



08 > 09
Operational Plan
& Budget





Redland
CITY COUNCIL

OPERATIONAL PLAN

2008-2009

As amended at General Meeting held on 27 October, 2008

OPERATIONAL PLAN 2008-2009

STRATEGIC PLANNING CONTEXT

The Council's 2008-2009 Operational Plan is an important element in the Strategic Planning Framework. It is the document that links our long term strategic direction, set out in the Corporate Plan, to the projects, initiatives and ongoing activities that we set out to deliver each year and which are funded through the budget.

The approach and structure of the Operational Plan 2008-2009 is based on:

- The Redland City Council Corporate Plan 2006-2010, which sets the strategic direction. This Corporate Plan, which was adopted on 21 December 2005 after an extensive review aimed at advancing the Corporate Plan 2002–2006, commenced on 1 July 2006. In June 2007 the Corporate Plan was further refined to reduce overlap between programs and to reduce the number of internally focussed strategic priorities.
- The Local Government Finance Standard 2005, which requires the Operational Plan to identify the outputs, output measures, targets and activities in support of the long term objectives of our Corporate Plan 2006-2010.

As well as helping to align our operations for the next 12 months with the Corporate Plan 2006-2010, this Operational Plan has been re-structured to better reflect the requirements of the Finance Standard. Specifically, the terminology of the current Corporate Plan and the requirements of the Finance Standard have been aligned as follows:

- **Outcomes:** the current “objectives” under each strategic priority have been rephrased into outcome statements without altering their intent;
- **Strategies** are exactly the same as stated in the Corporate Plan;
- **Outputs** – Redlands programs equate to the Finance Standard outputs, so the title output is used instead;
- **Performance Measures** are included against each output as required by the Standard;
- **Activities** – Redlands sub-programs equate to the Finance Standard's activities so the term activities is used.

The 2008-2009 Operational Plan highlights to Council and the community (through regular reports) the key initiatives that Council will pursue in 2008-2009 towards achievement of the long term objectives stated in the Corporate Plan. This continues the more strategic focus compared with earlier Operational Plans which generally reported on our performance at an activity level.

The process for identifying key outputs for 2008-2009 was therefore more closely aligned with the budget development process, and involved close consultation with managers to develop the new outputs, performance measures (KPI's and targets) and activities.

Budget Alignment with Operational Plan

The Operational Plan is strongly aligned with the Budget through the programs. This alignment is achieved by ensuring that all income and expenditure (jobs) in the 2008-2009 budget are linked to the relevant program via sub-programs. Council's finance system is then structured so that all expenditure can be directly attributed via jobs to sub-programs, then to programs, and finally to the strategic priorities.

There are 31 Outputs (Programs) in the Corporate Plan. Clearly, there are many performance measures that could be identified for each of these programs, so to keep reporting more strategic and manageable, a suite of measures which reflect the more significant matters are identified for the Operational Plan, and progress on these will then be reported each quarter.

Activities

The Finance Standard 2005 simply requires that the activities (sub-programs) to deliver the outputs must simply be stated. There is no requirement for performance measures for activities to be identified in the Operational Plan.

Council may, by resolution, amend the Operational Plan at any time during the year.

PERFORMANCE MANAGEMENT FRAMEWORK

The legislation requires that assessments of progress towards implementing the Operational Plan must be made and reported on at regular intervals of not more than three months. Redland City's approach more than satisfies these requirements and includes:

1. A Monthly Council Report

This Corporate Balanced Scorecard (BSC) reports to Council on overall organisational performance.

It comprises a set of high level KPI's that have been developed to reflect organisational performance against financial, customer, internal/business processes, and people perspectives. This report provides Council with a monthly snapshot on how the organisation is performing in key areas of our business.

At the end of the financial year, a report showing overall assessment of the year's results is also provided to Council.

2. A Quarterly Operational Plan Report

The quarterly report to Council provides an assessment of progress against the initiatives identified in the Operation Plan. Comments are particularly provided where performance is below planned levels.

3. Business Plan & Service Level Agreement (SLA) Reports

Business units report regularly to the CEO on significant activities and their achievement against service level agreement targets. This report focuses on performance at a major activity or project level and is regularly used by management to monitor planned progress in regular service delivery areas. Data on these activities is made available to councillors on request.

ATTACHMENTS

Appendix A

An overview of the Corporate Plan 2006-2010

Appendix B

Operational Plan 2007-2008 (as adopted on 27 June 2007, and amended 27 October 2008).

APPENDIX A

OVERVIEW OF THE CORPORATE PLAN

2006 - 2010

The Corporate Plan 2006-2010 was developed in accordance with the process set out in the Strategic Planning Framework.

Broadly, the Corporate Plan defines the strategic direction of the Council over a period of four years. It comprises:

- A vision or end-point to four successful years.
- Our mission which sets out the business of this Council.
- A set of values and principles essential to the achievement of our vision.

VISION

Our Vision is "Enhancing community spirit, lifestyle & the natural environment".

MISSION

In partnership with our community we provide best value:

- Leadership, planning & representation
- Protection & maintenance of lifestyle & natural environment
- Community & regulatory services
- Infrastructure & facilities

VALUES

- Customer service oriented
- Ethical
- Continuous improvement

PRINCIPLES

- Social justice
- Best value
- Sustainability
- Community Engagement

STRATEGIC PRIORITIES

The strategic direction of this Council is set out in greater detail through strategic priorities or key theme areas (the things that RCC wants to be "known for") and objectives for each strategy priority that clearly state what needs to be achieved to deliver on the strategic priority. There are five externally focussed and two internally focussed strategic priorities.

<ul style="list-style-type: none">• Natural Environment• Land Use• Essential Services• Community Health and Wellbeing• Economic Prosperity	<ul style="list-style-type: none">• Governance• Corporate Services
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Appendix B

OPERATIONAL PLAN

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QUADRUPLE BOTTOM LINE: ENVIRONMENTAL PERSPECTIVE

Strategic Priority: NATURAL ENVIRONMENT

Outcome

The enhancement of biodiversity including koala habitat, bushland, green space, waterways, catchments, air and coastal ecosystems in recognition of our unique location on Moreton Bay

Strategies (processes to achieve outcomes)

- Develop and implement water quality management for all City catchments.
- Recognise and respect the value of water resources in our laws, policies and actions.
- Manage healthy, safe and appropriate vegetation in public spaces.
- Take appropriate steps to stop the decline of biodiversity and revive the health of the ecosystems.
- Implement the Pest Management Plan through pest and fire management activities.
- Strengthen stewardship of the natural environment through education and promotional activities, including Land for Wildlife, Bushcare and IndigiScapes.
- Improve the efficiency and use of energy and resources through activities, including Cities for Climate Protection, greenhouse gas reduction, energy audits and shifting to clean energy sources.
- Report on environmental performance through reporting and monitoring mechanisms, including greenhouse gas emission reductions, the State of Environment, and water quality monitoring program.
- Engage with the community on adoption to the potential changes to the City's natural environment attributable to climate change (sea level, temperature, flood/storm water, bushfire).

Outputs (Programs)	Output Descriptions	
Coastal and Waterways	Plan, design, deliver and regulate activities to protect and restore the quality and quantity of water in our ecosystem.	
Performance Measures	Description	Target
Improved water quality monitoring	Extend and continue nutrient and sediment hotspot monitoring to establish target areas for remediation and rehabilitation	95%
Completion of Integrated Waterway Plan	Commence Integrated Waterway Plan in three catchments including development of this new planning approach.	100%
Completion of functional Waterways Extension Program	Development of a Waterways Extension Program and the role of Waterway Extension Officer position based at Environmental Education.	90%
Completion and development of Local Waterway Health report card	Develop the approach for Local Waterway Health report card in collaboration with the Healthy Waterways partnership.	100%
Completion of Coolnwynpin Ck hydraulic study	Undertake hydraulic study of a section of Coolnwynpin Ck at Glover Drive.	100%
Activities to deliver this Output (sub-programs)		
Activity	Description	Responsible Group/s
Waterways Management	Catchment management, waterways management plans, waterways infrastructure, waterways maintenance, foreshore, beach management and maintenance.	Environmental Management Operations & Maintenance
Foreshore & Coastal Management	Beach protections, permits, assessment of development applications, local laws compliance, including foreshore reserves.	Environmental Management Assessment Services

Outputs (Programs)		Output Descriptions	
Biodiversity Program		Plan, design, deliver and regulate activities to protect and restore the quality and quantity of our biodiversity.	
Performance Measures		Description	Target
Key priority habitat linkages identified within the City's urban footprint		Habitat mapping of the urban footprint with identification of key priority linkages. This involves undertaking a mapping exercise of the mainland to identify key habitat areas within urban areas.	90%
Completion of the first invertebrate study for Hilliard's Creek.		In accordance to the biodiversity strategy an invertebrate study will be undertaken along Hilliard's Creek with the objective of identifying indicator species.	100%
Completion of annual koala population estimates for mainland suburbs of Cleveland, Ormiston and Thorneside		This work is to be undertaken to provide annual updates on koala population in these suburbs as indicators of whole population across the City.	100%
Activities to deliver this Output (sub-programs)			
Activity	Description	Responsible Group/s	
Natural Area Management	Natural area tracks and trails, natural bushland management, fire management, weed management and compliance, reserve management, fire management, pest management planning and compliance, habitat protection, vegetation enhancement, community bushcare.	Environmental Management Operations & Maintenance	
Environmental Research Planning	Environmental research and planning, vegetation protection, local law enforcement (LL15), environmental charge acquisitions.	Environmental Management Assessment Services	
Environmental Education and Awareness	Redlands IndigiScapes Centre, environmental education and awareness initiatives, schools program, Land for Wildlife, VCA's, rural support, "Your Backyard" program.	Operations & Maintenance	
Fauna Management and Planning	Research, planning, fauna management, volunteer wildlife ambulance. Koala conservation and management strategy.	Environmental Management Operations & Maintenance	

Native Animal Education and Awareness	Education and awareness, initiatives and projects.	Environmental Management Operations & Maintenance
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Outputs (Programs)	Output Descriptions	
Environmental Performance Program	Develop and implement strategies to improve environmental performance.	
Performance Measures	Description	Target
Actions reviewed under Local Greenhouse Action Plan	Review actions to meet targets under Local Greenhouse Action Plan.	100%
Local Greenhouse Action Plan implementation	Roll out 2008/2009 actions under Local Greenhouse Action Plan – internal and external.	90%
Completion of carbon audit and accounting system	Carbon audit completed, carbon accounting system in place, and coordinated tracking of energy efficiency against key performance indicators is established.	90%
Residential Greenhouse Gas Reduction survey completed	Residential Greenhouse Gas Reduction survey and needs analysis conducted, support and tools made accessible to community.	90%
Completion of State of the Environment Report Card and Council response	Development of format and approach for the State of the Environment Report Card and Council response (format for publishing and public use is subject to Council approval).	100%
Activities to deliver this Output (sub-programs)		
Activity	Description	Responsible Group/s
Environmental Protection	Pollution & environmental nuisance management, local laws enforcement, landfill remediation assessment, education and awareness, recycling and waste minimisation, assessment of development applications, salinity control program.	Environmental Management Assessment Services
Environmental Planning & Reporting	Environmental management system, State of the Environment, Cities for Climate Protection.	Environmental Management

QUADRUPLE BOTTOM LINE: ENVIRONMENTAL PERSPECTIVE

Strategic Priority: LAND USE

Outcome

Growth management preserves a balance with urban, rural, bushland, village, coastal and island character of the Redlands.

Strategies (processes to achieve outcomes)

- Deliver on and continuously review the Redlands Planning Scheme outcomes to achieve ecological sustainability.
- Develop and implement effective infrastructure planning consistent with the Local Growth Management Strategy, Priority Infrastructure Plan and Infrastructure Charges Schedules.
- Participate in and contribute to planning forums that address cross-boundary, regional and subregional issues.
- Develop a housing strategy to address housing types and choices within the City.
- Develop and implement an infrastructure plan position and a provision strategy for the Bay Islands to meet the unique short and longer term needs of island communities.
- Engage with local communities to manage growth and change through local area planning initiatives.
- Structure planning of emerging urban communities adopting a holistic approach to the physical, environmental, economic, social and cultural planning of the local community.
- Identify and initiate programs that achieve future land use certainty for green space areas and protect, enhance and manage the values of these areas.
- Maintain a strong rural based economy and contribute to maintaining the City's non-urban landscape through rural land uses.
- Manage and assess applications under the Redlands Planning Scheme and other relevant legislation.
- Investigate and implement innovative ways to deliver efficient development assessment services, including online application lodgement and tracking.

Outputs (Programs)	Output Descriptions	
Integrated Planning	Deliver balanced growth management that achieves ecological sustainability.	
Performance Measures	Description	Target
Completion of Redlands Planning Scheme (RPS) – Amendment 2	To conduct continuous review of the Redlands Planning Scheme including making amendments under Schedule 1 of the Infrastructure Planning Act.	100%
Completion of the Redland City Local Growth Management Strategy (LGMS)	To prepare a Local Growth Management Strategy for the Redlands. To undertake community consultation on the draft in accordance with an adopted communications plan and provide input into the review of the South East Queensland Regional Plan.	100%
Completion of Priority Infrastructure Plan (PIP)	To prepare a Priority Infrastructure Plan that is consistent with the Local Growth Management Strategy and fulfils the guideline requirements of State Government (including state interest checks). To amend the Redlands Planning Scheme under Schedule 1 of the Infrastructure Planning Act.	85%
Activities to deliver this Output (sub-programs)		
Activity	Description	Responsible Group/s
Land Use Strategic Planning	Redlands Planning Scheme, regional planning initiatives. Social planning community development planning. Initiation of a Carrying Capacity Study for the Redlands.	Land Use Planning
Infrastructure Planning	Priority infrastructure plan, infrastructure charges schedule.	Land Use Planning
Spatial Analysis and Planning	Aerial photography acquisition, ortho-rectification of aerial photography datasets, validating and updating.	Land Use Planning

Outputs (Programs)	Output Descriptions	
Local Area Planning	Establish a shared local vision and common understanding of key issues within each local community.	
Performance Measures	Description	Target
Completion of South-East Thornlands (SET) Structure Plan and planning scheme amendment	To complete the preparation of a structure plan and planning scheme amendment of the Redlands Planning Scheme. South East Thornlands Area is declared Major Development Area (MDA) under the South East Queensland Regional Plan.	100%
Completion of Kinross Road Structure Plan	To complete the preparation of a structure plan and planning scheme amendment of the Redlands Planning Scheme. Kinross Road Area is declared a Major Development Area (MDA) under the South East Queensland Regional Plan.	100%
Completion of Thornlands Integrated Enterprise Area Planning Study	To prepare a planning study for this Integrated Enterprise Area. To finalise the request to State Government to declare this area as a Major Development Area (MDA) under the South East Queensland Regional Plan.	100%
Completion of Bunker Road and Double Jump Road Structure Plans	To prepare a structure plan (including amendment to the Redlands Planning Scheme) for the Bunker Road land under the Emerging Urban Community Zone in the Redlands Planning Scheme. With a planning study conducted over this area together with land in Double Jump Road in the urban footprint of the South East Queensland Regional Plan.	75%
Completion of a Master Plan for the Cleveland Principal Activity Area	To prepare a Master Plan for the Cleveland Centre Area. Commence drafting amendment to the Redlands Planning Scheme and initiate actions on identified catalyst sites.	100%
Completion of a Master Plan for the Capalaba Principal Activity Area	To prepare a Master Plan for the Capalaba Centre Area. Commence drafting amendment to the Redlands Planning Scheme and initiate actions on identified catalyst sites.	100%

Activities to deliver this Output (sub-programs)		
Activity	Description	Responsible Group/s
Local Area Community Planning	Local Growth Management Scheme, structure plans for new and emerging communities. Includes social and community planning, facilities planning.	Land Use Planning
Urban Design	Centre improvements, streetscape designs.	Land Use Planning
Centre Improvement and Streetscapes	Costs associated with all centre improvements and streetscapes.	Infrastructure Planning

Outputs (Programs)	Output Descriptions	
Rural Landscape and Green Space	Manage and enhance the City's rural use and green space areas inclusive of bushland and conservation lands.	
Performance Measures	Description	Target
Completion of Rural Precincts Plan	Recognise and adopt specific planning provisions for these identified areas with a response to South East Queensland Regional Plan and meeting Redlands Planning Scheme land strategies in rural non-urban areas of the City.	90%
Activities to deliver this Output (sub-programs)		
Activity	Description	Responsible Group/s
Open Space Planning	All activities associated with developing, implementing and reviewing Open Space Plans, including studies, acquisition of land, priority infrastructure planning for open space and community facilities plans.	Land Use Planning Environmental Management Group

Outputs (Programs)	Output Descriptions	
Development Assessment	Assessment and approval of applications in accordance with legislation and local laws.	
Performance Measures	Description	Target
Development applications processed on time	Applications processed in compliance with IPA timeframes and Building Code requirements for approvals.	95%
Building applications processed on time	Building applications processed within IPA timeframes.	98%
Activities to deliver this Output (sub-programs)		
Activity	Description	Responsible Group/s
Development Coordination	Scheme and policy compliance, land development, development assessment, environmental assessment.	Assessment Services
Integrated Development and Building Certification	Integrated commercial and domestic, building and plumbing assessment, residential services assessment.	Assessment Services

QUADRUPLE BOTTOM LINE: SOCIAL/COMMUNITY PERSPECTIVE

Strategic Priority: ESSENTIAL SERVICES

Outcome

Supplied and maintained water, waste services, roads, drainage and support the provision of transport and waterways infrastructure.

Strategies (processes to achieve outcomes)

- Investigate options to reduce consumption of water resources.
- Develop a long term water resource strategy for the Redlands.
- Review and update water quality objectives and targets.
- Implement a water efficiency program for the network and consumers.
- Develop and implement management plans for key water supply infrastructure.
- Develop a catchment management plan for Leslie Harrison Dam.
- Implement a production management system.
- Develop a long term wastewater management strategy for the Redlands.
- Develop and implement a recycled water policy and program.
- Improve the network to minimise wastewater overflows.
- Develop and implement management plans for key wastewater infrastructure.

QUADRUPLE BOTTOM LINE: SOCIAL/COMMUNITY PERSPECTIVE

Strategic Priority: ESSENTIAL SERVICES

Outcome

Water, waste services, roads, drainage and the provision of transport and waterways infrastructure is provided, supported and maintained.

Strategies (processes to achieve outcomes) *continued*

- Develop a bulk waste transfer station for the Redlands.
- Develop a future use strategy for the Birkdale Landfill.
- Research and develop waste reduction and recycling opportunities to minimise waste diverted to landfill.
- Develop and implement management plans for waste management infrastructure.
- Develop and implement a long term road hierarchy and access control strategy.
- Prepare, review and implement asset management plans for all infrastructure.
- Undertake waterways and drainage management plans.
- Undertake traffic management plans.
- Support the preparation of transport strategies, including marine infrastructure.
- Prepare a capital works strategy that balances new capital and capital renewal projects based on asset management planning.
- Develop streetscape planning for the Redlands' centres and localities.
- Develop a position on the provision and/or support for the provision of marine infrastructure.
- Develop, implement and review the Asset Management Plan.
- Prepare a capital works strategy and maintenance program to support both this position and the Asset Management Plan.

Outputs (Programs)	Output Descriptions	
Water Supply	Design, construct, operate and maintain a high quality water collection, treatment and distribution system. NOTE: Due to the State Government's water reforms, Redland City Council's responsibility in 2008-2009 will relate to water distribution only.	
Performance Measures	Description	Target
Annual water meter replacement program completed	A rolling program of replacing water meters occurs each year. In 2008-2009 it is planned to replace 7,000 to 9,000 water meters.	100%
Activities to deliver this Output (sub-programs)		
Activity	Description	Responsible Group/s
Service Delivery – Water	Includes collection, processing and disposal of solid waste service to residents and trade, customer service, billing, marketing, promotion and education.	Redland Water & Waste

Outputs (Programs)	Output Descriptions	
Waste Management	To collect and transport solid waste and recyclable materials in a cost-effective manner and to meet community health and environmental needs and service levels. To dispose of solid waste in an ecologically sustainable manner.	
Performance Measures	Description	Target
Development of a new integrated waste management facility for the City.	Development of a new integrated waste management facility for the City. In 2008-2009 this will involve development of specifications and documentation, proceeding to tender and appointing a contractor to develop the facility.	100%
An end-use strategy for the Birkdale landfill site is decided.	Develop a future use strategy for Birkdale landfill. This will involve research, investigation and consultation to determine the preferred end use/s for the site.	100%
Delivery of the community waste education program.	A waste education program is delivered (via IndigiScapes) to promote waste minimisation, recycling and reuse. It includes a school orientated education program, events and site tours.	100%
Activities to deliver this Output (sub-programs)		
Activity	Description	Responsible Group/s
Planning and Construction – Waste	Includes planning, design, construction of infrastructure and research, for the “asset creation” components.	Redland Water & Waste
Treatment – Waste	Includes waste handling facilities operations and maintenance, site management and related activities.	Redland Water & Waste
Service Deliver – Waste	Includes collection, processing and disposal of solid waste service to residents and trade, customer service, billing, marketing, promotion and education.	Redland Water & Waste

Outputs (Programs)	Output Descriptions	
Wastewater	Design, construct, operate and maintain a system for the collection, treatment and disposal of wastewater.	
Performance Measures	Description	Target
Improved control of wastewater treatment plants	Improvement of the control systems at the Capalaba and Mt Cotton wastewater treatment plants (upgrade to computer controller system) is required to improve reliability and quality of outflows.	100%
Implementation of integrated environmental management system for wastewater treatment	The implementation of the integrated environmental management system at the City's wastewater treatment plants this year involves training of staff in the new system and improved due diligence procedures.	100%
Activities to deliver this Output (sub-programs)		
Activity	Description	Responsible Group/s
Planning and Construction – Wastewater	Includes planning, design, construction, research into alternative treatment and disposal technologies, and all asset creation components.	Redland Water & Waste
Treatment – Wastewater	Includes treatment plant operations and maintenance, laboratory, site management and related activities.	Redland Water & Waste
Service Delivery – Wastewater	Includes service delivery to residents, customer service activities, billing, reticulation, trade waste, marketing, promotion and education.	Redland Water & Waste

Outputs (Programs)	Output Descriptions	
Roads and Drainage	Design, construct, and maintain roads, bridges, culverts, drainage and associated infrastructure.	
Performance Measures	Description	Target
Completion of waterways and drainage management plans	Catchment management studies are completed in locations identified as a priority, to enable action plans to be identified to mitigate flooding of roads and adjacent property.	100%
Completion of road signage audit of Redland City roads	Existing road sign data collected and uploaded into asset register.	100%
Forward planning for trunk infrastructure to meet future transport needs	Concept planning layouts for trunk roads identified for construction in years 6-10 of the Priority Infrastructure Plan schedule.	50%
Forward planning for trunk infrastructure to meet future transport needs	Concept planning layouts for trunk cycleway identified for construction in years 6-10 of the Priority Infrastructure Plan schedule.	100%
Forward planning for trunk infrastructure to meet future stormwater needs	Identify priority projects for trunk stormwater in years 6-10 of the Priority Infrastructure Plan schedule.	50%
Activities to deliver this Output (sub-programs)		
Activity	Description	Responsible Group/s
Road Construction	Design services for and construction of all roads, kerb and channelling (residential and resurfacing, purchasing of road corridors, intersections, footpaths and bikeways).	Infrastructure Planning
Roads and Drainage Maintenance	Includes activities and projects associated with roads and drainage maintenance including street lighting, car park maintenance, streetscape maintenance, general surveying and quarry operations, and associated payments.	Infrastructure Planning
Drainage Construction	Includes the drainage construction program, land purchases associated with the drainage program.	Infrastructure Planning

Outputs (Programs)	Output Descriptions	
Transport	Support, advocate and provide a transportation network that complements land uses.	
Performance Measures	Description	Target
Number of bus shelters installed on premium routes	Installation of bus shelters to Translink standards on premium transport corridors.	30
Completion of next stage of road safety audit of the City's roads	Safety audits of the four next highest priority roads identified in the Redland Shire Council Road Network Study 2005.	100%
Development of policy position on provision of transport facilities for Southern Moreton Bay Islands	Develop a policy to guide the provision of transport and related facilities to service the needs of the Southern Moreton Bay Islands population.	100%
Activities to deliver this Output (sub-programs)		
Activity	Description	Responsible Group/s
Transport Infrastructure Delivery, Maintenance and Local Laws Compliance	Medium strip modification program, bus shelters, maintenance of public transport facility, commuter and commercial car parking, local laws compliance.	Infrastructure Planning
Strategic Transport Planning	Transport 2016 implementation and monitoring, including Redlands Cycling and Pedestrian Study implementation, implementation of selected travel demand strategies, development of High Occupancy Vehicle/Transit lane strategy. Provide an advocacy role in partnership with State Government to continuously review and improve the City's transport infrastructure system.	Infrastructure Planning

Outputs (Programs)	Output Descriptions	
Marine Facilities	Support, advocate, provide and maintain marine facilities that allow access to transportation, water, water activities and foreshores.	
Performance Measures	Description	Target
Maintenance of marine infrastructure	Negotiation of an agreement with a range of State Government agencies about the provision and maintenance of marine facilities throughout the City and report to Council. There is considerable overlap and uncertainty in the current arrangements that will be addressed through this process and a report will be provided to Council for consideration.	100%
Review of marine asset management plan	An asset management plan has been developed covering all of Council's marine related assets. These plans will be significantly upgraded and updated during this year to ensure Council can plan and manage these assets effectively to maximise their useful life.	100%
Future needs for public boat ramps determined	An assessment in conjunction with Queensland Transport on the need for and options available for additional public boat ramps in the Redlands is being undertaken to allow future planning to meet community needs.	100%
Activities to deliver this Output (sub-programs)		
Activity	Description	Responsible Group/s
Canal Maintenance	Includes repairs, cleaning and dredging.	Infrastructure Planning
Harbours, Jetties, Ramps and Pontoons	Construction and maintenance of recreational and transport facilities and associated infrastructure including car parks, breakwaters etc.	Infrastructure Planning
Foreshore Protection	All associated activities, repairs to seawalls, sand replenishment.	Infrastructure Planning

QUADRUPLE BOTTOM LINE: SOCIAL/COMMUNITY PERSPECTIVE

Strategic Priority: COMMUNITY HEALTH AND WELLBEING

Outcome

Safe, strong and self reliant communities with access to community services, infrastructure and opportunities for participation in community life.

