MINUTES

GENERAL MEETING

Wednesday, 9 December 2015

The Council Chambers
35 Bloomfield Street
CLEVELAND QLD

Table of Contents

The Mayor is the Chair of the General Meeting. The following Portfolios are included in the General Meeting and Council's nominated spokesperson for that portfolio as follows:

PORTFOLIO	SPOKESPERSON
1. Office of the CEO (including Internal Audit)	Cr Mark Edwards
2. Organisational Services (excluding Internal Audit and Emergency Management)	Mayor Karen Williams
3. City Planning and Assessment	Cr Julie Talty
4. Community & Cultural Services, Environment & Regulation	Cr Lance Hewlett
5. Infrastructure & Operations	Cr Paul Gleeson
6. Emergency Management	Cr Alan Beard

1   DECLARATION OF OPENING

The Mayor declared the meeting open at 9.33am and acknowledged the Quandamooka people, who are the traditional custodians of the land on which Council meets.

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

2   RECORD OF ATTENDANCE AND LEAVE OF ABSENCE

Cr K Williams   Mayor
Cr A Beard   Deputy Mayor & Councillor Division 8
Cr W Boglary   Councillor Division 1
Cr C Ogilvie   Councillor Division 2
Cr K Hardman   Councillor Division 3
Cr L Hewlett   Councillor Division 4
Cr M Edwards   Councillor Division 5
Cr J Talty   Councillor Division 6 – entered at 9.39am
Cr M Elliott   Councillor Division 7 – entered at 9.41am
Cr P Gleeson   Councillor Division 9
Cr P Bishop   Councillor Division 10

EXECUTIVE LEADERSHIP GROUP:

Mr B Lyon   Chief Executive Officer
Mr N Clarke   General Manager Organisational Services
Mrs L Rusan   General Manager Community & Customer Services
Mr L Smith   Acting General Manager Infrastructure & Operations
Mrs D Corbett-Hall   Acting Chief Financial Officer
Mrs A Daly   Head of Human Resources

MINUTES:

Mrs J Parfitt   Corporate Meetings & Registers

3   DEVOTIONAL SEGMENT

Ken Mihill Fellowship Chair Scripture Union Queensland and member of the minister's fellowship led Council in a brief devotional segment.

4   RECOGNITION OF ACHIEVEMENT

4.1   REDLANDS SES UNIT

On Friday the 4th of December the Redland SES received a Highly Commended Achievement Award from the Queensland Fire and Emergency Services Commissioner, Katarina Carroll.

Received by Peter Gould, the Local Controller and Jason Atherinos, the Deputy Controller on behalf of the Redland SES, the Unit was commended for excellence in the category of Working Together. A proud Redland City Mayor, Karen Williams was present at Queensland Emergency Services Headquarters for the presentation

This award follows the unit receiving this year's Regional Unit of the Year Award for the 8th straight year and further reflects the professionalism and dedication of these valuable volunteers to Redland City.

5   RECEIPT AND CONFIRMATION OF MINUTES

5.1   GENERAL MEETING MINUTES 18 NOVEMBER 2015

COUNCIL RESOLUTION

Moved by: **Cr A Beard**
Seconded by: **Cr M Edwards**

That the minutes of the General Meeting of Council held 18 November 2015 be confirmed.

CARRIED   11/0

Crs Boglary, Ogilvie, Hardman, Hewlett, Edwards, Elliott, Talty, Beard, Gleeson, Bishop and Williams voted FOR the motion.

6   MATTERS OUTSTANDING FROM PREVIOUS COUNCIL MEETING MINUTES

Nil.

7   PUBLIC PARTICIPATION

MOTION TO ADJOURN MEETING AT 9.42AM

Moved by: Cr P Bishop
Seconded by: Cr P Gleeson

That Council adjourn the meeting for a 15 minute public participation segment.

CARRIED   11/0

Crs Boglary, Ogilvie, Hardman, Hewlett, Edwards, Elliott, Talty, Beard, Gleeson, Bishop and Williams voted FOR the motion.

1. Ms K Crees of Victoria Point addressed Council in relation to the accomplishments of the current Mayor.

2. Mrs J Douglass of Cleveland addressed Council in relation to the Walker Group Master Plan for Toondah Harbour.

3. Mr S Sharry of Birkdale addressed Council in relation to an application for an apartment building at 232-234 Birkdale Road, Birkdale.

MOTION TO EXTEND PUBLIC PARTICIPATION at 10.06AM

Moved by: Cr P Bishop
Seconded by: Cr P Gleeson

That public participation be extended for a further 5 minutes to allow a further speaker.

CARRIED   11/0

Crs Boglary, Ogilvie, Hardman, Hewlett, Edwards, Elliott, Talty, Beard, Gleeson, Bishop and Williams voted FOR the motion.

4. Ms K Murphy of Thornlands addressed Council and congratulated a resident child of Redland Bay and member of the Redlands Horse & Pony Club for winning the Horse & Rider of the Year for 2015.

MOTION TO RESUME MEETING AT 10.08AM

Moved by: Cr P Gleeson
Seconded by: Cr P Bishop

That the meeting proceedings resume.

CARRIED   11/0

Crs Boglary, Ogilvie, Hardman, Hewlett, Edwards, Elliott, Talty, Beard, Gleeson, Bishop and Williams voted FOR the motion.

8   PETITIONS AND PRESENTATIONS

8.1   REDLANDS HORSE & PONY CLUB – CR TALTY

Cr J Talty congratulated the Redlands Horse & Pony Club for winning the Zone Trophy.

8.2   ORMISTON COLLEGE – RED POPPIES FOR BATTLE OF POZIERES – CR BOGLARY

Cr W Boglary congratulated students of Ormiston College on their goal to create 7,000 poppies that will represent each fallen Australian solider in the Battle of Pozieres, France.

All 7,000 handmade poppies will be taken to Pozieres, France in 2016 to be placed on plywood crosses to commemorate the 100 year anniversary of the battle.

Cr Boglary requested that Redland City Council 'buy a brick' for $50.00 in support of this project.

9   MOTION TO ALTER THE ORDER OF BUSINESS

9.1   MOTION TO ALTER THE ORDER OF BUSINESS – ITEM 11.3.4

COUNCIL RESOLUTION

Moved by: Cr C Ogilvie
Seconded by: Cr P Bishop

That Item 11.3.4 (MCU013407 – 232-234 Birkdale Road, Birkdale – Apartment Building – as listed on the agenda) be brought forward and discussed as the first item of business.

CARRIED   11/0

Crs Boglary, Ogilvie, Hardman, Hewlett, Edwards, Elliott, Talty, Beard, Gleeson, Bishop and Williams voted FOR the motion.

10   DECLARATION OF MATERIAL PERSONAL INTEREST OR CONFLICT OF INTEREST ON ANY ITEMS OF BUSINESS

Cr Edwards declared a conflict of interest in Item 11.5.2 – see item for details.

COUNCILLOR ABSENCES DURING MEETING

Cr Talty entered the meeting at 9.39am during the devotional segment.
Cr Elliott entered the meeting at 9.41am at the conclusion of the devotional segment.
Cr Gleeson left the meeting at 10.54am during Item 11.2.1 and returned at 10.59am during Item 11.2.2.
Cr Elliott left the meeting at 10.55am during Item 11.2.1 and returned at 11.00am during Item 11.2.3.
Cr Hardman left the meeting at 11.01am during Item 11.2.3 and returned at 11.03am during Item 11.3.1.
Cr Talty not present when the meeting resumed at 11.35am during Item 11.1.1. Cr Talty returned at 11.36am.
Cr Elliott left the meeting at 12.11pm and returned at 12.15pm during Item 11.5.1.
Cr Ogilvie left the meeting at 12.29pm during Item 11.5.4 and returned at 12.33pm Item 11.5.5.
Cr Hardman left the meeting at 12.33pm during Item 11.5.5 and returned at 12.38pm during Item 11.5.7.
Cr Hardman left the meeting at 12.52pm during Item 11.6.1and returned at 12.53pm during Item 12.1.
Cr Beard left the meeting at 1.13pm and returned at 1.15pm during Item 12.1.
Cr Ogilvie left the meeting at 2.23pm and returned at 2.27pm during Item 14.1.1.
Cr Elliott left the meeting at 2.28pm during Item 14.1.1. and returned at 3.04pm during closed session.

11   REPORTS TO COUNCIL

11.1   PORTFOLIO 3   (CR JULIE TALTY)

**   CITY PLANNING AND ASSESSMENT**

11.1.1 MCU013407 – 232-234 BIRKDALE ROAD, BIRKDALE – APARTMENT BUILDING

Objective Reference:	**A298606** **Reports and Attachments (Archives)**
Attachments:	**Proposed Development Plans** **Locality and Zoning Plan** **Site Aerial Plan**
Authorising Officer:	**Louise Rusan** **General Manager Community & Customer Services**
Responsible Officer:	**David Jeanes** **Group Manager City Planning & Assessment**
Report Author:	**Andrew Veres** **Senior Planner**

PURPOSE

This Category 4 application is referred to Council for determination.

Council has received an application seeking a Development Permit for Material Change of Use on land at 232-234 Birkdale Road, Birkdale for the purpose of an Apartment Building.

The application has been assessed against the relevant provisions of the Redlands Planning Scheme and the proposed development is considered to comply with the scheme. The key issues identified in the assessment are:

- Building height, density and design.

The application was referred to SARA and conditions were sent to Council on 14 October 2015. A number of public submissions were lodged during the notification period, which have been addressed in the report.

Overall, the proposal is considered to comply with the relevant Codes. It is therefore recommended that the application be granted a Development Permit subject to conditions identified in the Officer's Recommendation.

BACKGROUND

The subject site has previously been used for residential purposes in the form of single detached dwellings. There are no previous town planning applications over the subject site that are relevant to the current proposal. There was however a

formal prelodgement meeting that was held with regards to the proposal prior to lodging.

ISSUES

SITE DESCRIPTION

The site has a frontage of approximately 54 metres to both Birkdale Road and Dorsal Drive. The land slopes gently from the south to the north.

There is an existing dwelling which will be removed. All urban infrastructure, such as sewer and water mains, exists nearby.

The site is zoned Medium Density Residential and so is the land further west. Immediately adjoining the site's western boundary is an open space zoned drainage channel. Land to the north, east and south is predominantly zoned Urban Residential. Approximately 200m to the west is the Birkdale district centre area, including the Birkdale Fair shopping centre. The Birkdale train station is approximately 400m away.

The area has a typical residential character that is generally dominated by single detached dwellings.

DEVELOPMENT PROPOSAL

The application is for a Material Change of Use for an Apartment Building (22 units) in three separate buildings. There will be a mix of 2 bedroom (16 units) and 3 bedroom (6 units). Car parking will be at ground level with the only vehicle entrance via Dorsal Drive.

The building fronting Birkdale Road will be 4 storeys, the building fronting Dorsal Drive is 3 stories and the building in between along the eastern boundary is 2 storeys in height.

The tallest building is approximately 11.5m high, and the proposal has a site coverage of approximately 45%. 16% of the site will be landscaped, with an additional 20% provided as open space. Stormwater will drain to the adjoining drainage channel and all other necessary connections to infrastructure will be made.

APPLICATION ASSESSMENT

Sustainable Planning Act 2009

The application has been made in accordance with the *Sustainable Planning Act 2009* Chapter 6 – Integrated Development Assessment System (IDAS) and constitutes an application for Material Change of Use under the Redlands Planning Scheme.

SEQ Regional Plan 2009-2031

The site is located within the Urban Footprint in the SEQ Regional Plan 2009-2031. The proposal is considered to comply with the provisions of the Regional Plan.

State Planning Policies & Regulatory Provisions

State Planning Policy / Regulatory Provision	Applicability to Application
SEQ Koala Conservation SPRP	The subject site falls within the Priority Koala Assessable Development Area of the South East Queensland State Planning Regulatory

State Planning Policy / Regulatory Provision	Applicability to Application
	Provisions. The site is mapped as having *Low Value Other* and *Medium Value Other* designation over the site. Clearing under the SPRP is not precluded due to the *Low Value* and *Medium Value Other* designations. These designations also allow removal of non-juvenile habitat trees without the requirement for replacement planting or to pay offsets. 13 non-juvenile habitat trees are being removed.
SPRP (Adopted Charges)	The development is subject to infrastructure charges in accordance with the SPRP (adopted charges) and Council's adopted resolution. Details of the charges applicable have been provided under the Infrastructure Charges heading of this report.
State Planning Policy July 2014	The subject site triggers the assessment criteria listed in the Single State Planning Policy 2014 for Water Quality and Noise Corridor.
	<u>Water Quality</u>
	A Site Based Stormwater Management Plan was submitted as part of the application for assessment. The management plan identifies that stormwater will be appropriately managed through the use of Stormwater 360 filter devices.
	<u>Noise Corridor</u>
	The SPP mapping identifies the site as being within a noise corridor – state controlled road. The application was referred to SARA and has been conditioned by the State accordingly.
	There are no other mapped hazards under the SPP and therefore the proposal is considered to comply with the State Planning Policy.

Redlands Planning Scheme

The application has been assessed under the Redlands Planning Scheme version 7.

The application is subject to impact assessment. In this regard, the application is subject to assessment against the entire planning scheme. However it is recognised that the following codes are particularly relevant to the application:

- Medium Density Residential Zone Code;
- Apartment Building Code;
- Access and Parking Code;
- Erosion Prevention and Sediment Control Code;
- Excavation and Fill Code;
- Infrastructure Works Code;
- Landscape Code;
- Stormwater Management Code;
- Habitat Protection Overlay;
- Acid Sulfate Soils Overlay Code; and
- Road and Rail Noise Impact Overlay Code.

The most pertinent parts of this assessment are discussed below:

Building Height

Probable Solution P2.1 of the Zone Code identifies a deemed to comply solution height of 13m in this area and 3 storeys. The proposed building fronting Birkdale Road has a height of 11.5m, but is 4 stories. Specific Outcome S2.1 identifies that the height should comply with the height and storeys identified in the Code, and therefore there is a non-compliance with this specific outcome. To consider whether there is non-compliance with the code requires consideration against the overall outcomes.

The proposal is considered to meet the overall outcomes (or be made to comply with conditions) as it:

- provides for a greater range of housing types for the community;

- is designed and sited to provide for a high quality living environment;

- maintains a high standard of residential amenity (subject to a condition requiring deletion of some balcony space, as discussed further on in this report); and

- complements the character of the surrounding area.

While being one storey above that identified in the code, it is below the 13 metres also identified. The proposal allows suitable solar access to adjoining development, addresses the street frontages without dominating them, is broken up with a variety of materials, textures, recesses and balconies, and has an articulated roof form that sits below the identified 13 metres in the code.

Density

The Probable Solution P2.4(3) of the Zone Code states residential uses achieve a density of 1 dwelling per 200m^2 of site area, which would equate to 16 units. The proposal is for 22 units, which results in a density of 1 dwelling per 143 m^2, and therefore does not meet the probable solution.

The Specific Outcome S2.4(3) states dwelling unit density is compatible with medium density living while providing land for private and communal open space, resident and visitor parking, landscaping and maintenance of a residential streetscape. The proposal is considered to comply with the specific outcome for the following reasons:

- The proposed design provides 16% of the site as landscaping and 20% of the site as open space, which is in excess of the relevant probable solutions;

- Additional car parking, exceeding the planning scheme probable solutions, has been provided (discussed further below); and

- The streetscape is considered to be consistent with that expected in a medium density residential zone. The building on Birkdale Road has been setback a minimum 6m and includes an articulated roof and façade, which is orientated towards the street. The structure creates interest through the use of different materials and colours. The ground level carparking will be screened with landscaping and fencing. It is considered that an attractive streetscape is created by the development. The Dorsal Drive frontage will be similar with a 6m minimum setback and units facing the street, all within the 13m building height noted in code.

Overall, the proposal is considered to meet the specific outcomes of the MDR zone code by providing sufficient land for private and communal open space, car parking, landscaping and maintenance of a residential streetscape and is also considered to meet the specific outcomes of the Apartment Building code, being consistent with the amenity of the locality and of sufficient size to provide for the needs of the housing type.

Site Layout and Building Design

- Site Coverage

The proposal meets probable solution P2 of the Apartment Building Code regarding site cove, being 45%.

- Building Setbacks

The proposal is setback at least 6 metres from both road frontages, therefore meeting probable solution P3 in the Apartment Building Code. The side boundary setbacks meet the probable solution with one exception. Probable solution P3 identifies a 3 metre side setback for the top two levels of the four storey building fronting Birkdale Rd. The four storey building has balconies on the second and third floor protruding to within 2 metres of the side boundary adjoining the private open space of a residential dwelling. Specific Outcome S3(j) seeks to ensure that setbacks maximise private open space, privacy, solar access and provide for service areas. Furthermore, Specific Outcome S4 seeks to ensure that privacy between dwelling units on adjoining sites is achieved through effective building design, preventing overlooking into private open space areas.

To achieve these outcomes a condition is recommended to remove the portion of the balconies facing the property to the east.

- Building Design

Overall, with regards to building design, the proposal includes an articulated roof design. Balconies have been created overlooking the streetscape and design elements have been introduced to break up the built form and create a more attractive streetscape. The units are spaced out to ensure maintenance of solar access and avoid overshadowing. A condition has also been included to include privacy screening where any new windows are within close proximity and overlooking the adjoining residential property.

Communal Open Space & Landscaping

The proposal meets probable solutions P6 (landscaping) and P7 (open space) of the Apartment Building code as follows:-

	RPS Probable Solution	Proposal
Landscaping	15%	16%
Open Space	20%	20%

The proposal meets Probable Solution P7 of the Apartment Building Code in terms of communal open space provision. The proposal provides two communal areas equal to 641m^2 and a single area greater than nominated 100m^2, incorporating minimum dimensions of 26 metres by 7 metres, which is greater than the 5m nominated in the probable solution.

With regards to private open space, the balconies will have the specified 10m^2 with a minimum dimension of 2.5m in accordance with the probable solution.

A 2m wide landscape buffer has also been provided along the site's frontages, meeting probable solution P6.

<u>Carparking and Traffic</u>

The proposal exceeds the minimum 1.25 spaces per unit which is in accordance with the Part 9, Schedule 1 of the Planning Scheme. In accordance with Part 9, Schedule 1 of the Planning Scheme, 28 car parking spaces are required, whereas 33 spaces have been provided, seven of which are visitor parking. Some units will have 2 car parking spaces allocated to them.

The traffic impact report provided by Holland Traffic Consulting concluded that the existing daily traffic flows in Dorsal Drive is 1800 vehicles per day (VPD). With the development, this is expected to increase to 2000 VPD and the capacity of the road is 3000 VPD. Therefore, Dorsal Drive has sufficient capacity to accommodate the traffic from the proposed development.

<u>Waste Collection</u>

A waste collection vehicle will be able to enter the site, collect waste from a centralised bin storage area and exit in a forward gear in accordance with the Access and Parking Code (Part 8, Division 1).

<u>Stormwater Management</u>

A report has been provided by Bornhorst + Ward Consulting Engineers. The report demonstrates an acceptable lawful point of discharge, being the drainage channel to the west, and water quality treatment devices will be provided on site in accordance with the SPP and Council standards. Conditions have been included where relevant.

<u>Habitat Protection</u>

Part of the site is mapped as Koala Habitat under the Habitat Protection Overlay. Since the commencement of the Redlands Planning Scheme, the SEQ Koala Conservation SPRP and Environmental Offsets Act have been introduced. Refer discussion against the SEQ Koala Conservation SPRP.

Given the zoning of site, being Medium Density Residential, and the Habitat Protection designation of Koala Habitat, it is considered that Specific Outcome 1.2 (4) will be achieved through conditioning via subsection (f):

"for all other development (other than development for domestic activity but including reconfiguration) where development results in the loss of non-juvenile koala habitat tree(s), offset planting or contribution is to be carried out in accordance with State Planning Policy 2/10: Koala Conservation in South East Queensland and the Offsets for Net Gain of Koala Habitat in South East Queensland Policy (as amended)."

This has resulted in requiring an offset of two (2) trees, noting that 885m2 of the site is mapped as Koala Habitat within the Habitat Protection overlay.

Specific Outcome 2.1(2) (c) will also be achieved:

"where suitable offset and/or enhancement plantings are not achievable on site, make financial contribution in accordance with the rate as adopted by Council"
As such, it is considered that the specific outcomes of the code have been addressed.

Road Noise

The site is within an identified road noise overlay. The applicant submitted a noise impact assessment that recommended mitigation measures to be put in place to comply with this overlay. This requirement is regulated by DTMR therefore officers have not recommended any conditions relating to road noise impacts.

