

Operational Plan

2022-2023



About the Operational Plan

The *Operational Plan 2022-2023* (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 commence within the financial 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 options to reduce levels of risk
- prioritisation of risks so resources can be allocated to managing high priority risks
- regular monitoring of risk management treatments to ensure risks are reduced and managed
- 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 reduction of one risk creates one or more risks of an equal or greater risk rating
- the costs from a quadruple bottom line perspective of reducing the risk outweighs the benefits
- removal of the risk significantly interferes with the achievement of Council's objectives and/or outcome of delivery.

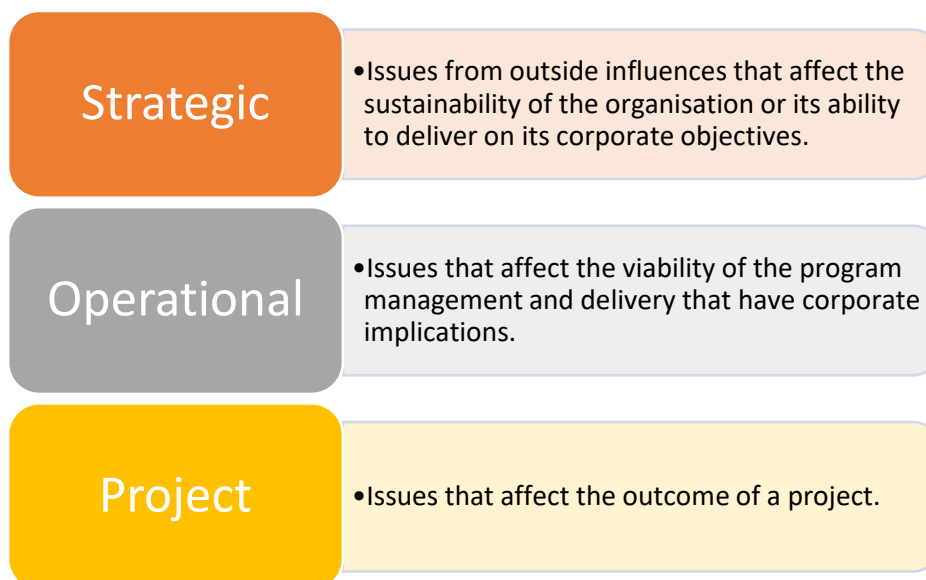


Figure 2 – Types of risks



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.

2022-2023 Operational Activity	Lead
<p>CATALYST PROJECT ACTIVITIES</p> <p>CP1.1 South East Queensland City Deal</p> <p>CP1.1.1 Represent Council's interests on the South East Queensland City Deal and advocate for long term infrastructure investment to realise social and economic benefits for Redlands Coast.</p> <ul style="list-style-type: none"> a) Contribute through regional collaboration initiatives and targeted advocacy, including participation in the Council of Mayors (SEQ) 2032 Regional Legacy Working Group. b) Promote collaborative economic outcomes through participation in local government working groups. <p>CP1.2 Smart and Connected City Strategy</p> <p>CP1.2.1 Improve Redlands Coast's resilience through the delivery of smart initiatives that enhance the city's social, environmental and economic sustainability.</p> <ul style="list-style-type: none"> a) Finalise and commence implementation of the Redlands Coast Smart and Connected City Strategy to articulate and promote a clear vision for the city's smart future. b) Develop strategic partnerships with industry, government, academia and businesses to explore opportunities for innovation that deliver social and economic benefits. <p>CP1.3 Community Engagement</p> <p>CP1.3.1 Build on Council's capacity to deliver meaningful engagement.</p> <ul style="list-style-type: none"> a) Develop community engagement resources including the delivery of internal digital resource toolkits, templates and training programs to build internal capacity and strengthen industry best practice engagement methods. 	<p>Economic Development and Investment</p> <p>Economic Development and Investment</p> <p>Communication, Engagement and Tourism</p>
<p>2021-2026 KEY INITIATIVE ACTIVITIES</p> <p>KI1.1 Key Initiative 1</p> <p>KI1.1.1 Deliver improved ways of engaging with the Redlands Coast community.</p> <ul style="list-style-type: none"> a) Improve the Your Say community engagement platform to deliver enhanced user experience and increase participation. <p>KI1.2 Key Initiative 2</p> <p>KI1.2.1 Deliver improved ways of communicating with the Redlands Coast community.</p> <ul style="list-style-type: none"> a) Increase the use of digital media and video in Council communications. <p>KI1.3 Key Initiative 3</p> <p>KI1.3.1 Develop a strategic framework to guide Council's advocacy efforts with the Queensland State and Australian Federal Governments.</p> <ul style="list-style-type: none"> a) Develop an advocacy process with key internal stakeholders to help identify priority advocacy requests. b) Identify key projects and initiatives to include in Council's advocacy plan using the prepared process and criteria. 	<p>Communication, Engagement and Tourism</p> <p>Communication, Engagement and Tourism</p> <p>Advocacy, Major Projects and Economic Development</p>

2022-2023 Operational Activity	Lead
<p>KI1.4 Key Initiative 4</p> <p>KI1.4.1 Undertake research to support advocacy efforts for all islands to be recognised as a regional status.</p> <ul style="list-style-type: none"> a) Engage key internal stakeholders to define the advocacy approach. b) Engage with potential advocacy partners to establish an island-specific advocacy group. c) Undertake further needs assessment for our island communities including grant funding criteria and outcomes of infrastructure planning being undertaken by Council and the Queensland Government. 	<p>Advocacy, Major Projects and Economic Development</p>

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.



