

Operational Plan 2020-2021



About the Operational Plan

The Operational Plan 2020-2021 (The Plan) is a key plan for Redlands Coast. The Plan translates the commitments set out in our Corporate Plan 2018-2023, into annual measurable activities and actions that Council will undertake within the year to progress achievement of our strategic objectives and priorities.

Council's Strategic Planning Framework depicts the links between the Redlands 2030 Community Plan, the Corporate Plan and strategies driving a tangible set of organisational activities through the annual Operational Plan and Budget.



The *Local Government Act 2009* along with the *Local Government Regulation 2012* requires Council to adopt an annual operational plan. In accordance with the legislation, an annual operational plan shall:

- be consistent with Council's annual budget
- state how Council will progress implementation of the Corporate Plan
- manage operational risks
- include an annual performance plan for each commercial business unit of Council.

Council must undertake its responsibilities in a way consistent with its annual operational plan and may amend the Plan at any time by resolution. Council shall monitor progress against the Plan and present updates to Council quarterly.

Managing operational risks

Council has a comprehensive Enterprise Risk Management Framework which follows the principles set out in the Australian Standard AS/NZS ISO 31000:2018 Risk Management – principles and guidelines.

Council is committed to:

- promoting a culture of awareness and the active management of risks
- all staff (and other stakeholders) assuming responsibility for managing risks within their own areas
- regular education and training for staff in risk management practices
- regular assessment of risk exposure and the development of treatment plans to reduce levels of risk
- prioritisation of risks so resources can be allocated to managing high priority risks
- regular monitoring of risk management plans to ensure they are achieved
- developing systems that continually improve the ability to manage risks and reduce exposures.

Council maintains risk registers for strategic, operational and project level risks, which are overseen by the Operational Risk Management Committee.

Council's goal is to eliminate all risks which fall within the extreme category and to manage high risks without inhibiting the necessary functions of Council. In circumstances where risk cannot be eliminated, effective risk management strategies are put in place to ensure Council can deliver on its obligations.

Risks should only be accepted when one or more of the following apply:

- the financial cost of reducing the risk outweighs the benefits
- the reduction of one risk creates one or more risks of an equal or greater risk rating
- removal of the risk significantly interferes with the achievement of Council's objectives and/or outcome of delivery.



VISION OUTCOME

1

Healthy Natural Environment

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

Our Corporate Plan commitments

- Undertake ecological restoration activities on Council-owned and managed lands.
 - Implement programs to reduce sediments and nutrients in waterways.
 - Manage critical habitat for threatened species.
 - Coordinate community response to wildlife management issues.
 - Deliver education extension programs in land conservation and waterways management.
 - Map the range of experiences available to visitors and encourage the community's use of the City's popular conservation areas.
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1.1 Redland's natural assets including flora, fauna, habitats, biodiversity, ecosystems and waterways are managed, maintained and monitored.

1.1.1 Plan and progress a program to improve conservation management and protect natural assets.

- a) Progress actions under the Redlands Coast Biosecurity Plan 2018-2023 for the control of weeds.
- b) Progress actions identified in the Wildlife Connections Plan 2018-2028.
- c) Optimise integrated conservation outcomes aligned with actions identified in fire management plans.

1.1.2 Provide clear guidelines on how Redland City Council will meet its biosecurity obligations, inform the Redlands Coast community and manage invasive plants, pest fish and pest animals under the Redlands Coast Biosecurity Plan 2018-2023.

- a) Minimise the introduction and expansion of invasive biosecurity matter.
- b) Promote awareness and education of biosecurity and pest management.
- c) Provide effective management systems for pest control and enforcement activities.
- d) Review the implementation of the Redlands Coast Biosecurity Action Plan 2018-2023 to assess success of the actions.

1.1.3 Geographically identify and provide priority actions for the management, enhancement and protection of core wildlife habitat and facilitate improved connection of wildlife corridors in alignment with the Wildlife Connections Plan 2018-2028.

- a) Improve corridor habitat by identifying strategic areas for native vegetation planting, threat management and extension programs in identified corridor gaps and pinch points.
- b) Reduce impacts on corridors by enhancing the buffer on freehold land, and providing support to landholders in creating buffers of native vegetation to reduce the risk of edge effects along priority corridors.
- c) Reduce impacts on corridors by reviewing conservation land acquisition priorities.

1.1.4 Conduct erosion and sediment control regulation to minimise environmental impacts from approved development activities.

- a) Respond to and investigate customer service requests for erosion and sediment control.
- b) Monitor compliance with development approvals for sediment and erosion control matters.

1.1.5 Continue to progress a program to plant one million native plants across Redlands Coast by 2026.

- a) Progress actions identified in the Wildlife Connections Plan 2018-2028.
- b) Progress actions under the Redlands Coast Biosecurity Plan 2018-2023 for the control of weeds.

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

1.2.1 Implement management actions for a viable koala population, and conserve and manage suitable habitat, in accordance with the Redland City Council Koala Conservation Action Plan 2016-2021.

- a) Continue to collaborate with research bodies, government agencies and the Redlands Coast community to develop a robust understanding of koala population, health, ecology and movement to inform and strengthen koala conservation planning.
- b) Continue to support the creation of a connected, high quality network of koala habitats capable of supporting a long term, viable and sustainable population of koalas.
- c) Manage the impacts of threatening processes on koala populations by undertaking works to reduce koala mortality.
- d) Increase understanding, connection to, and participation in, koala conservation actions and behaviours with the community.

1.2.2 Enhance community education, awareness and involvement in environmental and wildlife management.

- a) Deliver a wildlife education program which includes endangered, threatened and iconic species.
- b) Deliver IndigiScapes environment engagement activities to align with environmental strategies and plans, and respond to the Redlands Coast community.

1.3 Community and private landholder stewardship of natural assets increases.

1.3.1 Achieve improved environmental outcomes through extension programs delivered in accordance with adopted environmental strategies and plans.

- a) Provide extension services with private land owners and the Redlands Coast community in accordance with identified priority areas.
- b) Facilitate the delivery of community bushcare programs in identified priority areas.

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

1.4.1 Enhance the visitor experience of natural assets across Redlands Coast.

- a) Undertake works to enhance the recreation values of all Redland City Council owned and managed conservation land.
- b) Expand and enhance park experiences and opportunities for visitors.

A woman with blonde hair, wearing a wide-brimmed straw hat, a light blue denim jacket over a black top, and a long leopard-print skirt, is walking on a dirt path through a lush green forest. The path is surrounded by dense ferns and tall trees. A large green circle is overlaid on the right side of the image, containing text.

VISION OUTCOME

Green living

2

Our green living choices will improve our quality of life and our children's lives, through our sustainable and energy efficient use of resources, transport and infrastructure, and our well informed responses to risks such as climate change.

Our Corporate Plan commitments

- Partner with the community in diverting and minimising waste.
 - Continue to expand the pedestrian pathway and cycleway network.
 - Advocate for improved access to innovative and high quality public transport services.
 - Take a leadership role in the community and actively reduce Council's emissions and carbon footprint.
 - Provide community education to encourage sustainable building design and alternative energy usage.
 - Reduce the environmental impacts of Council's waste collection and resource recovery operations.
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2.1 Council's policies and plans support ecologically sustainable development and respond to climate change issues.

2.1.1 Monitor Redland City Council's emissions and carbon footprint, and implement reduction strategies.

- a) Continue to maintain and improve Council's carbon and energy dashboard.
- b) Continue to investigate renewable energy opportunities on Council assets.
- c) Deliver information promoting sustainable choices to the Redlands Coast community.

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

2.2.1 Provide educational opportunities to the Redlands Coast community.

- a) Deliver an online green living campaign incorporating sustainable elements and alternative energy usage.

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

2.3.1 Plan and deliver waste management services to meet current and future needs across Redlands Coast.

- a) Finalise and adopt a new waste plan to align with the new Queensland Government's Waste Management and Resource Recovery Strategy.
- b) Participate in regional collaboration activities including a report on the regional expression of interest for waste and recycling solutions.
- c) Continue to investigate leachate management and remediation options at the Judy Holt Park northern batter.

2.4 Council and the community actively recycle and reduce waste.

2.4.1 Provide kerbside recycling bins and encourage the Redlands Coast community to increase their recycling.

- a) Collect and process recycling materials from residents.
- b) Provide flexible bin menu options to the community.
- c) Operate waste transfer stations.

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

2.5.1 Manage planning for transport initiatives and services, and advocate for public transport across Redlands Coast.

- a) Commence implementation of a travel behaviour campaign to encourage greater participation in alternative travel modes through the Active Travel Day and National Ride2Work Day.
- b) Commence development of a Redlands Coast Active Travel Plan.

2.5.2 Expand the footpath and cycleway network.

- a) Undertake expansion projects for pathways.
- b) Continue detailed design of the principal cycle network.
- c) Continue to plan, design and construct the Moreton Bay Cycleway within Redlands Coast.

An aerial photograph of a coastal area, likely Moreton Bay, showing a large, lush green island or headland surrounded by turquoise water. A narrow, light-colored sandbar or spit extends from the land into the water. The water is a vibrant blue-green color. A large, semi-transparent blue circle is overlaid on the right side of the image, containing the text 'VISION OUTCOME' and 'Embracing the bay' followed by a large number '3'.

VISION OUTCOME

Embracing the bay

3

The benefits of the unique ecosystems, visual beauty, spiritual nourishment and coastal lifestyle provided by the islands, beaches, foreshores and water catchments of Moreton Bay will be valued, protected and celebrated.