INFRASTRUCTURE CHARGES

The proposed development is subject to infrastructure charges in accordance with the State Planning Regulatory Provisions (adopted charges). The total charge applicable to this development is:

Redland Water:	$96,600.00
Redland City Council:	$363,400.00
Combined charge:	**$460,000.00**

This charge has been calculated as follows in accordance with Council's Adopted Infrastructure Charges Resolution (No. 2.2) September 2015:

Redland Water   (Notice# 001100)

Residential Component	
((16 X 1-2 bedroom apartment building X $20,000) X 0.21 (RW Split)) =	$67,200.00
((6 X 3 bedroom apartment building X $28,000) X 0.21 (RW Split)) =	$35,280.00
Demand Credit	
((1 X 3 bedroom dwelling X $28,000) X 0.21 (RW Split)) =	$5,880.00
Total Redland Water Charge:	**$96,600.00**

Redland City Council   (Notice# 001100)

Residential Component	
((16 X 1-2 bedroom apartment building X $20,000) X 0.79 (RCC Split)) =	$252,800.00
((6 X 3 bedroom apartment building X $28,000) X 0.79 (RCC Split)) =	$132,720.00
Demand Credit	
((1 X 3 bedroom dwelling X $28,000) X 0.79 (RCC Split)) =	$22,120.00
Total Council Charge:	**$363,400.00**

Offsets

There are no offsets that apply under Chapter 8 Part 2 of the *Sustainable Planning Act 2009.*

Refunds

There are no refunds that apply under Chapter 8 Part 2 of the *Sustainable Planning Act 2009.*

STATE REFERRALS

SARA provided a referral agency response, dated 14 October 2015, in regards to the *Sustainable Planning Regulation 2009* Schedule 7, Table 3, Item 1 – state controlled road. The Department indicated there was no objection to the proposed development subject to referral agency conditions in regards to the layout, noise

attenuation and stormwater management. The Department's referral response, including conditions, will be attached to Council's Decision Notice.

PUBLIC CONSULTATION

The proposed development is Impact Assessable and required public notification. The application was publicly notified for 15 business days. There were 224 submissions, 5 of which were not properly made, submitted to Council. The matters raised within these submissions are discussed below:

1.	**Issue** The development is over density. Furthermore, there is no buffer or transition from the medium density zone to the adjoining low density zoned land. As a result the scale of development is not in character with the surrounding uses.
	Officer's Comment As discussed in the assessment, the propose density is considered to comply with Specific Outcome S3 in the MDR Zone Code, which seeks an adequate built form, site cover, setbacks and open space areas as well as suitable on-site parking.
2.	**Issue** There is inadequate green space and communal open space.
	Officer's Comment The amount of landscaping and open space meets the probable solutions in the code.
3.	**Issue** It does not meet CPTED guidelines.
	Officer's Comment The proposal does include extensive use of balconies and windows overlooking communal open space and public roads and areas.
4.	**Issue** In terms of design, the building is excessively bulky and its scale will dominate the streetscape.
	Officer's Comment Balconies, recesses and other architectural features have been included to break up the bulk of the building.
5.	**Issue** The proposed 4 stories is greater than the Planning Scheme Specific Outcome of 3 storeys and the building height will have negative impacts. The development will cause privacy and overshadowing issues for the adjoining residence.
	Officer's Comment The proposed height is considered to meet Specific Outcome S3 in the MDR Zone Code and will not cause undue overshadowing. The balconies fronting the eastern side boundary will be conditioned to be setback 3 metres, in order to address privacy concerns to the adjoining residence.
6.	**Issue** The development will negatively impact on the adjoining waterway in terms of tree protection, construction impacts and bank stability. The removal of trees from the site reduces amenity; Council should require an Environmental Impact Statement.
	Officer's Comment The applicant has submitted an amended layout since the notification period ended. The layout reduced the number of units from 26 to 22 and slightly altered the driveway design so as to ensure retention of all vegetation in the adjoining open space drainage channel.
7.	**Issue** Increased traffic will result from the development. This will result in unsafe road conditions and impact on the cycle route. The roundabout on Mary Pleasant Drive and Dorsal Drive is already at capacity and extra traffic from this development will worsen that situation. The times used in the traffic survey are not an accurate representation. The proposed boom gate will cause

	traffic and queuing issues on Dorsal Drive.
	Officer's Comment The site is located within the Medium Density Residential zone where increased residential densities are considered acceptable. The additional traffic generated by the development can be handled by the existing capacity in Dorsal Drive as demonstrated in the traffic impact assessment submitted to Council. In relation to the boom gate causing traffic and queuing, it should be noted that the development does not include a boom gate. The only gate proposed is access into the basement area which is located an appropriate distance not to affect traffic entering and exiting the site.
8.	**Issue** There is inadequate on-street parking, there should be 1 space per unit. There is also inadequate off-site parking as dwellings should have at least 2 cars. There is also inadequate visitor parking on site and a lack of disabled parking spots.
	Officer's Comment The proposal has provided more than the minimum number of on-site parking spaces nominated in the probable solution and therefore the development complies with the requirements of the RPS.
9.	**Issue** Noise mitigation has not been dealt with. The development will result in additional noise from residents, from air con, from traffic and will travel around the neighbourhood and canals.
	Officer's Comment The applicant has submitted an acoustic assessment which recommends incorporating measures into the building design to address noise from outside sources. Noise from within the site is expected to be commensurate with that expected in a residential zone. In relation to any noise from future air conditioning units, this is managed through the Environmental Protection Act.
10.	**Issue** Sewerage capacity and water upgrades are necessary.
	Officer's Comment Conditions have been included to ensure the necessary infrastructure is provided to the site. There is sufficient capacity within the infrastructure to serve this development.
11.	**Issue** Garbage bin location will cause an impact on cars and parking on street.
	Officer's Comment The bin storage area has been centrally located and in a spot where the waste collection vehicle can access it while entering and exiting the site in forward gear in accordance with the RPS.
12.	**Issue** Stormwater runoff should not detrimentally affect the canal and the volume of water coming from the developed site cannot be accommodated without causing localised flooding on the street and footpath.
	Officer's Comment Stormwater will drain to a legal point of discharge being the adjoining waterway to avoid flooding on the street and footpath. Conditions have been included to ensure there is no worsening to adjoining neighbours.

DEEMED APPROVAL

The approval of this application has not been issued under Section 331 of the *Sustainable Planning Act 2009*.

CONCLUSION

The application has been assessed against the provisions of the Redlands Planning Scheme and other relevant planning instruments, and is considered to comply. It is therefore recommended that a Development Permit be issued subject to conditions.

STRATEGIC IMPLICATIONS

Legislative Requirements

The request has been assessed in accordance with the *Sustainable Planning Act 2009*.

Risk Management

Standard development application risks apply. In accordance with the *Sustainable Planning Act 2009* the applicant may appeal to the Planning and Environment Court against a condition of approval or against a decision to refuse or give a preliminary approval. A submitter also has rights to appeal the decision of Council to the Court.

Financial

If approved, Council will collect infrastructure contributions in accordance with the State Planning Regulatory Provisions (adopted charges) and Council's Adopted Infrastructure Charges Resolution. Legal costs would be incurred should the applicant or a submitter challenge the decision of Council in Court.

People

Not applicable. There are no implications for staff.

Environmental

Environmental implications are detailed within the assessment in the "issues" section of this report.

Social

Nil.

Alignment with Council's Policy and Plans

The assessment and officer's recommendation align with Council's policies and plans as described within the "issues" section of this report.

CONSULTATION

The Planning Assessment Team has consulted with other assessment teams where appropriate. Comments from the relevant teams have been provided in the assessment.

A copy of the original proposal was provided to the divisional Councillor. The Councillor has requested that the application be bought to Council for determination.

OPTIONS

Council's options are to:

1. Issue a development permit subject to conditions;
2. Issue a development permit without conditions or subject to amended conditions;
3. Issue a preliminary approval subject to meeting additional requirements; or
4. Issue a refusal.

OFFICER'S RECOMMENDATION

Moved by: Cr J Talty
Seconded by: Cr M Edwards

That Council resolves that a Development Permit Approval be issued for the Material Change of Use for an Apartment Building (22 units) on land at 232-234 Birkdale Road, Birkdale, subject to the following conditions:

ASSESSMENT MANAGER CONDITIONS	TIMING
1. Comply with all conditions of this approval, at no cost to Council, at the timing periods specified in the right-hand column. Where the column indicates that the condition is an ongoing condition, that condition must be complied with for the life of the development.	
Approved Plans and Documents	
2. Undertake the development in accordance with the approved plans and documents referred to in Table 1, subject to the conditions of this approval and any notations by Council on the plans.	Prior to the use commencing and ongoing

Plan/Document Title	Reference Number	Prepared By	Plan/Doc. Date
Site Plan	SK-24/C	RSA	29/9/2015
Ground Floor Plan	SK-25/F	RSA	29/9/2015
First Floor Plan	SK-26/F	RSA	29/9/2015
Second Floor Plan (as marked in red by Council)	SK-27/C	RSA	29/9/2015
Third Floor Plan (as marked in red by Council)	SK-28/C	RSA	29/9/2015
Cross Sections A and B	SK-29/C	RSA	29/9/2015
Site Plan & Tree Table	SK-30/B	RSA	29/9/2015
S-E and N-W Elevations and Section C	SK-32	RSA	29/9/2015
N-E, S-W and Dorsal Drive Elevations	SK-33	RSA	29/9/2015
Driveway Section Plan	SK-35	RSA	29/9/2015
Engineering Serviceable Report and Site Based Stormwater Management Plan	Project No. 14340, Revision C	Bornhorst and Ward Consulting Engineers Pty Ltd	January 2015
Concept Plan - Landscape Area	CO-18 / B	Robin Spencer Architects.	19/2/2015
Open Space Coverage	CO-2B / B	Robin Spencer Architects.	19/2/2015
Arboricultural Impact Assessment Report	AIA-LP-232-Birkdale	Abor Australis	April 2015
Proposed Multiple Unit Dwellings, 232 Birkdale road, Birkdale – Environmental Noise Impact Report	Report No. 1412301	Decibell Consulting Pty Ltd	18 December 2014

Table 1: Approved Plans and Documents

Compliance Assessment	
3. Apply to Council, and receive approval, for Compliance Assessment for the documents and works referred to in Table 2:	Prior to site works commencing

Document or Works Item	Compliance Assessor	Assessment Criteria
Landscape Plan	Redland City Council	• Redlands Planning Scheme Part 8 Division 8 – Landscape Code • Redlands Planning Scheme Part 6 Division 4 - Apartment Building • Redlands Planning Scheme Part 9 Schedule 9 – Street Trees • Redlands Planning Scheme Part 11 Policy 3 Chapter 3 – Landscaping and Chapter 4 – Security Bonding • Redlands Planning Scheme Part 11 Policy 9 Chapter 2 – Documentation and General Conditions and Chapter 11 – Landscaping • Redlands Planning Scheme Part 11 Policy 16 – Safer by Design
Stormwater management plan	Redland City Council	• Redlands Planning Scheme Part 8 Division 9 – Stormwater Management Code • Redlands Planning Scheme Part 11 Policy 3 Chapter 4 – Security Bonding • Redlands Planning Scheme Part 11 Policy 9 Chapter 2 – Documentation and General Conditions and Chapter 6 – Stormwater Management • Redlands Planning Scheme Part 9 Schedule 11 – Water Quality Objectives • Water Sensitive Urban Design Technical Guidelines for South East Queensland • State Planning Policy July 2014 • Queensland Urban Drainage Manual • Australian Standard 3500.3:2003 – Plumbing and Drainage – Stormwater Drainage.
Water and wastewater supply and reticulation	Redland City Council	• SEQ Water Supply and Sewerage Design and Construction Code • Redlands Planning Scheme Part 8 Division 7 – Infrastructure Works Code • Redlands Planning Scheme Part 11 Policy 3 Chapter 4 – Security Bonding • Redlands Planning Scheme Part 11 Policy 9 Chapter 2 – Documentation and General

		Conditions, Chapter 7 – Water Reticulation and Chapter 8 – Sewerage Reticulation.
Access and parking plans	Redland City Council	• Redlands Planning Scheme Part 8 Division 1 – Access and Parking Code • Redlands Planning Scheme Part 11 Policy 3 Chapter 4 – Security Bonding • Redlands Planning Scheme Part 11 Policy 9 Chapter 2 – Documentation and General Conditions and Chapter 15 – Access and Parking • Australian Standard 2890.1:2004 – Parking Facilities – Off-street car parking • Australian/New Zealand Standard 2890.6:2009 – Parking Facilities – Off-street parking for people with disabilities.
Road and footpath works	Redland City Council	• Redlands Planning Scheme Part 7 Division 4 – Domestic Driveway Crossover Code • Redlands Planning Scheme Part 8 Division 7 – Infrastructure Works Code • Redlands Planning Scheme Part 11 Policy 3 Chapter 4 – Security Bonding • Redlands Planning Scheme Part 11 Policy 9 Chapter 2 – Documentation and General Conditions and Chapter 5 – Road and Path Design.
Sediment and erosion control	Redland City Council	• Redlands Planning Scheme Part 8 Division 6 – Erosion Prevention and Sediment Control Code • Redlands Planning Scheme Part 11 Policy 3 Chapter 4 – Security Bonding • Redlands Planning Scheme Part 11 Policy 9 Chapter 2 – Documentation and General Conditions and Chapter 4 – Erosion Prevention and Sediment Control • Institution of Engineers Australia Erosion and Sediment Control Guidelines.
Earthworks	Redland City Council	• Redlands Planning Scheme Part 7 Division 6 – Excavation and Fill Code • Redlands Planning Scheme Part 8 Division 5 – Development Near Underground Infrastructure Code • Redlands Planning Scheme Part 11 Policy 3 Chapter 4 – Security Bonding • Redlands Planning Scheme Part 11 Policy 9 Chapter 2 –

		Documentation and General Conditions, Chapter 12 – Excavation and Fill and Chapter 13 – Development Near Underground Infrastructure • Australian Standard 2870:2011 – Residential Slabs and Footings • Australian Standard 4678:2002 – Earth-retaining Structures • Australian Standard 3798:2007 – Guidelines on Earthworks for Commercial and Residential Development.
Electricity reticulation	Redland City Council	• Redlands Planning Scheme Part 8 Division 7 – Infrastructure Works Code • Redlands Planning Scheme Part 11 Policy 3 Chapter 4 – Security Bonding • Redlands Planning Scheme Part 11 Policy 9 Chapter 2 – Documentation and General Conditions and Chapter 9 – Electrical Reticulation and Street Lighting
Construction Management Plan	Redland City Council	• Redlands Planning Scheme Part 11 Policy 9 Chapter 2 – Documentation and General Conditions • Redlands Planning Scheme Part 11 Policy 3 Chapter 4 – Security Bonding.

Table 2: Compliance Assessment

Design	
4. Demolish all existing structures on site in accordance with the approved plan(s) and cap all services prior to demolition commencing.	Prior to the use commencing
5. Remove the portions of balcony on the eastern side of Building Y on the second and third level, as marked in red on the approved plans.	Prior to the use commencing
6. Locate, design and install outdoor lighting, where required, to minimise the potential for light spillage to cause nuisance to neighbours.	Prior to the use commencing and ongoing
7. Submit certification to Council from a licensed surveyor, at the stages of building construction listed below, that floor levels and maximum overall height of the building are in accordance with the development approval. All levels must be provided to Australian Height Datum (AHD). a) At completion of the slab level to demonstrate that the building complies with the approved plans at that stage; and b) After completion of the construction of the building but prior to the issue of the Certificate of Classification or Final Building Approval to	At the building stages specified in the condition

	demonstrate that the highest point of the building complies with the approval.	

8.	Comply with the following requirements where it is proposed that habitable room windows above the ground storey will be within a distance of 6m, and within an angle of 45 degrees, and directly adjacent to habitable rooms of neighbouring dwelling units:
	
	a) Provide sill heights a minimum of 1.5m above floor level; or
	
	b) Provide fixed translucent, such as frosted or textured glazing, for any part of the window less than 1.5m above floor level; or
	
	c) Provide fixed external screens that are:
	
	    i) Solid translucent screens; or
	
	    ii) Perforated panels or trellises that have a maximum of 25% openings, with a maximum opening dimension of 50mm, and that are permanently fixed and durable; and
	
	    iii) Offset a minimum of 300mm from the wall of the building.
		Prior to the use commencing

Access, Roadworks and Parking		
9.	Provide a minimum of 34 car parks in accordance with approved plans. The total number of car parks must include: • 26 resident/owner parking spaces; • 7 visitor parking spaces; and • A car wash bay. Access to car parking spaces, bicycle spaces, bin bays and driveways must remain unobstructed and available for their intended purpose.	Prior to the use commencing and ongoing
10.	Provide a car wash bay that: • is roofed, bunded and drained to sewer via an approved oil interceptor/separator in accordance with Council's Trade Waste requirements; • is designed so that the use of the oil interceptor/separator cannot be shared with any interceptor required for bin wash bays; • limits the ingress of rainfall and overland flow; • minimises water usage.	Prior to the use commencing and ongoing
11.	Submit to Council for approval, engineering plans and details showing the following frontage works are in accordance with the assessment criteria listed in Table 2: Compliance Assessment of this approval: a) Footpath earthworks, topsoiling and turfing of all disturbed footpath areas; b) Reinstatement of concrete kerb and channel where required; c) Adjustment and relocations necessary to public utility services resulting from these works; d) A minimum 7.0m wide permanent vehicular crossover to the Dorsal Drive frontage of the site according to standard drawing R-RSC-3.	As part of request for compliance assessment

12.	Remove all redundant vehicle crossovers and reinstate kerb and channel, road pavement, service and footpaths in accordance with the Redlands Planning Scheme Policy 9 – Infrastructure Works.	Prior to the use commencing
Stormwater Management		
13.	Convey roof water and surface water in accordance with the Redlands Planning Scheme Policy 9 Chapter 6 – Stormwater Management to: • A lawful point of discharge being the open channel on the western side of the property.	Prior to the use commencing and ongoing
14.	Manage stormwater discharge from the site in accordance with the Redlands Planning Scheme Policy 9 Chapter 6 – Stormwater Management, so as to not cause an actionable nuisance to adjoining properties.	Prior to the use commencing and ongoing
15.	Submit to Council, and receive Compliance Assessment approval for, a stormwater assessment that is generally in accordance with the "Site Based Stormwater management Plan", prepared by Bornhorst and Ward Consulting Engineers Pty Ltd , including an electronic copy of the MUSIC model required and which addresses both quality and quantity in accordance with the Redlands Planning Scheme Policy 9 Chapter 6 – Stormwater Management, and the following: • Detailed design of the internal stormwater water system, providing catchment areas, structures, pipes, and point of discharge. • Overland flows using arrows for flows above the capacity of the piped system up to 100 year ARI event, including building finished floor levels to provide immunity for flooding. • If there is an obstruction along the overland flowpaths (fence, kerb, garden bed, etc) provide detail to maintain the capacity and free flow in that area. • Detailed drawings of the proposed stormwater quality treatment systems and any associated works. The drawings must include longitudinal, cross sections and references of the proposed devices.	As part of request for compliance assessment
Infrastructure and Utility Services		
16.	Pay the cost of any alterations to existing public utility mains, services or installations due to building and works in relation to the proposed development, or any works required by conditions of this approval. Any cost incurred by Council must be paid at the time the works occur in accordance with the terms of any cost estimate provided to perform the works, or prior to plumbing final or the use commencing, whichever is the sooner.	At the time of works occurring
17.	Connect the development to external reticulated sewer, external reticulated water and underground electricity supply in accordance with the assessment criteria listed in Table 2: Compliance Assessment of this approval.	Prior to the use commencing
18.	Remove any redundant sewerage connections within the site or servicing the development and provide documentary evidence to Council or its delegate that this has occurred.	Prior to building works commencing

Environment	
19.	Pay monetary contributions for Koala Habitat offsets under the RPS Habitat Protection Overlay which requires 2 trees to be offset. Council will calculate and confirm the total monetary offset contribution. (note: the contribution required per tree to be offset is to be derived through the Financial Settlement Offset Calculator on the Queensland Government website.)	Prior to the use commencing and ongoing
Waste Management	
20.	Install a centralized screened refuse storage area on site, as indicated on the approved plan(s) of development, for the storage of a minimum of two (4) bulk bins of 660L for waste and (4) bulk bins of 600L for recycle or equivalent volume for a rear-lift collection vehicle in accordance with the Redlands Planning Scheme Policy 9 Chapter 16 – Waste Management.	Prior to the use commencing and ongoing
Landscape Works	
21.	Submit landscape plans to Council for Compliance Assessment in accordance with the assessment criteria listed in Table 2: Compliance Assessment of this approval. Include the following items: • Designs that are generally in accordance with the approved concept landscape plans, but include a 2 metre wide landscape strip along Birkdale Road located in front of the fence. • Details of street tree planting in accordance with the Redlands Planning Scheme Landscape Code with species selected from Schedule 9 of the Redlands Planning Scheme, unless otherwise approved as part of the compliance assessment approval. • A maintenance plan for the entire landscaping component of the development. • Details of lighting to communal open space, driveways, public car parks and footpaths within the site. • A tree management plan prepared in accordance with Section 9.11.6.3 of the Redlands Planning Scheme Policy 9. • Provide additional details and measures as per section 4 Tree Assessment Overview of the Arborist report to ensure the trees on the adjoining property to the west are retained.	As part of request for compliance assessment

ADDITIONAL APPROVALS

The following further Development Permits and/or Compliance Permits are necessary to allow the development to be carried out.

• Building Works approval.

• Building works – demolition:

- Provide evidence to Council that a Demolition Permit has been issued for structures that are required to be removed and/or demolished from the site in association with this development. Referral Agency Assessment through Redland City Council is required to undertake the removal works.

Further approvals, other than a Development Permit or Compliance Permit, are also required for your

development. This includes, but is not limited to, the following:

- Compliance assessment as detailed in Table 2 of the conditions.
- Plumbing and drainage works.
- Capping of Sewer – for demolition of existing buildings on site.
- Road Opening Permit – for any works proposed within an existing road reserve.

