00
		Bonney Douglas Design	BSG-19/20-158	\$5,000.00
		Danvy & Associates Pty Ltd	BSG-19/20-161	\$1,000.00
		Matthew Foord	BSG-19/20-163	\$5,000.00
	Coral Cove Collection	BSG-19/20-165	\$1,000.00	
	Working with Soles	BSG-19/20-167	\$3,650.00	
	Jaynic Electrical and Maintenance	BSG-19/20-168	\$1,000.00	
	Advanced Natural Health	BSG-19/20-175	\$4,400.00	
	Notably Absinth Pty Ltd	BSG-19/20-176	\$1,000.00	
	Shedland Garden Centre	BSG-19/20-181	\$1,000.00	
	Share Your Story	BSG-19/20-183	\$2,107.00	

Grants and sponsorship (continued)

Grant category	Funding round	Organisation	Grant application ID	Amount
COVID-19 Business support (continued)		MySkinSpa Pty Ltd	BSG-19/20-185	\$5,000.00
		Six by Fifty Pty Ltd	BSG-19/20-190	\$4,780.00
		Neon Laundry	BSG-19/20-192	\$1,000.00
		ROCKIT Productions Pty Ltd	BSG-19/20-193	\$5,000.00
		Scope Accounting Pty Ltd	BSG-19/20-194	\$1,000.00
		McPherson Family Trust	BSG-19/20-199	\$1,000.00
		The Beach House Home	BSG-19/20-200	\$5,000.00
		Brady Family Trust	BSG-19/20-201	\$1,000.00
		Straddie Sales & Rentals	BSG-19/20-202	\$4,251.00
		Physio on Bayside	BSG-19/20-208	\$990.00
		Bay Breeze Cafe	BSG-19/20-209	\$5,000.00
		Astrum Australia Pty Ltd	BSG-19/20-210	\$5,000.00
		Papillon Photography Studio	BSG-19/20-211	\$4,889.00
		Keepsake Art	BSG-19/20-214	\$1,000.00
		C Pink & G Pink	BSG-19/20-216	\$990.00
		Subtotal	81	\$259,509.72
COVID-19 Community Organisation support	2019-2020	STAR Community Services	COS-19/20-002	\$10,000.00
		Running Wild..Youth Conservation Culture Inc.	COS-19/20-003	\$10,000.00
		Love and Hope Redlands Inc.	COS-19/20-005	\$9,895.00
		Bay Islands Community Services Inc.	COS-19/20-007	\$10,000.00
		University of the Third Age Redlands District Inc.	COS-19/20-008	\$4,233.00
		CPL – Choice, Passion, Life	COS-19/20-010	\$2,178.00
		Donald Simpson Community Centre	COS-19/20-011	\$500.00
		Victoria Point Redland Bay Meals on Wheels Inc.	COS-19/20-013	\$4,525.50
		Redland Community Centre Inc.	COS-19/20-019	\$10,000.00
		The Rock Family and Community Support Inc.	COS-19/20-020	\$10,000.00
		St Vincent de Paul Society Qld	COS-19/20-023	\$9,825.00
		Queensland Police-Citizens Youth Welfare Association – Redlands Branch (Redlands PCYC)	COS-19/20-024	\$6,158.88
		Young Life Australia – Redlands Area	COS-19/20-028	\$2,400.00
		Redlands Fellowship Property Ltd	COS-19/20-029	\$10,000.00
		Jobs Association Inc.	COS-19/20-032	\$5,491.00
		Cleveland Uniting Church	COS-19/20-036	\$2,547.27
	Subtotal	16	\$107,753.65	
Total applications (all categories)			134	\$717,206.13

Annual Report 2019–2020 | REDLAND CITY COUNCIL

Mayor and Councillors' Community Benefit Fund – Successful Applicants Funding 1 July 2019–30 June 2020

Month	Application ID	Applicant – including Sponsor LG Reg 2012, S202 (7b)	Brief Project Description LG Reg 2012, S202 (7a)	Amount Approved ex GST LG Reg 2012, S202 (7a)
Mayor				Opening budget balance \$50,000.00
July 2019	MCCBF-1920-013	Individual	Australian Ten Pin Bowling Seniors Organisation National Championships	\$100.00
	MCCBF-1920-021	Individual	Queensland Inline Skating team	\$100.00
Aug 2019	MCCBF-1920-008	Individual	World Taekwondo Cadet Championships 2019	\$200.00
	MCCBF-1920-018	Individual	Australian Junior Volleyball Championships – Qld State team selection	\$100.00
	MCCBF-1920-019	Individual	Australian Junior Volleyball Championships – Qld State team selection	\$100.00
	MCCBF-1920-007	RATS Cycling Club Inc.	Chicks in the Sticks cycling event	\$750.00
	MCCBF-1920-006	Calvary Family Church Ltd	2019 Mount Cotton Christmas in the Park event	\$3,000.00
	MCCBF-1920-026	Mount Cotton Hall Assoc. Inc.	Spray cleaning and repainting the hall	\$3,000.00
	MCCBF-1920-061	JOII Community Ltd	Outdoor kitchen – Traction for Youth of the Redlands	\$2,727.27
	MCCBF-1920-058	Individual	Qld Sailing team selection	\$100.00
	MCCBF-1920-044	Individual	2019 YMCA Youth Parliament Qld team Youth Member for Oodgeroo	\$100.00
	MCCBF-1920-057	Individual	Qld Sailing team selection	\$100.00
	MCCBF-1920-070	Individual	National Track and Field Championship	\$250.00
	MCCBF-1920-041	Bayside Off-Roaders Club Inc.	Purchase of Heartsine Samaritan PAD 500P Automated External Defibrillator	\$500.00
	MCCBF-1920-062	Individual	2019 YMCA Youth Parliament Qld team Youth Member for Springwood	\$100.00
	MCCBF-1920-075	Individual	INAS International Global Games	\$500.00
	MCCBF-1920-053	Redlands Creative Alliance Inc.	Purchase of promotional materials for artist conversations at Redfest	\$420.00
Sept 2019	MCCBF-1920-063	Rotary Club of Cleveland Inc.	2019 Redfest member promotion	\$363.10
	MCCBF-1920-033	Rotary Club of Capalaba Inc.	Rotary Vocational & Police Service Awards	\$1,000.00
	MCCBF-1920-074	North Stradbroke Island Golf Club Inc.	Administration computer replacement due to system failure	\$1,275.45
	MCCBF-1920-028	Redlands United Football Club Inc.	Family Fun Day and Presentation Night for 2019 season	\$1,363.64
	MCCBF-1920-087	Redlands Floral Art Club Inc.	Replace chairs and carts burnt in fire	\$190.10
	MCCBF-1920-037	Love and Hope Redlands Inc.	Provisions of Hope with Love – esky, tables, plastic tubs and fridge freezer	\$1,500.00
	MCCBF-1920-045	The Corporation of the Trustees of the Roman Catholic Archdiocese of Brisbane – Parish Grants	Repair lead light glass and clear safety panel for the Community Hall in St Anthony's Drive, Alexandra Hills (<i>Nandeebie/Indillie</i>)	\$645.00
	MCCBF-1920-015	Individual	Representing Qld at the Australian Indoor Netball Open Nationals competition	\$100.00
	MCCBF-1920-073	Individual	National Club Futsal Championships	\$100.00
	MCCBF-1920-039	STAR Community Services Ltd	International Volunteers Day Awards	\$2,000.00
	MCCBF-1920-035	Yulu-Burri-Ba Aboriginal Corporation for Community Health	Jai Burns Memorial Touch Tournament	\$681.82
	MCCBF-1920-096	Capalaba Football Club Inc.	Purchase of equipment to be used for coaching purposes	\$1,500.00
	MCCBF-1920-099	Individual	Qld U15 Gold Cup	\$100.00
	MCCBF-1920-098	Individual	Michell Billiards Junior Teams Challenge	\$100.00
	MCCBF-1920-072	Redland Malayali Association Inc.	Sound and Light System project	\$500.00

Mayor and Councillors' Community Benefit Fund – Successful Applicants Funding (continued)

Month	Application ID	Applicant – including Sponsor LG Reg 2012, S202 (7b)	Brief Project Description LG Reg 2012, S202 (7a)	Amount Approved ex GST LG Reg 2012, S202 (7a)
Mayor (continued)				
Oct 2019	MCCBF-1920-078	Individual	WAG Levels Tour to New Zealand	\$500.00
	MCCBF-1920-050	Individual	2020 Australian Rope Skipping Championships	\$250.00
	MCCBF-1920-049	Individual	2019 Australian Rope Skipping Championships	\$250.00
	MCCBF-1920-147	Redlands Coast Salad Bowl Inc.	Irrigation system for community garden, Fielding's Park, Redland Bay (<i>Talwalpin</i>)	\$3,000.00
	MCCBF-1920-115	Scout Association of Australia Queensland Branch Inc.	Redlands Scout branches: hall furnishings, camping gear and flags	\$1,950.00
	MCCBF-1920-101	Community Connections Redlands Coast Inc.	Movie night GJ Walter park 26 October 2019 trestle tables, fencing and marquees	\$1,500.00
	MCCBF-1920-113	Bayside Initiatives Group Inc.	BIG outdoor area refurbishment (shade sail and concrete slab)	\$1,000.00
	MCCBF-1920-136	Allstars Netball Club Inc.	Website development	\$675.00
	MCCBF-1920-124	Redlands Hockey Club Inc.	Replace two marquees	\$1,500.00
	MCCBF-1920-114	Australian Volunteer Coast Guard Association Inc.	Profender Protection and installation to Coast Guard Pontoon Weinam Creek	\$1,000.00
	MCCBF-1920-146	Soroptimist International Bayside Inc.	Walk the Talk – Redlands Coast Unites against Gender Based Violence	\$334.77
	MCCBF-1920-139	Cleveland Air Magic Association Inc.	Install and purchase fans for the hall	\$533.58
Nov 2019	MCCBF-1920-141	Redland Community Centre Inc.	Self Defence for Women Training Sessions	\$2,475.00
Feb 2020	MCCBF-1920-054	The Rotary Club of Redlands Bayside	Flying Boats Memorial Project	\$2,500.00
May 2020	MCCBF-1920-153	Cleveland Branch - Queensland Country Women's Association	Replacement of security doors to Cleveland building	\$1,050.00
	MCCBF-1920-155	Bay Islands Golf Club Inc.	Catering for the Bay Islands Veterans Lifestyle Challenge Cup	\$370.00
June 2020	MCCBF-1920-195	The Renegades Men's Shed Inc.	Supply and install directional street signage for club	\$220.00
	MCCBF-1920-171	Individual	Futsal Championships Italy 2021	\$250.00
	MCCBF-1920-183	Fun Farm Ltd	Payment of insurances (COVID-19)	\$516.17
	MCCBF-1920-224	The Cage Youth Foundation Ltd	Power connections to shed	\$839.60
	MCCBF-1920-198	Redlands United Football Club Inc.	Electricity account operational cost (COVID-19)	\$160.12
	MCCBF-1920-223	Little Ship Club	Marketing and Business Plan	\$2,483.83
	MCCBF-1920-213	Redlands BMX Club Inc.	Gravel for track resurfacing	\$151.92
	MCCBF-1920-180	Alexandra Hills Raiders Basketball Club Inc.	Club infrastructure set-up (COVID-19)	\$1,611.00
Total expended				\$48,687.37

Annual Report 2019–2020 | REDLAND CITY COUNCIL

Mayor and Councillors' Community Benefit Fund – Successful Applicants Funding (continued)

As per the *Mayor and Councillors' Community Benefit Fund Guideline GST-001-005-G* individuals who have been selected to represent Queensland or Australia to attend nationally or internationally recognised events can apply to the Mayor's Community Benefit Fund.

Month	Application ID	Applicant – including Sponsor LG Reg 2012, S202 (7b)	Brief Project Description LG Reg 2012, S202 (7a)	Amount Approved ex GST LG Reg 2012, S202 (7a)
Division 1				Opening budget balance \$20,000.00
July 2019	MCCBF-1920-009	Wellington Point Probus Club Inc.	For the purchase of event and promotional aids to strengthen community representation	\$1,266.98
	MCCBF-1920-001	Redlands Touch Association Inc.	Honour Board to recognise all local players (45) who represent Australia in Touch Football	\$385.00
Aug 2019	MCCBF-1920-007	RATS Cycling Club Inc.	Chicks in the Sticks cycling event	\$750.00
	MCCBF-1920-030	Redland City Bands Inc.	Purchase of new computer system	\$199.80
	MCCBF-1920-061	JOII Community Ltd	Outdoor kitchen – Traction for Youth of the Redlands	\$454.55
	MCCBF-1920-060	National Trust of Australia Qld Ltd	Purchase of professional media equipment	\$1,500.00
	MCCBF-1920-063	Rotary Club of Cleveland Inc.	2019 Redfest member promotion	\$241.99
Sept 2019	MCCBF-1920-071	Wellington Point State School P&C	Wellington Point State School P&C Family Fun Day	\$3,000.00
	MCCBF-1920-080	Wellington Point Bowls Club Inc.	Website for Wellington Point Bowls Club	\$3,000.00
	MCCBF-1920-068	Redlands Softball Association Inc.	Media equipment	\$1,500.00
	MCCBF-1920-107	Capalaba Amateur Fishing Club Inc.	Automated doors for club front entrance to allow wheel chair access	\$3,000.00
	MCCBF-1920-136	Allstars Netball Club Inc.	Website development	\$1,325.00
Oct 2019	MCCBF-1920-115	Scout Association of Australia Queensland Branch	Redlands Scout branches: hall furnishings, camping gear and flags	\$2,950.00
June 2020	MCCBF-1920-194	Redlands Softball Assoc Inc.	Water charges (COVID-19)	\$426.68
Total expended				\$20,000.00



Mayor and Councillors' Community Benefit Fund – Successful Applicants Funding (continued)

Month	Application ID	Applicant – including Sponsor LG Reg 2012, S202 (7b)	Brief Project Description LG Reg 2012, S202 (7a)	Amount Approved ex GST LG Reg 2012, S202 (7a)
Division 2				Opening budget balance \$20,000.00
July 2019	MCCBF-1920-001	Redlands Touch Association Inc.	Honour board to recognise all local players (45) who represent Australia in Touch Football	\$385.00
	MCCBF-1920-030	Redland City Bands Inc.	Purchase of new computer system	\$199.80
	MCCBF-1920-006	Calvary Family Church Ltd	2019 Mount Cotton Christmas in the Park event	\$3,000.00
Aug 2019	MCCBF-1920-007	RATS Cycling Club Inc.	Chicks in the Sticks cycling event	\$750.00
	MCCBF-1920-061	JOII Community Ltd	Outdoor kitchen – Traction for Youth of the Redlands	\$272.73
	MCCBF-1920-041	Bayside Off-Roaders Club Inc.	Purchase of Heartsine Samaritan PAD 500P Automated External Defibrillator	\$200.00
	MCCBF-1920-063	Rotary Club of Cleveland Inc.	2019 Redfest member promotion	\$241.99
	MCCBF-1920-053	Redlands Creative Alliance Inc.	Purchase of promotional materials for Artist Conversations at Redfest	\$300.00
Sept 2019	MCCBF-1920-074	North Stradbroke Island Golf Club Inc.	Administration computer replacement due to system failure	\$1,363.64
	MCCBF-1920-028	Redlands United Football Club Inc.	Family Fun Day and Presentation Night for 2019 season	\$780.21
	MCCBF-1920-039	STAR Community Services Ltd	International Volunteers Day Awards	\$727.27
	MCCBF-1920-035	Yulu-Burri-Ba Aboriginal Corporation for Community Health	Jai Burns Memorial Touch Tournament	\$1,090.91
	MCCBF-1920-072	Redland Malayali Association Inc.	Sound and light system project	\$1,000.00
	MCCBF-1920-034	Redland Museum Inc.	Chairs to enhance visitor experience	\$2,244.21
	MCCBF-1920-139	Cleveland Air Magic Association Inc.	Install and purchase fans for the hall	\$533.58
	MCCBF-1920-038	Horizon Foundation Inc.	Horticulture equipment and trailer tarp	\$500.00
Oct 2019	MCCBF-1920-115	Scout Association of Australia Queensland Branch	Redlands Scout branches: hall furnishings, camping gear and flags	\$750.00
	MCCBF-1920-146	Soroptimist International Bayside Inc.	Redlands Coast Unites Against Gender Based Violence	\$334.76
May 2020	MCCBF-1920-153	Cleveland Branch – Queensland Country Women's Association	Replacement of security doors to Cleveland building	\$1,500.00
June 2020	MCCBF-1920-168	St James Lutheran Community Kindergarten	Sensory community garden	\$2,717.77
	MCCBF-1920-198	Redlands United Football Club Inc.	Electricity account operational cost (COVID-19)	\$1,108.13
Total expended				\$20,000.00

Annual Report 2019–2020 | REDLAND CITY COUNCIL

Mayor and Councillors' Community Benefit Fund – Successful Applicants Funding (continued)

Month	Application ID	Applicant – including Sponsor LG Reg 2012, S202 (7b)	Brief Project Description LG Reg 2012, S202 (7a)	Amount Approved ex GST LG Reg 2012, S202 (7a)
Division 3				Opening budget balance \$20,000.00
Aug 2019	MCCBF-1920-056	Redlands Rugby League Club Inc.	Plans/drawing for installation of unisex toilets	\$2,200.00
Sept 2019	MCCBF-1920-072	Redland Malayali Association Inc.	Sound and light system project	\$500.00
Oct 2019	MCCBF-1920-115	Scout Association of Australia Queensland Branch	Redlands Scout branches: hall furnishings, camping gear and flags	\$450.00
	MCCBF-1920-148	Bayview State School P&C	Portable shade for volunteers and community	\$2,963.40
	MCCBF-1920-124	Redlands Hockey Association Inc.	Replacement of two marquees	\$1,500.00
	MCCBF-1920-088	Volunteer Marine Rescue Victoria Point Association Inc.	Replace emergency equipment	\$1,500.00
June 2020	MCCBF-1920-158	Redland Yurara Art Society Inc.	Yurara Youth Art Awards	\$1,120.00
	MCCBF-1920-169	Victoria Point Sharks Sporting Club Inc	Beautification of front of club	\$1,950.58
	MCCBF-1920-226	Birkdale Progress Association Inc	Weed removal from creek line in Birkdale Bushland Reserve	\$2,196.67
	MCCBF-1920-183	Fun Farm Ltd	Payment of insurances (COVID-19)	\$1,032.34
	MCCBF-1920-188	Redlands Horse & Pony Club Inc.	Cross country course jumps	\$3,000.00
	MCCBF-1920-208	Redland City Gymsports Inc.	Purchase of new vacuum cleaner	\$496.95
	MCCBF-1920-198	Redlands United Football Club Inc.	Payment of electricity bill (COVID-19)	\$1,090.07
	Total expended			

Month	Application ID	Applicant – including Sponsor LG Reg 2012, S202 (7b)	Brief Project Description LG Reg 2012, S202 (7a)	Amount Approved ex GST LG Reg 2012, S202 (7a)
Division 4				Opening budget balance \$20,000.00
July 2019	MCCBF-1920-001	Redlands Touch Association Inc.	Honour Board to recognise all local players (45) who represent Australia in Touch Football	\$481.41
Aug 2019	MCCBF-1920-017	Tranquil Waters Retirement Village Residents Association Inc.	Sound System for Tranquil Tones Choir	\$3,000.00
	MCCBF-1920-010	Southern Bay Cyclones Junior Rugby Union Club Inc.	Purchase of laptop and commercial fridge	\$528.83
	MCCBF-1920-030	Redland City Bands Inc.	Purchase of new computer system	\$199.80
	MCCBF-1920-053	Redlands Creative Alliance Inc.	Purchase of promotional materials for artist conversations at Redfest	\$461.50
Sept 2019	MCCBF-1920-064	Night Ninja's Inc.	Food parcel storage system	\$500.00
	MCCBF-1920-028	Redlands United Football Club Inc.	2019 season Family Fun Day and Presentation Night	\$454.55
	MCCBF-1920-087	Redlands Floral Art Club Inc.	Replace chairs and carts burnt in fire	\$365.30
	MCCBF-1920-069	Coochiemudlo island Heritage Society Inc.	Banners and backing for aerial map for Coochiemudlo Hall	\$2,260.00
	MCCBF-1920-107	Capalaba Amateur Fishing Club Inc.	Automated doors for club front entrance to allow wheel chair access	\$3,000.00
	MCCBF-1920-054	The Rotary Club of Redlands Bayside	Flying Boats memorial project	\$2,419.97
Oct 2019	MCCBF-1920-104	Coochiemudlo Island Coastcare Inc.	Turtle rescue harness	\$681.82
	MCCBF-1920-115	Scout Association of Australia Queensland Branch	Redlands Scout branches: hall furnishings, camping gear and flags	\$850.00
	MCCBF-1920-113	Bayside Initiatives Group Inc.	BIG outdoor area refurbishment (shade sail and concrete slab)	\$400.00
	MCCBF-1920-038	Horizon Foundation Inc.	Horticulture equipment and trailer tarp	\$500.00
	MCCBF-1920-123	Guides Queensland – Victoria Point District	Purchase of camping equipment	\$1,763.53
	MCCBF-1920-088	Volunteer Marine Rescue Victoria Point Association Inc.	Replace emergency equipment (two fire pumps and split stretcher)	\$1,500.00
June 2020	MCCBF-1920-169	Victoria Point Sharks Sporting Club Inc.	Beautification of front of club	\$633.29
Total expended				\$20,000.00

192

Mayor and Councillors' Community Benefit Fund – Successful Applicants Funding (continued)

Month	Application ID	Applicant – including Sponsor LG Reg 2012, S202 (7b)	Brief Project Description LG Reg 2012, S202 (7a)	Amount Approved ex GST LG Reg 2012, S202 (7a)
Division 5				Opening budget balance \$20,000.00
Aug 2019	MCCBF-1920-002	Lamb Island Residents Association Inc.	Event and promotional aids for use by the association to strengthen community representation	\$1,442.00
	MCCBF-1920-010	Southern Bay Cyclones Junior Rugby Union Club Inc.	Purchase of laptop and commercial fridge	\$528.83
	MCCBF-1920-012	Bay Islands Tennis Players (Sponsor: Bay Islands Multi Sports and Recreation Assoc. Inc.)	Morning tea and fashion parade event for breast cancer	\$2,000.00
	MCCBF-1920-006	Calvary Family Church Ltd.	2019 Mount Cotton Christmas in the Park event	\$3,000.00
	MCCBF-1920-005	Macleay Island Arts Complex Inc.	For the purchase of two computers for the office	\$2,717.30
Sept 2019	MCCBF-1920-086	Bay Islands Auto Club Inc.	Family fun day for mental health awareness SMBI	\$2,077.61
	MCCBF-1920-082	Russell Island Community Gardens (Sponsor: Bay Islands Community Services Inc.)	Development Program for Spring/Summer 2019–2020	\$2,779.09
Oct 2019	MCCBF-1920-114	Australian Volunteer Coast Guard Assoc Inc.	Profender protection and installation to Coast Guard Pontoon Weinam Creek	\$2,000.00
Feb 2020	MCCBF-1920-054	The Rotary Club of Redlands Bayside	Flying Boats memorial project	\$2,200.00
May 2020	MCCBF-1920-155	Bay Islands Golf Club Inc.	Catering for the Bay Islands Veterans Lifestyle Challenge Cup	\$1,255.00
Total expended				\$19,999.83

Month	Application ID	Applicant – including Sponsor LG Reg 2012, S202 (7b)	Brief Project Description LG Reg 2012, S202 (7a)	Amount Approved ex GST LG Reg 2012, S202 (7a)
Division 6				Opening budget balance \$20,000.00
Aug 2019	MCCBF-1920-007	RATS Cycling Club Inc.	Chicks in the Sticks cycling event	\$750.00
	MCCBF-1920-010	Southern Bay Cyclones Junior Rugby Union Club Inc.	Purchase of laptop and commercial fridge	\$528.84
	MCCBF-1920-026	Mount Cotton Hall Association Inc.	Spray cleaning and repainting the hall	\$3,000.00
	MCCBF-1920-006	Calvary Family Church Ltd.	2019 Mount Cotton Christmas in the Park event	\$3,000.00
Oct 2019	MCCBF-1920-147	Redlands Coast Salad Bowl Inc.	Irrigation system for community garden, Fielding's Park, Redland Bay (Talwalpin)	\$3,000.00
	MCCBF-1920-101	Community Connections Redlands Coast Inc.	Movie night GJ Walter park 26 October 2019 trestle tables, fencing and marquees	\$1,500.00
	MCCBF-1920-146	Soroptimist International Bayside Inc.	Redlands Coast Unites Against Gender Based Violence	\$334.76
	MCCBF-1920-142	The Bay Islands Men's Shed Inc.	Materials to construct building firewall	\$3,000.00
Feb 2020	MCCBF-1920-054	Rotary Club of Redlands Bayside	Flying Boats memorial project	\$3,000.00
June 2020	MCCBF-1920-224	The Cage Youth Foundation Ltd.	Power connections to shed	\$1,886.40
Total expended				\$20,000.00

Annual Report 2019–2020 | REDLAND CITY COUNCIL

Mayor and Councillors' Community Benefit Fund – Successful Applicants Funding (continued)

Month	Application ID	Applicant – including Sponsor LG Reg 2012, S202 (7b)	Brief Project Description LG Reg 2012, S202 (7a)	Amount Approved ex GST LG Reg 2012, S202 (7a)
Division 7				Opening budget balance \$20,000.00
Sept 2019	MCCBF-1920-037	Love and Hope Redlands Inc.	Provisions of Hope with Love – esky, tables, plastic tubs and fridge freezer	\$500.00
	MCCBF-1920-107	Capalaba Amateur Fishing Club Inc.	Automated doors for club front entrance to allow wheel chair access	\$3,000.00
Oct 2019	MCCBF-1920-115	Scout Association of Australia Queensland Branch	Redlands Scout branches: hall furnishings, camping gear and flags	\$2,950.00
	MCCBF-1920-038	Horizon Foundation Inc.	Horticulture equipment and trailer tarp	\$1,500.00
Nov 2019	MCCBF-1920-137	Coochiemudlo Surf Life Saving Club Inc.	Upgrade training room at club – install air-conditioning system	\$3,000.00
June 2020	MCCBF-1920-189	Oakland's St Community Garden (Sponsor: Connect2Group Inc.)	Oakland's Street water storage upgrade	\$1,748.06
	MCCBF-1920-162	Alexandra Hills Australian Football Club Ltd.	Security equipment	\$2,552.98
	MCCBF-1920-208	Redland City Gymsports Inc.	Purchase of new vacuum cleaner	\$427.51
	MCCBF-1920-181	Alexandra Hills Men's Shed Inc.	Dust extraction system	\$2,000.00
	MCCBF-1920-180	Alexandra Hills Raiders Basketball Club Inc.	Club infrastructure set-up (COVID-19)	\$1,237.00
Total expended				\$18,915.55