Our Corporate Plan commitments

- Engage in research activities to protect and restore the values of the bay.
 - Plan, provide and advocate for essential social infrastructure and appropriate development opportunities for the islands and foreshores.
 - Review and finalise Council's Climate and Energy Action Plan.
 - Improve access to the bay for environmentally sensitive recreation activities.
 - Oversee the management of Redland City's Priority Development Areas.
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3.1 Council collaborates with partners to understand, nurture and protect Moreton Bay's marine health and values.

3.1.1 Monitor and develop strategies aimed at identifying priority areas to inform decision making and improve aquatic environments.

- a) Finalise the Redlands Coast Bay and Creeks Plan.
- b) Continue to deliver the Lower Brisbane - Redlands Coastal Catchment Action Plan 2018-2021.
- c) Participate in relevant partnerships and networks that foster catchment management and improved water quality.
- d) Undertake catchment water quality monitoring.
- e) Monitor recreational water quality.

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

3.2.1 Work with island communities to identify and understand community service issues and responses.

- a) Collaborate with government and community organisations to identify and attract funding, and investment opportunities for island communities.
- b) Advocate for expanded services on the Southern Moreton Bay Islands (SMBI) to meet the specific needs of the islands' ageing population and young people.
- c) Facilitate the development of a community governance and assurance model to support sustainable and seamless community service delivery on SMBI.

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

3.3.1 Continue to develop and implement the Redland City Council Coastal Adaptation Strategy.

- a) Continue to deliver the Coastal Hazards Adaptation Strategy.
- b) Continue to develop implementation plans for the Amity Point and Coochiemudlo Island shoreline erosion management plans.

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

3.4.1 Improve access provisions to Moreton Bay.

- a) Progress towards a precinct management approach to planning for the delivery of Redland City Council's recreation marine infrastructure.

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

This commitment is planned to be delivered under Outcome 6.6.

VISION OUTCOME

Quandamooka Country

4

The rich Aboriginal heritage of the Redlands (Quandamooka) and the Traditional Owners' ongoing custodianship of Quandamooka land and waters will be widely understood and respected, and we will work together for the future of Quandamooka Country.



Our Corporate Plan commitments

- Acknowledge local Aboriginal people by formally recognising traditional owners in Council ceremonies and implementing culturally appropriate meeting protocols.
- Promote traditional knowledge and increase the profile of Aboriginal heritage through cultural tourism, events and communications activities.
- Monitor, liaise and support teams working to implement Council's commitments under the ILUA.
- Engage the traditional owners regarding economic development opportunities through the State Government's North Stradbroke Island Economic Transition Strategy and Redland City Economic Development Framework 2014-2041.

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

4.1.1 Implement culturally appropriate protocols and promote traditional knowledge.

- a) Develop Redland City Council's Aboriginal and Torres Strait Islanders Community Guideline.
- b) Continue to implement actions in the Kanara Malara – One People 2019-2021: Internal Redland City Council Reconciliation Action Plan, that are relevant to internal stakeholders.
- c) Develop and continue to arrange cultural heritage and cultural awareness training for employees and elected members.
- d) Coordinate a forward program of consultation and engagement with the Quandamooka Yoolooburabee Aboriginal Corporation that includes relationship development and specific Council projects on Quandamooka Country.

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

4.2.1 Promote awareness and understanding of Quandamooka culture.

- a) Promote Quandamooka culture through Redland City Council channels including digital media, publications and events.

4.2.2 Promote Indigenous events and celebrate Quandamooka and Aboriginal and Torres Strait Islander culture.

- a) Engage and coordinate key internal and external stakeholders' involvement in the National Aborigines and Islanders Day Observance Committee (NAIDOC) and National Reconciliation Week.
- b) Promote cultural awareness to employees through NAIDOC week celebrations, the NAIDOC ambassador program, thank you events and discussions.
- c) Continue to implement actions in the Kanara Malara – One People 2019-2021: Internal Redland City Council Reconciliation Action Plan, that are relevant to external stakeholders.

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

4.3.1 Support delivery of the Indigenous Land Use Agreement (ILUA) commitments.

- a) Manage Redland City Council's commitments under the ILUA by coordinating with the ILUA Consultative Committee and the Protecting Sea, Land and Environment Committee.
- b) Monitor progress of the ILUA activities delivered by key internal stakeholders, and report to Council's Executive Leadership Team quarterly.
- c) Continue to work collaboratively with the Quandamooka Yoolooburabee Aboriginal Corporation.

- 4.4 Council works with the Quandamooka Traditional Owners to help them achieve their goal of establishing North Stradbroke Island (Minjerribah) as a global eco-cultural tourism destination.**
- 4.4.1 Contribute to the implementation of the Queensland Government's Minjerribah Futures transition program and the Redland City Economic Development Framework 2014-2041.**
- a) Engage with the Quandamooka Yoolooburrabee Aboriginal Corporation regarding economic development opportunities.

A man in a green shirt and shorts is standing in a field of leafy greens, holding a bunch of broccoli. The background is a blurred field of similar plants under a clear sky.

VISION OUTCOME

Wise planning and design

5

We will carefully manage population pressures and use land sustainably while advocating and taking steps to determine the limits of growth and carrying capacity on a local and national basis, recognising environmental sensitivities and the distinctive character, heritage and atmosphere of local communities. A well-planned network of urban, rural and bushland areas and responsive infrastructure and transport systems will support strong, healthy communities.

Our Corporate Plan commitments

- Develop and implement a transport strategy for Redland City.
 - Continue Council's ongoing program of centre activity planning, place-making and centre improvement strategies and undertake integrated master planning of Cleveland centre, including Cleveland Central Business District, Toondah Harbour Priority Development Area, Redlands Health and Wellbeing Precinct and employment precincts.
 - Implement the new Redland City Plan including the new Local Government Infrastructure Plan.
 - Review and simplify assessment processes to reduce development transaction times and costs.
 - Collaborate regionally on growth management, including land use, transport and infrastructure planning, costing and delivery.
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5.1 Growth and development in the City is sustainably managed through the adoption and implementation of the Redland City Plan and Local Government Infrastructure Plan.

5.1.1 Manage planning for transport initiatives and services across Redlands Coast.

- a) Commence development of an Active School Travel Program.
- b) Investigate the opportunity for a second deployment of autonomous vehicle trial on the mainland of Redlands Coast.

5.1.2 Ensure infrastructure necessary to support growth across Redlands Coast is provided through the development assessment process and capital works program.

- a) Liaise with relevant internal stakeholders to ensure Local Government Infrastructure Plan projects are appropriately recognised in the annual capital budget and 10 year capital program.

5.1.3 Develop a wastewater treatment plant strategy and master plan.

- a) Undertake capacity assessments for wastewater treatment plants in each catchment.
- b) Develop the long-term strategy.
- c) Undertake sampling to support the development of the strategy.

5.1.4 Develop solutions to upgrade the Capalaba Wastewater Treatment Plant.

- a) Review the recommended strategy from the options analysis.
- b) Finalise a comprehensive business case for budget adoption process.
- c) Procure concept design and technical specifications for the adopted option.

5.1.5 Finalise the Cleveland Centre Traffic and Transport Strategy.

- a) Submit the Strategy for endorsement.

5.1.6 Maintain the Redland City Plan to ensure it reflects best practice and is responsive to Redlands Coast community expectations.

- a) Manage a regular program of amendments.

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

5.2.1 Coordinate a place management program for key activity centres and contribute to master planning for precincts.

- a) Contribute to activating a legislative pathway for delivering the Redlands Health and Wellness Precinct Master Plan.
- b) Continue to finalise the Capalaba Place Master Plan and detailed design for revitalisation of the Capalaba Town Centre.
- c) Develop an approach for place management for Redlands Coast centres.

5.2 continued**5.2.2 Coordinate planning and guidance for future development and infrastructure delivery for local areas across Redlands Coast.**

- a) Continue to progress the structure plan for the South West Victoria Point Local Plan.
- b) Continue investigations to inform preferred future use of land identified as the Southern Thornlands Potential Future Growth Area.
- c) Commence preparation of a framework to establish an ongoing local area/precinct planning program.
- d) Continue investigations to inform a roadmap for a long-term infrastructure needs plan for the Southern Moreton Bay Islands.

5.2.3 Identify and protect places of European heritage significance.

- a) Commence implementation of the Local European Heritage City Plan amendment package with supporting incentives.

5.2.4 Progress the Redlands Coast Adventure Sports Precinct Project.

- a) Confirm site selection.
- b) Undertake detailed master planning.
- c) Progress partnership opportunities for the Precinct delivery.
- d) Pursue a venue opportunity for the 2032 Olympic and Paralympic Games.

5.3 An effective and efficient development assessment process delivers quality development that is consistent with legislation, best practice and community expectations.**5.3.1 Maintain effective systems and processes that underpin quality and timely decision making for development applications.**

- a) Amend systems and processes to ensure effective implementation of planning instruments.

5.4 Regional collaboration and targeted advocacy drives external funding for key infrastructure upgrades and enhanced community outcomes.**5.4.1 Contribute to implementation of a South East Queensland (SEQ) City Deal.**

- a) Participate in regional collaboration initiatives and targeted advocacy, including participation in Council of Mayors SEQ advocacy and economic development working groups.
- b) Promote collaborative economic outcomes through the Regional Development Australia Logan & Redlands' initiatives.