Strategies (processes to achieve outcomes)

- Develop recreation and community facilities plans and provide land and facilities that enhance sport and recreation opportunities.
- Maintain facilities and ensure asset management plans are implemented.
- Deliver initiatives that build the capacity of community organisations.
- Support sport, recreation and related events.
- Deliver targeted programs to promote healthy lifestyles.
- Provide open space areas and encourage active community participation and use.
- Develop and implement a cultural plan to lead and support local growth of the arts and culture.
- Provide libraries as learning information and community hubs.
- Create opportunities for community participation in the arts and cultural life.
- Develop and implement a plan to embrace and share the City's heritage.
- Acknowledge and support local indigenous cultural heritage, practice and protocols.
- Encourage creative industries and cultural entrepreneurship.
- Develop a festivals and events strategy to support inclusive, vibrant and sustainable local, regional and hallmark events.
- Develop and implement a community health plan.
- Undertake public health promotion and health advancement activities.
- Regulate for and deliver preventative health measures.

QUADRUPLE BOTTOM LINE: SOCIAL/COMMUNITY PERSPECTIVE

Strategic Priority: COMMUNITY HEALTH AND WELLBEING

Outcome

Safe, strong and self reliant communities with access to community services, infrastructure and opportunities for participation in community life.

Strategies (processes to achieve outcomes) *continued*

- Develop a position on 'user pays', supported by an understanding of full costs of service delivery.
- Develop and implement a community safety program.
- Develop a strong communities framework.
- Develop and implement a youth strategy and a seniors strategy.
- Develop a human services strategy.
- Undertake community building initiatives.
- Provide facilities, programs and resources to support community participation.
- Implement strategies to address the needs of disadvantaged sectors of the community.
- Develop and implement a Local Disaster Management Plan.
- Provide a disaster response capability.
- Support the Redland State Emergency Service to effectively perform their functions.
- Participate in regional disaster management initiatives.

Outputs (Programs)	Output Descriptions	
Sport and Recreation	Provide facilities and services which support sport and recreation activities.	
Performance Measures	Description	Target
Development and Implementation of the Southern Moreton Bay Islands Sport and Recreation Strategy	Undertake planning for sport and recreation infrastructure and directions for community clubs and organisations on the Southern Moreton Bay Islands. Report on the extent to which set indicators for community engagement are reached.	100%
Development of the Physical Activity Strategy	This is a joint project between Qld Health, Sport & Recreation Qld and Council to identify programming, policy and future activity needs. Measured by joint steering committee endorsement of strategy on behalf of funding organisations.	100%
Implementation of the Leasing Policy	Permit to occupy, tenure documents and club documentation requirements developed and applied. The key target will be to secure agreement from approximately 16 clubs to sign "Rights to Occupy" agreements covering access to sports grounds and facilities.	100%
Participation in Recreation Programs	Delivery of schedule of public recreation programs to community sectors. We report on the extent to which participation targets are met.	100%
Completion of the Cleveland Showground Q150 Infrastructure	Covered plaza, heritage elements and entry statement completed, and the key milestone is for a Q150 public event to be held.	100%
Implementation of the Southern Moreton Bay Islands Open Space Plan	Specification and delegations for implementation of Southern Moreton Bay Islands Open Space Plan including: acquisition of new sites (Property Services Manager), parks upgrade (Project Delivery Group and Parks and Conservation), landscape master planning, road closures and lot amalgamation. Development of Southern Moreton Bay Islands Capital Reserve Program (recreation, sport, open space).	90%
Completion of regional and district recreation parks landscape master plan	Completion this year of plans for Raby Bay Foreshore Park (100%), Hanover Drive Park (100%), Weinam Creek Parklands (80%), Wentworth Drive (20%), Raby Esplanade (50%).	70%
Completion of background research for the review of the Open Space Plan	Scope of works, background research, data collection, establishment of working group.	100%

Completion of update of Open Space Priority Infrastructure Plan and Infrastructure Charges Schedule	Full review of projects, timeframes and costs, recalculate ISC charge.	100%
Completion of the pre-construction planning for the All Abilities Playground, Capalaba Regional Park	Community engagement, design and specification of playground, meet State Government capital funding requirements.	100%
Activities to deliver this Output (sub-programs)		
Activity	Description	Responsible Group/s
Community Halls	Provision, upgrades operations and maintenance of community halls.	Community & Social Planning
Sport and Recreation Services	Sport and recreation venues and organisations, sporting club education and training programs, community recreation facilities, recreation contracts, management, lifesaving, Cleveland pool, sporting ground maintenance and upgrading, community recreation program, sports development program, sport and recreation promotion, guides and scouts, PCYC, local law enforcement (LL15), leases.	Community & Social Planning Environmental Management Group
Caravan Parks and Camping	Caravan and camping grounds, upgrades of caravan parks.	Community & Social Planning
Major Venues – Leisure, Recreation and Youth	Cleveland Showgrounds, regional and district sporting facilities, public swimming pools, Redland Youth Plaza	Community & Social Planning Environmental Management Group
Open Space and Recreation	Strategies, plans and specifications for regional, district and local recreation parks, recreational tracks and trails, playscapes, picnic areas, BMX and skate parks, dog off-leash areas, public amenities & car parks in parks. Desired Standards of Service for parks maintenance. Advice and research on trail bikes and other outdoor recreation activities. Delivery of ecosystem services for outdoor recreation in urban and rural landscapes. Open Space Plans for mainland and islands. Priority Infrastructure Plan & ICS for Open Space	Environmental Management Group

Outputs (Programs)	Output Descriptions	
Arts and Culture	Provide facilities, resources and opportunities that support access to information and participation in the arts, cultural life and heritage of the City.	
Performance Measures	Description	Target
Development, Implementation and Delivery of the Cultural Plan	New cultural plan contains cross-Council programs and community initiatives. The target is for an Implementation Plan to be finalised this year.	100%
Cultural Engagement in Community Plan	Development of Community Plan requires focus on Redlands Culture and values expression, ideas and diversity. Report on the extent to which indicators for diversity and depth of engagement are reached.	100%
Completion of the Feasibility Study for Minjerribah Knowledge Centre	Feasibility study to include concept, partnerships, funding options, community use and tourism value. The product in 2008-2009 will be a set of actions and timeframes for completing the centre.	100%
Redlands Performing Arts Centre success	The new Redland Performing Arts Centre's success is measured against targets set in its approved business plan KPI's relating to (a) customers, including customer satisfaction ratings, performance usage of the centre's venue spaces, attendance targets for Council ventured performances, and (b) financial measures, including revenue from the entrepreneurial program equalling expenses over the year, and overall achievement of budget (EBITD) for the year. The target is to achieve satisfactory (score of 2 or better) ratings against these indicators.	2
Integration of the Indigenous Cultural Protocols and priorities across Council	Indigenous cultural protocol priorities are aligned with Quandamooka Aboriginal Community Plan 2007. This will require cross-Council projects delivered through budgets and business plans.	100%
Implementation of the 10 Year Library Plan	Measures identified for year one including the Living Library Program, Reader Development Program and assisting with community engagement for the Community Plan.	100%

Activities to deliver this Output (sub-programs)		
Activity	Description	Responsible Group/s
Community Cultural Development	Includes indigenous, culturally and linguistically diverse programs, arts and cultural grants, public art, youth culture and education programs.	Community & Social Planning Customer & Community Services
Libraries	Includes branch libraries, technical services, cataloguing, systems, outreach services, mobile library services, young people library services, local history, culturally appropriate services, internet tutorials for the public.	Community & Social Planning Customer & Community Services
Cultural Infrastructure Planning and Provision	Cultural infrastructure projects e.g. Redlands Performing Arts Centre.	Community & Social Planning Customer & Community Services
Galleries and Museums	Museums, Redland Art Gallery (exhibitions and collections), cultural/heritage programs, facility management and maintenance.	Community & Social Planning Customer & Community Services
Festivals and Events	Special events, and corporate events, events from Festival & Events Strategy.	Community & Social Planning Customer & Community Services

Outputs (Programs)	Output Descriptions	
Community Health & Safety	Provide services and initiatives which promote community health and safety, and which manage health and safety risks.	
Performance Measures	Description	Target
Effectiveness of mosquito treatments	This measure verifies the effectiveness of an aerial mosquito treatment using a biological or chemical larvicide. The mosquito management field officers will conduct a post treatment survey within two days of an aerial treatment to determine whether the public health outcomes have been met i.e. an 80% reduction in mosquito larvae in salt marsh or fresh water breeding sites.	95%
Regulatory and Health unit complaints responded to within time	The percentage of customer complaints actioned within agreed organisational time frames. Actioned is defined as recording of the complaint in the system and issue of either an acknowledgment letter or verbally advising of the complaint number.	95%
Successful Regulatory and Health unit prosecutions	The percentage of successful court prosecutions is defined as obtaining a successful and expected result from the Court.	95%
Completion of community health research and community engagement undertaken to support the Community Plan	Redland City Council's community health profile informs the community engagement strategy to guide future health promotion and prevention programs. The measure is to meet community engagement indicators.	100%
Completion of research phase of the Young People and Public Space Safety Project	Issues concerning young people and safe use of public space identified through action research project. Measure is to meet indicators for the engagement of young people and public space managers.	100%
Completion and development of the Draft Health Impact Assessment Framework	Health Impact Assessment Framework required to inform land use and development assessment decisions. Measure is to have the framework successfully reviewed by peers.	100%
Completion of the Crime and Safety Data Analysis	Current crime and safety data collected and analysed to guide community safety strategy and to identify crime and safety priorities.	100%

Implementation of the Graffiti Management Strategy	Addresses key elements of graffiti prevention and management while achieving a balance between the prevalence and quantity of graffiti in the City with cost effective management and strategic interventions.	100%
Activities to deliver this Output (sub-programs)		
Activity	Description	Responsible Group/s
Health Services	Includes mosquito and midge management, food quality management and health advancement, health promotion service, immunisation service, boarding house regulations, vermin control, community education and awareness, animal management.	Assessment Services
Health/Local Laws Compliance	Includes all health/local laws compliance.	Assessment Services
Community Safety	Graffiti management, crime prevention, security, lighting, education, safety audits, sharps management.	Community & Social Planning Customer & Community Services
Cemetery Development and Maintenance	Cemeteries, interment, community services.	Community & Social Planning Customer & Community Services

Outputs (Programs)	Output Descriptions	
Strong Communities	Facilitate initiatives which strengthen the community and support access to services.	
Performance Measures	Description	Target
Development of the Redlands Community Plan	Redlands Community Plan involves broad engagement to develop a strategic vision for the City and to meet community engagement indicators.	100%
Completion of the Southern Moreton Bay and Southern Redlands Place Projects Plan	Community projects on the Southern Moreton Bay Islands undertaken to address issues of health and well being, transport, engagement, economic development and disadvantage.	100%
Completion of the Social Infrastructure Plan finalised with Implementation Plan	Social infrastructure plan covers priorities for facilities services and networks across the whole of the Redlands. A draft plan will be provided to Council for further direction on the Implementation Plan.	100%
Completion of the Capalaba Activity Centre Coordination Plan	Building and enhancing connections and relationships with residents from Capalaba, Birkdale and Alexandra Hills that lead to community owned initiatives and activities in and out of Council facilities.	100%
Implementation of the Ageing Well in the Redlands Program	Building a community with supportive facilities, services and attitudes that will enable seniors to develop and maintain strong community ties and participate at a level of their choosing. Completion of the senior services directory is the first initiative to be completed in 08-09.	100%
Delivery of the Quandamooka Aboriginal Community Plan 2007	Partnership approach with Quandamooka Indigenous organisations, Federal, State and Local Government to be maintained. Identify priorities for Redland City Council and negotiate responsibilities.	100%

Activities to deliver this Output (sub-programs)		
Activity	Description	Responsible Group/s
Social Planning	Planning for the social wellbeing of new and established communities including the following special interest groups; the aged and disabled; children and families; youth; unemployed; housing; NESB migrants, provision of information and strategic advice, input to corporate planning processes, community engagement.	Community & Social Planning
Human Services	Includes school aged services, home assist/secure services, respite services, Redlands Advisory Group on Seniors Issues, social isolation. Includes disability services, culturally appropriate services, and indigenous programs. Includes community and youth development, community development grants, community transport, affordable housing and homelessness, community and youth education.	Customer & Community Services
Community Infrastructure Planning and Provision	All related activities and capital projects.	Community & Social Planning
Mayoral and Councillors Community Benefit Initiatives	Mayoral and Councillors community benefit jobs.	Community & Social Planning

Outputs (Programs)	Output Descriptions	
Disaster Management	Develop and deliver initiatives to help the community mitigate, prevent, prepare for, respond to and recover from disasters.	
Performance Measures	Description	Target
Mitigation related Disaster Management Projects completed to schedule	Projects to further validate and improve the current disaster management capabilities of the Redlands. These projects will include Storm Tide, Bush Fire (Southern Moreton Bay Islands) and Bush Fire (Mainland).	100%
Activities to deliver this Output (sub-programs)		
Activity	Description	Responsible Group/s
Counter Disaster Planning and Community Recovery	All counter disaster and recovery activities and jobs.	Office of the General Manager Customer Services

QUADRUPLE BOTTOM LINE: ECONOMIC PERSPECTIVE

Strategic Priority: ECONOMIC PROSPERITY

Outcome

Employment participation and the community's standard of living are enhanced through encouraging economic development opportunities.

Strategies (processes to achieve outcomes)

- Develop and deliver programs to promote the availability of a local, appropriately skilled workforce.
- Encourage and support business and social enterprises uptake of sustainability principles and practices.
- Promote and deliver programs that will assist business uptake of e-marketing and web-based communication strategies.
- Promote and participate in business networking initiatives.
- Promote the City as an attractive film location.
- Market the City as a business location in line with the Redlands Economic Development & Tourism Marketing Plan.
- Develop and promote business support and incubation systems.
- Promote awareness of entrepreneurship among local youth.
- Market the City as a tourism destination in line with the Redlands Marketing Plan.
- Develop local tourism capacity.

Outputs (Programs)		Output Descriptions	
Business Retention and Expansion		Assist local businesses to expand their operation, create more jobs and diversify the local economic base.	
Performance Measures		Description	Target
Delivery of Ready 2 Work program		Project management of the Ready 2 Work program which is subject to State Government funding.	100%
Delivery of Business Sustainability workshops		The successful delivery of two business sustainability workshops to support and encourage local businesses.	100%
Deliver e-Marketing and Web Based communication workshops		The delivery of workshops designed to encourage and support business expansion through web based technologies.	100%
Support the delivery of industry ventures		In conjunction with Redland Chamber of Commerce support business initiatives that consist of the Business Futures Forum, Redland Retail Awards, and Business Achievement Awards, in conjunction with community partnerships, support the local Careers Expo.	100%
The improved delivery of Business Grow		Delivery of the new Business Grow program, appointment of contractor to deliver the program as planned.	100%
Activities to deliver this Output (sub-programs)			
Activity	Description		Responsible Group/s
Business Sector Development	Specific sector development activities and projects. Key sectors identified in accordance with priorities outlined in the 2008 Economic Development Strategy.		Economic Development
Business Development Services	General development services including, Business Grow, all training initiatives including skills audits and training needs strategy development and implementation, business sustainability initiatives.		Economic Development
Community Economic Development Partnerships	Partnership initiatives including Redland Retail Awards, Redlands Business Awards Sponsorship, Chamber of Commerce initiatives.		Economic Development

Outputs (Programs)	Output Descriptions	
Business Attraction	Market the City as a competitive investment location.	
Performance Measures	Description	Target
Implement Economic Development and Tourism Marketing Plan	Development of an Economic Development and Tourism Marketing Plan in collaboration with industry , and commence implementation of key funded initiatives in partnership with other groups and industry bodies.	100%
Deliver Economic Development marketing initiatives	Delivery of priority Economic Development marketing initiatives in line with the Economic Development and Tourism marketing plan, as approved by Council.	100%
Continuous development and provision of Trade Investment opportunities within the Redlands	Assist local businesses with trade to China through Redland City Council Trade and Investment office in Guangzhou.	100%
Delivery of EcoMan program	Deliver two EcoMan business simulation programs to secondary schools within the 2008/2009 financial year.	100%
Facilitate film industry familiarisations	Facilitate a familiarisation within Redlands to promote the area as an ideal film location.	100%
Activities to deliver this Output (sub-programs)		
Activity	Description	Responsible Group/s
Investment Attraction and Facilitation	Investment attraction components of the Redland City Marketing Plan.	Economic Development
Economic Planning	All business studies, related research, development activities and projects.	Economic Development

Outputs (Programs)	Output Descriptions	
Tourism Development	Market the City as a competitive visitor destination and promote the development of appropriate infrastructure and facilities.	
Performance Measures	Description	Target
Deliver tourism marketing initiatives	Delivery of priority tourism marketing initiatives in partnership with the tourism advisory forum and Redlands Tourism and in line with Redlands Economic Development and Tourism Marketing Plan as approved by Council.	100%
Deliver a tourism based business development program	Delivery of a business development program for tourism operators.	100%
Establish the Tourism Advisory Forum	Work in participation with the tourism industry to deliver outcomes identified by the Tourism Industry Working Party (TIWP), and establish and foster a cooperative relationship with local tourism organisations (eg Redlands Tourism)	100%
Activities to deliver this Output (sub-programs)		
Activity	Description	Responsible Group/s
Tourism Marketing	Redland City Council Marketing Plan (Tourism Elements), Redland City Visitor Information services.	Economic Development
Product Development	Moreton Bay Task Force, More to Redlands website.	Economic Development

QUADRUPLE BOTTOM LINE: GOVERNANCE

Strategic Priority: GOVERNANCE

Outcome

A clear organisational direction is provided, supported by effective leadership and a framework of policies, plans and strategies that are responsive to the community's needs and which promote accountable and ethical standards of practice.

Strategies (processes to achieve outcomes)

- Establish and implement the internal audit program to focus on risk identification and mitigation.
- Identify process improvement opportunities through partnership with management.
- Regular reviews and reports by both internal and external auditors to meet policy and legislative requirements.
- Develop and implement proactive stakeholder communications standards and strategies to ensure the highest levels of openness and accountability in Council activities.
- Manage legal services and the statutory disclosure of Council's documents to assist Council in achieving its business and community needs.
- Develop and provide monthly and quarterly performance reports.
- Develop and maintain proactive strategic, operational and activity based risk management strategies to reduce risk to Council and the community.
- Seek to ensure Council's business continues in the event of a significant interruption to standard business processes.
- Develop the Corporate and Operational Plans.
- Develop frameworks, strategies and plans and undertake corporate projects that effectively implement the Corporate Plan and Operational Plans.
- Investigate and implement opportunities for continuous improvement.
- Use and regularly review the framework established for monitoring and planning Council's financial sustainability.
- Develop a capital funding position for Council to support the optimised use of resources.

Outputs (Programs)	Output Descriptions	
Governance	The development, management and review of frameworks, plans and systems to respond to the needs and aspirations of the community, provide better management of the organisation, public accountability and transparency, and conformance with policies and legislation.	
Performance Measures	Description	Target
Completion of the annual risk-based audit program	The annual risk based audit plan assists Council to ensure that operations comply with policies and legislation, and ensures that systems and procedures are efficient.	90%
Successful implementation on time of audit recommendations	Implementation of audit recommendations ensures that identified improvements are made in a timely fashion and any significant non-conformances with legislation or policy are addressed without delay.	100%
Development of Marketing and Communications Plan	A comprehensive corporate marketing and communications plan to support achievements of Council's corporate plan.	100%
Strategic and operational risks identified	A review of the strategic and operational risk registers will be conducted to ensure key business risks are identified and appropriate management strategies are in place.	100%
Appropriate insurance programs are in place	Council's insurance programs are reviewed and updated to ensure general liability, property and other insurance covers are in place and provide the required protection.	100%
Business Continuity Plan for Council is updated	Each year we test and update our business continuity plan to ensure that Council has the capacity to respond effectively to a significant interruption to our standard business processes and can continue to meet the community's needs.	100%
Freedom of Information (FOI) requests satisfied without reference to external review by the Information Commissioner	Manage Freedom of Information and the statutory disclosure of Council's documents to assist Council in achieving it's business and community needs.	100%

Activities to deliver this Output (sub-programs)

Activity	Description	Responsible Group/s
Freedom of Information	All FOI activities including internal review of decisions.	Corporate Planning Performance & Risk
Legal Advice	Provision of legal services and advice to Council and the CEO to support operations.	Legal Services
Council and Committee Operations	Includes operations and activities of Council, Council and committee meetings and public participation, registers, Mayoral and Councillor's expenses.	CEO's office
Auditing of Operations	Includes all audit activities both internal and external - for example operation of Audit Unit, Audit Program, specialist reviews, QAO external audit, functioning of Audit Committee.	Internal Audit
Governance System and Performance Management	Includes developing and continuously improving the governance system, compliance review program, performance management including statistical and statutory reporting, annual report, quarterly Operational Plan reporting and Balanced Scorecards.	Corporate Planning Performance & Risk
Risk and Liability Management	Corporate insurance, claims, risk and liability services.	Corporate Planning Performance & Risk
Cross-program Service Delivery	Customer Service Centres.	Customer & Community Services

Outputs (Programs)	Output Descriptions	
Strategic Planning	The development of long term plans, frameworks and strategies that guide the organisation's direction.	
Performance Measures	Description	Target
Review of performance management framework completed	Revise the performance management framework to incorporate a annual planning cycle linked to the budget process, and to include a requirement for business plans for departments and groups in the organisation. This will improve integration between planning and budgeting.	100%
Activities to deliver this Output (sub-programs)		
Activity	Description	Responsible Group/s
Corporate Planning and Performance Enhancement	Framework development, development of corporate and operational plans, community plan framework, corporate performance enhancement projects and initiatives.	Corporate Planning, Performance & Risk

Outputs (Programs)	Output Descriptions	
Financial Planning & Disclosure	Planning, analysis, modelling and disclosure of financial information for the allocation of resources to achieve organisational objectives and maximise the value to the community.	
Performance Measures	Description	Target
Completion of New Financial Model	Review and enhance the Redland City Council 10 Year Financial Model to meet and exceed current industry standards.	100%
Completion of Finance One CI upgrade	A fully operational finance/accounting system in line with the latest technology.	100%
Activities to deliver this Output (sub-programs)		
Activity	Description	Responsible Group/s
Financial System Administration	Includes Finance One upgrades, budget system development.	Financial Services
Budget and Strategic Financial Planning and Coordination	Includes Financial Strategy, financial policies and frameworks, budget settings and forecasting, quarterly budget reviews.	Financial Services
External Reporting and Asset Accounting	Includes end of year (EOY) financial report and monthly financial and management reporting, annual report.	Financial Services

QUADRUPLE BOTTOM LINE: GOVERNANCE

Strategic Priority: CORPORATE SERVICES

Outcome

The organisation's capacity to deliver services to the community is supported by building a skilled, motivated and continually learning workforce, ensuring our assets and finances are well managed, our corporate knowledge is captured and used to best advantage, and that we market and communicate our services effectively.