2022-2023 Operational Activity	Lead
CATALYST PROJECT ACTIVITIES	
CP2.1 Redlands Coast Regional Sport and Recreation Precinct	
<p>CP2.1.1 Plan for effective sport and recreation at Heinemann Road, Mount Cotton.</p> <p>a) Finalise approvals and detailed design documentation to enable procurement of Stage 1 deliverables.</p> <p>b) Continue to implement strategies to optimise existing facilities, plan for the transformation of identified sites, and secure additional land to meet the current and future sport and recreation needs of the Redlands Coast community.</p>	City Assets
CP2.2 Birkdale Community Precinct, Willards Farm and Tingalpa Creek Corridor	
<p>CP2.2.1 Progress development of the Birkdale Community Precinct.</p> <p>a) Finalise the Birkdale Community Precinct Master Plan.</p> <p>b) Progress statutory planning pathways for the Birkdale Community Precinct.</p> <p>c) Develop an activation framework that guides community partnerships and stakeholder involvement across the Birkdale Community Precinct.</p>	Advocacy, Major Projects and Economic Development
CP2.3 Strategic Property Planning Opportunities	
<p>CP2.3.1 Continue to generate enhanced community outcomes through strategic alignment and transitioning of Council's property portfolio.</p> <p>a) Implement an investment analysis process for major acquisitions.</p> <p>b) Deliver property solutions to meet service delivery needs where identified as key priorities for Council.</p> <p>c) Negotiate an external partnership to commence site development of industrial land on Macleay Island.</p>	Environment and Regulation
2021-2026 KEY INITIATIVE ACTIVITIES	
KI2.1 Key Initiative 1	
<p>KI2.1.1 Deliver initiatives that enhance community wellbeing, build capacity and strengthen the resilience of Redlands Coast communities.</p> <p>a) Continue to finalise and implement the Redlands Coast Stronger Communities Strategy.</p> <p>b) Continue to implement the Redlands Coast Age-friendly Action Plan 2021-2026.</p> <p>c) Continue to develop the Redland Coast Youth Action Plan.</p> <p>d) Deliver capacity building workshops to not-for-profit community groups to enhance their organisational sustainability.</p> <p>e) Deliver the 2022-2023 Community Grants and Sponsorship Program to enhance the social, cultural, environmental and economic outcomes of the Redlands Coast.</p> <p>f) Undertake planning and activities to enhance community perceptions of safety and local responses.</p>	Community and Customer Services



2022-2023 Operational Activity	Lead
<p>KI2.2 Key Initiative 2</p> <p>KI2.2.1 Develop and deliver initiatives to recognise and celebrate our local heritage and diverse cultures through the arts and events that promote connectivity.</p> <p>a) Complete the Cultural Services Policy review to align with the Corporate Plan.</p> <p>b) Investigate and scope the development of appropriate strategic planning instruments for libraries, arts, culture and heritage, to support the delivery of the Corporate Plan.</p> <p>c) Progress business planning and seek out grant funding opportunities for the refurbishment project for the Redland Performing Arts Centre.</p>	Customer and Cultural Services
<p>KI2.3 Key Initiative 3</p> <p>KI2.3.1 Collaborate with schools, tertiary education providers, businesses, industries and communities to advance education opportunities in Redlands Coast.</p> <p>a) Work with university, TAFE, and vocational, business and industry sectors to facilitate the development and delivery of training and education programs.</p> <p>b) Continue to support education and training initiatives for island residents.</p> <p>c) Continue to cultivate relationships with tertiary and vocational education and training institutions to identify higher education opportunities in the city.</p> <p>d) Continue to support delivery of the Redlands Health and Wellness Precinct Master Plan.</p> <p>e) Continue to explore opportunities to partner with international institutes.</p>	Economic Development and Investment

CONTRIBUTING SERVICES

- 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.



2022-2023 Operational Activity	Lead
CATALYST PROJECT ACTIVITIES	
CP3.1 Redlands Coast Reconciliation Action Plan	
<p>CP3.1.1 Establish new reconciliation action plans.</p> <p>a) Continue to develop an externally facing Redlands Coast reconciliation action plan through Reconciliation Australia.</p>	Corporate Governance
CP3.2 Dual Naming Wayfinding Signage	
<p>CP3.2.1 Develop a dual naming policy for Council.</p> <p>a) Develop a dual naming policy for Council owned assets.</p>	Corporate Governance
CP3.3 New City Entry Statements	
<p>CP3.3.1 Catalyst Project completed in Quarter One of Operational Plan 2021-2022.</p> <p>Six new city entry statements that include the acknowledgement of Quandamooka Country were installed across Redlands Coast during 2021-2022 with this catalyst project now complete.</p>	Complete
2021-2026 KEY INITIATIVE ACTIVITIES	
KI3.1 Key Initiative 1	
<p>KI3.1.1 Support delivery of Indigenous Land Use Agreement (ILUA) commitments.</p> <p>a) Manage Council's commitments under the ILUA by coordinating with the ILUA Consultative Committee and Protecting Sea, Land and Environment Committee.</p> <p>b) Monitor the progress of ILUA activities delivered by key internal stakeholders and report quarterly to Council's Executive Leadership Team (ELT).</p> <p>c) Continue to work collaboratively with Quandamooka Yoolooburrabee Aboriginal Corporation (QYAC).</p>	Corporate Governance
KI3.2 Key Initiative 2	
<p>KI3.2.1 Implement culturally appropriate protocols and promote traditional knowledge.</p> <p>a) Continue to implement and monitor cultural heritage and cultural awareness training to employees and elected members.</p> <p>b) Continue to 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.</p>	Corporate Governance



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.