REFERRAL AGENCY CONDITIONS

- Queensland Department of State Development, Infrastructure and Planning (DSDIP)
  Refer to the attached correspondence from the DTMR dated 14 October 2015 (DSDIP reference SDA-0215-018141).

ASSESSMENT MANAGER ADVICE

- Infrastructure Charges
  Infrastructure charges apply to the development in accordance with the State Planning Regulatory Provisions (adopted charges) levied by way of an Infrastructure Charges Notice. The infrastructure charges are contained in the attached Redland City Council Infrastructure Charges Notice.

- Live Connections
  Redland Water is responsible for all live water and wastewater connections. Contact *must* be made with Redland Water to arrange live works associated with the development.

  Further information can be obtained from Redland Water on 1300 015 561.

- Hours of Construction
  Please be aware that you are required to comply with the *Environmental Protection Act* in regards to noise standards and hours of construction.

- Coastal Processes and Sea Level Rise
  Please be aware that development approvals issued by Redland City Council are based upon current lawful planning provisions which do not necessarily respond immediately to new and developing information on coastal processes and sea level rise. Independent advice about this issue should be sought.

- Survey and As-constructed Information
  Upon request, the following information can be supplied by Council to assist survey and engineering consultants to meet the survey requirements:

  a) A map detailing coordinated and/or levelled PSMs adjacent to the site.
  b) A listing of Council (RCC) coordinates for some adjacent coordinated PSMs.
  c) An extract from Department of Natural Resources and Mines SCDM database for each PSM.
  d) Permanent Survey Mark sketch plan copies.

  This information can be supplied without charge once Council receives a signed declaration from the consultant agreeing to Council's terms and conditions in relation to the use of the supplied information.

  Where specific areas within a lot are being set aside for a special purpose, such as building sites or environmental areas, these areas should be defined by covenants. Covenants are registered against the title as per Division 4A of the *Land Title Act 1994*.

- Services Installation
  It is recommended that where the installation of services and infrastructure will impact on the location of existing vegetation identified for retention, an experienced and qualified arborist that is a member of the Australian Arborist Association or equivalent association, be commissioned to provide impact reports and on site supervision for these works.

- Fire Ants
Areas within Redland City have been identified as having an infestation of the Red Imported Fire Ant (RIFA). It is recommended that you seek advice from the Department of Agriculture, Fisheries and Forestry (DAFF) RIFA Movement Controls in regards to the movement of extracted or waste soil, retaining soil, turf, pot plants, plant material, baled hay/straw, mulch or green waste/fuel into, within and/or out of the City from a property inside a restricted area. Further information can be obtained from the DAFF website www.daff.qld.gov.au

- Cultural Heritage
Should any aboriginal, archaeological or historic sites, items or places be identified, located or exposed during the course or construction or operation of the development, the *Aboriginal and Cultural Heritage Act 2003* requires all activities to cease. For indigenous cultural heritage, contact the Department of Environment and Heritage Protection.

MOTION TO SUSPEND STANDING ORDERS AT 10.24AM

Moved by: Cr W Boglary
Seconded by: Cr A Beard

That standing orders be suspended to allow open discussion on this item.

CARRIED   11/0

Crs Boglary, Ogilvie, Hardman, Hewlett, Edwards, Elliott, Talty, Beard, Gleeson, Bishop and Williams voted FOR the motion.

MOTION TO RESUME STANDING ORDERS AT 10.42AM

Moved by: Cr J Talty
Seconded by: Cr A Beard

That standing orders be resumed.

CARRIED   11/0

Crs Boglary, Ogilvie, Hardman, Hewlett, Edwards, Elliott, Talty, Beard, Gleeson, Bishop and Williams voted FOR the motion.

Cr Talty's motion to adopted the Officer's Recommendation was put to the vote and LOST 1/10

Cr Talty voted FOR the motion.

Crs Boglary, Ogilvie, Hardman, Hewlett, Edwards, Elliott, Beard, Gleeson, Bishop and Williams voted AGAINST the motion.

PROCEDURAL MOTION

Moved by: Cr Ogilvie

That this item lie on the table.

CARRIED   11/0

Crs Boglary, Ogilvie, Hardman, Hewlett, Edwards, Elliott, Talty, Beard, Gleeson, Bishop and Williams voted FOR the motion.

PROCEDURAL MOTION

Moved by: Cr Boglary

That this item be taken from table.

CARRIED   11/0

Crs Boglary, Ogilvie, Hardman, Hewlett, Edwards, Elliott, Talty, Beard, Gleeson, Bishop and Williams voted FOR the motion.

COUNCIL RESOLUTION

Moved by: **Cr M Elliott**
Seconded by: **Cr A Beard**

Council resolves to issue a preliminary approval subject to the following conditions:

1. **Demonstrate that the building meets Specific Outcome S2.1 of the Medium Density Residential Zone Code and Specific Outcome S3 of the Apartment Building Code;**

   Advice: One way to achieve this requirement would be to reduce the building height to a maximum of 3 storeys.

2. **Demonstrate that the building facing Birkdale Road is designed to achieve Specific Outcome S2.5 of the Medium Density Residential Zone Code and Specific Outcome S3 of the Apartment Building Code; and**

3. **Demonstrate that the density of the development meets Specific Outcome S2.4 of the Medium Density Residential Zone Code and Specific Outcome S2 of the Apartment Building Code.**

MOTION TO ADJOURN MEETING AT 11.25AM

Moved by: Cr P Gleeson

That the meeting stands adjourned for 5 minutes.

CARRIED   7/4

Crs Hardman, Edwards, Elliott, Talty, Beard, Gleeson and Williams voted FOR the motion.

Crs Boglary, Ogilvie, Hewlett and Bishop voted AGAINST the motion.

MOTION TO RESUME MEETING AT 11.35AM

Moved by: Cr M Elliott

That the meeting resumes.

CARRIED   10/0

Crs Boglary, Ogilvie, Hardman, Hewlett, Edwards, Elliott, Beard, Gleeson, Bishop and Williams voted FOR the motion.

Cr Talty was not present when the motion was put.

AMENDMENT MOTION

Moved by: Cr P Bishop
Seconded by: Cr W Boglary

That the words "*with regard to the number of storeys*" be added to point 1.

CARRIED   7/4

Crs Boglary, Ogilvie, Hardman, Hewlett, Elliott, Beard and Bishop voted FOR the motion.

Crs Edwards, Talty, Gleeson and Williams voted AGAINST the motion.

Cr Elliott's motion with the amendment became the motion and was put as follows:

Council resolves to issue a preliminary approval subject to the following conditions:

1. **Demonstrate that the building meets Specific Outcome S2.1 of the Medium Density Residential Zone Code and Specific Outcome S3 of the Apartment Building Code with regard to the number of storeys;**

   Advice: One way to achieve this requirement would be to reduce the building height to a maximum of 3 storeys.

2. **Demonstrate that the building facing Birkdale Road is designed to achieve Specific Outcome S2.5 of the Medium Density Residential Zone Code and Specific Outcome S3 of the Apartment Building Code; and**

3. **Demonstrate that the density of the development meets Specific Outcome S2.4 of the Medium Density Residential Zone Code and Specific Outcome S2 of the Apartment Building Code.**

CARRIED   9/2

Crs Boglary, Ogilvie, Hardman, Hewlett, Elliott, Talty, Beard, Bishop and Williams voted FOR the motion.

Crs Edwards and Gleeson voted AGAINST the motion.

6 METRE LANDSCAPE

ARCHITECTS PERSPECTIVE
DORSAL QUAYS - BIRKDALE RD

FEB 2015

53800

O.S.

OS

ROOF LINE ↓

BUILDING 'W'
8 UNITS

12500

2000

L

DRIVEWAY

1500

DRIVEWAY

'X' UNITS
'2'

2000

L

53600

'C'

ROOF

POOL

ROOF

OPEN SPACE [O.S.]

BUILDING 'Y'
12 UNITS

3300

3000

ROOF LINE ↓

DRIVEWAY

6300

6000

2000

L

L
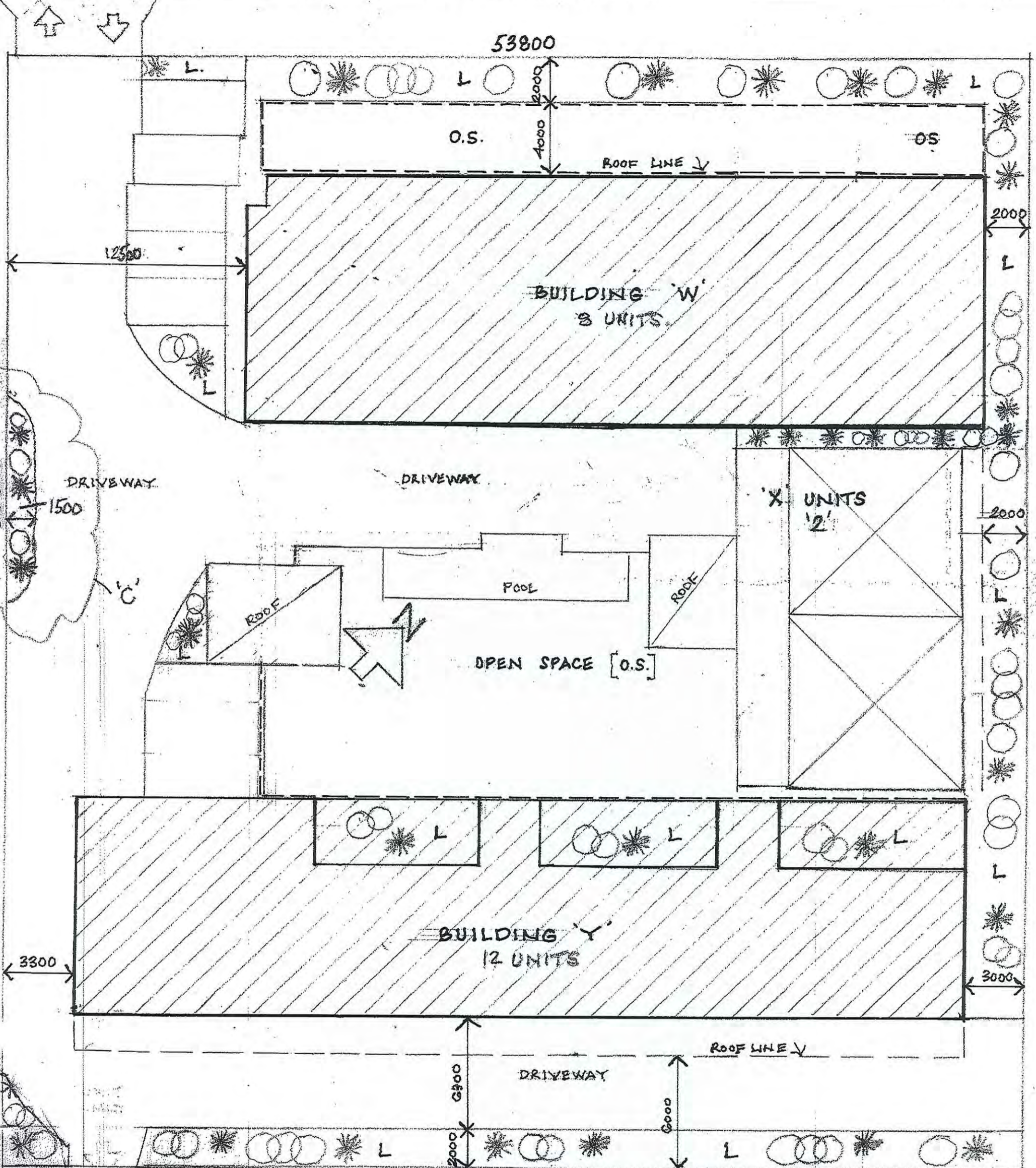
232 BIRKDALE ROAD

RPD. LOT 3 ON RP 184228
PARISH OF CAPALABA
COUNTY OF STANLEY
REDLAND CITY COUNCIL.

SITE PLAN
SCALE 1:200

SITE SUMMARY		
THIS SCHEME	COUNCIL	ACTUAL
LANDSCAPING 15%	473 M²	1071M²
OPEN SPACE 20%	630 M²	658 M²
SITE COVER	1576M²	1433M²
% COVER	50%	45 %

96 - 100 DORSAL DRIVE

7000

NEW CROSSOVER TO R-2SC-3 DETAIL.

RL KERB. 2.35

RL +2.42

NAME PANEL WALL.

GATEHOUSE

53 800

NEW BLOCK FENCE

GATEHOUSE
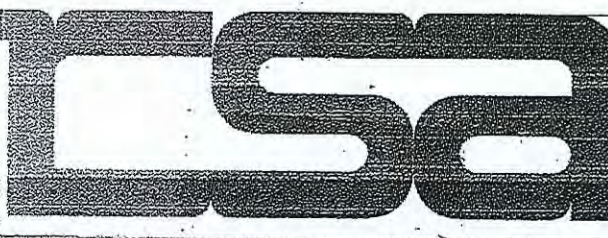
ADJUST FOOTPATH LEVELS HERE

REFUSE TRUCK

VP 1

OPEN SPACE

N.GL 3.25

BALCONY OVER

NGL 3.00

VENTS

RL 2.48

6000

VP 2

5400

VENTS

VP 3

FL. 4.40

BUILDING 'W'
. 8 UNITS
. 10 CARS.
. 2 CARS
FOR 2 A9 UNITS

GARAGE

RL. 1.70

1

2

5

6

RL 3.47

VP 4

700

3

5400

6200

7

5400

VP 5

4

ST

8 CAR AVERAGE
5.4 x 2.6
9 x 2.3 HT CLEAR

RC7.7

2000

58600

1500

SUSPENDED GYMNASIUM

1:25 RL F 1:25 RC7.0

1:6 RL 2.17 1:8

RL 1.55

RL 1.05

SHUTTER

ST

RC3.7

SEE DWG SK 35

RC3.7

FALL 1:25

6000

6000

F

F

10

RC3.7

TRUCK 1:25 TURNING

RL 3.7

POOL

G200

11

2700

3000

CANOPY TREE 21

CAR WASH BAY

12

1:25 PWD

UNIT A9 OVER.

PWD

OPEN SPACE
RL 3.40

VP 6

TOTAL 3.80

EXISTING FENCE

ANGLE LEE 15

VP 7

RUBBISH

RAMP

STORE CUPDS.

CAR GARAGES
6.0 x 3.0

STORE CUPDS.

RL 3.90

RL 3.95 3500

3300

RL 4.05

RL 4.05

RL 4.05

200 RD KERB

1

2

3

4

5

6

7

8

9

10

11

12

13

14

3000

RL 4.00

RL 4.00

FLOOR OVER

6.00

2.7 WIDE GARAGE DOORS

RL 4.00

BUILDING 'Y'
. 12 UNITS
. 14 CARS.

RL 4.00

RL 4.00

DRIVEWAY

RL 3.96

2000

LANDSCAPING

EXISTING FENCE

232 BIRKDALE ROAD

GROUND FLOOR PLAN
SCALE 1:200

25/9/15 - TREE PROTECTION ZONE NOTED

96 - 100 DORSAL DRIVE

53800

6000

OPEN SPACE   OPEN SPACE

12500

BAL.   BAL   BAL   BAL. 18m²

2000

U1   L   B   U3   B   LR
A1   U2   A1   A1
A2   U4
8200 INT.   ES   FL. 44.0   ES   L.

1100 INT.   S   ES   B   B   ES   K

BAL   BAL   BAL   BAL

BUILDING 'W'   SCREEN
8 UNITS

DRIVEWAY   DRIVEWAY   U5   B
A9
BAL
'D'   TOW 4.75   TOW 4.75   ROOF OVER   25m²   ES   ES   L

ROOF   WATER RL. 3·25   PF   B
PAVING   POOL   FL.   K   L
RL.   3·25
3·45   OPEN SPACE   FL.
PF   RL. 3·40   4·40
PG   U6   A9
BUILDING 'X'
2 UNITS   BAL

58800

BAL.   BAL.   BAL.   BAL.   BAL. 15m²   BAL. 25m²

3300   3000

U10   U9   B   U8   B   U7   B
A4   A5   A5   A4
10200 INT.   ES   ES
FL. 6.70   ES   L   ES
1160 INT.   K   S   W   L   B   K   S   L   ES   B
K   S   B

BUILDING   EB   RBR   RB5   SP GH   BAL   RBR
'Y'   FLOOR OVER
12 UNITS   6000   7000   DRIVEWAY   RBR   SEE SK-23 FOR
LEGEND
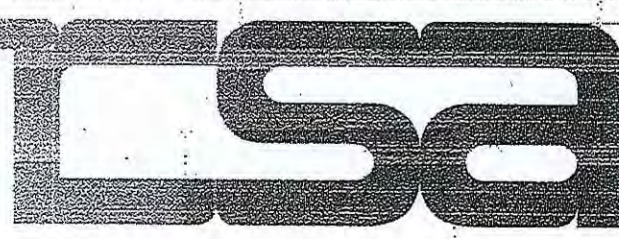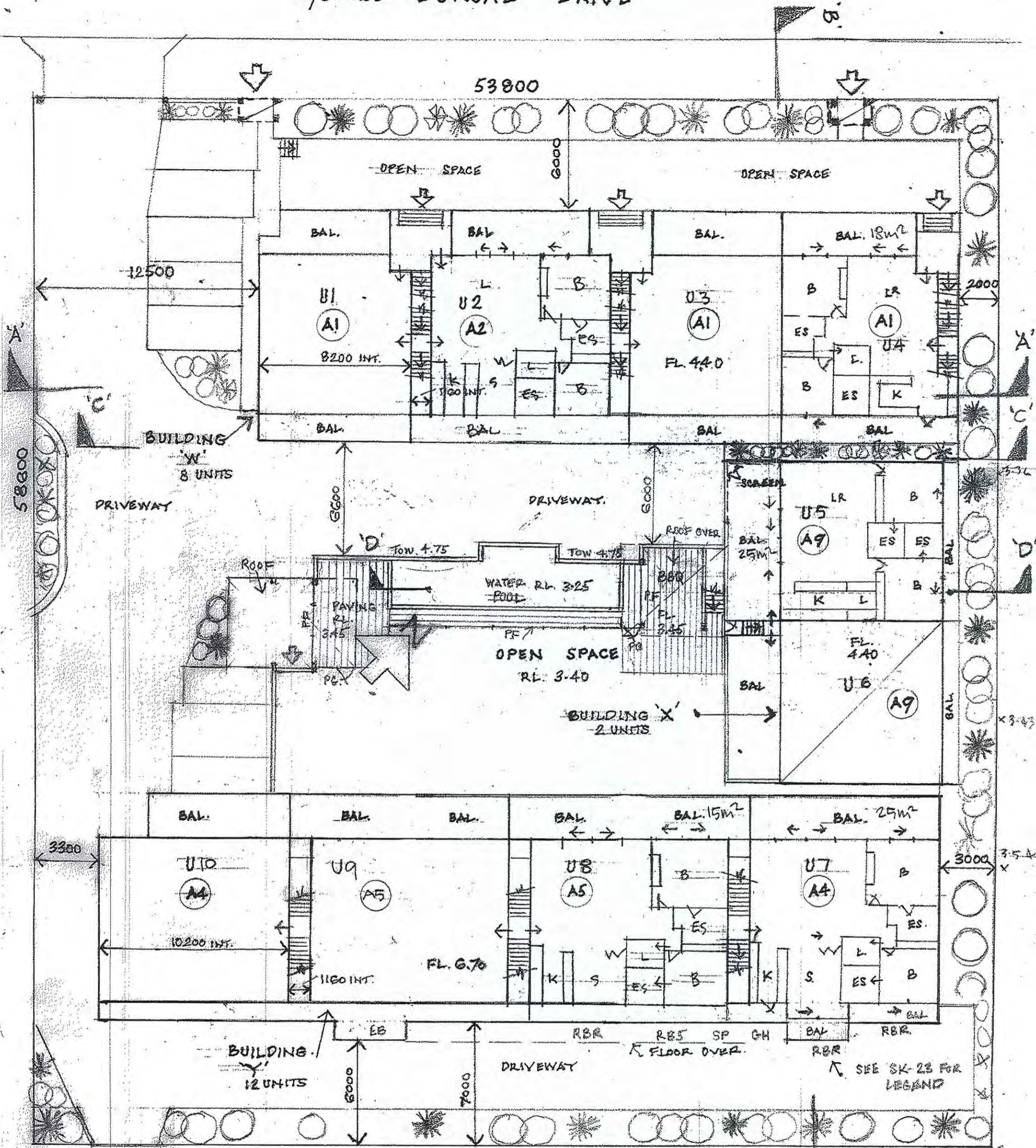
282 BIRKDALE ROAD

FIRST FLOOR PLAN BUILDING 'Y'
SCALE 1:200   GROUND FLOOR & 'W'-'X'

F -28/9/15 DELETE UNITS   F FEB 15

SECOND FLOOR PLAN

SCALE 1:200

Partial labels visible on plan:

BAL — BAL — 20m² BAL. — 25m² BAL.

