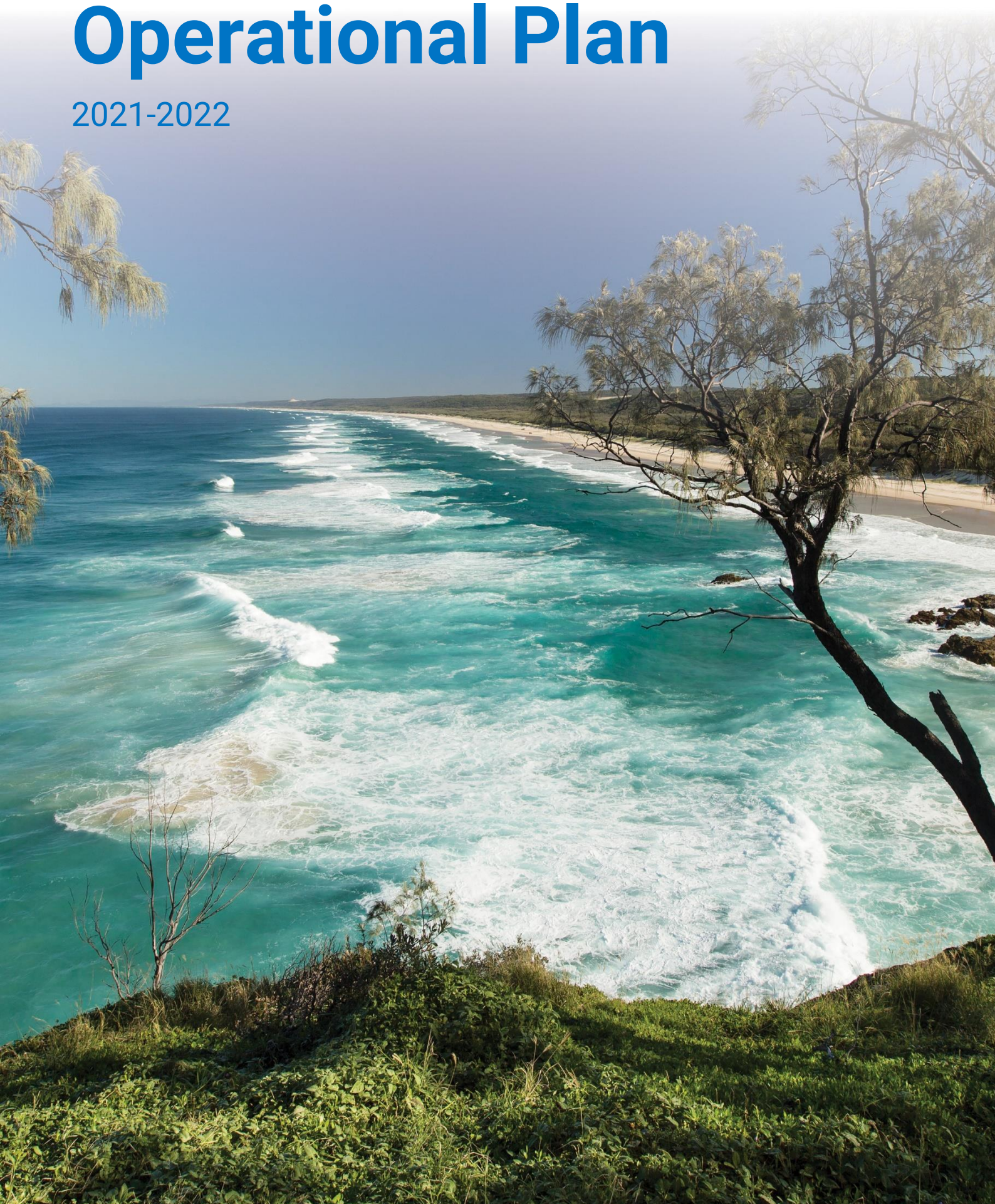


Operational Plan

2021-2022



About the Operational Plan

The *Operational Plan 2021-2022* (the Plan) is a key plan for Redlands Coast. The Plan translates the commitments set out in *Our Future Redlands A Corporate Plan to 2026 and Beyond* into annual measurable activities and actions that Council will undertake within the year. The activities progress achievement of our goals and objectives as well as identified catalyst projects and key initiatives.

Council's Strategic Planning Framework (see Figure 1) depicts the links between 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.

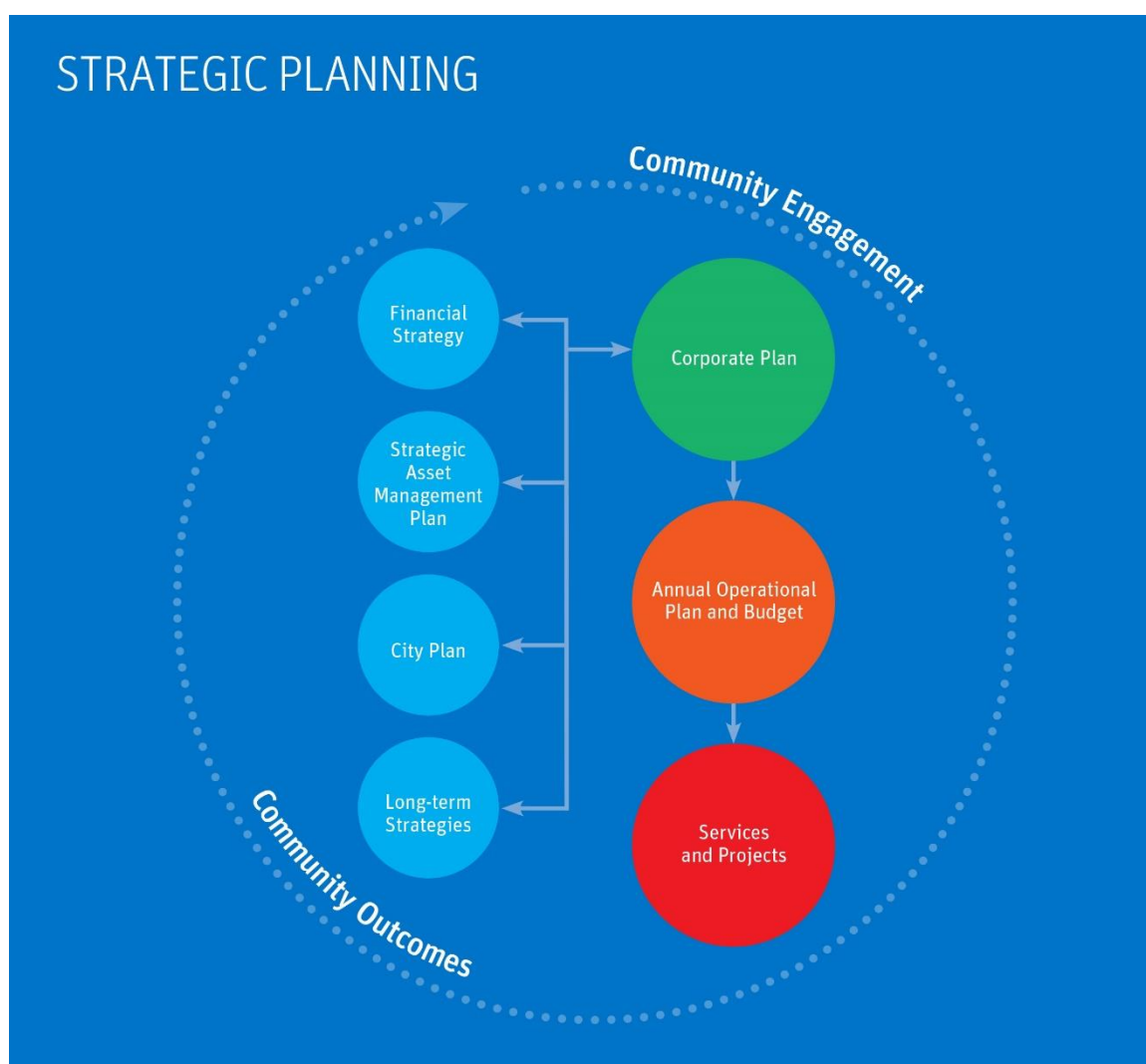


Figure 1 – Strategic Planning Framework

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 (see Figure 2), 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.

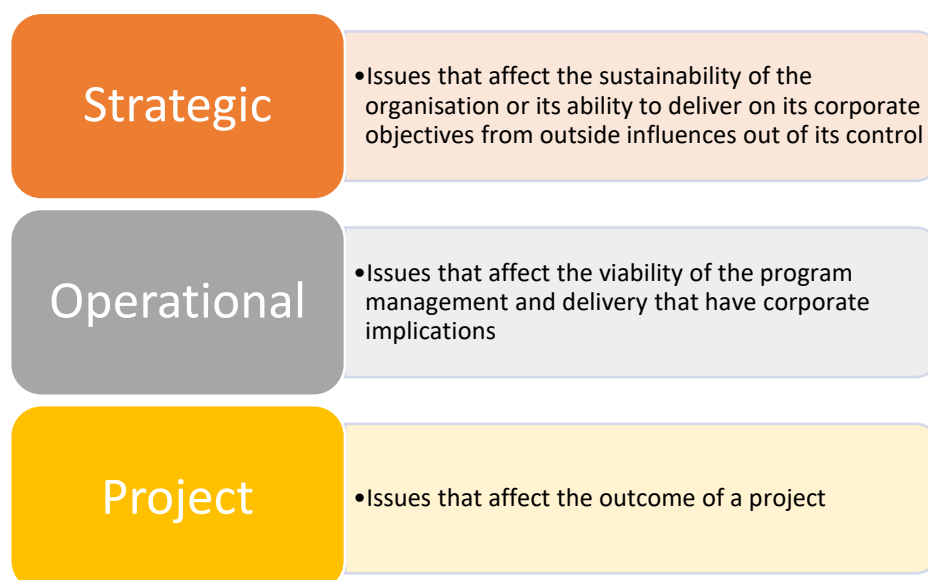


Figure 2 – Types of risks



Corporate Plan – Goal 1

CITY LEADERSHIP

Our City is enriched through a spirit of collaboration and respect across Council and the community, which drives our shared community values and achieves outcomes for our people, place and prosperity.