2022-2023 Operational Activity	Lead
CATALYST PROJECT ACTIVITIES	
CP4.1 Coastline Activation	
<p>CP4.1.1 Commence development of a strategy to activate the Redlands Coast coastline.</p> <p>a) Finalise the scope of the strategy to activate the Redlands Coast coastline.</p>	<p>Environment and Regulation</p>
CP4.2 Wastewater Treatment Plants	
<p>CP4.2.1 Implement the Adaptive Planning Strategy Wastewater Treatment for wastewater treatment plants.</p> <p>a) Review release to environment and licence requirements in accordance with the Adaptive Planning Strategy and ongoing planning studies.</p> <p>b) Refine the Strategy as upgrade plans are progressed at treatment plants.</p>	<p>City Assets</p>
CP4.3 Waste Management	
<p>CP4.3.1 Participate in the implementation of the SEQ Waste Management Plan and implement the Waste Reduction and Recycling Plan 2021-2030.</p> <p>a) Continue to participate in the Council of Mayors (SEQ) Waste Working Group to develop a roadmap and implementation plan.</p> <p>b) Implement agreed actions in Council’s Plan to move towards a zero waste future.</p>	<p>City Assets</p>
CP4.4 Minjerribah Panorama Coastal Walk	
<p>CP4.4.1 Deliver the Minjerribah Panorama Coastal Walk Project on North Stradbroke Island (Minjerribah).</p> <p>a) Continue to deliver stages of Minjerribah Panorama Coastal Walk works.</p>	<p>City Assets</p>
2021-2026 KEY INITIATIVE ACTIVITIES	
KI4.1 Key Initiative 1	
<p>KI4.1.1 Continue to implement the Wildlife Connections Action Plan 2018-2023 and undertake a review of the delivery of the Plan.</p> <p>a) Improve corridor habitat by identifying strategic areas for planting native species, threat management and extension programs in identified priority areas.</p> <p>b) Deliver the Redlands Coast Flying-Fox Plan.</p> <p>c) Reduce impacts on corridors by enhancing habitat on freehold land, supporting landholders in creating buffers of native vegetation and reviewing conservation land acquisition priorities.</p>	<p>Environment and Regulation</p>



2022-2023 Operational Activity	Lead
<p>KI4.2 Key Initiative 2</p> <p>KI4.2.1 Implement the Koala Conservation Strategy 2016 and review the Redlands Coast Koala Conservation Action Plan 2022–2027.</p> <ul style="list-style-type: none"> 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. 	<p>Environment and Regulation</p>
<p>KI4.3 Key Initiative 3</p> <p>KI4.3.1 Implement Council's fire management program.</p> <ul style="list-style-type: none"> a) Continue to deliver the current fire management maintenance programs with a focus on safety, innovation and interagency collaboration. b) Continue to deliver community education events. 	<p>City Operations</p>
<p>KI4.4 Key Initiative 4</p> <p>KI4.4.1 Explore and implement opportunities to proactively reduce Council's carbon footprint.</p> <ul style="list-style-type: none"> 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. 	<p>Environment and Regulation</p>
<p>KI4.5 Key Initiative 5</p> <p>KI4.5.1 Implement the Coastal Hazards Adaptation Strategy across Redlands Coast.</p> <ul style="list-style-type: none"> a) Deliver the coastal monitoring program including beach, tide and water quality monitoring. b) Design and deliver a program to increase community awareness and resilience to coastal hazards. c) Undertake concept development and design of living shorelines pilot projects. 	<p>City Assets</p>
<p>KI4.6 Key Initiative 6</p> <p>KI4.6.1 Continue to implement the Sub Regional Material Recovery Facility Procurement Process.</p> <ul style="list-style-type: none"> a) Continue as part of the external working group of three Councils to finalise the tender process. b) Provide status updates to the sub-regional steering committee and councilors. c) Present a business case once the tender evaluation process is finalised. d) Continue to seek external funding to support the business case. 	<p>City Assets</p>



2022-2023 Operational Activity	Lead
<p>KI4.7 Key Initiative 7</p> <p>KI4.7.1 Partner with Seqwater and other water service providers.</p> <ul style="list-style-type: none"> 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 (SEQ): Planning for our future Annual Report 2022. 	<p>City Assets</p>
<p>KI4.8 Key Initiative 8</p> <p>KI4.8.1 Deliver the Redlands Coast Biosecurity Plan 2018-2023.</p> <ul style="list-style-type: none"> 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. 	<p>Environment and Regulation</p>
<p>KI4.9 Key Initiative 9</p> <p>KI4.9.1 Provide education opportunities to the Redlands Coast community to support, enhance and encourage environmental understanding and grow environmental connections.</p> <ul style="list-style-type: none"> a) 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. 	<p>Environment and Regulation</p>
<p>KI4.10 Key Initiative 10</p> <p>KI4.10.1 Implement waterway catchment management programs.</p> <ul style="list-style-type: none"> a) Implement the Redlands Coast Bay and Creeks Plan 2021-2031. b) Participate in relevant partnerships and networks that foster catchment management and improved water quality. c) Monitor catchment and recreation water quality. d) Respond to and investigate customer service requests for erosion and sediment control matters. e) Monitor compliance with development approvals for sediment and erosion control matters. 	<p>Environment and Regulation</p>
<p>KI4.11 Key Initiative 11</p> <p>KI4.11.1 Support opportunities to advance alternative sources of energy in Redlands Coast.</p> <ul style="list-style-type: none"> a) Continue to work with universities and other research institutions to explore clean energy research opportunities including hydrogen for the city. b) Cultivate relationships with industry peak bodies and organisations that focus on alternative sources of energy to identify potential opportunities for the city. c) Promote programs for business and industry sector that encourage the uptake of alternative sources of energy to secure economic, environmental and social opportunities for Redlands Coast. 	<p>Economic Development and Investment</p>



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.