Month	Application ID	Applicant – including Sponsor LG Reg 2012, S202 (7b)	Brief Project Description LG Reg 2012, S202 (7a)	Amount Approved ex GST LG Reg 2012, S202 (7a)
Division 8				Opening budget balance \$20,000.00
July 2019	MCCBF-1920-001	Redlands Touch Association Inc.	Honour board to recognise all local players (45) who represent Australia in Touch Football	\$288.59
Aug 2019	MCCBF-1920-032	Redlands Dog Obedience Club Inc.	Preparation on Strategic Plan 2020–2023	\$3,000.00
	MCCBF-1920-030	Redland City Bands Inc.	Purchase of new computer system	\$199.80
	MCCBF-1920-006	Calvary Family Church Ltd.	2019 Mount Cotton Christmas in the Park event	\$3,000.00
	MCCBF-1920-061	JOII Community Ltd.	Outdoor kitchen – Traction for youth of the Redlands	\$181.82
	MCCBF-1920-041	Bayside Off-Roaders Club Inc.	Purchase of Heartsine Samaritan PAD 500P Automated External Defibrillator	\$400.00
	MCCBF-1920-053	Redlands Creative Alliance Inc.	Purchase of promotional materials for artist conversations at Redfest	\$200.00
Sept 2019	MCCBF-1920-087	Redlands Floral Art Club Inc.	Replace chairs and carts burnt in fire	\$73.60
	MCCBF-1920-045	The Corporation of the Trustees of the Roman Catholic Archdiocese of Brisbane – Parish Grants	Repair lead light glass and clear safety panel for the Community Hall in St Anthony's Drive, Alexandra Hills (Nandeebie/Indillie)	\$645.00
	MCCBF-1920-068	Redlands Softball Association Inc.	Purchase of media equipment	\$1,500.00
	MCCBF-1920-107	Capalaba Amateur Fishing Club Inc.	Automated doors for club front entrance to allow wheel chair access	\$3,000.00
Oct 2019	MCCBF-1920-115	Scout Association of Australia Queensland Branch	Redlands Scout branches: hall furnishings, camping gear and flags	\$450.00
June 2020	MCCBF-1920-164	Redland Community Centre Inc.	Window tinting and block-out blinds for training/counselling rooms	\$2,017.27
	MCCBF-1920-181	Alexandra Hills Men's Shed Inc.	Dust extraction system	\$2,000.00
	MCCBF-1920-183	Fun Farm Ltd.	Payment of insurances (COVID-19)	\$516.17
	MCCBF-1920-198	Redlands United Football Club Inc.	Payment of electricity bill (COVID-19)	\$263.52
	MCCBF-1920-189	Oakland's Street Community Garden (Sponsor: Connect2Group Inc.)	Oakland's Street water storage upgrade	\$1,748.06
	MCCBF-1920-223	Little Ship Club	Marketing and business plan	\$516.17
Total expended				\$20,000.00

Mayor and Councillors' Community Benefit Fund – Successful Applicants Funding (continued)

Month	Application ID	Applicant – including Sponsor LG Reg 2012, S202 (7b)	Brief Project Description LG Reg 2012, S202 (7a)	Amount Approved ex GST LG Reg 2012, S202 (7a)
Division 9				Opening budget balance \$20,000.00
Sept 2019	MCCBF-1920-033	Rotary Club of Capalaba Inc.	Rotary Vocational & Police Service Awards	\$1,000.00
	MCCBF-1920-129	Capalaba District Junior Rugby League Club Inc.	Replacement POS equipment	\$2,907.18
Oct 2019	MCCBF-1920-038	Horizon Foundation Inc.	Horticulture equipment and trailer tarp	\$800.00
	MCCBF-1920-113	Bayside Initiatives Group (BIG) Inc.	BIG outdoor area refurbishment (shade sail and concrete slab)	\$1,000.00
	MCCBF-1920-139	Cleveland Air Magic Association Inc.	Install and purchase fans for the hall	\$533.58
	MCCBF-1920-141	Redland Community Centre Inc.	Self defence for women training sessions	\$825.00
	MCCBF-1920-096	Capalaba Football Club Inc.	Purchase of equipment to be used for coaching purposes	\$1,500.00
	June 2020	MCCBF-1920-194	Redlands Softball Assoc Inc.	Water charges (COVID-19)
MCCBF-1920-179		The Rock Family and Community Support Inc.	Computer upgrades	\$3,000.00
MCCBF-1920-175		Koala Action Group Qld Inc.	Koala monitoring and video devices	\$863.64
MCCBF-1920-176		The Brook Red Centre Inc. Big RED	Raised garden beds, soil and plants	\$2,704.55
MCCBF-1920-213		Redlands BMX Club Inc.	Gravel for track resurfacing	\$1,417.08
MCCBF-1920-226		Birkdale Progress Association Inc.	Weed removal from creek line in Birkdale Bushland Reserve	\$633.65
Total expended				
Division 10				Opening budget balance \$20,000.00
Aug 2019	MCCBF-1920-030	Redland City Bands Inc.	For the purchase of a new computer system	\$199.80
	MCCBF-1920-060	National Trust of Australia Qld Ltd.	For the purchase of professional media presentation equipment	\$1,500.00
	MCCBF-1920-041	Bayside Off-Roaders Club Inc.	Purchase of Heartsine Samaritan PAD 500P Automated External Defibrillator	\$400.00
	MCCBF-1920-053	Redlands Creative Alliance Inc.	Purchase of promotional materials for artist conversations at Redfest	\$461.50
Sept 2019	MCCBF-1920-033	Rotary Club of Capalaba Inc.	Rotary Vocational & Police Service Awards	\$500.00
	MCCBF-1920-064	Night Ninja's Inc.	Food parcel storage system	\$500.00
	MCCBF-1920-037	Love and Hope Redlands Inc.	Provisions of Hope with Love – esky, tables, plastic tubs and fridge freezer	\$300.00
	MCCBF-1920-035	Yulu-Burri-Ba Aboriginal Corporation for Community Health	Jai Burns Memorial Touch Tournament	\$863.64
	MCCBF-1920-097	Raiders Netball Club Redlands Inc.	Netball equipment	\$2,000.00
	MCCBF-1920-112	Wynnum Redlands Canoe Club Inc.	Purchase of two tandem sit-on kayaks	\$3,000.00
	MCCBF-1920-107	Capalaba Amateur Fishing Club Inc.	Automated doors for front entrance	\$3,000.00
Oct 2019	MCCBF-1920-115	Scout Association of Australia Queensland Branch	Redlands Scout branches: hall furnishings, camping gear and flags	\$950.00
	MCCBF-1920-052	Birkdale State School P&C	Purchase of marquees and folding tables	\$2,500.00
	MCCBF-1920-113	Bayside Initiatives Group Inc.	BIG outdoor area refurbishment (shade sail and concrete slab)	\$600.00
	MCCBF-1920-136	Allstars Netball Club Inc.	Website development	\$1,000.00
	MCCBF-1920-150	Wellington Point State High School P&C	Gazebos	\$2,055.38
June 2020	MCCBF-1920-226	Birkdale Progress Association Inc.	Weed removal from creek line in Birkdale Bushland Reserve	\$169.68
Total expended				\$20,000.00
TOTAL FUNDING PROVIDED				\$247,602.76

External grant
funding received
2019–2020
\$16,281,454

External grant funding received

Federal Government grants and subsidies

The following Commonwealth Government grants and subsidies were provided to Council in the 2019–2020 financial year:

Commonwealth Government Department and Grant	Total \$
Department of Environment and Energy	\$10,000
Parks and Environment Improvement	\$10,000
Department of Infrastructure, Regional Development and Cities	\$7,579,419
Financial Assistance Grant	\$5,770,091
Roads to Recovery	\$1,692,120
Heavy Vehicle Safety and Productivity Program – Round 6	\$117,208
Department of Industry, Innovation and Science	\$110,864
Safer Communities Fund – Round 3	\$110,864
Total	\$7,700,283

State Government grants and subsidies

The following State Government grants and subsidies were provided to Council in the 2019–2020 financial year:

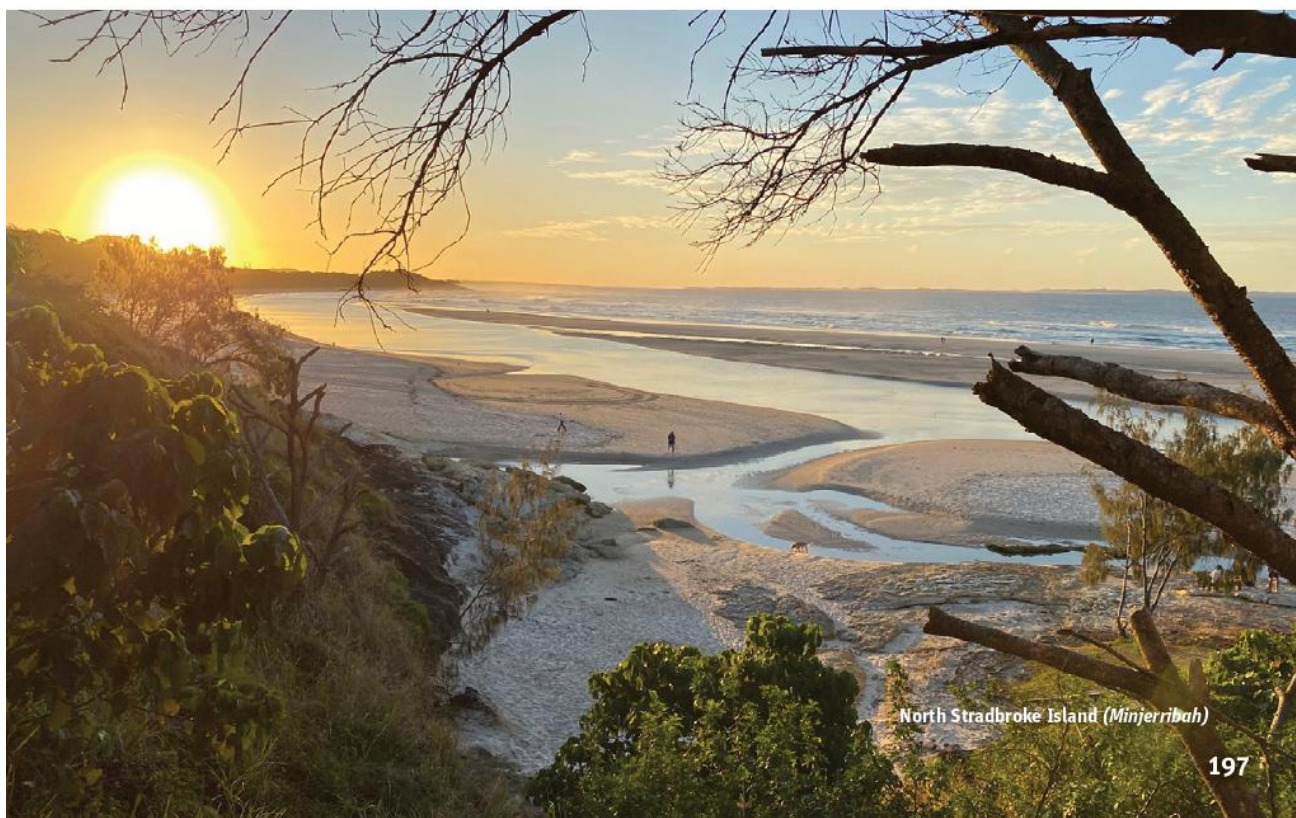
State Government Department and Grant	Total \$
Advance Queensland	\$90,667
Advancing Regional Innovation Program	\$90,667
Arts Queensland	\$24,640
Arts Showcase Program: Arts Ignite	\$24,640
Department of Employment, Small Business and Training	\$104,677
Regional Skills Investment Strategy Implementation	\$104,677
Department of Housing and Public Works (Sport and Recreation Services)	\$100,000
Get Planning Spaces	\$100,000
Department of Local Government, Racing and Multicultural Affairs	\$737,381
Local Government Grants and Subsidies Program	\$737,381
Department of State Development, Manufacturing, Infrastructure and Planning	\$142,000
North Stradbroke Island Entry Statement Signage	\$100,000
Innovation and Improvement Fund	\$42,000
Department of Transport and Main Roads (including Translink Division)	\$5,983,437
Transport Infrastructure Development Scheme	\$941,432
Public Transport Accessible Infrastructure Program	\$861,719
Bus Stop Shelter Program	\$76,000
Cycle Network Local Government Grant	\$1,738,270
School Transport Infrastructure Program	\$79,000
Toondah Harbour Dredging	\$1,980,972
William Street Breakwater Upgrade	\$306,044
Queensland Fire and Emergency Services	\$63,299
State Emergency Services	\$18,299
SES Support Grant	\$45,000

State Government Department and Grant (continued)	Total \$
Queensland Reconstruction Authority	\$278,603
Get Ready Queensland	\$63,099
Disaster Recovery Funding Arrangement	\$86,328
Natural Disaster Resilience Program	\$81,176
Queensland Disaster Resilience Funding	\$48,000
State Library of Queensland	\$813,770
First 5 Forever	\$98,145
Public Library Services Grant	\$699,080
First 5 Forever Project Grant	\$16,545
Total	\$8,338,474

Other grants and subsidies

The following grants and subsidies were provided to Council in the 2019–2020 financial year:

Organisation and Grant	Total \$
Local Government Association of Queensland	\$241,697
QCoast2100	\$241,697
Council on the Ageing (COTA) Queensland	\$1,000
Seniors Week Grant	\$1,000
Total	\$242,697





IndigiScapes discovery centre



IndigiScapes Centre café



Weinam Creek CCTV

INDIGISCAPES CENTRE EXPANSION

Council’s IndigiScapes Centre underwent a major refurbishment.

The State contributed \$917,137 towards the project under the Local Government Grants and Subsidies Program 2017–2019 round, which delivered a reconfiguration to the centre.

It included expansion of the café and refreshed discovery centre, upgraded amenities, theatre, grandstand, new entry statements, and foyer roof, allowing for a more cohesive environmental education experience.

The centre closed in January 2019 and was formally re-opened on 21 February 2020, coinciding with the 20th anniversary of the centre.

WEINAM CREEK CCTV UPGRADES

In June 2019, Council was successful in obtaining \$49,920 in funding under the Federal Safer Communities Program to install CCTV cameras and associated hardware/software to address anti-social behaviour and property related crime in the Weinam Creek precinct.

Council installed 21 cameras in the precinct in early 2020, which has already resulted in reduced crime levels in the area based on evidence from local police.

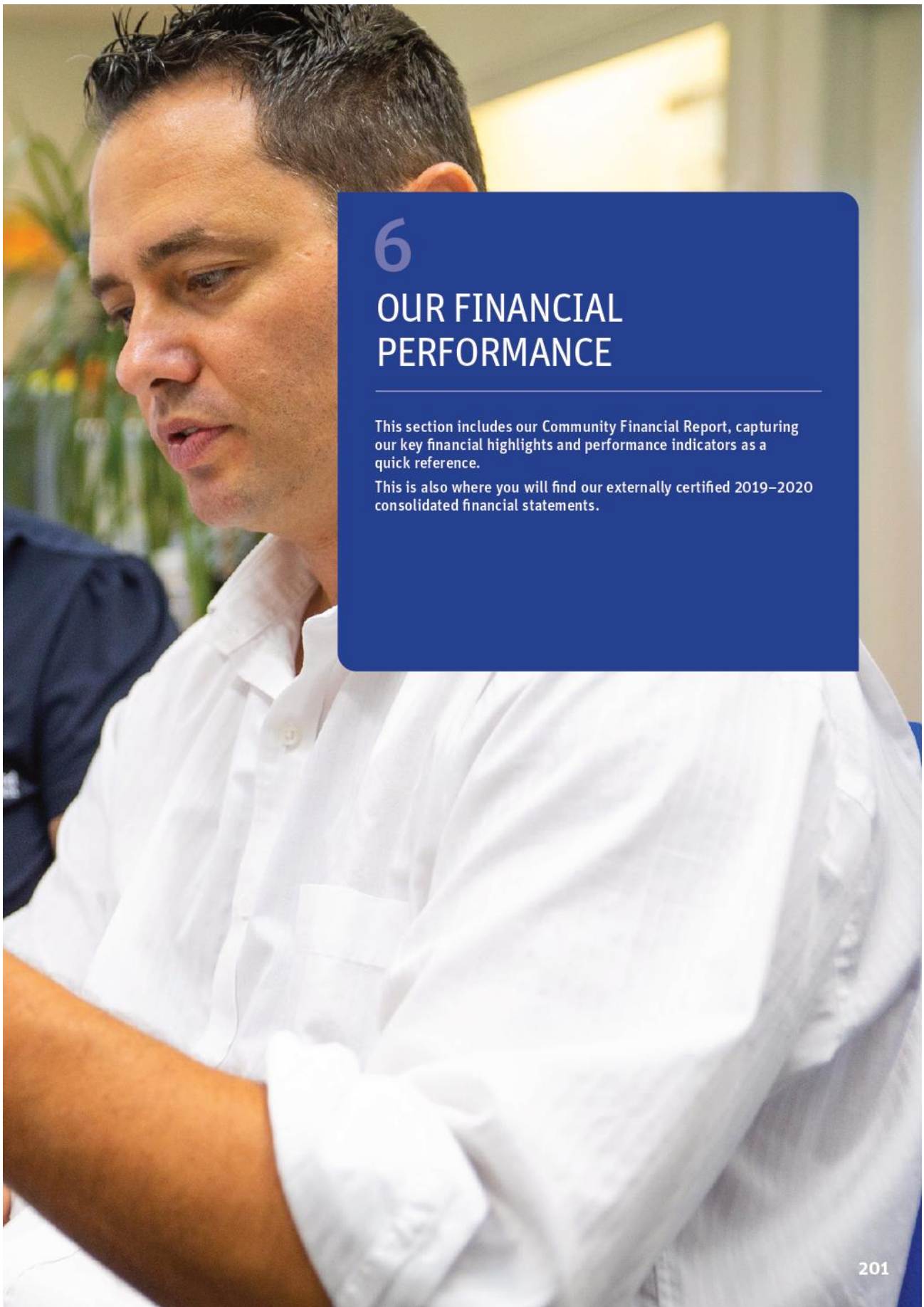
WOODLANDS DRIVE CULVERT UPGRADES

In September 2019 Council was successful in obtaining \$145,968 in funding under the Federal Heavy Vehicle Safety and Productivity Program (Round 6) to upgrade two culverts on Woodlands Drive to open the route for heavy vehicles requiring Special Purpose Vehicle Permits for Class 1 Heavy Vehicles.

Prior to the upgrades, Council was unable to approve these permits due to the load limits and condition of the existing road culverts. This meant that vehicles could not use Woodlands Drive as a through road, and had to take significant detours, adding time and cost to transport and freight.



Woodlands Drive, Thornlands (Nandeebie/Indillie)



6

OUR FINANCIAL PERFORMANCE

This section includes our Community Financial Report, capturing our key financial highlights and performance indicators as a quick reference.

This is also where you will find our externally certified 2019–2020 consolidated financial statements.

**Community
Financial Report**



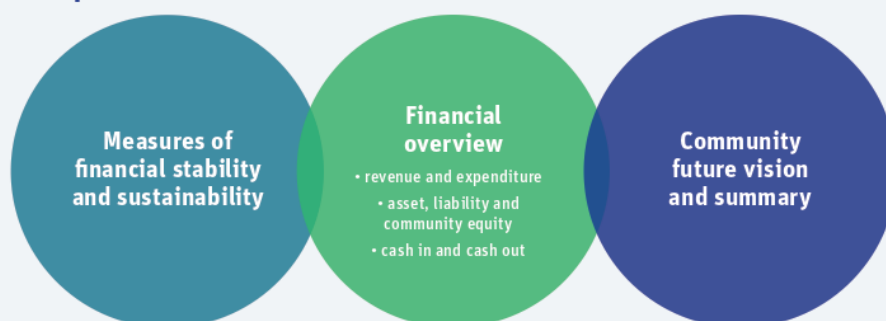
Capalaba Regional Park, Capalaba (*Kapallaba*)

202

OUR FINANCIAL PERFORMANCE 06

This report aims to simplify the consolidated financial statements of Redland City Council (Council) and its controlled entities. **Council and its controlled entities form the consolidated entity referred to in this report as “the Group”.** The report provides graphical representations of the financial position, financial performance and cash flows as well as changes in community equity, to provide a simple, comprehensive view of the Group’s financial results for the period 1 July 2019 to 30 June 2020.

Report outline



Measures of sustainability

Sustainability measures provide evidence of the Group’s ability to continue operating and to provide an acceptable level of service to the community both currently and in the longer term. Local governments are required to report on three financial sustainability measures being an asset sustainability ratio, a net financial liabilities ratio and an operating surplus ratio each of which is presented below.

Ratio	Description	Target	Group 2019–2020 Actual	Group 2018–2019 Actual	Group 2017–2018 Actual	Status
Operating surplus ratio	This is an indicator of the extent to which revenues raised cover operational expenses only or are available for capital funding purposes or other purposes.	Between 0% and 10%	-2.89%	-3.68%	-6.06%	●
Net financial liabilities ratio*	This is an indicator of the extent to which the net financial liabilities of the Group can be serviced by its operating revenues.	Below 60%	-33.30%	-39.83%	-34.62%	●
Asset sustainability ratio	This is an approximation of the extent to which the infrastructure assets managed by the Group are being replaced as they reach the end of their useful lives.	Greater than 90%	37.66%	42.35%	53.84%	●

* This is calculated using net financial liabilities (total liabilities minus current assets) divided by total operating revenue. The negative number indicates that the Group’s current assets exceed the total liabilities. Therefore, the Group has exceeded this target.

● Target achieved ● Target not achieved but improved from last financial year ● Target not achieved

Sustainability ratio notes

The operating surplus ratio, net financial liabilities ratio and asset sustainability ratios have targets to be achieved on average over the long-term (a period of at least 10 years), and are not necessarily expected to be met on a monthly or annual basis.

When compared to the 2018–2019 financial year the operating surplus ratio has improved by 21.47 per cent. This is mainly driven by an increase of operating revenue.

Achieving the target for the asset sustainability ratio continues to be a focus area. During the year Council completed its comprehensive asset management project, which considered the broader principles of asset management and the renewal program and supports the capital portfolio prioritisation.

Council continuously improves asset and service management planning and evidence-based asset consumption assessment. The reduction in the sustainability ratio is due to a reduction in expenditure on replacement of infrastructure assets. A new asset management system will ensure Council uses best practice asset management in managing and maintaining community assets and is expected to result in improvement to this ratio.

Summary of key financial stability measures (Council)

Council includes the following elective key performance indicators in the budget and reports on these on a monthly basis, as they do not feature in the Annual Financial Statements. Council chooses to retain these indicators to provide more information to the community on how we are managing community assets, liabilities and cash balances.

Ratio	Description	Target	2019–2020 Actual	2018–2019 Actual	2017–2018 Actual	Status
Level of dependence on general rate revenue	This ratio measures Council's reliance on operating revenue from general rates (excludes utility revenues).	Less than 40%	35.61%	35.50%	33.91%	●
Ability to pay our bills – current ratio	This measures the extent to which Council has liquid assets available to meet short-term financial obligations.	Between 1.1 and 4.1	3.15	3.23	3.44	●
Ability to repay our debt – debt servicing ratio	This indicates Council's ability to meet current debt instalments with recurrent revenue.	Less than or equal to 15%	3.32%	2.86%	2.97%	●
Cash balances	Cash balance includes cash on hand, cash at bank and other short-term investments.	Greater than or equal to \$50m	\$171.90m	\$162.10m	\$138.56m	●
Cash balances – cash capacity in months	This provides an indication of the number of months of cash held at period end able to cover operating cash outflows.	Greater than 3 months	9.16 months	8.81 months	7.43 months	●
Longer-term financial stability – debt to asset ratio**	This is total debt as a percentage of total assets i.e. to what extent will our long-term debt be covered by total assets.	Less than or equal to 10%	1.74%	1.34%	1.46%	●
Operating performance	This ratio provides an indication of Council's cash flow capabilities.	Greater than or equal to 10%	19.17%	21.87%	15.76%	●
Interest coverage ratio*	This ratio demonstrates the extent to which operating revenues are being used to meet the financing charges.	Less than 5%	-0.37%	-0.87%	-0.63%	●

* This is calculated using net interest expense i.e. interest expense minus interest revenue. The negative number indicates that Council has earned more interest than it has spent on borrowings. Therefore, Council has exceeded this target.

** Non-current debt includes lease liabilities in compliance with Australian Accounting Standards Board (AASB) 16 Leases.

● Target achieved ● Target not achieved but improved from last financial year ● Target not achieved

Financial overview

Overview of consolidated financial results

Below are the Group's key financial performance highlights:

Information at a glance	2019–2020 Actual \$ millions	2018–2019 Actual \$ millions	2017–2018 Actual \$ millions
Operating income	\$297.48m	\$281.67m	\$271.63m
Capital grants, subsidies and contributions	\$27.15m	\$23.19m	\$34.88m
Total income	\$324.63m	\$304.86m	\$306.51m
Operating expenses	\$(306.09)m	\$(292.04)m	\$(288.10)m
Other capital income/(expenditure)	\$(2.51)m	\$(3.80)m	\$(2.20)m
Total expenses	\$(308.60)m	\$(295.84)m	\$(290.30)m
Net result	\$16.03m	\$9.02m	\$16.21m

See Consolidated Statement of Comprehensive Income for more information – page 214.



Financial impacts of COVID-19

The COVID-19 pandemic has a considerable impact on Council's operations for financial year 2019–2020. In response to the impacts of the pandemic, Council developed a \$2m social and economic package to support local residents, businesses and community groups. As part of this stimulus package adopted on 26 March 2020, Council extended the settlement of the fourth quarter rates and levies from 11 May to 11 June 2020. To further comply with COVID-19 restrictions, in April 2020, Council cancelled the property auction for overdue rates amounting to \$0.31m.

The following transactions were associated with addressing the impacts of COVID-19. The indicative impact on Council's interest income due to low prevailing rates amounts to \$1.8m.

These are approximated business impacts only and do not include our Economic Stimulus package.

Revenue reduction	\$000
Rates waivers	9
Reduction of fees revenue includes cancellations of services and waivers	696
Reduction of other revenue	233
Interest foregone due to extension of due date and cancellation of auction	117
Total revenue lost	1,055
Expenditure increase	
Employee costs	10
Materials and services	339
Total expenses incurred	349
Net impact	1,404



\$1.4 million
net expense
(approx.)



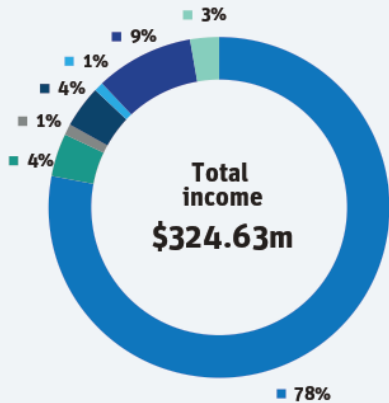
\$1.055 million
revenue
reduction (approx.)



\$349,000
expenditure
increase (approx.)