A man with a beard and short hair, wearing a blue button-down shirt, is looking down at a document he is holding. The background is blurred, showing what appears to be a modern office or industrial setting with some green lighting. A large teal circle is overlaid on the right side of the image, containing text.

VISION OUTCOME

6

Supportive and vibrant economy

Businesses will thrive and jobs will grow from opportunities generated by low impact industries, cultural and outdoor lifestyle activities, ecotourism and quality educational experiences.

Our Corporate Plan commitments

- Implement Redland City Tourism Strategy and Action Plan 2015-2020.
 - Develop and implement a Smart Cities framework to promote innovation and connectivity in Redland City.
 - Implement the Redland City Events Strategy and Action Plan 2017-2022.
 - Identify and implement a new destination brand for the City that supports tourism, economic growth and city pride.
 - Continue to work with Quandamooka Yoolooburrabee Aboriginal Corporation (QYAC), local business groups and relevant government agencies to deliver on priority issues.
 - Identify opportunities to partner with the private sector to develop and commercialise sites and provide community infrastructure.
 - Continue to support the Redlands Economic Development Advisory Board.
 - Continue to develop and implement action plans identified in the Redland City Economic Development Framework 2014-2041.
 - Continue to work with Economic Development Queensland and stakeholders to achieve environment and planning approvals and develop opportunities including mixed-use, medium residential, tourism and retail-based development, ferry terminals, marina, water transport services and improved public space.
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6.1 Council supports infrastructure that encourages business and tourism growth.

6.1.1 Develop Redlands Coast Destination Management Plan 2021-2026.

- a) Develop a Redlands Coast Destination Management Plan 2021-2026 in collaboration with the local tourism industry and stakeholders.

6.1.2 Implement the Redlands Coast Smart and Connected Cities Strategy.

- a) Finalise and commence implementation of the Redlands Coast Smart and Connected Cities Strategy.
- b) Collaborate with industry stakeholders to identify opportunities for infrastructure to support smart cities initiatives.

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

6.2.1 Deliver actions in the Redland City Events Strategy and Action Plan 2017-2022.

- a) Deliver a Redlands Coast Events Attraction prospectus.

6.2.2 Deliver events, activities and workshops that contribute to economic and social benefits for the Redlands Coast community.

- a) Deliver business workshops to the Redlands Coast business sector.
- b) Deliver a Careers Expo for young people.
- c) Deliver a Health Care and Social Assistance Industry Summit.
- d) Deliver a Young Leaders Summit in partnership with the community.
- e) Sponsor community events and activities to celebrate Youth Week and Seniors Month.

6.2.3 Continue to roll-out the City's new destination brand, Redlands Coast - Naturally Wonderful.

- a) Promote the brand through integrated marketing channels.

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

6.3.1 Coordinate Redland City Council's involvement in the implementation of the Queensland Government's Minjerribah Futures transition program.

- a) Liaise with Queensland Government agencies and stakeholders regarding project implementation of the Minjerribah Futures transition program.
- b) Participate in the Minjerribah Futures Reference Group.

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

6.4.1 Identify and develop strategic opportunities for Redland City Council land holdings.

- a) Manage Council's strategic land investment to ensure appropriate Redlands Coast community and economic outcomes are considered, including for end uses.

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

6.5.1 Provide secretariat support for the Redland City Economic Development Advisory Board (EDAB).

- a) Coordinate board meetings.
- b) Prepare a report to update Redland City Council following each board meeting.
- c) Develop the EDAB Annual Report.

6.5.2 Deliver industry-enabling action plans and a targeted investment attraction strategy.

- a) Continue to implement the Redland City Education and Training Industry Sector Plan 2018-2023.
- b) Continue to implement the Redland City Health Care and Social Assistance Industry Sector Plan 2018-2023.
- c) Continue to implement the Redland City Rural Enterprises Industry Sector Plan 2019-2024.
- d) Continue to develop a Manufacturing Industry Sector Plan.
- e) Continue to develop an Investment Attraction Plan.

6.5.3 Review Redland City Council's economic recovery response to COVID-19.

- a) Continue to monitor the impact of COVID-19 on key industry sectors.
- b) Deliver a program of assistance to business, to support economic recovery.

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

6.6.1 Facilitate the Toondah Harbour Priority Development Area (PDA) in partnership with Economic Development Queensland.

- a) Manage Redland City Council's interests in accordance with the PDA Development Agreement.

6.6.2 Facilitate the development of the Weinam Creek Priority Development Area (PDA) in partnership with Economic Development Queensland.

- a) Finalise a revised master plan for the Weinam Creek PDA and manage progress of the development.

A photograph of a family (a man, a woman, and a child) walking away from the camera on a long wooden pier that extends into the ocean. The sky is a mix of blue and orange, suggesting sunset or sunrise. The pier has a metal railing and a light pole is visible on the left. The ocean is calm with some small waves.

VISION OUTCOME

7

Strong and connected communities

Our health, wellbeing and strong community spirit will be supported by a full range of services, programs, organisations and facilities, and our values of caring and respect will extend to people of all ages, cultures, abilities and needs.

Our Corporate Plan commitments

- Undertake planning for sports land and facilities to meet the future growth needs of the City.
- Develop a volunteering policy, corporate process and guidelines to better support volunteers.
- Continue to implement an ongoing arts program that recognises, displays and develops cultural diversity in the Redlands.
- Support community groups, including the arts, cultural, sport and recreation groups, through advocacy and by helping them to identify and secure funding streams and develop skills including networking, governance, engaging volunteers and business management.
- Continue to foster community resilience and coordinate the community's response to disaster events.

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

7.1.1 Celebrate the cultural life of Redlands Coast.

- a) Continue to develop new initiatives, encourage new audiences and promote a unique identity for the Redlands Coast community.
- b) Continue to provide interpretative spaces and experiences to cater for the interests of families, young people and the wider community, which are accessible to people of all ages and abilities.

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

7.2.1 Plan, provide and advocate for essential social infrastructure for Redlands Coast community activities.

- a) Continue to develop the Stronger Communities Strategy.
- b) Commence development of Stronger Communities Action Plans.
- c) Finalise and commence implementation of the Age Friendly City Plan.
- d) Continue to investigate opportunities for new multi-purpose community facilities.
- e) Continue to investigate opportunities to optimise Redland City Council's community facilities.

7.2.2 Improve sport and recreation club sustainability and strategic planning.

- a) Establish partnerships with Queensland sporting organisations or peak bodies to achieve mutually beneficial outcomes focussed on facility development, club sustainability and participation strategy.
- b) Conduct club networking sessions for clubs to share knowledge, discuss challenges and outline sport specific initiatives and successes.

7.2.3 Plan for effective sport and recreation across Redlands Coast.

- a) Continue to develop the Redlands Coast Regional Sport and Recreation Precinct at Heinemann Road, Redland Bay.
- b) Develop an implementation action plan including planning for the optimisation of existing facilities, and planning for sport and recreation across Redlands Coast.

7.2.4 Plan for future uses of the Birkdale land and Willard's Farm sites.

- a) Continue planning to develop a vision for the Birkdale land site.
- b) Continue planning to develop a future use statement for Willard's Farm.

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

7.3.1 Deliver Redland City Council's Community Grants and Sponsorship Program.

- a) Continue to deliver and refine Council's Community Grants and Sponsorship Program to ensure grant investment outcomes are achieved for the Redlands Coast community.

7.3 continued

7.3.2 **Activate and engage the Redlands Coast community through programs and partnerships, to encourage reading and all forms of literacy as part of the implementation of the Library Services Strategy 2017-2022.**

- a) Deliver Queensland Government funded First 5 Forever Program to support early literacy for children aged 0-5 years.
- b) Deliver libraries' volunteer Adult Literacy Program to provide free assistance to adults to improve literacy skills.
- c) Deliver a range of library programs and events to promote reading and encourage development of literacy skills.

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

7.4.1 **Continue to review volunteer engagement in Redland City Council.**

- a) Provide options to the Executive Leadership Team for the future management of volunteers.

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

7.5.1 **Build disaster resilience.**

- a) Review and update the Redland City Disaster Management Plan.
- b) Build Redlands Coast community resilience through education and engagement.
- c) Ensure staff preparedness through disaster management training and exercises.
- d) Where practical, incorporate initiatives that improve Council's disaster preparedness, response and recovery through the Business Continuity Plan.

7.5.2 **Review Redland City Council's community recovery response to COVID-19.**

- a) Continue to monitor the impact of COVID-19 on the Redlands Coast community.
- b) Deliver a program of assistance to support community recovery.



VISION OUTCOME

Inclusive and ethical governance

8

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

Our Corporate Plan commitments

- Implement Council's Information Management Strategy.
 - Implement, monitor and report on progress of the Corporate Plan.
 - Continue to strengthen our asset and service management to ensure the efficient and effective delivery of value to our community.
 - Ensure Council's portfolio of projects is prioritised and managed to deliver strategic objectives whilst maintaining financial sustainability.
 - Support employees by providing clear direction and extensive training, including the use of new technology.
 - Continue to provide opportunities for the community to actively and meaningfully participate in Council's decision making.
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8.1 Council's Information Management Strategy and technology systems are engineered to increase efficiency and provide excellent customer service outcomes.