12500 — 2000

'A' — 'A'

BLOCK 'W' 8 UNITS

U11 A1 — U12 A3 — U13 A1 — U14 A

EL. 7.00

PITCHED METAL ROOFING

2/ 'X' UNITS

9000

3300

A6 U22 — A8 U21 — A7 U20 — A7 U19 — A7 U18 — A7 — A8 — A6 U15

FL. 9.80

BAL 15m² — BAL 12.5m² — BAL 12m²

U17 — U16

LOBBY

BLOCK 'Y' 12 UNITS

TWO STOREY UNITS. A6 - A7 - A8

6000

3000

'B' — 'B'

6000

C = 28/9/15 DELETE UNITS

6000

12500

2000

'A'

'B'

'A'

METAL DECK ROOFING

↑ BLOCK 'W'

LOWER ROOFING ↓

2-'X' UNITS.

3000

2000

BAL.	BAL	BAL	BAL.	BAL	15m² BAL	10m² BAL	BAL

3300

(A6) U 22

(A8) U 21

(A7) U 20

(A7) U 19 FL. 11.70

(A7) U 18

(A7) U 17 LR

B (A8) U 16

(A6) U 15 LR

LR

ES ES

ES

K

B

ST. POR

ST.

K

BE

BE

BE

BE GH

SP

RBR

RBR

SP

GH

RBR

BN

3000

BLOCK 'Y'

6000

'B'
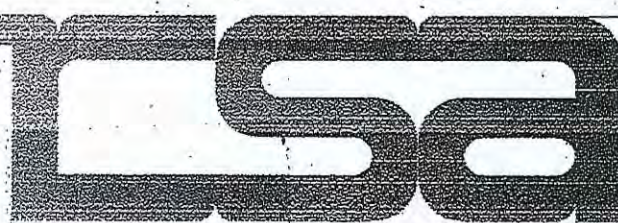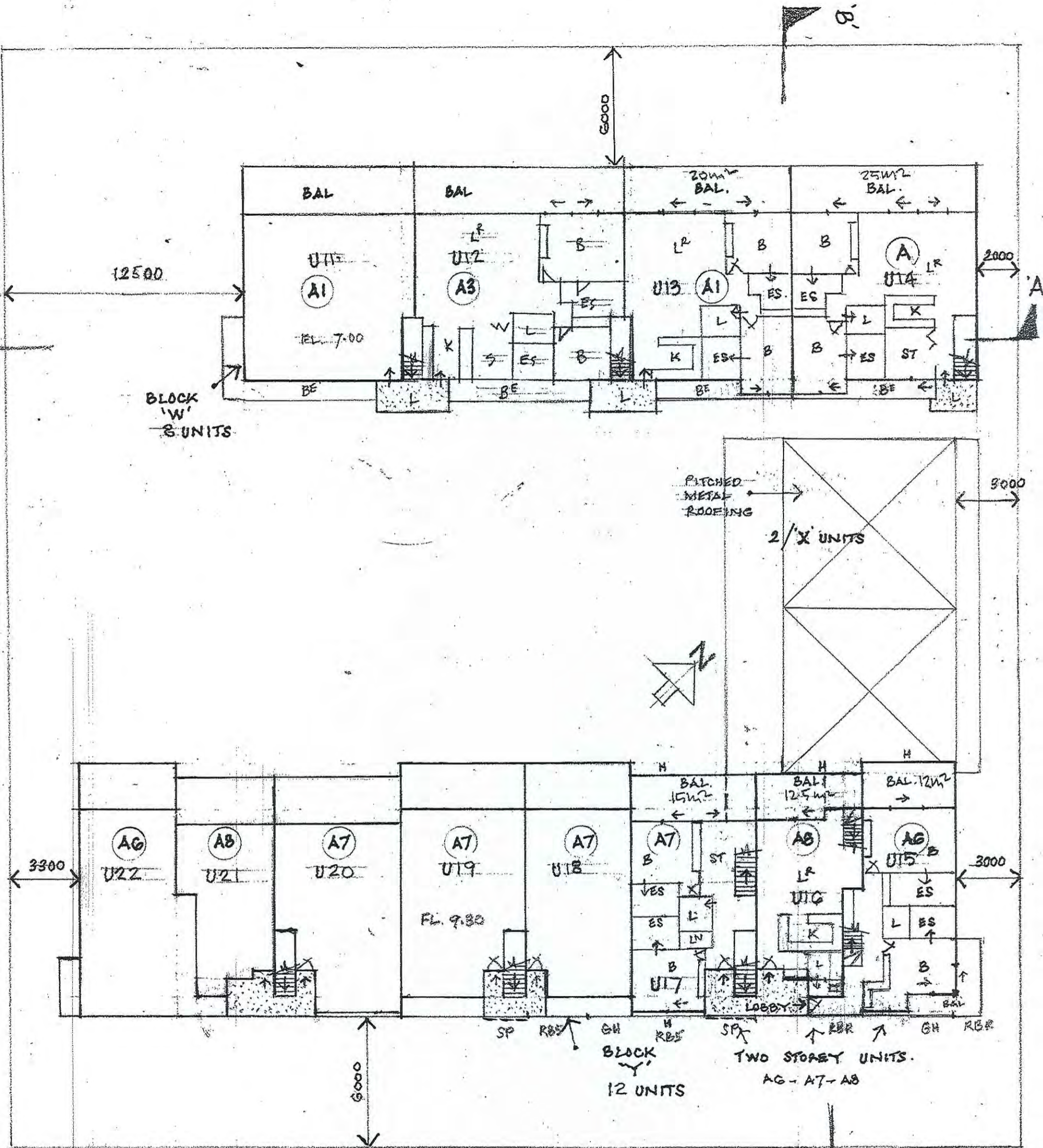
THIRD FLOOR PLAN
SCALE 1:200

C=28/9/15 UNITS DELETED

2-28/8/15 DELETE UNIT

1:200 CROSS SECTION 'A'-'A'

ALIGNMENT.
RL. 10.250 MAX. HEIGHT
7050 HEIGHT ABOVE GRND.
N.G.L. 3.20
2000
RL. 1.70
W
A A1
A1 A1
7.00
4.40
CAR PARKING
METAL ROOF DECK.
A3 A2
A1 A1
NATURAL GROUND LINE
3.50

GUM
TREE N° 23.
DIA. TRUNK 1.1 M.
HEIGHT 22 M.
SPREAD 20 M.
10000
ALIGNMENT.
DRIVEWAY
RL. 3.10
RL. 1.00
CANAL OUTLET.

1:200 SECTION D-D

ALIGNMENT
1000 2000
LANDSCAPE SCREENING.
RL. 3.50
FENCE RL. 3.50
B
BED.
A9
GARAGE
4.40 RL. 1.7
MAX HT.
RL. 10.250
BBQ.
W
PITCHED C.B. METAL ROOFING.
A9
RL. 4.40
X

CROSS SECTION 'B'-'B' SCALE 1:200

MAX. ROOF 'Y' HEIGHT
RL. 15.00
11.350 ABOVE N.G.L.
Two Storey UNITS
13M. HEIGHT LIMIT LINE RL. 16.75
METAL DECK ROOF
Y
A8 11.90
A8 2 STOREY UNIT 9.30
A4 6.70
4.05
6000 6000 2000
BIRKDALE ROAD
ALIGNMENT
NATURAL GROUND LEVEL RL. 3.75

A9
A1 A1
7.00 4.40
GARAGE
6000
DORSAL DRIVE
RL. 2.450
RL. 2.50
ALIGNMENT.

TREE · TABLE · METRES

Nº	TYPE	TRUNK DIA	HT'	SPREAD
5	GUM	0·3	25	16
6	GUM	0·6	8	6
7	GUM	0·5	14	10
8	PALM	0·3	10	6
9	"	"	10	8
10	"	"	10	6
11	"	"	"	11
12	"	"	8	7
13	"	"	8	5
14	"	"	11	11
15	"	"	11	11
16	"	"	11	8
17	PAPER/BK	0·4	14	8
18	GUM	0·3	12	7
19	PALM	0·2	7	5
20	PAPER/BK	0·2	6	3
21	GUM	0·8	22	20
22	"	0·6	20	12
23	"	1·1	22	20
25	"	0·3	15	6

CANAL

96-100 DORSAL DRIVE

232 BIRKDALE ROAD
SITE PLAN
SCALE 1:400

BLOCK 'W' 8 UNITS
BLOCK 'X' 2 UNITS
BLOCK 'Y' 12 UNITS

R.P. 184228
3153 M²

R.P. 216809
880 M²

R.P. 209647
760 M²

STORMWATER DRAINAGE OUTLET TO CANAL

SEE TREE TABLE FOR TREE SPREAD

TREE SPREAD

ROOF LINE
PT. ROOF LINE

ROOT BALL

RPD
LOT 3 ON RP 184228
PARISH OF CAPALABA
COUNTY OF STANLEY
REDLAND CITY COUNCIL

'Y'

CMDR

RBR · GH · RBR · GH · GH · RBR · GH · RBR · RBR

RBR · SP · RBR · RBR · GH · RBR · GH · RBR · RBR · GH · RBR

RBR · GH · EB · RBR · GH · EB · RBR

GD · GD

CANAL INLET

FGL
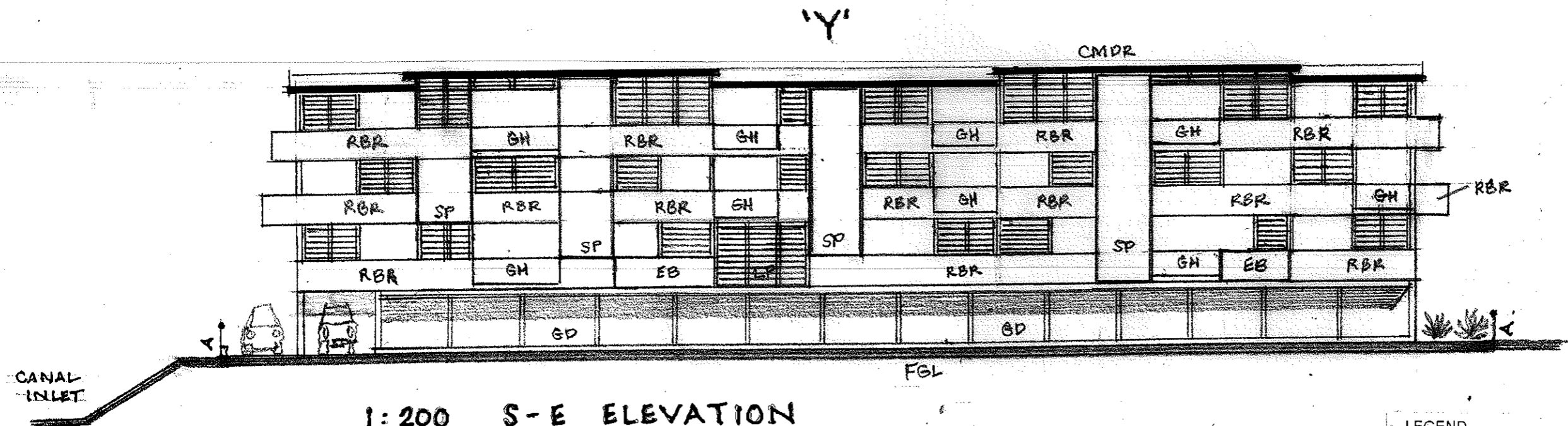
1:200 S-E ELEVATION
(TO BIRKDALE ROAD)

'W'

CMDR

RBR · LP · GH · SP · GH

SP

RBR

FGL

GARAGE

1:200 CROSS SECTION C-C

'Y'

CMDR

GH · GW

GH · RB5 · GW · GH

RBR · GH · SP · GH · GH · RBR

CANAL INLET

FGL
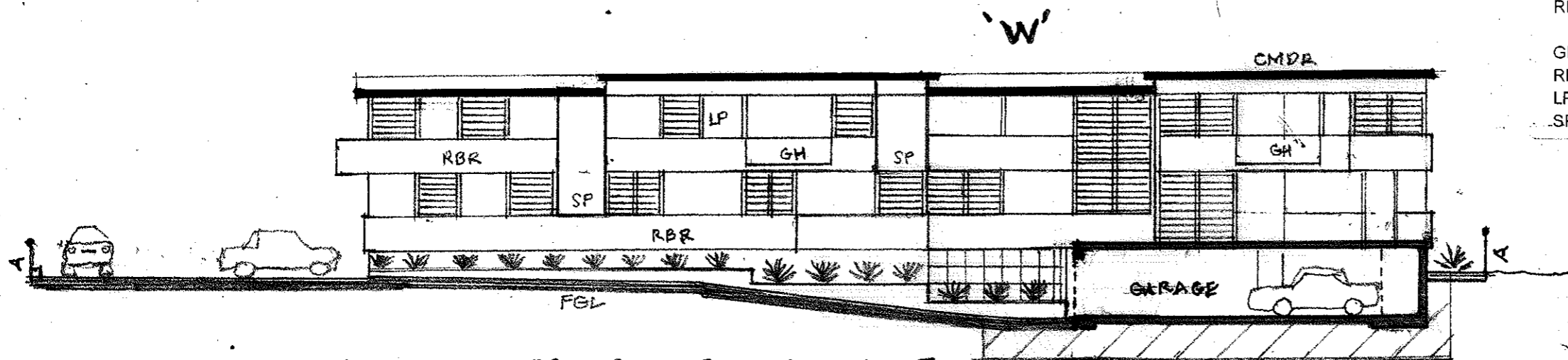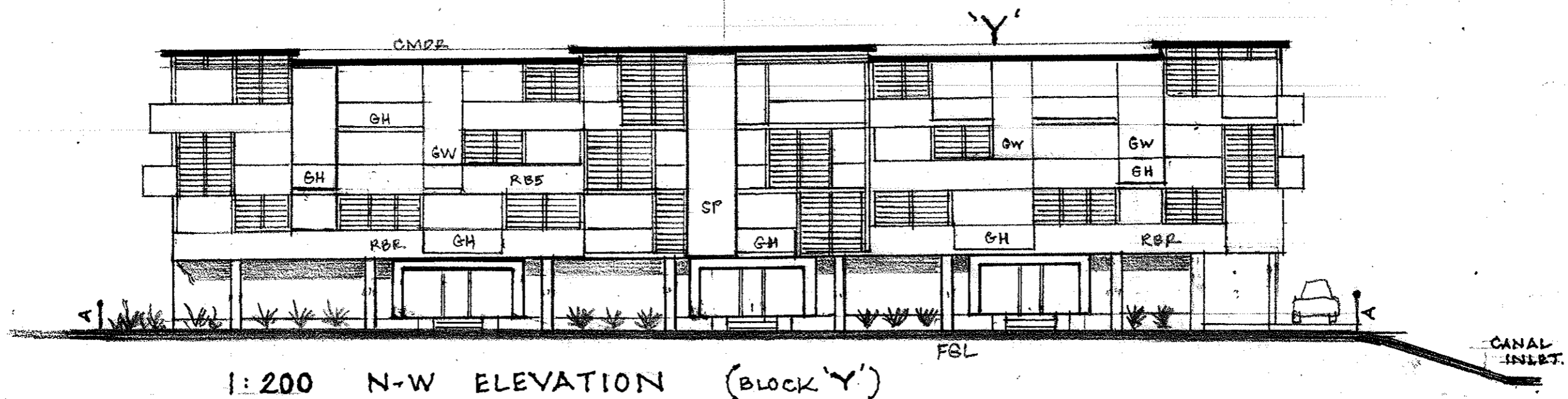
1:200 N-W ELEVATION (BLOCK 'Y')

LEGEND

CMDR	COLORBOND METAL DECK ROOFING
RBR	RENDERED BALCONY RAIL
GH	GLASS HANDRAIL
RB	RENDERED BLOCK
LP	LOUVRED PANELS
SP	SCREEN PANELS
GD	GARAGE DOOR
V	WALL VENTS
EB	EXTENDED BALCONY
GW	GLASS WALL 2 STOREY
FGL	FINISHED GROUND LINE
TJ	TOOLED JOINT
A	ALIGNMENT
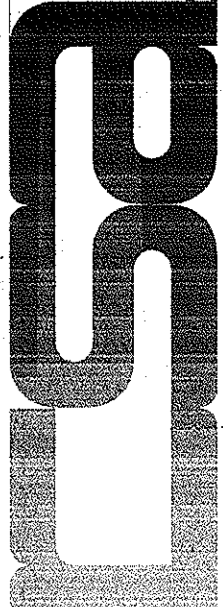
LEGEND

CMDR	COLORBOND METAL DECK ROOFING	GD	GARAGE DOOR
RBR	RENDERED BALCONY RAIL	V	WALL VENTS
		EB	EXTENDED BALCONY
GH	GLASS HANDRAIL	GW	GLASS WALL 2 STOREY
RB	RENDERED BLOCK	FGL	FINISHED GROUND LINE
LP	LOUVRED PANELS	TJ	TOOLED JOINT
SP	SCREEN PANELS	A	ALIGNMENT

'Y'

CMDR

6000

RBR

TJ

LP

RB

'X'

CMDR

'W'

CMDR

TJ

RBR

RB

6000

BIRKDALE ROAD

DORSAL DRIVE

RB.

FGL

1:200   N-E ELEVATION

'W'

CMDR

TJ

LP

RBR

RBR

TJ

'X'

CMDR

RBR

'Y'

CMDR

LP

RBR

TJ

RB

DORSAL DRI

RB.

GD

FGL

BIRKDALE ROAD

1:200   S-W   ELEVATION

'W'

CMDR

2000

GH

GH

SP

RBR

LP

12500

FGL.

DRIVEWAY

CANAL INLET

1:200 DORSAL DRIVE ELEVATION   N-W

TREE NO 22

NGL

ALIGNMENT

1500

RL3.75

SUSPENDED R'CONC SLAB ABOVE NGL

SLAB ON GROUND

240
50
NGL 3.5

RL3.7

PIERS TO FUTURE ENGINEERS DESIGN

7200

600 Ø X12

SECTION A

FL = FINISHED GL
NGL = EXISTING GL

NORTH

ALIGNMENT

ALIGNMENT

VP1   VP2   VP3   VP4   VP5

TREE PROTECTION AREA

SUSPENDED ABOVE NGL R'CONC SLAB SUPPORTED ON PIERS TO FUTURE ENGINEERS DETAIL

RL3.7

CROSSOVER

RL 2.42

REFUSE COLLECTION

RL 3.42

1:25

1:10

6000

EAVE

LOCATE PIER FOOTINGS TO MISS ROOTS.