Financial overview (continued)

Income – where did the money come from?
(Consolidated Statement of Comprehensive Income)



- Rates, levies and charges \$253.06m
- Fees and charges \$13.28m
- Interest received \$3.33m
- Sales revenue \$12.95m
- Other income \$2.96m
- Grants, subsidies and contributions \$30.15m
- Non-cash contributions \$8.90m

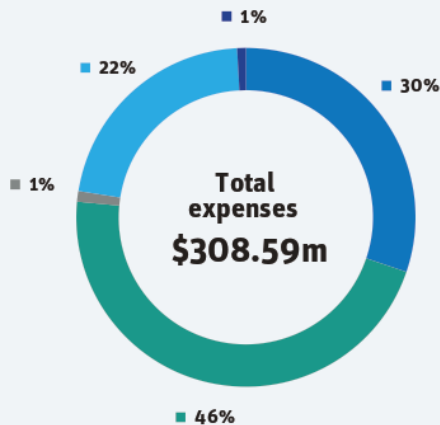
\$19.77 million (6.48%)
↑ increase from 2018–2019

The Group received \$324.63m in revenue with the majority of the revenue coming from general rates, levies and charges going towards providing services, programs and facilities that respond to the needs and priorities of the Redland residents.

Movements in income were mainly driven by:

- growth in rates, levies and charges due to an increase in the number of rated properties, bulk water, waste collection and wastewater charges increase; and
- increase in both operating and capital grant income.

Expense – where was the money spent?
(Consolidated Statement of Comprehensive Income)



- Employee benefits \$93.24m
- Materials and services \$142.80m
- Finance costs \$3.04m
- Depreciation and amortisation \$67m
- Loss on disposal of non-current assets \$2.51m

\$12.76 million (4.31%)
↑ increase from 2018–2019

This increase was primarily driven by an increase in salary and wages and increases in materials and services.

Increase in depreciation expense for right-of-use assets (new in 2019–2020) resulted from the implementation of the new Australian accounting standard – AASB 16 Leases.

Capital works expenditure – key project expenditure

Project Name	Project Description	Actual Spend \$millions
Weinam Creek development	Transformation of the Redland Bay (<i>Talwalpin</i>) waterfront to improve usability of the transport hub, attract visitors, create jobs and drive economic development in the area.	\$5.14m
Fleet replacement	Current fleet replacement program.	\$3.38m
State Emergency Services facility, Redland Bay (<i>Talwalpin</i>)	Construction of a container storage facility at 22 Meissner Street, Redland Bay (<i>Talwalpin</i>).	\$1.19m
Land acquisition Birkdale (<i>Cullen Cullen</i>)	Acquisition of more than 61 ha of Commonwealth land at Birkdale (<i>Cullen Cullen</i>) for community purposes.	\$4.36m
IndigiScapes Stage 2 – State Government Construction Package	IndigiScapes Centre extension at Capalaba (<i>Kapallaba</i>).	\$4.54m
Transport Infrastructure Charge	Various costs relating to transport infrastructure, including acquisition of land for future road widening, road works etc.	\$1.11m
Collins Street and School of Arts Road Upgrade	Road upgrade – Collins Street and School of Arts Rd, Redland Bay (<i>Talwalpin</i>).	\$3.02m
William Street Breakwater Upgrade	Improved access to William Street, Cleveland (<i>Nandeebie/Indillie</i>) boating infrastructure.	\$1.75m
Moreton Bay Cycleway Victoria Point (<i>Warrer Warrer</i>) – Cameron Court to School Road	Construction of Moreton Bay Cycleway Victoria Point (<i>Warrer Warrer</i>) – Cameron Court to School Road.	\$1.97m
Moreton Bay Cycleway Victoria Point (<i>Warrer Warrer</i>) – School Road to Point O'Halloran Road	Construction of Moreton Bay Cycleway Victoria Point (<i>Warrer Warrer</i>) – School Road to Point O'Halloran Road.	\$1.81m
Revetment Wall – Upgrade – Mainroyal Court, Cleveland (<i>Nandeebie/Indillie</i>)	This is part of the program for the remediation of revetment walls at various sites in Raby Bay, Cleveland (<i>Nandeebie/Indillie</i>). Designs are to ensure the revetment walls are repaired and constructed to meet all current standards and specifications.	\$1.05m
Revetment Wall Rock armour – Binnacle Court		\$1.24m
Aquatic Paradise Trench Blocks, Birkdale (<i>Cullen Cullen</i>)	Construction of silt trenches in the Aquatic Paradise Canal Estate, Birkdale (<i>Cullen Cullen</i>).	\$1.38m
Sewerage Pump Station #92 – 7 Donald Road, Redland Bay (<i>Talwalpin</i>)	Rising main works for new switchboard, new pumps and improved pipework to be installed in 2020–2021.	\$1.12m
Point Lookout (<i>Mulumba</i>) backlog sewer	Program to extend the reticulated sewerage network.	\$3.36m
Thornlands Community Park – Stage 2a development	Stage 2a works include: Landscaping, footpath, fencing, drink fountain, BBQ, electrical, platform seating, playground equipment, shade sails, shelters and associated works at Thornlands (<i>Nandeebie/Indillie</i>).	\$2.04m

Financial overview (continued)

Value of the net community assets in our care
(Consolidated Statement of Financial Position)

Information at a glance	2019–2020 Actual \$ millions	2018–2019 Actual \$ millions	2017–2018 Actual \$ millions
Total assets	\$2,826.75m	\$2,771.49m	\$2,750.11m
Total liability	\$(123.15)m	\$(110.47)m	\$(103.06)m
Total community equity	\$2,703.60m	\$2,661.02m	\$2,647.05m

See Consolidated Statement of Financial Position for more information – page 215.

Community equity (\$m)



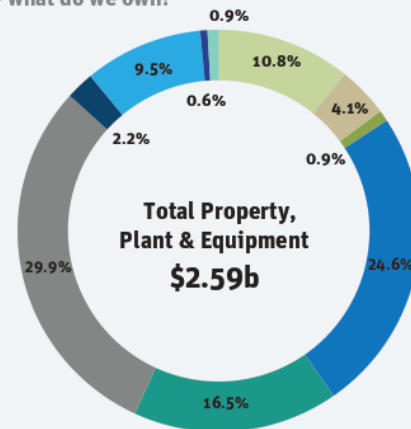
\$42.58 million

↑ increase from 2018–2019

Total community equity includes cash reserves which represent funding that Council has restricted for current or future expenditure. Council's view is to ensure funds held in reserves are restricted to deliverables consistent with the long-term financial strategy, long-term asset management plan, corporate plan and annual operational plan and budget. Council is committed to achieving this goal by:

- reporting on constrained cash reserves on a monthly basis as part of the monthly financial reports to Council as well as a subset of cash balances in the annual financial statements for accountability and transparency;
- conducting an annual review of all constrained cash reserves for relevance and future requirements; and
- reviewing forecast reserve movements as an integral part of the annual budget development process.

Property, plant and equipment 2019–2020 – what do we own?



- Land \$279m
- Buildings \$106m
- Plant and equipment \$23m
- Roads \$636m
- Stormwater drainage \$428m
- Water and wastewater \$774m
- Parks \$58m
- Other infrastructure \$247m
- Waste \$14m
- Work in progress \$23m

\$55.26 million

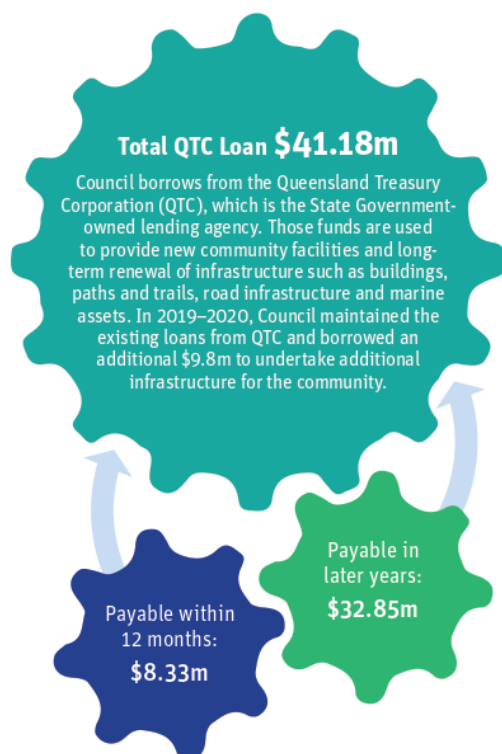
↑ increase from 2018–2019

The total value of all assets at 30 June 2020 was \$2,826.75m, of which \$2,588.52m (91.57 per cent) relates to property, plant and equipment.

During 2019–2020, a comprehensive valuation of land and buildings was completed. An increase of \$27.72m in net asset value resulted from the revaluation.

A desktop valuation was applied to road infrastructure, stormwater, other infrastructure, water and wastewater assets.

Liabilities – why did we borrow?



The annual investment of Council in infrastructure is substantial and is a major component of capital expenditure.

The bulk of Council's liabilities are in the form of loans, which represent 34 per cent of Council's total liabilities. Certain projects are financed through loan borrowing to ensure intergenerational equity in the allocation of cost. This concept flows through to Council's long-term financing strategy, where borrowed funds are used to partially finance infrastructure renewals that will benefit present and future communities.

Council's long-term financial strategy includes an assessment of Council's ability to borrow funds and gain access to grants, subsidies and future development contributions, which are used to finance the infrastructure required to support development in the city.

What were the major sources of cash in and cash out?

(Consolidated Statement of Cash Flows)

The table below compares the main sources of cash receipts and cash payments during the financial years ended 30 June 2018 to 30 June 2020.

Main sources of cash in and out	2019–2020 \$ millions	2018–2019 \$ millions	2017–2018 \$ millions
Net cash received from operations (excluding interest, borrowing costs and waste levy)	\$54.24m	\$59.80m	\$43.53m
Cash received for 2019–2020 waste levy	\$0.03m	\$4.62m	\$0m
Purchases and construction of Council assets	\$(66.57)m	\$(59.18)m	\$(70.17)m
Payment for investment property	\$(0.49)m	\$0m	\$(4.47)m
Proceeds from sale of assets	\$1.37m	\$2.79m	\$1.15m
Capital grants, subsidies and contributions	\$19.61m	\$17.14m	\$17.48m
New borrowings	\$9.80m	\$2.50m	\$0m
Repayment of debt	\$(5.53)m	\$(5.04)m	\$(4.66)m
Right-of-use assets lease payment	\$(1.41)m	\$0m	\$0m

See Consolidated Statement of Cash Flows for more information – page 217.

Major cash flow sources explained



MAJOR CASH FLOW SOURCES

- Net cash received from operations:**
Includes receipts of rates, fees and charges and operating grants, offset by payments for employee costs and materials and services.
- Cash received for 2019–2020 waste levy:**
This mitigates the direct impacts on households of the State Waste Levy introduced in 2019–2020. In 2018–2019 the State Government paid this levy in advance for 2019–2020. For 2020–2021 this levy is paid each quarter.
- Purchases and construction of Council assets:**
Includes payments for the purchase and construction of property, plant and equipment. The major purchases are for land, roads, park assets and other infrastructure assets.
- Payment for investment property:**
Includes payments for the purchase of investment property by Redland Investment Corporation (RIC).
- Proceeds from sale of assets:**
Includes proceeds from sale of property, plant and equipment.
- Capital grants, subsidies and contributions:**
Includes cash contributions from developers to pay for infrastructure Council needs to build to provide services to new developments.
- New borrowings:**
Additional loan drawdown with Queensland Treasury Corporation to fund Council's Capital Works Plan.
- Repayment of debt:**
Repayments of principal on Council's loans with Queensland Treasury Corporation.
- Right-of-use assets lease payment:**
Includes payments for Council's right-of-use assets.

The Group started the 2019–2020 financial year with \$166.15m cash in the bank and ended the year with \$177.94m

Summary

Maintaining Council’s financial position to support long-term financial sustainability remains a priority for Council. We are embracing innovation and collaboration to continue to deliver projects and services while maintaining community assets and financial capital. Our current position provides the stability that our long-term financial strategy provides for and allows Council to meet its future obligations and demands of our community in the foreseeable future.

Council implemented the new accounting standards AASB 15 *Revenue from Contracts with Customers*, AASB 1058 *Income of Not-for-Profit Entities* and AASB 16 *Leases*. This resulted in the change of revenue recognition of some income transactions and modification of accounting for leases.

KEY 2019–2020 HIGHLIGHTS

Council delivered a capital program during the year amounting to **\$68.83 million**

The Asset Management Project was completed during 2019–2020 to ensure Council is an **Asset Smart** organisation that uses best practice asset management in managing and maintaining community assets with a replacement cost of more than **\$3.7 billion** and a written-down value of **\$2.5 billion**

In 2019–2020, Redland Investment Corporation (RIC) continued to undertake development of Weinam Creek Priority Development Area to transform the waterfront of Redland Bay (*Talwalpin*), improve usability of the transport hub, attract visitors, create jobs and drive economic development in the area.



In addition to the day-to-day operational needs to keep Council’s services running, there have been targeted programs developed to help expand services, bringing Council closer to the ‘vision outcomes’ outlined in the *Redlands 2030 Community Plan*, such as:

- One million native plants project to plant one million native plants in the Redlands between 1 July 2016–2026
- Footpath renewal program which aims to renew existing footpath assets
- Carparks upgrade and expansion program at Council-owned parkland, sport/recreation venues and community halls
- Road resurfacing program continues resurfacing of roads to avoid pavement failure and to prolong the overall pavement life
- Additional \$9.8m borrowing with Queensland Treasury Corporation to fund Council’s Capital Works Plan
Ensuring intergenerational works and initiatives are funded by current and future generations
- Business process improvement projects across Council encouraged effective use of available resources

2021–2026

>>> LOOKING FORWARD

Council’s Corporate Plan is one of our key strategic documents that guides what our organisation will do to serve our community over the next five years.

Following the recent Council election, we are in the process of developing a Corporate Plan to 2026 and beyond.

Community engagement and other inputs will be used in developing this five-year Corporate Plan.

**Consolidated
Financial Statements**



Wellington Point Village (Cullen Cullen)

212

REDLAND CITY COUNCIL
CONSOLIDATED FINANCIAL STATEMENTS
 For the year ended 30 June 2020

TABLE OF CONTENTS

	Page No
Consolidated Statement of Comprehensive Income	3
Consolidated Statement of Financial Position	4
Consolidated Statement of Changes in Equity	5
Consolidated Statement of Cash Flows	6
Notes to the Consolidated financial statements	
1 Basis of preparation and compliance	7
2 Significant accounting policies	9
3 Statement of functions and activities	
(a) Functions of the consolidated entity	13
(b) Analysis of results by function	15
4 Revenue analysis	16
5 Grants, subsidies and contributions	17
6 Employee benefits	17
7 Materials and services	17
8 Depreciation and amortisation	17
9 Cash and cash equivalents	18
10 Trade and other receivables	18
11 Inventories	19
12 Investment property	19
13 (a) Property, plant and equipment	20
(b) Property, plant and equipment - prior year comparative	21
14 Leases	22
15 Trade and other payables	24
16 Borrowings	24
17 Provisions	25
18 Other current liabilities	26
19 Asset revaluation surplus	26
20 Commitments	26
21 Contingent liabilities and contingent assets	27
22 Superannuation	27
23 Trust funds	28
24 Reconciliation of net result for the year to net cash flows from operating activities	28
25 Changes in accounting policies	29
26 Fair value measurements	30
27 National Competition Policy	33
28 Transactions with related parties	34
29 Events after the reporting period	36
Management certificate	
Independent auditor's report	

REDLAND CITY COUNCIL
CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME
 For the year ended 30 June 2020

	Note	Consolidated		Council	
		2020 \$000	2019 \$000	2020 \$000	2019 \$000
Income					
Recurrent revenue					
Rates, levies and charges	4(a)	253,063	239,774	253,091	239,774
Fees	4(b)	13,278	13,802	12,910	13,430
Interest received	4(c)	3,333	4,814	3,278	4,810
Sales revenue	4(d)	12,952	10,100	2,550	3,733
Other income		2,960	2,335	2,674	2,174
Grants, subsidies and contributions	5(a)	11,899	10,838	11,899	10,838
Total recurrent revenue		297,485	281,663	286,402	274,759
Capital revenue					
Grants, subsidies and contributions	5(b)	18,248	15,824	18,248	15,824
Non-cash contributions		8,897	7,370	8,897	7,370
Total capital revenue		27,145	23,194	27,145	23,194
Total income		324,630	304,857	313,547	297,953
Expenses					
Recurrent expenses					
Employee benefits	6	(93,241)	(89,141)	(92,058)	(87,720)
Materials and services	7	(142,800)	(136,941)	(132,723)	(130,879)
Finance costs		(3,042)	(3,130)	(3,014)	(3,126)
Depreciation and amortisation	8	(67,005)	(62,825)	(66,966)	(62,794)
Total recurrent expenses		(306,088)	(292,037)	(294,761)	(284,519)
Capital expenses					
Loss on disposal of non-current assets		(2,507)	(3,800)	(1,200)	(3,800)
Total capital expenses		(2,507)	(3,800)	(1,200)	(3,800)
Total expenses		(308,595)	(295,837)	(295,961)	(288,319)
Net result		16,035	9,020	17,586	9,634
Other comprehensive income					
Items that will not be reclassified to net result					
Revaluation of property, plant and equipment	13	27,720	4,952	27,720	4,952
Total comprehensive income/(loss) for the year		43,755	13,972	45,306	14,586

The above statement should be read in conjunction with the accompanying notes and significant accounting policies. The comparatives have not been restated on adoption of AASB 15/1058 and AASB 16 and therefore the comparative information is presented using the previous standards relating to revenue and leases.

REDLAND CITY COUNCIL

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at 30 June 2020

	Note	Consolidated		Council	
		2020 \$000	2019 \$000	2020 \$000	2019 \$000
Current assets					
Cash and cash equivalents	9	177,941	166,153	171,901	162,096
Trade and other receivables	10	38,815	32,195	40,732	34,010
Inventories	11	2,364	13,925	880	955
Non-current assets held-for-sale		118	8,050	118	11,113
Other current assets		2,962	2,322	2,956	4,975
Total current assets		222,200	222,645	216,587	213,149
Non-current assets					
Investment property	12	6,716	5,115	1,225	1,091
Property, plant and equipment	13	2,588,518	2,541,995	2,588,458	2,541,881
Intangible assets		2,123	1,663	2,123	1,663
Right-of-use assets	14(a)	7,125	-	7,125	-
Other financial assets		73	73	13,174	13,174
Total non-current assets		2,604,555	2,548,846	2,612,105	2,557,809
Total assets		2,826,755	2,771,491	2,828,692	2,770,958
Current liabilities					
Trade and other payables	15	42,821	34,097	42,267	33,742
Borrowings with QTC	16(a)	8,326	7,845	8,326	7,845
Lease liability - current	14(b)	1,294	-	1,294	-
Provisions	17(a)	14,414	15,350	14,414	15,350
Other current liabilities	18	2,434	10,293	2,434	9,152
Total current liabilities		69,289	67,585	68,735	66,089
Non-current liabilities					
Borrowings with QTC	16(b)	32,852	29,421	32,852	29,421
Lease liability - non-current	14(b)	6,775	-	6,775	-
Provisions	17(b)	14,236	13,459	14,162	13,408
Total non-current liabilities		53,863	42,880	53,789	42,829
Total liabilities		123,152	110,465	122,524	108,918
Net community assets		2,703,603	2,661,026	2,706,168	2,662,040
Community equity					
Asset revaluation surplus	19	1,035,840	1,008,120	1,035,840	1,008,120
Retained surplus		1,667,763	1,652,906	1,670,328	1,653,920
Total community equity		2,703,603	2,661,026	2,706,168	2,662,040

The above statement should be read in conjunction with the accompanying notes and significant accounting policies. The comparatives have not been restated on adoption of AASB 15/1058 and AASB 16 and therefore the comparative information is presented using the previous standards relating to revenue and leases.

REDLAND CITY COUNCIL

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

For the year ended 30 June 2020

Consolidated	Asset Revaluation Surplus \$000	Retained Surplus \$000	Total Community Equity \$000	
	Note	13, 19		
Balance as at 1 July 2018		1,003,168	1,643,886	2,647,054
Net result		-	9,020	9,020
Other comprehensive income for the year:				
Increase/(decrease) in asset revaluation surplus		4,952	-	4,952
Total comprehensive income for the year		4,952	9,020	13,972
Balance as at 30 June 2019		1,008,120	1,652,906	2,661,026
Adjustment on initial application of AASB 15/ AASB 1058	25	-	(225)	(225)
Adjustment on initial application of AASB 16	25	-	(953)	(953)
Restated balance at 1 July 2019		1,008,120	1,651,728	2,659,848
Net result		-	16,035	16,035
Other comprehensive income for the year:				
Increase/(decrease) in asset revaluation surplus		27,720	-	27,720
Total comprehensive income for the year		27,720	16,035	43,755
Balance as at 30 June 2020		1,035,840	1,667,763	2,703,603

Council

Balance as at 1 July 2018		1,003,168	1,644,286	2,647,454
Net result		-	9,634	9,634
Other comprehensive income for the year:				
Increase/(decrease) in asset revaluation surplus		4,952	-	4,952
Total comprehensive income for the year		4,952	9,634	14,586
Balance as at 30 June 2019		1,008,120	1,653,920	2,662,040
Adjustment on initial application of AASB 15/ AASB 1058	25	-	(225)	(225)
Adjustment on initial application of AASB 16	25	-	(953)	(953)
Restated balance at 1 July 2019		1,008,120	1,652,742	2,660,862
Net result		-	17,586	17,586
Other comprehensive income for the year:				
Increase/(decrease) in asset revaluation surplus		27,720	-	27,720
Total comprehensive income for the year		27,720	17,586	45,306
Balance as at 30 June 2020		1,035,840	1,670,328	2,706,168

The above statement should be read in conjunction with the accompanying notes and significant accounting policies. The comparatives have not been restated on adoption of AASB 15/1058 and AASB 16 and therefore the comparative information is presented using the previous standards relating to revenue and leases.

REDLAND CITY COUNCIL

CONSOLIDATED STATEMENT OF CASH FLOWS

For the year ended 30 June 2020

Note	Consolidated		Council	
	2020 \$000	2019 \$000	2020 \$000	2019 \$000
Cash flows from operating activities				
Receipts from customers	279,825	276,486	265,404	266,326
Payments to suppliers and employees	(235,443)	(221,895)	(222,594)	(217,890)
Interest received	3,329	4,812	3,278	4,810
Dividend received	-	-	-	1,500
Non-capital grants and contributions	9,883	9,832	9,883	9,832
Borrowing costs	16(c) (2,416)	(2,809)	(2,416)	(2,809)
Right-of-use assets interest expense	14(b) (165)	-	(165)	-
Net cash inflow/(outflow) from operating activities	24 55,013	66,426	53,390	61,769
Cash flows from investing activities				
Payments for property, plant and equipment	(65,055)	(58,639)	(67,317)	(58,586)
Payments for intangible assets	(1,513)	(540)	(1,513)	(540)
Proceeds from sale of property, plant and equipment	1,366	2,789	2,866	2,789
Capital grants, subsidies and contributions	19,613	17,137	19,613	17,137
Other Cashflow from investing activities	(492)	-	(90)	3,500
Net cash inflow/(outflow) from investing activities	(46,081)	(39,253)	(46,441)	(35,700)
Cash flows from financing activities				
Proceeds from borrowings	16(c) 9,800	2,500	9,800	2,500
Repayment of borrowings	16(c) (5,530)	(5,035)	(5,530)	(5,035)
Right-of-use assets lease payment	(1,414)	-	(1,414)	-
Net cash inflow/(outflow) from financing activities	2,856	(2,535)	2,856	(2,535)
Net increase/(decrease) in cash and cash equivalents held	11,788	24,638	9,805	23,534
Cash and cash equivalents at beginning of the financial year	166,153	141,515	162,096	138,562
Cash and cash equivalents at end of the financial year	9 177,941	166,153	171,901	162,096

The above statement should be read in conjunction with the accompanying notes and significant accounting policies. The comparatives have not been restated on adoption of AASB 15/1058 and AASB 16 and therefore the comparative information is presented using the previous standards relating to revenue and leases.

REDLAND CITY COUNCIL
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
 For the year ended 30 June 2020

1 Basis of preparation and compliance

1(a) Basis of preparation and statement of compliance

The Council is constituted under the *Queensland Local Government Act 2009* and is domiciled in Australia.

These general purpose financial statements are for the period 1 July 2019 to 30 June 2020. They are prepared in accordance with the *Local Government Act 2009* and the *Local Government Regulation 2012*.

These financial statements comply with Australian Accounting Standards and Interpretations issued by the Australian Accounting Standards Board (AASB). Council is a not for profit entity for financial reporting purposes and complies with Australian Accounting Standards as applicable to not for profit entities.

These financial statements are for the group consisting of Redland City Council (RCC) and its subsidiaries (refer to Note 1(b)) and have been prepared under the historical cost convention except for the revaluation of certain non-current assets, financial assets and financial liabilities.

1(b) Principles of consolidation

Council and its controlled entities together form the consolidated entity which is referred to in these financial statements as 'the group'. The financial statements of the controlled entities are included in the consolidated financial statements where material by size or nature, from the date when control commences until the date when control ceases.

Transactions with entities controlled by Council have been eliminated when preparing consolidated financial statements and accounting policies of controlled entities adjusted where necessary to ensure consistency with the policies adopted by the group.

Redland Investment Corporation Pty Ltd (consolidated)

Council has 100% ownership of Redland Investment Corporation Pty Ltd (RIC) which is limited by shares. RIC was formed to enhance the commercial activities of Council and oversees a diverse range of projects across the city. RIC has the following subsidiaries:

Redland Developments Pty Ltd (consolidated to the RIC Group)

RIC has 100% ownership of Redland Developments Pty Ltd which is limited by shares. Redland Developments Pty Ltd is the vehicle used for undertaking new developments. In the current financial year, its main project has been 521 Old Cleveland Road East, Birkdale.

Cleveland Plaza Pty Ltd (consolidated to the RIC Group)

RIC has 100% ownership of Cleveland Plaza Pty Ltd (Cleveland Plaza) which is limited by shares. Cleveland Plaza was formed to own and manage the property at 48 Bloomfield Street, Cleveland.

RIC Toondah Pty Ltd (consolidated to the RIC Group)

RIC has 100% ownership of RIC Toondah Pty Ltd (RICT) which is limited by shares. RICT is formally engaged by the Toondah Harbour development joint venture between Council, Minister for State Development, Tourism and Innovation and RICT to administer the provisions of the development agreement with the Walker Group. Council's interest in the joint operation is 50%. The project is pending a transfer of State land to Minister for State Development, Tourism and Innovation as well as an environmental assessment; as such, nominal transactions have occurred in the entity during the current financial year.

Separate consolidated financial statements for RIC have been prepared for the financial year ended 30 June 2020 and are audited by the Auditor-General of Queensland.