8.1.1 Build on Redland City Council's software digital transformation.

- a) Continue to implement Council's corporate performance management system to enhance strategic reporting.
- b) Continue to transition the financial system to cloud ready software as a service.
- c) Create a cloud roadmap for Council.
- d) Progress fibre connectivity for Redlands Coast.

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

8.2.1 Improve Redland City Council asset management.

- a) Continue to implement the Strategic Asset Management Plan 2019-2029.
- b) Develop processes and mechanisms to continuously improve decision making in asset management.
- c) Enhance 10 year capital planning to ensure accuracy and long-term financial sustainability.

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

8.3.1 Develop and implement a new corporate plan.

- a) Engage the Councillors and the Redlands Coast community on a new corporate plan.
- b) Develop the new Corporate Plan 2021-2026.
- c) Undertake activities to implement and monitor the new Corporate Plan.

8.3.2 Improve strategic alignment and delivery.¹

- a) Develop processes and mechanisms to implement strategic service planning.
- b) Improve the alignment, quality and efficiency of corporate performance reporting.

8.3.3 Improve alignment between individual and Redland City Council performance.

- a) Continue to promote MyGoals conversations that align individual contribution with Council objectives through upskilling managers on coaching conversations.

¹ 8.3.2 This strategic planning for infrastructure initiative was funded in 2019 under the Maturing the Infrastructure Pipeline Program, administered by the Department of State Development, Manufacturing, Infrastructure and Planning.

8.3 continued

8.3.4 Deliver the Procurement Transformation Program.

- a) Implement strategic contracting procedures including a forward contracting plan and the Corporate Procurement Policy and Procurement Manual.
- b) Implement procurement activities for systems, people capability, governance and leadership.

8.3.5 Prioritise, define and manage Redland City Council's portfolio of projects.

- a) Review and implement the capital portfolio prioritisation model, ensuring alignment with, and assessment against affordability and portfolio deliverability criteria.
- b) Work in partnership with key stakeholders to define, develop and deliver the portfolio.
- c) Continue to mature portfolio management and delivery through performance evaluation, lessons learned, and implementing improvements to portfolio planning, processes, tools and capabilities.

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

8.4.1 Continue to build a diverse and inclusive culture that enables cooperation, innovation and change to enhance outcomes.

- a) Embed Redland City Council's diversity and inclusion training plan to create awareness and understanding of diversity within Council.

8.4.2 Support and enable improvement and innovation.

- a) Implement a benefits framework to facilitate the capture and re-investment of benefits from improvement and innovation initiatives across Redland City Council.
- b) Support an internal smart cities approach through the provision of tools and capability development.

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

8.5.1 Conduct community engagement on a diverse range of issues.

- a) Use a range of tools to inform the Redlands Coast community about Redland City Council programs and initiatives, and seek community views on a range of issues.



REDLAND WATER

A business unit of Redland City Council

WATER AND WASTEWATER SERVICES

Annual Performance Plan 2020–2021

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1 Introduction

Redland Water is a commercial business unit (CBU) of Redland City Council (Council), as required under section 92AJ of the *South-East Queensland Water (Distribution and Retail Restructuring) Act 2009*.

The *Local Government Act 2009* (the *Act*) and the *Local Government Regulation 2012* (the *Regulation*) govern the operation of business units run by local governments.

Section 45 of the *Act* states:

A local government's annual report for each financial year must –

- (a) contain a list of all the business activities that the local government conducted during the financial year
- (b) identify the business activities that are significant business activities
- (c) state whether or not the competitive neutrality principle was applied to the significant business activities, and if the principle was not applied, the reason why it was not applied
- (d) state whether any of the significant business activities were not conducted in the preceding financial year, i.e. whether there are any new significant business activities.

Section 19 of the *Regulation* states the thresholds for the 2020-2021 financial year as follows:

- for water and sewerage combined activities - the threshold is 10,000 or more premises being connected to a water service as at 30 June of the financial year ending immediately before the current financial year and
- for any other business activity - \$9.7m.

Section 175 of the *Regulation* states:

- 1) The annual operational plan for a local government must:
 - (a) be consistent with its annual budget
 - (b) state how the local government will:
 - (i) progress the implementation of the 5-year corporate plan during the period of the annual operational plan
 - (ii) manage operational risks
 - (c) include an annual performance plan for each commercial business unit of the local government.
- 2) An annual performance plan for a commercial business unit is a document stating the following for the financial year, the:
 - (a) unit's objectives
 - (b) nature and extent of the significant business activity the unit is to conduct
 - (c) unit's financial and non-financial performance targets
 - (d) nature and extent of the community service obligations the unit must perform
 - (e) cost of, and funding for, the community service obligations
 - (f) unit's notional capital structure, and treatment of surpluses
 - (g) unit's proposed major investments
 - (h) unit's outstanding, and proposed, borrowings
 - (i) unit's policy on the level and quality of service consumers can expect
 - (j) delegations necessary to allow the unit to exercise autonomy in its commercial activities
 - (k) type of information that the unit's reports to the local government must contain.
- 3) A local government may omit information from the copies of the annual performance plan made available to the public if:
 - (a) the information is of a commercially sensitive nature to the commercial business unit
 - (b) the information is given to each of the local government's councillors.

Note – See also section 171 (Use of information by councillors) of the Act.
- 4) The local government may change an annual performance plan for a commercial business unit at any time before the end of the financial year.

The *Regulation* also requires the CBU's performance to be monitored by the local government against performance targets mentioned in the Annual Performance Plan (APP).

2 Key principles of a commercial business unit

The APP supports the key principles of commercialisation as detailed in section 28 of the *Regulation*, which are:

- (a) clarity of objectives
- (b) management autonomy and authority
- (c) accountability for performance
- (d) competitive neutrality.

3 Redland City Council vision

“Forward thinking, engaged and focused on enriching community lifestyles”.

1. Redland Water vision, objectives and functions

a. Business focus

i. Vision

1. To be recognised as a professional water management business that continually improves and adapts our service to customers in support of Council's vision and objectives for the city.

ii. Mission

1. To meet or exceed agreed standards of water and wastewater services while managing the business for long-term success.

iii. Key drivers

1. The key business drivers are:
 2. customer service
 3. business efficiency
 4. environmental sustainability
 5. pricing arrangements that reflect true costs, full cost recovery and regulatory requirements
 6. competitiveness
 7. the provision of a safe working environment.

4 Roles of each party

4.1 Redland City Council's role

- owner of business
- specifies levels of service
- customer of Redland Water.

4.2 Redland Water's role

- Service provider for planning and operation of assets
- Customer of Council
- Owner of water and wastewater assets.

5 Undertakings by the parties

5.1 Redland City Council

Council has delegated management autonomy to Redland Water's management team for:

- entering into contracts in the name of the business unit as a commercial business of Council in line with Council delegations
- completing approved programs in accordance with Council's budget, operational and corporate plans as well as Redland Water's performance plan

- promoting and presenting Redland Water to the Redlands Coast community as a professional commercial business by undertaking educational, promotional and customer activities
- developing and implementing budgets and long-term pricing models and financial plans.

Council will compensate Redland Water the cost of providing any community service obligations (CSOs) in line with section 24 of the *Regulation*. These will be reviewed on an annual basis as part of the performance plan and the budget development process.

Council will buy water and wastewater services from Redland Water under the same terms and conditions as customers.

Council will operate in accordance with various policies and the Corporate Plan 2018-2023.

5.2 Redland Water

Redland Water will:

- provide water and wastewater operations
- conduct its business and operations in compliance with the requirements of the *Environmental Protection (Water) Policy 2009* of the *Environmental Protection Act 1994*, the *South-East Queensland Water (Distribution and Retail Restructuring) Regulation 2010* of the *South-East Queensland Water (Distribution and Retail Restructuring) Act 2009*, the *Local Government Act 2009*, the *Water Act 2000*, the *Water Supply (Safety and Reliability) Regulation 2011* of the *Water Supply (Safety and Reliability) Act 2008*, the *Local Government Regulation 2012* and other relevant acts and regulations
- operate within National Competition Policy (NCP) guidelines and deliver an annual net return to Council as detailed in this Annual Performance Plan
- adopt the principles of ecologically sustainable development
- plan for, build, operate and maintain assets to ensure nominated service levels are maintained
- commit to the overall Council vision of operating within a best value framework - value for money will be superior to lowest pricing
- use Council's full range of corporate services by entering into service level agreements (SLAs) with Council
- implement the Netserv Plan
- provide monthly reports on its financial and non-financial performance
- show due diligence in immediately reporting any serious non-compliances or incidents to Council
- pursue and undertake private works on a full cost plus profit basis provided the works fall within the scope, skill and competencies of assigned staff and contractors. Financial risk of Council must be considered when undertaking significant private works projects.

6 Redland City Council Corporate Plan

To deliver on Council's Corporate Plan 2018-2023, Redland Water will:

- supply healthy water in an ecologically sustainable manner by planning, designing, constructing, operating and maintaining a high quality water distribution system
- process wastewater in an ecologically sustainable manner by planning, designing, constructing, operating and maintaining a system for the collection, treatment and disposal of wastewater and biosolids.

7 Redland Water's strategies for achieving objectives

Redland Water will strive to show high levels of performance in the following areas in achieving the objectives:

- quality products and service
- customer services including timely response to complaints and requests
- environmental and safety standards.

Other initiatives that will be undertaken to support the objectives are:

- improving the value of the business and meeting Council's capital structure and net return targets
- managing costs to improve value to customers
- strengthening demand management to meet the south-east Queensland (SEQ) regional targets for per capita water consumption

- monitoring and reporting on key financial and non-financial performance indicators
- meeting the objectives of the Council of Australian Governments (COAG) and NCP reforms.