Our five-year plan

OUR 2026 CITY LEADERSHIP OBJECTIVES

- 1.1 Display quality leadership by our elected Council through transparent and accountable processes and effective communication that builds community trust.
- 1.2 Undertake meaningful community engagement to encourage diverse participation in local decision making.
- 1.3 Create and maintain strategic and innovative partnerships to drive better outcomes for our city.
- 1.4 Advocate for services and funding across our city to enhance social, cultural, environmental and economic outcomes.

CATALYST PROJECTS

1. **South East Queensland City Deal**
Support agreement between the three levels of government to deliver investment in regionally transformative infrastructure which provides long term benefits for Redlands Coast.
2. **Smart and Connected City Strategy**
Implement the *Smart and Connected City Strategy* to deliver smart local and regional solutions that improve the liveability, productivity and sustainability of the city.
3. **Community Engagement**
Strengthen Council's internal capacity to undertake meaningful community engagement using a broad range of tools and deliver enhanced promotion of engagement activities.

2021–2026 KEY INITIATIVES

1. Improve ways of engaging with our community to encourage diverse participation in local decision making, and co-design of community outcomes.
2. Improve communication with our community to increase awareness and transparency around Council operations.
3. Develop a strategic framework to guide Council's advocacy efforts with both the Commonwealth and State Governments for the betterment of Redlands Coast.
4. Advocate for all islands to be recognised in a regional status to create greater funding opportunities.



2021-2022 Operational Activity	Lead	Objective
CATALYST PROJECT ACTIVITIES		
1. South East Queensland City Deal Represent Redlands Coast interests in the development and implementation of the South East Queensland City Deal. a) Contribute through 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 participation in local government working groups. c) Develop a Redlands Coast advocacy plan for key city building infrastructure.	Community and Economic Development	1.3
2. Smart and Connected City Strategy Enhance Redlands Coast liveability, sustainability and attractiveness as a place for business through smart and connected city initiatives. a) Finalise and commence implementation of the Smart and Connected City Strategy. b) Promote opportunities for driving innovation through initiatives for business and community.	Community and Economic Development	1.4
3. Community Engagement Investigate Council's capacity to deliver meaningful engagement. a) Review internal engagement processes, resources, skills and budget requirements.	Communication, Engagement and Tourism	1.2
2021-2026 KEY INITIATIVE ACTIVITIES		
Key Initiative 1 Investigate new and improved ways of engaging with the Redlands Coast community. a) Review engagement activities delivered across Council and other agencies including engagement models and innovations. b) Implement improved engagement activities.	Communication, Engagement and Tourism	1.2



2021-2022 Operational Activity	Lead	Objective
Key Initiative 2 Investigate new and improved ways of communicating with the Redlands Coast community. a) Review communication processes, resources and skills including market researching best practice and innovative processes being utilised by other organisations. b) Implement improved communication activities.	Communication, Engagement and Tourism	1.1
Key Initiative 3 Develop a strategic framework to guide Council's advocacy efforts with other governments. a) Define the project scope, key milestones and identify resourcing required. b) Develop a process and criteria for nominating key projects and initiatives to be included in Council's advocacy framework.	Corporate Governance	1.4
Key Initiative 4 Undertake research to support advocacy efforts for all islands to be recognised as a regional status. a) Conduct a needs assessment for our island communities. b) Analyse island eligibility for State and Federal regional and remote grant allocations. c) Identify specific projects and initiatives that would benefit from State and Federal regional funding.	Corporate Governance	1.4

CONTRIBUTING SERVICES

- Elected Council
- Communication and Engagement
- Economic Development



Corporate Plan – Goal 2

STRONG COMMUNITIES

Our strong and vibrant community spirit is nurtured through services, programs, organisations, facilities and community partnerships that promote resilience, care and respect for residents of all ages, cultures, abilities and needs.



Our five-year plan

OUR 2026 STRONG COMMUNITIES OBJECTIVES

- 2.1 Enhance the health, safety and wellbeing of our community through the delivery of inclusive and responsive services focused on preserving and improving our naturally wonderful lifestyle by leveraging partnerships, networks, facilities and infrastructure.
- 2.2 Promote and celebrate our local heritage and diverse cultures through local arts, festivals and events to foster creativity and connectivity across the community.
- 2.3 Build the community's capacity to adapt to changes in the physical, social and economic environment.
- 2.4 Enhance community inclusion where people of all locations, ages, abilities and cultures can participate and have access to the necessary services and facilities.

CATALYST PROJECTS

1. **Redlands Coast Sport and Recreation Precinct**
Progress Council's staged master-plan including sporting fields, club buildings, car parking, cycling tracks, recreation trails and spaces to play and explore.
2. **Birkdale Community Land, Willards Farm and Tingalpa Creek Corridor**
Create a shared vision for the end use of the land recognising the rich and diverse history of the site, building those values into creating an iconic landmark for the Redlands Coast.
3. **Strategic Property Planning Opportunities**
Generate enhanced community outcomes through strategic alignment and transitioning of Council's property portfolio to embrace sustainable opportunities to deliver physical and natural assets that respond to current and future needs in regards to social, environmental and economic outcomes.

2021–2026 KEY INITIATIVES

1. Stronger Communities Strategy – Implement the Stronger Communities Strategy and Action Plans to help ensure the city has services and social infrastructure to support the health and wellbeing of people of all ages and abilities.
2. Develop and deliver initiatives to recognise and celebrate our local heritage and diverse cultures through the arts and events that promote connectivity.
3. Advocate for lifelong learning and capacity building opportunities to enable social, cultural and economic participation and enhance productivity.



2021-2022 Operational Activity	Lead	Objective
CATALYST PROJECT ACTIVITIES		
1. Redlands Coast Sport and Recreation Precinct		
Plan for effective sport and recreation at Heinemann Road, Redland Bay.	City Assets	2.1
<ul style="list-style-type: none"> a) Continue to develop the Redlands Coast Regional Sport and Recreation Precinct through preliminary design and construction programming. b) Commence implementing the action plan. 		
2. Birkdale Community Land, Willards Farm and Tingalpa Creek Corridor		
Create a shared vision for the end use of Birkdale Community Land, Willards Farm and the Tingalpa Creek Corridor.	Environment and Regulation	2.2
<ul style="list-style-type: none"> a) Develop a shared vision for the Birkdale Community Precinct, based on the previous community consultation process. b) Commence development of the draft Birkdale Community Precinct master-plan and planning for future community consultation on the master-plan for the Precinct. 		
3. Strategic Property Planning Opportunities		
Generate enhanced community outcomes through strategic alignment and transitioning of Council's property portfolio.	Environment and Regulation	2.1
<ul style="list-style-type: none"> a) Complete Council's strategic property framework. b) Complete investigations into options for industrial land on Macleay Island. 		
2021-2026 KEY INITIATIVE ACTIVITIES		
Key Initiative 1		
Undertake planning and implement initiatives that support community wellbeing and build community resilience, and investigate new and improved ways of engaging with the Redlands Coast community.	Community and Economic Development	2.1 2.3 2.4
<ul style="list-style-type: none"> a) Finalise and commence implementation of the Redlands Coast Stronger Communities Strategy 2021-2041. b) Implement the Redlands Coast Age-friendly Action Plan 2021-2026. c) Develop the Redlands Coast Youth Action Plan 2022-2027. d) Develop the Redlands Coast Community Facilities Action Plan 2022-2027. e) Deliver initiatives that target vulnerabilities and build community capacity and resilience. f) Deliver the Grants and Sponsorship Program to achieve strong community investment outcomes. g) Deliver initiatives that aim to reduce crime and improve community safety. 		



2021-2022 Operational Activity	Lead	Objective
<p>Key Initiative 2</p> <p>Develop and deliver initiatives to recognise and celebrate our local heritage and diverse cultures through the arts and events that promote connectivity.</p> <ul style="list-style-type: none"> a) Revise Council's cultural policy to align with Our Future Redlands – A Corporate Plan to 2026 and beyond. b) Engage the Redlands Coast creative community to develop a one to five year culture plan. c) Review the Redland Performing Arts Centre and Redland Art Gallery facility and site utilisation in the delivery of arts activities and events. 	Customer and Cultural Services	2.2
<p>Key Initiative 3</p> <p>Collaborate with schools, tertiary education providers, businesses, industries and communities to advance education opportunities in Redlands Coast.</p> <ul style="list-style-type: none"> a) Continue to facilitate and develop employment and training initiatives for Indigenous and island residents. b) Advocate for education investment opportunities and initiatives from the Education and Training Network. c) Continue to explore higher education models and options. d) Continue to investigate the development of a Centre of Excellence in Education for the Ageing. e) Investigate opportunities and feasibility to develop an international education cluster and partnerships with international institutes. 	Community and Economic Development	2.3 2.4

CONTRIBUTING SERVICES

- Social Planning
- Community Development
- Community Grants
- Disaster Management
- Libraries
- Arts and Culture
- Parks and Open Spaces
- Sport and Recreation
- Event Management
- Community Buildings and Facilities
- Laws and Regulation
- Integrated Customer Contact



Corporate Plan – Goal 3

QUANDAMOOKA COUNTRY

Our city embraces the rich Aboriginal heritage of Redlands Coast (Quandamooka) and the Traditional Owners' ongoing custodianship of Quandamooka land and waters. We work together for the future of Redlands Coast on Quandamooka Country.