Redheart Pty Ltd (not consolidated as transactions in this entity are not material)

Council has 100% ownership of Redheart Pty Ltd (Redheart) which is limited by shares. Redheart was formed to conduct a beneficial enterprise by holding a mining lease and environmental authority and sell quarry material from Council's German Church Road quarry operations, so as to manage risks and increase commercial flexibility. As at 30 June 2020, the company had net assets of \$2 and remained dormant throughout the financial year.

1(c) Date of authorisation

The consolidated financial statements were authorised for issue on the date they were submitted to the Auditor-General for final signature. This is the date the management certificate was signed.

1(d) Currency

Council uses the Australian dollar (AUD) as its functional currency and its presentation currency.

1(e) Rounding and comparatives

Amounts included in the consolidated financial statements have been rounded to the nearest \$1,000.

1(f) Volunteer services

Council elects not to recognise volunteer services, or a class of volunteer services as the fair value of those services cannot be measured reliably and would not be purchased if these services were not donated.

REDLAND CITY COUNCIL

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 30 June 2020

1 Basis of preparation and compliance - continued**1(g) New and amended standards adopted by Council**

In the current year, the consolidated entity adopted all of the new and revised standards and interpretations issued by the Australian Accounting Standards Board (AASB) that are relevant to its operations and effective for the current reporting period. The adoption of the new and revised standards and interpretations has not resulted in any material changes to Council's accounting policies.

Council adopted AASB 15 *Revenue from contract with customers*, AASB 1058 *Income of Not for Profit entities* and AASB 16 *Leases* from 1 July 2019. Refer to the Consolidated Statement of Changes in Equity and Note 25 for the transition impact of applying these standards.

Certain new standards and interpretations have been issued that are not yet effective for the 30 June 2020 reporting period and have not been early adopted by Council. Council's assessment of those new standards expected to have an impact on Council's future reporting periods is set out below.

Standard	Nature of change	Impact	Date Council will apply the standard
AASB 1059 <i>Service Concession Arrangements: Grantors</i>	The standard applies to arrangements that public sector entities enter into with a private sector operator for the delivery of public services related to a service concession asset on behalf of a public sector grantor for a specified period of time and managing at least some of those services. An arrangement within the scope of this standard typically involves an operator constructing the assets used to provide the public service or upgrading the assets (for example, by increasing their capacity) and operating and maintaining the assets for a specified period of time.	Preliminary assessment shows this standard will not have a material impact on Council's financial statements.	1 July 2020
AASB 2018-6 <i>Amendments to Australian Accounting Standards - Definition of Material</i>	The standard changes the definition of material. Previous definition: Omissions or misstatements of items are material if they could, individually or collectively, influence the economic decisions that users make on the basis of the financial statements. New definition: Information is material if omitting, misstating or obscuring it could reasonably be expected to influence the decisions that the primary users of general purpose financial statements make on the basis of those financial statements, which provide financial information about a specific reporting entity.	Council will consider following impacts of the change of material definition. -The insertion of the words 'could reasonably be expected to influence decisions' will increase the threshold for disclosure, and thereby narrow the pool of information to be disclosed. -Material information should not be obscured with immaterial information. -The amended definition clarifies that only primary users need to be considered, and not all users. Primary users rely on general purpose financial reports for information.	1 July 2020

1(h) Critical accounting judgements and key sources of estimation uncertainty

In the application of Council's accounting policies, management is required to make judgements, estimates and assumptions about carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates. The estimates and ongoing assumptions are reviewed on an ongoing basis.

Judgements, estimates and assumptions that have a potential significant effect are outlined in the following financial statements notes:

- Leases (Note 14)
- Revenue analysis (Note 4)
- Valuation and depreciation of property, plant and equipment (Note 2(e) and Note 26)
- Long-term employee benefit obligations (Note 2(h), Note 15 and Note 17)
- Landfill rehabilitation provision (Note 2(i) and Note 17)
- Contingent liabilities and contingent assets (Note 21)
- Transactions with related parties (Note 28)
- Events after the reporting period (Note 29)

REDLAND CITY COUNCIL

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 30 June 2020

1 Basis of preparation and compliance - continued**1(i) Impact of COVID 19 on Council Operations**

The COVID 19 pandemic has a considerable impact on Council's operations for financial year 2019-2020. In response to the impacts of the pandemic, Council developed a \$2 million social and economic package to support local residents, businesses and community groups. As part of this stimulus package adopted on 26 March 2020, Council extended the settlement of the fourth quarter rates and levies from 11 May to 11 June 2020. To further comply with COVID 19 restrictions, in April 2020, Council cancelled the property auction for overdue rates amounting to \$0.3 million.

The following transactions were associated with addressing the impacts of COVID 19.

Statements of Comprehensive Income 2020	Council \$'000
Revenue	
Rates waivers	9
Reduction of fees revenue includes cancellations of services and waivers	696
Reduction of other revenue	233
Interest foregone due to extension of due date and cancellation of auction	117
	1,055
Expense	
Employee costs	10
Materials and services	339
	349
Net impact	1,404

The indicative impact on Council's interest income due to low prevailing rates amount to \$1.8 million.

It was assessed that COVID 19 has no significant impact on Council's asset revaluations for 2019-2020. Council's assets are presented at fair value.

2 Significant accounting policies**2(a) Revenue**Rates and levies

2020 accounting policy: Rates and annual charges are recognised as revenue when the Council obtains control over the assets comprising these receipts which is the beginning of the rating period to which they relate. Prepaid rates are recognised as a financial liability until the beginning of the rating period. Water consumption charges, which are levied in arrears, are recognised based on the period in which they are consumed, except for the access charge which is a fixed component, and is recognised over the levying period.

2019 accounting policy: Where prepayment is made towards rates and charges prior to a rating period, the prepayment is recognised as revenue in the period in which it is received. Taking into consideration prepayments, all other rates and charges revenue levied in advance is recognised at the commencement of the rating period. Water consumption charges, which are levied in arrears, are recognised based on the period in which they are consumed, except for the fixed component, which is recognised over the levying period.

Fees

2020 accounting policy: Revenue arising from fees is recognised when or as the performance obligation is completed and the customer receives the benefit of the goods/services being provided. The performance obligation relates to the specific services which are provided to the customers. Licenses granted by Council are all either short-term or low-value and all revenue from licences is recognised at the time that the license is granted rather than the term of the license. Revenue from infringements is recognised on issue of infringement notice.

2019 accounting policy: Fees are recognised upon unconditional entitlement to the funds. Generally this is upon lodgement of the relevant applications or documents, issuing of the infringement notice or when the service is provided.

Grants and subsidies**2020 accounting policy:**

Grant income under AASB 15

Where grant income arises from an agreement which is enforceable and contains sufficiently specific performance obligations, then the revenue is recognised when control of each performance obligations is satisfied. Each performance obligation is considered to ensure that the revenue recognition reflects the transfer of control, and within grant agreements there may be some performance obligations where control transfers at a point in time and others which have continuous transfer of control over the life of the contract. Where control is transferred over time, generally the input methods, being either costs or time incurred, are deemed to be the most appropriate method to reflect the transfer of benefit.

Grant income under AASB 1058

Assets arising from grants in the scope of AASB 1058 are recognised at the asset's fair value when the asset is received. Council considers whether there are any related liability or equity items associated with the asset which are recognised in accordance with the relevant accounting standard. Once the assets and liabilities have been recognised, then income is recognised for any remaining asset value at the time when the asset is received.

REDLAND CITY COUNCIL

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 30 June 2020

2 Significant accounting policies - continued

2(a) Revenue - continued

Capital grants

Capital grants received to enable Council to acquire or construct an item of property, plant and equipment to identified specifications which will be under Council's control and which is enforceable, are recognised as revenue as and when the obligation to construct or purchase is completed.

2019 accounting policy:

Grants, subsidies and contributions that are non-reciprocal in nature are recognised as revenue upon receipt. Unspent, non-reciprocal grants are held in reserves (restricted funds).

Where grants are received that are reciprocal in nature, revenue is recognised as the various performance and return obligations under the funding agreement are fulfilled.

Non-cash contributions

Physical assets contributed to Council by developers in the form of water, wastewater, road works, stormwater and park equipment are recognised as revenue when it is probable that the assets will be received by Council. Generally this is when the development becomes 'on-maintenance', i.e. Council becomes responsible for the maintenance of the asset. The revenue is recognised when there is sufficient data in the form of drawings and plans to determine the specifications and value of such assets. At year end, where plans are not yet available, an accrual is recognised based on an average rate per lot. All non-cash contributions are recognised at the fair value of the assets received at the date of acquisition.

No accounting policy changes for the 30 June 2020 reporting period.

Cash contributions

Cash contributions are received by Council through infrastructure charges indicated in decision notices for developments such as material change of use, reconfiguration of a lot, plan sealing and/or new construction. The cash received is generally used for augmentation of infrastructure headworks. Council recognises revenue upon completion of the legislative trigger for payment.

No accounting policy changes for the 30 June 2020 reporting period.

Recurrent/operating and capital classification

Grants and contributions are to be classified as operating or capital depending on the purpose for which they were received. Capital revenue includes grants and contributions received, which are tied to specific projects for the replacement or upgrade of existing non-current assets and/or investment in new assets. It also includes non-cash contributions that are usually infrastructure assets received from developers as well as gains associated with disposal of fixed assets. All other revenue is classified as recurrent/operating.

No accounting policy changes for the 30 June 2020 reporting period.

2(b) Financial assets and financial liabilities

Council recognises a financial asset or financial liability when, and only when, Council becomes a party to the contractual provisions of the instrument.

Council's financial assets and financial liabilities are limited to:

Financial assets

Cash and cash equivalents (Note 2(c) and Note 9)

Trade and other receivables - measured at amortised cost (Note 2(d) and Note 10)

Other financial assets such as investments in other companies

Financial liabilities

Trade and other payables - measured at amortised cost (Note 2(g) and Note 15)

Borrowings - measured at amortised cost (Note 16)

Financial assets and financial liabilities are presented separately from each other and offsetting has not been applied, except for Goods and Services Tax (GST), refer to Note 2(j). Refer to Note 26 for fair value measurement considerations in relation to financial assets and financial liabilities.

Redland City Council is exposed to various financial risks including credit risk, interest rate risk and liquidity risk. Exposure to financial risks is managed in accordance with Council's approved Enterprise Risk Management Framework and related policies, guidelines and procedures.

2(c) Cash and cash equivalents

Cash and cash equivalents includes cash on hand, all cash and cheques receipted but not banked at the year end, and deposits held at call with financial institutions.

Council's cash and cash equivalents are subject to a number of restrictions that limit amounts available for discretionary or future use. Council accounts for these restrictions internally using a system of reserves as follows:

Constrained works reserve

This reserve includes all contributions of monetary revenue received during the reported and previous periods which are constrained for the purpose of funding specific expenditure. The closing balance reported at the year end represents amounts not yet expended and must be retained until expended in the manner specified by the contributor or relevant legislation.

Special projects reserve

This reserve holds funds identified for various projects and for funding specific expenditure.

REDLAND CITY COUNCIL

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 30 June 2020

2 Significant accounting policies - continued

2(c) Cash and cash equivalents -continued

Separate charge reserve

This reserve was established to hold funds levied for the Environment Separate Charge for ongoing maintenance and future capital expenditure for conservation maintenance and environmental land acquisitions. This reserve also holds funds levied for State Emergency Services.

Special charge reserve - canals

This reserve was established to hold funds levied for the Canal Special Charges and the Sovereign Waters Lake Special Charge.

2(d) Trade and other receivables

Trade receivables are recognised at the amounts due at the time of sale or service delivery, i.e. the agreed purchase price/contract price, at trade date. Settlement of these amounts is generally within 30 days from the invoice date.

The collectability of receivables is assessed periodically and based on life time expected credit losses and any objective evidence of possible default, the carrying amount is reduced for impairment.

All known bad debts were written-off or provided for at 30 June 2020.

Council is empowered under the provisions of the *Local Government Regulation 2012* to sell an owner's property to recover outstanding rate and statutory charges debts, therefore Council generally does not impair rate and statutory charges receivables.

2(e) Fixed and intangible assets

Each class of property, plant and equipment is stated at cost or fair value less, where applicable, accumulated depreciation and accumulated impairment losses.

Non-current asset thresholds for recognition purposes are as follows:

Land	\$1
Buildings	\$1
Plant & equipment (vehicles; plant)	\$5,000
Plant & equipment (office equipment; furniture)	\$5,000
Plant & equipment (computer hardware)	\$5,000
Plant & equipment (heritage & arts; library books)	\$5,000
Roads	\$5,000
Stormwater drainage	\$5,000
Water & wastewater	\$5,000
Parks	\$5,000
Other infrastructure	\$5,000
Waste	\$5,000
Intangibles	\$5,000

Acquisition and/or construction of assets

Acquisitions of assets are initially recorded at cost. Historical cost includes expenditure that is directly attributable to the acquisition of the items. Wages and material costs incurred in the acquisition or construction of assets are treated as capital expenditure. Routine operating maintenance, repair costs and minor renewals to maintain the operational capacity of non-current assets are expensed as incurred. Expenditure that relates to the replacement of a major component of an asset to maintain its service potential is capitalised.

Assets received in the form of contributions are recognised as assets and revenue at fair value (by Council valuation) where that value exceeds the recognition thresholds for the respective asset class. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

Valuation

All asset categories are measured under the revaluation model, at fair value, except for waste, parks, plant and equipment and work in progress which are measured under the cost model.

Non-current physical assets measured at fair value are revalued, where required, so that the carrying amount of each class of asset does not materially differ from its fair value at the reporting date. The valuation methodology maximises observable inputs where available. This is achieved by comprehensively revaluing these assets at least once every five years by engaging either independent external valuers or suitably qualified internal staff. In interim years, valuations are performed with reference to a suitable index.

Any revaluation increment arising on the revaluation of an asset is credited to the appropriate class of the asset revaluation surplus, except to the extent it reverses a revaluation decrement for the class previously recognised as an expense. A decrease in the carrying amount on revaluation is charged as an expense, to the extent it exceeds the balance, if any, in the revaluation surplus of that asset class.

On revaluation, accumulated depreciation is restated proportionately with the change in the carrying amount of the asset and any change in the estimate of remaining useful life.

Separately identified components of assets are measured on the same basis as the assets to which they relate.

Details of valuers and methods of valuations are disclosed in Note 26.

REDLAND CITY COUNCIL

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 30 June 2020

2 Significant accounting policies - continued

2(e) Fixed and intangible assets - continued

Depreciation and amortisation

Land, earthworks, artwork and heritage assets are not depreciated as they have unlimited useful lives. Depreciation on other fixed assets is calculated on a straight-line basis so as to write-off the net cost or revalued amount of each depreciable asset, less its estimated residual value, progressively over its estimated useful life to Council. Management believes that the straight-line basis appropriately reflects the pattern of consumption of all Council assets.

Assets are depreciated from the date of acquisition, or in respect of internally constructed assets, from the date an asset is completed and commissioned ready for use.

Where assets have separately identifiable components that are subject to regular replacement, these components are assigned useful lives distinct from the asset to which they relate. Any expenditure that increases the originally assessed capacity or service potential of an asset is capitalised and the new depreciable amount is depreciated over the remaining useful life of the asset to the Council.

Major spares purchased specifically for particular assets that are above the asset recognition threshold are capitalised and depreciated on the same basis as the asset to which they relate.

Depreciation methods and estimated useful lives of property, plant and equipment assets are reviewed at the end of each reporting period and adjusted, where necessary, to reflect any changes in the pattern of consumption, physical wear and tear, technical or commercial obsolescence, or management intentions. Details of the range of estimated useful lives for each class of asset are shown in Note 13.

Software has a finite life between 3 and 10 years. Straight line amortisation is used with no residual value.

Land under roads

Land under the road network within the Council area that has been dedicated and opened for public use under the *Land Act 1994* or the *Land Title Act 1994* is not controlled by Council but is controlled by the State pursuant to the relevant legislation. Therefore this land is not recognised in these financial statements.

2(f) Leases

During the year ended 30 June 2020, Council adopted *AASB 16 Leases*. The significant impacts are outlined in the following notes to financial statements:

Leases (Note 14)

Commitments (Note 20)

Changes in accounting policies (Note 25)

2(g) Trade and other payables

Trade and other payables are recognised upon receipt of the goods or services ordered and are measured at the agreed purchase or contract price. Amounts owing are unsecured and are generally settled within 30 days.

2(h) Employee benefits obligations

Employee benefits are classified as payables when the timing and amount of the future payment is expected or are classified as provisions when the timing or amount of the future payment is uncertain. Employee benefit provisions are further classified as current if they are expected to be settled within 12 months after the end of the period in which the employees render the related service or as non-current if they are not expected to be settled within 12 months after the end of the period in which the employees render the related service.

Liabilities are recognised for employee benefits such as wages and salaries, annual and long service leave in respect of services provided by the employees up to the reporting date.

As Council does not have an unconditional right to defer settlement of the annual leave beyond twelve months after the reporting date, annual leave is classified as a current liability. The liability for annual leave is reported in Note 15 as a payable.

The provision for long service leave represents the present value of the estimated future cash outflows to be made in respect of services provided by employees up to the reporting date. The liability is calculated using projected future increase in the current pay rates including oncosts, the probability of the employee remaining in Council's employment or other associated employment as well as the timing of leave payouts. The payments are discounted using market yields of Commonwealth Government bonds at the end of the reporting period with terms and currencies that match, as closely as possible, the estimated future cash outflows.

The liability for long service leave is reported in Note 17 as a provision and re-measurements as a result of changes in assumptions are recognised in profit or loss.

REDLAND CITY COUNCIL
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
 For the year ended 30 June 2020

2 Significant accounting policies - continued

2(i) Rehabilitation provisions

A provision is made for the cost of restoration in respect of landfills and represents the present value of the anticipated future costs of decontamination and monitoring of historical residues and leaching on these sites.

A provision is also made for the cost of restoration of the German Church Road quarry and represents the present value of the anticipated future costs associated with the closure of the quarry and the rehabilitation of this site.

The calculation of these provisions requires assumptions such as application of environmental legislation, available technologies and engineering cost estimates. These uncertainties may result in future actual expenditure differing from amounts currently provided. Due to the long-term nature of the liabilities, the most significant uncertainty in estimating the provision is the cost that will be incurred. The provisions recognised for landfill and quarry sites are reviewed at least annually and updated based on the facts and circumstances available at the time.

2(j) Taxation

Income of local authorities and public authorities is exempt from Commonwealth taxation except for Fringe Benefits Tax and GST. The net amount of GST recoverable from the Australian Taxation Office (ATO) or payable to the ATO is shown as an asset or liability respectively. Council pays Payroll Tax to the Queensland Government on certain activities.

Cash flows are included in the Consolidated Statement of Cash Flows on a gross basis. The GST components of cash flows arising from investing and financing activities, which are recoverable from or payable to the ATO, are classified as operating cash flows.

3 Statement of functions and activities

3(a) Functions of the consolidated entity

Council's functions and activities have been determined based on service delivery. The activities of Council are categorised into the following broad functions:

Community and Customer Services

Community and Customer Services provides operational support and manages the city's community services through the following functions:

Customer and Cultural Services

- Customer and Cultural Services provides customer contact through our Integrated Customer Contact Centre over the phone and in person through our service centres, and promotes a strong cultural and creative arts program supporting community spirit extending to people of all ages, cultures, abilities and needs.

Planning, Development and Environment

- City Planning and Assessment delivers strategic planning, development assessment, and the management of infrastructure charging and planning.
- Community and Economic Development is focused on strengthening community capacity and resilience and supports Council's commitment to increasing the city's economic capacity through business growth and retention, employment generation and sustained economic growth.
- Environment and Regulation is focused on contributing to a healthy, safe and enjoyable lifestyle and growing environmental connections through partnerships, planning, education and regulation.

Infrastructure and Operations

Infrastructure, Recreation and Facilities Services

- This function is responsible for the sustainable management, maintenance and operation of Council's infrastructure assets. It includes the identification, planning and delivery of infrastructure to support the community by way of roads, parks and conservation, community halls and swimming pools; and ensures a high standard of infrastructure in the Redlands.

Water and Wastewater Services

- Council's Water and Wastewater Services business unit is a commercially focused business unit with the principal goals of providing safe drinking water and the collection, treatment and disposal of wastewater.

Waste Services

- The Waste business unit is responsible for the collection and disposal of waste within the city through its kerbside collection service, household hazardous waste services, disposals at landfills and the operation and maintenance of its transfer stations. It also includes maintenance of closed landfill and environmental monitoring of current and former waste disposal facilities.

Organisational Services

Organisational Services

- Organisational Services provides internal support functions to Council ensuring the efficient and effective operations of the organisation and contemporary innovation to front line services. It also manages a range of outward - facing services.

Communication, Engagement and Tourism

- Communication, Engagement and Tourism delivers issues and media management, crisis communication, speeches, website and intranet content management, social media management, graphic design services, Councilor newsletters, Council magazine, marketing and brand management, community engagement, council and community events, tourism development and management of the Redlands Coast Visitor Information Centre.

REDLAND CITY COUNCIL

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 30 June 2020

3 Statement of functions and activities - continued

3(a) Functions of the consolidated entity - continued

Corporate Services

- Corporate Services manages information, Technology, Communications, Fleet and Plant Services to deliver high-quality technological and logistics solutions across the organisation.

Financial Services

- Financial Services is responsible for rating and water billing, revenue collections, payment of suppliers, corporate financial and asset reporting, statutory returns and reporting, management reporting, tax and treasury, budget and forecasting, system administration, business partnering and customer services. The group provides accurate, timely and appropriate information to support sound decision making and meet statutory requirements and is also the conduit to the Queensland Audit Office (QAO) for financial and performance audits.

Corporate Strategy and Performance

- Corporate Strategy and Performance enables and ensures that Council is delivering sustainable community outcomes by leading a whole-of-council approach to strategic and operational planning, portfolio management, strategic asset management, external funding management, corporate performance management, and business transformation to support decision making and efficient and effective delivery.

General Counsel

- General Counsel manages all legal matters, risk, procurement, warehousing and Redland WorkCover, advising on all legal aspects of Council's operations, and providing procurement advice including conducting tender and quotation processes. Redland WorkCover is Council's licensed workers' compensation self-insurer providing management of claims and working with employees with respect to rehabilitation.

Corporate Governance

- Corporate Governance manages a diverse range of organisational functions such as Strategy and Governance, Indigenous Partnerships, Office of the Mayor, Councillor support, Disaster Management and Internal Audit.

Department of the Chief Executive Officer (CEO)

Office of the CEO and People and Culture provides support to all of Council, creating a safe, rewarding, equitable and productive workplace. People and Culture manages the induction, training and on-boarding of our people.

Recruitment and Selection

- Recruitment and Selection conducts a merit-based hiring process that ensures fairness, consistency and non-discrimination.

Learning and Development

- Learning and Development offers a variety of specialised training courses to assist employees in reaching their personal and career learning goals. All employees are encouraged to utilise these training opportunities to their full advantage.

Safety and Wellbeing

- Safety and Wellbeing coordinates all aspects of Workplace Health & Safety for Council, contributing to a greater safety awareness throughout the organisation.

Redland Investment Corporation Pty Ltd (RIC)

Creating value that benefits our community

- RIC was established by Redland City Council in 2014 to identify alternate revenue sources, new business opportunities, and realise value for Council and the Redlands Coast community. To support key outcomes within the Council's Corporate Plan 2018-2023, RIC will drive economic and infrastructure development in the city through the delivery of major city building and place making projects, property development, land sales and investments. RIC is committed to working commercially and sustainably in its conduct, efficiently delivering all facets of business to fulfil the broader community's social, economic and environmental needs.

REDLAND CITY COUNCIL
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
 For the year ended 30 June 2020

3 Statement of functions and activities - continued

3(b) Analysis of results by function

Income, expenses and assets defined between recurring and capital are attributed to the following functions:

Year ended 30 June 2020

Functions	Gross income						Total Income	Gross expenses		Total Expenses	Net result from recurrent operations	Net Result	Total Assets
	Recurrent		Grants		Capital			Recurrent	Capital				
	Grants	Other	Grants	Other	Grants	Other							
	\$000	\$000	\$000	\$000	\$000	\$000							
Customer and Cultural Services	838	426	-	-	1,264	(23,527)	(4)	(23,531)	(22,263)	(22,267)	20,986		
Planning, Development and Environment Infrastructure, Recreation and Facilities Services	238	9,188	641	8,424	18,491	(32,610)	(1)	(32,611)	(23,184)	(14,120)	20,213		
Water and Wastewater Services	4,099	15,279	4,124	8,292	31,794	(106,643)	(2,325)	(108,968)	(87,265)	(77,174)	1,469,073		
Waste Services	-	115,665	-	5,362	121,027	(91,329)	(214)	(91,543)	24,336	29,484	806,209		
Organisational Services	6,113	106,195	302	-	28,363	(21,967)	(1)	(21,968)	6,396	6,395	19,030		
Department of the Chief Executive Officer	-	(2)	-	-	112,610	(18,293)	1,345	(16,948)	94,015	95,662	493,117		
Total Council	11,288	275,114	5,067	22,078	313,547	(294,761)	(1,200)	(295,961)	(8,359)	17,586	2,828,892		
Redland Investment Corporation Pty Ltd (net of eliminations)	-	11,083	-	-	11,083	(11,327)	(1,307)	(12,634)	(244)	(1,551)	(1,937)		
Total Consolidated	11,288	286,197	5,067	22,078	324,630	(306,088)	(2,507)	(308,595)	(8,603)	16,035	2,826,755		

Year ended 30 June 2019

Functions	Gross income						Total Income	Gross expenses		Total Expenses	Net result from recurrent operations	Net Result	Total Assets
	Recurrent		Grants		Capital			Recurrent	Capital				
	Grants	Other	Grants	Other	Grants	Other							
	\$000	\$000	\$000	\$000	\$000	\$000							
Customer and Cultural Services	797	789	-	-	1,586	(19,990)	(11)	(20,001)	(18,404)	(18,415)	16,005		
Planning, Development and Environment Infrastructure, Recreation and Facilities Services	191	9,873	292	8,472	18,828	(27,482)	2	(27,480)	(17,418)	(8,652)	8,153		
Water and Wastewater Services	3,199	15,653	1,619	7,160	27,631	(98,180)	(3,210)	(101,390)	(79,328)	(73,759)	1,438,818		
Waste Services	-	108,850	-	5,269	114,119	(67,604)	(337)	(67,941)	21,246	26,178	815,861		
Organisational Services	5,838	103,211	382	-	26,285	(20,192)	1	(20,191)	6,093	6,094	17,778		
Department of the Chief Executive Officer	48	25	-	-	109,431	(24,038)	(245)	(24,283)	85,011	85,148	474,318		
Total Council	10,073	264,686	2,293	20,901	297,953	(284,519)	(3,800)	(288,319)	(9,760)	9,634	2,770,958		
Redland Investment Corporation Pty Ltd (net of eliminations)	-	6,904	-	-	6,904	(7,518)	-	(7,518)	(614)	(614)	533		
Total Consolidated	10,073	271,590	2,293	20,901	304,857	(292,037)	(3,800)	(295,837)	(10,374)	9,020	2,771,491		

* Please refer to the separate financial statements of Redland Investment Corporation Pty Ltd (RIC) for its financial performance and position prior to eliminations, accessible from Council's website: www.redland.qld.gov.au. Of note, the value of Council's investment in its wholly owned subsidiary, RIC, at reporting date was \$13,101,100 (2019: \$13,101,100).