RL3.7

RL3.75

RL3.7

RL3.7

1:60

SLAB ON NGL

600 Ø X12

7200 R

ALIGNMENT

RL 3.5
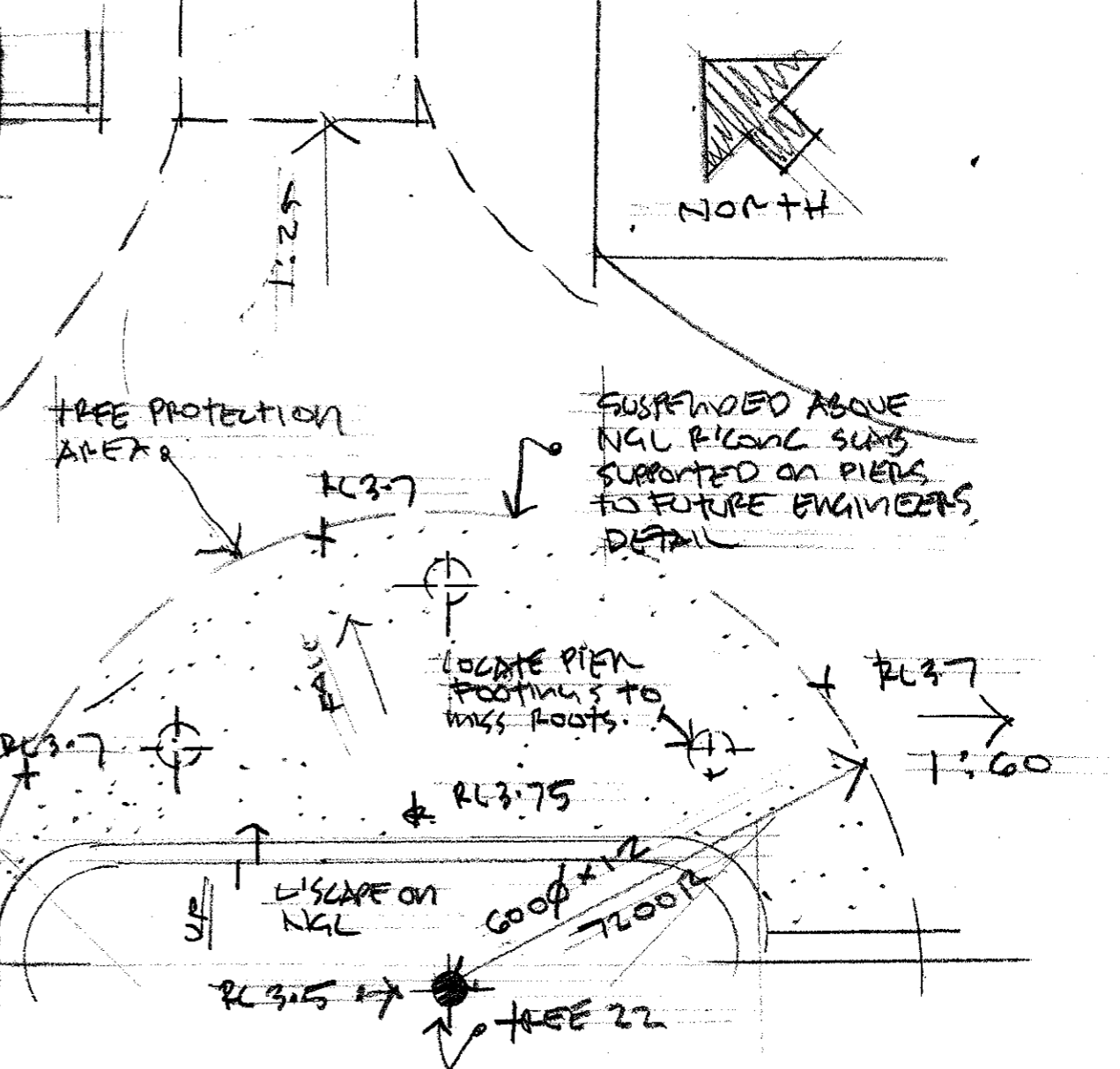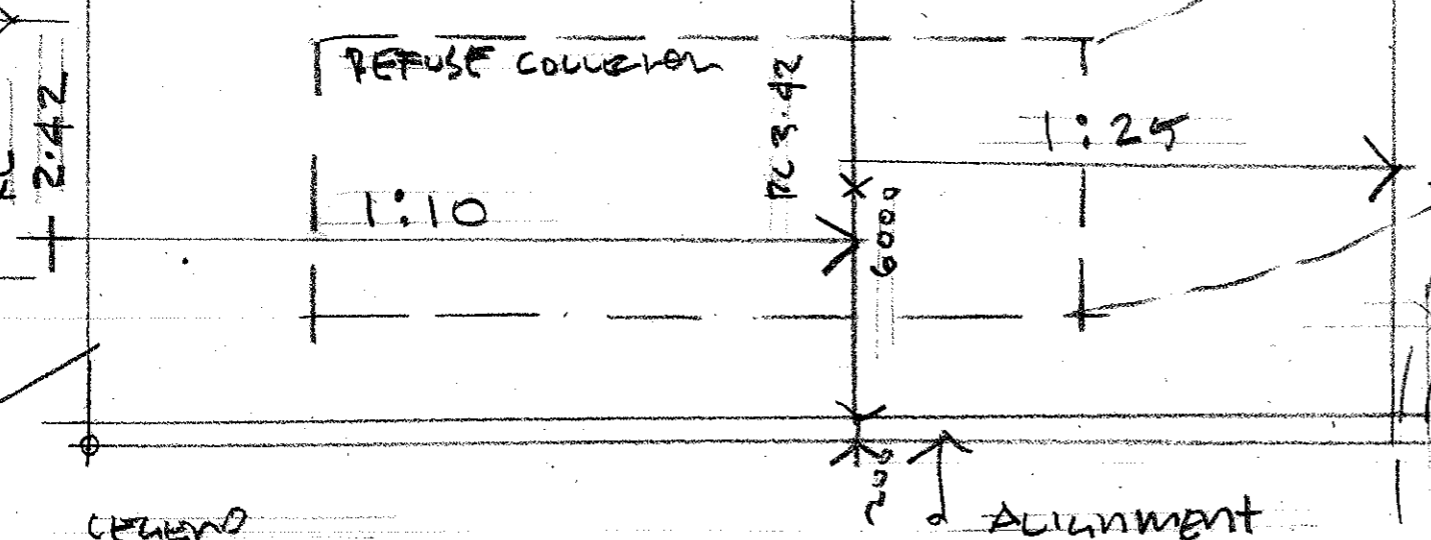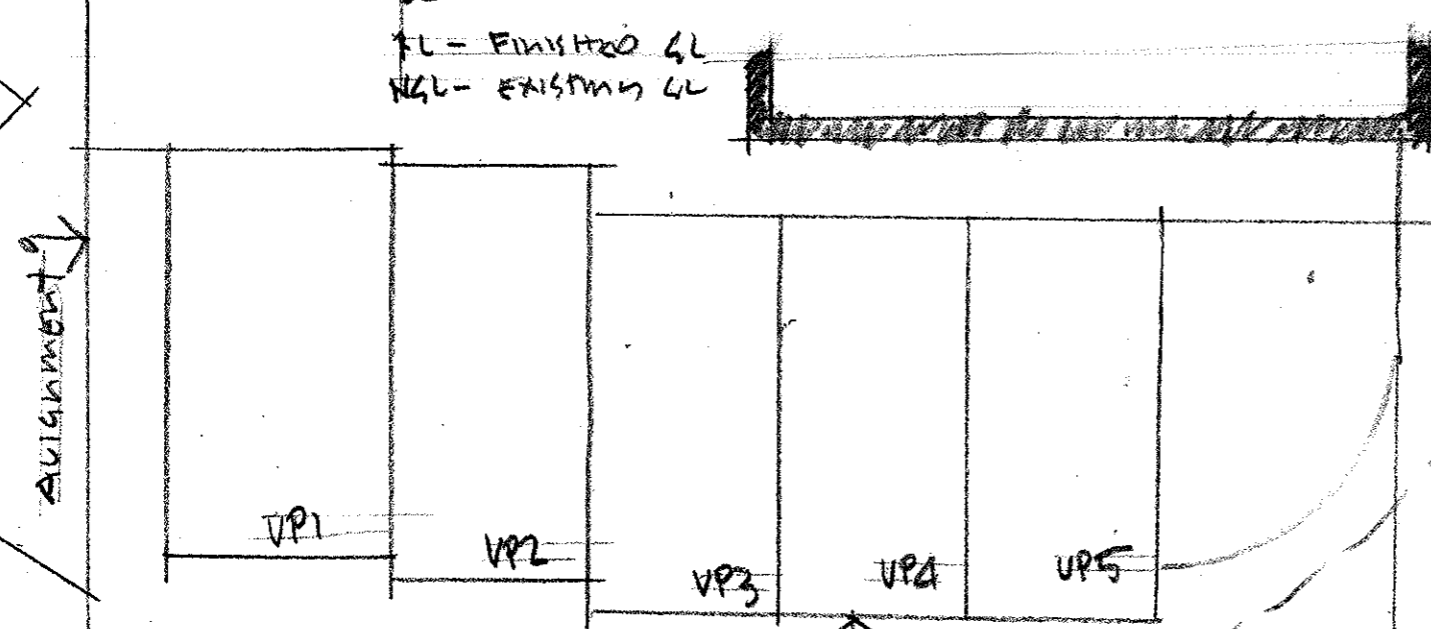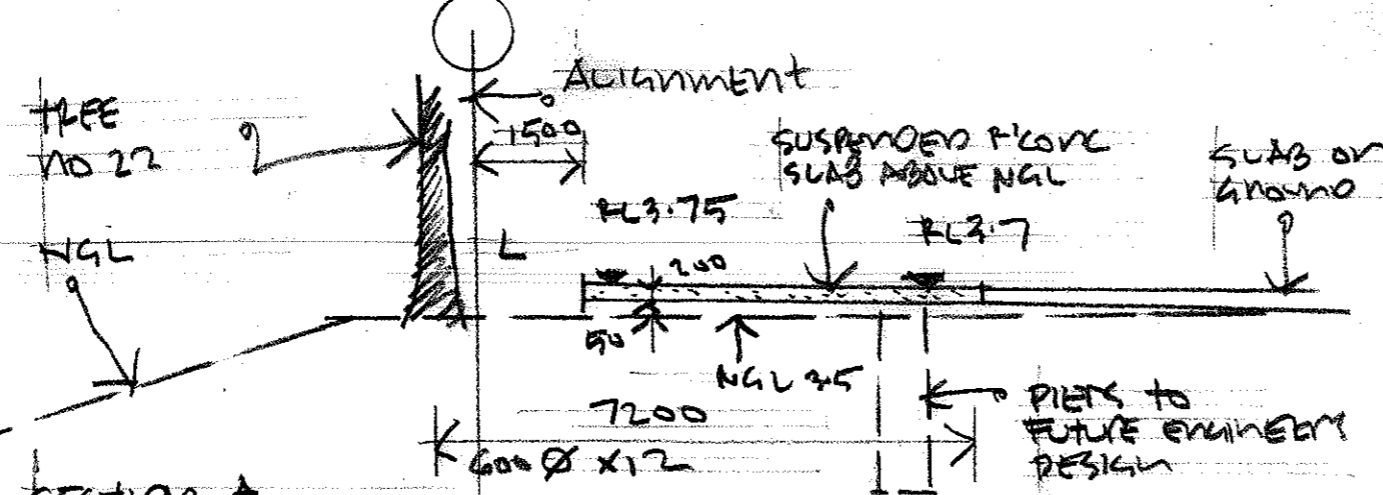
TREE 22

SECTION A

LEGEND

EXTENT OF SUSPENDED R'CONC DWN SLAB TO PROTECT TREE 22 ROOT ZONE TO FUTURE ENGINEER DETAIL

MCU013407 - Apartment Building - Site Location and Zoning

MCU03407 - Apartment Building - Aerial Photo
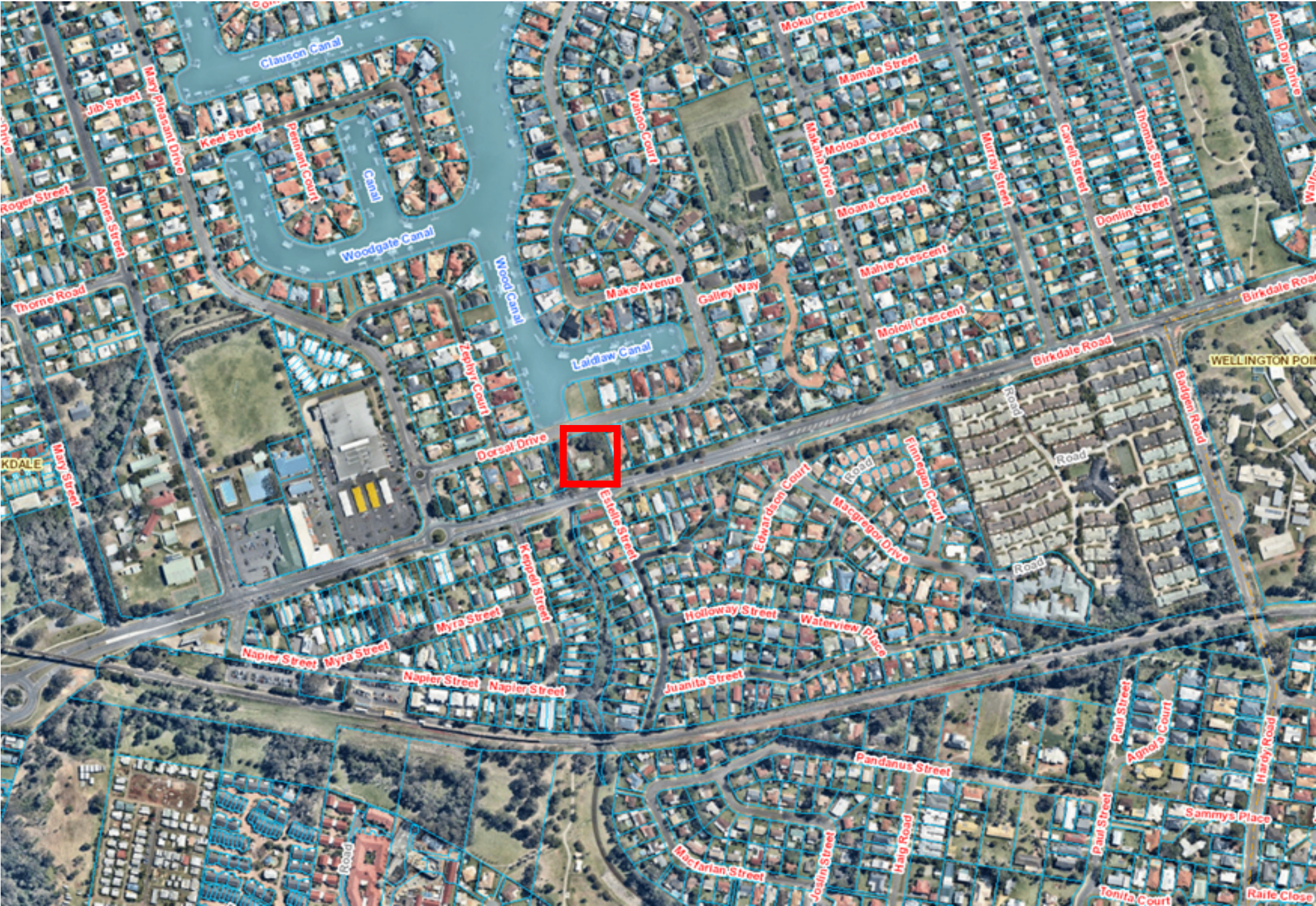
MCU013407 - Apartment Building - Aerial Photo

11.2   PORTFOLIO 1   (CR MARK EDWARDS)

OFFICE OF CEO (INCLUDING INTERNAL AUDIT)

11.2.1 FINANCIAL STRATEGY 2016-2026

Objective Reference: **A298183**
                                                  Reports and Attachments (Archives)

Attachment: **Financial Strategy 2016-2026**

Authorising/ Responsible Officer:

                                                  Linnet Batz
                                                  Chief Financial Officer

Report Author: **Deborah Corbett-Hall**
                                                  Finance Manager Financial Planning

PURPOSE

The purpose is to present the 2016-2026 Financial Strategy to Council in accordance with Section 171 of *The Local Government Regulation 2012*.

The attached document provides officers with an interim framework to developing the draft 2016-17 budgets in the lead up to the 2016 local government elections.

Following the election, the Council will have the opportunity to revisit the attached strategy as part of the 2016-17 budget development process and review the

- Key Performance Indicators and associated targets;
- policy position;
- parameters and assumptions; and
- updated ten year capital programme that is being developed over the coming months.

BACKGROUND

Council adopted its current Financial Strategy on 17 December 2014 to outline the financial forecast for the period 2015-2025. The financial strategy provides Council with an agreed roadmap for managing its financial resources and contains the outputs and assumptions of the long-term financial forecast.

The financial forecast includes ten year financial statements at entity level including a Statement of Comprehensive Income, Statement of Cash Flows and Statement of Financial Position.

Over the last twelve months, the financial forecast has been updated to reflect the

- 2015-2016 budget development process and subsequent budget reviews;
- 2014-2015 end of year accounts finalisation (opening balances impacts);
- financial policy updates made by Council;
- update to risks and opportunities identified during the review; and
- changes in associated indexation rates, assumptions and parameters.

Regular updates of the forecast ensure Council continues to set clear financial objectives and targets in order to demonstrate long-term financial sustainability and stewardship.

Within the framework of the Financial Strategy, guidance is provided to support decision-making with respect to capital and operating revenue and expenditure and asset and service management levels.

The content of the Financial Strategy encompassing the Long-Term Financial Forecast represents a point in time and is subject to change.

ISSUES

The long-term financial forecast highlights a number of areas for consideration and action in formulating decisions on revenue raising and operational and capital resourcing over the life of the financial strategy. These can be summarised as current forecasts predicting:

• increases in general rate revenue to generally be in line with the Redland City Council Blended (RCC CPI);

• stable cash balances throughout years one to ten, which remains within relevant measures of financial sustainability;

• an operating surplus for the life of the strategy (balanced budgets where possible); and

• low amounts of borrowing and the costs of servicing these debts is within relevant measures of financial sustainability.

The Financial Strategy provides a clear indication of a solid financial position and performance for Council over the life of the Strategy and ensures that plans are in place for the achievement of financial sustainability measures.

STRATEGIC IMPLICATIONS

Legislative Requirements

The adoption of a Financial Strategy is good business practice but is also supported through the following Queensland legislation:

• *The Local Government Act 2009; and*
• *The Local Government Regulation 2012.*

Risk Management

The Long-Term Financial Forecast is continuously reviewed throughout the financial year, at least in line with formal budget reviews and the annual budget development process.

Financial

The attached document provides the financial policy framework to guide decisions for the 2016-17 annual budget. The assumptions in the strategy will be regularly reviewed and updated where required.

There are no immediate financial implications from adopting the attached strategy, all forecast revenues, costs and efficiencies will be workshopped and debated in the lead up to the adoption of the 2016-17 budget.

People

Nil impact expected from this report. The strategy includes a financial forecast for Council to work towards and amend as necessary.

Specific people impacts as a result of implementing the strategy will be raised with Council when and if they arise.

Environmental

Nil impact expected from this report. The strategy includes a financial forecast for Council to work towards and amend as necessary. Specific environmental impacts as a result of implementing the strategy will be raised with Council when and if they arise.

Social

Nil impact expected from this report. The strategy includes a financial forecast for Council to work towards and amend as necessary. Specific social impacts as a result of implementing the strategy will be raised with Council when and if they arise.

Alignment with Council's Policy and Plans

This report has a relationship with the following items of the 2015-2020 Corporate Plan:

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

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

CONSULTATION

The strategy has been compiled with the input and feedback from the Executive Leadership Team, Councillors and finance officers.   As per previous years, the key finance policies were reviewed as part of the 2015-16 annual budget development process.

Following the 2014-15 accounts finalisation and capital carryover review in addition to the release of key statistics in late October, the ten year financial forecast was updated in November.

A workshop was held with Council on 17 November 2015 and the attached financials incorporates the impacts of the 2015-16 first budget review adopted on 18 November 2015.

OPTIONS

1. That Council resolves to adopt the Financial Strategy 2016-2026.

2. That Council resolves not to adopt the Financial Strategy 2016-2026 and to continue further development.

**OFFICER'S RECOMMENDATION/
COUNCIL RESOLUTION**

Moved by: **Cr M Edwards**
Seconded by: **Cr A Beard**

That Council resolves to adopt the Financial Strategy 2016-2026 as amended.

CARRIED   9/0

Crs Boglary, Ogilvie, Hardman, Hewlett, Edwards, Talty, Beard, Bishop and Williams voted FOR the motion.

Crs Gleeson and Elliott were not present when the motion was put.

**OFFICER'S RECOMMENDATION/
COUNCIL RESOLUTION**

Financial Strategy
2016–2026

Table of Contents

Document Version Control

Version	Date	Change Description	Author
1.0	18 – 30 September 2015	Roll forward from previous year, update with recent developments and propose new risks or opportunities. Align layout to financial statements.	Deborah Corbett-Hall
1.1	4 - 10 November 2015	Update of RCC blended CPI and insertion of statements following 2015-16 Councillor first budget review workshop	Deborah Corbett-Hall

1. Executive Summary and Overview
1.1   Executive Summary

1.1.1   The Financial Strategy and Long-Term Financial Forecast

The Financial Strategy (the Strategy) is Council's long-term financial plan that is underpinned by a series of policies, plans, risk responses and associated financial stability and sustainability targets to measure performance. The Strategy establishes the financial framework under which sound and sustainable financial decisions can be made and is reviewed annually with the inclusion of long-term financial modelling in accordance with section 171 of the *Local Government Regulation 2012 (the 'Regulation').*

A key component of the Strategy is the Long-Term Financial Forecast (LTFF). The LTFF is Council's ten year financial forecast which includes income, expenditure, cash flow projections, assets, liabilities and community equity. Council refers to this model when considering financial decisions, for example new borrowings, long-term operational projections as well as capital expenditure forecasts.   The LTFF is revised following formal budget reviews, government announcements that will impact on Council and also in conjunction with the annual budget development process.

Council's Financial Strategy and Long-Term Financial Forecast are elements within our broader Financial Management System that includes the
- Corporate Plan;
- Long-Term Asset and Service Management Plans (ASMPs);
- Annual Budgets;
- Operational Plans;
- Financial Policies; and
- Ten Year Capital Programme (input to the long-term financial forecast).