8 Redland Water services

Chapter 3A Part 2 of the *South-East Queensland Water (Distribution and Retail Restructuring) Act 2009* states that, from the end of June 2012, Redland Water, as a commercialised business unit of Council, will be a service provider subject to the *Water Supply (Safety and Reliability) Act 2008*.

Chapter 2 Part 3 Division 2 of the *Water Supply (Safety and Reliability) Act 2008* provides Redland Water with the general power of a service provider to operate water and wastewater services within the Council area with current service delivery areas.

The nature and scope of Redland Water's main activities and undertakings are:

8.1 Water supply service

Redland Water's undertaking for water supply will include the planning, construction, operation and maintenance of the following assets:

- reticulation network
- trunk mains
- services
- meters
- hydrants
- pump stations
- reservoirs
- water boosters

8.2 Wastewater service

Redland Water's undertaking for wastewater supply will include the planning, construction, operation and maintenance of the following assets:

- wastewater treatment plants (WWTPs)
- pump stations
- pressure mains
- reticulation network
- maintenance holes
- effluent mains
- developing recycled water opportunities
- irrigation and reuse systems
- the provision of trade waste services

9 Reporting

9.1 Reporting structure

In line with the key principles of commercialisation in section 28(b)(ii) of the *Local Government Regulation 2012*, Redland Water has autonomy in its day-to-day operations.

The reporting structure is such that Council's General Manager Infrastructure and Operations reports to the Chief Executive Officer (CEO) regarding Redland Water.

9.2 Reporting

Redland Water will provide the following reports:

Monthly:

- monthly key performance indicators (KPIs) as shown in the attached Redland Water scorecard indicators – 2020-2021
- standard set of financial reports
- wastewater treatment plant (WWTP) performance

Yearly:

- yearly KPIs as shown in the attached Redland Water scorecard indicators – 2020-2021;
- statement of financial performance
- statement of financial position
- annual budget as part of corporate process

10 Meeting our customers' needs

10.1 Customer service standards

Water and wastewater

Section 115 of the *Water Supply (Safety & Reliability) Act 2008* requires service providers to prepare a customer service standard (CSS) for its water and wastewater services. It also requires the service provider to clearly state the level of service to be provided to customers, the process for service connection, billing, metering, accounting, customer consulting, complaints and dispute resolution.

The CSS also contains any other matters as mentioned in the Customer, Water and Wastewater Code issued by the Department of Natural Resources Mines and Energy (DNRME). It is reviewed annually and customers are advised of significant changes.

A copy of Redland Water's CSS is available on Council's website or from Council's customer service centres.

For 2020-2021 CSS, Redland Water will make every effort to:

Water

- respond to discoloured water complaints within four hours
- make sure at least 98% of properties, when tested, have a minimum 22 metres static head and flow to the atmosphere of at least 30 litres a minute at the meter
- improve inadequate water pressure and flow within 28 working days of a test for water services otherwise we will advise of actions required
- make sure there are no more than 12 water quality incidents per month caused by the distribution network
- respond to general requests within five working days
- respond to loss of supply within one hour on mainland
- restore 97% of mainland interruptions caused by disruptions in the distribution network within five hours
- make sure there are no more than eight water main breaks and leaks per month for every 100 kilometres within the distribution network
- connect new water services for mainland standard connections within 20 working days of the application payment

Wastewater

- restore service to customers within five hours following a mainland incident
- respond to 90% of mainland wastewater blockages or overflows within one hour
- make sure there are no more than seven dry weather overflows each month
- respond to reports of odour on the mainland within five hours
- make sure there are no more than three odour complaints per month
- respond to general requests within five working days

10.2 Customer advice

Redland Water will provide a range of information relating to service advice, accounts and charges on request.

Redland Water will make available information to customers through the use of fact sheets, Redland Water's internet pages and community education programs.

The CSS for water and wastewater also contains useful advice on sustainable water supply and a

complaints resolution process for dealing with customer requests and concerns.

10.3 Seeking feedback from our customers and community

Redland Water will collect community feedback information and participate in community consultations. Feedback from surveys and consultation will be used to gauge acceptance of service levels. This mechanism is seen by the CBU as a valuable input into improving services delivery.

Customer feedback may be collected through some or all of the following forms:

- recording unsolicited complaints and comments
- management or staff attendance at community consultation sessions
- formal surveys by a third party consultant or formal surveys by in-house staff.

11 Planning for the future

11.1 Financial planning

- Redland Water will review its financial model on a yearly basis.
- The financial model will be for a period of no less than 10 years.
- Redland Water's budget will be formulated on an annual basis and reviewed during the financial year in accordance with the timeframes set by Council, the anticipated capital structure and Council's net return expectations.

11.2 Assets

Redland Water will optimise assets and strive for best value of operations by:

- regularly assessing assets and development of planning reports
- implementing and improving preventative maintenance programs
- enhancing asset condition ratings and information
- timely updating of asset databases
- improving data for calculation of valuations
- considering contemporary valuation methodologies in accordance with effective NCP pricing principles
- updating and actioning an Asset Service Management Plan (ASMP)
- considering the risk of possible obsolescence when evaluating use of advancing technology

11.3 Employment and training plan

Redland Water will make sure the intellectual property of the CBU is retained and operational processes are maintained in perpetuity by implementing the Human Resource Management Policy (POL-2127) which will:

- recognise the need for succession planning
- adopt the staff performance appraisal process
- adopt Council's policy on remuneration packages for staff
- undertake staff training programs based on legislative requirements and a skills gap analysis.

11.4 Financial risk

Redland Water will adopt strategies to minimise financial risk by:

- effective planning, continually reviewing and refining the costing and quotation of jobs
- following a structured but flexible process for quotation and tendering in line with corporate processes and sound contracting principles
- maximising the use of grants and/or subsidies for works
- ensuring appropriate levels of headworks payments are collected from developers and property owners where applicable
- adopting Council's key financial policies to ensure healthy cash flow capabilities in the long term, in supporting the continuation of existing service levels and planning to cater for growth across the city
- ensuring developer contributions are transferred to reserves where appropriate
- holding an appropriate level of insurance cover

- monitoring the sundry debtors to ensure revenues are maximised.

12 Revenue

Revenues are collected by Council and transferred to Redland Water for all services it provides.

12.1 Collection of charges

Redland Water's water and wastewater charges will be integrated on Council rate notices. All outstanding charges will appear in Redland Water's balance sheets.

12.2 Collection of fees, charges and miscellaneous incomes

Revenues for fees and charges will be collected in the following manner:

- prepayment for works associated with developments, new properties or alterations to infrastructure; and
- revenue for other works including trade waste fees will be by invoice with a 30-day payment period.

12.3 Community service obligations (CSOs)

CSO payments will be made by Council for services supplied for less than full cost price in accordance with Council pricing, Council policy or Council operations. A summary of the CSOs will be provided in Council's annual report in accordance with the *Local Government Regulation 2012*.

CSOs may include:

- concessions provided to sporting bodies or clubs
- concessions, remissions or rebates for specific persons stated in a policy
- any non-commercially driven concession or remission provided by resolution of Council
- community services
- special audits and assessments outside commercial requirements.

CSOs for Council 2020-2021 are:

Job Name	Description of the nature of the CSO	Budget Year 2020-2021 \$000
Water concession not for profit	Reduced charges for water for charities and not for profit organisations	94
Wastewater concession not for profit	Reduced charges for wastewater for charities and not for profit organisations	293
		387

12.4 Measurement of water consumptions

All water supplied will be measured through a water meter (including consumption through fire hydrants and water filling stations). Water meters will be read four times per annum and water meters upgraded as part of a progressive replacement program.

Connection to the water network using a hydrant standpipe will be limited to fire purposes only or exceptional circumstances approved by Redland Water. The cost of water taken from the network will be charged as per Council's fees and charges schedule. A bond and hire fee will be applied to any approved metered hydrant standpipe issued by Redland Water. Recycled water will be provided via designated recycled water filling stations only.

13 Financial Structure

Redland Water shows as a separate unit within Council's financial ledgers.

A separate accounts payable and receivable ledger will operate within Council's financial system to allow for easy identification of payments.

13.1 Capital structure

The consolidated capital structure of the CBU will comprise community equity to the value of assets less liabilities.

The 10-year Debt to Debt + Equity level shall be in the range of 35-55%, currently the planned level for 2020-2021 shall be 37.4%

13.2 Physical assets

In accordance with the initial CBU establishment plan, the capital structure of Redland Water will include all current and non-current assets and liabilities and equity shown in the financial statements.

13.3 Monetary assets

All current assets as recorded in Redland Water including reserves, debtors and prepayments are to be managed by the CBU.

13.4 Investment

Council's financial services section will invest all excess cash held by Redland Water at the best possible interest rate.

13.5 Cash balances

The cash balances shall be held at a level that equates to 3-4 months annualised average operational costs.

13.6 Loans

The CBU will use debt to fund large infrastructure projects associated with the generation of revenue in line with corporate guidelines and direction from Council's Executive Leadership Team direction.

13.7 Subsidy

Redland Water will optimise the use of available grants and subsidies by managing the forward planning of future works programs.

13.8 Recognition of assets

Assets will be recognised using industry standards and the methodologies developed through Council's asset valuation policy, the *Local Government Regulation 2012*, and the *Australian Accounting Standards*.