2022-2023 Operational Activity	Lead
CATALYST PROJECT ACTIVITIES	
CP5.1 Active Transport Investment	
<p>CP5.1.1 Develop a strategy, network plan and commence planning of cycle and pedestrian paths in Redlands Coast.</p>	City Assets
<p>a) Deliver a strategy and network plan for cycling and pedestrian paths in Redlands Coast.</p>	
<p>b) Commence planning the Northern Greenway Transport Corridor and commence funding discussions with the Queensland Government.</p>	
<p>CP5.1.2 Commence planning for walking and cycle networks in Redlands Coast.</p>	City Planning and Assessment
<p>a) Commence planning for the Ormiston section of the Moreton Bay Cycleway.</p>	
<p>b) Liaise with the Queensland Government on walking and cycle network planning and identify external grant opportunities.</p>	
<p>CP5.1.3 Continue to work with the State and Federal Governments to progress the City Deal.</p>	Advocacy, Major Projects and Economic Development
<p>a) As part of the City Deal, progress an upgraded Dunwich Ferry Terminal to improve connectivity and promote tourism to North Stradbroke Island.</p>	
CP5.2 Southern Moreton Bay Islands (SMBI) Infrastructure	
<p>CP5.2.1 Define the scope and identify resourcing required.</p>	City Assets
<p>a) Commence consolidation of plans and strategies from a planning, social, infrastructure and environmental perspective.</p>	
CP5.3 Marine Public Transport Facility Program	
<p>CP5.3.1 Deliver Southern Moreton Bay Islands (SMBI) jetty upgrades in partnership with the Queensland Government.</p>	City Assets
<p>a) Continue to collaborate with the Queensland Government to deliver stages of nominated sites.</p>	
<p>b) Continue to monitor project progression including expenditure of the overall project.</p>	
CP5.4 Major Transport Corridor Improvements	
<p>CP5.4.1 Deliver the Wellington Street and Panorama Drive Upgrade Program Stage 1 in partnership with the Federal Government.</p>	City Assets
<p>a) Undertake civil construction works to progress Stage 1.</p>	
2021-2026 KEY INITIATIVE ACTIVITIES	
KI5.1 Key Initiative 1	
<p>KI5.1.1 Build strategic partnerships to maximise potential investment in city centres.</p>	Economic Development and Investment
<p>a) Foster relationships with key stakeholders to align strategic goals and coordinate activity and opportunities to position city centres for further investment, activation and visitation.</p>	
<p>b) Focus investment attraction activities to profile Redlands Coast city centres to leverage major projects pipeline.</p>	



2022-2023 Operational Activity	Lead
<p>KI5.2 Key Initiative 2</p> <p>KI5.2.1 Develop a framework for an ongoing local area planning program.</p> <ol style="list-style-type: none"> Commence a local area planning investigation of an area of the city as determined by Council. Continue to progress a statutory review of the Local Government Infrastructure Plan. Complete statutory public consultation on proposed changes to the planning provisions for the city's canal and lakeside estates as part of 02/20 – Major Amendment – General. Progress 02/21 - Major Amendment - Southern Thornlands Potential Future Growth Area. Finalise 05/19 – Major Amendment – South West Victoria Point Local Plan. 	City Planning and Assessment
<p>KI5.3 Key Initiative 3</p> <p>KI5.3.1 Engage the Redlands Coast community to co-design the liveability of its neighbourhoods through planning, placemaking and the management of community assets.</p> <ol style="list-style-type: none"> Progress two minor/administrative amendments and one new Major Amendment package 01/22 – General. Commence 03/19 – Major Amendment – Heritage, with a supporting incentives package for affected landowners. Finalise 01/21 – Major Amendment – Environmental. 	City Planning and Assessment
<p>KI5.4 Key Initiative 4</p> <p>KI5.4.1 Deliver the Redlands Coast Transport Strategy 2041.</p> <ol style="list-style-type: none"> Progress development of the Redlands Coast Active Transport Plan. Advance the detailed design for the Northern Greenway Transport Corridor. Commence preparation of the Capalaba District Local Area Transport Plan. Commence preparation of the Cleveland Centre Local Area Transport Plan. 	City Planning and Assessment

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.