REDLAND CITY COUNCIL
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
 For the year ended 30 June 2020

Note	Consolidated 2020		Council 2020	
	AASB 15 \$000	AASB 1058 \$000	AASB 15 \$000	AASB 1058 \$000
4 Revenue analysis				
Revenue recognised at a point in time				
Rates, levies and charges	76,443	176,620	76,443	176,648
Grants, subsidies and contributions	498	22,187	498	22,187
Developer non-cash contributions	-	8,897	-	8,897
Fines and penalties	-	1,313	-	1,313
Fees (excluding fines and penalties)	7,127	-	7,062	-
Sales revenue	12,952	-	2,550	-
Other	1,570	-	1,638	-
	98,590	209,017	88,191	209,045
Revenue recognised over time				
Grant and subsidies	-	4,990	-	4,990
Fees (excluding fines and penalties)	4,534	-	4,534	-
Revenue relating to grants for assets controlled by Council	2,473	-	2,473	-
	7,007	4,990	7,007	4,990
Total Revenue recognised under AASB 15 and AASB 1058	105,597	214,007	95,198	214,035

Interest received is recognised under AASB 9 *Financial Instruments*, gain on fair value adjustment on investment property is recognised under AASB 140 *Investment Property* and rental income is recognised under AASB 16 *Leases*.

Note	Consolidated		Council	
	2020 \$000	2019 \$000	2020 \$000	2019 \$000
4(a) Rates, levies and charges				
General rates	104,817	100,352	104,841	100,352
Special and other charges	486	1,205	486	1,205
Environment and landfill remediation charges	11,587	11,270	11,587	11,270
Water access	19,031	18,571	19,031	18,571
Water consumption	48,631	43,276	48,635	43,276
Wastewater	43,964	42,565	43,964	42,565
Trade waste	1,567	1,594	1,567	1,594
Waste collection charges	26,314	24,188	26,314	24,188
Total rates and utility charges	256,397	243,021	256,425	243,021
Less: Pensioner remissions and rebates	(3,334)	(3,247)	(3,334)	(3,247)
	253,063	239,774	253,091	239,774
4(b) Fees				
Fines and penalties	1,313	1,088	1,313	1,088
Mooring and parking fees	676	597	610	597
Search fees	691	654	691	654
Development and related application fees	3,652	4,727	3,652	4,727
License fees	2,618	2,556	2,618	2,556
Commercial collection fees	543	430	543	430
Operational works application fees	882	848	895	848
Other fees and charges	2,903	2,902	2,588	2,530
	13,278	13,802	12,910	13,430
4(c) Interest received				
Interest received from investments	2,453	3,833	2,395	3,833
Interest from overdue rates and utility charges	876	939	876	939
Interest from loan to subsidiary	-	35	3	35
Other interest income	4	7	4	3
	3,333	4,814	3,278	4,810

The impact of COVID 19 on Council's revenue amount to \$1,055,485. The indicative impact on Council's interest income due to low prevailing rates amount to \$1,845,860 (refer to note 1 (i)).

4(d) Sales revenue

Sales revenue includes the sale of Doig Street Car Park and 100-112 Queen Street, Cleveland.

REDLAND CITY COUNCIL

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 30 June 2020

	Note	Consolidated		Council	
		2020 \$000	2019 \$000	2020 \$000	2019 \$000
5 Grants, subsidies and contributions					
5(a) Recurrent					
Financial assistance grant		5,770	5,705	5,770	5,705
Government grants and subsidies		5,519	4,368	5,519	4,368
Contributions		610	765	610	765
		11,899	10,838	11,899	10,838
5(b) Capital					
Government grants and subsidies		5,067	2,293	5,067	2,293
Contributions		13,181	13,531	13,181	13,531
		18,248	15,824	18,248	15,824

Conditions over contributions

Contributions and grants recognised as income which were obtained on the condition that they be expended in a manner specified by the contributor but had not been expended at the reporting date:

Unexpended grants and contributions held in reserve 1 July	93,046	86,093	93,046	86,093
Prior period grants and contributions spent in year	(14,398)	(10,587)	(14,398)	(10,587)
Grants and contributions recognised as revenue in year	30,147	26,662	30,147	26,662
Infrastructure charges for the augmentation of water supply from prior year	-	3,767	-	3,767
Current period grants and contributions spent in year	(16,902)	(12,889)	(16,902)	(12,889)
Unexpended grants and contributions held in reserve 30 June	91,893	93,046	91,893	93,046

6 Employee benefits

Total staff wages and salaries	74,252	70,943	73,244	69,867
Councillors' remuneration	1,433	1,434	1,433	1,434
Annual leave and long service leave entitlements	9,270	8,987	9,244	9,000
Superannuation	8,970	8,487	8,878	8,393
	93,925	89,851	92,799	88,694
Other employee related expenses	5,711	6,154	5,654	5,890
	99,636	96,005	98,453	94,584
Less: Capitalised employee expenses	(6,395)	(6,864)	(6,395)	(6,864)
	93,241	89,141	92,058	87,720

Councillor remuneration represents salary and superannuation expenses incurred in respect of carrying out their duties.

7 Materials and services

Contractors	40,939	34,769	40,067	34,791
Consultants	2,992	4,318	2,404	4,118
Other Council outsourcing costs	19,057	18,548	18,661	18,540
Purchase of materials	57,304	52,792	49,362	47,093
Office administration costs	6,828	7,062	6,620	6,926
Electricity charges	5,562	5,496	5,561	5,495
Plant operations	4,109	4,082	4,078	4,063
Information technology resources	2,828	2,699	2,819	2,697
General insurance premiums	1,192	1,095	1,192	1,095
Community assistance	1,561	1,549	1,560	1,549
Audit of annual financial statements by Queensland Audit Office	170	157	145	138
Rentals - operating leases (2019 only)	-	1,133	-	1,133
Short-term leases (2020 only)	6	-	6	-
Waste levy payment	4,722	-	4,722	-
Waste levy refund*	(4,646)	-	(4,646)	-
Other material and service expenses	663	1,667	659	1,667
Remediation costs for landfill	(487)	1,574	(487)	1,574
	142,800	136,941	132,723	130,879

* The State government rebated \$4,645,987 of the state waste levy to mitigate the direct impacts on households.

The impact of COVID 19 on Council's expenditure amount to \$349,009 (refer to note 1 (i)).

8 Depreciation and amortisation

Depreciation of non-current assets	13	64,560	61,827	64,521	61,796
Amortisation of intangible assets		1,052	998	1,052	998
Depreciation of right-of-use assets	14(a)	1,393	-	1,393	-
		67,005	62,825	66,966	62,794

Page 17 of 40

REDLAND CITY COUNCIL
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
 For the year ended 30 June 2020

Note	Consolidated		Council	
	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000
9 Cash and cash equivalents				
Cash at bank and on hand	1,132	4,598	685	541
Deposits at call	176,809	161,555	171,216	161,555
Balance as per Consolidated Statement of Cash Flows	<u>177,941</u>	<u>166,153</u>	<u>171,901</u>	<u>162,096</u>

Council's cash and cash equivalents are subject to a number of internal and external restrictions that limit amounts available for discretionary or future use. These include:

Restricted funds:				
Special projects reserve	4,631	7,379	4,631	7,379
Constrained works reserve	91,893	93,046	91,893	93,046
Separate charge reserve - environment	39	1,497	39	1,497
Special charge reserve - canals	856	850	856	850
	<u>97,419</u>	<u>102,772</u>	<u>97,419</u>	<u>102,772</u>
Unrestricted funds	80,522	63,381	74,482	59,324
Total cash and cash equivalents	<u>177,941</u>	<u>166,153</u>	<u>171,901</u>	<u>162,096</u>

Cash is held with the Australia and New Zealand Banking Group in a normal business cheque account. The bank currently has a short-term credit rating of A-1+ and a long-term credit rating of AA- from Standard & Poor's. Deposits at call are held with Queensland Treasury Corporation which has a short-term credit rating of A-1+ and a long-term credit rating of AA+ from Standard & Poor's.

Cash is held at a floating interest rate. The weighted average interest rate is 1.60% (2019: 2.63%).

The group holds four facilities with the Australia and New Zealand Banking Group (ANZ) to facilitate its operational monetary requirements. Unrestricted access was available at balance date to these facilities and their associated values are:

Commercial Card	\$385,000
Electronic Payaway	\$5,000,000
Interchangeable Facility	\$2,550,000
RIC Overdraft Facility	\$300,000

10 Trade and other receivables

Rates and utility charges	31,555	25,356	31,555	25,356
Trade and other debtors	4,961	5,935	7,061	7,750
GST recoverable	3,247	1,549	3,048	1,549
Less: Allowance for impairment	(948)	(645)	(932)	(645)
	<u>38,815</u>	<u>32,195</u>	<u>40,732</u>	<u>34,010</u>

Interest is charged on outstanding rates and charges applied to the land at a fixed rate of 9.83% (2019: 11.00%) per annum. No interest is charged on other debtors. There is no concentration of credit risk for rates and utility charges, fees and other receivables. Credit risk is measured and managed using an ageing analysis.

Trade and other receivables ageing analysis:

Fully performing	25,293	18,392	26,811	20,207
Past due but not impaired:				
31 - 60 days	7,012	4,365	6,983	4,365
61 - 90 days	111	1,047	96	1,047
> 90 days	6,399	8,391	6,842	8,391
	<u>38,815</u>	<u>32,195</u>	<u>40,732</u>	<u>34,010</u>

Trade and other receivables include \$215,935 of contract receivables under AASB 15 and AASB 1058.

As part of the COVID 19 economic stimulus package adopted on 26 March 2020 special Council meeting, Council extended the settlement of the fourth quarter rates and levies from 11 May to 11 June 2020.

In April 2020, to comply with COVID 19 restrictions, Council cancelled the property auction for overdue rates amounting to \$310,000 (refer to note 1 (i)).

REDLAND CITY COUNCIL

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 30 June 2020

Note	Consolidated		Council	
	2020 \$000	2019 \$000	2020 \$000	2019 \$000
11 Inventories				
Inventories held for distribution - measured at cost	885	955	880	955
Land held for development and resale:				
Opening balance at 1 July	12,970	17,283	-	-
Acquisition and related costs	1,611	2,763	-	-
Transfer to cost of goods sold	(1,754)	(5,398)	-	-
Transfer (to)/from other non-current asset class	(11,348)	(1,678)	-	-
Closing balance at 30 June	1,479	12,970	-	-
	2,364	13,925	880	955

Inventories are valued at the lower of cost and net realisable value. Costs are assigned on the basis of weighted average cost.

Net realisable value is determined on the basis of the market value or list price of similar assets available for sale, less the estimated selling expenses.

Council resolved in its minutes of statutory meetings to transfer properties to RIC at book value of \$11,112,507. These properties were reflected in Council's 2019 financial statements as non-current assets held-for-sale. For purposes of the 2019 consolidated financial statements, these properties are disclosed as part of inventories to reflect the change in intention of the group.

On 10 June 2020, Council resolved to repeal the transfer to RIC of the above mentioned properties. Following the resolution, these properties were transferred in Council's 2020 financial statements from non-current assets held-for-sale to property, plant and equipment. The corresponding depreciation expense is reflected in 2020.

12 Investment property

Opening balance at 1 July	5,115	13,413	1,091	1,091
Acquisition of investment property	876	(248)	-	-
Revaluation adjustment	489	-	134	-
Transfer to non-current assets held for sale	236	(8,050)	-	-
Closing balance at 30 June	6,716	5,115	1,225	1,091

REDLAND CITY COUNCIL
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
 For the year ended 30 June 2020

13(a) Property, plant and equipment

Asset class	Note	Land Fair value n/a	Buildings Fair value 10-75	Plant and equipment Cost 3-10	Roads Fair value 10-100	Stormwater drainage Fair value 20-150	Water and wastewater Fair value 10-134	Parks Cost 16-60	Other infrastructure Fair value 15-100	Waste Cost 5-70	Work in progress Cost n/a	Total
Council - 30 June 2020												
Asset values												
Opening gross value as at 1 July 2019		253,748	135,397	49,087	890,856	591,580	1,333,154	100,451	299,005	16,465	18,086	3,692,819
Assets not previously recognised or disposed		-	-	(5)	7	157	133	-	-	-	-	292
Work in progress expenditure		-	-	-	-	-	-	-	-	-	68,719	68,719
Transfers from work in progress		-	-	-	-	-	-	-	-	-	(52,918)	(52,918)
Additions		5,888	7,568	6,013	20,357	807	2,005	10,536	7,659	642	-	61,516
Contributed assets at fair value		-	-	-	3,065	3,007	2,809	11	4	-	-	8,896
Disposals		(470)	(258)	(6,843)	(3,963)	(145)	(2,172)	(1,047)	(1,398)	(17)	-	(16,313)
Revaluation adjustments		3,762	(1,144)	-	-	-	-	-	-	-	-	2,618
Revaluation adjustments for assets transfer from non-current assets held for sale		-	10,813	-	1,662	-	-	-	-	-	-	12,475
Transfers between asset classes		-	184	23	7,367	1,832	177	(1,980)	(7,603)	-	-	-
Transfers to/from held for sale/intangible assets		11,051	-	(292)	-	-	-	212	-	-	-	10,971
Closing gross value at 30 June 2020		278,979	152,560	47,983	919,371	597,248	1,336,107	108,163	297,667	17,090	23,887	3,779,075
Accumulated depreciation												
Opening balance as at 1 July 2019		-	55,811	25,913	268,307	163,088	540,753	46,571	47,964	2,511	-	1,150,938
Depreciation adjustments		-	-	(5)	-	60	3	-	-	-	-	56
Depreciation for the year	8	-	4,714	5,533	17,054	6,435	23,589	4,283	2,887	226	-	64,521
Depreciation on disposals		-	(130)	(5,789)	(3,100)	(49)	(1,957)	(822)	(385)	(17)	-	(12,249)
Depreciation on revaluation adjustments		-	(16,126)	-	-	-	-	-	-	-	-	(16,126)
Depreciation on revaluation adjustments for assets transfer from non-current assets held for sale		-	2,556	-	943	-	-	-	-	-	-	3,499
Depreciation on transfers between asset classes		-	-	-	(1)	-	-	1	-	-	-	-
Depreciation on transfers to/from held for sale/intangible assets		-	-	(209)	-	-	-	195	-	-	-	(24)
Accumulated depreciation at 30 June 2020		-	46,825	25,443	283,203	169,534	562,388	50,218	50,286	2,720	-	1,190,617
Council book value as at 30 June 2020		278,979	105,735	22,540	636,168	427,714	773,719	57,965	247,381	14,370	23,887	2,588,458
Consolidated book value as at 30 June 2020		279,067	106,056	22,600	636,168	427,714	773,719	57,965	247,381	14,370	23,478	2,588,518

RIC held no material property, plant and equipment as at 30 June 2020. As such, the consolidated results are presented in aggregate.

Land with a carrying value of \$14,833,483 (2019: \$14,565,134) has restricted use as a result of a development management agreement entered into with the Walker Group for development of the Toondah Harbour Priority Development Area (refer Note 20).

Included in land assets above is a property located at 248 Middle Street with a carrying value of \$2,863,603. This property is subject to an operating lease and not held for use by Council. Refer to Note 14 for details of operating leases where Council is lessor.

REDLAND CITY COUNCIL
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the year ended 30 June 2020

13(b) Property, plant and equipment - prior year comparative

Asset class	Note	Land Fair value	Buildings Fair value	Plant and equipment Cost	Roads Fair value	Stormwater drainage Fair value	Water and wastewater Fair value	Parks Cost	Other infrastructure Fair value	Waste Cost	Work in progress Cost	Total
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Asset values												
Opening gross value as at 1 July 2018		246,997	132,871	48,296	872,425	588,456	1,331,316	96,613	293,114	15,964	22,614	3,648,286
Assets not previously recognised or disposed		-	-	-	(11)	2	24	(653)	124	-	-	(514)
Work in progress expenditure		-	-	-	-	-	-	-	-	-	58,764	58,764
Transfers from work in progress		-	-	-	-	-	-	-	-	-	(63,292)	(63,292)
Additions		3,936	2,544	5,975	22,158	234	3,223	8,416	16,175	481	-	63,142
Contributed assets at fair value		-	-	-	2,113	2,483	2,475	299	-	-	-	7,370
Disposals		(1,605)	(502)	(5,120)	(8,818)	(188)	(3,653)	(1,839)	-	-	-	(21,725)
Revaluation adjustments		8,078	-	-	-	-	(206)	-	(8,641)	-	-	(769)
Transfers between asset classes/intangible assets		52	484	(64)	2,969	603	(25)	(2,385)	(1,767)	-	-	(433)
Assets transferred to/from investments		1,690	-	-	-	-	-	-	-	-	-	1,690
Closing gross value at 30 June 2019		258,748	135,397	48,087	890,856	591,590	1,333,154	100,451	299,005	16,465	18,066	3,692,819
Accumulated depreciation												
Opening balance as at 1 July 2018		-	52,336	24,243	258,106	156,821	527,368	44,775	44,720	2,279	-	1,110,648
Depreciation adjustments		-	-	-	(238)	-	2	(479)	67	-	-	(648)
Depreciation for the year	8	-	3,905	5,490	16,260	6,322	23,803	3,746	2,037	233	-	61,796
Depreciation on disposals		-	(480)	(3,770)	(6,181)	(55)	(3,256)	(1,394)	-	(1)	-	(15,137)
Depreciation on revaluation adjustments		-	-	-	-	-	(7,164)	-	1,443	-	-	(5,721)
Depreciation on transfers between asset classes		-	50	(50)	360	-	-	(77)	(283)	-	-	-
Depreciation on assets transferred to/from investments		-	-	-	-	-	-	-	-	-	-	-
Accumulated depreciation at 30 June 2019		-	55,811	25,913	288,307	163,088	540,753	46,571	47,984	2,511	-	1,150,838
Council book value as at 30 June 2019		258,748	79,586	23,174	622,529	428,502	792,401	53,880	251,021	13,954	18,066	2,541,881
Consolidated book value as at 30 June 2019		258,857	79,688	23,221	622,529	428,502	792,401	53,880	251,021	13,954	17,942	2,541,995

RIC held no material property, plant and equipment as at 30 June 2019. As such, the consolidated results are presented in aggregate.
Land with a carrying value of \$14,565,134 has restricted use as a result of a development management agreement entered into with the Walker Group for development of the Toondah Harbour Priority Development Area (refer Note 20).

REDLAND CITY COUNCIL

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 30 June 2020

14 Leases

Council as a lessee

Council has leases in place over land, buildings, and plant and equipment.

Where Council assesses that an agreement contains a lease, a right-of-use asset and lease liability is recognised on inception of the lease. Council does not separate lease and non-lease components for any class of assets and has accounted for lease payments as a single component.

The right-of-use asset is measured using the cost model where cost on initial recognition comprises: the lease liability, initial direct costs, prepaid lease payments, estimated cost of removal and restoration, less any lease incentives received. The right-of-use asset is depreciated over the lease term on a straight-line basis and assessed for impairment in accordance with AASB 136 *Impairment of Assets*.

The lease liability is initially recognised at the present value of the remaining lease payments at the commencement of the lease. The discount rate is the rate implicit in the lease, however where this cannot be readily determined then the Council's incremental borrowing rate for a similar term with similar security is used.

Subsequent to initial recognition, the lease liability is measured at amortised cost using the effective interest rate method. The lease liability is re-measured whether there is a lease modification, or change in estimate of the lease term or index upon which the lease payments are based (e.g. CPI).

Where the lease liability is re-measured, the right-of-use asset is adjusted to reflect the re-measurement.

Exceptions to lease accounting

Council has applied the exceptions to lease accounting for both short-term leases (i.e. leases with a term of less than or equal to 12 months) and leases of low-value assets. Council recognises the payments associated with these leases as an expense on a straight-line basis over the lease term.

Leases at significantly below market value / Concessionary / Peppercorn leases

Council has elected to measure the right-of-use asset arising from the concessionary / peppercorn leases at cost which is based on the associated lease liability at initial recognition.

14(a) Terms and conditions of leases

Land

Council leases twelve parcels of land from the Department of Natural Resources, Mines and Energy (DNRME) which are used for various community benefits. The term of these leases range between 20 and 50 years, with no renewal options available to Council. Annual lease payments are calculated to be 6% of the property valuation, which is subject to change year on year.

One of the twelve leases of land from the DNRME has been deemed a short-term lease as at 1 July 2019, with the expiry date being 11 November 2019. As such, Council has applied the exception to lease accounting for this lease, and consequently recognised lease payments as an expense within note 7, on a straight-line basis.

Council leases one parcel of land from Redland Investment Corporation which is used as a carpark for public benefit. The term of this lease is four years, with no renewal options available to Council. This lease represents a concessionary / peppercorn lease, where consideration by way of lease payments has been calculated to equate to the rates and charges Council will collect on this property. Therefore, Council has elected to measure the right-of-use asset arising from this lease at cost, based on the associated liability at initial recognition.

Buildings

Council leases two buildings, one of which is used as a library, and the other is used as a visitor information centre. The term of these leases are 10 years and 3 years respectively, with one lease containing a renewal option which was exercised during the 2019-20 financial period at Council's discretion. One of the leases includes a fixed annual increase to lease payments of 4%, with the other lease not subject to any changes to lease payments year on year.

Plant and Equipment

Council has four leasing contracts in place for plant and equipment - a lease for the use of multiple multi-function printing devices located across Council offices, a lease for the use of two large printers located within Council's print room, a lease for an electric vehicle, and a lease for multiple waste transfer bins, bulk bins and waste collection vehicles. The term of these leases range between 3 and 12 years, each requiring fixed payments for the term of the lease.

A lease liability and right-of-use asset has not been recognised for the lease of waste collection vehicles and bulk bins, as the consideration for these leases is completely variable based on usage with no dependency on an index or rate, and with no fixed payments. As a result, the lease payments are recognised within the Statement of Comprehensive Income as an expense when incurred and invoiced by the lessor. Refer to "Amounts included in the Statement of Comprehensive Income related to leases" section below for the total expense incurred in the 2019-20 financial period in relation to waste collection vehicles and bulk bins.

REDLAND CITY COUNCIL
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
 For the year ended 30 June 2020

14 Leases - continued

14(a) Terms and conditions of leases - continued

Right-of-use assets

Council	Land	Buildings	Plant & Equipment	Total
	\$ \$000	\$ \$000	\$ \$000	\$ \$000
Adoption of AASB 16 at 1 July 2019	3,564	3,912	917	8,393
Transfer from leased assets (former finance leases)	-	-	-	-
Additions to right-of-use assets	98	-	-	98
Adjustments to right-of-use assets due to remeasurement of lease liability	-	-	27	27
Depreciation charge	(415)	(597)	(381)	(1,393)
Impairment of right-of-use assets	-	-	-	-
Balance at 30 June 2020	3,247	3,315	563	7,125

14(b) Lease liabilities

The table below shows the maturity analysis of the lease liabilities based on contractual cashflows and therefore the amounts will not be the same as the recognised lease liability in the Statement of Financial Position.

Council	< 1 year	1-5 years	> 5 years	Total contractual cash flows	Total per statement of financial position
	\$000	\$000	\$000	\$000	\$000
	1,438	4,782	2,724	8,944	8,069

Liabilities not recognised - extension options

When lease contracts provide Council with extension options that can be exercised at Council's discretion, at each reporting date Council assesses whether it is reasonably certain that the extension options will be exercised based on current operations and Council strategy.

As at 30 June 2020, all extension options available to Council have been assessed as reasonably certain of being exercised, and have been included within the lease liability.

Amounts included in the Consolidated Statement of Comprehensive Income related to leases

The following amounts have been recognised in the Consolidated Statement of Comprehensive Income for leases where Council is the lessee

Council	\$000
Interest on lease liabilities	165
Variable lease payments based on usage not included in the measurement of lease liabilities	6,596
Income from sub-leasing right-of-use assets	(38)
Depreciation of right-of-use assets	1,393
Expenses relating to short-term leases	6
	8,122
Total cash outflows for leases	7,535

REDLAND CITY COUNCIL

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 30 June 2020

14 Leases - continued

14(c) Leases at significantly below market value - Concessionary / peppercorn leases

As stated within the "Terms and conditions of leases" section above, Council has one lease in place with lease payments of \$25,079 per annum which is deemed significantly below market for land of similar use. Council's use of the right-of-use asset is restricted by the lessor to the specified permitted use per the lease contract, being 'car parking'.

Council considers this concessionary / peppercorn lease is immaterial.

14(d) Council as a lessor

When Council is a lessor, the lease is classified as either an operating or finance lease at inception date, based on whether substantially all of the risks and rewards incidental to ownership of the asset have been transferred to the lessee. If the risks and rewards have been transferred then the lease is classified as a finance lease, otherwise it is an operating lease.

If the lease contains lease and non-lease components then the non-lease components are accounted for in accordance with AASB 15 Revenue from Contracts with Customers.

The lease income is recognised on a straight-line basis over the lease term.

Finance leases:

Council does not have any finance leases in place.

Operating leases:

Where Council retains the risks and rewards relating to a lease, they are classified as operating leases and relate to property recorded within the Statement of Financial Position.

Rent from operating leases is recognised as income on a periodic straight-line basis over the lease term.

There is nil unearned finance income, unguaranteed residual values accruing to the benefit of Council, accumulated allowance for uncollectible minimum lease payments receivable or contingent rents recognised as income applicable to the leases.

The minimum lease receipts are as follows:

Note	Consolidated		Council	
	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000
Operating Leases				
Not later than one year	710	-	452	-
Between one and two years	550	-	399	-
Between two and three years	454	-	385	-
Between three and four years	302	-	297	-
Between four and five years	225	-	225	-
Later than five years	883	-	883	-
	3,124	-	2,641	-
15 Trade and other payables				
Creditors and accruals	34,875	26,891	34,387	26,599
Annual leave	7,946	7,206	7,880	7,143
	42,821	34,097	42,267	33,742

Creditors and accruals are expected to be settled within 12 months. Of the consolidated annual leave balance, \$5,516,308(2019: \$5,272,404) is expected to be settled within 12 months from balance date and \$2,429,196 (2019: \$1,933,541) is expected to be settled after 12 months.