Outputs from the Ten Year Financial Model – Key Performance Indicators

LONG-TERM FINANCIAL FORECAST – MEASURES OF SUSTAINABILITY										
	Year 1 2016-17	Year 2 2017-18	Year 3 2018-19	Year 4 2019-20	Year 5 2020-21	Year 6 2021-22	Year 7 2022-23	Year 8 2023-24	Year 9 2024-25	Year 10 2025-26
Asset Sustainability Ratio (Infrastructure Assets Only)	67.97%	63.17%	64.30%	59.52%	70.08%	56.32%	63.36%	73.42%	51.10%	49.25%
Net Financial Liabilities Ratio	-14.66%	-18.85%	-18.06%	-21.08%	-21.88%	-27.43%	-33.20%	-37.86%	-38.54%	-38.88%
Operating Surplus Ratio	0.50%	0.91%	0.95%	0.38%	1.02%	1.48%	2.27%	3.39%	0.82%	1.31%

LONG-TERM FINANCIAL FORECAST – FINANCIAL STABILITY RATIOS										
	Year 1 2016-17	Year 2 2017-18	Year 3 2018-19	Year 4 2019-20	Year 5 2020-21	Year 6 2021-22	Year 7 2022-23	Year 8 2023-24	Year 9 2024-25	Year 10 2025-26
Level of Dependence on General Rate Revenue	32.52%	31.61%	31.61%	31.60%	31.70%	31.76%	31.77%	31.77%	33.09%	33.15%
Ability to Pay our Bills - Current Ratio	3.94	3.91	3.63	3.66	3.46	3.85	4.58	4.94	4.90	5.12
Ability to Repay our Debt - Debt Servicing Ratio	3.12%	2.95%	2.86%	2.76%	2.67%	2.57%	1.94%	0.86%	0.86%	0.60%
Cash Balance - $000	97,014	104,724	96,295	99,395	96,643	108,591	123,915	140,213	139,593	142,769
Cash Balances - Cash Capacity in Months	5.48	5.90	5.25	5.22	4.91	5.29	5.81	6.36	6.19	6.13
Longer term Financial Stability - Debt to Asset Ratio	1.85%	1.62%	1.38%	1.12%	0.84%	0.55%	0.31%	0.21%	0.10%	0.01%
Operating Performance	15.99%	18.64%	18.65%	18.22%	18.29%	17.78%	17.68%	18.15%	16.17%	16.41%
Interest Coverage Ratio	-0.21%	-0.38%	-0.51%	-0.70%	-0.84%	-1.00%	-1.22%	-1.38%	-1.50%	-1.49%

LONG-TERM FINANCIAL FORECAST – PROJECTED STATEMENT OF COMPREHENSIVE INCOME										
	Year 1 2016-17 $000	Year 2 2017-18 $000	Year 3 2018-19 $000	Year 4 2019-20 $000	Year 5 2020-21 $000	Year 6 2021-22 $000	Year 7 2022-23 $000	Year 8 2023-24 $000	Year 9 2024-25 $000	Year 10 2025-26 $000
Total Operating Revenue	254,708	269,904	278,322	287,702	297,847	308,853	320,623	333,042	332,579	345,381
Total Capital Revenue	12,673	13,000	13,047	11,284	14,031	11,802	12,031	12,953	9,476	9,593
TOTAL REVENUE	267,381	282,905	291,369	298,986	311,878	320,655	332,653	345,995	342,054	354,974
Total Operating Expenditure	(253,443)	(267,438)	(275,669)	(286,610)	(294,819)	(304,291)	(313,353)	(321,744)	(329,848)	(340,869)
Total Capital Expenditure	(2,403)	(2,649)	102	703	18	(1,350)	(469)	(1,087)	(1,065)	(1,043)
TOTAL EXPENDITURE	(255,846)	(270,087)	(275,567)	(285,906)	(294,801)	(305,641)	(313,823)	(322,831)	(330,914)	(341,912)
NET RESULT	11,535	12,818	15,802	13,080	17,077	15,014	18,830	23,165	11,141	13,062
Other Comprehensive Income	-	-	-	-	-	-	-	-	-	-
TOTAL COMPREHENSIVE INCOME	11,535	12,818	15,802	13,080	17,077	15,014	18,830	23,165	11,141	13,062

LONG-TERM FINANCIAL FORECAST - PROJECTED STATEMENT OF FINANCIAL POSITION

	Year 1 2016-17 $000	Year 2 2017-18 $000	Year 3 2018-19 $000	Year 4 2019-20 $000	Year 5 2020-21 $000	Year 6 2021-22 $000	Year 7 2022-23 $000	Year 8 2023-24 $000	Year 9 2024-25 $000	Year 10 2025-26 $000
Total Current Assets	120,348	129,301	121,564	125,362	123,507	136,355	152,612	169,818	169,216	173,441
Total Non-Current Assets	2,296,611	2,295,896	2,312,324	2,315,014	2,327,561	2,323,030	2,320,151	2,323,663	2,332,725	2,339,676
TOTAL ASSETS	2,416,959	2,425,196	2,433,888	2,440,376	2,451,069	2,459,385	2,472,763	2,493,480	2,501,940	2,513,118
Total Current Liabilities	30,575	33,095	33,533	34,229	35,647	35,436	33,293	34,343	34,524	33,871
Total Non-Current Liabilities	52,423	45,323	37,774	30,487	22,684	16,197	12,888	9,390	6,528	5,297
TOTAL LIABILITIES	82,998	78,417	71,307	64,716	58,331	51,633	46,180	43,733	41,053	39,168
NET ASSETS	2,333,961	2,346,779	2,362,581	2,375,661	2,392,738	2,407,752	2,426,582	2,449,747	2,460,888	2,473,950
TOTAL COMMUNITY EQUITY	2,333,961	2,346,779	2,362,581	2,375,661	2,392,738	2,407,752	2,426,582	2,449,747	2,460,888	2,473,950

LONG-TERM FINANCIAL FORECAST - PROJECTED STATEMENT OF CASH FLOWS

	Year 1 2016-17 $000	Year 2 2017-18 $000	Year 3 2018-19 $000	Year 4 2019-20 $000	Year 5 2020-21 $000	Year 6 2021-22 $000	Year 7 2022-23 $000	Year 8 2023-24 $000	Year 9 2024-25 $000	Year 10 2025-26 $000
NET CASH FLOW – OPERATING ACTIVITIES	40,479	48,802	50,435	50,917	52,872	53,289	54,986	58,632	52,213	54,852
NET CASH FLOW - INVESTING ACTIVITIES	(35,616)	(35,679)	(53,065)	(41,607)	(48,962)	(34,199)	(33,875)	(39,763)	(50,114)	(49,636)
NET CASH FLOW - FINANCING ACTIVITIES	(5,051)	(5,412)	(5,800)	(6,211)	(6,662)	(7,141)	(5,787)	(2,571)	(2,719)	(2,040)
NET INCREASE (DECREASE) IN CASH HELD	(187)	7,711	(8,429)	3,100	(2,752)	11,948	15,324	16,298	(620)	3,176
CASH AT THE START OF THE FINANCIAL YEAR	97,201	97,014	104,724	96,295	99,395	96,643	108,591	123,915	140,213	139,593
CASH AT END OF THE FINANCIAL YEAR	97,014	104,724	96,295	99,395	96,643	108,591	123,915	140,213	139,593	142,769

1.1.2 The Financial Strategy Objectives

The primary objective is to ensure Council remains financially sustainable as defined by section 104 of the *Local Government Act 2009 (the 'Act')*:

> "A local government is financially sustainable if the local government is able to maintain its <u>financial capital</u> and <u>infrastructure capital</u> over the <u>long-term</u>".

The Department of Infrastructure, Local Government and Planning (the 'Department') updated a 2013 statutory guideline in 2015 encompassing definitions and also financial sustainability targets. *'Long-term'* refers to a period of ten years or more, hence Council compiles a long-term financial model and strategy that spans ten years. *'Financial capital'* in the definition above is the productive capacity provided by the difference between current assets and current liabilities (working capital). *'Infrastructure Capital'* is the productive capacity provided by significant asset classes (roads, water, sewerage, footpaths community buildings etc.).

Secondary objectives of the Strategy provide specifics to support the primary objective:

- 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 services to the community;

- Continuation of good asset management to ensure that all community 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; and

- Provide good financial and asset risk management which gives assurance that major risks have been considered and are reflected in future financial and asset management planning.

During the last operating cycle Council updated its Vision, Mission and Values.

Council's vision is to be *forward thinking, focused on enriching community lifestyles*. Underpinning the Vision is our Mission: *Make a difference, make it count*. Both Council's Vision and Mission demonstrate a commitment to financial sustainability through improved forecasting and being fiscally responsible with community's assets and funds. Council also updated its values and has clear direction for how it will deliver (Corporate Plan and Strategies) what it wants to be (Vision, Mission and Values):

1.1.3   Organisational and Community Outcomes

We will deliver against the Strategy objectives because:

- It demonstrates sound financial governance to the community and to external stakeholders such as the State and Federal Governments and represents Council as a responsible and accountable custodian of community services and assets;

- Our community services and assets will be well maintained and fit for purpose which means that current and future generations will benefit from effective and efficient financial and asset management;

- It protects future generations from bearing the full burden of future infrastructure needs whilst addressing the immediate needs for strategic responses to major issues facing local government; and

- It ensures that our planning is integrated and effective and that there is clear linkage between community expectations and service delivery within affordable limits.

1.1.4   Key Principles

We will achieve these outcomes through implementation of sections twelve and thirteen of the Act. Section twelve outlines the responsibilities of Councillors; section thirteen outlines the responsibilities of local government employees and includes *effective, efficient and economical management of public resources* in addition to *excellence in service delivery* and *continual improvement*.

Additionally, we will

- Maximise organisational efficiencies through the implementation of initiatives such as:

   o   Continued assessment of core business and service level reviews;

   o   Reform of business service delivery modes where appropriate;

   o   Continuing to deliver through the most efficient and effective means to reduce goods and services costs; and

   o   Challenging the priority and need for discretionary operational projects;

- Continuing with rating reform including applying user pays principles where it is appropriate to do so;

- Optimising our capital and borrowing programmes to ensure delivery of projects which maximise synergies, gain economies of scale and balance the objectives of the Corporate Plan and Financial Strategy. This includes assessing borrowing levels over the medium to long term and making an assessment of the deliverability of projects;

- Utilising returns from cash investments to minimise financial impacts on ratepayers; and

- Investigating the new services or types of business where appropriate and feasible to generate additional returns for Council and minimise financial impacts on ratepayers.

1.1.5   Accountability and Transparency

Council prioritises two attributes of public sector reporting to be 'accountability' and transparency'. We will demonstrate accountability and transparency by:

- Having clear financial stability and sustainability ratios, and associated targets which demonstrate if Strategy objectives are being achieved;

- Applying full cost pricing to services where it is appropriate which will ensure that the full cost of services including providing Community Service Obligations (CSOs) are clearly identified and accounted for in their own right;

- Clearly linking our revenue and spending decisions to corporate plans and specific projects initiatives; and

- Obtaining independent assessment of the sustainability of our Strategy through the Queensland Treasury Corporation (QTC) which will provide confirmation or otherwise of progress against strategic objectives and provide guidance on any necessary changes.

1.1.6   Reviewing and Refining the Financial Strategy

The Strategy will be continually revised by:

- Ensuring that any changes to corporate plans are reflected in the Strategy;

- Being responsive to any emerging issues and including these in our forward planning and risk assessment;

- Capturing the budget revisions in our LTFF and analysing the impacts of any changes on our financial stability ratios and measures of sustainability;

- Undertaking annual reviews of our capital and operational projects;

- Considering policy changes before changing our spending plans; and

- Considering the outcomes of any future community and/or rating consultation processes.

1.2   Overview

1.2.1   Background

The Strategy provides us with an agreed roadmap for managing our financial resources and processes and is aligned with the objectives and priorities of our corporate plans. In May 2015, Council adopted its 2015-2020 Corporate Plan which impacts on our aforementioned Financial Management System. Within the framework of the Strategy, guidance is provided to support decision making with respect to capital and operating revenue and expenditure, asset and service management levels and procurement operations.

The Strategy is influenced by:

- Global, national, regional and local economic conditions;

- Population growth;

- Changes in population demographics (for example an ageing population);

- Legislative and statutory requirements;

- Changes in regulated frameworks (water operations); and

- Known changes in Federal and State Government funding.

A key component of the Strategy is the LTFF which is a ten year financial model. The model is reviewed regularly to ensure it aligns with Council's adopted budgets. It is used to support resource allocation, borrowing and investment decisions and additionally provides an indication of forecast performance against financial measures.

The financial forecast contains details of the assumptions used to estimate growth rates, price increases, general rates and charges increases and also provides outputs in the form of the forecast statements. The first year of these forecast statements drives the annual budget development process by way of outlining the 'affordability envelope' and these revenue and expenditure streams are cascaded through the organisation during each annual budget development process.

The LTFF provides transparency into our financial performance and planning, giving the community a view of how its services are being funded and where the money goes. It is a tool for validating and maintaining alignment with the Corporate Plan and with legislative requirements. It reflects the efforts we are making to meet current and future community expectations and serves to signal the decisions and actions needed to ensure our future financial sustainability.

1.2.2   Key Assumptions

The Financial Strategy statement outputs are underpinned by the following assumptions:

- The revised budget of the current financial year (2015-16) is the base year for the long-term financial forecast;
- No growth in employee costs for the life of the model;
- Efficiency targets are built into operational goods and services line item although in reality may be allocated between
  - o operational goods and services; and
  - o operational employee costs;
- One-off efficiency targets (in dollars) can be added in to the respective year and will not be escalated in subsequent years;
- New borrowings are subject to change to respond to the needs of the ten year capital programme, ASMPs and also the Capital Works Prioritisation Policy;
- All borrowing costs are expensed, irrespective of whether Council has qualifying assets;
- Property, Plant and Equipment is based on current revised figures and subject to change post each end of year accounts finalisation when any appropriate revaluations are taken to the accounts;
- Provisions are based on current revised figures and subject to change post each end of year accounts finalisation when discounting rates are released; and
- Water business modelling forms a subset of Council's whole of organisation modelling. Due to the complexities of the water business modelling and impacts from state bulk water price path, the water business is allocated its own parameters and the outputs of the water model form inputs to the whole of Council long term financial forecast.

One of the most significant factors impacting Council's financial position is growth in rateable properties. Council continues to take a conservative approach for the life of the forecast based on recent historical information, current development trends and available information.

The Australian Bureau of Statistics Consumer Price Index (ABS CPI – Brisbane capital city) is utilised in the ten year. The CPI rate is reviewed every quarter as statistics become available. Since the early 1990s, the Reserve Bank of

Australia has an inflation target of between 2 and 3 per cent (on average) over the cycle. This target range is considered as a contributing factor when forecasting Council's blended CPI which draws on the Brisbane CPI.

The Enterprise Bargaining Agreement (EBA) has been used for price increases associated with all employee costs. Council reviews its EBA every three years and 2015-16 is the last year of the current agreement.

The Roads and Bridges Construction Cost Index for Queensland (R&B CCI) is sourced from the Australian Bureau of Statistics and is the index used for construction expenditure.

The Engineering Construction, Queensland index from the Office of Economic and Statistical Research is used for the ten year capital works programme.

The Redland City Council Blended CPI has been applied to fees and charges and goods and services and is calculated using a weighted methodology as per the table below. The RCC Blended CPI reflects the fact that Council's costs increase in line with the
- agreed Enterprise Bargaining Agreement – fixed salary increase independent of the CPI;
- capital works programme – influenced more by construction indices than the CPI; and
- Consumer Price Index for the non-construction operational goods and services expenditure.

RCC - Blended CPI Calculation			
Cost	Index %	Expense Proportion	Weighted CPI %
General	1.502%	25.587%	0.384%
General Construction	3.690%	28.137%	1.038%
Roads & Bridges	-0.931%	12.166%	-0.113%
Employee	2.500%	34.109%	0.853%
		100.00%	**2.162%**

1.2.3   Financial Stability and Measures of Sustainability

A key objective of the Strategy is to achieve financial sustainability by maintaining Council's financial capital and infrastructure capital over the long-term.

Sustainability in Council can be defined as and measured by:

- Ensuring healthy cash flow capabilities (*Operating Performance Ratio*);

- Ensuring a reasonable operating surplus exists to fund future growth requirements (*Operating Surplus Ratio*);

- Ensuring the reliance on general rates revenue is not too high, i.e. Council has diversified revenue streams (*Level of Dependence on General Rate Revenue Ratio*);

- Ensuring that we have the ability to pay for our bills while also ensuring the optimal level of cash is held (*Current Ratio, Cash Balance and Cash Capacity in Months Ratio*);

- Ensuring that borrowing is only undertaken in an affordable manner and in line with Debt Policy (*Debt Servicing Ratio, Interest Coverage Ratio, Net Financial Liabilities Ratio and Debt to Asset Ratio*); and

- Ensuring that our infrastructure assets are maintained and fit for purpose (*Asset Sustainability Ratio*).

1.2.4 Financial Sustainability Summary

The adopted December 2012 Strategy and LTFF were subject to a Financial Sustainability Review by the Queensland Treasury Corporation (QTC) in May 2013 which resulted in a rating of **Sound** with a **Neutral** outlook, unchanged from the 2010-11 Financial Year Credit Review.

The sound rating reflects Redland City Council having zero net debt as cash levels are in excess of gross debt, favourable debt servicing capacity primarily due to the low gross debt level and implementing a number of measures/initiatives (reduced involvement in non-core business, reducing operating costs) as part of moving to a balanced operating position.

Council is aware of the need to generate positive operating results and has focused on its own operating cost structure in order to achieve this objective, whilst balancing the needs of the community with initial investment in intergenerational projects and also high cost projects such as dredging.

The neutral outlook reflects the view that there is no known issue or events which are expected to have a positive or negative impact on Council's rating within the 24 month operating period from the review date.

Council has not been selected for a sustainability review in recent years although following the transition to a more complex long-term financial forecast that underpinned its 2015-16 budget, Council requested a desktop review of its approach to completing the new LTFF. QTC conducted a review and also presented its report to Council in September 2015. The opportunities outlined in the report were already being progressed by Council through its decision in early 2015 to fund a comprehensive asset project. The project will span a couple of years and look to improve the accuracy and completeness of Council's asset data for long-term planning and forecasting, building on the accurate asset reporting that is externally audited each year by Queensland Audit Office (QAO).

1.2.5 Key Finance Policies

Council has a suite of finance policies that it reviews on an annual basis.

Investment Policy
- Council is looking to get higher returns on its investments whilst protecting the capital value; and
- Council will do this by moving to a more active investment strategy when funds permit and continues to monitor the community's cash on a daily basis to realise the highest possible rate of return.

Debt Policy
- Whilst cash balances remain in excess of the sustainable target range (3 to 4 months cash capacity), Council will use existing surplus funds and only borrow when necessary for intergenerational capital projects;
- Council has moved to prepaying its debt on an annual basis from 2014-15 and will continue to do so when surplus funds are available to further reduce the liabilities on the community's balance sheet; and
- Council will only borrow for works that fall into at least one of the following categories
  - o Risk Management;
  - o Asset Management; or
  - o Intergenerational Projects.

Revenue Policy
- Council will be guided by the following principles when levying rates and setting other fees and charges
  - o Accountability;
  - o Transparency;
  - o Representation;

- o   Sustainable financial management;
- o   Fairness;
- o   Differentiation of categories;
- o   Special needs and user pays; and
- o   Social conscience.

Procurement Policy
- Council is committed to achieving value for money when procuring;
- Council also outlines four other sound contracting principles including open and effective competition, ethical behaviour and fair dealing and environmental protection; and
- As part of the Redlands community, Council has also adopted a principle of the development of competitive local businesses and industry.

Asset and Services Management Policy
- The Executive Leadership Team works with officers to ensure the Asset and Service Management Plan (ASMP) outputs align to inputs of the annual budget development process;
- Each ASMP is linked to and supports other corporate planning and reporting processes; and
- Council's ten year capital programme is compiled to respond to the ASMPs.

Capital Works Prioritisation Policy
- Council's capital works prioritisation policy ensures the community's existing infrastructure will be maintained and further supports the objectives of the Asset and Services Management Policy;
- Capital expenditure will be prioritised into renewal programmes before asset upgrades or the creation of new assets; and
- Council continues to monitor the asset sustainability ratio and focuses on renewal capital works to move this long-term measure upwards to the target zone.

Constrained Cash Reserves Policy
- Council has collected rates, utilities and other revenue streams over the years and has ring-fenced the monies for particular purposes. Council plans to utilise the reserves before increasing debt on the community's balance sheet and has also committed to conducting an annual review of the constrained reserves to ensure the purpose of each reserve is still current and in the interest of the community; and
- Council's reserves are cash backed and form a subset of cash balances.

Application of Dividends and Tax Equivalent Payment Policy
- Council receives dividends and tax equivalent payments from its commercial business activities (namely Redland Water and RedWaste);
- Council will look to receive returns from its wholly owned subsidiary Redland Investment Corporation; and
- All financial returns to Council will be applied to the provision of community benefit.

2. Parameters and Measures
2.1   Parameters

Council has a range of parameters grouped into the following categories
- Growth increases (%)
- Price increases (%)
- Efficiency Targets (%)
- Additional Amendments ($ and %)
- Water business pricing model outputs

The parameters are the main drivers in the model although of note, the capital expenditure for each year and associated funding is pulled from the ten year capital programme. The tables below outline the parameters for each of the ten years that the Long Term Financial Forecast covers.

Growth Increases %	16-17	17-18	18-19	19-20	20-21	21-22	22-23	23-24	24-25	25-26
General Rates Charges	0.5	0.5	0.5	0.5	1.0	1.0	1.0	1.0	1.0	1.0
Waste Utility Charges	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
General Fees & Charges	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Employee Costs	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
General Operating Costs	0.5	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0

Price Increases %	16-17	17-18	18-19	19-20	20-21	21-22	22-23	23-24	24-25	25-26
Underlying CPI	1.50	2.00	2.25	2.50	2.50	2.50	2.50	2.50	3.00	3.00
RCC Blended CPI	2.16	2.51	2.59	2.84	2.84	2.84	2.84	2.84	3.00	3.00
Employee Costs (EBA)	2.50	2.50	2.50	3.00	3.00	3.00	3.00	3.00	3.00	3.00
General Rates	2.16	2.51	2.59	2.84	2.84	2.84	2.84	2.84	3.00	3.00
General Fees & Charges	4.16	4.51	4.59	4.84	4.84	4.84	4.84	4.84	5.00	5.00
Interest Rates	2.75	2.75	2.75	3.00	3.00	3.00	3.00	3.00	3.00	3.00

Efficiency Targets %	16-17	17-18	18-19	19-20	20-21	21-22	22-23	23-24	24-25	25-26
Employees	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Operational Goods & Services	1.0	0.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

Additional Amendments	16-17	17-18	18-19	19-20	20-21	21-22	22-23	23-24	24-25	25-26
Infrastructure Charges %	10.0	10.0	10.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Intergenerational one off operational expenditure adjustments $000	3,250	3,000	3,200	4,000	4,800	8,000	10,000	10,000	8,000	8,000

Water Business $000	16-17	17-18	18-19	19-20	20-21	21-22	22-23	23-24	24-25	25-26
Water Access Revenue	18,237	18,851	19,391	19,946	20,516	21,103	21,707	22,239	22,968	23,625
Water Consumption Revenue	43,421	44,664	45,942	47,385	48,902	50,603	52,363	54,329	52,233	54,056
Wastewater Revenue	40,797	49,302	50,713	52,164	53,657	55,461	57,326	59,253	51,841	53,584
Employee Costs	8,172	8,376	8,585	8,800	9,020	9,245	9,477	9,714	9,956	10,205
Operational Goods & Services	51,627	55,203	58,839	62,625	64,473	66,606	68,811	71,225	73,444	75,877

2.2   Financial Sustainability Targets

Council continues to measure against more ratios than the legislative requirement to demonstrate its ongoing commitment to financial sustainability. Council has seven long standing performance measures and they are outlined in the table below. The targets and target ranges are set by Council and are reviewed annually to remain realistic but also 'stretch' in nature. Council also chooses to set targets for, measure, and report against the interest coverage ratio as this was previously labelled as a measure of sustainability by the Department and provides the community with an understanding of the relationship between interest expense and interest revenue.