Strategies (processes to achieve outcomes)

- Continue to develop and implement the Total Asset Management Plan Framework.
- Manage Council's leased properties, land acquisitions, built assets, fleet and supply services to ensure optimum utilisation and meet organisational requirements and community needs at the lowest possible whole of life costs.
- Manage Council's built assets, fleet and supply services to ensure efficient use of water and energy, and waste minimisation, re-use and recycling.
- Develop and implement a Master Accommodation Plan.
- Develop a position on 'user pays', supported by an understanding of full costs of service delivery.
- Implement integrated, consistent marketing and communications strategies and protocols to meet stakeholder needs
- Develop and implement best practice community engagement standards.
- Investigate and take opportunities to leverage off current technologies and developments (e.g. More2Redlands, web-based Council Knowledge Hub).
- Continue to develop expanded online service delivery based on sound business cases.
- Investigate Council's potential role as a broadband facilitator and opportunities for expanding Council's mobile computing capability.
- Review and apply measures to maximise return on investment on information computer technology (ICT) investments.
- Explore opportunities to collaborate in regional ICT projects.
- Investigate and implement continuous improvement initiatives for existing Information Management services and support in collaboration with internal customer.

- Develop and implement a Council-wide learning and development strategy.
- To expand Council's e-learning capability.
- Address gaps in current versus desired change management capability
- Implement a leadership program for senior management.
- Implement a Council-wide workforce planning system to address skills shortages, succession planning and generation management.
- Ensure an effective WH&S system and culture.
- Enhance ability to attract high quality candidates for job vacancies.
- Implement effective reward and recognition programs.
- Ensure recruitment and selection methodologies result in the appointment of best available candidate and meet legislative requirements.
- Enhance performance appraisal system and ensure training in system.

Outputs (Programs)	Output Descriptions	
Asset Management	Develop and implement plans and programs for asset creation, operation, maintenance, replacement, disposal and performance monitoring to ensure that desired levels of service and other operational objectives are achieved at optimum cost.	
Performance Measures	Description	Target
Delivery of the Fleet Driver Education and Risk Program	Driver training for both internal and external staff, with at least 100 officers having undertaken the training, and further opportunities for improvement identified.	100%
Individual Asset Management Plans for Council Buildings and Public Amenities updated	Review and update the Individual Asset Management Plan's for Facilities Services unit managed buildings and public amenities, including the development of improvement and procedural action actions for a two year programme.	100%
Individual Asset Management Plans for Council's Fleet Services updated	Review and update the Fleet Services Individual Asset Management Plans.	100%
Overall completion of Asset Management Plan priority actions across Council	Delivery of priority actions identified in all Individual Asset Management Plans.	85%
Update of Individual Asset Management Plans to schedule	Individual Asset Management Plans to be updated every two years by relevant asset assignees	100%
Activities to deliver this Output (sub-programs)		
Activity	Description	Responsible Group/s
Property Management	Property acquisition, maintenance redevelopment and disposal, leasing, rentals, provision of property related consultancy/advice.	Corporate Acquisitions, Fleet & Facility Services
Fleet Management	Acquisition, maintenance and disposal of fleet, leasing, new purchases, replacement, servicing, repair, fuel, hire and lease, metal fabrication.	Corporate Acquisitions, Fleet & Facility Services
Facilities Management	Building and building services repairs and maintenance, minor construction, pest control, lifts, condition assessment, security, cleaning, catering, master accommodation plan, furniture acquisition	Corporate Acquisitions, Fleet & Facility Services

	and replacement, relocations.	
Procurement	Tenders and contracts, advertising and contracting, acquisition, inventory management, warehousing, distribution and disposal.	Corporate Acquisitions, Fleet & Facility Services
Asset Management Plans	Individual Asset Management Plans.	Corporate Acquisitions, Fleet & Facility Services
Project Delivery Services	Operation of Project Delivery Group including costs of contract management services, survey services, design services, project management services, managers office, salaries, administrative costs.	Corporate Acquisitions, Fleet & Facility Services

Outputs (Programs)	Output Descriptions	
Treasury	Collection of rates and other revenue and management of funds.	
Performance Measures	Description	Target
Completion of feasibility testing of alternative model for funding Council activities	Research has been conducted and an alternative model to fund Council services and activities has been developed. In 2008/2009, the model's feasibility is to be tested on selected activities and a report to be provided to Council for consideration.	100%
Cash levels within target	Represents the percentage of cash holdings on hand.	95%
Investment returns meet the benchmark.	Returns on Council funds invested. Reflects the investment returns from all corporate cash holdings. The benchmark is the USB Warburg & Associates Bank Bill Index and our performance measured against this benchmark. The target is that our result should equal the benchmark return, i.e. a 0% variance.	0%
Activities to deliver this Output (sub-programs)		
Activity	Description	Responsible Group/s
Accounts and Cash Management	Including treasury and cash management, loans draw downs, accounts payable (purchasing).	Financial Services
Rating Services	Includes all rating activities.	Financial Services
Debt Recovery	Debt recovery, acquisitions, debt management.	Financial Services

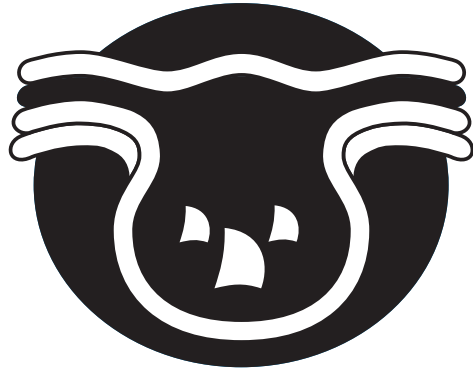
Outputs (Programs)	Output Descriptions	
Marketing & Communications	Create a marketing and communications framework and strategy to promote positive dialogue, understanding and image of Council with its stakeholders.	
Performance Measures	Description	Target
Development and Implementation of Community Engagement model	Develop, obtain approval and implement an external community engagement network model.	100%
Internal clients rating of communications strategies	Targeted marketing and communication plans for key corporate initiatives. Customers rate communications strategies in a regular client survey.	95%
Activities to deliver this Output (sub-programs)		
Activity	Description	Responsible Group/s
Web Services	Intranet and internet related services.	Marketing & Communications
Corporate Events	Corporate events. Delivery of specified corporate events.	Marketing & Communications
Media and Marketing	Includes all internal client communications services including printing, graphic design, publications, multi-media, year ahead, annual report, advertising, plain language.	Marketing & Communications
Community Engagement	Community engagement tools, training and advice.	Marketing & Communications

Outputs (Programs)	Output Descriptions	
Information Management	Provision and management of infrastructure and systems to deliver complete, accurate and secure information that is readily accessible to support our corporate and community needs.	
Performance Measures	Description	Target
Support the transfer of Redland City Council water business to the new South East Queensland Authorities	Extraction, transfer and sharing of data, files and assets to support transfer of Redland City Council water business to the new South East Queensland authorities.	100%
Development of a remote computer framework	Develop a remote computer framework to establish a standard for access to corporate systems from mobile and remote locations.	100%
Review of the use and management of information within the organisation	Conduct a File/Box Audit to appraise, sentence and identify records for destruction.	100%
Activities to deliver this Output (sub-programs)		
Activity	Description	Responsible Group/s
Information Systems Development and Support	Includes GIS, Corporate software purchase and upgrades, e-services, corporate property system administration and support.	Information Management
IT Infrastructure Management and Support	Includes IT hardware purchase, maintenance and upgrades, database administration, network administration and upgrades, desktop services, network and voice support, computer room operation, hardware advice purchasing and support, communications, remote access, cabling, WAN.	Information Management
Corporate Document Management	Includes mail, file movements, retention and disposal, Dataworks operations and quality control.	Information Management
Corporate IT Administration and Support	Includes IT purchasing, IT training for organisation, administration of telephone accounts, lease and licence management and related matters.	Information Management

Outputs (Programs)	Output Descriptions	
Learning	To facilitate the transfer of knowledge and skills to support our corporate and community needs.	
Performance Measures	Description	Target
Implementation of the leadership development strategy	Delivery of scheduled leadership development programs to the Executive Leadership Group (ELG), Senior Management Group (SMG) and management.	90%
Implementation of the learning strategy	Delivery of planned development activities, other than training courses	20%
Activities to deliver this Output (sub-programs)		
Activity	Description	Responsible Group/s
Staff Training and Development	Includes all staff training and development initiatives, education assistance program, local government management challenge, technology training for corporation, computerised learning management system, e-learning induction/code of conduct/anti-discrimination compliance.	Human Resources
Corporate Learning Resources	Corporate library and other learning resources.	Human Resources

Outputs (Programs)	Output Descriptions	
Organisational Improvement	To identify and manage ongoing change to facilitate organisational improvement.	
Performance Measures	Description	Target
Completion of Staff Attitude/Culture Survey	Develop and implement an agreed survey with external benchmarks, analyse results, develop priorities and implement an action plan.	100%
Delivery of Workplace Health & Safety Improvement Plan	Implementation of improvements to the Redland City Council Workplace Health & Safety management system as outlined in the Workplace Health & Safety management plan.	100%
Improvement in the Lost Time Injury Frequency Rate (LTFR)	Continuous improvement on performance.	16%
Number of workers compensation hours lost	Continuous reduction in workers compensation hours lost.	2904 hours
Management Safety Inspections	Continuous improvements of management awareness of safety performance issues and reinforce management commitment to staff.	100%
Safety related corrective/preventive action completed on time	Promote faith in corrective action system and ensure action items are addressed in accordance with the level of risk.	100%
Activities to deliver this Output (sub-programs)		
Activity	Description	Responsible Group/s
Organisational Development	Includes EEO, HR policy and procedure development, career planning and development, leadership capability development, creating a customer focus, school based trainees implementation, succession planning.	Human Resources
Workplace Health and Safety	All WH&S activities, including RCC wellness program, WHS statutory requirement training, employee assistance program, meeting all statutory WHS obligations.	Human Resources

Outputs (Programs)	Output Descriptions	
Human Resource Management	The attraction, development and retention of competent staff.	
Performance Measures	Description	Target
Acceptance of an Enterprise Bargaining Agreement	Extension of EB6 or negotiation of EB7 as agreed by stakeholders.	100%
Annual Remuneration Review in place	Plan, review and implementation of annual remuneration review.	100%
Activities to deliver this Output (sub-programs)		
Activity	Description	Responsible Group/s
Payroll and HR Information Services	Includes HR information and reporting, payroll services.	Human Resources
Employee Relations	EBA & awards, IR advice, staff engagement & separation, recruitment & selection, recognition, reward, remuneration, workplace relations.	Human Resources



Redland
CITY COUNCIL

2008/2009
BUDGET

ADOPTED BY COUNCIL ON 17 JUNE 2008

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COUNCILLORS AND EXECUTIVE MANAGEMENT

REDLAND CITY COUNCILLORS

Cr Melva Hobson	<u>MAYOR</u>
Cr Wendy Boglary	<u>DIVISION 1</u> – Wellington Point / Ormiston
Cr Craig Ogilvie	<u>DIVISION 2</u> – Cleveland / North Stradbroke Island
Cr Debra Henry	<u>DIVISION 3</u> – Cleveland South / Thornlands
Cr Peter Dowling	<u>DIVISION 4</u> – Victoria Point / Coochiemudlo Island
Cr Barbara Townsend	<u>DIVISION 5</u> – Redland Bay / Bay Islands
Cr Toni Bowler (Deputy Mayor)	<u>DIVISION 6</u> – Mt Cotton / Sheldon / Capalaba / Thornlands / Victoria Point / Redland Bay
Cr Murray Elliott	<u>DIVISION 7</u> – Alexandra Hills / Capalaba
Cr Kathy Reimers	<u>DIVISION 8</u> – Birkdale South / Alexandra Hills
Cr Karen Williams	<u>DIVISION 9</u> – Capalaba
Cr Helen Murray	<u>DIVISION 10</u> – Birkdale / Thorneside

EXECUTIVE LEADERSHIP GROUP

Vacant	CHIEF EXECUTIVE OFFICER
Mr Greg Underwood	GENERAL MANAGER PLANNING & POLICY DEPARTMENT
Mr Michael Goode	GENERAL MANAGER CUSTOMER SERVICES DEPARTMENT
Mr Ray Turner	GENERAL MANAGER CORPORATE SERVICES DEPARTMENT
Mr Gary Souter	GENERAL MANAGER REDLAND WATER & WASTE BUSINESS UNIT

COUNCIL'S CORPORATE PLAN OBJECTIVES

This budget is driven by our Corporate Plan which contains the Strategic Priorities for the Redland community. Council adopted the revised Corporate Plan 2006 - 2010 on 27th June 2007. It is our "road map" for these four years, and gives definition and direction to our vision, mission, values and principles. Council's current Corporate Plan identifies the following seven Strategic Priorities that drive the allocation of resources within the 2008/2009 budget:

NATURAL ENVIRONMENT

Ensure the enhancement of biodiversity including koala habitat, bushland, greenspace, waterways, catchments, air and coastal ecosystems in recognition of our unique location on Moreton Bay.

LAND USE

Preserve a balance with urban, rural, bushland, village, coastal and island character of the Redlands by managing growth.

ESSENTIAL SERVICES

Provide and maintain water, waste services, roads, drainage, and support the provision of transport and waterways infrastructure.

COMMUNITY HEALTH AND WELLBEING

Build safe, strong and self reliant communities with access to community services, infrastructure and opportunities for participation in community life.

ECONOMIC PROSPERITY

Enhance employment participation and the community's standard of living through encouraging economic development opportunities.

GOVERNANCE

To provide a clear organisational direction supported by effective leadership and a framework of policies, plans and strategies that are responsive to the community's needs and which promote accountable and ethical standards of practice.

CORPORATE SERVICES

Support the organisation's capacity to deliver services to the community by building a skilled, motivated and continually learning workforce, ensuring our assets and finances are well managed, our corporate knowledge is captured and used to best advantage, and that we market and communicate our services effectively.

BUDGET COMMENTARY

The 2008/2009 budget and 2009/2010 – 2012/2013 forward estimates are framed within parameters adopted in Council's 10 Year Financial Strategy and achieve sound financial stability ratios (shown on page 27). Whilst developing the 2008/09 budget, Council has considered all of the strategic priorities of our Corporate Plan, with the provision of essential services contributing to approximately 53% of budget expenditure. General rate increases for all City areas other than the Southern Moreton Bay Islands (SMBI) have been limited to 5.2%. In addition to the general rate increase and to continue the development and planning of much needed infrastructure for the islands, the special differential rating category for SMBI has been increased to \$160 per annum for the 2008/2009 financial year.

At the time of this publication, Council prepared its forward estimates within the 10 Year Financial Plan based on an assumption of investing in the Local Government (LG) Water Entity from 2010/2011. This investment was estimated to be \$500m and as a return from this investment, it has been forecast that Council will be entitled to receive a dividend from this entity starting from the 2010/2011 financial year. As these matters are still subject to finalisation with the State Government, Council have only been able to estimate these financial impacts associated with the retail distribution of water, and therefore the above assumptions may change in time once arrangements are finalised by the State Government. Of note, an estimate of the financial effects associated with Council transferring its bulk water assets to State Government ownership as of 1st July 2008 have been included within the 2008/2009 budget.

Budget Highlights:

The major expenditure planned by Council in 2008/2009 has been outlined below. Please note that these amounts are for both capital and operational expenditure and include depreciation.

The major expenditure surrounding essential services includes:

ROADS AND DRAINAGE WORKS - \$58.1 MILLION

- Roads and footpath construction - \$29.6m
- Maintenance of existing roads and drainage - \$27.6m
- Drainage works - \$0.9m

WATER SUPPLY - \$23.6 MILLION

- Water supply delivery and distribution - \$13.4m
- Plant maintenance and construction works - \$9.3m
- Treatment operations - \$0.9m

WASTEWATER TREATMENT AND MANAGEMENT – \$21.5 MILLION

- Wastewater treatment operations - \$15.4m
- Service delivery for the collection and transportation of wastewater - \$3.6m
- Plant maintenance and construction works - \$2.5m

WASTE MANAGEMENT - \$16.6 MILLION

- Waste and recycling service delivery - \$11.6m
- Waste facility construction works - \$5.0m

MARINE FACILITIES - \$10.0 MILLION

- Canal maintenance within the City - \$5.0m
- Expenditure for harbour, jetties and boat ramps - \$4.4m
- Foreshore protection expenditure - \$0.6m

Additionally, community health and wellbeing priority highlights include the following:

SPORT AND RECREATION - \$31.1 MILLION

- Parks and reserves maintenance and improvements - \$14.5m
- Expenditure on community sport and recreation services - \$6.6m
- Maintenance and upgrades to camping grounds and caravan parks - \$5.6m
- Improvements and maintenance to the City's major venues - \$2.4m
- Maintenance and operational expenditure on community halls - \$2.0m

ARTS AND CULTURE - \$14.1 MILLION

- Expenditure planned for the libraries within the City - \$9.9m
- Redlands Performing Arts Complex - \$2.0m
- Special events and cultural development expenditure - \$1.2m
- Galleries and museums expenditure - \$1.0m

Expenditure highlights planned for the City's natural environment include:

BIODIVERSITY - \$11.6 MILLION

- Natural area management (bushland and vegetation maintenance) - \$8.7m
- Expenditure associated with environmental research, education and awareness - \$2.9m

ENVIRONMENTAL PERFORMANCE - \$3.4 MILLION

- Environmental protection activities - \$3.0m
- Environmental planning and reporting - \$0.4m

Other 2008/2009 budget highlights include:

- Water access charge increase of approximately 5.1% and this is in-line with Local Government Association of Queensland (LGAQ) CPI.
- Retained the three-tiered approach to water consumption charges, with tier 1 for 2008/2009 set to 400 litres per day (146kl pa).
- Under the new water arrangements with the supply of bulk water, a household using 200 KL of water per annum in 2008/2009 will pay \$481, as opposed to the \$351 in 2007/2008. This is an increase of approximately \$2.50 per week.

- Wastewater charges – increase of 6.7% which reflects a move towards full cost pricing (fcp)
- Environmental Levy and Landfill Remediation Charge increasing by \$15 and \$8 respectively.
- Southern Moreton Bay Islands (SMBI) Differential Rate increase overall of approximately \$80 per property per annum, which is in addition to the overall city wide 5.2% general rate increase. Established in 2007/2008, this differential rate increase will be used to accelerate planned capital works (including community recreation facilities and open space, road works, and cycleway provisions).
- Mainland waste/recycling charges up by 2.2% from \$225 to \$230 pa (240 litre bin).
- In addition to the 12% increase last financial year and to help offset the rise in utility charges in 2008/2009, the pensioner concession has been increased by \$20 for a full pension.

Project Highlights:

Council's capital works program scheduled for 2008/2009 totals \$66.5 million. The program has been planned in order to deliver key community infrastructure whilst also enabling Council to deliver services to the community through the most efficient and effective means. The capital program highlights will help to put the budget in perspective:

- Transport trunk infrastructure - \$14.3m
- Road reseals and resurfacing - \$5.5m
- Conservation land acquisitions expenditure - \$4.4m
- Construction of the Bulky Waste Transfer Station - \$3.7m
- Replacement of Council Fleet (including vehicles) - \$3.6m
- Open space trunk infrastructure expenditure - \$3.2m
- Canal and foreshore protection program expenditure - \$2.8m
- Road reconstruction and maintenance program expenditure - \$2.6m
- SMBI capital expenditure (various infrastructure) - \$2.0m
- Cycleway trunk infrastructure expenditure - \$2.0m
- Key council information management and system upgrades - \$1.5m
- Sport and recreation facility upgrades - \$1.4m
- Water pressure and leakage management expenditure - \$1.3m
- Enhancements and upgrades to bus stops and lay bays - \$1.1m
- Upgrades to public car parking facilities - \$0.9m
- Caravan parks and camping site upgrades - \$0.8m
- Water meter replacement program - \$0.7m
- Residential street upgrade program - \$0.7m

Key Numbers

The budget for 2008/2009 provides Council with the basis for a sustainable financial position over the next five years. With the stability of appropriate cash holdings along with careful consideration to planned expenditure, it is expected that Council will meet payments to suppliers as they fall due. Whilst developing the 2008/2009 budget and forward year estimates, Council carefully considered its financial position to ensure that all key financial stability ratios are budgeted and forecast within their respective targets.

Council has endeavored to budget in 2008/2009 all known financial impacts of the first stage of the water reform with the ownership and delivery of bulk water assets and services transferring to State Government ownership and responsibility. At the time of this publication, Council was expected to receive a compensation payment of approximately \$80 million for the bulk water assets transferring to State Government ownership. Of particular note, however, the book value of these assets was approximately \$126 million and Council was required to budget this reduction within the closing balance of Property, Plant and Equipment (PP&E) in the Balance Sheet for year ending 2008/2009. Due to this budgeted adjustment to PP&E for 2008/2009, Community Equity is forecast to decrease by approximately \$14.3m from 2007/2008 to 2008/2009.

In addition to estimating the financial impacts associated with the transfer of bulk water assets to State Government ownership in 2008/2009, at the time of this publication and whilst preparing the forward year estimates outlined further within this document, Council made an assumption of investing in the Local Government (LG) Water Entity from 2010/2011. Based on this assumption, starting from 2010/2011, Council have assumed to receive a dividend from the investment made. Of particular note, as the arrangements for the retail distribution of water are still to be finalised by the State Government, Council have only been able to estimate these financial impacts and thus, may change in the course of time.

2008/2009 BUDGET DOCUMENT OVERVIEW

The Redland City Council's 2008/2009 Budget is presented in accordance with the requirements of the Queensland *Local Government Act 1993*, the Queensland *Local Government Finance Standard 2005*, and the Australian equivalents to International Financial Reporting Standards.

An overview of the major statements and policies contained in the Budget 2008/2009 Publication is provided below to assist the reader:

Budgeted Financial Statements

The **Financial Budget Summary** shows key revenue, expense and balance sheet items. This statement is presented on page 20.

The budgeted **Strategic Priority Financial Statements** display the revenue and operating expenses by strategic priority; by line item; and by category. These statements are presented on pages 21 and 22.

The budgeted **Operating Statement** displays the revenue and operating expenses by line item and by category. The statement is presented on page 22.

The budgeted **Capital Funding Statement** shows the source and application of capital funds. This statement also shows **Other Budgeted Items** and is presented on page 23.

The budgeted **Statement of Cash Flows** shows budgeted cash transactions and opening and closing cash balances and is presented on page 24.

The budgeted **Balance Sheet** discloses the assets, liabilities and equity of the Council. The statement is presented on page 25.

The budgeted **Statement of Changes in Equity** discloses the movements in reserves. The statement is presented on page 26.

The budgeted **Financial Stability Ratios** are presented on page 27.

Departmental Operating Statements

The budgeted **Operating Statements for each Department** are shown at group level. The net operating result before capital revenues, for each Department, is disclosed as an operating surplus/(deficit). These statements are presented on pages 28 to 33.

Commercialised Business Unit Statements

Redland Water & Waste is a commercialised business unit with two significant business activities being "Water Supply & Wastewater Services" and "Waste Management" in

accordance with National Competition Policy and related legislation. The business unit operating statement, capital funding statement, other budget items and balance sheet are presented on pages 34 to 37.

Other Business Units

For other Type 3 business activities, Council has adopted the Code of Competitive Conduct. Separate operating statements and balance sheets are provided for these activities on pages 38 to 45.

Capital Expenditure and Funding Sources

Capital Expenditure and Funding is depicted on pages 46 and 47.

Schedule of Capital Expenditure

The schedule of capital expenditure is presented by Group within Department on pages 48 to 56.

Borrowing Policy

The *Local Government Finance Standard 2005* requires Council to develop a policy about borrowing. The policy is presented on pages 57 and 59.

Debt Schedule

A schedule of Council's debt position has been provided. This schedule identifies the opening book value of debt, new borrowings, redemption, and an estimated closing book value balance and is presented on page 59.

Revenue Policy

The Revenue Policy sets out the principles Council uses to set its budget and identifies in broad terms the general strategy used for raising revenue. The Revenue Policy is presented on pages 60 and 61.