13.9 Depreciation

Redland Water will depreciate its assets in accordance with the *Australian Accounting Standards* having regard for contemporary depreciation methods.

13.10 Pricing policies

Redland Water will price its services in accordance with NCP methodologies while taking into account Council policy. This may include introducing additional user pays type fees and charges.

Water charges are set as a two-part tariff – an access charge and a consumption charge.

Wastewater 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.

13.11 Net return to Council

Redland Water will provide to Council a surplus made up of dividend, income tax and internal debt finance structuring to the value of the following:

- Tax on operating capability @ 30% - calculated for each individual product, i.e. water and wastewater.
- Dividend: 75% on earnings after tax and other agreed exclusions – calculated for each individual product, i.e. water and wastewater.

To achieve the surplus the following parameters will need to be considered:

Revenue: Revenue should be modeled in line with long-term pricing and financial modeling of Redland City Council, meeting the requirements and commercial rates of return required by NCP reforms.

Expenses: Wage increases in line with enterprise bargaining agreement (EBA) and commercial activity needs.

Goods and services increased by no greater than Consumer Price Index (CPI), growth and environmental or legislative influences.

Net Return to Council: The net return to Council is made up of the following:

- + Tax
- + Dividend
- + Internal interest

14.12 Reserves

Constrained capital works reserves (Redland Water 5134 and Wastewater 5135)

Developer cash contributions received by Redland Water are transferred to constrained cash reserves. It is the purpose of this reserve to fund future capital works that relate to projects that are classified as upgrade, expansion or new projects.

14.13 Developer contributions

Redland Water will appropriate developer contributions to the capital works reserve less a portion to be recorded as operating revenue that equates to the interest on Queensland Treasury Corporation loans for that year.

Donated assets will be recorded as revenue and the value recorded to the balance sheet as a non-current asset. Donated assets will be recorded in the electronic asset register and as constructed data recorded in the geographic information system.

ATTACHMENTS

ATTACHMENT 1 – OPERATIONAL BUDGET 2020-2021 – 3 YEARS

	Budget Year 1 2020-21 \$000	Forecast Year 2 2021-22 \$000	Forecast Year 3 2022-23 \$000
Revenue			
Levies and utility charges	119,907	123,539	128,342
<i>Less: Pensioner remissions and rebates</i>	(467)	(476)	(486)
Fees	448	469	491
Operating grants and subsidies	-	-	-
Operating contributions and donations	-	-	-
Interest external	662	676	691
Community service obligation	387	399	411
Other revenue	2,032	2,071	2,114
Total revenue	122,970	126,677	131,564
Expenses			
Employee benefits	9,261	9,439	9,666
Materials and services	58,429	60,483	62,901
Finance costs other	-	-	-
Other expenditure	-	-	-
Net internal costs	3,779	3,876	3,969
Total expenses	71,469	73,799	76,537
Earnings before interest, tax and depreciation (EBITD)	51,501	52,878	55,027
Interest expense	71	64	57
Internal interest	10,621	10,680	10,679
Depreciation and amortisation	24,142	24,079	24,571
Operating surplus/(deficit)	16,667	18,055	19,720

ATTACHMENT 2 – CAPITAL FUNDING 2020-2021 – 3 YEARS

	Budget Year 1 2020-21 \$000	Forecast Year 2 2021-22 \$000	Forecast Year 3 2022-23 \$000
Proposed sources of capital funding			
Capital contributions and donations	2,537	2,640	2,696
Capital grants and subsidies	-	-	-
Proceeds on disposal of non current assets	-	-	-
Capital transfer to / from reserves	(2,365)	(2,174)	(14,167)
Non-cash contributions	3,399	3,537	3,611
New loans	-	-	-
Funding from utility revenue	8,568	20,627	31,687
Total sources of capital funding	12,138	24,630	23,828
Proposed application of capital funds			
Contributed assets	3,399	3,537	3,611
Capitalised goods and services	8,258	18,983	18,183
Capitalised employee costs	-	1,651	1,581
Loan redemption	482	459	452
Total application of capital funds	12,138	24,630	23,828
Other budgeted items			
Transfers to constrained operating reserves	-	-	-
Transfers from constrained operating reserves	-	-	-
Written down value (WDV) of assets disposed	-	-	-
Income tax	6,781	7,270	7,808
Dividend	11,867	12,722	13,664

ATTACHMENT 3 – KEY PERFORMANCE INDICATORS 2020-2021

Water: 1,310km mains
 No. active meters 60,599
 No. connected residential properties (Incl. vacant land 6,943) 66,959
 No. connected non-residential properties 2,363
 Total no. connected (charged access fees Q4 1 April 2020 charge date) 69,322

Wastewater: 1210km mains
 No. of active services residential (incl vacant land 865) 53,009
 No. of active services non-residential 1,890
 Total no. of connected properties (incl. vacant land) 54,899

Included in the above data:

No. MPPM (Multiple properties per meter, charged per ratio to lot entitlement as advised by Department of Natural Resources, Mines and Energy)

Parent meters 661
 Child properties 6,933

No. of CTS (Community Title Scheme) Properties:

Main Meters (Parents) 210
 Sub metered (child properties) 3,386
 Sub metered 'other' fire service and communal areas 193

KRA and Goals	REDLAND WATER SCORECARD WATER & WASTEWATER INDICATORS – 2020-21	Monthly Target	Unit	Reporting Frequency	Annual Target
Financial management Ensure the long term financial viability of the City and provide public accountability in financial management.	Operating revenue (actual to budget)	+/- 5%	%	Monthly	+/-5%
	Operating goods and services expenditure (actual to budget)	+/- 5%	%	Monthly	+/-5%
	Capital expenditure (actual to budget)	+/- 5%	%	Monthly	+/-5%
	Treatment costs per property serviced (wastewater)	\$14.39	\$	Monthly	\$172.70
	Maintenance costs per property serviced (water)	\$4.02	\$	Monthly	\$48.30
	Maintenance costs per property serviced (wastewater)	\$9.68	\$	Monthly	\$116.22
Deliver essential services Provide and maintain water, waste services, roads, drainage and support the provision of transport and waterways infrastructure to sustain our community.	Number WWTP non-conformances with environmental authority licence	max 0.5	#	Monthly	max 6
	% compliance with Australian Drinking Water Guidelines (ADWG) within distribution system. Does not include non-compliant water received at the point of transfer to the distribution system, i.e. from the bulk water authority or the bulk transport authority.	min 98	%	Monthly	min 98
People management Development of organisational cultural values and people behaviours in order to meet agreed community expectations.	Number of lost time injuries	0	#	Annually	0

The background image shows a white waste management truck with a green recycling bin in the foreground. The truck has a large white hopper at the back and a green recycling bin mounted on the side. The bin is green with a black handle and wheels. The truck is parked on a grassy area. The text is overlaid on a blue circular graphic.

REDWASTE

A business unit of Redland City Council

WASTE AND RECYCLING SERVICES

Annual Performance Plan 2020–2021

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1. Introduction

RedWaste is a commercial business unit (CBU) of Redland City Council (Council).

The *Local Government Act 2009* (the *Act*) and the *Local Government Regulation 2012* (the *Regulation*) govern the operation of business units run by local governments.

Section 45 of the *Act* states a local government's annual report for each financial year must:

- (a) contain a list of all the business activities that the local government conducted during the financial year;
- (b) identify the business activities that are significant business activities;
- (c) state whether or not the competitive neutrality principle was applied to the significant business activities, and if the principle was not applied, the reason why it was not applied;
- (d) state whether any of the significant business activities were not conducted in the preceding financial year, i.e. whether there are any new significant business activities.

Section 19 of the *Regulation* states thresholds for significant business activities:

- for water and sewerage combined activities - the threshold is 10,000 or more premises being connected to a water service as at 30 June of the financial year ending immediately before the current financial year and
- for any other business activity - \$9.7m.

Section 175 of the *Regulation* states:

- 1) The annual operational plan for a local government must:
 - (a) be consistent with its annual budget; and
 - (b) state how the local government will:
 - (i) progress the implementation of the 5-year corporate plan during the period of the annual operational plan
 - (ii) manage operational risks
 - (c) include an annual performance plan for each CBU of the local government.
- 2) An annual performance plan for a CBU is a document stating the following for the financial year, the:
 - (a) unit's objectives
 - (b) nature and extent of the significant business activity the unit is to conduct
 - (c) unit's financial and non-financial performance targets
 - (d) nature and extent of the community service obligations the unit must perform
 - (e) cost of, and funding for, the community service obligations
 - (f) unit's notional capital structure, and treatment of surpluses
 - (g) unit's proposed major investments
 - (h) unit's outstanding and proposed borrowings
 - (i) unit's policy on the level and quality of service consumers can expect
 - (j) delegations necessary to allow the unit to exercise autonomy in its commercial activities
 - (k) type of information that the unit's reports to the local government must contain.
- 3) A local government may omit information from the copies of the annual performance plan made available to the public if:
 - (a) the information is of a commercially sensitive nature to the commercial business unit
 - (b) the information is given to each of the local government's councillors.

Note – See also section 171 (Use of information by councillors) of the Act.

- 4) The local government may change an annual performance plan for a commercial business unit at any time before the end of the financial year.

The *Regulation* also requires the CBU's performance to be monitored by the local government against performance targets mentioned in the Annual Performance Plan (APP).