Our five-year plan

OUR 2026 QUANDAMOOKA COUNTRY OBJECTIVES

- 3.1 Value, engage and collaborate with Traditional Owners of much of Redlands Coast, the Quandamooka People.
- 3.2 Partner with the Traditional Owners of much of Redlands Coast, the Quandamooka People, to increase recognition, understanding, and respect for traditional culture and heritage and to protect and preserve Aboriginal heritage sites.
- 3.3 Support the delivery of commitments under the current North Stradbroke Island/Minjerribah Indigenous Land Use Agreement that Council has with Quandamooka Yoolooburrabee Aboriginal Corporation to provide economic, environmental, social and cultural opportunities for Traditional Owners.
- 3.4 Acknowledge the role – and knowledge of – Traditional Owners in managing the land and sea under Native Title.
- 3.5 Work towards the finalisation of Native Title determinations in consultation with Traditional Owner groups.

CATALYST PROJECTS

1. **Redlands Coast Reconciliation Action Plan**
Progress our reconciliation journey through the development of an externally facing Redlands Coast Reconciliation Action Plan.
2. **Dual Naming Wayfinding Signage**
Progress roll-out of dual naming wayfinding signage across the Redlands Coast that incorporates Quandamooka Jandai language.
3. **New City Entry Statements**
Installation of new city entry statements that include acknowledgement of Quandamooka Country.

2021–2026 KEY INITIATIVES

1. Work closely with the Traditional Owners of much of Redlands Coast, the Quandamooka People, and representative body Quandamooka Yoolooburrabee Aboriginal Corporation, to foster a positive, mutually respectful working relationship.
2. Continue to improve Council's capacity to deliver positive outcomes for the Traditional Owners of much of Redlands Coast, the Quandamooka People, and all Aboriginal and Torres Strait Islander people living on Redlands Coast, through policy as well as cultural awareness and heritage training for elected representatives and Council employees.
3. Work with the Quandamooka People to promote respect and understanding of Quandamooka culture and Native Title within the Redlands Coast community.
4. Work collaboratively with the Quandamooka People to help achieve a positive future for North Stradbroke Island/Minjerribah post sandmining, including advocacy for local planning.



2021-2022 Operational Activity	Lead	Objective
CATALYST PROJECT ACTIVITIES		
1. Redlands Coast Reconciliation Action Plan		
Implement and establish reconciliation action plans.	Corporate Governance	3.2
a) Continue to implement the Kanara Malara - One People 2019-2021 Redland City Council Reconciliation Action Plan.		
b) Develop an externally facing Redlands Coast reconciliation action plan through Reconciliation Australia.		
2. Dual Naming Wayfinding Signage		
Develop a dual naming policy for Council.	Corporate Governance	3.3
a) Investigate and research other local governments in Australia that have dual naming protocols for local Indigenous languages.		
3. New City Entry Statements		
Deliver City Entry Statements.	Communication, Engagement and Tourism	3.4
a) Promote the installation of six new City Entry Statements across Redlands Coast.		
2021-2026 KEY INITIATIVE ACTIVITIES		
Key Initiative 1		
Support delivery of Indigenous Land Use Agreement (ILUA) commitments.	Corporate Governance	3.1
a) Manage Council's commitments under the ILUA by coordinating with the ILUA Consultative Committee and Protecting Sea, Land and Environment Committee.		3.2
b) Monitor progress of ILUA activities delivered by key internal stakeholders and report to Council's Executive Leadership Team quarterly.		3.5
c) Continue to work collaboratively with Quandamooka Yoolooburrabee Aboriginal Corporation.		
Key Initiative 2		
Implement culturally appropriate protocols and promote traditional knowledge.	Corporate Governance	3.2
a) Implement and monitor cultural heritage and cultural awareness training to employees and elected members.		
b) Promote cultural awareness to staff and celebrate Quandamooka and Aboriginal and Torres Strait Islander culture through key events such as the National Aborigines and Islanders Day Observance Committee (NAIDOC) and National Reconciliation Week.		



2021-2022 Operational Activity	Lead	Objective
Key Initiative 3 Engage key stakeholders for the preparation of the determination of Native Title on the Redlands Coast mainland. a) Work with Traditional Owners and the Queensland Government on Native Title claim requirements. b) Develop a mainland Indigenous Land Use Agreement for both Traditional Owner groups. Promote Quandamooka culture and information to improve understanding of Native Title. a) Provide information through Council's communication channels including Our Redlands magazine, social media and website.	Corporate Governance Communication, Engagement and Tourism	3.2 3.2
Key Initiative 4 Strengthen the local North Stradbroke Island (Minjerribah) economy. a) Engage with key stakeholders on Minjerribah to identify and deliver initiatives to strengthen the local economy.	Community and Economic Development	3.1 3.3

CONTRIBUTING SERVICES

- Quandamooka Partnerships



Corporate Plan – Goal 4

NATURAL ENVIRONMENT

Our environment enhances our identity, lifestyle, wellbeing, economy and cultural values. Opportunities to be immersed in our naturally wonderful environment are harnessed, and drive our commitment to protect and enhance our natural assets.



Our five-year plan

OUR 2026 NATURAL ENVIRONMENT OBJECTIVES

- 4.1 Manage, maintain and enhance our natural assets and ecosystems, including wildlife protection, vegetation management, and marine and waterway health and values.
- 4.2 Actively encourage reduction, reuse and recycling of waste to support sustainable waste management principles.
- 4.3 Encourage visitors and residents to embrace and experience our natural assets including coastline, islands, marine parks, hinterland and unique environment.
- 4.4 Support ecologically sustainable development through clear planning and policy.
- 4.5 Proactively manage climate change and extreme weather impacts through adaptive strategy and planning.

CATALYST PROJECTS

1. Coastline Activation

Finalise a strategy to activate the Redlands coastline, including Cleveland Point land access improvements and other landside improvements across the city, to encourage appreciation, recreation and utilisation of our unique natural bay and creek waterfront spaces and places.

2. Wastewater Treatment Plants

Develop a strategy to review opportunities associated with Council's wastewater treatment plants including new forms of energy.

3. Waste Management

Participate in the development of a regional waste plan, and develop a local Waste Recycling and Reduction Plan to move towards a zero waste future.

4. Minjerribah Panorama Coastal Walk

Progress next stages of this unique connection to enhance visitors' experiences, by harnessing key views and completing a safe pedestrian link between Point Lookout Village and Cylinder Beach.

2021–2026 KEY INITIATIVES

1. Continue to target rehabilitation, regeneration and habitat management works in key priority areas, based on strategic mapping and research through the delivery of the *Redlands Wildlife Connections Action Plan*.
2. Deliver Council's *Koala Conservation Strategy* and review and update the *Koala Conservation Action Plan* to commit to proactively preserve our koala population.
3. Partner with the community to manage fire risk through Council's fire management program.
4. Explore and implement opportunities to proactively reduce Council's carbon footprint.
5. Continue to implement the Coastal Hazard Adaptation Strategy to proactively manage the impact of climate change on our foreshores.
6. Support the transition to a circular economy for waste and participate in regional collaboration and other partnership opportunities to improve resource efficiency.
7. Partner with Seqwater and other water service providers to contribute to the development of the Water 4 SEQ Plan – an integrated plan for water cycle management in South East Queensland, supporting drought preparedness for the region.
8. Deliver the *Redlands Coast Biosecurity Plan* to proactively manage the impacts to Redlands Coast environmental assets and community lifestyle posed by biosecurity risks.
9. Work with the community to provide education opportunities to support, enhance and encourage environmental understanding and grow environmental connections.
10. Implement programs to address the impacts of land uses on waterways by delivering a coordinated approach to catchment management.
11. Partner with industry leaders to investigate alternative sources of energy that provide environmental, community and economic benefits.



2021-2022 Operational Activity	Lead	Objective
CATALYST PROJECT ACTIVITIES		
1. Coastline Activation		
Commence scoping a strategy to activate the Redlands Coast coastline.	Environment and Regulation	4.3
a) Establish a working group for pre-planning of the strategy.		
2. Wastewater Treatment Plants		
Develop an overall strategy for wastewater treatment plants.	City Assets	4.4
a) Review release to environment requirements based on proposed strategy options for treatment plants.		
b) Finalise the strategy based on preferred options for treatment plants.		
3. Waste Management		
Participate in the development of a regional waste plan.	City Assets	4.2
a) Continue to participate in regional forums.		
Develop a local waste recycling and reduction plan to move towards a zero waste future.	City Assets	4.2
a) Consolidate community feedback and finalise the plan.		
b) Seek Council endorsement of the plan.		
c) Implement actions from the plan.		
4. Minjerribah Panorama Coastal Walk		
Plan for the Minjerribah Panorama Coastal Walk Project on North Stradbroke Island (Minjerribah).	City Assets	4.3
a) Continue to deliver stages of Minjerribah Panorama Coastal Walk works.		