2022-2023 Operational Activity	Lead
<p>CATALYST PROJECT ACTIVITIES</p> <p>CP6.1 Macarthur Street land</p> <p>CP6.1.1 Deliver a sustainable property solution that optimises site opportunities.</p> <p>a) Deliver recommendations in relation to the social and economic opportunities for the land.</p> <p>CP6.2 Toondah Harbour Priority Development Area (PDA)</p> <p>CP6.2.1 Redland Investment Corporation (RIC) to progress the delivery of the Toondah Harbour PDA.</p> <p>a) Continue to monitor Australian Federal Government environmental approval.</p> <p>b) Continue to monitor Queensland State Government approvals.</p> <p>CP6.3 Weinam Creek Priority Development Area (PDA)</p> <p>CP6.3.1 Redland Investment Corporation (RIC) to progress the delivery of the Weinam Creek PDA.</p> <p>a) Commence construction of the Hamilton Street extension (Stage 3).</p> <p>b) Finalise a land swap with the Queensland State Government.</p> <p>c) Commence detailed design of the loop road (Stage 3b to 3d).</p> <p>CP6.4 Capalaba Town Centre Revitalisation Project</p> <p>CP6.4.1 Redland Investment Corporation (RIC) to progress the Capalaba Town Centre Revitalisation Project.</p> <p>a) Represent Council's interests on the project steering committee and maintain oversight over deliverables.</p> <p>b) Collaborate with major stakeholders to identify opportunities and integrate with investment attraction activities.</p> <p>CP6.5 Cleveland Administration Building</p> <p>CP6.5.1 Continue to review of Council's Cleveland accommodation.</p> <p>a) Continue pre-planning activities to determine options for Council's office footprint in Cleveland, supporting local place-making and strengthening local capacity, aligned with CP6.6 Centres Planning Program.</p> <p>CP6.6 Centres Planning Program</p> <p>CP6.6.1 Implement a centre management program in Cleveland and other centres.</p> <p>a) Coordinate planning and activities to deliver place plans in key centres.</p> <p>b) Advocate and build relationships with external partners to achieve shared goals.</p> <p>c) Deliver the Village Events and Activation Program to support local placemaking and strengthen local capacity.</p> <p>d) Explore opportunities to implement business and public realm activation improvements in centres to promote visitation and support local business patronage.</p>	<p>Environment and Regulation</p> <p>Advocacy, Major Projects and Economic Development</p> <p>Advocacy, Major Projects and Economic Development</p> <p>Advocacy, Major Projects and Economic Development</p> <p>Advocacy, Major Projects and Economic Development</p> <p>Advocacy, Major Projects and Economic Development</p> <p>Economic Development and Investment</p>



2022-2023 Operational Activity	Lead
<p>CP6.7 Redlands Coast Adventure Sports Precinct</p> <p>CP6.7.1 Undertake planning and advocacy for the Redlands Coast 2032 Legacy.</p> <p>a) Establish the Redlands Coast 2032 Legacy Working Group to identify a community vision and provide advice on legacy opportunities for the Redlands Coast aligned with the Brisbane 2032 Legacy Plan.</p> <p>CP6.7.2 Undertake planning for integrated lagoon and canoe/kayak slalom facilities as part of the Birkdale Community Precinct Recreation and Adventure Sports Hub.</p> <p>a) Incorporate Precinct planning into the Birkdale Community Precinct Master Plan.</p> <p>b) Develop a detailed business plan for the Precinct.</p> <p>c) Commence concept planning for facilities within the Precinct.</p> <p>CP6.8 Redlands Health and Wellness Precinct</p> <p>CP6.8.1 Collaborate with industry and government stakeholders to advance the Redlands Health and Wellness Precinct.</p> <p>a) Partner with Mater Health and Metro South Health and other stakeholders to progress partnerships and collaboration.</p> <p>b) Explore innovative opportunities to expand the delivery of health services in the city.</p>	<p>Advocacy, Major Projects and Economic Development</p> <p>Advocacy, Major Projects and Economic Development</p> <p>Economic Development and Investment</p>
<p>2021-2026 KEY INITIATIVE ACTIVITIES</p>	
<p>KI6.1 Key Initiative 1</p> <p>KI6.1.1 Implement Redlands Coast industry sector plans to support new and existing businesses in key industry sectors.</p> <p>a) Finalise and commence implementation of the Redlands Coast Manufacturing Industry Sector Plan 2022-2027 to increase economic capacity of the sector.</p> <p>b) Continue to deliver key initiatives in the industry sector plans through partnerships and collaborations with peak bodies, industry, business and other levels of government to grow the Redlands Coast economy.</p> <p>KI6.2 Key Initiative 2</p> <p>KI6.2.1 Promote Redlands Coast as a tourism destination.</p> <p>a) Implement actions identified in the Redlands Coast Destination Management Plan 2022-2024.</p>	<p>Economic Development and Investment</p> <p>Communication, Engagement and Tourism</p>



2022-2023 Operational Activity	Lead
<p>KI6.3 Key Initiative 3</p> <p>KI6.3.1 Work with government and industry stakeholders to improve the city's digital infrastructure to support Redlands Coast's current and future business needs.</p> <p>a) Advocate for high speed digital connectivity in key business nodes to improve business productivity.</p> <p>b) Provide economic input to secure funding for digital infrastructure including future stages in the rollout of the Redlands Coast Fibre Network.</p>	<p>Economic Development and Investment</p>
<p>KI6.4 Key Initiative 4</p> <p>KI6.4.1 Investigate and promote opportunities in the circular economy.</p> <p>a) Research and explore the city's circular economy ecosystem to inform development of a circular economy framework for Council.</p>	<p>Economic Development and Investment</p>
<p>KI6.5 Key Initiative 5</p> <p>KI6.5.1 Boost Redlands Coast investment profile through targeted proactive strategy, marketing and focused implementation.</p> <p>a) Finalise and implement the Redlands Coast Investment Attraction Strategy to position specific market opportunities, foster partnerships, and generate collaborative outcomes aligned to the 2032 Olympic legacy.</p> <p>b) Market and promote investment opportunities through a range of media to target audiences.</p> <p>c) Continue to deliver investment events in collaboration with the Queensland Government and Australian Government to connect investors with projects.</p> <p>d) Continue to strengthen relationships with trade and investment agencies and other stakeholders to boost the Redlands Coast profile and reputation.</p>	<p>Economic Development and Investment</p>
<p>KI6.6 Key Initiative 6</p> <p>KI6.6.1 Promote Council venues across the city with adequate infrastructure to support new and existing festivals and events.</p> <p>a) Identify, develop and promote a catalogue of suitable event spaces at Council venues across the city with adequate infrastructure that support new and existing festivals and events.</p>	<p>Communication, Engagement and Tourism</p>
<p>KI6.7 Key Initiative 7</p> <p>KI6.7.1 Attract and retain key festivals and events on Redlands Coast.</p> <p>a) Promote Redlands Coast as an event-friendly destination, with a balanced calendar of events.</p>	<p>Communication, Engagement and Tourism</p>