2. Key principles of a commercial business unit

The APP supports the key principles of commercialisation as detailed in section 28 of the *Regulation*, which are:

- (a) clarity of objectives
- (b) management autonomy and authority
- (c) accountability for performance
- (d) competitive neutrality.

3. Redland City Council vision

"Forward thinking, engaged and focused on enriching community lifestyles".

4. RedWaste vision, objectives and functions

4.1 Business' focus

4.1.1 Vision

To be recognised as a professional waste management business that continually improves and adapts our service to customers in support of Council's vision and objectives for Redlands Coast.

4.1.2 Mission

To meet or exceed agreed standards for the management of solid waste and resource recovery while managing the business for long-term success.

4.1.3 Key drivers

The key business drivers are:

- customer service
- business efficiency
- environmental sustainability
- pricing arrangements that reflect true costs, full cost recovery and regulatory requirements
- competitiveness
- the provision of a safe working environment

5. Roles of each party

5.1 Role of Redland City Council

- Owner of business
- Specifies levels of service
- Specifies revenue required from the business
- Customer of RedWaste.

5.2 Role of RedWaste

- Service provider for planning and operation of assets
- Customer of Redland City Council
- Owner of waste management assets

6. Undertakings by the parties

6.1 Redland City Council

Council has delegated management autonomy to RedWaste's management team for:

- entering into contracts in the name of the business unit as a commercial business of Council in line with Council delegations
- completing approved programs in accordance with Council's budget, operational and corporate plans as well as RedWaste's performance plan
- promoting and presenting RedWaste to the community as a professional commercial business by undertaking educational, promotional and customer activities
- developing and implementing budgets and long-term pricing models and financial plans.

Council will compensate RedWaste the cost of providing any community service obligations (CSOs) in line with section 24 of the *Regulation*. These will be reviewed on an annual basis as part of the performance plan and the budget development process.

Council will buy waste management services from RedWaste under the same terms and conditions as customers.

Council will operate in accordance with various policies and the Corporate Plan 2018-2023.

6.2 RedWaste

RedWaste will:

- provide mandatory waste and recycling, and optional green waste (mainland only) collection services to all domestic premises within Redlands Coast
- provide waste, recycling and green waste collection services to commercial premises on request
- operate a network of recycling and waste centres
- conduct its business and operations in compliance with the requirements of the *Environmental Protection Act 1994*, *Local Government Act 2009*, *Waste Reduction & Recycling Act 2011*, other relevant acts and regulations and Council policies and guidelines
- operate within National Competition Policy (NCP) guidelines and deliver an annual net return to Council as detailed in this plan
- adopt the principles of ecologically sustainable development
- operate and maintain assets to ensure nominated service levels are maintained
- commit to the overall Council vision of operating within a best value framework - value for money will be superior to lowest pricing
- use Council's full range of corporate services by entering into service level agreements (SLAs) with Council
- implement the approved asset management plans in its day-to-day operations;
- provide monthly reports on its financial and non-financial performance
- show due diligence in immediately reporting any serious non-compliances or incidents to Council and Department of Environment and Science (DES) as appropriate
- pursue and undertake asset maintenance and repair works on a full cost basis provided the works fall within the scope, skill and competencies of the contractors.

7. Redland City Council Corporate Plan

To deliver on Council's Corporate Plan for 2018-2023, RedWaste will:

- manage the kerbside collection of domestic and commercial solid wastes and recyclable materials and transport to a suitably approved handling facility

- oversee the operation, management and maintenance of a network of assets for the segregation and disposal of solid waste and recyclable materials generated from domestic and commercial sources
- engage with the community and businesses in Redlands Coast to improve the overall performance of RedWaste and improve sustainability awareness and implementation.

8. RedWaste's strategies for achieving objectives

8.1 Waste Reduction and Recycling Plan

Reducing, reusing and recycling waste is an opportunity to divert resources from landfill. Despite the success of Council recycling programs which have led to a stable domestic resource recovery performance of between 44-45% annually, just over half of the total waste received is still sent to landfill.

The existing Waste Reduction and Recycling Plan 2015-20 (the Plan) aims to tip the balance the other way so that less than half of the waste is landfilled. This means greater focus on resource efficiency. The more recycling the Redlands Coast community undertakes, the less waste will go into landfill. Recycling actions that can be undertaken relatively easily, quickly and without substantial investment have been prioritised. Continued growth in the optional green bin service across the mainland is an ongoing target area to improve the diversion of garden organics from landfill.

A statutory review of the Plan will occur by December 2020. Advancing resource efficiency will have an even greater focus. This means moving from a linear model (where resources are extracted, processed, used and then disposed) to a cyclical model (where resources are separated and recovered then recycled again and again).

8.2 Queensland Waste Strategy

The Queensland Government has re-introduced a waste disposal levy to attract investment, develop new jobs and industries and reduce waste. In late 2019, a new Queensland Waste Management and Resource Recovery Strategy was released. The waste strategy aims to deliver the long-term, sustained growth of the recycling and resource recovery sector while reducing the amount of waste produced by promoting more sustainable waste management practices for business, industry and households. Actions that enable the transition from a linear economy into a circular waste economy will be required from all stakeholders including the Redlands Coast community and Council.

RedWaste will incorporate the key requirements arising from the new waste policy direction into the review of its own strategic waste plan as per section in 8.1.

8.3 Other strategies

RedWaste will strive to provide high levels of performance in the following areas in achieving the objectives:

- quality waste and resource recovery services
- customer services including timely response to requests and complaints
- environmental standards through implementation and regular reviews of the site-based environmental plans and associated environmental monitoring
- workplace health and safety standards as required under the Council safety system.

Other initiatives that will be undertaken to support the objectives are:

- improving the value of the business and meeting Council's capital structure and net return targets
- managing costs and maximising the recovery and sale of commodities to improve value to customers
- communicating key changes in the external operating environment that place pressure on the waste and recycling utility charges and commercial fees

- investigating new waste and resource recovery solutions including participation in a sub-regional expression of interest process for waste and resource recovery services
- implementing actions identified within Council's waste management strategy and other environmental programs
- monitoring and reporting on key financial and non-financial performance indicators
- meeting the objectives of the Council of Australian Governments (COAG) and NCP reforms
- keeping updated of changes in the external regulatory environment that affect RedWaste through participation and advocacy with industry partners.

9. RedWaste Services

RedWaste's undertaking for waste management will include the operation and maintenance of the following assets:

- Recycling and Waste Centres
- kerbside and bulk waste, recycling and green organics bin network
- South Street waste contractors vehicle depot
- RecycleWorld.

In addition, developing strategies and forward planning is undertaken for new infrastructure requirements as part of the implementation of the *Waste Reduction & Recycling Plan 2015-2020* and the new plan once finalised by 2020-2021.

The management of closed landfills is excluded from the RedWaste services and managed under the landfill remediation program.

10. Reporting

10.1 Reporting structure

In line with the key principles of commercialisation in section 28(b)(ii) of the *Regulation*, RedWaste has autonomy in its day-to-day operations.

The reporting structure is such that Council's General Manager Infrastructure and Operations reports to the Chief Executive Officer (CEO) regarding RedWaste.

10.2 Reporting

RedWaste will provide the following reports:

Monthly:

- monthly key performance indicators (KPIs) as shown in the attached scorecard indicators – 2020-2021
- a standard set of financial reports.

Yearly:

- yearly KPIs as shown in the attached scorecard indicators – 2020-2021
- statement of financial performance
- statement of financial position
- annual budget as part of corporate process.

11. Meeting our customers' needs

11.1 Customer service standards (CSSs)

For 2020-2021 CSS, RedWaste will make every effort to:

- respond to a missed service on the mainland within one working day of the report being registered with RedWaste where the missed service was the fault of the CBU

- commence new waste services within two working days (mainland) and next scheduled collection day (islands) of the request being lodged with RedWaste
- provide exchanges or alterations to bin services within two working days (mainland) and on the next scheduled collection day (islands) of the request being lodged
- respond to non-urgent general requests within five working days.

11.2 Customer advice

RedWaste will provide a range of information relating to service advice, accounts and charges on request.

RedWaste will make available information to customers through the use of fact sheets, internet pages, community education programs and other like programs.

11.3 Seeking feedback from our customers and community

RedWaste will collect community feedback information and participate in community consultations. Feedback from surveys and consultation will be used to gauge acceptance of service levels. This mechanism is seen by the CBU as a valuable input into improving service delivery.

Customer feedback may be collected through some or all of the following forms:

- recording unsolicited complaints and comments
- management or staff attendance at community consultation sessions
- formal surveys by a third party consultant or formal surveys by Council staff.

12. Planning for the future

12.1 Financial planning

- RedWaste will review its financial model on a yearly basis. The financial model will be for a period of no less than 10 years.
- RedWaste's budget will be formulated on an annual basis and reviewed during the financial year in accordance with the timeframes set by Council, the anticipated capital structure and Council's net return expectations.

12.2 Assets

RedWaste will optimise assets and strive for best value of operations by:

- regularly assessing assets and development of planning reports and Asset Management Plans
- implementing and improving preventative maintenance programs
- enhancing asset condition ratings and information
- timely updating of asset databases
- improving data for calculation of valuations
- considering contemporary valuation methodologies in accordance with effective NCP pricing principles
- considering the risk of possible obsolescence when evaluating use of advancing technology.