2021-2022 Operational Activity	Lead	Objective
2021-2026 KEY INITIATIVE ACTIVITIES		
Key Initiative 1 Implement the Wildlife Connections Action Plan 2018-2023. 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 buffers on freehold land and supporting 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.	Environment and Regulation	4.1
Key Initiative 2 Implement the Koala Conservation Strategy 2016 and review the 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 on-ground works that reduce koala mortality. d) Increase understanding, connection to and participation in koala conservation actions and behaviours with the Redlands Coast community. e) Review the Koala Conservation Action Plan 2016.	Environment and Regulation	4.2
Key Initiative 3 Implement Council's fire management program. a) Plan and review key areas for mitigation of fire risk rate and carry out maintenance programs as required. b) Continue to deliver community education events.	City Operations	4.1 4.5
Key Initiative 4 Explore and implement opportunities to proactively reduce Council's carbon footprint. a) Continue to maintain and improve Council's carbon and energy dashboard. b) Continue to investigate renewable energy opportunities on Council buildings. c) Deliver information promoting sustainable living options including alternative energy usage to the Redlands Coast community.	Environment and Regulation	4.5



2021-2022 Operational Activity	Lead	Objective
Key Initiative 5 Implement the Coastal Hazards Adaptation Strategy across Redlands Coast. a) Continue to implement actions in accordance with the Strategy including coastal monitoring and protection work. b) Implement knowledge sharing actions recommended in the Strategy including working with community groups, providing fact sheets and collaborating with infrastructure providers. c) Embed hazard modelling in asset management practices across relevant asset classes.	City Assets	4.5
Key Initiative 6 Continue to implement the Sub Regional Waste Procurement Process. a) Continue as part of the external working group and provide status updates.	City Assets	4.2
Key Initiative 7 Partner with Seqwater and other water service providers. a) Continue participation with Seqwater and other water service providers in regular forums. b) Contribute to the development of the Water for South East Queensland: Planning for our future Annual Report 2021.	City Assets	4.5
Key Initiative 8 Deliver the Redlands Coast Biosecurity Plan 2018-2021. a) Prevent and detect invasive biosecurity matter. b) Promote awareness and education of biosecurity and pest management. c) Manage systems to provide effective pest control and enforcement activities.	Environment and Regulation	4.1
Key Initiative 9 Provide education opportunities to the Redlands Coast community to support, enhance and encourage environmental understanding and grow environmental connections. a) Develop and deliver a wildlife education program through scheduled workshops, events, social media and online resources which includes endangered, threatened and iconic species. b) Deliver the IndigiScapes workshop and event schedule to align with environmental strategies and plans, and respond to the community. c) Provide extension services with private land owners and the community in accordance with identified priority areas. d) Deliver community Bushcare programs in identified priority areas.	Environment and Regulation	4.1 4.2 4.3



2021-2022 Operational Activity	Lead	Objective
Key Initiative 10 Implement waterway catchment management programs. a) Finalise the Redlands Coast Bay and Creeks Plan. b) Contribute to 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. f) Respond to and investigate customer service requests for erosion and sediment control matters. g) Monitor compliance with development approvals for sediment and erosion control matters.	Environment and Regulation	4.12
Key Initiative 11 Support initiatives that advance alternative sources of energy for Redlands Coast. a) Investigate opportunities to advance a green hydrogen economy for Redlands Coast. b) Facilitate partnerships with industry and all levels of government to externally fund green hydrogen projects. c) Promote opportunities to partner with governments, industry and research sectors on green energy initiatives to secure economic, environmental and social opportunities for Redlands Coast.	Community and Economic Development	4.4

CONTRIBUTING SERVICES

- Environmental Management
- Waterway Management
- Environmental Compliance
- Environmental Education
- Public Health
- Waste and Recycling
- Disaster Management
- Economic Development



Corporate Plan – Goal 5

LIVEABLE NEIGHBOURHOODS

Our unique local lifestyle is enhanced by a well-planned network of island, urban, rural and bushland areas which connect and support our natural assets, communities and businesses.



Our five-year plan

OUR 2026 LIVEABLE NEIGHBOURHOODS OBJECTIVES

- 5.1 Enhance the unique character and liveability of our city for its communities through co-ordinated planning, placemaking, and management of community assets.
- 5.2 Maximise economic, environmental and liveability outcomes by creating greater connectivity and linkages within and beyond our city.
- 5.3 Increase community participation in active transport through improved infrastructure networks and behaviour change programs.
- 5.4 Sustainably manage growth and quality development in the city through planning, implementation and management of the *Redland City Plan*, *Local Government Infrastructure Plan* and *Netserv Plan*.

CATALYST PROJECTS

1. **Active Transport Investment**
Pivot Council's existing transport expenditure to deliver a step-change in active transport connectivity across the city, through improving cycling and pedestrian facilities.
2. **Southern Moreton Bay Islands Infrastructure**
Consolidate existing plans and strategies to develop a roadmap to improve infrastructure on the islands.
3. **Marine Public Transport Facility Program**
Progress the upgrade of the four Southern Moreton Bay Islands ferry terminals and review development opportunities both on adjoining land and through the repurposing of existing structures for recreational purposes.
4. **Major Transport Corridor Improvements**
Including Wellington Street and Panorama Drive Upgrade Program – Deliver Stage 1 of the multi-stage upgrade of this major transport corridor.

2021–2026 KEY INITIATIVES

1. Undertake planning to create attractive and vibrant city centres where people can live and work locally.
2. Develop a framework for an ongoing local area planning program to provide solutions to meet the specific needs of individual local areas and support their unique character and identity.
3. Engage our community to co-design the liveability of their neighbourhoods through planning, placemaking, and the management of community assets.
4. Deliver the *Redlands Coast Transport Strategy*, to create a more efficient, accessible and safer integrated transport system.



2021-2022 Operational Activity	Lead	Objective
CATALYST PROJECT ACTIVITIES		
1. Active Transport Investment		
Continue to provide transport connectivity across Redlands Coast by improving cycling and pedestrian facilities.	City Assets	5.3
<ul style="list-style-type: none"> a) Develop capital works program planning to improve connectivity of footpaths and cycleways. b) Deliver the capital works program to construct footpaths and cycleways. c) Continue to advocate with funding partners to align existing and future projects to targeted funding opportunities. 		
2. Southern Moreton Bay Islands Infrastructure		
Consolidate existing plans and strategies for infrastructure across the Southern Moreton Bay Islands.	City Assets	5.1
<ul style="list-style-type: none"> a) Define the project scope and identify resourcing required to consolidate strategies and plans from a planning, social, infrastructure and environmental perspective. 		
3. Marine Public Transport Facility Program		
Deliver Southern Moreton Bay Island jetty upgrades in partnership with the Queensland Government.	City Assets	5.2 5.4
<ul style="list-style-type: none"> a) Collaborate with the Queensland Government to deliver stages of nominated sites. b) Monitor project progression including expenditure of the overall project. 		
4. Major Transport Corridor Improvements		
Deliver the Wellington Street and Panorama Drive Upgrade Program Stage 1 in partnership with the Federal Government.	City Assets	5.1 5.4
<ul style="list-style-type: none"> a) Complete service relocations and commence civil construction works. 		
2021-2026 KEY INITIATIVE ACTIVITIES		
Key Initiative 1		
Leverage the centres management approach to support mixed-use centres that provide opportunities for living and working locally.	Community and Economic Development	5.1
<ul style="list-style-type: none"> a) Identify development and investment opportunities. b) Coordinate local activity to improve and promote liveability of centres. 		



2021-2022 Operational Activity	Lead	Objective
Key Initiative 2 Develop a framework for an ongoing local area planning program. a) Define local area planning, identify key locations that require finer grade planning, establish a level of significance and priority, and prepare a work program. b) Commence a statutory review of the Local Government Infrastructure Plan. c) Continue collaboration and input into the review of planning provisions for the City's canal and lakeside estates. d) Finalise Major Amendment 05/19 – South West Victoria Point Local Plan. e) Continue to progress land use investigations of the Southern Thornlands Potential Future Growth Area including drafting any required amendments to City Plan.	City Planning and Assessment	5.1
Key Initiative 3 Engage the Redlands Coast community to co-design the liveability of their neighbourhoods through planning, placemaking, and the management of community assets. a) Progress two minor/administrative amendments and Major Amendment 02/20- General. b) Commence implementation of Major Amendment 03/19 – Heritage with a supporting incentives package and implement Temporary Local Planning Instrument 01/21 – Protection of Local Heritage Places (TLPI 01/21) as an interim protection measure. c) Finalise Major Amendment 04/20 - Medium Density Residential Zone Code Amendment. d) Finalise Major Amendment 01/21 Environmental.	City Planning and Assessment	5.1
Key Initiative 4 Deliver the Redlands Coast Transport Strategy 2041. a) Commence development of the Redlands Coast Active Transport Plan. b) Implement the Weinam Creek car share initiative. c) Commence an options analysis for the Northern Greenway Transport Corridor.	City Planning and Assessment	5.2

CONTRIBUTING SERVICES

- Strategic Land Use Planning
- Infrastructure Planning and Charging
- Development Assessment
- Transport and Road Network
- Water (supply)
- Wastewater (collection and treatment)
- Economic Development
- Strategic Partnerships



Corporate Plan – Goal 6

THRIVING ECONOMY

Our thriving economy recognises the benefit of our unique geography and is underpinned by enabling infrastructure, supportive policy and successful partnerships which maximise opportunity for growth in industry, job creation, innovation and investment.





Our five-year plan

OUR 2026 THRIVING ECONOMY OBJECTIVES

- 6.1 Increase the city's productivity and economic growth through the delivery of infrastructure and well-planned, vibrant, connected precincts and centres.
- 6.2 Foster development in key industries through national and international partnerships with the education sector, government, business, and industry stakeholders.
- 6.3 Harness opportunities for existing and emerging technologies and infrastructure to drive jobs of the future and encourage business and tourism growth.
- 6.4 Leverage Redlands Coast on Quandamooka Country as a unique and diverse tourism destination to capture market share and encourage and support local, national and international tourism and business.
- 6.5 Deliver activities, events, performances and experiences that bring social, cultural and economic benefits to the community.