Revenue Statement

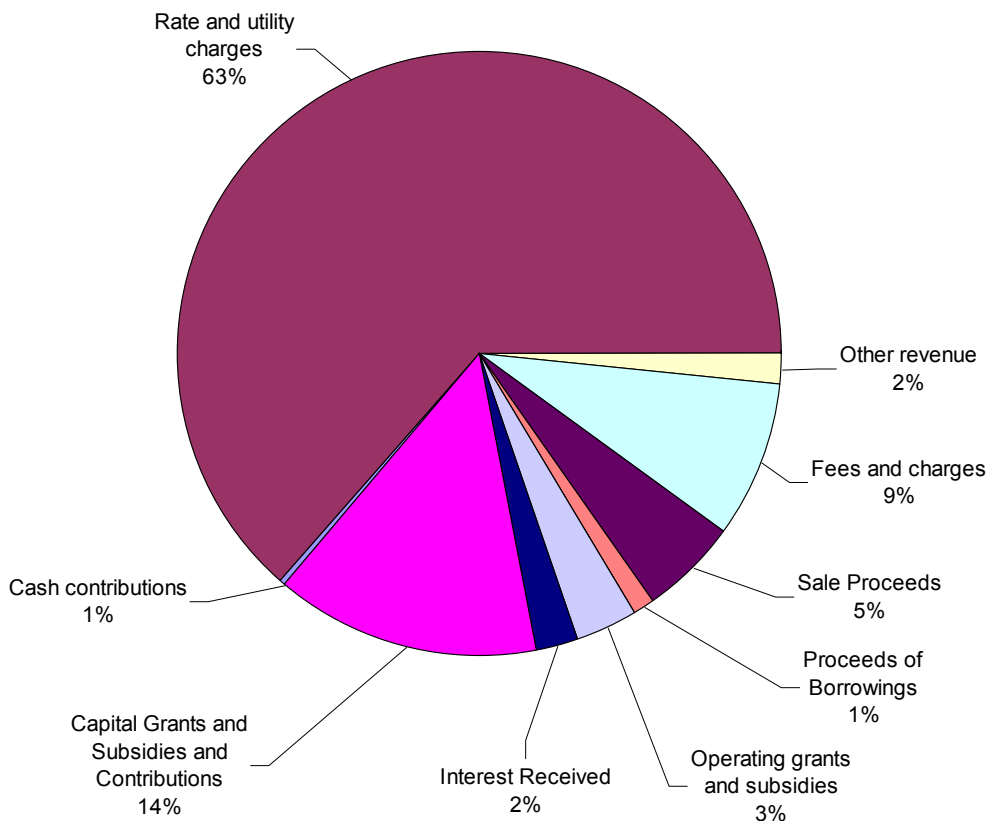
The Revenue Statement is an explanatory statement that accompanies the budget, outlining and explaining the revenue measures adopted in the budget. The statement shows the various rates and charges and criteria for the 2008/2009 year. This is presented on pages 62 to 78.

FINANCIAL BUDGET OVERVIEW

Where does the money come from?

To provide the products and services to the community, cash funding comes from a variety of sources including 63% from general rates and utility charges such as water and sewerage. Council is forecast to receive 14% of its revenue in the form of grants, subsidies and contributions, and this revenue assists Council in delivering a variety of capital programs and various operational maintenance activities. Additionally, fees and charges from the issue of permits and consideration of applications, caravan parks and community related services contribute approximately 9%.

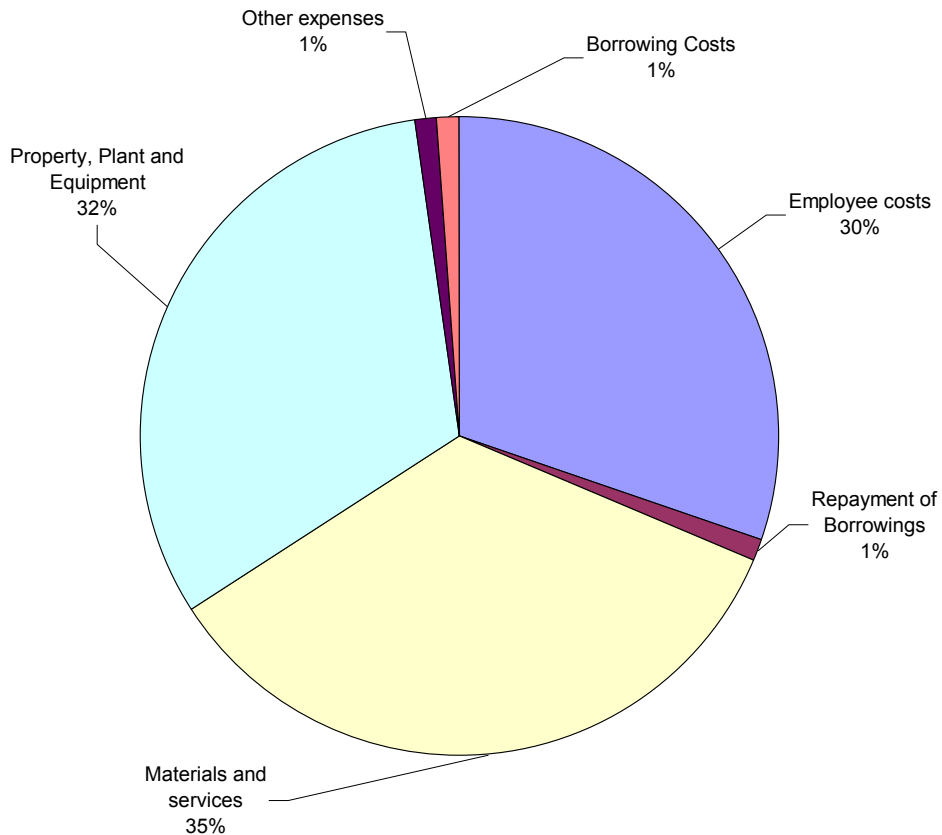
Cash Funding 2008/2009 (\$208.2m)



Where does the money go?

This year 35% of the budget has been allocated towards the maintenance programs needed to support the Redlands community, while 32% has been set aside for new infrastructure and other capital programs. A further 30% is required for Council employees who contribute towards the delivery of services and maintenance programs to the Redlands community.

Cash Expenditure 2008/2009 (\$208.2m)

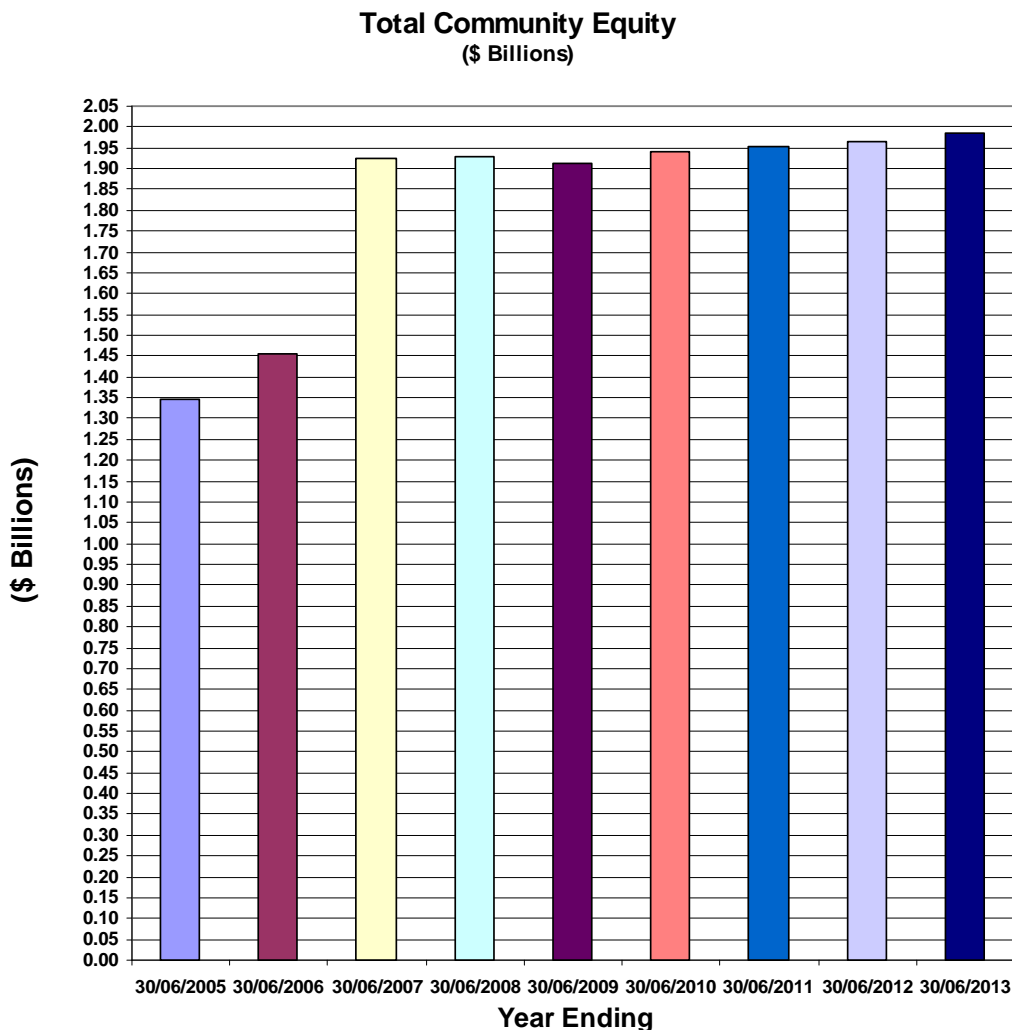


Debt Position

Council's debt is expected to decrease significantly from 2007/2008 to 2008/2009 due to the compensation payment from the Queensland State Government for the bulk water assets transferring to state ownership. This compensation payment will be applied to RCC debt and is in the order of approximately \$80m.

How much is Council worth?

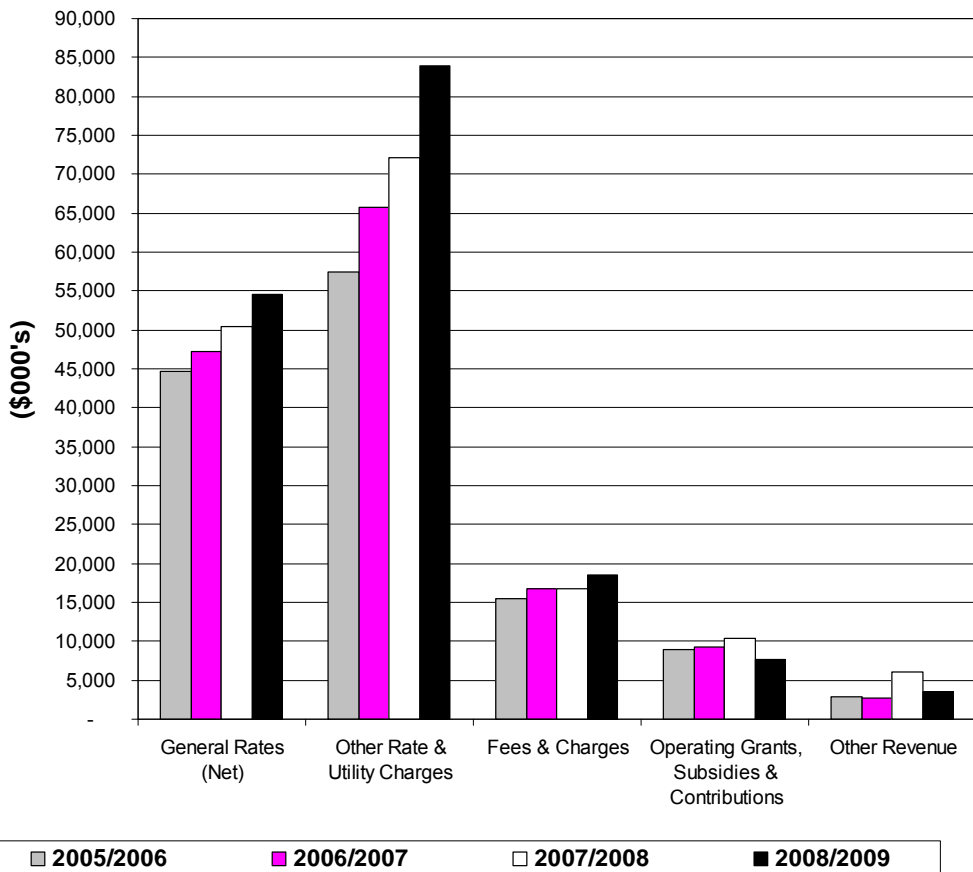
Council's Equity shows we own much more than we owe. The difference between our liabilities and our assets is Community Equity, which is estimated at \$1.913 billion for the 2008/2009 budget. The following graph shows the actual community equity for the years 2004/2005 to the 2006/2007, it also outlines the anticipated position for 2007/2008 and the forecast position for years 2008/2009 through to 2012/2013.



Note: The increase in community equity shown above from 30/06/2005 to 30/06/2006 is primarily associated with asset revaluation adjustments to road and drainage assets. Likewise from the 30/06/2006 to 36/06/2007, this increase is influenced by asset revaluation adjustments to water and wastewater assets. The slight decrease budgeted in 30/06/2009, indicates the net loss to Council of bulk water assets transferring to State Government ownership.

Operating Revenue by Year and Category

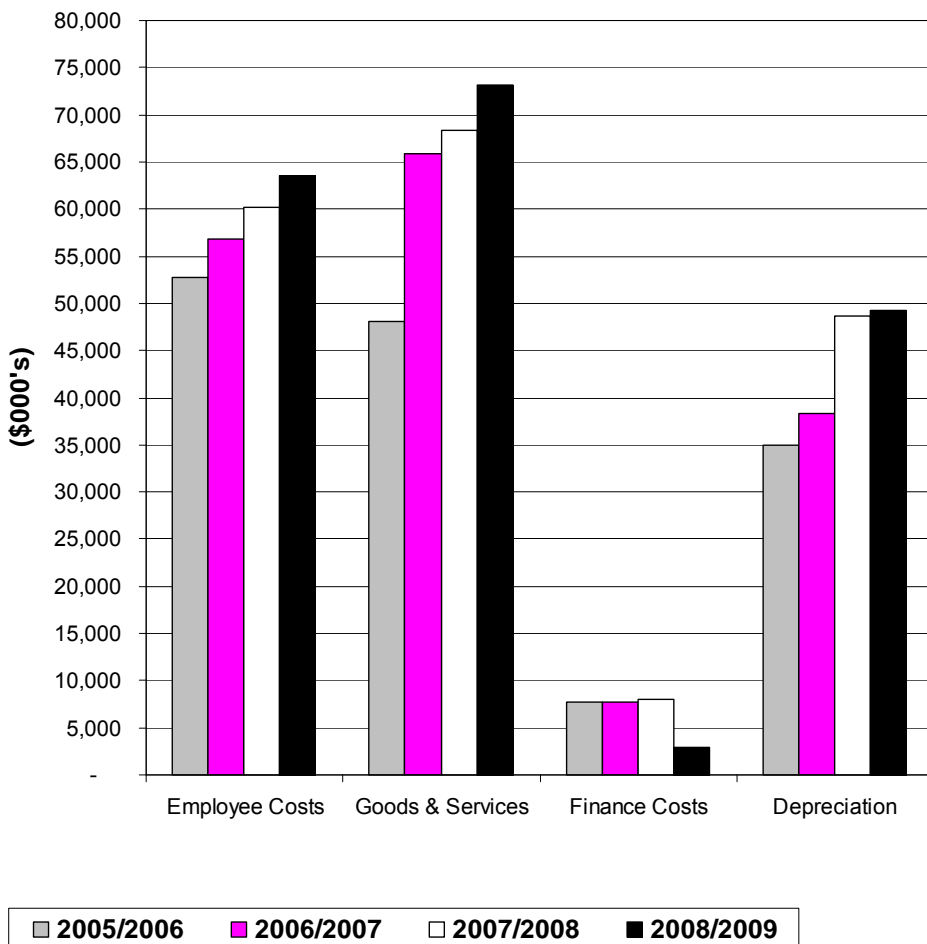
The following graph identifies the level of different operating revenue components. The graph depicts actual results achieved in the 2005/2006 and 2006/2007 financial years, anticipated results for 2007/2008 and budgeted position for the 2008/2009 financial year.



Note: General Rates (Net) above equals General Rate Revenue less Pensioner Remissions.

Operating Expenditure by Year and Category

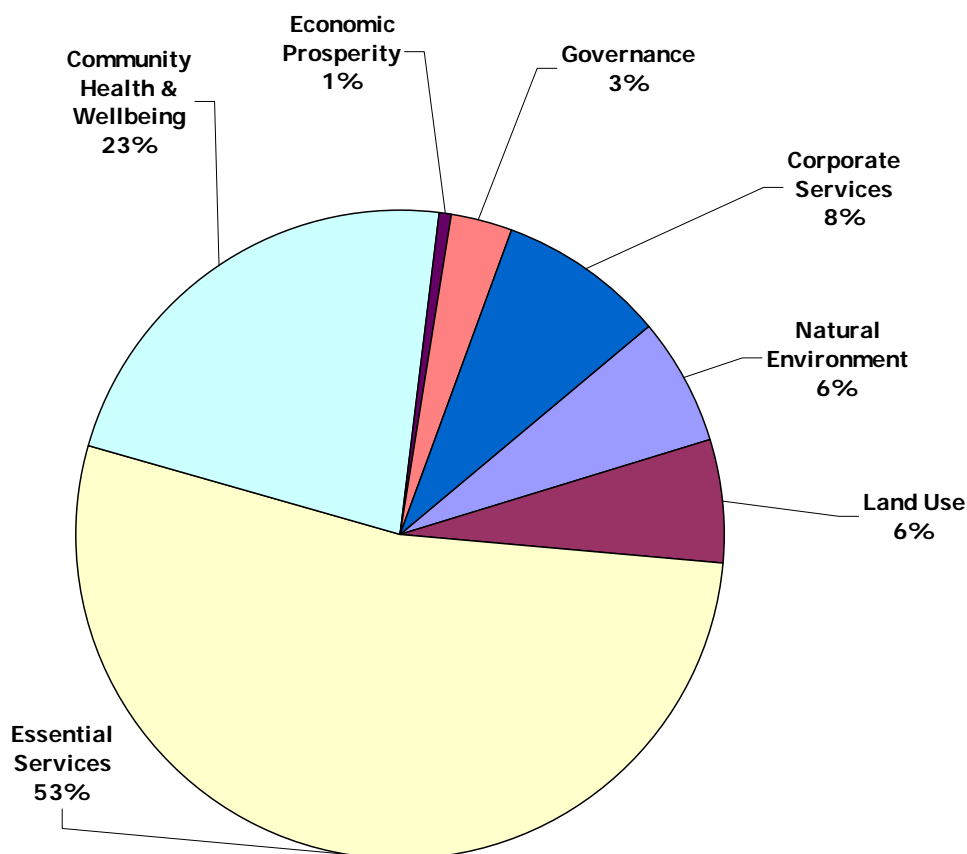
The following graph shows the level of different operating expenditure components and the graph illustrates actual results achieved in the 2005/2006 and 2006/2007 financial years, the anticipated results for 2007/2008 and budgeted position for 2008/2009.



Note: The 2006/2007 employee costs and goods and services illustrated above include a portion of Redland Water and Waste expenditure that was previously treated as capital expenditure. The decrease in finance costs for 2008/2009 reflect Council's reduced external loan balances.

CORPORATE PLAN STRATEGIC PRIORITIES BUDGET EXPENDITURE

The budgeted expenditure of \$265.2M, including depreciation and contributed assets, is allocated to the following strategic priorities as identified in Council's Corporate Plan.



How does Council decide to spend the money?

Council strives to ensure that the development of the annual budget is aligned closely and complements the Corporate Plan. This Plan is a reflection of the general areas of importance to the community and emerges from community consultation processes, which include residents, ratepayers, and various other stakeholders. It is expected that infrastructure services are of major importance to the Redland community, and subsequently, an allocation of 76% of the 2008/2009 budget is set towards the Corporate Plan objectives of Essential Services and Community Health and Wellbeing.

CORPORATE PLAN COMMUNITY PRIORITY SUMMARY 2008/2009

		\$ Million
Essential Services		131.4
Roads and Drainage	Design, construct, and maintain roads, bridges, culverts, drainage and associated infrastructure.	58.1
Water Supply	Design, construct, operate and maintain a high quality water collection, treatment and distribution system.	23.6
Wastewater	Design, construct, operate and maintain a system for the collection, treatment and disposal of wastewater.	21.5
Waste Management	The kerbside collection of domestic and commercial solid wastes and recyclable materials and transport to a licensed handling facility. The operation, management and maintenance of a network of assets for the segregation and disposal of solid waste and recyclable materials from domestic and commercial sources.	16.6
Marine Facilities	Support, advocate, provide and maintain marine facilities that allow access to transportation, water, water activities and foreshores.	10.0
Transport	Support, advocate and provide a transportation network that complements land uses.	1.6
Community Health and Wellbeing		59.7
Sport and Recreation	Provide facilities and services which support sport and recreation activities.	31.2
Arts and Culture	Provide facilities, resources and opportunities that support access to information and participation in the arts, cultural life and heritage of the City.	14.1
Strong Communities	Facilitate initiatives which strengthen the community and support access to services.	8.5
Community Health and Safety	To provide services and initiatives which promote community health and safety, and which manage health and safety risks.	5.7
Disaster Management	Develop and deliver initiatives to help the community mitigate, prevent, prepare for, respond and recover from disasters.	0.2
Natural Environment		16.6
Biodiversity	Plan, design, deliver and regulate activities to protect and restore the quality and quantity of our biodiversity.	11.6
Environmental Performance	Develop and implement strategies to improve environmental performance.	3.4
Coastal and Waterways	Plan, design, deliver and regulate activities to protect and restore the quality and quantity of water in our ecosystem.	1.6
Land Use		16.3
Development Assessment	Assessment and approval of applications in accordance with legislation and local laws.	12.2
Integrated Planning	Deliver balanced growth management that achieves ecological sustainability.	4.1
Economic Prosperity		1.5
Tourism Development	Market the City as a competitive visitor destination and promote the development of appropriate infrastructure and facilities.	0.8
Business Attraction	Market the City as a competitive investment location.	0.5
Business Retention and Expansion	Assist local businesses to expand their operation, create more jobs and diversify the local economic base.	0.2

Please note: the amounts shown above include capital expenditure, operational expenditure and depreciation but exclude contributed assets for the 2008/09 financial year.

BUDGET HIGHLIGHTS BY CORPORATE PLAN STRATEGIC COMMUNITY PRIORITY

Essential Services

A summary of the key projects include:

	\$
Rickertts / Quarry Rd Widening This is a major road widening project undertaken in partnership with AUSLINK. It entails the duplication of Rickertts/ Quarry Road from the intersection at Birkdale Rd to the Tingalpa Creek. The expense will be off-set with a grant from AUSLINK for \$4.463 m.	5,679,532
Reseals and Resurfacing The Reseals and Resurfacing Program involves the resealing of existing roads at numerous locations across the City.	3,600,001
Raby Bay Canal Maintenance of the Raby Bay canal estate including repairs to various revetment walls, dredging, cleaning and other minor operating activities.	2,609,352
Cycleway Infrastructure Improvement of Council's cycling network including the construction of a major Moreton Bay Cycleway linkage, the design of some PIP trunk infrastructure routes and construction of new recreational trails and shared concrete path network.	2,030,526
Aquatic Paradise Canal Maintenance Dredging of the Aquatic Paradise Canal Estate and access channel. Dredging is undertaken every 4 to 5 years depending on the results of hydrographic surveys.	1,983,000
Seal Gravel Roads Projects involve the sealing of existing gravel roads across various locations within the City.	1,962,543
Transport Facilities The provision of bus stops and lay byes at various locations within the City.	1,177,000
Car Parking The provision of public car parking within the City. 2008/09 works includes the provision of car and trailer parking at Dalpura Street, Macleay Island.	1,088,806
Residential Streets Improvements to the City's existing road network, including the provision of kerb and channel, bitumen widening and edge restraints.	1,030,277
Foreshore Protection The 1st stage of the construction of a sea-wall at Wellington Point Reserve and the installation of foreshore access stairs at various locations within the City.	649,554

Essential Services (continued)

\$	
Marine Infrastructure Mainland The provision of new marine infrastructure on the City's mainland, including North Stradbroke and Coochiemudlo Islands.	594,518
Drainage Program Drainage improvements at various locations within the City.	451,560
Toondah Harbour. These are the lease costs for properties at Toondah Harbour which are subsequently sub-let to commercial operators.	434,278
Marine Infrastructure SMBI The provision of new marine infrastructure on the Southern Moreton Bay Islands. 2008/09 projects include berthing pile upgrades at Macleay Island and Lamb Island and the installation of toe planks at Lamb Island boat ramp.	382,127
Footpaths and Trails The construction and extension of footpaths and trails within the City which may be located inside or outside road reserves.	370,500
Schoolsafe Works The Schoolsafe Program is aimed at delivering safety improvement projects to local schools. The 2008/09 project involves work at Ormiston State School, Capalaba High School and Ormiston College.	294,000
Local Area Traffic Management The installation of local area traffic management (LATM) devices at various locations within the City.	121,758
Business Water Efficiency Program Provide incentives for business to install water saving devices through retrofit/rebates to reduce overall water consumption.	89,969

Community Health and Wellbeing

A summary of the key projects include:

\$	
Caravan Parks and Camping Grounds Operating costs and upgrade of caravan parks and camping grounds in the City. The upgrades include the Cylinder Beach carpark and an internal road for cabin placements.	2,172,417
Southern Moreton Bay Islands (SMBI) Reserve The acquisition of open space land and capital infrastructure on the Southern Moreton Bay Islands. Totally funded from the SMBI Reserve.	2,000,000

Community Health and Wellbeing (continued)

	\$
Redlands Performing Arts Complex Operating costs and minor capital works for the Performing Arts Complex at Cleveland. The costs will be offset by estimated operational revenues of \$640,000 and a Community Service Obligation of \$938,000.	1,721,673
Cleveland Showground Re-Development This is a project sponsored by the State Government's Legacy Infrastructure Program to mark Queensland's 150th anniversary. It includes a new site entry, covered plaza and heritage trail. Costs will be offset by a subsidy from the State Government of \$486,825.	1,223,480
Wellington Point Reserve Stage 2 The project will upgrade the park in accordance with standards of the Redland Shire Open Space Plan 2004-2016. Works will include a reconfiguration and upgrade to the car park and a new pathway system around the perimeter of the park.	1,033,199
Edgar Harley Pavilion Relocation and Refurbishment Relocation of the Edgar Harley pavilion from its existing location to a new location near the Redland Memorial Hall in the Cleveland showgrounds, including the disconnection of services and removal of surplus infrastructure. Services will be re-connected at the new location as well as minor works to make the building safe for use. The cost will be offset with State Government subsidies of \$62,000.	382,000
Point Lookout Hall Extension Extension of the Pt Lookout Community Hall in accordance with the recommendations of the Pt Lookout Community Hall consultation and design project. The cost will be offset by a State Government subsidy of \$29,000.	335,975
Cylinder Beach Stage 1 Implementation of public open space elements of Stage 1 of the Cylinder Beach Master Plan. This includes improved car parking, increased recreational areas and improved stormwater management.	218,800

Land Use

A summary of the key projects include:

	\$
South Moreton Bay Islands (SMBI) - Land Exchange Program This is a program to achieve public ownership of significant conservation blocks by exchanging them for Council blocks which have no conservation value.	2,760,000
Integrated Planning The activities under this program include the delivery and review of the Redlands Planning Scheme outcomes to achieve ecological sustainability in the City and regional planning initiatives (including Local Area Plans).	1,361,268
Swimming Pool Inspection Project Undertake a systematic swimming and spa pool inspection program on private certified pools from 1998 to the present. The project will ensure compliance with the legislative provisions of the Building Act 1975 and the Standard Building Regulations for private certifier approved swimming and spa pools with no recorded finals.	200,505

Please note: the majority of budgeted expenditure for Land Use is associated with operational resource requirements, rather than specific project budgets.