16 Borrowings

16(a) Current

Loans - Queensland Treasury Corporation (QTC)	8,326	7,845	8,326	7,845
	8,326	7,845	8,326	7,845

16(b) Non-current

Loans - Queensland Treasury Corporation (QTC)	32,852	29,421	32,852	29,421
	32,852	29,421	32,852	29,421

16(c) Movement in loans:

Opening balance at 1 July	37,266	40,179	37,266	40,179
Loan repayment - principal*	(5,530)	(5,035)	(5,530)	(5,035)
Loan repayment - interest	(2,416)	(2,809)	(2,416)	(2,809)
Accrued interest expense	2,058	2,431	2,058	2,431
Loan drawdown	9,800	2,500	9,800	2,500
Closing balance at 30 June	41,178	37,266	41,178	37,266

* Council's borrowing capacity is constrained by the provisions of the *Statutory Bodies Financial Arrangements Act 1982*. All Council borrowings are sourced from QTC.

The market value of QTC loans at the reporting date was \$44,517,770 (2019: \$41,541,475). This represents the debt value at the current market interest rate if Council repaid it at that date. As it is the intention of Council to hold the debt for its term, no provision is required to be made in these accounts. No assets have been pledged as security by Council for any liabilities, however all loans are ultimately guaranteed by the Queensland Government. Expected final repayment dates vary from 15 July 2021 to 15 July 2039. There have been no defaults or breaches of the loan agreement during the year.

REDLAND CITY COUNCIL

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 30 June 2020

Note	Consolidated		Council	
	2020 \$000	2019 \$000	2020 \$000	2019 \$000
16 Borrowings - continued				
16(c) Movement in loans - continued				
Borrowings are in AUD denominated amounts and carried at amortised cost. Interest is expensed as it is incurred. The weighted average borrowing rate is 5.67% (2019: 7.07%). Borrowings are on a fixed rate. No borrowing costs were capitalised on qualifying assets.				
Council measures and manages its exposure to liquidity risk through a maturity analysis. The remaining contractual cash flows of financial liabilities at the end of the reporting period were:				
Less than 1 year	8,417	7,947	8,417	7,947
1 to 5 years	24,180	26,848	24,180	26,848
Over 5 years	14,708	8,779	14,708	8,779
Total contractual cash flows	47,305	43,574	47,305	43,574
Carrying amount	41,178	37,266	41,178	37,266
17 Provisions				
17(a) Current				
Landfill rehabilitation	2,226	3,725	2,226	3,725
Workers compensation	491	458	491	458
Long service leave	11,697	11,167	11,697	11,167
	14,414	15,350	14,414	15,350
17(b) Non-current				
Quarry rehabilitation	445	404	445	404
Landfill rehabilitation	10,814	10,527	10,814	10,527
Workers compensation	728	631	728	631
Long service leave	2,249	1,897	2,175	1,846
	14,236	13,459	14,162	13,408
17(c) Long service leave				
Current long service leave (expected settlement within 12 months)	1,325	1,355	1,325	1,355
Current long service leave (expected settlement after 12 months)	10,372	9,812	10,372	9,812
Non-current long service leave*	2,249	1,897	2,175	1,846
Total long service leave	13,946	13,064	13,872	13,013
* The non-current portion relates to employees who have not yet reached the required years of service to be entitled to take long service leave.				
Movements in provisions:				
<u>Quarry rehabilitation</u>				
Opening balance at 1 July	404	334	404	334
Increase/(decrease) in provision	41	70	41	70
Closing balance at 30 June	445	404	445	404
This is the estimated present value cost of restoring the quarry site to as near its original condition as possible at the end of its useful life.				
<u>Landfill rehabilitation</u>				
Opening balance at 1 July	14,252	13,001	14,252	13,001
Increase/(decrease) in provision due to change in discount rate and costs	418	2,712	418	2,712
Provision utilised during the period	(1,677)	(1,600)	(1,677)	(1,600)
Increase in provision due to passage of time - borrowing costs	47	139	47	139
Closing balance at 30 June	13,040	14,252	13,040	14,252
This is the estimated present value cost of restoring closed landfill sites across the city and is based on Council's 10 year expenditure program. The program is funded by a separate charge.				
<u>Workers compensation</u>				
Opening balance at 1 July	1,089	1,226	1,089	1,226
Adjustment for period	130	(137)	130	(137)
Closing balance at 30 June	1,219	1,089	1,219	1,089
<u>Long service leave</u>				
Opening balance at 1 July	13,064	11,945	13,013	11,900
Long service leave entitlement raised	2,195	2,534	2,172	2,514
Long service entitlement used/extinguished	(952)	(1,019)	(952)	(1,019)
Long service entitlement paid	(361)	(396)	(361)	(382)
Closing balance at 30 June	13,946	13,064	13,872	13,013

REDLAND CITY COUNCIL

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 30 June 2020

Note	Consolidated		Council	
	2020 \$000	2019 \$000	2020 \$000	2019 \$000
18 Other current liabilities				
Unearned revenue	955	2,249	955	1,108
Prepaid rates (2020 only - refer to note 2 (a))	1,162	-	1,162	-
Unearned grants	317	3,424	317	3,424
Waste Levy refund received in advance	-	4,620	-	4,620
	<u>2,434</u>	<u>10,293</u>	<u>2,434</u>	<u>9,152</u>

Other current liabilities include \$316,920 of contract liabilities under AASB 15 Revenue from Contracts with Customers and AASB 1058 Income of Not-for-Profit Entities.

19 Asset revaluation surplus

The closing balance of the asset revaluation surplus comprises the following asset categories. Increases and decreases on revaluation are offset within the same asset categories.

Land	93,250	89,488	93,250	89,488
Buildings	76,998	53,759	76,998	53,759
Roads	270,459	269,740	270,459	269,740
Stormwater drainage	218,116	218,116	218,116	218,116
Water and wastewater	177,138	177,138	177,138	177,138
Other infrastructure	199,879	199,879	199,879	199,879
	<u>1,035,840</u>	<u>1,008,120</u>	<u>1,035,840</u>	<u>1,008,120</u>

20 Commitments**Operating leases where Council is lessee (2019 only)**

Payments made under operating leases are expensed in equal instalments over the accounting periods covered by the lease term, except where an alternative basis is more representative of the pattern of benefits to be derived from the leased property.

Minimum lease payments in relation to non-cancellable operating leases are as follows:

Within 1 year	-	1,279	-	1,279
1 to 5 years	-	5,197	-	5,197
Greater than 5 years	-	3,951	-	3,951
	-	<u>10,427</u>	-	<u>10,427</u>

Refer to note 14 for information on leases for 2020.

Operating contractual commitments

Contractual commitments at end of financial year but not recognised in the financial statements are as follows:

Roadworks	203	994	203	994
Water and wastewater	2,381	1,640	2,381	1,640
Waste	164,844	135,335	164,844	135,335
Other	41,781	25,762	41,781	25,762
	<u>209,209</u>	<u>163,731</u>	<u>209,209</u>	<u>163,731</u>

These expenditures are payable:

Within 1 year	57,424	50,708	57,424	50,708
1 to 5 years	91,082	42,743	91,082	42,743
Greater than 5 years	60,703	70,280	60,703	70,280
	<u>209,209</u>	<u>163,731</u>	<u>209,209</u>	<u>163,731</u>

Capital contractual commitments

Commitments for the construction of the following assets contracted for at year end but not recognised as liabilities are as follows and are

Roadworks	-	22	-	22
Water and wastewater	1,230	166	1,230	166
Waste	89	8	89	8
Other	9,164	6,323	9,164	6,323
	<u>10,483</u>	<u>6,519</u>	<u>10,483</u>	<u>6,519</u>

Redland City Council has entered into a Development Agreement (DA) with the Minister for State Development, Tourism and Innovation and Walker Group (Walker) to develop land owned by Council and the State as part of the Toondah Harbour project. The DA was executed in February 2016 and is currently in the environmental approvals phase of the project. In accordance with the DA, Council land to be developed by Walker as part of this project, is included in property, plant and equipment and has a carrying value of \$14,833,483 (2019: \$14,565,134). A portion of the land will be developed for community infrastructure and will be transferred (where not already owned) to Council.

REDLAND CITY COUNCIL

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 30 June 2020

21 Contingent liabilities and contingent assets

Contingent liabilities:

Details and estimates of contingent liabilities as at 30 June 2020 are as follows:

Workers' compensation self-insurer liability

The estimated claims liability for Council as a self-insurer under the *Workers' Compensation and Rehabilitation Act 2003* ('the Act') as at 30 June 2020 is \$1,255,000 (2019: \$1,192,000) where estimated claims liability is defined in Section 84 of the Act. The Actuary has recommended that a provision be recognised for \$1,219,000 (2019: \$1,090,000) for the total estimated claims liability. Council has in place a bank guarantee with the ANZ Banking Group Ltd for \$2,550,000 (2019: \$2,550,000).

Other claims

The Quandamooka-Redland City Council Indigenous Land Use Agreement (ILUA) sets out broad principles and mechanisms for how parties will work together and meet their respective responsibilities for mutual benefits in accordance with the *Native Title (Queensland) Act 1993*. The ILUA establishes native title validation and consultation for Council's projects and a framework for other policies, programmes and initiatives for the mutual benefit of parties and local community.

Council is a defendant in a number of claims including a class action claim that arise as a result of the operations of Council and its ownership of public assets. All liability claims are subject to review and are only provided for when genuine and not contingent on a future event. Liability and insurance claims not provided for are disclosed as contingent liabilities.

Information in respect of individual claims has not been disclosed on the basis that Council considers such disclosures would seriously prejudice the outcome of these claims.

Landfill remediation

Council has historically recognised, and continues to recognise, a provision for the remediation of former landfill sites throughout the city to ensure compliance with legal obligations. The legal obligation is broad and covered in a range of legislation such as the *Environmental Protection Act 1994*, *Petroleum and Gas (Production and Safety) Act 2004*, *Planning Act 2016* and *Work Health and Safety Act 2011*, plus subordinate legislation (such as various regulations and codes of practice) and other industry guidelines.

Council is taking a risk-based approach to justify and prioritise expenditure for managing these landfills with aftercare management plans under development for each site. Risks will continue to be reviewed and updated in line with relevant information from site inspections, detailed investigations, environmental monitoring results, asset owner feedback, site master plans and other service standards. Costs may change over time and at least annually, this program will be reviewed to reflect the dynamic circumstances against Council's prudence and efficiency measures.

Contingent assets:

Council has no contingent assets at the date of this report.

22 Superannuation

Council contributes to the LGIASuper Regional Defined Benefits Fund (the scheme), at the rate of 12% for each permanent employee who is a defined benefit member. This rate is set in accordance with the LGIASuper trust deed and may be varied on the advice of an actuary. The Regional Defined Benefits Fund is a complying superannuation scheme for the purpose of the Commonwealth Superannuation Industry (Supervision) legislation and is also governed by the *Local Government Act 2009*.

The scheme is a defined benefit plan, however Council is not able to account for it as a defined benefit plan in accordance with AASB 119 because LGIASuper is unable to account for its proportionate share of the defined benefit obligation, plan assets and costs.

Any amount by which the scheme is over or under funded may affect future benefits and result in a change to the contribution rate, but has not been recognised as an asset or liability of the Council.

Technically Council can be liable to the scheme for a portion of another local government's obligations should that local government be unable to meet them. However the risk of this occurring is extremely low and in accordance with the LGIASuper trust deed changes to Council's obligations will only be made on the advice of an actuary.

The last completed actuarial assessment of the scheme was undertaken as at 1 July 2018. The actuary indicated that "At the valuation date of 1 July 2018, the net assets of the scheme exceeded the vested benefits and the scheme was in a satisfactory financial position as at the valuation date." The Council is not aware of anything that has happened since that time that indicates the assets of the scheme are not sufficient to meet the vested benefits, as at the reporting date.

No changes have been made to prescribed employer contributions which remain at 12% of employee assets and there are no known requirements to change the rate of contributions.

The next triennial actuarial review is not due until 1 July 2021.

The most significant risks that may result in LGIASuper increasing the contribution rate, on the advice of the actuary, are:

- Investment risk - The risk that the scheme's investment returns will be lower than assumed and additional contributions are needed to fund the shortfall.
- Salary growth risk - The risk that wages or salaries will rise more rapidly than assumed, increasing vested benefits to be funded.

REDLAND CITY COUNCIL

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 30 June 2020

Note	Consolidated		Council		
	2020 \$000	2019 \$000	2020 \$000	2019 \$000	
22 Superannuation - continued					
The amount of superannuation contributions paid by Council to the scheme in this period for the benefit of Councillors was:	28	154	147	154	147
The amount of superannuation contributions paid by Council to the scheme in this period for the benefit of the Executive Leadership Team was:	28	289	336	289	278
The amount of superannuation contributions paid by Council to the scheme in this period for the benefit of all other employees was:		8,879	8,159	8,879	8,115
23 Trust funds					
Monies collected or held on behalf of other entities		3,858	5,514	3,858	5,514
These funds relate to monies yet to be paid out to or on behalf of those entities and Council performs only a custodial role in respect of these monies. Council separately accounts for all trust funds through a dedicated trust ledger and within a separate account whereby balances are excluded from the Consolidated Statement of Financial Position.					
24 Reconciliation of net result for the year to net cash flows from operating activities					
Net result		16,035	9,020	17,586	9,634
<u>Non-cash items</u>					
Depreciation and amortisation	8	67,005	62,825	66,966	62,794
Asset not previously recognised or disposed		(235)	(135)	(235)	(135)
Net accrued interest		(358)	(379)	(358)	(379)
Non-cash contributions		(8,897)	(7,370)	(8,897)	(7,370)
Bad and doubtful debts		303	59	287	59
Land acquired in lieu of rates		-	(29)	-	(29)
Fair value adjustment - investment property		(489)	-	(134)	-
		57,329	54,971	57,629	54,940
<u>Investing and development activities</u>					
Net loss on disposal of non-current assets		2,507	3,800	1,200	3,800
Capital grants and contributions	5(b)	(18,248)	(15,824)	(18,248)	(15,824)
		(15,741)	(12,024)	(17,048)	(12,024)
<u>Changes in operating assets and liabilities</u>					
(Increase)/decrease in trade and other receivables		(10,308)	2,411	(9,419)	2,718
(Increase) decrease in land held for resale		-	-	-	-
(Increase)/decrease in other current assets and inventories		9,175	232	2,097	(2,794)
Increase/(decrease) in trade and other payables		4,635	5,725	8,536	3,355
Increase/(decrease) in provisions		(161)	2,304	(184)	2,298
Increase/(decrease) in other current liabilities		(5,951)	3,787	(5,807)	3,642
		(2,610)	14,459	(4,777)	9,219
Net cash inflow/(outflow) from operating activities		55,013	66,426	53,390	61,769

REDLAND CITY COUNCIL

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 30 June 2020

25 Changes in accounting policies

During the year ended 30 June 2020, Council has adopted *AASB 15 Revenue from Contracts with Customers*, *AASB 1058 Income of Not-for-Profit Entities* and *AASB 16 Leases*.

All adjustments on adoption of AASB 15, AASB 1058 and AASB 16 have been taken to retained earnings as at 1 July 2019.

The impacts of adopting these standards and associated transition disclosures are provided below:

Revenue standards - AASB 15 and AASB 1058

Council adopted *AASB 15 Revenue from Contracts with Customers*, *AASB 1058 Income of Not-for-Profit Entities* using the modified retrospective (cumulative catch-up) method and therefore the comparative information for the year ended 30 June 2019 has not been restated. These financial statements continue to comply with *AASB 111 Construction Contracts*, *AASB 118 Revenue*, *AASB 1004 Contributions* and associated Accounting Interpretations.

Impact of adopting AASB 15 and AASB 1058 at 1 July 2019

Council has recognised unearned revenue of \$225,049 at 1 July 2019 for rates, special charges and separate charges paid in advance and operating and capital grants previously classified as revenue. This has resulted in the adjustment to opening retained earnings at 1 July 2019 of \$225,049.

Lease standard - AASB 16

Council as a lessee

Under the previous lease accounting standard, Council assessed whether leases were operating or finance leases, based on its assessment of whether the significant risks and rewards of ownership had been transferred to Council or remained with the lessor. Under AASB 16, there is no differentiation between finance and operating leases for the lessee and therefore all leases which meet the definition of a lease are recognised on the Statement of Financial Position (except for short-term leases and leases of low-value assets).

Council has used the exception to lease accounting for short-term leases and leases of low-value assets, and the lease expense relating to these leases is recognised in the Statement of Comprehensive Income on a straight-line basis.

Practical expedients used on transition

AASB 16 includes a number of practical expedients which can be used on transition. Council has used the following expedients:

- Lease liabilities have been discounted using the Council's incremental borrowing rate at 1 July 2019.
- Right-of-use assets at 1 July 2019 have been measured at its carrying amount as if the Standard had been applied since the commencement date, but discounted using Council's incremental borrowing rate at 1 July 2019. Council has recognised the cumulative effect of initially applying this standard as an adjustment to the opening balance of retained earnings at 1 July 2019.
- Excluded leases with an expiry date prior to 30 June 2020 from the Statement of Financial Position, and lease expenses for these leases have been recorded on a straight-line basis over the remaining term.
- Used hindsight when determining the lease term if the contract contains options to extend or terminate the lease.

Impact of adopting AASB 16 at 1 July 2019

Council has recognised right-of-use assets of \$7,407,271 and lease liabilities of \$8,371,201 at 1 July 2019 for leases previously classified as operating leases, and Council has recognised right-of-use assets of \$986,073, lease liabilities of \$1,002,021, and a make-good provision of \$1,000 at 1 July 2019 for leases where contracts had previously been assessed as not containing a lease under AASB 117. This has resulted in the adjustment to opening retained earnings at 1 July 2019 of \$953,120 and other adjustments of \$27,758.

The weighted average lessee's incremental borrowing rate applied to lease liabilities at 1 July 2019 was 1.75%.

	Council \$000
Operating lease commitment at 30 June 2019 (incl. GST where applicable) per Council financial statements	10,427
Less commitment for Permits that are not assessed as a lease under AASB 16	(213)
Less GST	(864)
	9,350
Discounted using the incremental borrowing rate at 1 July 2019	8,377
Add:	
Leases where contracts had previously been assessed as not containing leases under AASB 117	1,002
Less:	
Short-term leases included in commitments note	(6)
Lease liabilities recognised at 1 July 2019	9,373

REDLAND CITY COUNCIL
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
 For the year ended 30 June 2020

26 Fair value measurements

The carrying amount of trade and other receivables and payables is assumed to approximate the value of the original transaction, less any allowance for impairment where relevant. The carrying value of cash and cash equivalents is a reasonable approximation of fair value and therefore separate disclosures of the fair values are not required.

Investments in 100% controlled entities and investments in other entities do not have a quoted market price in an active market and are valued at cost less any impairment. Shares in controlled entities have been eliminated on consolidation.

Redland City Council measures land, buildings, infrastructure assets and investment property at fair value on a recurring basis.

In accordance with AASB 13, fair value measurements are categorised on the following basis:

Fair value based on quoted prices (unadjusted) in active markets for identical assets or liabilities (Level 1)

Fair value based on inputs that are directly or indirectly observable for the asset or liability (Level 2)

Fair value based on unobservable inputs for the asset and liability (Level 3)

All fair value measurements are recurrent and categorised as either Level 2 or Level 3. Council does not hold any assets valued using Level 1 inputs. Where all significant inputs used to value the asset are observable, the asset is valued at Level 2. However, if one or more of the significant inputs are unobservable, the asset is valued as Level 3.

The following table represents the material asset classes measured and recognised at fair value at 30 June 2020.

2020	Gross value	Written down value	Level 2	Level 3
	\$000	\$000	\$000	\$000
Land	278,979	278,979	27,919	251,060
Buildings	152,560	105,735	-	105,735
Roads	919,371	636,168	-	636,168
Stormwater drainage	597,248	427,714	-	427,714
Water and wastewater	1,336,107	773,719	-	773,719
Other infrastructure	297,667	247,381	-	247,381
	3,581,932	2,469,696	27,919	2,441,777

The following table represents the material asset classes measured and recognised at fair value at 30 June 2019.

2019	Gross value	Written down value	Level 2	Level 3
	\$000	\$000	\$000	\$000
Land	258,748	258,748	30,445	228,303
Buildings	135,397	79,586	-	79,586
Roads	890,836	622,529	-	622,529
Stormwater drainage	591,590	428,502	-	428,502
Water and wastewater	1,333,154	792,401	-	792,401
Other infrastructure	299,005	251,021	-	251,021
	3,508,730	2,432,787	30,445	2,402,342

Council's policy is to recognise transfers in and out of the fair value hierarchy levels (if any) at the end of the reporting period and is consistent with the previous year. Details of valuation movements are shown in Note 13. The additional in year movements for land assets held at Level 2 and Level 3 are reflected in the table below.

2020 Land	Level 2	Level 3	Total
	\$000	\$000	\$000
Opening balance 1 July 2019	30,445	228,303	258,748
Additions and contributions	1,511	4,377	5,888
Disposals	(74)	(396)	(470)
Transfer Level 2 to Level 3	(1,789)	1,789	-
Transfers between asset classes	-	11,051	11,051
Asset transfers to /from investments	-	-	-
Revaluation	(2,174)	5,936	3,762
Closing balance 30 June 2020	27,919	251,060	278,979

2019 Land	Level 2	Level 3	Total
	\$000	\$000	\$000
Opening balance 1 July 2018	27,325	219,272	246,597
Additions and contributions	3,936	-	3,936
Disposals	(1,524)	(81)	(1,605)
Transfer Level 2 to Level 3	-	-	-
Asset transfers	52	-	52
Asset transfers to /from investments	-	1,690	1,690
Revaluation	656	7,422	8,078
Closing balance 30 June 2019	30,445	228,303	258,748

REDLAND CITY COUNCIL

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 30 June 2020

26 Fair value measurements - continued

Valuation techniques used to derive fair values

The specific valuation techniques used to value Council's assets are documented below. Fair value represents the highest and best use of the assets having regard to the optimal financial, physical and legal use of the asset. Residual values have not been applied to any asset category.

Land

All Council freehold land was comprehensively valued as at 30 June 2020 by qualified independent external valuer, AssetVal Pty Ltd (AssetVal).

The valuations were based on publicly available data on sales of similar land in nearby localities applying a direct comparison method. Where an active market exists and there are no unreasonable restrictions as to use and/or sale, the land was deemed to be valued as Level 2.

Where no active market existed, or there were restrictions on the use and/or sale, the land was assessed as Level 3. Land carrying a parkland zone, or land utilised for footpath or access restriction purposes, or due to its general characteristics, land that has no observable active market, has been assessed as Level 3. The most significant input to the determination of fair value is the value per square metre.

Buildings

All buildings were comprehensively valued as at 30 June 2020 by independently qualified external valuer, Australia Pacific Valuers Pty Ltd (APV). Due to the specialist nature of these assets and the absence of an active market, fair value was assessed by using the Cost Approach, however has been informed by property sales data where relevant and available. For the purpose of Fair Value Measurement disclosures, the assets were valued using cost valuation technique and level 3 valuation hierarchy.

The Cost Approach valuation methodology is based on determining the replacement cost of the modern equivalent (or cost of reproduction where relevant) and then adjusting for the level of consumed future economic benefit and impairment.

Complex assets have been componentised and depreciated separately. This included further splitting each component into the short-life and long-life parts to differentiate between that part of the component that is renewed and that part which is recycled. As they have a different useful life they are to be depreciated separately.

The Fair Value has been determined by applying the following process:

- Determine the replacement cost (gross).
- Determining the components and where relevant split between short-life and long-life parts based on planned asset management strategies.
- Determine the depreciable amount for each part by assessing the residual value (typically zero).
- Assessing the level of remaining service potential of the depreciable amount of each component (short-life and long-life parts).
- Summing the calculated value of the short-life part and long-life part together to determine the value of each component* Summing the value of each component together to determine the Fair Value (replacement cost).

Physical site inspections were carried out by APV on a sample of buildings. The purpose was to confirm the existence and assess the condition of the buildings. The condition assessment was used as an indication of how the assets are contributing to the current performance and to determine fair value accordingly. For buildings not assessed as part of the revaluation exercise, APV utilised the recent condition assessment data prepared by the FCT Management Group as a basis to derive fair values.

Road infrastructure assets

Road assets were comprehensively valued as at 30 June 2018 by Cardno (QLD) Pty Ltd (Cardno). As these are specialist public service assets that are rarely independently sold, current replacement cost was determined as the most appropriate valuation method. These assets were considered to have been valued using Level 3 inputs.

Unit rates were determined with reference to recent Council construction data, Cardno developed databases and cost curves, Rawlinsons Australia Construction Handbook, and other published building indices. These rates were applied to the asset specifications including depth, length and width. Unit rates take into consideration material, labour, service and overhead costs (survey 6%, design 5%, engineering supervision 3%, project management 6%). All roads are divided into segments and componentised into earthworks, base, sub-base and surface to reflect different lives to each component.

Useful lives were developed by Cardno with reference to common engineering and industry practice standards and Council's historical evidence. The expected lives of roads assets were determined with reference to material types and construction methods and allowance was made for assets located on the islands.

The remaining useful lives were determined on an aged basis with reference to the total expected life of the asset and as a result the accumulated depreciation was calculated on a straight line basis. The significant unobservable inputs used in the valuation of road infrastructure assets were: expected useful life and remaining life.

Qualified external valuer, Cardno, was commissioned to undertake an independent indexation analysis of road infrastructure assets at 30 June 2020. Cardno advised that the increased prices measured by indices since the last comprehensive revaluation (average of 1%) may be reversed and perhaps even result in decline in costs. Based on Cardno's recommendation Council will not apply any indexation to road infrastructure assets.

REDLAND CITY COUNCIL

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 30 June 2020

26 Fair value measurements - continued

Stormwater drainage infrastructure assets

Stormwater drainage assets were independently valued as at 30 June 2018 by qualified external valuer, Cardno. As these are specialist public service assets that are rarely independently sold, replacement cost was determined as the most appropriate valuation method. These assets were considered to have been valued using Level 3 inputs. Unit rates and replacement costs were determined with reference to recent Council construction data, Cardno developed databases and cost curves, Rawlinsons Australia Construction Handbook, and other building indices. These rates were applied to the asset specifications including depth, length and width. Unit rates take into consideration material, labour, service and overhead costs (survey 6%, design 5%, engineering supervision 3%, project management 6%).

Other cost factors considered when developing replacement costs for passive assets were soil and development type, economies of scale and asset depth. These factors together with the expected useful life and remaining life are considered the significant unobservable inputs used in the valuation.

Useful lives were developed by Cardno with reference to common engineering and industry practice standards and Council's historical evidence. Where appropriate the lives of assets located within 50m of the coast or in poor soils were adjusted to reflect a varied life expectancy.

The remaining useful lives were determined on an aged basis with reference to the total expected life of the asset and as a result, the accumulated depreciation was calculated on a straight line basis. Assets are componentised to reflect varying expected lives and consumption patterns.

Qualified external valuer, Cardno, was commissioned to undertake an independent indexation analysis of stormwater drainage infrastructure assets at 30 June 2020. Cardno advised that the increased prices measured by indices since the last comprehensive revaluation (average of 1%) may be reversed and perhaps even result in decline in costs. Based on Cardno's recommendation Council will not apply any indexation to stormwater drainage infrastructure assets.