CATALYST PROJECTS

- 1. MacArthur Street Land**
Seek partnerships for investment in infrastructure and facilities that balance enhanced social and economic opportunities.
- 2. Toondah Harbour Priority Development Area**
Progress Council's obligations under its Development Agreement with Economic Development Queensland and Walker Corporation to support the commitment to reinforce Toondah Harbour as the regional gateway to Moreton Bay and the islands.
- 3. Weinam Creek Priority Development Area**
Progress Council's staged master-plan that will transform the waterfront of Redland Bay, provide community infrastructure for local families, improve the usability of the transport hub, attract visitors, create jobs and drive economic development in the area.
- 4. Capalaba Town Centre Revitalisation Project**
Progress the revitalisation of Capalaba Town Centre to create a vibrant mixed-use centre anchored by community, commercial, and retail facilities, and activated public spaces with integrated transport.
- 5. Cleveland Administration Building**
Undertake a review of Council's Cleveland accommodation requirements.
- 6. Centres Planning Program**
Accelerate a centres planning program to enhance the city's productive precincts including the Cleveland CBD, creating opportunity for business investment, and increase in skills and capacity for employment.
- 7. Redlands Coast Adventure Sports Precinct**
Progress the new Redlands Coast integrated Aquatic Centre and Olympic standard Canoe-Kayak Slalom facility to provide additional sport, recreation and emergency services education and training facilities.
- 8. Redlands Health and Wellness Precinct**
Facilitate the delivery of the Redlands Health and Wellness Precinct as a catalyst economic opportunity to create an expanded health, social services, education and allied health cluster that can generate employment growth, and promote higher order specialist and tertiary health services.



GOAL 6: THRIVING ECONOMY

2021–2026 KEY INITIATIVES

1. Continue to implement the *Redlands Economic Development Framework 2041* and key industry sector plans to grow the city's economy in key sectors:
 - Health Care and Social Assistance
 - Education and Training
 - Rural Enterprise
 - Manufacturing
 - Tourism
2. Promote Redlands Coast as a destination of choice through the delivery of the Redlands Coast Destination Management Plan.
3. Advocate for improved digital infrastructure to enhance the city's capacity to attract business investment and growth and enhance productivity.
4. Collaborate with community, industry, local businesses, and entrepreneurs to realise opportunities in the circular economy.
5. Deliver initiatives to attract investment to Redlands Coast across key industry sectors, and support local businesses.
6. Support the attraction and delivery of events through improved infrastructure at event locations across the city.
7. Support key festivals that drive visitors to Redlands Coast.





2021-2022 Operational Activity	Lead	Objective
CATALYST PROJECT ACTIVITIES		
1. MacArthur Street land		
Seek partnerships for investment in infrastructure and facilities for MacArthur Street Land.	Environment and Regulation	6.3
a) Finalise recommendations in relation to the social and economic opportunities for the land.		
2. Toondah Harbour Priority Development Area (PDA)		
Progress the delivery of the Toondah Harbour PDA.	Office of the General Manager Organisational Services	6.1
a) Report on progress of the development of the Environmental Impact Statement (EIS) covering coastal processes, water quality, aquatic ecology, fisheries, shorebirds, koalas and cultural heritage.		
b) Report on the implementation of a public consultation process on the final EIS.		
3. Weinam Creek Priority Development Area (PDA)		
Progress the delivery of the Weinam Creek PDA.	Office of the General Manager Organisational Services	6.1
a) Finalise the PDA master-plan with Economic Development Queensland.		
b) Progress Stage 3 of the Weinam Creek PDA project involving civil works on the northern side of Weinam Creek, and investigate boat ramp changes and carpark alterations.		
4. Capalaba Town Centre Revitalisation Project		
Progress the Capalaba Town Centre Revitalisation Project.	Community and Economic Development	6.1
a) Coordinate the project steering committee and maintain oversight over deliverables.		
b) Leverage wider investment opportunities for the Capalaba Town Centre.		
5. Cleveland Administration Building		
Commence a review of Council's Cleveland accommodation.	Office of the General Manager Organisational Services	6.1
a) Undertake pre-planning activities to determine options for Council's office footprint in Cleveland.		



2021-2022 Operational Activity	Lead	Objective
6. Centres Planning Program Implement a centre management approach to enhance Redlands Coast key economic and lifestyle precincts. a) Establish a place management governance and delivery model with an initial focus on Cleveland CBD. b) Deliver priority projects focused on economic impact, activations and placemaking. c) Review progress in Cleveland and apply learnings to the implementation of other centres.	Community and Economic Development	6.3
7. Redlands Coast Adventure Sports Precinct Undertake planning for integrated aquatic and canoe/kayak slalom facilities. a) Progress detailed master-planning for an integrated aquatic Olympic standard whitewater facility. b) Continue planning and advocacy for the 2032 Olympic and Paralympic Games. c) Leverage opportunities connected to the broader Birkdale Community Precinct.	Community and Economic Development	6.2
8. Redlands Health and Wellness Precinct Collaborate with industry and government to advance the Redlands Health and Wellness Precinct. a) Collaborate with project partners for delivery of the Redlands Health and Wellness Precinct and establish a Memorandum of Understanding with key stakeholders and other relevant parties. b) Contribute to activating a legislative pathway for delivering the Redlands Health and Wellness Precinct Master Plan.	Community and Economic Development	6.2
2021-2026 KEY INITIATIVE ACTIVITIES		
Key Initiative 1 Implement plans to grow the Redlands Coast economy in key economic industry sectors. a) Finalise and commence implementation of the Redland City Manufacturing Industry Sector Plan 2021-2026. b) Contribute to implementation of the Redlands Coast Destination Management Plan 2021-2026. c) Continue to implement industry sector plans for health care and social assistance, the education and training industry, and the rural enterprises industry.	Community and Economic Development	6.2



2021-2022 Operational Activity	Lead	Objective
Key Initiative 2 Deliver the Redlands Coast Destination Management Plan 2021-2026. a) Finalise the Redlands Coast Destination Management Plan 2021-2026. b) Implement actions of the Redlands Coast Destination Management Plan 2021-2026.	Communication, Engagement and Tourism	6.4
Key Initiative 3 Undertake advocacy with all levels of government and industry for improved data and communications infrastructure to support Redlands Coast current and future business needs. a) Advocate for expansion of the national broadband network business grade fibre zone in key business precincts across Redlands Coast. b) Support identification of funding opportunities for expansion of Council's dark fibre project and opportunities for businesses to connect.	Community and Economic Development	6.3
Key Initiative 4 Promote opportunities in the circular economy. a) Facilitate partnerships that encourage industry and business to participate in the circular economy.	Community and Economic Development	6.2
Key Initiative 5 Boost the Redlands Coast investment profile through targeted proactive strategy, marketing and focused implementation. a) Develop an investment attraction plan to support growth of the Redlands Coast economy, based on sound economic analysis. b) Produce an investment prospectus that captures the current pipeline of investment, local success stories, specific opportunities and identifies new incentives. c) Develop a marketing plan that drives implementation and supports a seamless customer experience.	Community and Economic Development	6.2
Key Initiative 6 Review events infrastructure requirements at Council venues. a) Investigate event infrastructure requirements at key Council venues, such as parks and the showground, to maximise event attraction.	Communication, Engagement and Tourism	6.5



2021-2022 Operational Activity	Lead	Objective
Key Initiative 7 Deliver actions from the Redland City Events Strategy and Action Plan 2017-2022. a) Attract and retain key festivals and events on Redlands Coast.	Communication, Engagement and Tourism	6.5

CONTRIBUTING SERVICES

- Economic Development
- Strategic Partnerships
- International Relationships
- Community Grants and Sponsorships
- Tourism
- Digital Capacity and Innovation



Corporate Plan – Goal 7

EFFICIENT AND EFFECTIVE ORGANISATION

Council employees are proud to deliver efficient, valued and sustainable services for the betterment of the community.



Our five-year plan

OUR 2026 EFFICIENT AND EFFECTIVE ORGANISATION OBJECTIVES

- 7.1 Improve the efficiency and effectiveness of Council's service delivery to decrease costs, and enhance customer experience and community outcomes.
- 7.2 Facilitate business transformation pathways for innovation, integration, and collaboration to meet the current and future needs of our city.
- 7.3 Continue building a thriving organisation, characterised by employees who are performing at their best, are energised, connected and continually getting better at what they do.
- 7.4 Demonstrate good governance through transparent, accountable processes and sustainable practices and asset management.
- 7.5 Promote a healthy and inclusive work environment where our employees actively care, support and protect the wellbeing of themselves and others.

CATALYST PROJECTS

1. **New Fibre Optic Network**
Deliver Council's fast fibre optic network to provide savings for Council's own existing operating costs, improve connectivity between Council sites, while also offering capacity to improve services for local businesses.
2. **Customer Experience**
Deliver Council's Customer Experience Strategy to enable customer centric service delivery which meets the community's changing needs, making it easier to work with Council and provides quality customer outcomes consistently. By engaging with our community we will work to enhance our digital first capabilities.
3. **Business Transformation**
Deliver a Business Transformation Strategy to enable changes which reduce red tape, save money, and improve community outcomes.
4. **Our People**
Deliver Council's *People Strategy* to enable a thriving organisation, supported by a healthy and inclusive work environment, organisational agility, cultural integrity and responsible leadership.
5. **Digital Transformation**
Review and modernise Council's systems and implement digital processes to enable contemporary and easier ways to access and interact with Council information and services.