Natural Environment

A summary of the key projects include:

\$	
Bushland and Vegetation Maintenance Activities involve the protection, maintenance and enhancement of the health of the City's bushland and vegetation. Activities include the Community Bushcare Program, fire management, grass cutting and general maintenance. This is largely funded from the Environment Charge Reserve.	9,921,942
Conservation Land Acquisitions The acquisition of environmentally significant land as a result of Council's commitment to protect significant land across the City. This project is funded from the Environmental Charge Reserve.	4,356,043
Coastal and Waterways Management Aquatic Weed control, catchments' management, foreshore and marine protection and beach erosion rectification.	1,637,895
Environment Education and Awareness The activities of this area include the operation of Indigiscapes, school programs, habitat protection and 'Your Backyard' program.	1,506,050
Point Lookout Gorge Boardwalk The completion of a project to upgrade ageing sections of the track with new composite fibre material.	177,582

Economic Prosperity

A summary of the key projects include:

\$	
Tourism Development and Marketing This expenditure contributes towards the development and marketing of the City as a quality visitor destination. The initiatives are based on the Redlands Marketing Plan recommendations.	805,249
Business Grow Business Grow is a confidential business expansion and retention visitation service that aims to assist businesses to access services, agencies and information available within the City.	104,500
Investment Attraction This project focuses on the marketing of the City as a competitive and attractive location for business development. The initiatives are based on the Redlands Marketing Plan recommendations.	55,700

BUDGETED FINANCIAL STATEMENTS

Financial Budget Summary

	Anticipated Position 2007/2008 \$000	Budget Year 1 2008/2009 \$000	Estimate Year 2 2009/2010 \$000	Estimate Year 3 2010/2011 \$000	Estimate Year 4 2011/2012 \$000	Estimate Year 5 2012/2013 \$000
Revenue from Ordinary Activities	159,000	168,262	177,651	145,907	152,391	160,045
Expenses from Ordinary Activities	(177,733)	(186,574)	(187,817)	(151,620)	(157,684)	(162,430)
Borrowing Costs	(7,562)	(2,439)	(2,502)	(2,544)	(2,578)	(2,583)
Result from Ordinary Activities	(26,295)	(20,751)	(12,668)	(8,257)	(7,871)	(4,968)
Capital Income	28,224	52,253	41,233	35,357	37,209	39,368
Increase/Decrease in Asset Revaluation Reserve	-	(45,820)	-	-	-	-
Total Change in Community Equity	1,929	(14,318)	28,565	27,101	29,338	34,401

Key Balance Sheet Items

	Anticipated Position 2007/2008 \$000	Budget Year 1 2008/2009 \$000	Estimate Year 2 2009/2010 \$000	Estimate Year 3 2010/2011 \$000	Estimate Year 4 2011/2012 \$000	Estimate Year 5 2012/2013 \$000
Total Assets	2,114,248	2,020,479	2,050,471	2,079,053	2,109,744	2,145,462
Total Liabilities	187,033	107,581	109,009	110,490	111,842	113,159
Net Community Assets	1,927,216	1,912,898	1,941,462	1,968,563	1,997,901	2,032,302
Total Cash at Year End	61,917	71,586	83,699	88,223	85,816	87,570
Total Debt at Year End	128,597	48,597	48,597	48,597	48,597	48,597

Redland City Council – Strategic Priority Operating Statement

	Natural Environment	Land Use	Essential Services	Community Health & Wellbeing	Economic Prosperity	Governance	Corporate Services	Redland City Council
	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)
OPERATING REVENUE								
Rates and Utility Charges	7,274	0	76,413	0	0	0	56,867	140,554
Less: Pensioner Remissions	0	0	0	0	0	0	(2,083)	(2,083)
Fees and Charges	16	5,780	2,738	8,932	0	2	1,084	18,553
Operating Grants and Subsidies	169	0	139	2,051	69	2	4,521	6,952
Operating Contributions	0	0	534	215	0	0	0	749
Interest External	29	0	476	0	0	0	4,162	4,667
Gain on Sale of Developed Land	0	0	0	0	0	0	0	0
Other Revenue	220	31	1,461	818	71	2	834	3,436
Total Operating Revenue	7,708	5,811	81,761	12,015	140	6	65,385	172,827
OPERATING EXPENDITURE								
Employee Costs	3,932	8,358	12,986	19,532	369	4,465	13,877	63,520
Goods and Services	6,038	1,142	37,346	14,543	1,029	2,283	10,726	73,107
Finance Costs Other	0	0	0	8	0	5	404	417
Other Expenditure	0	0	1	325	0	1,323	0	1,649
Net Internal Costs*	1,399	3,836	3,169	7,988	103	71	(17,980)	(1,414)
Total Operating Expenditure	11,368	13,336	53,502	42,396	1,501	8,147	7,027	137,278
Earnings before Interest, tax and depreciation (EBITD)	(3,661)	(7,525)	28,259	(30,380)	(1,361)	(8,141)	58,358	35,549
Interest expense	0	0	570	0	0	0	1,869	2,439
Depreciation	68	5	36,385	6,638	0	7	6,193	49,296
Operating Surplus/(Deficit)	(3,729)	(7,531)	(8,696)	(37,019)	(1,361)	(8,148)	50,296	(16,186)

*Internal transactions consolidated as Net Internal Costs

Redland City Council – Strategic Priority Capital Funding Statement

	Natural Environment	Land Use	Essential Services	Community Health & Wellbeing	Economic Prosperity	Governance	Corporate Services	Redland City Council
	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)
SOURCES OF CAPITAL FUNDING								
Capital Contributions and Donations	0	0	18,392	0	0	0	0	18,392
Capital Grants and Subsidies	0	0	8,354	4,365	0	0	0	12,719
Proceeds on Disposal of Non Current Assets	0	9,727	0	0	0	0	1,708	11,435
Net Transfer (to)/from Constrained Capital Reserves	4,262	0	(9,689)	3,046	0	0	0	(2,381)
Non Cash Contributions	0	0	9,707	0	0	0	0	9,707
New Loans	0	0	2,518	0	0	0	0	2,518
Funding from General Revenue	904	(6,739)	22,743	3,242	0	32	6,189	26,370
Total Sources of Capital Funding	5,166	2,988	52,025	10,653	0	32	7,896	78,760
APPLICATION OF CAPITAL FUNDS								
Contributed Assets	0	0	9,707	0	0	0	0	9,707
Capitalised Goods & Services	5,093	2,988	38,636	10,653	0	32	4,600	62,002
Capitalised Employee Costs	73	0	2,331	0	0	0	2,129	4,533
Loan Redemption	0	0	1,350	0	0	0	1,167	2,518
Total Application of Capital Funds	5,166	2,988	52,025	10,653	0	32	7,896	78,760

Redland City Council – Strategic Priority Other Budgeted Items

	Natural Environment (\$000's)	Land Use (\$000's)	Essential Services (\$000's)	Community Health & Wellbeing (\$000's)	Economic Prosperity (\$000's)	Governance (\$000's)	Corporate Services (\$000's)	Redland City Council (\$000's)
Transfers to Reserve	(7,274)	0	(20,313)	(471)	0	(712)	(2,729)	(31,498)
Transfer from Operating Reserves	4,643	0	2,719	454	0	520	204	8,540
WDV of Assets Disposed	0	(2,856)	0	0	0	(0)	(1,709)	(4,565)
Tax and Dividends	0	0	(9,354)	0	0	0	9,354	0
Internal Capital Structure Financing	0	0	(15,696)	0	0	0	15,696	0

Redland City Council – Operating Statement

	Anticipated Position 2007/2008 \$000	Budget Year 1 2008/2009 \$000	Estimate Year 2 2009/2010 \$000	Estimate Year 3 2010/2011 \$000	Estimate Year 4 2011/2012 \$000	Estimate Year 5 2012/2013 \$000
Revenue						
Rates and utility charges	124,701	140,554	147,868	87,122	92,061	97,316
Less: Pensioner Remissions	(2,017)	(2,083)	(2,133)	(2,263)	(2,401)	(2,546)
Fees & charges	16,760	18,553	19,640	20,097	21,422	22,833
Subsidies & grants - operating	7,780	6,952	7,187	7,622	8,133	8,629
Contributions - operating	2,531	749	949	1,369	245	291
Interest	4,806	4,667	5,170	5,259	5,623	5,592
Dividend (LG Water Entity)	0	0	0	29,251	29,859	30,481
Other revenue	6,120	3,436	3,534	2,014	2,014	2,013
Total Operating Revenue	160,682	172,827	182,215	150,471	156,956	164,610
Expenses						
Employee costs	60,048	63,520	66,776	63,312	66,320	69,662
Goods and services	68,398	73,107	75,201	59,423	62,591	63,981
Finance Costs - Other	392	417	435	455	475	497
Other Expenditure	1,372	1,649	1,724	1,802	1,871	1,937
Net Internal Costs	(1,164)	(1,414)	(1,478)	(1,545)	(1,606)	(1,663)
Total Operating Expenditure	129,047	137,278	142,658	123,446	129,651	134,413
Earnings before Interest, tax and depreciation (EBITD)	31,634	35,549	39,557	27,025	27,305	30,197
Interest Expense	7,562	2,439	2,502	2,544	2,578	2,583
Depreciation	48,686	49,296	45,159	28,174	28,034	28,017
Operating Surplus/(Deficit)	(24,614)	(16,186)	(8,104)	(3,692)	(3,307)	(403)

*Internal transactions consolidated as Net Internal Costs

Redland City Council – Capital Funding Statement

	Anticipated Position 2007/2008 \$000	Budget Year 1 2008/2009 \$000	Estimate Year 2 2009/2010 \$000	Estimate Year 3 2010/2011 \$000	Estimate Year 4 2011/2012 \$000	Estimate Year 5 2012/2013 \$000
Capital Revenue						
Capital Contributions and Donations	8,975	18,392	26,956	22,106	21,996	23,272
Capital Grants and Subsidies	7,779	12,719	3,492	4,818	6,383	6,605
Proceeds on Disposal of Non Current Assets	2,148	11,435	1,871	1,696	1,621	1,778
Net Transfer (to)/from Constrained Capital Reserves	644	(2,381)	1,864	2,455	6,721	5,614
Non Cash Contributions	9,322	9,707	8,913	6,738	7,209	7,714
New Loans	14,000	2,518	1,890	2,103	2,346	2,598
Funding from General Revenue	33,035	26,370	24,260	18,731	21,513	21,307
Total Capital Revenue	75,903	78,760	69,246	58,647	67,789	68,888
Capital Applications						
Contributed Assets	9,322	9,707	8,913	6,738	7,209	7,714
Capitalised Goods & Services	44,499	62,002	53,671	45,740	53,479	53,793
Capitalised Employee Costs	3,974	4,533	4,772	4,067	4,755	4,783
Loan Redemption	18,108	2,518	1,890	2,103	2,346	2,598
Total Capital Applications	75,903	78,760	69,246	58,647	67,789	68,888

Redland City Council – Other Budgeted Items

	Anticipated Position 2007/2008 \$000	Budget Year 1 2008/2009 \$000	Estimate Year 2 2009/2010 \$000	Estimate Year 3 2010/2011 \$000	Estimate Year 4 2011/2012 \$000	Estimate Year 5 2012/2013 \$000
Other Budgeted Items						
Transfers to Reserve	(18,853)	(31,498)	(40,325)	(35,742)	(35,905)	(37,459)
Transfer from Operating Reserves	5,774	8,540	8,710	8,885	9,062	9,244
WDV of Assets Disposed	(1,682)	(4,565)	(4,565)	(4,565)	(4,565)	(4,565)
Tax and Dividends	0	0	0	0	0	0
Internal Capital Structure Financing	0	0	0	0	0	0

Redland City Council – Statement of Cash Flows

	Anticipated Position 2007/2008 \$000	Budget Year 1 2008/2009 \$000	Estimate Year 2 2009/2010 \$000	Estimate Year 3 2010/2011 \$000	Estimate Year 4 2011/2012 \$000	Estimate Year 5 2012/2013 \$000
CASH FLOWS FROM OPERATING ACTIVITIES						
Receipts from Customers	155,718	168,160	176,823	144,985	151,102	158,781
Payments to Suppliers and Employees	(128,065)	(136,730)	(140,819)	(121,535)	(127,844)	(132,619)
	27,653	31,430	36,004	23,451	23,258	26,163
Interest Received	4,806	4,667	5,170	5,259	5,623	5,592
Borrowing Costs	(7,562)	(2,439)	(2,937)	(2,999)	(3,053)	(3,080)
Net Cash Inflow from Operating Activities	24,897	33,658	38,236	25,711	25,827	28,675
CASH FLOWS FROM INVESTING ACTIVITIES						
Payments - Property, Plant & Equipment	(54,860)	(66,535)	(58,443)	(49,806)	(58,234)	(58,575)
Proceeds - Capital Subsidies & Grants and Contributions	16,755	31,111	30,448	26,924	28,379	29,876
Proceeds - Sales of Property, Plant & Equipment	2,148	11,435	1,871	1,696	1,621	1,778
Net Cash Inflow from Investing Activities	(35,958)	(23,989)	(26,123)	(21,187)	(28,234)	(26,921)
CASH FLOWS FROM FINANCING ACTIVITIES						
Proceeds of Borrowings	14,000	2,518	1,890	2,103	2,346	2,598
Repayment of Borrowings	(18,108)	(2,518)	(1,890)	(2,103)	(2,346)	(2,598)
Net Cash Inflow from Financing Activities	(4,108)	0	0	0	0	0
Net Increase / (Decrease) in Cash Held	(15,169)	9,669	12,113	4,524	(2,407)	1,754
Cash at Beginning of Year	77,086	61,917	71,586	83,699	88,223	85,816
Cash at End of Financial Year	61,917	71,586	83,699	88,223	85,816	87,570

Redland City Council – Balance Sheet

	Anticipated Position 2007/2008 \$000	Budget Year 1 2008/2009 \$000	Estimate Year 2 2009/2010 \$000	Estimate Year 3 2010/2011 \$000	Estimate Year 4 2011/2012 \$000	Estimate Year 5 2012/2013 \$000
CURRENT ASSETS						
Cash & Investments	61,917	71,586	83,699	88,223	85,816	87,570
Accounts Receivable	11,138	11,138	11,361	11,588	11,820	12,056
Inventories	502	502	502	502	502	502
Land Held for Resale	0	0	0	0	0	0
Prepaid Expenses	686	686	710	735	756	775
Assets - Held for Sale	122	122	122	122	122	122
Total Current Assets	74,366	84,034	96,394	101,170	99,016	101,025
NON CURRENT ASSETS						
Property, Plant and Equipment	2,039,883	1,936,444	1,954,077	1,477,883	1,510,728	1,544,436
Investment (LG Water Entity)	0	0	0	500,000	500,000	500,000
Total Non Current Assets	2,039,883	1,936,444	1,954,077	1,977,883	2,010,728	2,044,436
TOTAL ASSETS	2,114,248	2,020,479	2,050,471	2,079,053	2,109,744	2,145,462
CURRENT LIABILITIES						
Accounts Payable	16,956	16,956	17,549	18,163	18,672	19,139
Current Employee Provisions	6,077	6,625	6,890	7,166	7,453	7,751
Current Loans	18,022	2,518	1,890	2,103	2,346	2,598
Current Landfill Rehabilitation Provisions	1,385	1,385	1,385	1,385	1,385	1,385
Other Liabilities	7,502	7,502	7,765	8,037	8,262	8,468
Total Current Liabilities	49,943	34,987	35,480	36,855	38,117	39,341
NON CURRENT LIABILITIES						
Non Current Loans	110,575	46,079	46,707	46,494	46,251	45,999
Non Current Employee Provisions	7,679	7,679	7,986	8,305	8,637	8,983
Non Current Landfill Rehabilitation Provisions	18,836	18,836	18,836	18,836	18,836	18,836
Total Non Current Liabilities	137,090	72,594	73,529	73,635	73,725	73,818
TOTAL LIABILITIES	187,033	107,581	109,009	110,490	111,842	113,159
NET ASSETS	1,927,216	1,912,898	1,941,462	1,968,563	1,997,901	2,032,302
COMMUNITY EQUITY						
Retained Earnings Account	1,896,858	1,875,593	1,901,363	1,926,167	1,957,380	1,992,451
Cash Reserves	30,357	37,305	40,099	42,395	40,521	39,851
TOTAL COMMUNITY EQUITY	1,927,216	1,912,898	1,941,462	1,968,563	1,997,901	2,032,302

Redland City Council – Statement of Changes in Equity

Proposed Budget 2008/2009	Retained Surplus (\$000's)	Asset Reval Reserve (\$000's)	Other Reserves (\$000's)	TOTAL (\$000's)
Balance at 1 July 2008	809,586	1,087,272	30,357	1,927,216
Net results for Period	31,502	0	0	31,502
Transfers to Reserves	(31,498)	0	31,498	0
Transfers from Reserves	24,551	0	(24,551)	0
Asset Revaluation Adjustments	(45,820)	0	0	(45,820)
Balance as at 30 June 2009	788,321	1,087,272	37,305	1,912,898
Anticipated 2007/2008	Retained Surplus (\$000's)	Asset Reval Reserve (\$000's)	Other Reserves (\$000's)	TOTAL (\$000's)
Balance at 1 July 2007	811,117	1,087,272	26,898	1,925,287
Net results for Period	1,929	0	0	1,929
Transfers to Reserves	(18,853)	0	18,853	0
Transfers from Reserves	15,393	0	(15,393)	0
Asset Revaluation Adjustments	0	0	0	0
Balance as at 30 June 2008	809,586	1,087,272	30,357	1,927,216

*Note, the Asset Revaluation Adjustments shown above for the Proposed Budget for 2008/2009 reflect the net loss to Council of the transfer of bulk water assets to State Government ownership.

Redland City Council – Financial Stability Ratios

	Anticipated Position 2007/2008	Budget Year 1 2008/2009	Estimate Year 2 2009/2010	Estimate Year 3 2010/2011	Estimate Year 4 2011/2012	Estimate Year 5 2012/2013
Level of dependence on General Rate Revenue (Excludes Utility Revenues)	31.4%	31.6%	31.8%	40.8%	41.5%	42.0%
Ability to pay our bills - Current Ratio Target greater than or equal to 1.1	1.48	2.40	2.72	2.75	2.60	2.57
Ability to repay our debt - Debt Servicing Ratio (%) Target less than or equal to 17%	16.0%	2.9%	2.4%	3.1%	3.1%	3.1%
Cash Balance \$M	61.9	71.6	83.7	88.2	85.8	87.6
Cash Balances - cash capacity in months Target 3 to 4 months	5.80	6.28	7.13	8.71	8.06	7.92
Longer term financial stability - debt to asset ratio (%) Target less than or equal to 15%	6.1%	2.4%	2.4%	2.3%	2.3%	2.3%
Operating Performance Target greater than or equal to 15%	17.2%	18.7%	20.4%	16.2%	15.4%	16.5%

DEPARTMENTAL OPERATING STATEMENTS

Operating Statement by Department For year ending 30 June 2009

	Office of CEO (\$000)	Customer Services (\$000)	Redland Water (\$000)	Planning & Policy (\$000)	Corporate Services (\$000)	Redland City Council (\$000)
Operating Revenue						
Rates and Utility Charges	0	0	74,673	9,014	56,867	140,554
Less: Discounts & Pensioner Remissions	0	0	0	0	(2,083)	(2,083)
Fees and Charges	0	14,882	2,584	2	1,084	18,553
Operating Grants and Subsidies	2	2,095	10	323	4,521	6,952
Operating Contributions and Donations	0	205	512	32	0	749
Interest External	0	0	476	29	4,162	4,667
Gain on Sale of Developed Land	0	0	0	0	0	0
Other Revenue	0	1,063	1,425	103	845	3,436
Total Operating Revenue	2	18,245	79,680	9,503	65,396	172,827
Operating Expenditure						
Employee Costs	1,525	34,068	6,680	6,602	14,645	63,520
Goods and Services	1,669	25,877	24,875	8,239	12,447	73,107
Finance Costs Other	0	8	0	5	404	417
Other Expenditure	1,323	325	0	1	0	1,649
Net Internal Costs*	655	13,810	1,053	2,451	(19,384)	(1,414)
Total Operating Expenditure	5,172	74,087	32,609	17,298	8,112	137,278
Earnings before Interest, tax and depreciation (EBITD)	(5,170)	(55,842)	47,072	(7,795)	57,285	35,549
Interest expense	0	0	570	0	1,869	2,439
Depreciation	0	7,588	19,476	15,548	6,683	49,296
Operating Surplus/(Deficit)	(5,171)	(63,430)	27,025	(23,342)	48,732	(16,186)

*Internal transactions consolidated as Net Internal Costs

Capital Funding Statement by Department

	Office of CEO (\$000)	Customer Services (\$000)	Redland Water (\$000)	Planning & Policy (\$000)	Corporate Services (\$000)	Redland City Council (\$000)
Proposed Sources of Capital Funding						
Capital Contributions and Donations	0	0	9,257	9,135	0	18,392
Capital Grants and Subsidies	0	1,038	594	11,088	0	12,719
Proceeds on Disposal of Non Current Assets	0	0	0	9,727	1,708	11,435
Net Transfer (to)/from Constrained Capital Reserves	0	576	(5,391)	2,435	0	(2,381)
Non Cash Contributions	0	0	3,822	5,885	0	9,707
New Loans	0	0	0	0	2,518	2,518
Funding from General Revenue	50	33,239	6,021	(16,170)	3,230	26,370
Total Sources of Capital Funding	50	34,852	14,302	22,100	7,455	78,760
Proposed Application of Capital Funds						
Contributed Assets	0	0	3,822	5,885	0	9,707
Capitalised Goods & Services	50	30,511	9,006	16,215	6,220	62,002
Capitalised Employee Costs	0	4,342	124	0	67	4,533
Loan Redemption	0	0	1,350	0	1,167	2,518
Total Application of Capital Funds	50	34,852	14,302	22,100	7,455	78,760

Other Budgeted Items by Department

	Office of CEO (\$000)	Customer Services (\$000)	Redland Water (\$000)	Planning & Policy (\$000)	Corporate Services (\$000)	Redland City Council (\$000)
Other Budgeted Items						
Transfers to Reserve	0	(471)	(9,257)	(19,042)	(2,729)	(31,498)
Transfer from Operating Reserves	0	4,793	295	3,248	204	8,540
WDV of Assets Disposed	0	0	0	(2,856)	(1,709)	(4,565)
Tax and Dividends	0	0	(9,354)	0	9,354	0
Internal Capital Structure Financing	0	0	(15,696)	0	15,696	0