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.

2022-2023 Operational Activity	Lead
<p>CATALYST PROJECT ACTIVITIES</p> <p>CP7.1 New Fibre Optic Network</p> <p>CP7.1.1 Continue to progress the Redlands Coast Fibre Optic Network.</p> <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) Implement commercial arrangements with a nominated carrier to realise community benefits. <p>CP7.2 Customer Experience</p> <p>CP7.2.1 Deliver Council's Customer Experience Strategy and engage with the Redlands Coast community to enhance our digital capabilities.</p> <ul style="list-style-type: none"> a) Lead the Customer Experience Strategy Working Group to deliver the Customer Experience Strategy Implementation Plan 2021-2024. b) Review existing and emerging digital platform capabilities to identify opportunities and benefits for process automation and customer engagement. c) Collate website feedback and insights to identify pain points from the customers' perspective. d) Identify ways to strengthen community engagement and provide opportunities to listen and improve the customer experience. <p>CP7.3 Business Transformation</p> <p>CP7.3.1 Commence implementation of the Business Transformation Strategy.</p> <ul style="list-style-type: none"> a) Engage with internal stakeholders to develop an implementation plan which prioritises key actions, and supports effective change management. b) Commence implementation of year one transformation priorities. <p>CP7.4 Our People</p> <p>CP7.4.1 Continue to promote Council as a career choice and enhance employee experience.</p> <ul style="list-style-type: none"> a) Enhance employee attraction through dedicated employer branding and promotion of Council's employee value proposition. b) Enhance the employee tangible value proposition. <p>CP7.4.2 Embed Council's organisational values.</p> <ul style="list-style-type: none"> a) Design and implement programs that are built and supported on organisational values re-enforcing the values' intent and message. b) Commence implementation of Council's Diversity and Inclusion Plan. <p>CP7.5 Digital Transformation</p> <p>CP7.5.1 Continue to develop an Information Management Strategy for Council.</p> <ul style="list-style-type: none"> a) Create a governance model and schedule of work to support the Information Management Strategy. 	<p>Corporate Services</p> <p>Customer and Cultural Services</p> <p>People, Culture and Organisational Performance</p> <p>People, Culture and Organisational Performance</p> <p>People, Culture and Organisational Performance</p> <p>Corporate Services</p>

2022-2023 Operational Activity	Lead
<p>2021-2026 KEY INITIATIVE ACTIVITIES</p> <p>KI7.1 Key Initiative 1</p> <p>KI7.1.1 Review Council's services.</p> <p>a) Undertake analysis to determine service transformation priorities and requirements.</p> <p>b) Design and implement service transformation projects.</p> <p>KI7.2 Key Initiative 2</p> <p>KI7.2.1 Continue to build on improved asset management.</p> <p>a) Embed asset management data governance.</p> <p>b) Prioritise and develop asset management training programs.</p> <p>c) Continue to embed a Maintenance Management Strategy and support operational maintenance improvements.</p> <p>KI7.3 Key Initiative 3</p> <p>KI7.3.1 Key Initiative completed in Quarter Four of Operational Plan 2021-2022</p> <p>Improvements to value for money were achieved with the upgrade of Council's financial management system implemented during 2021-2022 with this activity now complete.</p> <p>KI7.4 Key Initiative 4</p> <p>KI7.4.1 Advance Council's strategic procurement and contracting model.</p> <p>a) Implement the Strategic Procurement Program and centre-led contracting model.</p> <p>b) Continue to integrate centralised procurement systems within Council, including the use of analytical dashboards and contract management systems.</p> <p>c) Maintain a positive trend in local spend and local benefits from Council's procurement practices.</p>	<p>People, Culture and Organisational Performance</p> <p>Advocacy, Major Projects and Economic Development</p> <p>Complete</p> <p>General Counsel</p>

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

WATER AND WASTEWATER SERVICES

Annual Performance Plan 2022-2023

CITY WATER

A business unit of Redland City Council



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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’s role

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 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 delivering efficient, valued and sustainable services for the betterment of the community through prudent and efficient decision making
- 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

To deliver on Council's Corporate Plan 2021-2026, 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 (COAG) 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)
- sewerage pumping stations (SPSs)
- 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 – 2022-2023
- standard set of financial reports
- WWTP and SPS performance

Yearly

- yearly KPIs as shown in the attached City Water scorecard indicators – 2022-2023
- 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 2022-2023 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 (2) two business days' notice for planned works or, (4) 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
- makes 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 incidents 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 (5) reservoirs – Dunwich (two), Point Lookout (two) and Amity Point (one). This does not include the clear water storages at each WTP which are owned by Seqwater.
- six (6) 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 \(DWQMP\)](#)
- 1,313KM of water mains distributing water to; 67,535 connected residential properties (including 6,682 vacant lots) and, 2,350 connected non-residential properties
- 1,208KM of wastewater mains, 140 SPSs and 7 WWTPs to collect and treat incoming wastewater from 52,802 residential properties and 1,616 non-residential properties across the existing wastewater connection area
- environmental Authority EPPR00874613 authorises the operation of the 7 WWTPs and 46 of the 140 SPSs. The remaining 94 SPSs are managed under our general environmental duty (GED).