2021–2026 KEY INITIATIVES

1. Review Council services to ensure we have the right offering, to meet our community needs and remain financially sustainable.
2. Continue our transformation toward asset management best practice by using improved data to shift from reactive to planned maintenance.
3. Improve our value for money delivery through the upgrade of our financial management system.
4. Strengthen internal efficiencies, external savings and Council's long-term sustainability to deliver on the Corporate Plan through implementation of strategic procurement practices and initiatives which improve opportunities for local, social, sustainable and good governance purchasing outcomes.



2021-2022 Operational Activity	Lead	Objective
CATALYST PROJECT ACTIVITIES		
1. New Fibre Optic Network		
Progress the Redlands Coast Fibre Optic Network.	Corporate Services	7.2
<ul style="list-style-type: none"> a) Continue to build the fibre optic network across Redlands Coast including connecting Council sites to the network. b) Investigate opportunities to optimise the fibre optic network for community benefit. 		
2. Customer Experience		
Deliver Council's Customer Experience Strategy to enable customer centric service delivery.	Customer and Cultural Services	7.1
<ul style="list-style-type: none"> a) Investigate options to establish a 'voice of customer' program. b) Identify and review options to implement customer experience measures. c) Identify customer experience training needs for employees and review training implementation options. 		
3. Business Transformation		
Deliver the Business Transformation Strategy.	People, Culture and Organisational Performance	7.2
<ul style="list-style-type: none"> a) Finalise the draft Strategy. b) Implement the Strategy including engagement with key stakeholders and benchmarking with other organisations. 		
4. Our People		
Embed and promote the Redland City Council employer brand.	People, Culture and Organisational Performance	7.3 7.5
<ul style="list-style-type: none"> a) Embed the employee value proposition in all people practices within Council. b) Deliver targeted and ad-hoc communications both internally and externally. 		
Embed Council's organisational values.	People, Culture and Organisational Performance	7.3 7.5
<ul style="list-style-type: none"> a) Enable delivery of 'our team, our values' workshops to articulate team behaviours to values. b) Promote and celebrate outcomes of 'our team, our values' and continue the conversation. 		



2021-2022 Operational Activity	Lead	Objective
5. Digital Transformation Develop an information management strategy for Council. a) Identify opportunities to improve business process through automation and technology. b) Identify ways to modernise Council's systems and implement digital processes.	Corporate Services	7.1
2021-2026 KEY INITIATIVE ACTIVITIES		
Key Initiative 1 Review Council's services. a) Implement a self-service approach and service catalogue via Council's new intranet.	People, Culture and Organisational Performance	7.1
Key Initiative 2 Continue to improve Council's asset management. a) Invest in data improvements. b) Strengthen the culture, increase the skills and knowledge of key stakeholders. c) Develop a maintenance management strategy.	Strategic Asset and Portfolio Management	7.4
Key Initiative 3 Improve Council's financial management system. a) Implement Council's new financial management system. b) Optimise Council's financial business processes to enhance efficiency.	Corporate Services	7.1
Key Initiative 4 Deliver the Procurement Transformation Program and continue to implement strategic contracting procedures including a forward contracting plan. a) Implement phase two of the MyBuy portal. b) Continue to develop ArcBlue dashboards to align with categories. c) Continue to scope out and implement the contract management system. d) Deliver category management training. e) Increase local benefit and maintain a positive trend.	General Counsel	7.4

CONTRIBUTING SERVICES

- Financial Management
- Asset Management
- People, Culture, Safety and Wellbeing
- Information Management
- Fleet
- Legal Services and Risk Management
- Procurement
- Corporate Planning and Performance
- Corporate Governance
- Communication and Engagement

City Water

A business unit of Redland City Council
Annual Performance Plan
2021–2022



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1 Introduction

City 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 (2) of the *Regulation* states the thresholds for water and sewerage combined activities 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.

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 and mission

Vision: Naturally wonderful lifestyle. Connected communities. Embracing opportunities.

Mission: Make a difference, make it count.

3.1 City Water key business drivers

- 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

4 Roles of each party

4.1 Redland City Council

- owner of the business and water and wastewater assets
- discharges its obligations as a service provider through City Water and/or its Water and Wastewater Infrastructure Asset Management Team
- specifies levels of service
- customer of City Water

4.2 City Water

In collaboration with the Water and Wastewater Infrastructure Asset Management Team;

- service provider for planning, maintenance and operation of water and wastewater assets
- customer of Redland City Council

5 Undertakings by the parties

5.1 Redland City Council

Council has delegated management autonomy to City Water and Water and Wastewater Infrastructure Asset Management Teams for:

- entering into contracts in the name of the business unit of Council in line with Council delegations
- completing approved programs in accordance with Council's budget, operational and corporate plans as well as City Water's performance plan
- promoting and presenting City 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 City 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 City Water under the same terms and conditions as customers.

Council will operate in accordance with various policies and the Corporate Plan 2021-2026.

5.2 City Water

City Water will, in collaboration with the Water and Wastewater Infrastructure Asset Management Team:

- 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 using internal corporate allocations
- 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 2021-2026

To deliver on *Our Future Redlands – A Corporate Plan to 2026 and Beyond*, City Water will in conjunction with Council's Water and Wastewater Infrastructure Asset Management Team:

- 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 Strategies for achieving objectives

City 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
- 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 and NCP reforms.

8 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, City 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 City 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 City Water's main activities and undertakings are:

8.1 Water supply service

City 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

City 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*, City 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 City Water.

9.2 Reporting

City Water will provide the following reports:

Monthly:

- monthly key performance indicators (KPIs) as shown in the attached City Water scorecard indicators – 2021-2022
- standard set of financial reports
- wastewater treatment plant (WWTP) performance

Yearly:

- yearly KPIs as shown in the attached City Water scorecard indicators – 2021-2022
- 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.

It also contains any other matters as mentioned in the Customer, Water and Wastewater Code issued by the Department of Regional Development Manufacturing and Water (DRDMW).

The CSS is reviewed annually and customers will be informed and given opportunity to comment on significant changes. A copy is available on Council's website or from Council's customer service centres.

For 2021-2022 CSS, City Water will make every effort to:

Water

- ensure at least 98% of water samples comply with Australian Drinking Water Guidelines
- ensure there are no more than 4 water quality complaints per 1000 properties each reporting year
- 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
- 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
- Provide at least two business days' notice for planned works or, four business days' notice for registered special needs properties and, advise when supply is expected to be restored
- make sure there are no more than eight water main breaks and leaks per month for every 100 kilometres within the distribution network
- make sure there are no more than 100 properties affected by an unplanned interruption per 1000 properties
- meet our response times, however for island services it is reasonable to expect longer times

Wastewater

- restore 97% of service interruptions 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 (12) twelve blockages/chokes per 100km wastewater main per reporting year
- meet our response times, however for island services it is reasonable to expect longer times

10.2 Customer advice

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

City Water will make available information to customers through the use of fact sheets, City 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

City 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

- City Water will review its financial model on a yearly basis
- The financial model will be for a period of no less than 10 years
- City 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 City Council owns and operates:

- five reservoirs – Dunwich (two), Point Lookout (two) and Amity Point (one). This does not include the clear water storages at each Water Treatment Plant which are owned by Seqwater.
- six water pumping stations and mains as part of this distribution network. Detail regarding the entire drinking water distribution network can be found in our [Drinking Water Quality Management Plan \(DWQMP\)](#)
- 1,312 km of water mains distributing water to 67,157 connected residential properties (including 6,912 vacant lots) and 2,599 connected non-residential properties
- 1,205 km of wastewater mains, 140 pump stations and seven wastewater treatment plants to collect and treat incoming wastewater from 53,144 properties across the existing wastewater connection area.

City Water will work with the Water and Wastewater Infrastructure Asset Management Team to 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
- considering the risk of possible obsolescence when evaluating use of advancing technology

11.3 Employment and training plan

City 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 Administrative Directive (PAC-001-A) which states that Council is committed to:

- strategically developing, supporting and managing our people to perform at their best to create an attractive, safe, professional, ethical and productive workplace.
- inspiring, guiding and supporting employees to excel through leadership.
- ensuring all employees understand their role and take ownership for their responsibilities and deliver on their commitments.
- building a culture that measures, assesses, recognises and rewards performance.
- fostering the principles and practices of equity and diversity.
- encouraging efficiency, financial acumen, customer service, flexibility and innovation into work practices.
- building positive workplace relations through cooperation and collaboration within and across teams.
- communicating openly, honestly and constructively.
- developing, promoting and implementing sound human resource management strategies, guidelines and procedures to support the policy objective.

11.4 Financial risk

City Water will adopt strategies to minimise financial risk, consistent with Council's Financial Strategy

2020-2030, including:

- achieve financial sustainability aimed at ensuring that our recurrent (operating) revenue is sufficient to cover an efficient operating expense base including depreciation, that is, positive operational ratios
- to ensure adequate funding is available to provide efficient and effective water and wastewater services to the community
- continuation of good asset management to ensure that all infrastructure assets are well maintained and are fit for purpose
- address key intergenerational infrastructure and service issues, which allows any significant financial burden to be spread over a number of years and not impact adversely on current or future ratepayers
- provide good financial and asset risk management which gives assurance that major risks have been considered and are reflected in future operational, financial and asset management planning
- effective planning, continually reviewing and refining the costing and quotation for goods and services following a structured but flexible process for quotation and tendering contracts in line with corporate processes and sound contracting principles
- maximising the use of grants and/or subsidies for works, where opportunities are identified
- 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 City Water for all services it provides.

12.1 Collection of charges

City Water's water and wastewater charges will be integrated on Council rate notices.