Chief Executive Office Department by Group

	Anticipated Position 2007/2008 (\$000's)	Budget 2008/2009 (\$000's)
Revenue		
Internal Audit Group	2	2
	<hr/> 2	<hr/> 2
Expenditure*		
Chief Executive Office - City Government Group	4,549	4,533
Internal Audit Group	631	640
	<hr/> 5,180	<hr/> 5,172
Earnings before Interest, tax and depreciation (EBITD)	(5,178)	(5,170)
Interest Expense	0	0
Depreciation	0	0
Operating Surplus/(Deficit)*	(5,178)	(5,171)
* Includes internal transactions.		
Capital Sources	0	50
Capital Applications	0	50

Customer Services Department by Group

	Anticipated Position 2007/2008 (\$000's)	Budget 2008/2009 (\$000's)
Revenue		
Customer Services General Mgmt Group	131	3
Customer & Community Services Group	8,038	8,924
Operations & Maintenance Group	1,016	825
Assessment Services Group	7,703	8,493
Project Delivery Group	219	0
	17,107	18,245
Expenditure*		
Customer Services General Mgmt Group	(472)	(180)
Customer & Community Services Group	21,623	24,819
Operations & Maintenance Group	27,563	28,752
Assessment Services Group	15,289	17,086
Project Delivery Group	4,641	3,610
	68,644	74,087
Earnings before Interest, tax and depreciation (EBITD)	(51,537)	(55,842)
Interest Expense	0	0
Depreciation	7,393	7,588
Operating Surplus/(Deficit)*	(58,930)	(63,430)
* Includes internal transactions.		
Capital Sources	29,671	34,852
Capital Applications	29,671	34,852

Planning and Policy Department by Group

	Anticipated Position 2007/2008 (\$000's)	Budget 2008/2009 (\$000's)
Revenue		
Planning/Policy General Management	20	22
Land Use Group	1	61
Environmental Management Group	5,764	7,430
Community & Social Planning Group	65	65
Economic Development Group	125	140
Infrastructure Development Group	2,760	1,784
Corporate Planning Performance & Risk	3	2
	8,737	9,503
Expenditure*		
Planning/Policy General Management	558	577
Land Use Group	2,342	2,532
Environmental Management Group	3,254	5,280
Community & Social Planning Group	2,600	2,193
Economic Development Group	1,475	1,501
Infrastructure Development Group	3,155	3,957
Corporate Planning Performance & Risk	1,154	1,259
	14,537	17,298
Earnings before Interest, tax and depreciation (EBITD)	(5,800)	(7,795)
Interest Expense	0	0
Depreciation	13,585	15,548
Operating Surplus/(Deficit)*	(19,385)	(23,342)
* Includes internal transactions.		
Capital Sources	12,419	22,100
Capital Applications	12,419	22,100

Corporate Service Department by Group

	Anticipated Position 2007/2008 (\$000's)	Budget 2008/2009 (\$000's)
Revenue		
Corporate Services General Mgmt Group	0	0
Human Resources Group	5	(18)
Financial Services Group	60,798	64,782
Marketing & Communications Group	5	9
Information Management Group	42	7
Legal Services Group	2	2
Corporate Acquisitions Fleet & Facilities Group	746	614
	61,597	65,396
Expenditure*		
Corporate Services General Mgmt Group	(86)	74
Human Resources Group	951	1,071
Financial Services Group	3,240	3,685
Marketing & Communications Group	1,326	1,414
Information Management Group	2,511	2,243
Legal Services Group	502	(16)
Corporate Acquisitions Fleet & Facilities Group	(612)	(361)
	7,832	8,112
Earnings before Interest, tax and depreciation (EBITD)	53,765	57,285
Interest Expense	6,250	1,869
Depreciation	6,338	6,683
Operating Surplus/(Deficit)*	41,176	48,732
* Includes internal transactions.		
Capital Sources	19,518	7,455
Capital Applications	19,518	7,455

Redland Water and Waste Commercialised Business Unit

	Anticipated Position 2007/2008 (\$000's)	Budget 2008/2009 (\$000's)
Operating Revenue		
Rates and Utility Charges	64,753	74,673
Less: Pensioner Remissions	0	0
Fees and Charges	2,127	2,584
Operating Grants and Subsidies	122	10
Operating Contributions and Donations	1,268	512
Interest External	300	476
Gain on Sale of Developed Land	0	0
Other Revenue	4,669	1,425
Total Operating Revenue	73,239	79,680
Operating Expenditure		
Employee Costs	7,932	6,680
Goods and Services	23,035	24,875
Finance Costs Other	5	0
Other Expenditure	0	0
Net Internal Costs*	1,883	1,053
Total Operating Expenditure	32,854	32,609
Earnings before Interest, tax and depreciation (EBITD)	40,385	47,072
Interest expense	1,312	570
Depreciation	21,370	19,476
Operating Surplus/(Deficit)*	17,703	27,025

*Internal transactions consolidated as Net Internal Costs.

Redland Water and Waste - Capital Funding Statement

	Anticipated Position 2007/2008 (\$000's)	Budget 2008/2009 (\$000's)
Sources of Capital Funding		
Capital Contributions and Donations	5,366	9,257
Capital Grants and Subsidies	5	594
Proceeds on Disposal of Non Current Assets	0	0
Net Transfer (to)from Constrained Capital Reserves	(5,366)	(5,391)
Non Cash Contributions	3,822	3,822
New Loans	0	0
Funding from General Revenue	10,469	6,021
Total Sources of Capital Funding	14,296	14,302
Application of Capital Funds		
Developers Non Cash Contributions	3,822	3,822
Capitalised Goods & Services	3,621	9,006
Capitalised Employee Costs	199	124
Loan Redemption	6,654	1,350
Total Application of Capital Funds	14,296	14,302

Redland Water and Waste - Other Budgeted Items

	Anticipated Position 2007/2008 (\$000's)	Budget 2008/2009 (\$000's)
Transfers to Reserve	(5,366)	(9,257)
Transfer from Operating Reserves	252	295
WDV of Disposed Assets	0	0
Tax and Dividends	(7,536)	(9,354)
Internal Capital Structure Financing	(11,168)	(15,696)

Redland Water and Waste - Balance Sheet

	Anticipated Position 2007/2008 (\$000's)	Budget 2008/2009 (\$000's)
Current Assets:		
Cash & Investments	48,153	58,558
Receivables	3,919	3,998
Prepayments	40	41
	52,112	62,597
Non Current Assets:		
Property, Plant & Equipment	723,525	725,568
	723,525	725,568
TOTAL ASSETS	775,637	788,165
Current Liabilities:		
Creditors & Accruals	7,071	7,213
Current Provisions	598	610
	7,669	7,823
Non Current Liabilities:		
Loans (Internal & External)	276,975	280,940
Non Current Provisions	10,585	8,597
	287,560	289,537
TOTAL LIABILITIES	295,229	297,360
NET BUSINESS UNIT ASSETS	480,408	490,805
Business Unit Equity:		
Reserves	461,935	465,446
Retained Earnings	18,473	25,359
TOTAL BUSINESS UNIT EQUITY	480,408	490,805

Redland Water and Waste - Community Service Obligations

Business Activity / Reference	Description	Anticipated Position 2007/2008 \$	Budget 2008/2009 \$
Waste	Clean Up Australia Day	5,890	5,196
Waste	Birkdale Sanitary Landfill	9,360	9,640
Waste	Redland Bay Transfer Station	453	467
Waste	NSI Transfer Station	248,560	384,105
Waste	Bay Island Transfer Station	820,042	794,807
Waste	Giles Rd Hardfill Site	31,200	32,136
Waste	Waste manual service	12,350	31,000
Water	Concession not for profit	144,000	70,678
Water	Concealed leaks	57,931	66,577
Wastewater	Concession not for profit	118,560	147,786
		1,448,346	1,542,392

BUSINESS UNITS SUBJECT TO THE CODE OF COMPETITIVE CONDUCT

In accordance with Section 76 of the *Local Government Finance Standard 2005*, Council's budget must show the following statements where the code of competitive conduct applies.

Caravan Parks Operating Statement

	Anticipated 2007/2008 (\$000's)	Budget 2008/2009 (\$000's)
Revenue		
Operating revenue - Caravan Parks	1,984	2,106
Internal Revenue	0	0
Community Service Obligations	0	0
	1,984	2,106
Expenditure		
Employee Costs	608	638
Materials & Services	717	889
Depreciation	585	574
Internal Expenditure	523	779
Other Full Cost Attribution (Note 1)	47	63
Competitive Neutrality Adjustments (Note 2)	(19)	(26)
	2,460	2,917
Operating Surplus/(Deficit)	(476)	(810)
Income Tax	0	0
Dividend	0	0
Net Increase in Operating Capability	(476)	(810)
<p>Note 1: Other Full Cost Attribution includes Group Manager and Service Manager costs and payroll tax.</p> <p>Note 2: Competitive Neutrality Adjustment is for the increase in Employer Superannuation Contribution compared with industry standards.</p>		

Caravan Parks Balance Sheet

	Anticipated Budget 2007/2008 (\$000's)	Budget 2008/2009 (\$000's)
Current Assets		
Cash	1,108	663
Total Current Assets	1,108	663
Non Current Assets		
Property, Plant and Equipment	7,480	6,724
Total Non Current Assets	7,480	6,724
Total Assets	8,589	7,387
Current Liabilities		
Other Liabilities	66	66
Provisions	67	73
Total Current Liabilities	133	139
Non Current Liabilities		
Loans	3,055	3,153
Provisions	123	90
Total Non Current Liabilities	3,177	3,243
Total Liabilities	3,311	3,382
Net Business Unit Assets	5,278	4,005
Business Unit Equity		
Reserves	5,628	5,165
Retained Earnings	(350)	(1,160)
Total Business Unit Equity	5,278	4,005

School Age Care Operating Statement

	Anticipated 2007/2008 (\$000's)	Budget 2008/2009 (\$000's)
Revenue		
Operating revenue	2,817	3,007
Internal Revenue	0	0
Community Service Obligations	0	0
	<u>2,817</u>	<u>3,007</u>
Expenditure		
Employee Costs	2,421	2,577
Materials & Services	331	315
Depreciation	9	3
Internal Expenditure	305	193
Other Full Cost Attribution (Note 1)	33	179
Competitive Neutrality Adjustments (Note 2)	(144)	(206)
	<u>2,955</u>	<u>3,062</u>
Operating Surplus/(Deficit)	(138)	(55)
Income Tax	0	0
Dividend	0	0
Net Increase in Operating Capability	(138)	(55)
<p>Note 1: Other Full Cost Attribution includes Group Manager and Service Manager costs and payroll tax.</p> <p>Note 2: Competitive Neutrality Adjustment is for the increase in Employer Superannuation Contribution compared with industry standards and the increase in employee wages compared to award.</p>		

School Age Care Balance Sheet

	Anticipated Budget 2007/2008 (\$000's)	Budget 2008/09 (\$000's)
Current Assets		
RCC Contribution from General Reserve	316	67
Cash	2	1
Total Current Assets	318	68
Non Current Assets		
Property, Plant and Equipment	69	29
Total Non Current Assets	69	29
Total Assets	387	97
Current Liabilities		
Other Liabilities	109	125
Provisions	173	77
Total Current Liabilities	282	202
Non Current Liabilities		
Provisions	311	156
Total Non Current Liabilities	311	156
Total Liabilities	593	358
Net Business Unit Assets	(206)	(261)
Business Unit Equity		
Reserves	(0)	(0)
Retained Earnings	(206)	(261)
Total Business Unit Equity	(206)	(261)

Redland Performing Arts Complex Operating Statement

	Anticipated 2007/2008 (\$000's)	Budget 2008/2009 (\$000's)
Revenue		
Operating revenue	175	640
Internal Revenue	4	5
Community Service Obligations	714	938
	892	1,583
Expenditure		
Employee Costs	312	568
Materials & Services	462	795
Depreciation	154	280
Internal Expenditure	59	112
Other Full Cost Attribution (Note 1)	0	59
Competitive Neutrality Adjustments (Note 2)	0	(9)
	987	1,805
Operating Surplus/(Deficit)	(95)	(222)
Income Tax	0	0
Dividend	0	0
Net Increase in Operating Capability	(95)	(222)
<p>Note 1: Other Full Cost Attribution includes Group Manager and Service Manager costs and payroll tax.</p> <p>Note 2: Competitive Neutrality Adjustment is for the increase in Employer Superannuation Contribution compared with industry standards.</p> <p>Note 3: Community Service Obligations is an estimate at this time.</p>		

Redland Performing Arts Complex Balance Sheet

	Anticipated Budget 2007/2008 (\$000's)	Budget 2008/09 (\$000's)
Non Current Assets		
Property, Plant and Equipment	12,431	12,206
Total Non Current Assets	12,431	12,206
Total Assets	12,431	12,206
Current Liabilities		
Provisions	10	10
Total Current Liabilities	10	10
Non Current Liabilities		
Other Liabilities	8	28
Provisions	13	14
Internal Loan	528	886
Loans	11,685	11,036
Total Non Current Liabilities	12,234	11,964
Total Liabilities	12,244	11,974
Net Business Unit Assets	187	232
Business Unit Equity		
Reserves	282	549
Retained Earnings	(95)	(317)
Total Business Unit Equity	187	232

Building Certification Operating Statement

	Budget 2008/2009 (\$000's)
Revenue	
Operating revenue	922
Internal Revenue	248
Council Imposed Obligations	413
	1,583
Expenditure	
Employee Costs	1,081
Materials & Services	192
Depreciation	0
Internal Expenditure	317
Other Full Cost Attribution (Note 1)	51
Competitive Neutrality Adjustments (Note 2)	(26)
	1,615
Operating Surplus/(Deficit)	(32)
Income Tax	0
Dividend	0
Net Increase in Operating Capability	(32)
<p>Note 1: Other Full Cost Attribution includes payroll tax.</p> <p>Note 2: Competitive Neutrality Adjustment is for the increase in Employer Superannuation Contribution compared with industry standards.</p>	

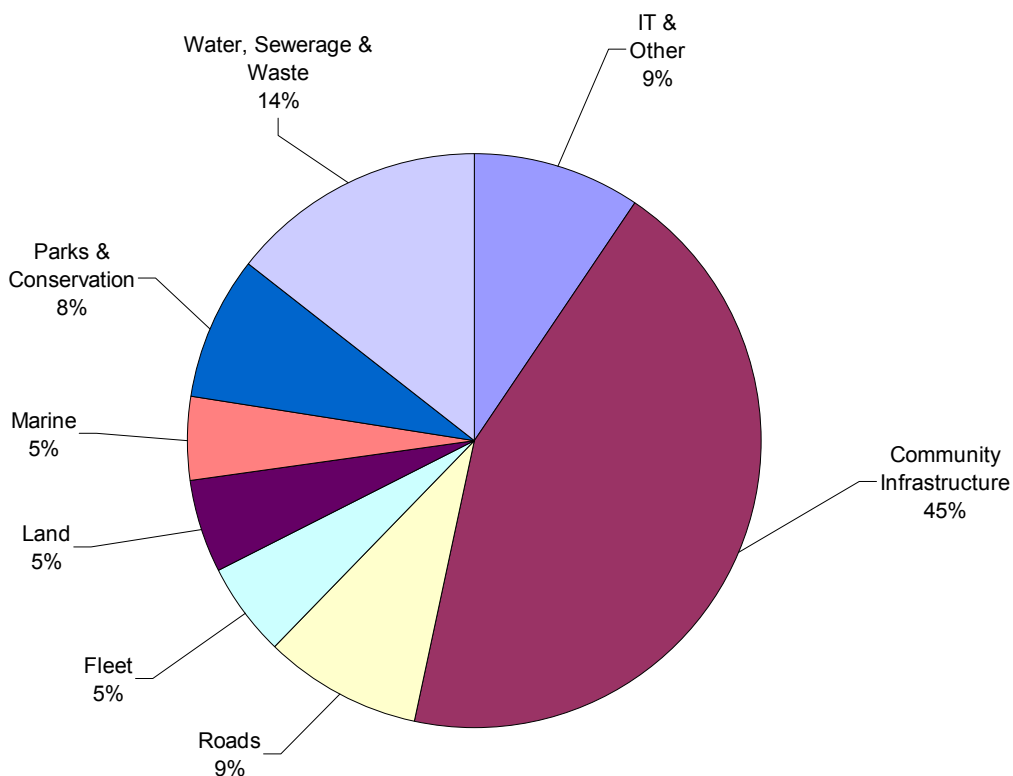
Building Certification Balance Sheet

	Budget 2008/09 (\$'000's)
Current Assets	
Cash	281
Total Current Assets	281
Non Current Assets	
Property, Plant and Equipment	2
Total Non Current Assets	2
Total Assets	283
Current Liabilities	
Provisions	72
Total Current Liabilities	72
Non Current Liabilities	
Provisions	103
Loans	
Total Non Current Liabilities	103
Total Liabilities	175
Net Business Unit Assets	108
Business Unit Equity	
Reserves	140
Retained Earnings	(32)
Total Business Unit Equity	108

CAPITAL EXPENDITURE 2008/2009

Total \$66.5m (excluding contributed assets)

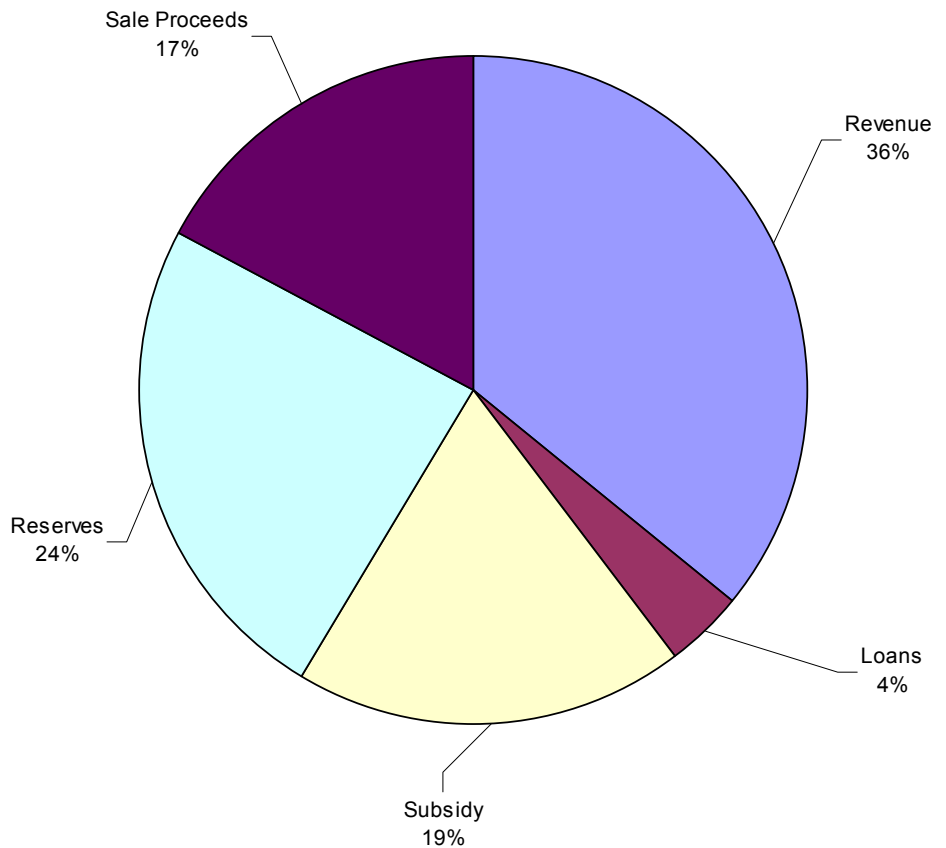
The Capital Expenditure Program aims to provide for upgrades to Council's existing infrastructure to ensure long term sustainability and to make provision for new asset acquisitions, taking advantage of latest advances in technical research. The capital expenditure program planned for 2008/2009 is \$66.5 million. There are significant provisions across all Council departments, the details of which are provided in the Schedule of Capital Works pages 48 to 56.



CAPITAL EXPENDITURE FUNDING SOURCES 2008/2009

Total \$66.5m (excluding contributed assets)

The sources of Capital Expenditure funding are shown below:



SCHEDULE OF CAPITAL WORKS 2008/2009

The Schedule of Capital Works for the 2008/2009 financial year has been planned based upon the priorities of the Corporate Plan and necessary additional infrastructure required throughout the City. Additionally, the program also includes capital investment into Council's technology and capability that will assist in the delivery and maintenance of the infrastructure throughout the City.

Chief Executive Department

Chief Executive Office	\$
enCAPSulate Upgrade (reporting software)	50,000
Total Chief Executive Office	50,000
Total for Chief Executive Office	50,000

Customer Services Department

Customer Services General Management Group	\$
Customer Services Plant Purchases	93,000
Customer Services Furniture Purchases	68,000
Customer Services Capital IT Purchases	16,144
State Emergency Services (SES)	1,600
Total Customer Services General Management Group	178,744

Customer & Community Services Group	\$
Library Book Purchases	922,500
Thankful Rest Caravan Park & Camping Upgrade	368,834
Cylinder Beach Carpark/Road Upgrade	281,000
1st Floor Customer & Community Services Office Refurbishment	118,130
Customer Services Capital IT Purchases	93,183
Performing Arts Centre Opening Operation	55,000
Cleveland Showgrounds	51,000
Library Self Check-in/Check-out System	46,000
Corporate Library	30,800
Cleveland Aquatic Centre	25,500
Community Halls Administration	22,000
Capalaba ITC Refurbishment	18,000
Public Art & Acquisitions	15,690
Cylinder Beach General Park Upgrades	12,540
Caravan Parks and Camping Administration	11,000
Internet Filtering Software for Library	9,800
Redland Art Gallery Awning	8,000
Cleveland Library	6,470
Capalaba Library	5,970
Victoria Point Library	5,210
Redland Art Gallery	5,000
Community Development Grants Database Upgrade	5,000
Library Support Services Administration	1,200
Outreach Services	800
Island Libraries	700
Local History	650
Total Customer & Community Services Group	2,119,977

Operations & Maintenance Group	\$
Transport Trunk Infrastructure	5,464,738
Seal Gravel Roads	1,797,648
Public Carparking	844,064
Residential Street Upgrade Program	544,946
Bitumen Widening	489,100
School Safe	240,800
Reseals & Resurfacing	200,001
Parks Maintenance	150,000
Carparks - Parks & Reserves	72,980
Playgrounds Upgrade	70,000
Drainage Program	60,560
Land Fill Remediation	50,000
SMBI Reserve	50,000
Local Area Traffic Management	49,090
Miscellaneous Administrative Capital Acquisitions	39,994
Conservation Areas	30,000
Parks & Conservation Program	25,000
Lighting Paths/Streets/Walkways	24,581
Roads Maintenance	14,000
Computer Software/Hardware Projects	6,500
Total Operations & Maintenance Group	10,224,001
Assessment Services Group	\$
Customer Services Capital IT Purchases	43,965
School Immunisation Project	10,000
DAOL/PIOL Extension (RRIF project)	4,000
Total Assessment Services Group	57,965

Project Delivery Office	\$
Transport Trunk Infrastructure	7,900,285
Reseals & Resurfacing	3,400,000
Open Space Trunk Infrastructure	3,244,138
Raby Bay Revetment Wall	2,145,131
Cycleway Trunk Infrastructure	1,956,736
Road Reconstruction Program	801,000
Foreshore Protection	649,554
Marine SMBI	382,127
Paths & Trails	302,805
Marine Mainland and NSI	260,974
Upgrade of Caravan Parks	238,900
Improvements to Cleveland Library	213,370
Residential Street Upgrade Program	143,260
Community Development	127,726
Seal Gravel Road	99,835
Miscellaneous Administrative Capital Acquisitions	97,650
Bitumen Widening	62,700
Public Carparking	61,063
Public Amenities	59,000
School Safe	44,800
Building Program	26,750
Local Area Traffic Management	15,559
Sport & Recreation	12,000
Dog Off Leash Areas	10,000
Carparks - Parks & Reserves	9,020
Land Actions	4,000
Drainage Program	3,300
Total Project Delivery Office	22,271,683
Total for Customer Services Department	<u>34,852,370</u>

Redland Water and Waste

Water Supply Group	\$
Pressure Management	1,333,150
Meter Replacement Program	747,000
New Water Services (Mainland & SMBI)	262,500
Retail Water - Unlined Fittings	220,000
Retail Water Main Construction	46,400
Victoria Point ICS - Reticulation	40,050
Contingency Infrastructure - Trunk	37,000
Victoria Point ICS - Trunk	36,143
Water Billing Services	7,519
Minor Water Reticulation Plant And Equipment	5,000
Total Water Supply Group	2,734,763