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 (ASMP)

- 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
- 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 2022-2023 are:

Job Name	Description of the nature of the CSO	Budget Year 2022-2023 \$000
Water concession not for profit	Reduced charges for water for charities and not for profit organisations	100
Wastewater concession not for profit	Reduced charges for wastewater for charities and not for profit organisations	294
		394

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 2022-2023 shall be 37.4%

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 are charged on a per lot 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 (EBA) and commercial activity needs.

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

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

- + Tax
- + Dividend
- + Internal interest

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.

ATTACHMENTS

ATTACHMENT 1 – OPERATIONAL BUDGET 2022-2023 – 3 YEARS

	Budget Year 1 2022-23 \$000	Forecast Year 2 2023-24 \$000	Forecast Year 3 2024-25 \$000
Revenue			
Levies and utility charges	128,498	133,381	138,055
Less: Pensioner remissions and rebates	(500)	(519)	(538)
Fees	1,454	1,524	1,602
Operating grants and subsidies	-	-	-
Operating contributions and donations	-	-	-
Interest external	3,149	3,721	3,508
Community service obligations	500	515	535
Other revenue	1,725	1,776	1,826
Total revenue	134,826	140,399	144,988
Expenses			
Employee benefits	10,161	10,405	10,655
Materials and services	64,079	65,625	68,809
Finance costs other	-	-	-
Other expenditure	-	-	-
Net internal costs	4,463	4,595	4,724
Total expenses	78,703	80,625	84,189
Earnings before interest, tax and depreciation	56,123	59,773	60,799
Interest expense	355	368	371
Internal interest	14,750	15,308	15,423
Depreciation and amortisation	25,587	25,420	26,108
OPERATING SURPLUS / (DEFICIT)	15,432	18,678	18,897

ATTACHMENT 2 – CAPITAL FUNDING 2022-2023 – 3 YEARS

	Budget Year 1 2022-23 \$000	Forecast Year 2 2023-24 \$000	Forecast Year 3 2024-25 \$000
Proposed sources of capital funding			
Capital contributions and donations	3,447	10,289	7,436
Capital grants and subsidies	1,400	-	-
Proceeds on disposal of non-current assets	-	-	-
Capital transfers (to) / from reserves	(502)	12,582	9,519
Non-cash contributions	652	39,527	3,052
New loans	-	-	-
Funding from general revenue	11,941	15,666	25,535
Total sources of capital funding	16,937	78,064	45,541
Proposed application of capital funds			
Contributed assets	652	39,527	3,052
Capitalised goods and services	14,806	34,946	38,620
Capitalised employee costs	706	3,039	3,358
Loan redemption	774	553	511
Total application of capital funds	16,937	78,064	45,541

Other Budgeted Items

	Budget Year 1 2022-23 \$000	Forecast Year 2 2023-24 \$000	Forecast Year 3 2024-25 \$000
Other budgeted items			
Transfers to constrained operating reserves	-	-	-
Transfers from constrained operating reserves	-	-	-
Written down value (WDV) of assets disposed	-	-	-
Income tax	6,025	20,548	8,815
Dividend	10,544	35,959	15,427

ATTACHMENT 3 – KEY PERFORMANCE INDICATORS 2022-2023

KRA and Goals	City Water Scorecard Water & Wastewater Indicators – 2022-2023	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 and wastewater services to sustain our community.	Number WWTP and SPS non-conformances with environmental authority licence	max 1	#	Monthly	max 12
	% 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



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1. Introduction

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

- reducing waste to landfill and increasing resource recovery as per Council's Waste Reduction and Recycling Plan 2021-2030
- 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 2022-23, according to commercial principles.

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. 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. A resource recovery centre, RecycleWorld, operates out of the Redland Bay Recycling and Waste Centre.

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 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. Role of City Waste

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

- promote waste avoidance and reduction, and resource recovery and efficiency actions
- ensure a shared responsibility between local government and the community in waste management and resource recovery
- support and implement national frameworks, objectives and priorities for waste management and resource recovery
- 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
- 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 projects for waste and resource recovery services
- contribute to the implementation of Council of Mayors SEQ (ComSEQ) SEQ Waste Management Plan through a ten year roadmap for RCC
- implement actions identified within Council's waste management strategy and other environmental programs
- meet the objectives of the Council of Australian Government (COAG) and NCP reforms
- 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.
- 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 2021-2030

Redland City Council’s Waste Reduction and Recycling Plan 2021-2030 (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 and commitments in the South East Queensland Council of Mayors Waste Plan.

The Plan outlines how Council and the Redlands Coast community will improve the use of the existing kerbside waste, recycling and green waste services. The key focus of the Plan is to encourage residents to “lift the right lid” and to reduce the amount of organic waste going to landfill.