Water and wastewater infrastructure assets

Water and wastewater assets were comprehensively valued as at 30 June 2017 by registered valuer, Cardno. Current replacement cost was determined as the most appropriate valuation method as these are specialist public service assets that are rarely independently sold and as such were classified as being valued using Level 3 inputs. Significant components with differing expected useful lives and replacement costs were valued separately.

Replacement costs were based on the replacement of the assets with a modern, engineering equivalent with cost factor adjustments applied to reflect the location and site conditions likely on replacement. The costs have been resourced with reference to researched cost data for recent Redland City Council projects and industry costing data and include 20% oncosts (survey 6%, design 5%, construction supervision 3%, and project management 6%).

Cost factors taken into consideration when determining replacement cost of underground assets were soil and development type. An additional cost factor was applied to all assets located in island locations.

Remaining useful lives of the assets were determined with consideration to the age and condition where assessed, with reference to useful lives developed by Cardno using common engineering and industry practice standards and assessed against Redland City Council data.

The condition of passive assets was determined with reference to the age of the assets, while the condition of active assets was determined by Cardno through sampled visual inspection against predetermined condition criteria. Condition inspections were conducted on an additional sample of wastewater pump stations during the 2018-19 financial year and these informed the remaining life assessments of these assets.

Condition assessments were assessed against expected useful lives to determine indicative remaining useful lives and determine accumulated depreciation and fair value.

The significant unobservable inputs used in the valuation were soil, development and island factors; asset condition (active assets); and total expected life and remaining life.

Qualified external valuer, Cardno, was commissioned to undertake an independent indexation analysis of water and wastewater assets at 30 June 2020. Cardno advised that the increased prices measured by indices since the last comprehensive revaluation (average of 1%) may be reversed and perhaps even result in decline in costs. Based on Cardno's recommendation Council will not apply any indexation to water and wastewater assets.

REDLAND CITY COUNCIL

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 30 June 2020

26 Fair value measurements - continued**Other infrastructure assets**

These assets include marine, jetty facilities and seawalls and were comprehensively valued as at 30 June 2019 by independent qualified external valuer, Cardno. Current replacement cost was determined as the most appropriate valuation method as these are specialist public service assets that are rarely independently sold.

The condition assessment inspections were conducted on all marine beacons, ramps, jetties, piles, foreshores access stairs, and swimming enclosures. The purpose of the inspections was to confirm the existence of the assets, its attributes and measurements and determine current condition. The fair value calculation was based primarily on condition, where condition data was not available age was used.

Replacement cost was determined with reference to Council's historical construction records, Cardno's own database of construction costs and other published cost guides. Transportation and other costs unique to work completed on the islands has been taken into consideration by applying an island factor to these assets.

Remaining useful lives were assigned based on physical assessment of the condition of the assets as noted by the valuer during inspection including factors such as the age of the asset, overall condition, economic and/or functional obsolescence. The assets were depreciated with reference to expected useful lives determined through application of industry standards, including the Institute of Public Works Engineering Australia (IPWEA), historic assessment of similar assets, and experience gained from similar valuations by Cardno.

Other infrastructure assets have no market due to their specialised nature. As a result, their current use is their highest and best use. As there is a significant level of professional judgement used in determining the valuation due to the level of unobservable data it has been determined that the overall data level applying to the valuation of Council's assets is Level 3.

The significant unobservable inputs used in the valuation were asset condition, total expected life and remaining life.

Qualified external valuer, Cardno, was commissioned to undertake an independent indexation analysis of other infrastructure assets at 30 June 2020. Cardno advised that the increased prices measured by indices since the last comprehensive revaluation (average of 1%) may be reversed and perhaps even result in decline in costs. Based on Cardno's recommendation Council will not apply any indexation to other infrastructure assets.

27 National Competition Policy**Business activities to which the Code of Competitive Conduct (CCC) is applied**

A government business activity is one which competes with private businesses and exceeds thresholds under *Local Government Regulation 2012*. In order to remove any advantages or disadvantages, the competitive neutrality principle must be applied.

Council applied the CCC to the following significant business activities during the financial year ended 30 June 2020:

- Redland Water
- RedWaste

Financial performance of activities subject to the CCC:

Business activities - 2020	Significant businesses	
	Redland Water	RedWaste
	\$000	\$000
Revenue for services provided to Council	2,661	746
Revenue for services provided to external clients	115,665	33,009
Community service obligations	447	158
	118,773	33,913
Less: Expenditure	108,838	27,421
Operating surplus/(deficit)	9,935	6,492

REDLAND CITY COUNCIL

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 30 June 2020

27 National Competition Policy - continued

Description of Community Service Obligations (CSOs):

Activities	CSO description	Actual
		\$000
Redland Water	CSOs	
	Water concession not-for-profit	162
	Wastewater concession not-for-profit	285
		447
RedWaste	CSOs	
	Clean Up Australia Day	(1)
	Birkdale Sanitary Landfill - Gate Waiver Fees	(48)
	Redland Bay Transfer Station	(7)
	North Stradbroke Island Transfer Station	-
	Kerbside Recycling	(25)
	Kerbside Waste Collection	(48)
	Kerbside Greenwaste Collection	(3)
Bulky Item Collection for HAS clients	(26)	
		(158)

Anticipated changes to business activities

It is expected that there will be no new business activities to which the CCC will be applied for the financial year ending 30 June 2021. Roads activity continues to not meet the definition to which the CCC will be applied as it does not involve itself in competitive bids.

28 Transactions with related parties

28(a) Subsidiaries

The group consists of the parent entity Redland City Council and two first tier subsidiaries, Redland Investment Corporation Pty Ltd & Redheart Pty Ltd. Redland City Council also has three second tier subsidiaries, Redland Developments Pty Ltd, Cleveland Plaza Pty Ltd and RIC Toondah Pty Ltd (Note 1(b)).

The following transactions occurred between Council and its subsidiaries and related entities for year ended 30 June 2020:

Redland Investment Corporation Pty Ltd (RIC)

Details of transaction	2020	2019
	\$000	\$000
Retransfer of land assets from RIC to Council	-	1,690
Land sold to RIC*	1,700	1,500
Managing fee paid to RIC for Weinam Creek Project**	115	155
Services provided by Council to RIC***	134	85
Recoveries from RIC for the development applications submitted for Redland Developments Pty Ltd	8	-
Services provided by RIC to Council****	210	875
Dividend received from RIC	-	1,500
Loan to RIC*****	90	-
Loan repayment by RIC	-	3,500
Interest received from RIC	3	34
GST paid by Council and subsequently received from RIC	-	321
GST refunds claimed by Council and subsequently paid to RIC	697	-

REDLAND CITY COUNCIL

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 30 June 2020

28 Transactions with related parties - continued**28(a) Subsidiaries**

- * During the year Council sold lot 2 22-28 Meissner Street Redland Bay to RIC for \$1,700,000.
- ** The Weinam Creek Priority Development Area Project aims to transform the waterfront of Redland Bay, improve the usability of the transport hub, attract visitors, create jobs and drive economic development in the area. Redland Investment Corporation is working with Council to develop stage one of the project, which will provide valuable infrastructure for the community, including ground-level car parks and a footbridge connecting the Moores Road site to the Redland Bay Marina.
- *** Recovery of overheads and other costs in the provision of facilities, administration and organisational services, which include renting of office space, legal services, financial services, information management services and fleet services. Costs of these services are based on the Service Level Agreement (SLA).
- **** RIC is conducting work in certain priority development areas on Council's behalf. RIC's invoices to Council for the work undertaken are based on the Service Level Agreement (SLA).
- ***** Refer Note 28(e) below.

RIC Toondah Pty Ltd

RIC Toondah Pty Ltd manages the RIC Toondah joint operation (refer Note 1(b)). Transactions with RIC Toondah include \$13,106 (2019: \$13,354) in relation to joint operation costs.

28(b) Transactions with key management personnel (KMP)

Key management personnel include the Mayor, Councillors, Executive Leadership Team (ELT) and backfills of ELT members. The compensation earned by key management personnel for year ended 30 June 2020 comprises:

Details of transaction	2020	2019
	\$000	\$000
Short-term employee benefits*	3,523	3,242
Post-employment benefits**	443	425
Long-term employee benefits***	194	187
Total	4,160	3,854

* Short-term employee benefits include salaries, paid sick leave, allowances and any non-monetary benefits provided such as Council vehicles.

** Post-employment benefits include employer superannuation contributions.

*** Long-term employee benefits include annual leave and long service leave accrued during the year.

Detailed remuneration disclosures are provided in the annual report.

28(c) Transactions with other related parties

Other related parties include the KMP, close family members of KMP and any entities controlled or jointly controlled by KMP or their close family members.

Details of transaction	2020	2019
	\$000	\$000
Employee expenses for close family members of key management personnel*	120	122

* All close family members of KMP were employed through an arm's length process and are paid in accordance with the Award or Certified Agreement relevant to the job they perform.

Council employs 1,041 (2019: 1,068) staff of which only 2 (2019: 2) are close family members of KMP.

28(d) Outstanding balances

The following balances are outstanding at the reporting date in relation to transactions with related parties:

Current receivables

Name of the person / entity	2020	2019
	\$000	\$000
Redland Investment Corporation Pty Ltd	1,838	1,604

Current payables

Name of the person / entity	2020	2019
	\$000	\$000
Redland Investment Corporation Pty Ltd	401	296

REDLAND CITY COUNCIL

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 30 June 2020

28 Transactions with related parties - continued

28(e) Loans and guarantees to/from related parties

RCC executed a Loan Facility Agreement with RIC on 30 April 2019 to fund the development of townhouses at 521 Old Cleveland Road, Birkdale, QLD. The first draw down was made on 16 August 2019 for \$90,000.

Council did not make any other loans to, or receive loans from, related parties in the financial year ended 30 June 2020. No guarantees were provided.

28(f) Commitments to/from related parties

Refer Note 13 and Note 20 for the restricted land.

28(g) Transactions with LGIA Super

Refer Note 22 for the transactions with LGIA Super.

28(h) Transactions with related parties that have not been disclosed

Most of the entities and people that are related parties of Council live and operate within the Redland City area. Therefore, on a regular basis ordinary citizen transactions occur between Council and its related parties. Some examples include:

- payment of rates
- use of Council owned facilities such as swimming pools
- animal registration
- borrowing books from a Council library

Council has not included these types of transaction in its disclosure where they are made on the same terms and conditions available to the general public.

29 Events after the reporting period

No other matter or circumstance has arisen since 30 June 2020 that has significantly affected the consolidated entity's operations.

REDLAND CITY COUNCIL
CONSOLIDATED FINANCIAL STATEMENTS
For the year ended 30 June 2020

MANAGEMENT CERTIFICATE
For the year ended 30 June 2020

These general purpose financial statements have been prepared pursuant to Sections 176 and 177 of the *Local Government Regulation 2012* (the Regulation) and other prescribed requirements.

In accordance with Section 212(5) of the Regulation we certify that:

- (i) the prescribed requirements of the *Local Government Act 2009* and *Local Government Regulation 2012* for the establishment and keeping of accounts have been complied with in all material respects; and
- (ii) the general purpose financial statements present a true and fair view, in accordance with Australian Accounting Standards, of Council and consolidated entity transactions for the financial year and financial position at the end of the year.



Mayor
Karen Williams

Date: 23 /09 /2020



Chief Executive Officer
Andrew Chesterman

Date: 23 /09 /2020



INDEPENDENT AUDITOR'S REPORT

To the Councillors of Redland City Council

Report on the audit of the financial report

Opinion

I have audited the accompanying financial report of Redland City Council (the council) and its controlled entities (the group).

In my opinion, the financial report:

- a) gives a true and fair view of the council's and group's financial position as at 30 June 2020, and of their financial performance and cash flows for the year then ended
- b) complies with the *Local Government Act 2009*, the Local Government Regulation 2012 and Australian Accounting Standards.

The financial report comprises the consolidated statement of financial position as at 30 June 2020, the consolidated statement of comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, notes to the financial statements including significant accounting policies and other explanatory information, and the certificate given by the Mayor and Chief Executive.

Basis for opinion

I conducted my audit in accordance with the *Auditor-General Auditing Standards*, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial report* section of my report.

I am independent of the council and group in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial report in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the *Auditor-General Auditing Standards*.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Other information

Other information comprises financial and non-financial information (other than the audited financial report) in an entity's annual report.

At the date of this auditor's report, the available other information in Redland City Council's annual report for the year ended 30 June 2020 was the current year financial sustainability statement, the long-term financial sustainability statement and the annual report.

The councillors are responsible for the other information.



My opinion on the financial report does not cover the other information and accordingly I do not express any form of assurance conclusion thereon. However, as required by the Local Government Regulation 2012, I have expressed a separate opinion on the current year financial sustainability statement.

In connection with my audit of the financial report, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report and my knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this information, I am required to report that fact. I have nothing to report in this regard.

Responsibilities of the councillors for the financial report

The councillors are responsible for the preparation of the financial report that gives a true and fair view in accordance with the *Local Government Act 2009*, the Local Government Regulation 2012 and Australian Accounting Standards, and for such internal control as the councillors determine is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

The councillors are also responsible for assessing the council's and group's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless it is intended to abolish the council or to otherwise cease operations of the group.

Auditor's responsibilities for the audit of the financial report

My objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for expressing an opinion on the effectiveness of the council's or group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the council.



- Conclude on the appropriateness of the council's and group's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the council's or group's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. I base my conclusions on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the council or group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the financial report. I am responsible for the direction, supervision and performance of the audit of the group. I remain solely responsible for my audit opinion.

I communicate with the council regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Report on other legal and regulatory requirements

In accordance with s.40 of the *Auditor-General Act 2009*, for the year ended 30 June 2020:

- a) I received all the information and explanations I required.
- b) In my opinion, the prescribed requirements in relation to the establishment and keeping of accounts were complied with in all material respects.

A handwritten signature in blue ink that reads "Melissa Read".

Melissa Read
as delegate of the Auditor-General

30 September 2020

Queensland Audit Office
Brisbane

REDLAND CITY COUNCIL
MEASURES OF FINANCIAL SUSTAINABILITY
For the year ended 30 June 2020

TABLE OF CONTENTS

- Current-year financial sustainability statement
- Independent auditor's report - current year financial sustainability statement
- Long-term financial sustainability statement

REDLAND CITY COUNCIL
CURRENT-YEAR FINANCIAL SUSTAINABILITY STATEMENT
 For the year ended 30 June 2020

Measures of Financial Sustainability

	How the measure is calculated	Actual	Target
Council's consolidated performance at 30 June 2020 against key financial ratios and targets:			
Operating surplus ratio	Net result (excluding capital items) divided by total operating revenue (excluding capital items)	-2.89%	Between 0% and 10%
Asset sustainability ratio	Capital expenditure on replacement of infrastructure assets (renewals) divided by depreciation expense on infrastructure assets	37.66%	Greater than 90%
Net financial liabilities ratio	Total liabilities less current assets divided by total operating revenue (excluding capital items)	-33.30%	Below 60%
Council's performance at 30 June 2020 against key financial ratios and targets:			
Operating surplus ratio	Net result (excluding capital items) divided by total operating revenue (excluding capital items)	-2.92%	Between 0% and 10%
Asset sustainability ratio	Capital expenditure on replacement of infrastructure assets (renewals) divided by depreciation expense on infrastructure assets	37.69%	Greater than 90%
Net financial liabilities ratio	Total liabilities less current assets divided by total operating revenue (excluding capital items)	-32.84%	Below 60%

Note 1 - Basis of Preparation

The current year financial sustainability statement is a special purpose statement prepared in accordance with the requirements of the *Local Government Regulation 2012* and the *Financial Management (Sustainability) Guideline 2013*. The amounts used to calculate the three reported measures are prepared on an accrual basis and are drawn from Council's audited consolidated general purpose financial statements for the year ended 30 June 2020.

Certificate of Accuracy
 For the year ended 30 June 2020

This current-year financial sustainability statement has been prepared pursuant to Section 178 of the *Local Government Regulation 2012* (the Regulation).

In accordance with Section 212(5) of the Regulation we certify that this current-year financial sustainability statement has been accurately calculated.



Mayor
 Karen Williams

Date: 23 /09 /2020



Chief Executive Officer
 Andrew Chesterman

Date: 23 /09 /2020



INDEPENDENT AUDITOR'S REPORT

To the Councillors of Redland City Council

Report on the current year financial sustainability statement

Opinion

I have audited the accompanying current year financial sustainability statement of Redland City Council (the council) for the year ended 30 June 2020, comprising the statement, explanatory notes, and the certificate of accuracy given by the Mayor and the Chief Executive Officer.

In accordance with section 212 of the Local Government Regulation 2012, in my opinion, in all material respects, the current year financial sustainability statement of Redland City Council for the year ended 30 June 2020 has been accurately calculated.

Basis of opinion

I conducted my audit in accordance with the *Auditor-General Auditing Standards*, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the current year financial sustainability statement* section of my report.

I am independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the statement in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the *Auditor-General Auditing Standards*.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Emphasis of matter – basis of accounting

I draw attention to Note 1 which describes the basis of accounting. The current year financial sustainability statement has been prepared in accordance with the Financial Management (Sustainability) Guideline 2013 for the purpose of fulfilling the council's reporting responsibilities under the Local Government Regulation 2012. As a result, the statement may not be suitable for another purpose. My opinion is not modified in respect of this matter.

Other Information

Other information comprises financial and non-financial information (other than the audited financial report) in an entity's annual report.

At the date of this auditor's report, the available other information in Redland City Council's annual report for the year ended 30 June 2020 was the general purpose financial statements, the long-term financial sustainability statement and the annual report.

The councillors are responsible for the other information.



My opinion on the current year financial sustainability statement does not cover the other information and accordingly I do not express any form of assurance conclusion thereon. However, as required by the Local Government Regulation 2012, I have expressed a separate opinion on the general purpose financial report.

In connection with my audit of the financial report, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report and my knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this information, I am required to report that fact. I have nothing to report in this regard.

Responsibilities of the councillors for the current year financial sustainability statement

The councillors are responsible for the preparation and fair presentation of the current year financial sustainability statement in accordance with the Local Government Regulation 2012. The councillors' responsibility also includes such internal control as the councillors determine is necessary to enable the preparation and fair presentation of the statement that is accurately calculated and is free from material misstatement, whether due to fraud or error.

Auditor's responsibilities for the audit of the current year financial sustainability statement

My objectives are to obtain reasonable assurance about whether the current year financial sustainability statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this statement.

My responsibility does not extend to forming an opinion on the appropriateness or relevance of the reported ratios, nor on the council's future sustainability.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the council.



- Evaluate the overall presentation, structure and content of the statement, including the disclosures, and whether the statement represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the council regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

A handwritten signature in blue ink that reads "Melissa Read".

Melissa Read
as delegate of the Auditor-General

30 September 2020

Queensland Audit Office
Brisbane

**REDLAND CITY COUNCIL
LONG-TERM FINANCIAL SUSTAINABILITY STATEMENT**
Prepared as at 30 June 2020

Measures of Financial Sustainability

Measure	Target	Projected for the years ended									
		30 June 2020	30 June 2021	30 June 2022	30 June 2023	30 June 2024	30 June 2025	30 June 2026	30 June 2027	30 June 2028	30 June 2029

Council

The long-term measures of financial sustainability are presented for Council only. The latest Financial Strategy was adopted exclusive of Redland Investment Corporation Pty Ltd and therefore consolidated measures are not available.

Measure	Actuals	30 June 2020	30 June 2021	30 June 2022	30 June 2023	30 June 2024	30 June 2025	30 June 2026	30 June 2027	30 June 2028	30 June 2029
Operating surplus ratio	Net result (excluding capital items) divided by total operating revenue (excluding capital items)	-2.92%	-0.49%	0.22%	0.07%	0.09%	0.12%	0.15%	0.16%	0.18%	0.22%
Asset sustainability ratio	Capital expenditure on replacement of infrastructure assets (renewals) divided by depreciation expense on infrastructure assets	37.65%	75.12%	74.96%	75.37%	75.82%	75.88%	76.30%	77.75%	78.05%	78.99%
Net financial liabilities ratio	Total liabilities less current assets divided by total operating revenue (excluding capital items)	-32.84%	-37.16%	-37.62%	-37.25%	-32.86%	-30.81%	-28.82%	-25.41%	-23.35%	-22.87%

Council's Financial Strategy

Council's Financial Strategy is underpinned by the Long-term Financial Forecast which is a ten year financial model. The model is reviewed following revised budget forecasts and is used to support resource decision making. The financial forecast contains details of the assumptions used to estimate growth rates, price increases, general rates and charges increases, and also provides the financial outputs and financial sustainability measures for each of the ten years.

The ten year focus allows us to assess our financial sustainability over the period and to guide corporate decision-making. It is a living and breathing document, guiding our financial planning, revenue raising and spending activities, while adapting to changing needs and requirements.

The Long-term Financial Forecast provides transparency into our financial performance and planning, giving the Community a view of how its services are being funded and where the money is spent. It is a tool for validating and maintaining alignment with corporate plans and with legislative requirements. It reflects the efforts we are making to meet current and future community expectations and serves to signal the decisions and actions needed to ensure our future financial sustainability.

The projected results are per the adopted 2020-2021 budget which is underpinned by the Financial Strategy. It does not include any revisions based on actual results as at 30 June 2020.

Certificate of Accuracy


For the long-term financial sustainability statement prepared as at 30 June 2020

This long-term financial sustainability statement has been prepared pursuant to Section 178 of the *Local Government Regulation 2012* (the Regulation).

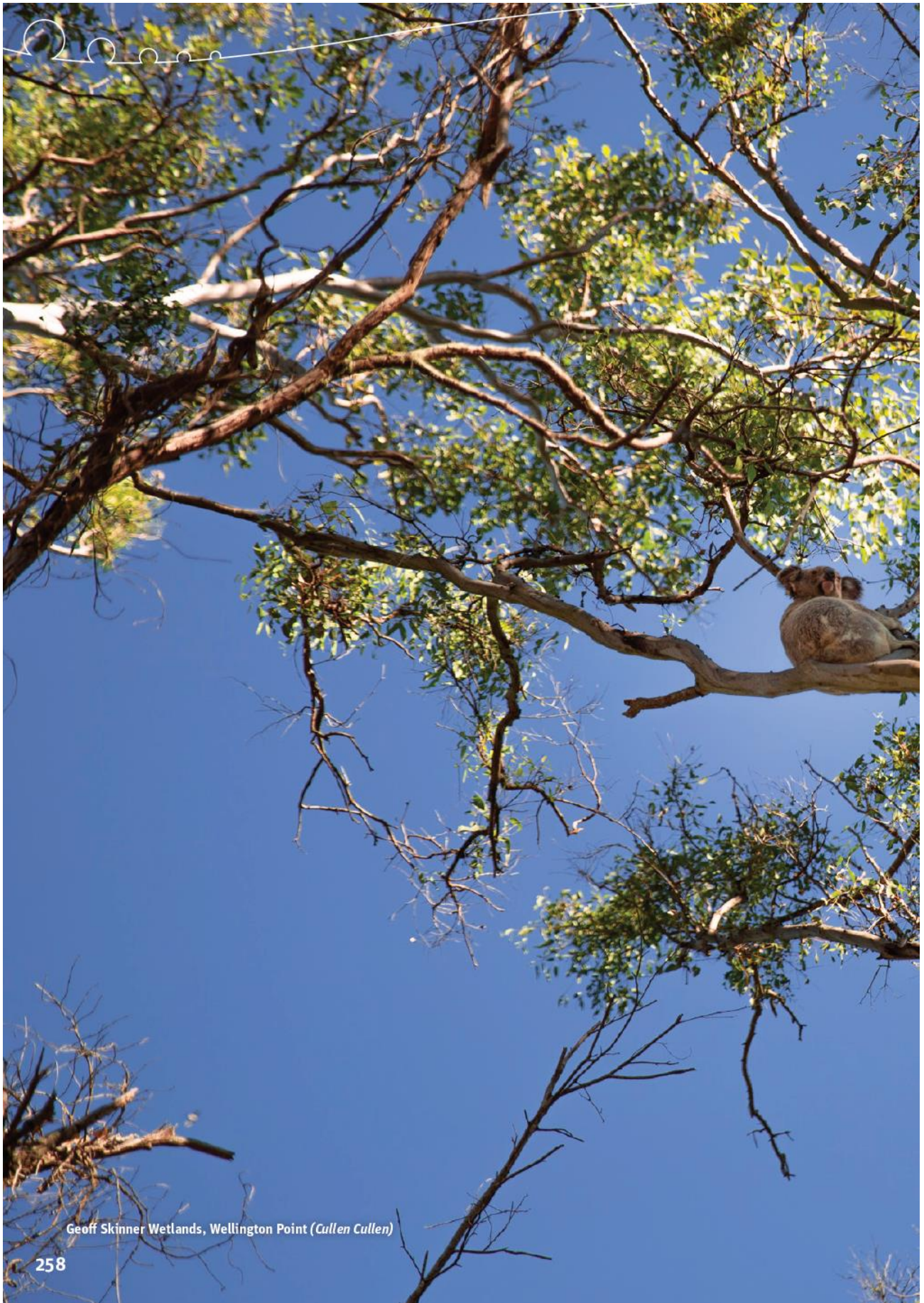
In accordance with Section 212(5) of the Regulation we certify that this long-term financial sustainability statement has been accurately calculated.