12.3 Employment and training plan

RedWaste will make sure the intellectual property of the CBU is retained and operational processes are maintained in perpetuity by implementing the Human Resource Management Policy (POL-2127) which will:

- recognise the need for succession planning
- adopt the staff performance appraisal process
- adopt Council's policy on remuneration packages for staff

- undertake staff training programs based on legislative requirements and a skills gap analysis.

12.4 Financial risk

RedWaste will adopt strategies to minimise financial risk by:

- effective planning, continually reviewing and refining the costing and quotation of jobs
- following a structured but flexible process for quotation and tendering in line with corporate processes and sound contracting principles
- maximising the use of grants and/or subsidies for works
- adopting Council's key financial policies to ensure healthy cash flow capabilities in a long term to support the continuation of existing service levels and planning to cater for growth across the City
- holding an appropriate level of insurance cover
- monitoring the sundry debtors to ensure revenues are maximised.

13. Revenue

Revenues collected by Council are transferred to RedWaste for all services it provides.

13.1 Collection of rates

RedWaste's waste management service charges will be integrated on Council rate notice.

All outstanding rates will appear in RedWaste's balance sheets.

13.2 Collection of fees, charges and miscellaneous incomes

Revenues for fees and charges will be collected in the following manner:

- revenue for other works including waste disposal fees will be by invoice with a 30-day payment period
- direct gate fee payment at the time of transaction or monthly account invoice for commercial and non-resident customers, and customers without proof of residency
- sale of recoverable materials including scrap metal and cardboard.

13.3 Community service obligations (CSOs)

CSO payments will be made by Council for services supplied for less than full cost price in accordance with Council pricing, policy or operations. A summary of the CSOs will be provided in Council's annual report in accordance with Section 35 of the *Regulation*.

CSOs may include (but are not limited to):

- concessions to services provided under the former home assist secure program
- provision of on-demand bulky household item collection service
- concessions, remissions or rebates for specific persons stated in a policy
- any non-commercially driven concession or remission provided by resolution of Council
- community services such as Clean Up Australia Day
- special audits and assessments outside commercial requirements
- waiver of disposal fees for charities, schools, clubs, and non-profit organisations that meet the conditions of Corporate Policy WST-003-P Waste Management and Resource Recovery Policy and the Exemption of Waste Disposal Fees at Council Waste Transfer Stations Guideline
- waiver of fees for disposal of asbestos, construction and demolition waste from the Bay Islands to Birkdale waste transfer station

- emergency disposal of debris from major catastrophes, e.g. storms/floods.

CSOs for Council 2020-2021 are:

Job Name	Description of the nature of the CSO	Budget Year 2020-21 \$000
Clean Up Australia Day	Acceptance of Clean Up Australia Day waste at transfer stations, provision of bulk waste bins and waste disposal for clean-up sites.	2
Waste Disposal from Community Groups and Islands	Disposal of commercial and industrial, and construction and demolition waste originating from islands and not accepted at island waste transfer stations; and waiving of disposal fees for community groups and not for profit organisations via Policy WST-003-P.	51
In-Home Waste, Recycling and Green Waste Collection Service	In-Home wheelie bin collection services to residents who are unable to place their bin at the kerb for collection due to ill health, physical or mental capacity.	81
Bulky Item Collection Service (Elderly & Disabled)	Removal and disposal of bulky items and green waste to eligible elderly and disabled clients.	25
		159

14. Financial structure

RedWaste is a separate unit within Council's financial ledgers.

A separate accounts payable and receivable ledger will operate within Council's financial system to allow for easy identification of payments.

14.1 Capital structure

The consolidated capital structure of the CBU will comprise community equity to the value of assets less liabilities.

The 10-year average Debt to Debt + Equity level shall be in the range of 30-50%.

14.2 Physical assets

In accordance with the initial CBU establishment plan, the capital structure of RedWaste will include all current and non-current assets and liabilities and equity shown in the financial statements.

14.3 Monetary assets

All current assets as recorded in RedWaste including debtors and prepayments are to be managed by the CBU.

14.4 Investment

Council's Financial Services group will invest all excess cash held by RedWaste at the best possible interest rate.

14.5 Cash balances

The cash balances shall be held at a level that equates to 3-4 months annualised average operational costs.

14.6 Loans

The CBU will utilise debt to fund large infrastructure projects that are associated with the generation of revenue in line with corporate guidelines and Executive Leadership team (ELT) direction.

14.7 Subsidy

RedWaste will optimise the use of available grants and subsidies by managing the forward planning of future works programs.

14.8 Recognition of assets

Assets will be recognised using industry standards and the methodologies developed through Council's asset valuation policy, the *Local Government Regulation 2012*, and the *Australian Accounting Standards*.

14.9 Depreciation

RedWaste will depreciate its assets in accordance with the *Australian Accounting Standards* having regard for contemporary depreciation methods.

14.10 Pricing policies

RedWaste will price its services in accordance with Full Cost Pricing (FCP) principle using Activity Based Costing methodology, while taking into account National Competition Policy requirements and Council policies. This may include introducing additional user pays type fees and charges.

The waste/recycling charge is determined by Council to ensure that it is able to cover costs associated with the provisions of the service. The costs include payment to contractors for both refuse collection and a kerbside recycling service. Disposal costs are also factored into the charge to cover contractor costs for disposal, site development works, transfer station operations, management and administration costs.

14.11 Net return to Council

RedWaste will provide to Council a surplus made up of dividend, income tax and internal debt finance structuring to the value of the following:

Tax on operating capability @ 30%.

Dividend: 50% on earnings after tax and other agreed exclusions.

To achieve the surplus the following parameters will need to be considered:

Revenue: Revenues should be modeled to meet the FCP requirements and commercial rates of return required by NCP reforms.

Expenses: Wage increases in line with the enterprise bargaining agreement and commercial activity needs. Goods and services increased in line with market pricing, growth and environmental or legislative influences.

Retained earnings: All surplus profit after tax and dividend will be transferred to retained earnings for use by the entity for capital or operational projects as required.

Net return to Council: The net return to Council is made up of the following:

+ Tax

+ Dividend

+ Internal interest

ATTACHMENTS

ATTACHMENT 1 – OPERATIONAL BUDGET 2020-21 – 3 YEARS

	Budget Year 1 2020-21 \$000	Forecast Year 2 2021-22 \$000	Forecast Year 3 2022-23 \$000
Revenue			
Levies and utility charges	29,127	29,968	36,345
<i>Less: Pensioner remissions and rebates</i>	-	-	-
Fees	647	676	708
Operating grants and subsidies	4,821	5,341	-
Operating contributions and donations	-	-	-
Interest external	61	63	64
Community service obligation	158	161	165
Other revenue	900	917	936
Total revenue	35,715	37,125	38,218
Expenses			
Employee benefits	1,881	1,926	1,973
Materials and services	23,627	24,287	25,109
Finance costs other	1	1	1
Other expenditure	-	-	-
Net internal costs	1,918	1,955	1,997
Total expenses	27,427	28,170	29,080
Earnings before interest, tax and depreciation (EBITD)	8,288	8,955	9,137
Interest expense	17	7	6
Internal interest	-	-	-
Depreciation and amortisation	327	489	602
Operating surplus/(deficit)	7,943	8,459	8,529

ATTACHMENT 2 – CAPITAL FUNDING 2020-21 – 3 YEARS

	Budget Year 1 2020-21 \$000	Forecast Year 2 2021-22 \$000	Forecast Year 3 2022-23 \$000
Proposed sources of capital funding			
Capital contributions and donations	-	-	-
Capital grants and subsidies	-	-	-
Proceeds on disposal of non-current assets	-	-	-
Capital transfer to / from reserves	-	-	-
Non-cash contributions	-	-	-
New loans	-	-	-
Funding from utility revenue	924	1,775	1,172
Total sources of capital funding	924	1,775	1,172
Proposed application of capital funds			
Contributed assets	-	-	-
Capitalised goods and services	779	1,622	1,126
Capitalised employee costs	-	-	-
Loan redemption	145	153	46
Total application of capital funds	924	1,775	1,172
Other budgeted items			
Transfers to constrained operating reserves	(4,821)	(4,942)	(5,065)
Transfers from constrained operating reserves	4,821	4,942	5,065
Written down value (WDV) of assets disposed	-	-	-
Income tax	2,383	2,538	2,559
Dividend	2,780	2,961	2,985

ATTACHMENT 3 – KEY PERFORMANCE INDICATORS 2020-21

Vision outcome	RedWaste indicators – 2020-21	Monthly target	Unit	Reporting frequency	Annual target
Green living Our green living choices will improve our quality of life and our children's lives, through our sustainable and energy efficient use of resources, transport and infrastructure, and our well informed responses to risks such as climate change.	Municipal solid waste resource recovery rate	min 46.2	%	Quarterly	46.2
Healthy natural environment A diverse and healthy natural environment, with an abundance of native flora and fauna and rich ecosystems will thrive through our awareness, commitment and action in caring for the environment	% compliance with environmental licence requirements for waste management facilities	min 98	%	Quarterly	min 98
An efficient and effective organisation Council is well respected and seen as an excellent organisation which manages resources in an efficient and effective way.	Waste operating revenue	+/- 5	%	Monthly	+/- 5
	Waste operating goods and services	+/- 5	%	Monthly	+/- 5
	Waste capital expenditure	+/- 5	%	Monthly	+/- 5
	Lost time injuries	0	#	Annually	0
	Missed service complaints	<0.035	%	Annually	<0.035

 redland operational plan

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