Waste Water Group	\$
Wastewater SCADA System	360,000
Thorneside WWTP PLC Upgrade	250,000
Major Breakdown and Replacement	248,892
Sewer Pump Station Switchboard	205,000
Sewerage Pump Station Asset Rehabilitation	100,000
Mt Cotton WWTP PLC Upgrade	85,000
Thorneside - Pump Stations	58,380
Capalaba WWTP	50,000
Mains Rehabilitation	50,000
Victoria Point - Pump Stations	41,220
Cleveland - Pump Stations	37,680
Minor Sewer Extensions	32,157
Sewer Pump Station Access Lids & Ladders	20,000
Thorneside - Trunk	9,654
Victoria Point - Trunk	8,370
Dunwich - Pump Stations	5,934
Total Waste Water Group	1,562,287

Waste Group	\$
Bulky Waste Transfer Station	3,728,375
C&D Recovery Site Establishment	350,000
Landfill Gas Redland Bay	300,000
Mobile Garbage Bins	157,549
Minor Capital Improvements	114,000
Macleay Island Waste Transfer Station	100,000
Site Security	37,700
Karragarra Island Waste Transfer Station	25,000
Russell Island Waste Transfer Station	10,000
Lamb Island Waste Transfer Station	10,000
Total Waste Group	4,832,624
Total for Redland Water & Waste	9,129,673

Planning and Policy Department

Land Use Management Group	\$
SMBI Land Exchange Program (offset by land acquired in exchange)	2,760,000
Costs Associated with Sale of Land	150,000
Spatial Analysis & Planning	24,000
Total Land Use Management Group	2,934,000
Environmental Management Group	\$
Conservation Land Acquisitions	4,350,043
SMBI Capital Reserve Project	1,150,000
Cylinder Beach Stage 1	218,800
Waterways - EGW Wood Pond 5	205,000
Shoek/Venman National Park Connection	186,120
Point Lookout Gorge Boardwalk	177,582
Dan Street Track Capalaba	130,914
Parks Upgrade Operation - Standards	100,000
SMBI Open Space Land Acquisition	100,000
Conservation Fauna Land Bridge Design Only	98,000
Environmental Protection Administration	3,030
Total Environmental Management Group	6,719,489

Community & Social Planning Group	\$
Sports Park Development	700,000
Pt Lookout Hall Extension	335,975
Judy Holt Carpark 2008/09	128,915
William Taylor Sportsfield Lighting	104,931
Sportsfield Upgrade General	99,300
Showground - Watercourse	25,220
Sportsfield Irrigation	24,900
Showground - Pavilions	8,400
Miscellaneous Capital Acquisitions - Community & Social Planning	4,120
Amity Pt Land Management Plan Implement.	3,500
Dunwich Land Management Plan Implement.	3,500

Total Community & Social Planning Group **1,438,761**

Infrastructure Planning Group	\$
Bus Stops & Lay Bys	1,035,516
Baythorne/King Collector	903,723
Serpentine Creek Rd - Signals and Kerb & Channel	753,102
Stormwater Trunk Infrastructure Design	639,497
Land Purchase - Above Q100 South of King	620,556
Macleay Island Ramp Carpark	282,413
Victoria Point Bypass	282,413
External Works	99,786
Path & Trail Rehabilitation	94,138
Drainage Renewal	94,138
Land Purchase - Below Q100 South of King	73,427
Footpaths General 2008/09	47,069
Intersection Minor Works	47,069
LATM Program	40,009
DDA Improvements - Bus Stops	37,655
Pathway Lighting	20,240
Beach St LATM, Cleveland	7,874
Summit St Trail Linkage	6,778
Moreton Bay Cycleway	5,648

Total Infrastructure Planning Group **5,091,050**

Corporate Planning, Performance & Risk Group	\$
Performance Management Reporting Software	31,000
Risk & Liability Services	500
Performance (Service Manager)	500
Total Corporate Planning, Performance & Risk Group	32,000
Total for Planning & Policy Department	16,215,300

Corporate Services Department

Human Resources Group	\$
Human Resource System Upgrades	92,000
E-learning Solutions	90,000
Total Human Resources Group	182,000
Marketing & Communications Group	\$
Communications Consulting	10,700
Web Services	5,500
Total Marketing & Communications Group	16,200
Information Management Group	\$
Server Replacement Program - IT	545,230
Peripheral and Communications Replace Program	521,000
Security and Content Filtering Upgrades	100,000
Telecommunications Upgrade	90,000
Replacement IT Asset Management System	61,000
Remote Access Replacement Program - IT	50,000
Computer Rooms Environment	20,000
Development Environment Upgrade	20,000
Corporate Systems/Support	15,000
Wireless LAN	15,000
Network & Voice Services/Support	10,000
Cabling Replacement Program - IT	10,000
Replacement Program for Low End	5,000
IM Research and Development	5,000
Total Information Management Group	1,467,230

Corporate Acquisitions, Fleet & Facilities Group	\$
Fleet Replacement Program	3,631,053
Replacement Compressor Library Building	275,000
Office Equipment and Furniture	88,100
Installation of Anchor Points	75,000
Building Internal Refurbishment	68,206
Security Systems	66,000
Plant and Equipment - Building Management	60,500
Computer Room Air Conditioning Administration Building	50,000
Capalaba Place - Digital Control System	50,000
Install Electronic Pedestrian & Vehicle Gate NSI Depot	40,000
Miscellaneous Capital Acquisitions	37,500
Air Cooled Chiller CH-1 Library Air Conditioning	35,000
Security NSI Depot Sheds	35,000
Sewer Connection to Coochie Amenities	25,000
Fleet Administration - Capital Purchases	23,000
Asphalt Program	20,000
Fixtures and Fittings - Building Management	16,500
Corporate Services Furniture Purchases	16,300
RPAC Digital Control Link Up to RSC Systems	10,000
Total Corporate Acquisitions, Fleet & Facilities Group	4,622,159
Total for Corporate Services Department	6,287,589
TOTAL RCC CAPITAL WORKS 2008/2009	66,534,932

BORROWING POLICY

Head of Power

Section 4(d) of the *Local Government Finance Standard 2005* states that a Local Government must develop a policy about borrowings. Furthermore Council's borrowing activities are governed by the *Statutory Bodies Financial Arrangements Act 1982* and Section 525 of the *Local Government Act 1993*.

Objectives

The objective of the policy is to ensure the sound management of Council's existing and future debt.

Scope

This borrowing policy applies for the 2008/09 financial year. This policy will be reviewed annually and amended as and when required to meet the prevailing circumstances of Council.

POLICY STATEMENT

Borrowing Purposes

- Borrowings will only be used to finance capital works that will provide services now and into the future. No borrowings will be used to finance recurrent expenditure and the operational activities of the Council.
- When seeking funding for capital works Council will, wherever possible, use its existing cash reserves. The use of any existing cash reserves will be subject to maintaining all relevant financial ratios and measures within adopted targets.

Repayments and Repayment Ability

- Borrowings will be undertaken for capital works only where the interest and debt principal repayments can be serviced and relevant financial ratios and measures are maintained within approved targets.
- The existing debt will be repaid to the Queensland Treasury Corporation Debt Pool on a quarterly basis in accordance with the weighted term of the Loan.
- The debt service payments will be made during the first month of the quarter instead of the last month, in order to minimise the interest expense, providing sufficient cash resources are available to Council.
- If sufficient cash resources are available then Council may further consider repaying quarterly instalment(s) in advance.
- Council will continue to discharge this debt in the shortest possible time subject to overall budgetary constraints.
- New loans will be taken up only if the subsequent increase in debt servicing payments allows the total debt servicing ratio to remain within corporate targets.

Debt Term

The term of new loans will be a maximum of twenty years for Water and Waste Water borrowings and a maximum of fifteen years for all other requirements. The debt term shall not exceed the finite life of the related asset.

The expected terms of Council's loans calculated on the estimated market values as at the 1 July 2008 are as follows:

Redland Water and Waste	11.93 Years
Other Council Loans	10.97 Years

Borrowing Sources

Council shall raise all external borrowing at the most competitive rates available and from sources as defined by legislation.

Proposed Borrowings

For the 2008/2009 financial year, in accordance with February 2003 *Local Government Act* amendments, Council has budgeted to raise the borrowings on an entity basis.

This provides Council with improved flexibility in relation to attribution of loans to projects. Current planning by Council is to attribute significant borrowings for the period 2008/09 to 2012/13 to the following major items:

- Road works and drainage
- Public car parking
- Paths & trails, aquatic centre refurbishment and parks upgrades
- Foreshore protection, marine infrastructure & caravan park upgrade
- Bulk waste transfer stations
- Landfill sites

Total borrowing requirements over the next five years are expected to be in the order of, \$2.518 million for 2008/09, \$1.89 million for 2009/10, \$2.103 million for 2010/11, \$2.346 million for 2011/12 and \$2.598 million for 2012/13.

Council currently estimate that a compensation payment of approximately \$80.000 million will be received 1 July 2008 as compensation of assets transferred to the State. This has been recognised as an offset to Council's overall debt in 2008/09. Council will review the requirement for borrowings throughout the 2008/09 year and may adjust repayment scheduling should funds not be required to this level.

Schedule of Total Redland City Council Debt

Debt Schedule	Estimated Opening Balance 1/7/08 \$000's	Budgeted New Loans 2008/09 \$000's	Budgeted Interest 2008/09 \$000's	Budgeted Redemptions 2008/09 \$000's	Estimated Closing Balance 30/6/09 \$000's
General	111,195	2,518	1,869	74,454	39,259
Waste Water	9,635	0	512	1,299	8,336
Water	6,714	0	0	6,714	0
Waste	1,053	0	58	51	1,002
TOTAL	128,597	2,518	2,439	82,518	48,597

Note. Council's debt is expected to decrease significantly from 2007/2008 to 2008/2009 due to the compensation payment from the Queensland State Government for the bulk water assets transferring to state ownership. This compensation payment will be applied to RCC debt and at the time of this publication an estimate of \$80m was used within the above table.

REVENUE POLICY 2008/2009

Head of Power

Section 513A of the *Local Government Act 1993* requires that a local government must prepare and adopt a revenue policy.

Policy Objective

The purpose of this Revenue Policy is to set out the principles used by Council for:

- the making of rates and charges;
- the levying of rates;
- the recovery of rates and charges; and
- the exercise of concession powers in relation to rates and charges.

POLICY STATEMENT

The Making of Rates and Charges

Council makes rates and charges to fund the provision of valuable services to our community. In adopting its annual budget, Council may make rates and charges at a level that will provide for both current and future community requirements.

Council will be guided by the following principles in making rates and charges:

- Transparency – by adopting a 4 year general rating strategy Council clearly outlines its commitment and intentions to the community for the full elected term; and
- Equity – in making rates and charges Council will take into consideration the:
 - cost of the service, activity or facility;
 - different impact and usage patterns of services, activities and facilities by various segments of our community;
 - capacity to pay by limiting the impact of high valuation increases; and
- User Pays – where applicable Council will apply the principle that customers pay for the services they use.

General Rates

General Rate revenue provides essential whole of community services not funded through subsidies, grants, contributions or donations received from other entities, or not provided for by other levies or charges. Council will consider all full cost recovery options before calculating the general rate. The general rate for commercial ratepayers will contribute funds to support economic and tourism promotion across the City.

The Unimproved Capital Valuation for each property determines the amount of the general rate levied, however Council recognises that significant valuation increases can have an adverse effect on ratepayers. For this reason Council will apply a differential rating methodology that takes into consideration the impact and usage patterns of Council services, activities and facilities by various segments of our community, balances distribution, limits the impact of changes in Unimproved Capital Value, and progresses Council's viewpoint that, legislation permitting, the cost and level of services provided to like households should be distributed evenly.

The Levying of Rates

In levying rates, Council will apply the principles of:

- consistency by scheduling the issue of rate notices on a quarterly basis;
- communication by advising ratepayers about rate notice issue dates and by providing meaningful information on rate notices so that ratepayers clearly understand their responsibilities; and
- flexibility by providing a range of payment options that enable payment to be made 24 hours a day, 7 days a week.

The Recovery of Unpaid Rates and Charges

Council will exercise its rate recovery powers in order to reduce the overall rate burden on ratepayers and will be guided by the principles of:

- transparency by making clear the responsibility of ratepayers and the processes used by Council in assisting them to meet their financial obligations;
- cost effectiveness which will be applied through the processes used to recover outstanding rates and charges;
- equity by treating situations of a like kind in a like manner; and
- flexibility by providing payment arrangements to ratepayers in financial difficulty.

The Exercise of Concession Powers in Relation to Rates and Charges

Chapter 14, part 6 of the *Local Government Act 1993* provides Council with the powers to grant concessions to individuals and classes of land owners. Council has determined that pensioners as defined by the *Local Government Act 1993* are entitled to receive concessions on rates and various other services that Council provides to the community. Other charitable organisations, community groups, sporting associations and independent schools may also be entitled to concessions. In exercising these concession powers, Council will be guided by the principles of:

- equity by treating situations of a like kind in a like manner;
- transparency by making clear the requirements necessary to receive concessions; and
- communication by raising the awareness of target groups that may qualify for these concessions.

REVENUE STATEMENT 2008/2009

Differential General Rates

Redland City Council has adopted a differential rating scheme for the 2008/2009 financial year that balances distribution, limits the impact of changes in Unimproved Capital Value and takes into consideration the impact and usage patterns of Council services, activities and facilities by various segments of our community; and progresses Council's viewpoint that, legislation permitting, the cost and level of services provided to like households should be distributed evenly.

The scheme has 34 categories of land:–

Category	Criteria
Residential Mainland 1	Includes all rateable land on the Mainland, Coochiemudlo Island and North Stradbroke Island used for Residential purposes with an unimproved capital valuation of \$178,398 or less that is the registered owner's principal place of residence. This category includes vacant land.
Residential Mainland 2	Includes all rateable land on the Mainland, Coochiemudlo Island and North Stradbroke Island used for Residential purposes with an unimproved capital valuation between \$178,399 and \$389,985 that is the registered owner's principal place of residence. This category includes vacant land.
Residential Mainland 3	Includes all rateable land on the Mainland, Coochiemudlo Island and North Stradbroke Island used for Residential purposes with an unimproved capital valuation between \$389,986 and \$587,406 that is the registered owner's principal place of residence. This category includes vacant land.
Residential Mainland 4	Includes all rateable land on the Mainland, Coochiemudlo Island and North Stradbroke Island used for Residential purposes with an unimproved capital valuation between \$587,407 and \$786,784 that is the registered owner's principal place of residence. This category includes vacant land.
Residential Mainland 5	Includes all rateable land on the Mainland, Coochiemudlo Island and North Stradbroke Island used for Residential purposes with an unimproved capital valuation equal to or greater than \$786,785 that is the registered owner's principal place of residence. This category includes vacant land.
Residential Investment Mainland 1	Includes all rateable land on the Mainland, Coochiemudlo Island and North Stradbroke Island used for Residential purposes with an unimproved capital valuation of \$178,398 or less that is NOT the registered owner's principal place of residence.
Residential Investment Mainland 2	Includes all rateable land on the Mainland, Coochiemudlo Island and North Stradbroke Island used for Residential purposes with an unimproved capital valuation between \$178,399 and \$389,985 that is NOT the registered owner's principal place of residence.

Category	Criteria
Residential Investment Mainland 3	Includes all rateable land on the Mainland, Coochiemudlo Island and North Stradbroke Island used for Residential purposes with an unimproved capital valuation between \$389,986 and \$587,406 that is NOT the registered owner's principal place of residence.
Residential Investment Mainland 4	Includes all rateable land on the Mainland, Coochiemudlo Island and North Stradbroke Island used for Residential purposes with an unimproved capital valuation between \$587,407 and \$786,784 that is NOT the registered owner's principal place of residence.
Residential Investment Mainland 5	Includes all rateable land on the Mainland, Coochiemudlo Island and North Stradbroke Island used for Residential purposes with an unimproved capital valuation equal to or greater than \$786,785 that is NOT the registered owner's principal place of residence.
Commercial Mainland	Includes all rateable land on the Mainland, Coochiemudlo Island and North Stradbroke Island that is used for full commercial or industrial use. This category includes not-for-profit organisations and clubs.
Extractive Industry	Includes all rateable land that is used for quarry or extractive industry purposes. An extractive industry is any activity that removes material substance from the ground.
Major Shopping Centre	Includes all rateable land that is used for the purpose of a major shopping centre that has a leasable area of not less than 5,000m ² .
Residential SMBI 1	Includes all rateable land on Karragarra, Lamb, Perulpa, Macleay and Russell Islands with an unimproved capital valuation of \$120,001 or less that is the registered owner's principal place of residence. This category includes vacant land.
Residential SMBI 2	Includes all rateable land on Karragarra, Lamb, Perulpa, Macleay and Russell Islands with an unimproved capital valuation between \$120,002 and \$141,000 that is the registered owner's principal place of residence. This category includes vacant land.
Residential SMBI 3	Includes all rateable land on Karragarra, Lamb, Perulpa, Macleay and Russell Islands with an unimproved capital valuation between \$141,001 and \$160,000 that is the registered owner's principal place of residence. This category includes vacant land.
Residential SMBI 4	Includes all rateable land on Karragarra, Lamb, Perulpa, Macleay and Russell Islands with an unimproved capital valuation between \$160,001 and \$189,999 that is the registered owner's principal place of residence. This category includes vacant land.
Residential SMBI 5	Includes all rateable land on Karragarra, Lamb, Perulpa, Macleay and Russell Islands with an unimproved capital valuation between \$190,000 and \$230,000 that is the registered owner's principal place of residence. This category includes vacant land.
Residential SMBI 6	Includes all rateable land on Karragarra, Lamb, Perulpa, Macleay and Russell Islands with an unimproved capital valuation between \$230,001 and \$429,999 that is the registered owner's principal place of residence. This category includes vacant land.

Category	Criteria
Residential SMBI 7	Includes all rateable land on Karragarra, Lamb, Perulpa, Macleay and Russell Islands with an unimproved capital valuation equal to or greater than \$430,000 that is the registered owner's principal place of residence. This category includes vacant land.
Residential Investment SMBI 1	Includes all rateable land on Karragarra, Lamb, Perulpa, Macleay and Russell Islands with an unimproved capital valuation of \$119,925 or less that is NOT the registered owner's principal place of residence.
Residential Investment SMBI 2	Includes all rateable land on Karragarra, Lamb, Perulpa, Macleay and Russell Islands with an unimproved capital valuation between \$119,926 and \$142,999 that is NOT the registered owner's principal place of residence.
Residential Investment SMBI 3	Includes all rateable land on Karragarra, Lamb, Perulpa, Macleay and Russell Islands with an unimproved capital valuation between \$143,000 and \$155,000 that is NOT the registered owner's principal place of residence.
Residential Investment SMBI 4	Includes all rateable land on Karragarra, Lamb, Perulpa, Macleay and Russell Islands with an unimproved capital valuation between \$155,001 and \$182,501 that is NOT the registered owner's principal place of residence.
Residential Investment SMBI 5	Includes all rateable land on Karragarra, Lamb, Perulpa, Macleay and Russell Islands with an unimproved capital valuation between \$182,502 and \$202,500 that is NOT the registered owner's principal place of residence.
Residential Investment SMBI 6	Includes all rateable land on Karragarra, Lamb, Perulpa, Macleay and Russell Islands with an unimproved capital valuation between \$202,501 and \$245,000 that is NOT the registered owner's principal place of residence.
Residential Investment SMBI 7	Includes all rateable land on Karragarra, Lamb, Perulpa, Macleay and Russell Islands with an unimproved capital valuation between \$245,001 and \$349,999 that is NOT the registered owner's principal place of residence.
Residential Investment SMBI 8	Includes all rateable land on Karragarra, Lamb, Perulpa, Macleay and Russell Islands with an unimproved capital valuation equal to or greater than \$350,000 that is NOT the registered owner's principal place of residence.
Commercial SMI	Includes all rateable land on Karragarra, Lamb, Perulpa, Macleay and Russell Islands that is used for full commercial or industrial use. This category includes not-for-profit organisations and clubs.

Category	Criteria
Restricted Development Entitlements – Res 1	Includes all rateable land with an unimproved capital valuation of \$111,120 or less that is used, or is intended for residential use or any other purpose other than Commercial or Industrial that has been identified in the <i>Southern Moreton Bay Islands Development Entitlements Protection Regulation 2006</i> that has recognised development potential and where the current owner was in possession of the land immediately before 13 April 2005. The development entitlements, which existed under the ‘superseded’ Transitional Planning Scheme, have been protected on these lots for a period of ten years from the commencement of the Redlands Planning Scheme or until a change in ownership occurs. The protection of development entitlements does not extend to future owners of land included in this category. Land in this category is included in the Conservation Sub-Area CN1 zone of the Redlands Planning Scheme.
Restricted Development Entitlements – Res 2	Includes all rateable land and with an unimproved capital valuation that is between \$111,121 and \$145,936 that is used, or is intended for residential use or any other purpose other than Commercial or Industrial that has been identified in the <i>Southern Moreton Bay Islands Development Entitlements Protection Regulation 2006</i> that has recognised development potential and where the current owner was in possession of the land immediately before 13 April 2005. The development entitlements, which existed under the ‘superseded’ Transitional Planning Scheme, have been protected on these lots for a period of ten years from the commencement of the Redlands Planning Scheme or until a change in ownership occurs. The protection of development entitlements does not extend to future owners of land included in this category. Land in this category is included in the Conservation Sub-Area CN1 zone of the Redlands Planning Scheme.
Restricted Development Entitlements – Res 3	Includes all rateable land and with an unimproved capital valuation equal to or greater than \$145,937 that is used, or is intended for residential use or any other purpose other than Commercial or Industrial that has been identified in the <i>Southern Moreton Bay Islands Development Entitlements Protection Regulation 2006</i> that has recognised development potential and where the current owner was in possession of the land immediately before 13 April 2005. The development entitlements, which existed under the ‘superseded’ Transitional Planning Scheme, have been protected on these lots for a period of ten years from the commencement of the Redlands Planning Scheme or until a change in ownership occurs. The protection of development entitlements does not extend to future owners of land included in this category. Land in this category is included in the Conservation Sub-Area CN1 zone of the Redlands Planning Scheme.

Category	Criteria
Constrained	<p>Includes all rateable land that has been identified as having an insurmountable drainage constraint such that it is unlikely a development permit, or permits, for the erection of a dwelling house on the land would be granted. Includes some rateable land that has been identified as having significant conservation values. All rateable land included in this category identified with insurmountable drainage problems or conservation values is zoned Conservation Sub-Area CN1 in the Redlands Planning Scheme.</p> <p>This category also includes all rateable land on the Southern Moreton Bay Islands that is vacant and has been included within the Open Space zone of the Redlands Planning Scheme.</p>
Subdividers	<p>In accordance with Section 25 of the <i>Valuation of Land Act 1944</i> (Valuation-discounting for subdivided land), for the purpose of levying the General Rate the Unimproved Capital Valuation (UCV) of land subject to this Section will be discounted by 40%. Furthermore, a minimum general rate will not apply to this land in accordance with Section 967 (4) of the <i>Local Government Act 1993</i>.</p>

A separate rate-in-the-dollar and minimum general rate will apply to land identified within each category. The minimum general rate will be applied to land below a certain (threshold) valuation and is determined by Council's opinion of what reflects a fair contribution towards the services provided to all ratepayers as well as basic general administration costs.

The following table shows the rate in the dollar, minimum general rate, threshold valuation, and attribute type for each rating category.