Mayor
Karen Williams

Date: 23 /09 /2020

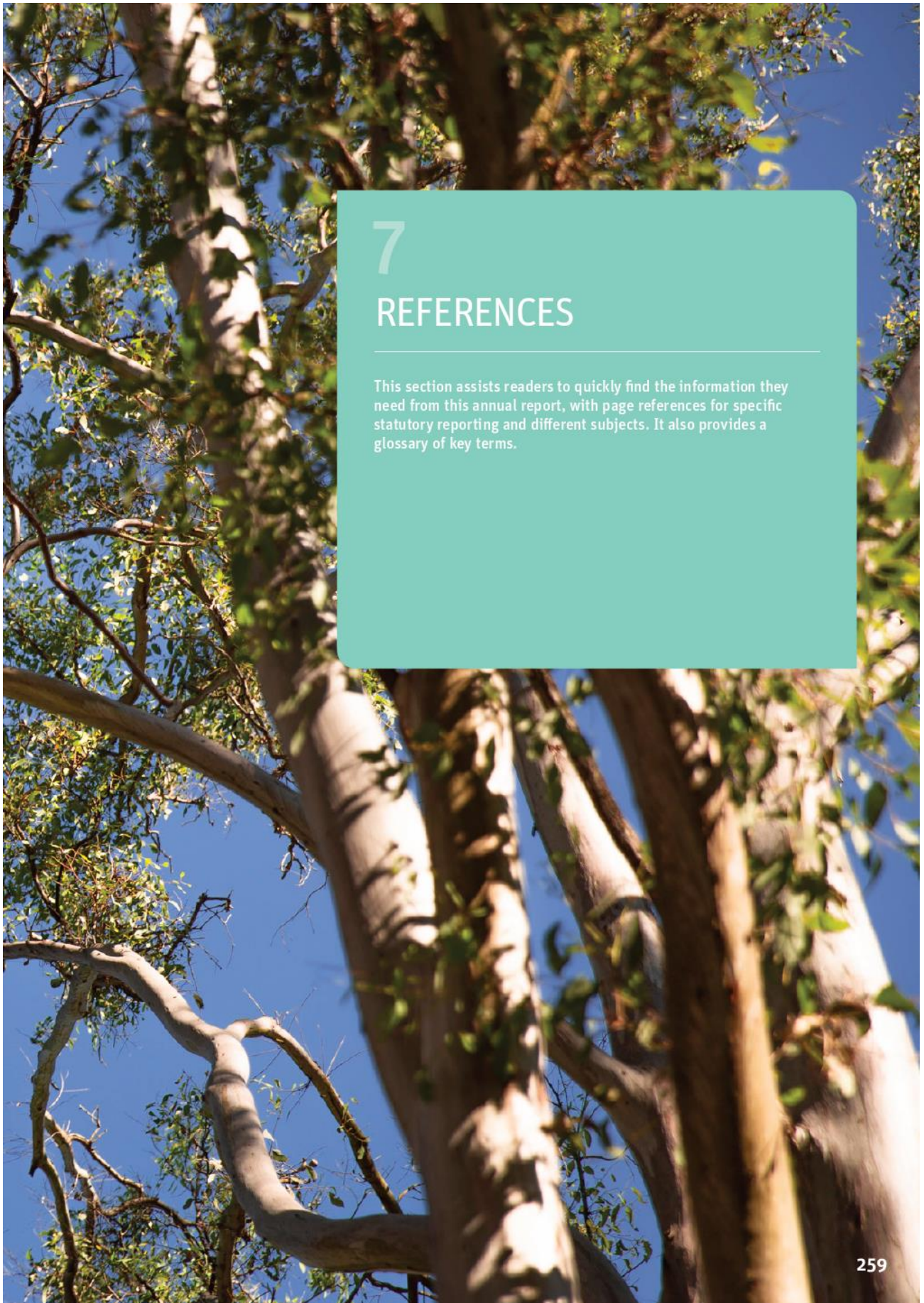

Chief Executive Officer
Andrew Chesterman

Date: 23 /09 /2020



Geoff Skinner Wetlands, Wellington Point (*Cullen Cullen*)

258



7

REFERENCES

This section assists readers to quickly find the information they need from this annual report, with page references for specific statutory reporting and different subjects. It also provides a glossary of key terms.

Annual Report 2019–2020 | REDLAND CITY COUNCIL

INDEX OF STATUTORY INFORMATION

Queensland Government legislation requires Councils to include specific information in an annual report each year. Division 3 of the *Local Government Regulation 2012* explains what an annual report for a local government must contain. The table below provides an index of where you can find that information throughout this report. In some instances, the 'provisions' column summarises the relevant Act requirements. For the full wording for each provision, please refer to the source legislation.

Local Government Act 2009 – provisions			
Requirement	Chapter	Section	Page
Identifying beneficial enterprises	3	41	182
A local government report for each financial year must contain a list of all the beneficial enterprises that the local government conducted during the financial year.			
Identifying significant business activities	3	45	182
A local government report for each financial year must:			
(a) contain a list of all the business activities that the local government conducted during the financial year; and			
(b) identify the business activities that are significant business activities; and			
(c) state whether or not the competitive neutrality principle was applied to the significant business activities, and if the principle was not applied, the reason why it was not applied; and			
(d) state whether any of the significant business activities were not conducted in the preceding financial year, i.e. whether there are any new significant business activities.			
Annual report must detail remuneration	6	201	65
(1) The annual report of a local government must state:			
(a) the total of all remuneration packages that are payable (in the year to which the annual report relates) to the senior management of the local government; and			
(b) the number of employees in senior management who are being paid each band of remuneration.			
(2) The senior management of a local government consists of the Chief Executive Officer and all senior executive employees of the local government.			
(3) Each band of remuneration is an increment of \$100,000.			
(4) To remove any doubt, it is declared that nothing in this section requires the exact salary of any employee in senior management to be separately stated in the annual report.			
Local Government Regulation 2012 – provisions			
Requirement	Chapter	Section	Page
Financial sustainability statements	5	178	203
(1) A local government's current-year financial sustainability statement must state the relevant measures of financial sustainability for the financial year to which the statement relates.			
(2) A local government's long-term financial sustainability statement must state:			
(a) the relevant measures of financial sustainability for the nine financial years following the year to which the statement relates; and			
(b) an explanation of the local government's financial management strategy that is consistent with the long-term financial forecast.			
Community financial report	5	179	203–211
(1) A local government must prepare a community financial report for each financial year.			
(2) The community financial report for a financial year must:			
(a) contain a summary and an analysis of the local government's financial performance and position for the financial year; and			
(b) be consistent with the general purpose financial statement for the financial year; and			
(c) include the relevant measures of financial sustainability for the financial year; and			
(d) be written in a way that can be easily understood by the community.			
Preparation of annual report	5	182	n/a
(1) A local government must prepare an annual report for each financial year.			
(2) The local government must adopt its annual report within one month after the day the Auditor-General gives the Auditor-General's audit report about the local government's financial statements for the financial year to the local government.			
(3) However, the Minister for Local Government may, by notice to the local government, extend the time by which the annual report must be adopted.			
(4) The local government must publish its annual report on its website within two weeks of adopting the annual report.			

Local Government Regulation 2012 – provisions (continued)			
Requirement	Chapter	Section	Page
Financial statements	5	183	212–257
The annual report for a financial year must contain:			
(a) the general purpose financial statement for the financial year, audited by the Auditor-General; and			
(b) the current-year financial sustainability statement for the financial year, audited by the Auditor-General; and			
(c) the long-term financial sustainability statement for the financial year; and			
(d) the Auditor-General's audit reports about the general purpose financial statement and the current-year financial sustainability statement.			
Community financial report	5	184	203–211
The annual report for a financial year must contain the community financial report for the financial year.			
Particular resolutions	5	185	n/a
The annual report for a financial year must contain:			
(a) a copy of the resolutions made during the financial year under section 250(1); and			
(b) a list of any resolutions made during the financial year under section 206(2).			
Councillors	5	186	52–61
The annual report for a financial year must contain particulars of:			
(a) for each Councillor, the total remuneration, including superannuation contributions, paid to the Councillor during the financial year; and			
(b) the expenses incurred by, and the facilities provided to, each Councillor during the financial year under the local government's expenses reimbursement policy; and			
(c) the number of local government meetings that each Councillor attended during the financial year; and			
(d) the total number of the following during the financial year:			
(i) orders made under section 150I(2) of the Act;			
(ii) orders made under section 150AH(1) of the Act;			
(iii) decisions, orders and recommendations made under section 150AR(1) of the Act;			
(e) each of the following during the financial year:			
(i) the name of each Councillor for whom a decision, order or recommendation mentioned in paragraph (d) was made;			
(ii) a description of the unsuitable meeting conduct, inappropriate conduct or misconduct engaged in by each of the Councillors;			
(iii) a summary of the decision, order or recommendation made for each Councillor; and			
(f) the number of each of the following during the financial year:			
(i) complaints referred to the assessor under sections 150P(2)(a) of the Act by local government entities for the local government;			
(ii) matters, mentioned in section 150P(3) of the Act, notified to the Crime and Corruption Commission;			
(iii) notices given under section 150R(2) of the Act;			
(iv) notices given under section 150S(2)(a) of the Act;			
(v) decisions made under section 150W (1)(a),(b) and (d) of the Act; 1 July 2019 to 31 August 2019, 1 September 2019 to 30 June 2020;			
(vi) referral notices accompanied by a recommendation mentioned in section 150AC(3)(a) of the Act;			
(vii) occasions information was given under section 150AF(4)(a) of the Act;			
(viii) occasions the local government asked another entity to investigate, under chapter 5A, part 3, division 5 of the Act for the local government, the suspected inappropriate conduct of a Councillor;			
(ix) applications heard by the conduct tribunal:			
–, about the alleged misconduct of a Councillor (1 July 2019 to 31 August 2019), and			
– under chapter 5A, part 3, division 6 of the Act about whether a Councillor engaged in misconduct or inappropriate conduct (1 September 2019 to 30 June 2020)			
Administrative action complaints	5	187	175–178
(1) The annual report for a financial year must contain:			
(a) a statement about the local government's commitment to dealing fairly with administrative action complaints; and			
(b) a statement about how the local government has implemented its complaints management process, including an assessment of the local government's performance in resolving complaints under the process.			

Local Government Regulation 2012 – provisions (continued)			
Requirement	Chapter	Section	Page
Administrative action complaints (continued)	5	187	175–178
(2) The annual report must also contain particulars of:			
(a) the number of the following during the financial year:			
(i), administrative action complaints made to the local government			
(ii) administrative action complaints resolved by the local government under the complaints management process			
(iii) administrative action complaints not resolved by the local government under the complaints management process; and			
(b) the number of administrative action complaints under paragraph (a) (iii) that were made in a previous financial year.			
Overseas travel	5	188	57
(1) The annual report for a financial year must contain the following information about any overseas travel made by a Councillor or local government employee in an official capacity during the financial year:			
(a) for a Councillor – the name of the Councillor			
(b) for a local government employee – the name of, and position held by, the local government employee			
(c) the destination of the overseas travel			
(d) the purpose of the overseas travel			
(e) the cost of the overseas travel.			
(2) The annual report may also contain any other information about the overseas travel the local government considers relevant.			
Expenditure on grants to community organisations	5	189	183–197
The annual report for a financial year must contain a summary of:			
(a) the local government's expenditure for the financial year on grants to community organisations; and			
(b) expenditure from each Councillor's discretionary fund, including:			
(i) the name of each community organisation to which an amount was allocated from the fund; and			
(ii) the amount and purpose of the allocation.			
Other contents	5	190	
(1) The annual report for a financial year must contain the following information:			
(a) the Chief Executive Officer's assessment of the local government's progress towards implementing its five-year Corporate Plan and annual operational plan			
(b) particulars of other issues relevant to making an informed assessment of the local government's operations and performance in the financial year			5–47
(c) an annual operations report for each commercial business unit			62–72
(d) details of any action taken for, and expenditure on, a service, facility or activity:			
(i) supplied by another local government under an agreement for conducting a joint government activity; and			182
(ii) for which the local government levied special rates or charges for the financial year			n/a
(e) the number of invitations to change tenders under section 228(7) during the financial year			182
(f) a list of the registers kept by the local government			183
(g) a summary of all concessions for rates and charges granted by the local government			182
(h) the report on the internal audit for the financial year			179–180
(i) a summary of investigation notices given in the financial year under section 49 for competitive neutrality complaints			182
(j) the local government's responses in the financial year on the Queensland Competition Authority's recommendations on any competitive neutrality complaints under section 52(3).			182
(2) In this section, an 'annual operations report' for a commercial business unit means a document that contains the following information for the previous financial year:			62–72
(a) information that allows an informed assessment of the unit's operations, including a comparison with the unit's annual performance plan			
(b) particulars of any changes made to the unit's annual performance plan for the previous financial year			
(c) particulars of the impact the changes had on the unit's:			
(i) financial position; and			
(ii) operating surplus or deficit; and			
(iii) prospects.			

SUBJECT INDEX

A

Acknowledgement of Country, 1, 84, 85, 87, 89
 Acknowledgement of Traditional Owners, 1, 84, 85, 87, 89
 Arts, 27, 36, 39, 44, 45, 55, 70, 71, 72, 81, 84–93, 118–121, 132, 138, 140–141, 151
 Assets, 11, 15, 16, 20, 28, 29, 66, 67, 68, 98, 100, 103, 146, 154, 155, 163, 166, 167, 168, 169, 170, 179, 181, 202–2011, 212–257
 Attendance at Council meetings, 59
 Audit, 54, 62, 63, 66, 76, 168, 179–180
 Audit Committee, 54, 179–180

B

Beneficial enterprises, 182, 260
 Biographies, 52–55, 63–65
 Business, 16, 31, 33, 34, 135, 148, 163, 167, 168, 170, 182, 183, 194, 205, 260
 Business activities subject to the Code of Competitive Conduct, 182
 Business Transformation, 32–34

C

Challenges, 28–31
 Community engagement, 38–43, 67, 146, 147, 150
 Community Financial Report, 202–211
 Community Grants, 71, 141, 183–195
 Community plan, 13
 Complaints, 57–59, 100, 160, 161, 165, 175–178, 182
 Concessions, 183
 Consolidated Financial Statements, 212–257
 Corporate Plan, 11, 13, 14, 15, 18, 67, 74, 75, 80, 95–151, 170, 211
 Corruption prevention, 174, 179
 Councillor disclosures, 56–61
 Councillors' attendance at meetings, 59
 Councillors' Community Benefit Fund, 60, 188–195
 COVID-19, 14, 15, 16, 19, 20–27, 28, 29, 30, 31, 34, 35, 36, 37, 38, 44, 45, 46, 51, 60, 67, 66, 68, 69, 70, 71, 74, 77, 78, 81, 83, 84, 85, 87, 88, 89, 90, 91, 92, 93, 108, 114, 115, 118
 COVID-19 CEO Coordination Group 20, 24
 COVID-19 Relief and Recovery Grants Program 14, 20, 23, 29, 71, 115, 132, 141
 Cultural awareness, 1, 6, 15, 29, 77, 85–93, 118, 120
 Customer Service Centres, 11, 20, inside front cover

D

Department overviews, 66–75
 Development assessment, 124, 125, 127
 Disaster Management, 20–27, 35, 36, 37, 40, 47, 52, 66, 67, 84, 112, 139, 142
 Disclosures, 56–61, 173–179
 Diversity, 75, 77, 79, 85–93, 90

E

Economic Development, 14, 15, 20, 22, 23, 24, 25, 30, 52, 62, 67, 70, 71, 72, 80, 82, 121, 128–135, 154–155
 Employees, 11, 14, 15, 20, 22, 24, 27, 31, 40, 74–79, 85, 87, 88, 89, 90, 91, 93
 Energy efficiency, 106
 Engagement, 20, 34, 35, 3–43, 55, 66, 67, 75, 87, 92, 102, 103, 138, 140, 141, 144, 146
 Environment, 8–11, 18, 28, 33, 35, 36, 39, 68, 69, 70, 71, 72, 90, 95, 96–103, 106–109, 112, 150
 Events, 24, 26, 28, 35, 36, 38, 40, 42, 44–46, 52, 54, 66, 67, 72, 81, 84, 85, 88, 91, 92, 93, 99, 101, 102, 103, 118, 120, 133, 138

Annual Report 2019–2020 | REDLAND CITY COUNCIL

Executive Leadership Team, 62–65, 266

Executive Leadership Team remuneration, 65

Expenses, 16–17, 19, 29, 56–57, 202–211

External audit, 180

External awards, 47

F

Financial sustainability, 16, 17, 203, 204, 211, 212–257

Fraud, 174, 175, 179, 180

G

Gender balance, 79

Glossary, 266

Governance, 12, 13, 18, 31, 62, 66, 67, 95, 115, 144, 146, 149, 151, 173–199

Grants, 29, 30, 60, 67, 70, 71, 82, 115, 127, 132, 141, 183–199

I

Income, 14, 16, 205, 206, 211

Internal audit, 66, 179, 180

K*Kanara Malara – One People*, 15, 29, 67, 84, 85, 87, 93

Koalas, 28, 55, 102

L

Leadership, 14, 15, 32, 37, 51–55, 62, 63–65, 78, 79

Liabilities, 16, 17, 203, 204, 209

Local Disaster Coordination Centre 24, 66

Local Disaster Management Group, 20, 24, 36, 40, 52, 66, 139, 142

Local Government Infrastructure Plan, 82, 124, 125, 126

M

Map, 8, 50

Mayor and Councillor expenses, 56

Mayor and Councillors, 14, 15, 50–61, 188–195

Mayor and Councillors' Community Benefit Fund, 60, 188–195

Message from our CEO, 15

Message from our Mayor, 14

Mission, 6, 12

N

Native Title, 1, 10, 84, 91, 118, 120, 121

O

Operational Plan, 11, 13, 18, 69, 80, 95–151, 155, 158, 161, 266

Organisational Services, 63, 66–67

P

Parks, 11, 14, 19, 20, 22, 26, 33, 35, 40, 54, 55, 63, 68

People and Culture, 62, 64, 74–79

People Strategy, 74, 75

Priority Development Area, 82, 112, 126, 131, 135, 154–155, 211

Q

Quandamooka/Quandamooka Country, 1, 8, 10, 11, 15, 29, 38, 40, 45, 67, 77, 84, 85, 85, 87, 88, 89, 91, 92, 93, 116–121, 267

R

Reconciliation Action Plan, 15, 29, 67, 84–93, 267

Recruitment, 75, 90

Recycling, 28, 38, 39, 69, 106, 108, 156, 157, 158, 159, 160

Redland Art Gallery, 20, 24, 27, 36, 37, 40, 47, 70, 71, 74, 81, 85, 88, 138, 139

Redland City Council Libraries, 9, 11, 20, 21, 26, 27, 37, 38, 70, 71, 138, 140, 141

Redland City Plan, 39, 71, 72, 82, 124, 125

Redland Investment Corporation, 29, 112, 130, 131, 135, 154–155, 211, 267

Redland Performing Arts Centre, 20, 27, 30, 34, 70, 72, 81, 85, 120, 132, 138, 140, 143

Redlands Coast Biosecurity Plan 2018–2023, 39, 100, 101

Redland Water, 162,–170, 182, 267

RedWaste, 156–161, 182, 267

Regional Arts Development Fund, 183

Registers, 66, 180

Right to Information, 66, 174

Risk assessment, 27, 181

Roads, 11, 15, 19, 28, 33, 35, 63, 69, 102, 148, 210

S

Safety and wellbeing, 20, 22, 24, 26, 27, 31, 74, 75, 76

Services provided by another government, 182

Shareholder delegates, 182

Smart Cities, 83, 132

Social media, 20, 21, 22, 24, 25, 27, 35, 38, 40, 42, 88, 91, 102, 103, 107, 120, 121, 132, 138, 140, 146, 150

Sponsorship, 27, 67, 85, 183

Stakeholders, 11, 15, 20, 38, 42, 84, 87, 91, 92

Statement of Operations, 152–171

Statistics, 8, 9, 10, 11

Stormwater, 98, 165, 208

Strategic priorities, 80–83, 147

T

Tenders, 68, 69, 182

Tourism, 8, 10, 20–26, 29, 38, 40, 44, 53, 83, 84, 118, 119, 121, 128, 130, 132, 133, 140

Traditional Owners, 1, 8, 11, 29, 40, 84–93, 116–121

Transport, 14, 15, 19, 30, 31, 33, 35, 39, 42, 68, 69, 70, 80, 104, 106, 109, 122, 125, 159, 198, 207, 211

V

Values, 12, 155

Vision, 12, 155

Vision Outcomes, 94–151

Vision Outcome 1 – Healthy Natural Environment highlights, 96–103

Vision Outcome 2 – Green Living highlights, 104–109

Vision Outcome 3 – Embracing the Bay highlights, 110–115

Vision Outcome 4 – Quandamooka Country highlights, 116–121

Vision Outcome 5 – Wise Planning and Design highlights, 122–127

Vision Outcome 6 – Supportive and Vibrant Economy highlights, 128–135

Vision Outcome 7 – Strong and Connected Communities highlights, 136–143

Vision Outcome 8 – Inclusive and Ethical Governance highlights 144–151

Volunteers, 11, 36–37, 98, 99, 138, 139, 141, 142

W

Waste, 11, 19, 21, 28, 32, 35, 63, 68, 69, 77, 106, 107, 108, 156–161, 182, 206, 209, 210

Wastewater, 11, 17, 19, 63, 68, 69, 106 162–170, 182, 206, 208

Water, 14, 19, 32, 62, 63, 66, 67, 68, 69, 106, 107, 109, 110, 114, 138, 162–170, 182, 190, 194, 195, 206, 208

Waterways, 37, 98, 112, 114, 115

Workplace Health, Safety and Wellbeing (WHSW) 20, 27, 64, 74, 76

GLOSSARY

Annual report – Council's report on its annual performance, including statements about annual performance, financial statements and disclosures required under legislation.

Asset – a resource controlled by Council which is used to deliver services to the community. This includes tangible assets such as roads, drains, parks and buildings and intangible assets such as software systems.

Capital works program – program of scheduled works generally encompassing infrastructure works for road, drainage and building assets.

Central Business District (CBD) – the commercial or business centre of a region. Redlands Coast's larger CBDs across our community hubs include Cleveland (*Nandeebie/Indillie*), Capalaba (*Kapallaba*) and Victoria Point (*Warrer Warrer*).

Community Plan – Council adopted the Redlands 2030 Community Plan in 2010, which sets a vision for 2030 and informs Council's *Corporate Plan 2018–2023* and annual Operational Plans.

Coronavirus – coronaviruses are a large family of viruses that cause respiratory infections, ranging from colds to more serious diseases. COVID-19 is a disease caused by a new form of coronavirus.

Corporate Plan – a strategic document that sets out Council's plans over five years. It outlines the strategies to be undertaken to achieve the vision and outcomes in the *Redlands 2030 Community Plan*. It is a legal requirement under the *Local Government Act 2009* for Council to adopt a Corporate Plan.

Councillors – elected members of Council.

COVID-19 – COVID-19 is a disease caused by a new form of coronavirus. Symptoms of COVID-19 can range from mild illness to pneumonia, potentially causing death.

COVID-19 CEO Coordination Group – an internal working group established by Redland City Council Chief Executive Officer Andrew Chesterman to manage response to COVID-19 in areas of workplace health and safety, system and industrial relations, business continuity planning, Local Disaster Management Group pandemic planning and communications.

COVIDSafe App – an app developed by the Australian Government Department of Health as a tool to assist contact tracing to help keep the community safe from coronavirus (COVID-19).

Diversity – understanding that each individual is unique and recognising our individual differences.

Executive Leadership Team (ELT) – the executive leadership of Council, comprising of the Chief Executive Officer, General Council, Chief Financial Officer, Head of People and Culture and the General Managers of three departments: Infrastructure and Operations, Organisational Services and Community and Customer Services.

External Audit – an official inspection of an organisation's accounts, internal controls, processes and procedures, typically by an independent body.

Financial year – the 12 months between 1 July of one year and 30 June of the next year. This annual report is for the 2019–2020 financial year, which spans 1 July 2019 to 30 June 2020.

Full-time equivalent (FTE) – the hours worked by one or more employees that are the equivalent of a full-time employee. For example, this may involve a full-time employee working 36.25 hours per week or two part-time employees each working 18.13 hours per week.

Governance – how decisions are made and implemented and how organisations are managed and controlled to achieve objectives. Governance also describes the ways an organisation can be held accountable.

Group, the – in this annual report Council and its controlled entities (Redland Investment Corporation and its subsidiaries) form the economic entity 'the Group' for the purposes of the Community Financial Report (pages 202–211) and Consolidated Financial Statements (pages 212–257).

Indigenous Land Use Agreement (ILUA) – Council's ILUA with the Quandamooka People was signed on 4 July 2011. It is a confidential legal agreement outlining how both parties will work together on a number of significant projects and issues on Quandamooka Country.

Infrastructure – physical networks that are essential to running a local government area, including the road network, water supply and wastewater and stormwater networks.

Key Performance Indicator – evidence of the degree to which Council's actions are achieving intended objectives, for the purposes of monitoring progress.

Local Disaster Coordination Centre (LDCC) – the Redland City Local Disaster Coordination Centre has the responsibility for coordination of disaster operations, providing a response capability on behalf of the Redland City LDMG. Its main aim is to coordinate resources, information and assistance in support of local agencies and stakeholders who are engaged in disaster operations.

Local Disaster Management Group (LDMG) – in accordance with Section 29 of the *Disaster Management Act 2003*, Redland City Council has an established LDMG for our local government area. It is a multi-agency group tasked with ensuring the Redlands Coast community is prepared for, and able to effectively respond to, disaster and emergency events.

Local laws – the laws adopted by Council that prohibit, regulate and control activities, events, practices and behaviours within Redlands Coast.

Mayor – the head of Council elected across all divisions at local government elections. Mayoral duties include running the Council meetings, working with the Council Chief Executive Officer on Council business, being the spokesperson for Council and carrying out ceremonial duties.

Operational Plan – a one-year plan that sets out activities to be undertaken in that particular year to achieve the Corporate Plan. An Operational Plan is a legal requirement for Queensland Councils under the *Local Government Act 2009*.

Priority Development Area (PDA) – parcels of land within Queensland that have been identified by the State Government for specific accelerated development with a focus on economic growth and community development. There are two PDAs in Redlands Coast – Toondah Harbour and Weinam Creek.

Public health directive – during a public health emergency, the Chief Health Officer can issue Public Health Directions to assist in response to the emergency. Queensland Health has issued a number of Public Health Directives aimed at containing the spread of COVID-19 within the community.

Quandamooka Yoolooburrabee Aboriginal Corporation (QYAC) – the registered Prescribed Body Corporate (PBC) managing Native Title rights of the Quandamooka People, as well as Aboriginal cultural heritage and other Quandamooka Country interests.

Queensland Health – is a ministerial department of the Queensland Government responsible for the management and operation of Queensland's public health system.

Reconciliation Action Plan (RAP) – Council developed its first internal Reconciliation Action Plan, which was launched in August 2019. Our first RAP promotes an internal, inward-facing set of principles and actions for 2019–2020.

Redland Art Gallery (RAG) – an initiative of Redland City Council opened in 2003, RAG has two galleries, one in Cleveland (*Nandeebie/Indillie*) and one in Capalaba (*Kapallaba*) as well as engaging in public space and collaborative art projects.

Redland City – the local government area for which Redland City Council is the local government authority.

Redlands Coast – the destination brand used to market Redland City Local Government Area and attract tourism to the region.

Redland Investment Corporation (RIC) – established by Redland City Council in 2014, RIC specialises in negotiating, managing and delivering complex, mixed-use developments involving public-private partnerships, commercial property management and construction of boutique residential developments, optimising the development potential of key parcels of land, including community space. This business is wholly owned by Council and operates under the *Corporations Act 2001*, *Auditor-General Act 2009*, and applicable sections of the *Local Government Act 2009* and Regulation.

Redland Performing Arts Centre (RPAC) – Redland City Council's performing arts complex, providing local opportunities for community participation in arts and cultural life. It also aims to encourage local creative industries and cultural entrepreneurship.

RedWaste – Council's waste management and a commercial business unit of Redland City Council.

Redland Water – commercial business unit of Redland City Council responsible for water supply and wastewater collection and treatment.

Social distancing – social distancing mean keeping sufficient physical space between you and others to minimize risk of cross-infection. In Australia, COVID-19 social distancing recommendations included staying 1.5 m apart.

Statutory – Required under a law or legislation.

WHS – Workplace health and safety



King Island (*Erobin*), Wellington Point (*Cullen Cullen*)



6 MEETING CLOSURE

The Meeting closed at 8.20am.

The minutes of this meeting were confirmed at the General Meeting of the Redland City Council held on 4 November 2020.

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CHAIRPERSON