All outstanding charges will appear in City 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 2021-2022 are:

Job Name	Description of the nature of the CSO	Budget Year 2021-22 \$000
Water concession not for profit	Reduced charges for water for charities and not for profit organisations	97
Wastewater concession not for profit	Reduced charges for wastewater for charities and not for profit organisations	301
Concealed leaks	A remission provided to eligible customers on the estimated water lost due to a concealed leak	82
		480

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 City 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 City Water. Recycled water will be provided via designated recycled water filling stations only.

13 Financial Structure

City 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 2021-2022 shall be 37.3%

13.2 Physical assets

In accordance with the initial CBU establishment plan, the capital structure of City 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 City 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 City 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

City 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

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

13.10 Pricing policies

City 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 fixed access are charged on a per connection and/or per pedestal or equivalent pedestal (urinal) basis.

13.11 Net return to Council

City 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 and commercial activity needs.

Goods and services increase by taking into consideration state bulk water charge inflationary pressures, 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

13.12 Reserves

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

Developer cash contributions received by City 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.

13.13 Developer contributions

City 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.

ATTACHMENT 1 – OPERATIONAL BUDGET 2021-2022 – 3 YEARS

	Budget Year 1 2021-22 \$000	Forecast Year 2 2022-23 \$000	Forecast Year 3 2023-24 \$000
Revenue			
Levies and utility charges	124,658	129,298	134,215
<i>Less: Pensioner remissions and rebates</i>	(480)	(489)	(498)
Fees	782	819	859
Operating grants and subsidies	-	-	-
Operating contributions and donations	-	-	-
Interest external	1,141	1,581	1,956
Community service obligations	480	489	503
Other revenue	2,065	2,103	2,146
Total revenue	128,647	133,801	139,180
Expenses			
Employee benefits	9,688	9,921	10,160
Materials and services	62,793	64,986	67,260
Finance costs other	-	-	-
Other expenditure	-	-	-
Net internal costs	3,783	3,853	3,930
Total expenses	76,264	78,760	81,350
Earnings before interest, tax and depreciator	52,382	55,041	57,831
Interest expense	224	227	226
Internal interest	15,139	15,348	15,328
Depreciation and amortisation	24,711	24,235	24,685
OPERATING SURPLUS / (DEFICIT)	12,309	15,232	17,591

ATTACHMENT 2 – CAPITAL FUNDING 2021-2022 – 3 YEARS

	Budget Year 1 2021-22 \$000	Forecast Year 2 2022-23 \$000	Forecast Year 3 2023-24 \$000
Proposed sources of capital funding			
Capital contributions and donations	2,956	4,061	9,191
Capital grants and subsidies	-	-	-
Proceeds on disposal of non-current assets	-	-	-
Capital transfers (to) / from reserves	1,019	1,260	11,631
Non-cash contributions	2,379	4,282	1,713
New loans	3,368	-	-
Funding from general revenue	(2,699)	13,472	18,888
Total sources of capital funding	7,023	23,075	41,423
Proposed application of capital funds			
Contributed assets	2,379	4,282	1,713
Capitalised goods and services	3,592	16,546	35,676
Capitalised employee costs	390	1,439	3,102
Loan redemption	662	808	931
Total application of capital funds	7,023	23,075	41,423
Other budgeted items			
Transfers to constrained operating reserves	-	-	-
Transfers from constrained operating reserves	-	-	-
Written down value (WDV) of assets disposed	-	-	-
Income tax	5,293	7,073	8,549
Dividend	9,263	12,377	14,960

ATTACHMENT 3 – KEY PERFORMANCE INDICATORS 2021-2022

Key Result Area and Goals	CITY WATER SCORECARD WATER & WASTEWATER INDICATORS – 2021-2022	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)	\$12.20	\$	Monthly	\$146.44
	Maintenance costs per property serviced (water)	\$5.19	\$	Monthly	\$62.33
	Maintenance costs per property serviced (wastewater)	\$9.98	\$	Monthly	\$119.75
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

City Waste

A business unit of Redland City Council
Annual Performance Plan
2021–2022



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1 Introduction

City Waste is a Commercial Business Unit (CBU) of Redland City Council (Council) that delivers on Council's waste strategy targets for waste reduction, resource recovery and waste education while:

- reducing waste and increasing resource recovery as per Council's draft Waste Reduction and Recycling Plan 2021-2025
- protecting the health and safety of its workers and the community
- preventing adverse impacts on the natural environment and the community
- ensuring compliance with all appropriate standards and procedures for the storage, transport, treatment and disposal of contract solid wastes
- ensuring community access to information relating to reducing waste and increasing resource recovery.

This Annual Performance Plan (APP) is prepared as required by the Local Government Regulation 2012 (the Regulation) and sets out the manner in which City Waste activities will be carried out in 2021-2022, according to commercial principles.

All Redlands Coast residents have access to kerbside wheelie bin collection services. This includes a weekly waste and fortnightly recycling service. Mainland residents can also receive an optional fortnightly green waste collection service for garden organics.

Council offers a flexible 'bin menu' that allows residents to choose the right combination for their household. The kerbside bin system includes 140-litre wheelie bins for waste and recycling, 240-litre wheelie bins for waste, recycling and garden organics (green waste) and 340-litre wheelie bins for recycling. Council also rewards residents who actively reduce their general waste to landfill by providing the 140-litre waste bin at a lower annual cost than the standard 240-litre bin.

The larger 340-litre recycling bin and additional recycling bins are offered to households and businesses to capture more recyclable material rather than recyclable materials being placed in general waste bins.

The green waste bin for mainland residents provides for removal of tree prunings, grass clippings, leaves and other organic material. Residents and businesses can opt to have multiple green waste bins at their properties.

Redlands Coast residents have access to eight recycling and waste centres located at Birkdale and Redland Bay on the mainland, and on each of the six islands – Coochiemudlo Island, Karragarra Island, Lamb Island, Macleay Island, North Stradbroke Island and Russell Island. The recycling and waste centres on the mainland and at North Stradbroke, Russell and Macleay Islands operate seven days a week, 363 days a year. Open hours for the island centres are set according to community needs. A resource recovery centre, RecycleWorld, operates out of the Redland Bay Recycling and Waste Centre and is open at reduced hours each week.

All Redlands Coast recycling and waste centres receive residential waste. Two mainland and four island sites receive limited types and volumes of commercial waste, which makes up less than five per cent of all waste and recyclables collected or received by Council. Redland City Council does not operate any landfills. Our landfill waste is transported to an external disposal facility at Staplyton, on the northern end of the Gold Coast City local government area.

A bulky item collection service, by appointment, services an eligible section of the community across the city who are unable to visit a recycling and waste centre.

2 Objectives

The objectives of City Waste is the efficient and sustainable operation and management of Council's recycling and waste centres together with the management of Council's waste collection and recycling contracts. City Waste also seeks to minimise the impacts of waste generation and loss of valuable resources through behaviour change campaigns and initiatives.

3 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.

4 Redland City Council vision and mission

Vision: Naturally wonderful lifestyle. Connected communities. Embracing opportunities.

Mission: Make a difference, make it count.

4.1 City Waste's key business drivers

- 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 Redland City Council

- owner of business
- owner of waste management infrastructure and assets
- specifies levels of service
- specifies revenue required from the business
- customer of City Waste.

5.2 City Waste

In collaboration with the Redland City Council Waste Infrastructure Asset Management Unit, City Waste's role is:

- service provider for planning, operation and maintenance of assets
- management of waste collection, disposal and recycling contracts
- customer of Redland City Council

6 Undertakings by the parties

6.1 Redland City Council

Council has delegated management autonomy to City Waste'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 and approvals
- completing approved programs in accordance with Council's budget, operational and corporate plans as well as City Waste's performance plan
- promoting and presenting City Waste to the community as a professional commercial business by undertaking educational, promotional and customer activities; and
- developing, implementing and monitoring budgets and financial plans.

Council will compensate City Waste 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 City Waste under the same terms and conditions as customers.

Council will operate in accordance with various policies and the *Our Future Redlands, A Corporate Plan to 2026 and Beyond*.

6.2 City Waste

City Waste will, in collaboration with Council's Waste Infrastructure Asset Management Unit:

- 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, Environmental Protection Regulation 2019, Waste Reduction & Recycling Act 2011, other relevant acts and regulations and Council policies and guidelines
- contribute toward and align with Sustainable Development Goal 12 in the United Nations Transforming Our World: 2030 Agenda for Sustainable Development
- operate within National Competition Policy (NCP) guidelines and deliver an annual net return to Council as detailed in this plan
- operate and maintain assets to ensure nominated service levels are maintained
- commit to the overall Council vision of operating within a best value framework
- use Council's full range of corporate services by entering into service level agreements (SLAs) with Council
- implement approved asset management plans
- provide monthly reports on 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
- investigate new waste and resource recovery solutions including participation in a sub-regional expression of interest process for waste and resource recovery services
- contribute to the draft Council of Mayors SEQ (ComSEQ) SEQ Waste Management Plan through a ten year roadmap for Council
- implement actions identified within Council's waste management strategy and other environmental programs
- meet the objectives of the Council of Australian Government and National Competition Policy (NCP) reforms; and
- keep updated of changes in the external regulatory environment that affect City Waste through participation and advocacy with industry partners.

7 Redland City Council Corporate Plan

To deliver on Council's Corporate Plan, *Our Future Redlands – A Corporate Plan to 2026 and Beyond*, City Waste and the Waste Infrastructure Asset Management Unit will:

- actively encourage reduction, reuse and recycling of waste to support sustainable waste management principles
- 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; and
- engage with the community and businesses in Redlands Coast to improve the overall performance of City Waste and improve sustainability awareness and implementation.