Each ratio is defined in the glossary and Council reports on its performance against both the target and the anticipated performance in the revised budget on a monthly basis.

Financial Stability Ratios	Target
Level of Dependence on General Rate Revenue (%)	Target less than 37.5%
Ability to Pay Our Bills - Current Ratio	Target between 1.1 and 4.1
Ability to Repay Our Debt - Debt Servicing Ratio (%)	Target less than or equal to 10%
Cash Balance $M	Target greater than or equal to $40M
Cash Balances - Cash Capacity in Months	Target 3 to 4 months
Longer Term Financial Stability - Debt to Asset Ratio (%)	Target less than or equal to 10%
Operating Performance (%)	Target greater than or equal to 20%
Interest Coverage Ratio (%)	Target between 0% and 5%

In addition to the ratios above, the *Local Government Regulation 2012* requires Councils to measure and report against
- Asset sustainability ratio;
- Net financial liabilities; and
- Operating surplus ratio.

Targets for these ratios are set by the Department of Infrastructure, Local Government and Planning and all are deemed to be long-term target ranges.

The ratios are defined in the glossary and Council reports on its performance against both the target and the anticipated performance in the revised budget on a monthly basis.

Measures of Sustainability	Target
Asset Sustainability Ratio (%)	Target greater than 90% (on average over the long-term)
Net Financial Liabilities (%)	Target less than 60% (on average over the long-term)
Operating Surplus Ratio (%)	Target between 0% and 10% (on average over the long-term)

3. Revenue Management
3.1   Background

Council's significant sources of operational revenue include

- General Rates;

- Water and Wastewater Charges (water access, water consumption and sewerage charges);

- Waste Collection Charges;

- Environment and Landfill Remediation Separate Charges;

- Canal and Lake Special Charges;

- Fees and Charges;

- Federal and State Grants, Subsidies and Contributions;

- Interest on Investments; and

- Other Revenue (including sales of service and goods).

The following chart provides an analysis of the total operating revenue by source and identifies the proportion of revenue from each of those sources.
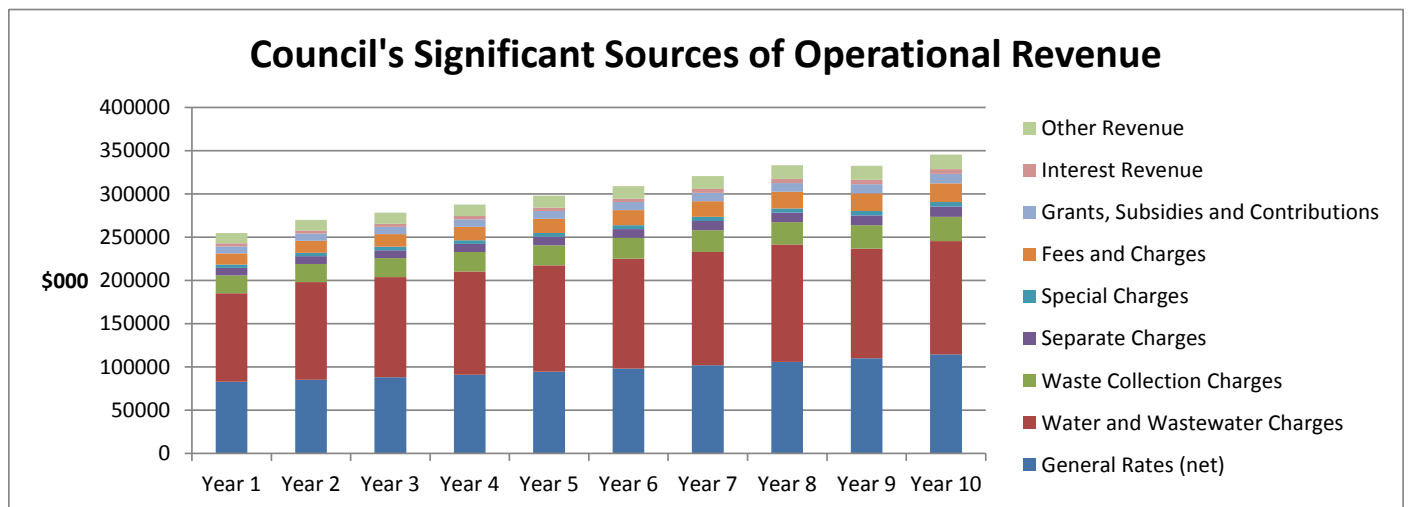
Of note, the increases in water charges are significantly influenced by the increase and pass through costs associated with the purchase of bulk water from the State Government. Council has established constrained cash reserves to ring fence water revenues for future years as part of its ten year price path.

In relation to the LTFF, the following operational revenue streams continue to be classified as ones which will require close management attention in order to support the achievement of the financial sustainability targets:

- Growth of general rate less than RCC Blended CPI – Council is looking to diversify its revenue streams and ensure commercial opportunities forecast returns that support balanced or surplus budgets without excessive rate increases;

- Federal and State grants and subsidies – due to the indexation freeze on the Financial Assistance Grant in addition to the continued risk for redirection of these funds into other essential areas.

Council will continue to price its separate and special charges through comprehensive financial modelling that takes into consideration the associated costs, appropriate indices and the desired programme of delivery. With respect to water, wastewater and waste collection modelling and pricing, please refer to the chapter on commercial opportunities. All other operational revenue streams are predicted to increase in line with adopted key assumptions and parameters as outlined above.

Council's significant capital revenue streams include

- Infrastructure Charges;

- Federal and State Capital Grants and Subsidies;

- Borrowings; and

- General Revenue.

In relation to the LTFF, the following capital funding streams will require continued management attention in order to support the achievement of the financial sustainability targets:

- Federal and State Grants and Subsidies – due to the potential for redirection of these funds;

- Infrastructure Charges – due to the seasonality of development and difficulty in estimating charge. Council has established an Infrastructure Charges Team to address this risk; and

- Borrowings – to ensure affordability of borrowings to fund capital expenditure that is aligned to the Debt Policy.

3.2   Revenue Policy Statements

3.2.1   Revenue Policy Statement

The generation of an appropriate level of revenue to support the delivery of the corporate planning goals is an essential element of the Strategy. With respect to operational revenue streams, each year during the annual budget development process Council works towards a 'balanced budget' where total operational **revenues** meet or slightly exceed total operational expenses. Whilst this is a desirable position, in years of high volumes of intergenerational works or initial investment, Council will not pass through the total costs to the community, but will forecast an operating deficit. Throughout the financial year Council will then work tirelessly to improve on the adopted position to move back towards a balanced budget or operating surplus (projects completed ahead of schedule and budget, savings made through better procurement and contracting, efficiencies through better work practices).

Council will be guided by the following principles:

- Accountability — Council will be accountable to the providers of funds to ensure those funds are applied efficiently and effectively to satisfy the objective for which the funds were raised;

- Transparency — Council will be transparent in its revenue raising activities and will endeavour to use systems and practices able to be understood by the community;

- Representation — Council will act in the interests of the whole community in making decisions about rates and charges;

- Sustainable financial management — Council will ensure it manages revenue diligently and that the application of funds is founded on sustainable strategic objectives which result in timely and optimal investment in identified priorities;

- Fairness — While the rating legislation requires Council to use property valuations as the basis for raising rate revenue, Council will monitor the impact of valuation changes and moderate increases where possible;

- Differentiation of categories — Council will apply different rates to various categories of property that will reflect the particular circumstances of the categories and Council's policy objectives relating to those categories;

- Special needs and user pays — Council will draw from various revenue sources to fund special needs including (but not necessarily limited to):
  o separate rates or charges for special community programmes;
  o special rates or charges for recovery of costs from beneficiaries;
  o utility charges for specific services based generally on usage;
  o statutory fees and charges in accordance with legislation, regulation or local laws;
  o commercial fees and charges where users can clearly be identified; and

- Social conscience — Council will apply a range of concessions (e.g. for pensioners and institutions) and will accommodate special circumstances where hardship can be demonstrated.

3.2.2 Investment Policy Statement

Council's investment policy objective is to maximise earnings from authorised financial investments of surplus funds after assessing and minimising all associated risks in accordance with this strategy. Council's current philosophy is to guarantee the capital value of investments.

In accordance with Council's Investment Policy, Council has committed to the following:

- Investing only in investments as authorised under current legislation;

- Investing only with approved institutions;

- Investing to facilitate diversification and minimise portfolio risk;

- Investing to protect the capital value of investments (balancing risk with return opportunities);

- Investing to facilitate working capital requirements;

- Reporting on the performance of its investments on a monthly basis as part of the monthly financial reports to Council;

- Conducting an annual review of all investments and associated returns as part of the annual review of this strategy; and

- Ensuring no more than 30% of Council's investments are held with one financial institution, or one fund manager for investments outside of the Queensland Treasury Corporation (QTC) or the Queensland Investment Corporation (QIC) cash funds or Bond Mutual Funds.

3.3 Revenue Assumptions in the Long-Term Financial Forecast

With respect to revenue sources, the LTFF contains the following assumptions

- Increasing general rates in line with RCC Blended CPI or ABS CPI (Brisbane capital city) where possible;

- Maintaining water and wastewater charges increases in line with Council's long-term water price path and financial modelling outputs and in compliance with the Queensland Competition Authority (QCA) requirements. Of note, Council is working closely with both the Queensland Treasury Corporation (suppliers of Council's water pricing model) and QCA who review Council's water business price path;

- Keeping waste collection and other fees and charges increases in line with the projected RCC Blended CPI increases, with an appropriate level of return to Council in accordance with the current *Local Government Act 2009* and *Local Government Regulation 2012* requirements:

- Seeking to maximise revenue from external grants and subsidies where possible;

- Seeking to increase the level of commercial returns and broaden commercial opportunities where practical; and

- Keeping growth projections for rateable properties at a conservative level for the life of the Strategy.

3.4 Key Risks, Issues and Mitigation Strategies

3.4.1 Revenue and Pricing Key Risks, Issues and Mitigation Strategies

The Strategy has identified the following opportunities and risks in relation to revenue and pricing which have been assessed in accordance with Council's adopted Enterprise Risk Management framework.

Opportunity	Likelihood	Consequence	Rating
Council diversifies its revenue streams to reduce the dependence on general rates	Possible	Medium	**Medium**
Council receives additional funding from State and Federal Governments as a result of recruiting a dedicated resource	Likely	Low	**Medium**
Investment income increases beyond forecast due to higher cash balances and rate increases	Unlikely	Low	**Low**

Risk	Likelihood	Consequence	Rating
Potential financial impact further water reform will have on Council	Possible	Major	**High**
Potential reduction in service delivery due to insufficient funding from external parties	Almost Certain	Medium	**High**
Fees and Charges take up reduced under 'user pays' pricing model	Almost Certain	Medium	**High**
Water usage patterns have an adverse impact on revenues beyond current forecasts	Possible	Medium	**Medium**
Ageing population increases burden on pensioner remissions	Likely	Low	**Medium**
General rate increases continue to increase on par with ABS or RCC Blended CPI	Possible	Low	**Medium**
Increase in outstanding debt affects cash flow and ability to deliver services	Rare	Low	**Low**
Predicted population growth does not materialise	Rare	Low	**Low**

Risks are events or situations that may or may not arise depending on the success or otherwise of any actions that are put in place to mitigate, reduce or transfer the risk.

In order to mitigate the above risks or explore the opportunities, the following projects and actions progress across Council:

- Continue to enhance monthly cash management forecasting using the corporate Finance System in order to increases returns on investments when interests rates are low; signal issues (if applicable) relating to cash-flow and continue to reduce borrowings;

- Consider moving towards rolling forecasts to improve future estimates and increase the frequency of reviewing indices, parameters and assumptions;

- Review the existing Service Level Agreements (SLAs) and Activity Based Costing (ABC) methodologies to improve full cost pricing techniques, pricing for cost recovery fees and enhance internal charging to better understand costs of community services;

- Further develop Council's grants management process – maintain recently reignited relationships with state and federal stakeholders to explore opportunities in sourcing available monies and support to business areas to ensure external funding sources are considered every time to reduce the burden on the current and future ratepayers;

- Investigate and measure the potential impacts further water reform may have on Council's financial performance; and

- Investigate a staged plan to move towards less reliance on income streams from water and wastewater including considering other commercial opportunities in addition to Council's wholly owned subsidiary Redland Investment Corporation.

3.4.2 Investment Key Risks, Issues and Mitigation Strategies

The Strategy has identified the following opportunities and risks in relation to investments management which have been assessed in accordance with Council's adopted Enterprise Risk Management framework.

Opportunity	Likelihood	Consequence	Rating
Opportunities around strategic investments - see commerical opportunities chapter	Possible	Severe	**Extreme**
Interest revenues continue to exceed interest expenses due to high cash balances and debt reduction	Almost Certain	Medium	**High**
Appropriately term-diversified investment portfolio results in additional revenue	Likely	Low	**Medium**

Risk	Likelihood	Consequence	Rating
Constrained cash reserve balances exceed cash balances at the end of a financial year	Possible	Low	**Medium**
Council's net debt position deteriorates as cash balances reduce quicker than debt balances	Possible	Low	**Medium**
Interest rates significantly below benchmark resulting in lower returns	Unlikely	Low	**Low**

Risks can be described as things that may or may not arise depending on the success or otherwise of any actions that are put in place to mitigate, reduce or transfer the risk.

In order to mitigate the above risks or explore the opportunities, the following projects and actions progress across Council:

- Continued review of investment returns and consideration of options in times of low interest rates – Council's returns on investments consistently exceed the United Bank of Switzerland (UBS) industry benchmark;

- Regular reviews of constrained cash reserves balances and recommendations to Council to utilise constrained funds or extinguish the reserves as appropriate; and

- Continued support organisation-wide to review funds held in trust (off balance sheet), managing accordingly (refund where applicable or transfer to Council assets if appropriate and in accordance with legislative requirements).

3.5   Key Performance Information

The following graph shows how the indicator performs over the life of the Strategy compared to the adopted target. As indicated by the ten year financial forecast statements and outputs, it is forecast that we will be under the target for the level of dependence on general rate revenue under the current assumptions.

This ratio provides Council and the community with a signal to whether diversification of the revenue streams is required.

Level Of Dependence on General Rate Revenue

Target Upper Range

Level of Dependence on General Rate Revenue (%)
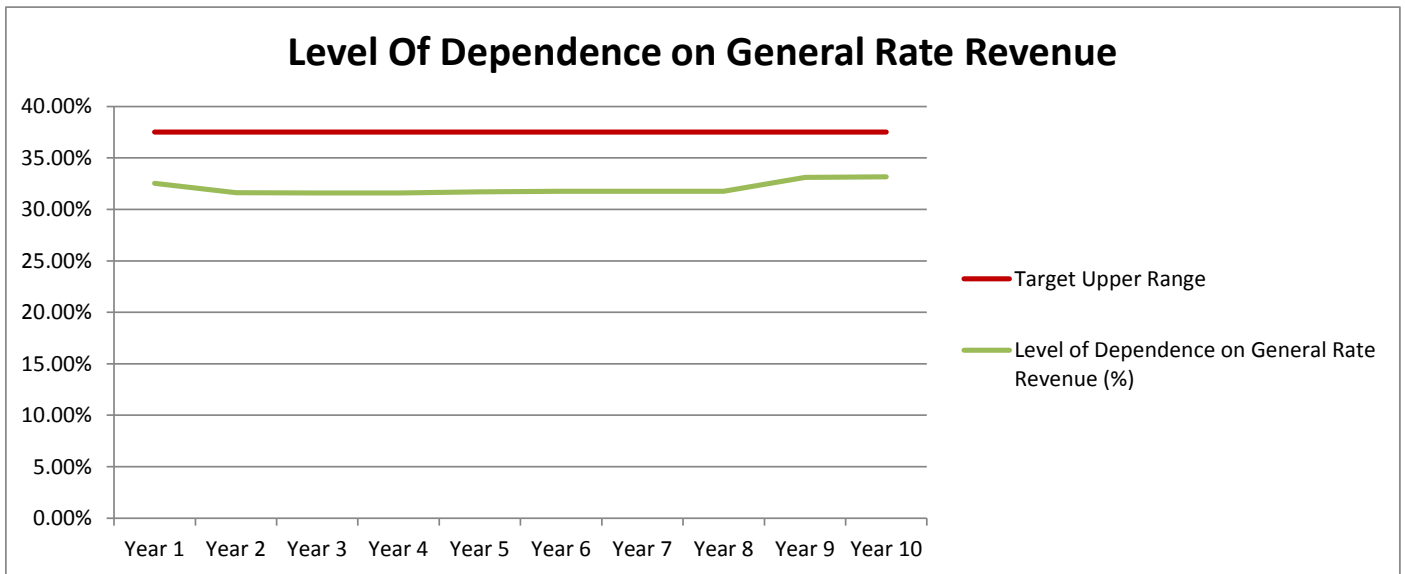
4. Assets Management

4.1   Background

Council holds a range of assets including cash and cash equivalents, accounts receivable, investments property, investments in other entities, work in progress and property, plant and equipment.

Council is responsible for provision of a diverse range of services to meet community needs and expectations. A significant number of these services are provided through infrastructure and other non-current assets (referred to as property, plant and equipment). Council owns, manages, maintains and creates assets that are valued in the order of $2 billion.

In continuing to provide these asset-based services, Council continues to overcome the following challenges:

- Decreasing availability and increased competition for funds;

- Population growth pressures and changing demographics directly influencing the quantity and type of assets (and services) required;

- The continuous requirement to renew the infrastructure in place that helps to deliver services; and

- Escalation in the quantity and complexity of related reporting demanded by business regulators, statutory bodies and other levels of government.

In relation to the Long-Term Financial Forecast, the following asset and services management issues have been identified as ones which will require continued management attention in order to support the achievement of the financial sustainability targets:

- Compliance with the Capital Works Prioritisation Policy – renewal expenditure before new and also prioritisation based on quadruple bottom line reporting principles;

- Performance of Asset Sustainability Ratio – due to not meeting the Department's target for the life of the Strategy;

- Asset Category Definitions and granularity of reporting – to ensure that accurate expenditure is identified for renewal capital projects;

- Condition of Asset Base – strengthen understanding of remaining useful lives to ensure a true prediction of assets life cycle; and

- Valuation and Depreciation Methodologies – to ensure the optimisation of depreciation cost allocation.

4.2   Asset and Services Management Policy Statement

Council's policy objective or goal is to meet a required level of service in a way that is financially sustainable through the
- creation;
- acquisition;
- operation;
- maintenance;
- renewal; and
- disposal
of assets to provide for present and future customers and communities.

4.3   Asset and Services Management Guidelines

The Strategy has adopted the following guidelines in relation to asset and services management:

- Asset and Services Management Plans will drive borrowing decisions;

- Identification, scoping and completion of renewal projects in the ten year capital programme will continue to be prioritised (formalised policy since 2014); and

- The integration of asset and services management plans and budgets is effected to ensure that whole-of-life asset and services costs are captured in order to understand the implications of the achievement of long term financial sustainability.

Council's policy is designed to provide guidance in the implementation and improvement of corporate asset and services management processes and seeks to achieve the following outcomes:

- Identify the key activities, roles and relationships associated with the implementation of an overarching asset management philosophy;

- Establish and communicate corporate responsibilities for the ownership, control, accountability and reporting of assets;

- Reinforce that assets should only be created, maintained, renewed or replaced in accordance with Asset and Service Management Plans;

- Help in meeting legislative compliance and associated risk management including financial reporting requirements and corporate governance;

- Highlight how our integrated asset management information systems and reporting tools support asset management activities and can provide a high standard of policy and decision support;

- Guide development of reliable systems and asset information that will allow for accurate financial forecasting and planning for sustainable service delivery;

- Identify how asset management processes integrate with corporate and operational planning, budgetary and reporting practices;

- Link individual departmental asset management activities with our overall community vision and corporate goals;

- Classify actions that will improve knowledge of existing asset inventories, asset condition and related performance; and

- Support ongoing improvements to existing Asset and Services Management Planning and corresponding financial forecasting, planning and reporting.