Council is committed to the following goals:

- Reduce recyclables, green waste and food waste lost through the red (general waste) bin.
- Halve recycling contamination in the yellow bin.
- Increase the number of households with a green waste bin.
- Produce an organics transformation plan, building on a roadmap for growing green bins and investigating options and affordability of food waste reduction from landfill.

Council is resetting the focus on waste management issues 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.

Council is committed to the 2030 waste reduction and recycling targets set by the Queensland Government, which aims to reduce the amount of waste generated by residents by 15% and increase the amount of materials recycled to 60% by the end of the decade.

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 Waste Reduction and Recycling Plan 2021-2030.

8.3. SEQ Waste Management Plan

In November 2021, the ComSEQ finalised the SEQ Waste Management Plan, which articulates a 'target state' for 2030, with an outlook to 2050. In moving towards the 2030 target state it is anticipated that the 11 member Councils will benefit from collaborating closely on some priorities, and progressing independently on others. The Plan recognises that individual Councils will choose to progress actions in the context of their individual circumstances and priorities; seeks to identify the 'sweet-spot' between joint action to capture the benefits of scale; independent action to reflect the unique requirements and expectations of different communities.

The scope of the Plan focuses primarily on the waste flows managed through kerbside collections, as these waste streams represent some of the most complex decisions facing Councils, as well the most significant opportunities for capturing the benefits of collaboration. Specifically, the Plan focuses on three areas of actions towards the 2030 'target state':

- optimising comingled recycling
- removing organic waste from landfill and recovering it
- optimising the treatment of residual municipal solid waste (MSW).

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 – 2022-2023
- a standard set of financial reports.

Annually

- yearly KPIs as shown in the attached scorecard indicators – 2022-2023
- 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 2022-2023 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 an annual 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 optimise assets and strive for best value of operations by:

- regularly assessing assets and development of planning reports and Asset Management Plans
- implementing and improving preventative maintenance programs
- enhancing asset condition ratings and information
- improving data capture and accuracy for various uses
- considering contemporary valuation methodologies in accordance with effective NCP pricing principles
- participating in approved regional waste infrastructure investigations and procurement activities.

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
- special audits and assessments outside commercial requirements
- waiver of disposal fees for charities, schools, clubs, and non-profit organisations that meet the conditions of Corporate Policy WST-003-P Waste Management and Resource Recovery Policy and the Exemption of Waste Disposal Fees at Council 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, for example storms and floods.

CSOs for Council 2022-2023 are:

Job Name	Description of the nature of the CSO	Budget Year 2022-23 \$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.	54
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.	91
Bulky Item Collection Service (Elderly & Disabled)	Removal and disposal of bulky items and green waste to eligible elderly and disabled clients.	42
		189

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, 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:

- + Tax
- + Dividend
- + Internal interest

ATTACHMENTS

ATTACHMENT 1 – OPERATIONAL BUDGET 2022-2023 – 3 YEARS

	Budget Year 1 2022-23 \$000	Forecast Year 2 2023-24 \$000	Forecast Year 3 2024-25 \$000
Revenue			
Levies and utility charges	33,206	35,655	38,021
Less: Pensioner remissions and rebates	-	-	-
Fees	674	706	742
Operating grants and subsidies	-	-	-
Operating contributions and donations	-	-	-
Interest external	455	579	701
Community service obligations	189	195	201
Other revenue	1,240	1,262	1,297
Total revenue	35,765	38,397	40,962
Expenses			
Employee benefits	1,407	1,440	1,475
Materials and services	22,768	24,199	25,769
Finance costs other	1	1	1
Other expenditure	-	-	-
Net internal costs	2,339	2,409	2,476
Total expenses	26,515	28,049	29,721
Earnings before interest, tax and depreciation	9,249	10,348	11,241
Interest expense	6	49	182
Internal interest	-	-	-
Depreciation and amortisation	556	1,249	1,479
OPERATING SURPLUS / (DEFICIT)	8,687	9,051	9,580

ATTACHMENT 2 – CAPITAL FUNDING 2022-2023 – 3 YEARS

	Budget Year 1 2022-23 \$000	Forecast Year 2 2023-24 \$000	Forecast Year 3 2024-25 \$000
Proposed sources of capital funding			
Capital contributions and donations	-	-	-
Capital grants and subsidies	1,577	-	-
Proceeds on disposal of non-current assets	-	-	-
Capital transfers (to) / from reserves	-	-	-
Non-cash contributions	-	-	-
New loans	-	-	-
Funding from general revenue	828	5,785	308
Total sources of capital funding	2,405	5,785	308
Proposed application of capital funds			
Contributed assets	-	-	-
Capitalised goods and services	2,366	5,745	266
Capitalised employee costs	-	-	-
Loan redemption	39	41	42
Total application of capital funds	2,405	5,785	308

Other Budgeted Items

	Budget Year 1 2022-23 \$000	Forecast Year 2 2023-24 \$000	Forecast Year 3 2024-25 \$000
Other budgeted items			
Transfers to constrained operating reserves	(5,622)	(5,788)	(5,950)
Transfers from constrained operating reserves	5,622	5,788	5,950
Written down value (WDV) of assets disposed	-	-	-
Income tax	2,547	2,715	2,874
Dividend	2,972	3,168	3,353

ATTACHMENT 3 – KEY PERFORMANCE INDICATORS 2022-2023

Corporate Plan Goal	City Waste Indicators – 2022-2023	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 53	%	Quarterly	≥53
	Waste generation per capita	-	Kg	Annual	≤633kg
	% 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