8 City Waste's strategies for achieving objectives

8.1 Waste Reduction and Recycling Plan 2021-2025

Redland City Council's draft Waste Reduction and Recycling Plan 2021-2025 (the Plan) outlines a clear path forward on how the Redlands Coast community can collectively achieve waste reduction and recycling targets set by the Queensland Government.

The Plan outlines how Council and the Redlands Coast community will improve the use of the existing kerbside waste, recycling and green waste services. Council is committed to the following goals:

- double the number of households with a green waste bin for garden organics
- halve the amount of recyclable material being placed into general waste bins
- reduce contamination (non-recyclable materials) in the yellow-lid recycling bins
- ensure everyone knows the importance of using the right bin.

Council is resetting the focus over the next four years to reinforce the importance of separating waste and recyclable materials at home by using the right bin, and getting a green waste bin.

Almost half of all Redlands Coast waste is now being recycled. Council will continue to assist residents to 'recycle right' by providing clear, easy to understand information around what can and can't be recycled in household recycling bins.

The Plan is the first part of a broader 30-year plan to minimise waste to landfill and align with Queensland's waste reduction ambitions. By 2030, 55% of domestic waste generated by Redlands Coast households will need to be recycled.

8.2 Queensland Waste Strategy

The Queensland Government introduced a waste disposal levy to attract investment, develop new jobs and industries and reduce waste to landfill. 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.

City Waste has incorporated the key requirements and recycling targets arising from the new waste policy direction into the draft Waste Reduction and Recycling Plan 2021-2025.

9 Reporting

9.1 Reporting structure

In line with the key principles of commercialisation in section 28(b)(ii) of the Regulation, City Waste 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 City Waste.

9.2 Reporting

City Waste, in collaboration with its internal business partners will provide the following reports:

Monthly:

- monthly key performance indicators (KPIs) as shown in the attached scorecard indicators – 2021-2022
- a standard set of financial reports.

Yearly:

- yearly KPIs as shown in the attached scorecard indicators – 2021-2022
- statement of financial performance
- statement of financial position
- annual budget as part of corporate process
- annual reports required by the Queensland Government.

10 Meeting our customers' needs

10.1 Customer service standards (CSSs)

For 2021-2022 CSS, City Waste will make every effort to:

- respond to a missed service on the mainland within one working day of the report being registered with City Waste 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 City Waste
- 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.

10.2 Customer advice

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

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

10.3 Seeking feedback from our customers and community

City Waste will collect community feedback information and participate in community consultation. Feedback from surveys and consultation will be used to gauge acceptance of service levels and guide waste planning activities. 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
- monitoring of interactions with social media and other publications
- management or staff attendance at community consultation sessions
- formal surveys by a third party consultant or formal surveys by Council staff.

11 Planning for the future

11.1 Financial planning

With support from Council's Financial Planning Unit and Business Partnering Unit, City Waste will review its financial model on a yearly basis. The financial model will be for a period of no less than 10 years.

City Waste'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

City Waste will, in collaboration with the Waste Infrastructure Asset Management Team, optimise assets and strive for best value of operations by:

- regularly assessing assets, developing 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
- participating in approved regional waste infrastructure investigations and procurement activities
- considering the risk of possible obsolescence when evaluating use of advancing technology.

11.3 Employment and training plan

City Waste will operate in accordance with the Human Resource Management Administrative Directive (PAC-001-A) to:

- strategically develop, support and manage our people to perform at their best to create an attractive, safe, professional, ethical and productive workplace
- inspire, guide and support employees to excel through leadership
- ensure all employees understand their role and take ownership for their responsibilities and deliver on their commitments
- build a culture that measures, assesses, recognises and rewards performance
- foster the principles and practices of equity and diversity
- encourage efficiency, financial acumen, customer service, flexibility and innovation into work practices
- build positive workplace relations through cooperation and collaboration within and across teams
- communicate openly, honestly and constructively
- develop, promote and implement sound human resource management strategies, guidelines and procedures to support the policy objective.

11.4 Financial risk

City Waste will adopt strategies to minimise financial risk, consistent with Council's Financial Strategy 2020-2030, including:

- to achieve financial sustainability aimed at ensuring that our recurrent (operating) revenue is sufficient
- to cover an efficient operating expense base including depreciation, that is, positive operational ratios
- to ensure adequate funding is available to provide efficient and effective core waste and recycling services to the community
- continuation of good asset management to ensure that all waste infrastructure assets are well maintained and are fit for purpose
- address key intergenerational infrastructure and service issues, which allows any significant financial burden to be spread over a number of years and not impact adversely on current or future ratepayers
- provide good financial and asset risk management which gives assurance that major risks have been considered and are reflected in future operational, financial and asset management planning.
- effective planning, continually reviewing and refining the costing and quotation for goods and services following a structured but flexible process for quotation and tendering for waste and recycling, and waste infrastructure operation contracts in line with corporate processes and sound contracting principles
- maximising the use of grants and/or subsidies for works, where opportunities are identified
- holding an appropriate level of insurance cover
- monitoring the sundry debtors to ensure revenues are maximised.

12 Revenue

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

12.1 Collection of rates

City Waste's waste management service charges will be integrated on Council rates notices. All outstanding rates will appear in City Waste's financial balance sheets.

12.2 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

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, 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

- 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 Recycling and Waste Centres Guideline
- waiver of fees for disposal of asbestos, construction and demolition waste from the Bay Islands at Birkdale Recycling and Waste Centre
- emergency disposal of debris from major catastrophes, e.g. storms/floods

CSOs for Council 2021-2022 are:

Job Name	Description of the nature of the CSO	Budget Year 2021-2022 \$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 construction and demolition waste originating from islands and not accepted at island recycling and waste centres; and waiving of disposal fees for community groups and not for profit organisations via Policy WST-003-P.	52
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.	85
Bulky Item Collection Service (Elderly & Disabled)	Removal and disposal of bulky items and green waste to eligible elderly and disabled clients.	25
		164

13 Financial structure

City Waste 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.

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

13.2 Physical assets

In accordance with the initial CBU establishment plan, the capital structure of City Waste 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 City Waste including debtors and prepayments are to be managed by the CBU.

13.4 Investment

Council's Financial Services group will invest all excess cash held by City Waste 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 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.

13.7 Subsidy

City Waste 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

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

13.10 Pricing policies

City Waste 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, recycling and waste centre operations, and management and administration costs.

13.11 Net return to Council

City Waste 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 modelled 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: <ul style="list-style-type: none"> + Tax + Dividend + Internal interest

ATTACHMENT 1 – OPERATIONAL BUDGET 2021-2022 – 3 YEARS

	Budget Year 1 2021-22 \$000	Forecast Year 2 2022-23 \$000	Forecast Year 3 2023-24 \$000
Revenue			
Levies and utility charges	30,931	37,173	38,458
<i>Less: Pensioner remissions and rebates</i>	-	-	-
Fees	682	714	750
Operating grants and subsidies	227	-	-
Operating contributions and donations	-	-	-
Interest external	239	231	329
Community service obligations	164	167	170
Other revenue	814	829	845
Total revenue	33,057	39,115	40,553
Expenses			
Employee benefits	1,943	1,990	2,038
Materials and services	20,203	25,883	26,754
Finance costs other	1	1	1
Other expenditure	-	-	-
Net internal costs	1,990	2,027	2,067
Total expenses	24,137	29,901	30,860
Earnings before interest, tax and depreciation	8,920	9,214	9,692
Interest expense	7	16	11
Internal interest	-	-	-
Depreciation and amortisation	423	424	864
OPERATING SURPLUS / (DEFICIT)	8,490	8,774	8,817

ATTACHMENT 2 – CAPITAL FUNDING 2021-2022 – 3 YEARS

	Budget Year 1 2021-22 \$000	Forecast Year 2 2022-23 \$000	Forecast Year 3 2023-24 \$000
Proposed sources of capital funding			
Capital contributions and donations	-	-	-
Capital grants and subsidies	-	-	-
Proceeds on disposal of non-current assets	-	-	-
Capital transfers (to) / from reserves	-	-	-
Non-cash contributions	-	-	-
New loans	-	-	-
Funding from general revenue	755	473	1,062
Total sources of capital funding	755	473	1,062
Proposed application of capital funds			
Contributed assets	-	-	-
Capitalised goods and services	600	433	1,022
Capitalised employee costs	-	-	-
Loan redemption	155	40	40
Total application of capital funds	755	473	1,062
Other budgeted items			
Transfers to constrained operating reserves	(5,307)	(5,405)	(5,514)
Transfers from constrained operating reserves	5,307	5,405	5,514
Written down value (WDV) of assets disposed	-	-	-
Income tax	2,547	2,632	2,645
Dividend	2,972	3,071	3,086

ATTACHMENT 3 – KEY PERFORMANCE INDICATORS 2021-2022

Corporate Plan Goal	City Waste indicators – 2021-2022	Monthly target	Unit	Reporting frequency	Annual target
Goal 4 - Natural Environment Our environment enhances our identity, lifestyle, wellbeing, economy and cultural values. Opportunities to be immersed in our naturally wonderful environment are harnessed, and drive our commitment to protect and enhance our natural assets.	Municipal solid waste (MSW) recycling rate	min 47.5	%	Quarterly	≥47.5
	Percentage of contamination in household recycling bins	<10.8	%	Quarterly	<10.8
	Number of households with a green waste bin		Services	Annual	23,725
	Waste generation per capita		Kg	Annual	≤601kg
	% compliance with environmental licence requirements for waste management facilities	min 98	%	Monthly	min 98
Goal 7 - Efficient and effective organisation Council employees are proud to deliver efficient, valued and sustainable services for the betterment of the community.	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