Category	Rate in \$	Min. Gen. Rate \$	Threshold Valuation \$	Attribute Type
Res Mainland 1	0.00479732	601.29	125,338.73	GR20
Res Mainland 2	0.00412570	855.83	207,438.73	GR20
Res Mainland 3	0.00393380	1,608.96	409,009.10	GR20
Res Mainland 4	0.00374191	2,310.74	617,529.55	GR20
Res Mainland 5	0.00355002	2,944.07	829,310.82	GR20
Res Invest Mainland 1	0.00491725	616.32	125,338.34	GR25
Res Invest Mainland 2	0.00422884	877.23	207,439.86	GR25
Res Invest Mainland 3	0.00403215	1,649.18	409,007.60	GR25
Res Invest Mainland 4	0.00383546	2,368.51	617,529.57	GR25
Res Invest Mainland 5	0.00363877	3,017.68	829,313.20	GR25
Commercial Mainland	0.00491725	613.55	124,775.02	GR21
Extractive Industry	0.01415209	1,062.08	75,047.57	GR22
Major Shop. Centre	0.00815544	3,379.37	414,370.04	GR23
Res SMBI 1	0.00685847	761.29	110,999.97	GR30

Category	Rate in \$	Min. Gen. Rate \$	Threshold Valuation \$	Attribute Type
Res SMBI 2	0.00660431	823.02	124,618.62	GR30
Res SMBI 3	0.00639999	931.21	145,501.78	GR30
Res SMBI 4	0.00579991	1,024.00	176,554.46	GR30
Res SMBI 5	0.00539999	1,101.98	204,070.74	GR30
Res SMBI 6	0.00496222	1,242.00	250,291.20	GR30
Res SMBI 7	0.00461354	2,133.75	462,497.34	GR30
Res Invest SMBI 1	0.00702993	776.32	110,430.68	GR35
Res Invest SMBI 2	0.00662555	822.50	124,140.63	GR35
Res Invest SMBI 3	0.00636053	947.45	148,957.71	GR35
Res Invest SMBI 4	0.00620611	985.88	158,856.35	GR35
Res Invest SMBI 5	0.00567866	1,132.62	199,451.98	GR35
Res Invest SMBI 6	0.00530001	1,149.93	216,967.51	GR35
Res Invest SMBI 7	0.00512201	1,298.50	253,513.75	GR35
Res Invest SMBI 8	0.00461712	1,792.70	388,272.34	GR35
Commercial SMBI	0.00686032	773.55	112,757.13	GR31
RDE – Res 1	0.00709955	761.29	107,230.73	GR24
RDE – Res 2	0.00676666	788.90	116,586.32	GR24
RDE – Res 3	0.00634783	987.50	155,564.97	GR24
Constrained	0.00479732	113.05	23,565.24	GR06
Subdividers	0.00491725	N/a	N/a	GR05

Limitation on Increase of General Rates

Council recognises that significant valuation increases have an adverse effect on ratepayers and as such will cap general rate increases on the following categories of land to a maximum of:

- 12% pa on all land categorised within the rating categories of Residential Mainland 1 to 5 and Constrained;
- 15% pa on all land categorised in Residential Investment Mainland 1 to 5;
- 20% pa on all land categorised within the rating category of Major Shopping Centre; and
- 40% pa on all land categorised in Residential SMBI, Residential Investment SMBI and Restricted Development Entitlements.

In the event a general rate has not been levied on a property for the whole of 2007/2008, Council will calculate the corresponding annual amount that would have been applied for the whole of 2007/2008 to determine whether a cap will apply in 2008/2009.

In the event that the ownership of a property is transferred (excluding Transmission by Death or Record of Death) or there is a change to the rating category, the cap will be removed from the first day of the next financial year for a period of 12 months. On expiry of this period the property will become eligible for capping, except in the event the property is on-sold during that financial year.

Utility Charges

Utility charges are made and levied in accordance with Sections 963, 973, 973A, and 973AA of the *Local Government Act 1993*, and Council's policies:

- Corporate Policy POL-3028 — Application of Water Charges;
- Corporate Policy POL-3045 – Application of Water Charges for Nursing Homes and Retirement Villages;
- Corporate Policy POL-3027 — Wastewater Services – Application of Charges
- Corporate Policy POL-2836 — Waste and Recycling Collection Services; and
- Statutory Policy POL-1234 — Trade Waste Policy

Council will apply utility charges for all Community Titles Scheme land according to Sections 195 and 196 of the *Body Corporate and Community Management Act 1997*.

Water Charges

Water charges are set as a two part tariff - an access charge and a consumption charge. This is a requirement of the *Local Government Act 1993* to satisfy National Competition Policy. The prices are set to eventually recover sufficient revenue so that the water supply business covers its costs including a contribution to Council and a return on the assets employed in the business. This full cost pricing is also a requirement of National Competition Policy.

Access Charges

Access charges will be applied on a per lot basis, except where adjoining residential lots in the same ownership name are amalgamated for rating purposes and either-

- the main roof structure of an occupied dwelling is constructed over the adjoining boundary line of those lots, or
- one of the adjoining lots would, if sold separately, be unable to lawfully accommodate a dwelling, or
- one of the adjoining lots would not be issued a building permit unless an existing approved structure was removed,

then Water Access charges will be applied against such adjoining lots as if they are one lot. All other adjoining lots will be charged Water Access charges on a per lot basis.

Base Rate BW01, BW03, BW04 (domestic)	\$207.00 per meter/lot
Base Rate BW02 (caravan parks)	\$51.75 per unit

Units, Flats, Guest Houses, Multiple Dwellings 20mm to 150mm and Residential 25mm to 150mm		
Meter Size	Attribute Type	Charge
20mm	BM20	\$207.00
25mm	BM25	\$323.00
32mm	BM32	\$530.00
40mm	BM40	\$828.00
50mm	BM50	\$1,294.00
80mm	BM80	\$3,312.00
100mm	BM100	\$5,175.00
150mm	BM150	\$11,644.00
Commercial and Industrial		
Meter Size	Attribute Type	Charge
20mm	BW20	\$269.00
25mm	BW25	\$420.00
32mm	BW32	\$689.00
40mm	BW40	\$1,076.00
50mm	BW50	\$1,682.00
80mm	BW80	\$4,306.00
100mm	BW100	\$6,728.00
150mm	BW150	\$15,137.00

Consumption Charge

The consumption charge is calculated on a tiered basis for Residential and Concessional, and at a flat rate for Non-residential and Council.

WC01 Residential (Domestic, Caravan Parks, Units, Flats, Guest Houses, Multiple Dwellings) WC03 Concessional	
<ul style="list-style-type: none"> • First 400 litres per day (146kl pa) • Between 401 and 800 litres per day (146kl to 292kl pa) • Above 800 litres per day (292kl pa) 	<ul style="list-style-type: none"> \$1.28 per kilolitre \$1.62 per kilolitre \$1.96 per kilolitre
WC02 Non-residential (Commercial, Industrial)	\$1.96 per kilolitre
WC04 Council	\$1.96 per kilolitre
Recycled Water	\$1.28 per kilolitre

Wastewater Charges

Wastewater [sewerage] charges are set as one tariff based on sewer units. Commercial and industrial properties are charged on a per lot and/or, per pedestal or equivalent pedestal (urinal) basis. The prices are set to eventually recover sufficient revenue so that the sewerage business covers its costs including a contribution to Council and a return on the assets employed in the business. This full cost pricing is also a requirement of National Competition Policy.

Developed residential and vacant residential properties are charged for 25 sewer units.

Residential wastewater charges will be applied on a per lot basis, except where adjoining residential lots in the same ownership name are amalgamated for rating purposes and either-

- the main roof structure of an occupied dwelling is constructed over the adjoining boundary line of those lots, or
- one of the adjoining lots would, if sold separately, be unable to lawfully accommodate a dwelling, or
- one of the adjoining lots would not be issued a building permit unless an existing approved structure was removed,

then wastewater charges will be applied against such adjoining lots as if they are one lot. All other adjoining lots will be charged wastewater charges on a per lot basis.

Some seweraged properties are required to pay trade waste charges if they discharge higher strength waste to the sewer. Trade waste charges are comprised of three parts, one for access, one based on the volume and one based on strength and quantity of waste accepted by Council for treatment. The same philosophy for setting wastewater charges applies for trade waste charges.

Base Charge (SW01)	\$25.40 per unit	
Trade Waste Generator Charge (TP01)	\$279.00 pa	
Trade Waste Discharge – Volume (TW01):	\$1.55 per kl	
Trade Waste Discharge – Quantity (TW01):	Biochemical oxygen demand (B.O.D)	\$1.14 per kg
	Chemical oxygen demand (C.O.D)	\$1.14 per kg
	Total suspended solids (N.F.R.)	\$0.51 per kg
	Oil & Grease	\$0.51 per kg
	Phosphorous	\$4.69 per kg
	Nitrogen	\$1.41 per kg
	Food waste disposal units based on power of motor.	\$24.20 (As charge “C” in Trade Waste Environmental Plan.)
	Constant “d” for use when determining ‘additional charge’ for excess strength waste.	1.2 (Refer Trade Waste Environmental Plan.)

Waste/Recycling Charges

The waste/recycling charge is determined by Council to ensure that it is able to cover costs associated with the provision of the service. The costs include payment to contractors for both refuse collection and a kerbside recycling service (for waste/recycling charges Island is deemed to be the Southern Moreton Bay Islands, North Stradbroke Island and Coochiemudlo Island). Disposal costs are also factored into the charge to cover contractor costs for disposal, site development works, environmental monitoring, management and

administration costs as well as land replacement costs associated with the consumption of the current landfill by residents and other users.

	Mainland		Island	
	Charge Code	Annual Amount	Charge Code	Annual Amount
240 litre Refuse/240 litre Recycling Collection	RF01	\$230	RF201	\$245
240 litre Additional Refuse Bin (RF09)	RF09	\$144	RF209	\$155
240 litre Refuse Bin – Temporary service (= < 3 months Mainland only) RF13	RF13	\$6 per lift	N/a	N/a
120 litre/140 litre Refuse/240 litre Recycling Collection (RF15)	RF15	\$190	RF215	\$205
120 litre/140 litre Refuse – Temporary service (= < 3 months Mainland only) (RF12)	RF12	\$5 per lift	N/a	N/a
240 litre Recycling Bin (RF16)	RF16	\$80	RF216	\$90
240 litre Recycling Bin – Temporary (= < 3 months Mainland only) (RF14)	RF14	\$8 per lift	N/a	N/a

Services in excess of those listed in the schedule are subject to Special Quotation.

Refuse Bulk Bin Size (m ³)	MAINLAND 1 Service per week – Annual Charge		ISLAND 1 Service per week – Annual Charge	
	Charge code	Amount	Charge code	Amount
0.66	RF20	\$674	RF100	\$16,865
1.10	RF23	\$2,126	RF103	\$19,133
1.50	RF26	\$1,852	RF106	\$2,788
2.25	RF29	\$2,724	RF109	\$4,087
3.00	RF32	\$3,627	RF112	\$5,359
4.00	RF35	\$4,744	RF115	\$6,904
Additional Refuse Service	MAINLAND 1 Service per week		ISLAND 1 Service per Week	
	Charge code	Amount	Charge code	Amount
0.66	RF21	\$31	RF101	\$325
1.10	RF24	\$41	RF104	\$368
1.50	RF27	\$36	RF107	\$65
2.25	RF30	\$53	RF110	\$90
3.00	RF33	\$70	RF113	\$115
4.00	RF36	\$92	RF116	\$145

Temporary Refuse (1-3 months)	MAINLAND 1 Service		ISLAND 1 Service	
	Charge code	Amount	Charge code	Amount
0.66	RF22	\$47	RF102	\$359
1.10	RF25	\$58	RF105	\$402
1.50	RF28	\$60	RF108	\$77
2.25	RF31	\$67	RF111	\$97
3.00	RF34	\$84	RF114	\$121
4.00	RF37	\$105	RF117	\$150

Recycle Bulk Bin Size (m ³)	MAINLAND 1 Service per fortnight - Annual Charge		ISLAND 1 Service per fortnight - Annual Charge	
	Charge code	Amount	Charge code	Amount
0.66	RF60	\$4,627	RF130	\$6,968
1.10	RF63	\$4,785	RF133	\$7,126
1.50	RF66	\$1,019	RF136	\$1,800
2.25	RF69	\$1,478	RF139	\$2,596
3.00	RF72	\$1,938	RF142	\$3,337
4.00	RF75	\$2,473	RF145	\$4,155
Additional Recycle Service	MAINLAND 1 Service per fortnight		ISLAND 1 Service per fortnight	
0.66	RF61	\$178	RF131	\$268
1.10	RF64	\$185	RF134	\$275
1.50	RF67	\$152	RF137	\$280
2.25	RF70	\$170	RF140	\$290
3.00	RF73	\$188	RF143	\$301
4.00	RF76	\$208	RF146	\$315
Temporary Recycle (1 -3 months)	MAINLAND 1 Service		ISLAND 1 Service	
0.66	RF62	\$66	RF132	\$122
1.10	RF65	\$72	RF135	\$128
1.50	RF68	\$77	RF138	\$134
2.25	RF71	\$87	RF141	\$143
3.00	RF74	\$98	RF144	\$154
4.00	RF77	\$112	RF147	\$168

Separate Charges

Environment Separate Charge

In accordance with Section 972 of the *Local Government Act 1993* Council has determined that the community in general will benefit from the protection, management, promotion and enhancement of biodiversity – including koala habitat, bushland, greenspace, waterways, catchments, air and coastal ecosystems in the City – that cannot be effectively protected through Council's regulatory powers, or management programs.

The charge has a capital and an operational component. The capital component is predominantly directed towards land purchase, acquisition of the conservation interests in land, and the funding of ancillary facilities that support or enhance environmental outcomes. The operational component is predominantly directed towards waterway and land management, rehabilitation, implementation of environment policies and strategies — including the Koala Policy and Strategy — and strengthening stewardship of the natural environment.

The charge is applied on a per lot basis.

Separate Charge	Charge Amount	Charge Basis
Environment Charge (EN01)	\$87.80	Charge per lot

Landfill Remediation Separate Charge

In accordance with Section 972 of the *Local Government Act 1993* Council has determined that the community in general will benefit from the monitoring and remediation of all landfills closed prior to July 1998 and the landfill at Myora North Stradbroke Island, excluding all other operational landfills such as Birkdale and Giles Road, to prevent environmental harm. The charge is applied on a per lot basis and will be subject to Council's Farming Concession.

Separate Charge	Charge Amount	Charge Basis
Landfill Remediation Charge (EN03)	\$26.00	Charge per lot

Special Charges

Amended Raby Bay Canal Special Charge

In accordance with Section 971 of the *Local Government Act 1993*, Council will make and levy a special charge to be known as the Amended Raby Bay Canal Special charge on the rateable land described below to fund the cost of, and repayment of loan funds used for:

- a. the adoption of the annual implementation plan for the 2008/2009 financial year for the Amended Raby Bay Canal Special Charge; and
- b. to undertake a program of works to provide for the long term maintenance, integrity and effectiveness of the revetment walls;

The service facility or activity for which this overall plan is made is the cleaning, dredging, maintenance to navigational aids and wall repairs to canals and outlet channels. It is Council's opinion that this service, facility or activity provides a special benefit to land by ensuring access to the canals and by ensuring the maintenance and integrity of the canal walls retaining the properties fronting the canals.

The rateable land to which this special charge be levied is identified in the benefited areas maps RBC-3 and RBC-3-1, excluding land that does not have access to a canal, which comprises all of the land which will specially benefit from the service, facility and activity provided through this special charge. In Council's opinion units in home unit developments and marina berths in the Raby Bay Canal Estate do not receive the same amount of benefit as standard lots and the charges for these types of land have been reduced accordingly.

The overall plan for the City Canals – Special Charge works was adopted by Council on 12 July 2000 and the Annual Implementation Plan for 2008/2009 on 17 June 2008.

Charge Basis	Charge Amount
Per standard lot (CA01)	\$1,500.00
Per unit in a home unit development (CA03)	\$ 765.00
Per marina berth (CA05)	\$ 675.00

Amended Aquatic Paradise Canal Special Charge

In accordance with Section 971 of the *Local Government Act 1993*, Council will make and levy a special charge to be known as the Amended Aquatic Paradise Canal Special charge on the rateable land described below to fund the cost of, and repayment of loan funds used for:

- a. the adoption of the annual implementation plan for the 2008/2009 financial year for the Amended Aquatic Paradise Canal Special Charge; and
- b. to undertake a program of works to provide for the long term maintenance, integrity and effectiveness of the revetment walls;

The service facility or activity for which this overall plan is made is the cleaning, dredging, maintenance to navigational aids and wall repairs to canals and outlet channels. It is Council's opinion that this service, facility or activity provides a special benefit to land by ensuring access to the canals and by ensuring the maintenance and integrity of the canal walls retaining the properties fronting the canals.

The rateable land to which this special charge be levied is identified in the benefited areas map APC-3, excluding land that does not have access to a canal, which comprises all of the land which will specially benefit from the service, facility and activity provided through this special charge.

The overall plan for the City Canals – Special Charge works was adopted by Council on 12 July 2000 and the Annual Implementation Plan for 2008/2009 on 17 June 2008.

Charge Basis	Charge Amount
Per standard lot (CA02)	\$1,530.88
Per marina berth (CA04)	\$1,530.88

Lake Levy

In accordance with Section 971 of the *Local Government Act 1993* Council has determined that waterfront land identified in the Benefited Area Map SWL-1 will specially benefit from the service, facility, or activity provided through the Lake Levy Special Charge. These include defined maintenance work on the lake including repairs to revetment walls, dredging, lake edge and fringe treatments including scheduled vegetation and debris removal as required. Council adopted the Overall Plan for this charge on 12 July 2000 and the Annual Implementation Plan for 2008/2009 on 17 June 2008.

Special Charge	Charge Amount	Charge Basis
Lake Levy (LA01)	\$882.75	Charge per lot

Rural Fire Levy

In accordance with Section 971 of the *Local Government Act 1993* and Section 128A of the *Fire and Rescue Service Act 1990* Council has determined that each parcel of rateable land identified as the whole of Karragarra, Lamb, Macleay, Perulpa and Russell Islands will specially benefit from the service, facility or activity provided through the Rural Fire Levy Special Charge. Funds raised will be contributed to the rural fire brigades within the benefited area to purchase and maintain equipment and provide a fire service to properties in the benefited area. Council adopted the Overall Plan for this charge on 12 July 2000 and the Annual Implementation Plan for 2008/2009 on 17 June 2008. The charge will be subject to Council's Farming Concession.

Special Charge	Charge Amount	Charge Basis
Karragarra, Macleay, and Perulpa Islands Rural Fire Levy (FL02)	\$30.00	Charge per lot
Lamb and Russell Island Rural Fire Levy (FL03)	\$10.00	Charge per lot

Interest on Overdue Rates

Interest will be charged on overdue rates. Interest will accrue at 11% per annum, compound interest calculated on daily balances.

Pensioner Concessions

Pensioner concessions on General Rates are provided to eligible pensioner ratepayers on the basis of Council's Policy POL-2557 Council Pensioner Rebate Policy.

The concessions are:

For ratepayers in receipt of a maximum pension	\$300.00 per financial year
For ratepayers in receipt of a War Widows' pension	\$240.00 per financial year
For ratepayers NOT in receipt of maximum pension	\$150.00 per financial year

A Pensioner concession on Separate and Special charges (Canal, Lake, Environment, Landfill Remediation and Rural Fire charges) is available to pensioners who fulfil the eligibility criteria established in Council's Corporate Policy POL-2557 and are owner/occupiers of adjoining residential lots in the same ownership name, which are amalgamated for rating purposes, and either-

- the main roof structure of an occupied dwelling is constructed over the adjoining boundary line of those lots, or
- one of the adjoining lots would, if sold separately, be unable to lawfully accommodate a dwelling, or
- one of the adjoining lots would not be issued a building permit unless an existing approved structure was removed,

whereby only one of each separate and special charge that may be properly made and levied on the adjoining lots will be applied. All other adjoining lots will be charged Separate and Special charges on a per lot basis.

Farming Concessions

In accordance with Section 1035A of the *Local Government Act 1993* Council will provide a concession to property owners whose land is being used for the business of farming (primary production) to assist and encourage endurance in their particular industry, which will benefit the economic development of the City as a whole.

1. The Concession is available to land owners that are carrying on a business of primary production on contiguous parcels of land in the same ownership name. Land will be considered contiguous when separated by a road. Land will not be considered contiguous where water connections are made to separate parcels of land.
2. For the purposes of administration the definition of 'primary production' will be taken from Subsection 6(1) *Income Tax Assessment Act 1936*:
 - a) The cultivation of land;
 - b) The maintenance of animals or poultry for the purpose of selling them or their bodily produce, including natural increase;
 - c) Fishing operations which means:
 - operations relating directly to the taking or catching of fish, turtles, dugong, crustacean or oysters or other shellfish;
 - pearling operations; and includes
 - oyster farming; but does not include whaling.
 - d) Forest operations, which include:
 - the planting or tending in a plantation or forest of trees intended for felling;
 - the felling of trees in a plantation or forest;
 - e) horticulture;

and includes the manufacture of dairy produce by the person who produced the raw material used in that manufacture.

3. In accordance with Section 1035A of the *Local Government Act 1993*, for all such land parcels defined in point 1 above, Council will remit all but one of each Water Access, Sewerage, Separate and Special charge that may be properly made and levied on the subject land parcels.

Other Matters

- All non-cash expenses, with the exception of depreciation, are fully funded by revenue to maintain the operating capability of Council. The total level of unfunded depreciation will be assessed in conjunction with the funding requirements of future capital works. Council has developed and implemented 26 Individual Asset Management Plans. Their purpose is to provide a holistic approach to physical asset management and to assist in identifying asset maintenance, operational and capital renewal and upgrade costs for Council to provide appropriate services and service levels to the community. The 2008/2009 budget reflects the requirements of these asset management plans.
- Specific charges for new developments are set on an annual basis as part of the budget process. These charges are set at a level to meet the proportional demand in use of and/or augmentation of infrastructure provisions to service the new development.
- Council intends to increase its operating capability to provide a high level of services to an expanding population.
- Council has set regulatory fees at a level to recover up to the full cost price of administering the fee. This includes direct and indirect costs, operating and maintenance overheads, and use of capital. Some regulatory fees may be subsidised by revenue representing community service obligations to achieve policy objectives and desired community outcomes.

ANNUAL RATES COMPARISON

The following tables provide a comparison between 2007/2008 and 2008/2009 for sample properties in the differential residential rating categories of Residential Mainland 1 and 4, and Southern Moreton Bay Islands Residential 1.

Residential Mainland 1 – Minimum General Rate

	2007/2008	2008/2009	Change	Change
	\$	\$	\$	%
Unimproved capital valuation (UCV) Rate in the dollar	54,500 Min. Gen.	54,500 Min. Gen.	0.00	0.0%
<u>Rates and Charges</u>				
General Rate	556.75	601.29	44.54	8.0%
Environmental Charge	72.80	87.80	15.00	20.6%
Landfill Remediation Charge	18.00	26.00	8.00	44.4%
Water Access	197.00	207.00	10.00	5.1%
Water Consumption (200kl pa)	153.50	274.36	120.86	78.7%
Sewerage	595.00	635.00	40.00	6.7%
Waste / Recycling	225.00	230.00	5.00	2.2%
TOTAL Rates and Charges	1,818.05	2,061.45	243.40	13.4%

Average UCV - Residential Mainland 2

	2007/2008	2008/2009	Change	Change
	\$	\$	\$	%
Unimproved capital valuation (UCV) Rate in the dollar	208,143 0.00397584	208,143 0.00412570	0.00	0.0%
<u>Rates and Charges</u>				
General Rate	827.54	858.73	31.19	3.8%
Environmental Charge	72.80	87.80	15.00	20.6%
Landfill Remediation Charge	18.00	26.00	8.00	44.4%
Water Access	197.00	207.00	10.00	5.1%
Water Consumption (200kl pa)	153.50	274.36	120.86	78.7%
Sewerage	595.00	635.00	40.00	6.7%
Waste / Recycling	225.00	230.00	5.00	2.2%
TOTAL Rates and Charges	2,088.84	2,318.89	230.05	11.0%

SMBI Residential 1 – Minimum General Rate

	2007/2008	2008/2009	Change	Change
	\$	\$	\$	%
Unimproved capital valuation (UCV) Rate in the dollar	54,500 Min. Gen.	54,500 Min. Gen.	0.00	0.0%
<u>Rates and Charges</u>				
General Rate	636.75	761.29	124.54	19.6%
Environmental Charge	72.80	87.80	15.00	20.6%
Landfill Remediation Charge	18.00	26.00	8.00	44.4%
Rural Fire Levy	30.00	30.00	0.00	0%
Water Access	197.00	207.00	10.00	5.1%
Water Consumption (200kl pa)	153.50	274.36	120.86	78.7%
Waste / Recycling	225.00	245.00	20.00	8.9%
TOTAL Rates and Charges	1,333.05	1,631.45	298.40	22.4%

Residential 4 – (Amended Raby Bay Canal Special Charge)

	2007/2008	2008/2009	Change	Change
	\$	\$	\$	%
Unimproved capital valuation (UCV) Rate in the dollar	670,000 0.00361440	670,000 0.00374191	0.00	0.0%
<u>Rates and Charges</u>				
General Rate	2,421.64	2,507.07	85.43	3.5%
Environmental Charge	72.80	87.80	15.00	20.6%
Landfill Remediation Charge	18.00	26.00	8.00	44.4%
Canal Charge	1,350.00	1,500.00	150.00	11.1%
Water Access	197.00	207.00	10.00	5.1%
Water Consumption (200kl pa)	153.50	274.36	120.86	78.7%
Sewerage	595.00	635.00	40.00	6.7%
Waste / Recycling	225.00	230.00	5.00	2.2%
TOTAL Rates and Charges	5,032.94	5,467.23	434.29	8.6%



PO Box 21, Cleveland Qld 4163
phone 07 3829 8999 fax 07 3829 8765

For more information visit our website www.redland.qld.gov.au
or www.more2redlands.com.au