4.4 Key Risks, Issues and Mitigation Strategies

The Strategy has identified the following opportunities and risks in relation to asset and service management which have been assessed in accordance with Council's adopted Enterprise Risk Management framework.

Opportunity	Likelihood	Consequence	Rating
Council's new Capital Works Prioritisation Policy improves performance in asset KPIs	Possible	Major	**High**
Review of depreciation methodology to ensure current approaches are still reflective of the pattern of consumption	Likely	Medium	**High**
Review of Portfolio Management Office continues to improve the governance around operational and capital projects	Almost Certain	Medium	**High**
Further work undertaken with respect to whole of life costing - support to asset managers with long-term projections	Likely	Medium	**High**
Outputs from the ASMPs drive the ten year capital programme and annual budget	Almost Certain	Medium	**High**
Asset management system developments generate improved information for recording, reporting, long-term financial forecasting and better asset management practices	Likely	Medium	**High**
Council's infrastructure planning and charging team improves the correlation between trunk infrastructure and financial strategy outcomes	Almost Certain	Medium	**High**

Risk	Likelihood	Consequence	Rating
Significant failure of critical infrastructure leads to financial stress	Possible	Major	**High**
Service level of assets are not at the level required	Almost Certain	Medium	**High**
Insufficient strategic planning for renewals and maintenance may lead to large scale unplanned capital renewals	Likely	Medium	**High**
Future financial sustainability is perceived to be impacted by failure to achieve asset sustainability targets	Possible	Medium	**Medium**
Material misstatement of financial statements due to non-capitalisation of assets	Rare	Major	**Medium**
Increasing public liability claims for injuries in public places and council owned or controlled facilities	Rare	Medium	**Low**
Increasing legal action for discrimination arising from inability to access council facilities and non-compliance of the Disability Discrimination Act	Rare	Medium	**Low**
Inadequate control of portable and attractive items results in additional expense to replace	Unlikely	Low	**Low**

Risks are events or situations that may or may not arise depending on the success or otherwise of any actions that are put in place to mitigate, reduce or transfer the risk.

In order to mitigate the above risks or explore the opportunities, the following projects and actions progress across Council:

- Asset Management – to establish an Council-wide response to asset management, driven by the Executive Leadership Team (ELT);

- Ongoing additional development of asset and service management plans in accordance with statutory requirements, business needs and agreed service levels;

- Further development on a condition based depreciation methodology if appropriate;

- Continuation of an Infrastructure Charges Team to ensure Council is maximising opportunities for recovery of appropriate costs with respect to trunk infrastructure;

- Implementation of the Portfolio Management Office (following a comprehensive review and restructure) and associated processes – maintaining governance, accountability and deliverability over operational and capital projects;

- Improved financial asset management and integration of asset planning with budgeting and forecasting – supported with improvements in the asset management system; and

- Developing a complete understanding of the remaining useful lives of our asset base.

4.5   Key Performance Information

The asset sustainability ratio target is 'on average over the long-term'. Council has adopted a Capital Works Prioritisation Policy that requires expenditure on renewals before new asset creation– this should improve Council's performance against the ratio. The current ten year capital programme and depreciation forecasts result in the following graph:

Asset Sustainability Ratio
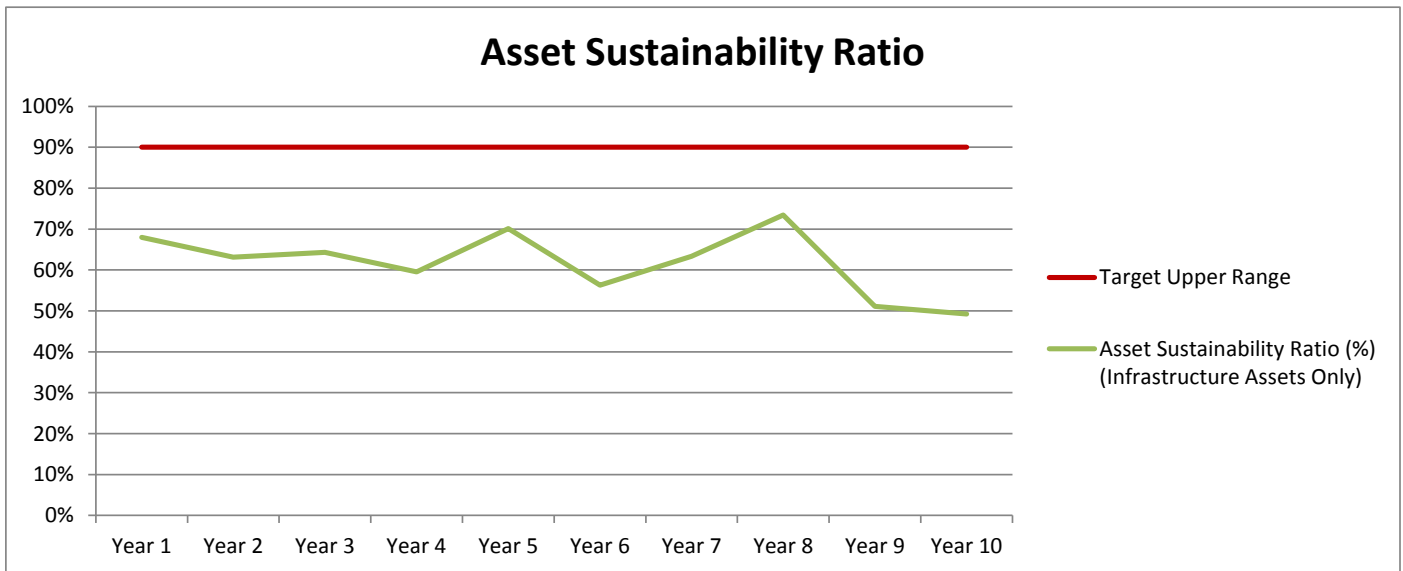
Council holds considerable cash balances and during the annual review of this strategy, Council considers its risk appetite and policy position with respect to investment of surplus funds. To maximise returns on investments, officers invest or withdraw funds on a daily basis to keep minimal balances in the transaction account. The performance of Council's investment account is reported to the community on a monthly basis and is regularly reviewed to ensure opportunities are maximised and risks are minimised.

In recent financial years, emphasis has been placed on local governments to ensure constrained cash reserves are fully cash-backed. Reserves are a subset of community equity and sit alongside retained earnings. Whilst retained earnings can be utilised for general expenditure, reserves are ring-fenced for particular purposes. The requirement to ensure all reserve monies are fully cash-backed has also created an opportunity for Council to annually review its reserves to ensure the constraining of cash is still in the community's best interests.

Traditionally, the main source of interest revenue resulting from the investment of cash balances has been through the Queensland Treasury Corporation (QTC). The following chart provides an analysis of the projected interest revenue over the life of the Strategy and available cash balances that those returns are based on. The total cash balance is broken down into constrained (reserves) amounts with the balance being unconstrained.

Constrained and Unconstrained Cash Balances and Interest Revenue
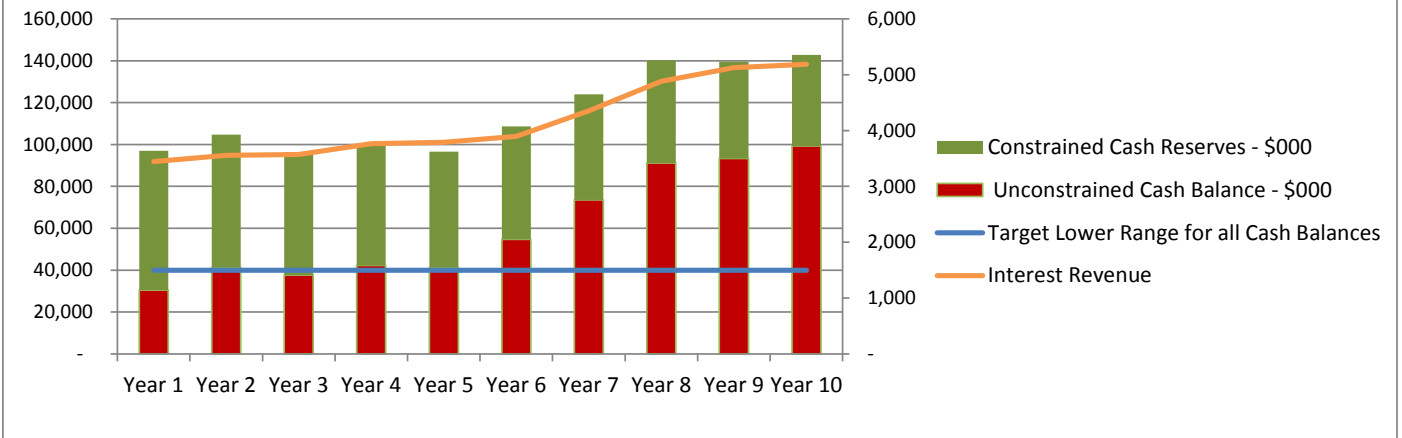
In relation to the ten year financial model the following investment income and expenditures continue to be monitored:

- Cash flow forecasting – improvements in the budgeting, forecasting and particularly phasing performance of managers will be a key requirement in the coming financial years and may be enhanced with the introduction of rolling forecasts;

- Cash management – regular reviews of debtors, creditors and payroll processes to ensure the community's cash is being utilised in the most efficient manner;

- Annual prepayments of debt – to continue when cash balances permit to reduce interest expenses;

- Institutional investment – due to the likelihood of increased returns by diversifying the institutions that are invested in and the terms of those investments where possible.

Cash Balances - Cash Capacity in Months
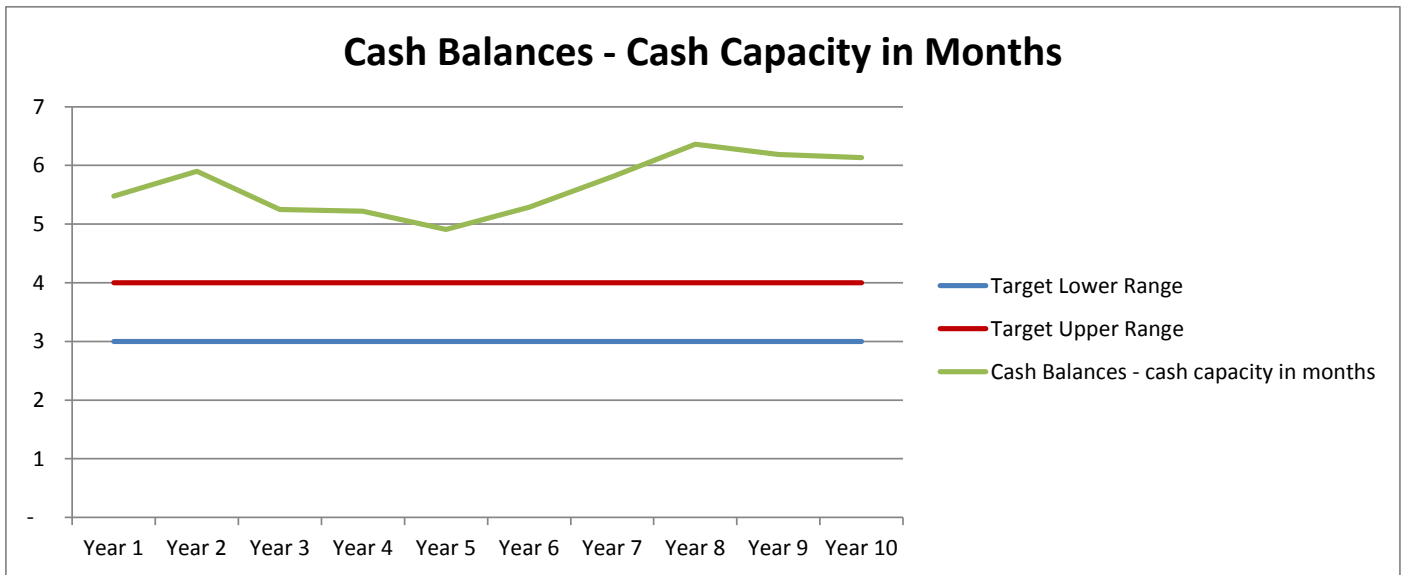
Council continues to hold the policy position of utilising existing cash balances and reserves as opposed to burdening the community with new loans. This utilisation of cash explains the reduction in cash held and cash capacity although the ratio is still met during the life of the financial forecast. Council levies rates on a quarterly basis and this underpins the target of holding three to four months of cash payments to suppliers and employees (including interest expense).

5. Expenditure Management
5.1   Background

Council's significant sources of operational expenses include

- Employee costs;
- Goods and services;
- Interest and finance costs;
- Depreciation; and
- Other expenses (including community service obligations and subsidies).

The following chart provides an analysis of the total operating expenses by source and identifies the proportion of revenue from each of those sources.

Council's Significant Sources of Operational Expenses
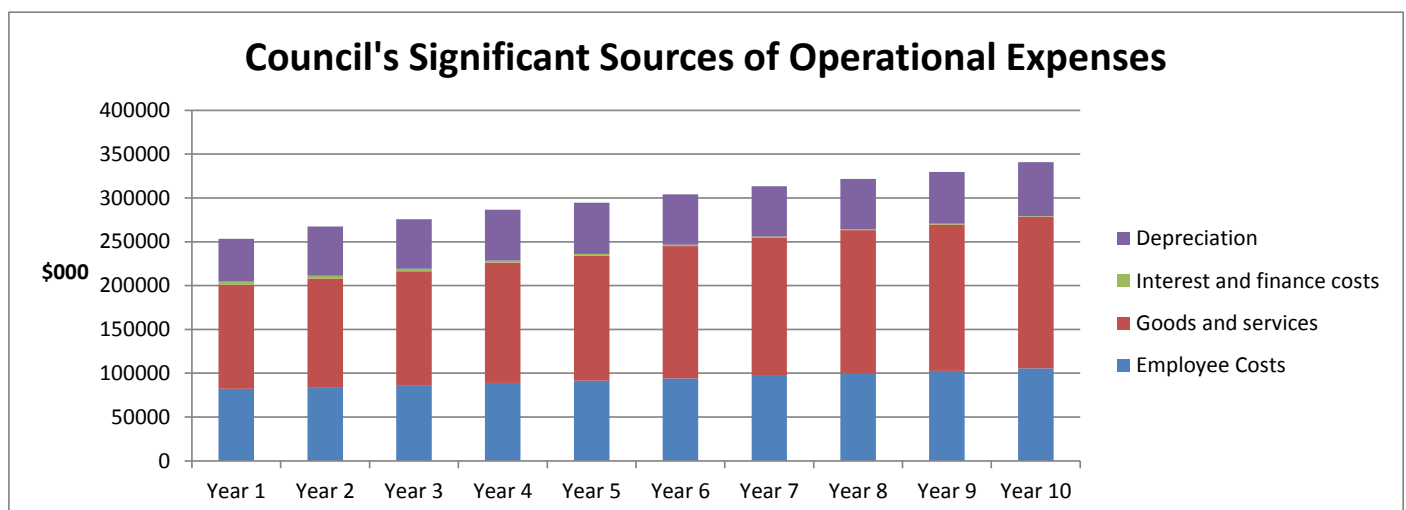
Of note, the above increase in the projection of goods and services is significantly influenced by the increase and pass through costs associated with the purchase of bulk water from the State Government. Council has established constrained cash reserves to ring fence water revenues for future years as part of its ten year price path.

In addition to the previous graph, capital expenditure on planned renewal and non-renewal projects are undertaken over the life of the Strategy. The following chart provides a break up of this spending type in the projected ten year capital programme and the expenditure split is underpinned by Council's Capital Works Prioritisation Policy - 'maintain existing infrastructure – 'renewal' before 'upgrade' or 'new' work. Council's comprehensive asset project will also ensure ASMPs continue to determine expenditure on assets and renewal works are only undertaken when assets require renewing and not to improve performance against a financial ratio. The project will also consider the merits of condition based depreciation which may further support the forecasting of renewal spend, in place of the current straight line depreciation approach adopted by Council.

Ten Year Capital Programme
Renewal and Non-Renewal Expenditure
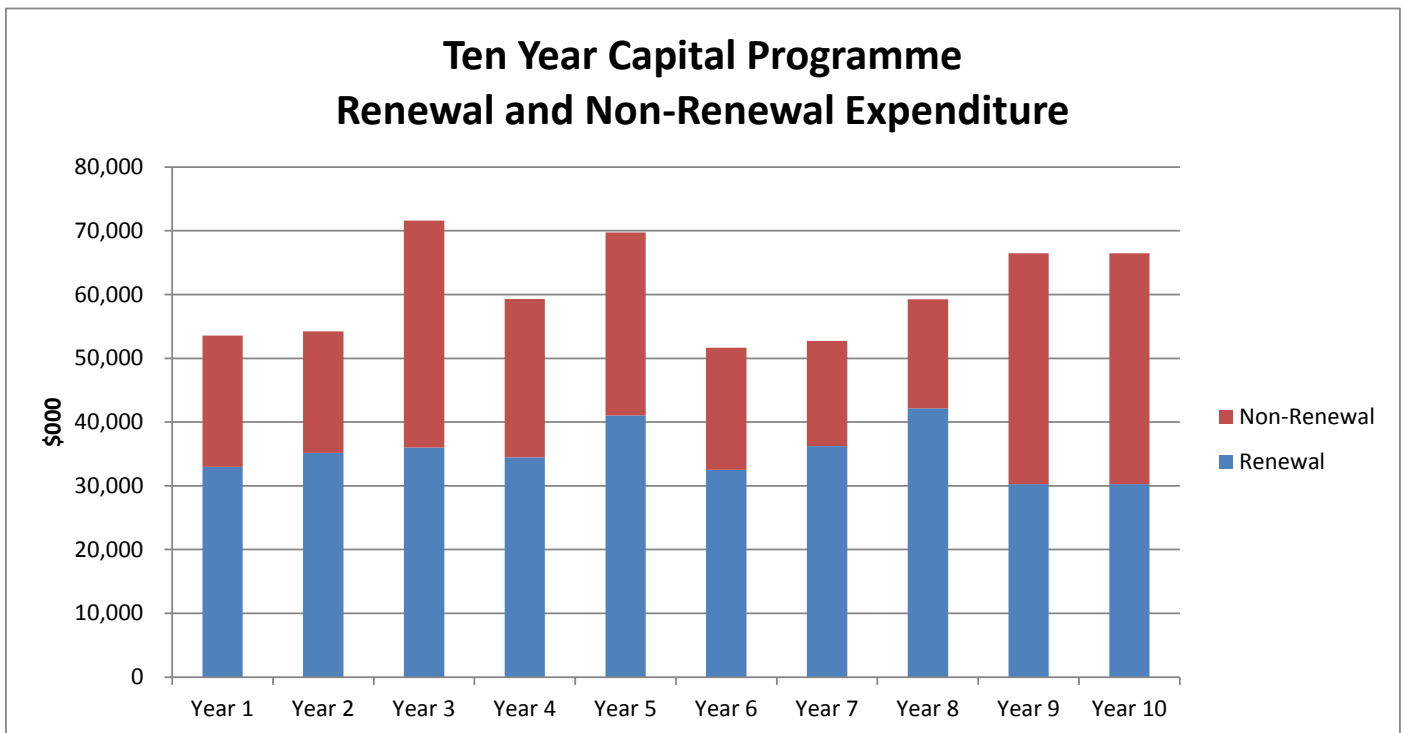
Due to the risks and assumptions in operational revenues mentioned in the previous chapter, the following expenditure streams have been identified as ones which will require continued management attention in order to support the achievement of reaching an operating surplus:

- Employees – to continue to critically review the cost of management and staff, including temporary staff and agency colleagues to ensure activities are resourced in the most efficient and effective manner;

- Goods and Services – to critically review the timing and cost of discretionary operational projects;

- Goods and Services – to lower and continue to review operational activity expenditure, building on proven industry best practice in addition to implementing efficiencies where practicable (Lean Thinking Methodologies and reduction of Fringe Benefits Tax for example);

- Interest Expense and Finance Costs – Council continues to make annual debt repayments to reduce interest expense and works with treasury service providers to control finance costs; and

- Depreciation – due to the requirement to optimise depreciation charges based on condition assessment rather than straight line methodology.

The following capital expenditure items will require ongoing management attention in order to support the achievement of the financial sustainability targets:

- Programming an optimal, affordable and deliverable capital spend over the LTFF, in particular in years 1 to 5;

- Ensuring the correct level of renewal capital expenditure is programmed in alignment to Asset Management Plans and underpinned by the principles of the Capital Works Prioritisation Policy;

- Federal and State Grants and Subsidies – due to the potential for redirection of these funds;

- Infrastructure Charges – due to the seasonality of development and difficulty in estimating charge. Council has established an Infrastructure Charges Team to address this risk; and

- Borrowings – to ensure affordability of borrowings to fund capital expenditure that is aligned to the Debt Policy.

5.2   Expenditure Management Policy Statement

Operational and capital expenditure management to support the delivery of corporate goals will be an essential element of the Strategy.

The focus of expenditure management is therefore clearly the primary mechanism by which we intend to achieve financial sustainability over the life of the Strategy.

5.3   Expenditure Assumptions in the Long-Term Financial Forecast

The Strategy has adopted the following approach in relation to expenditure management which may be used in combination to achieve targets of financial sustainability:

- Efficiency targets are built into the operational goods and services line item although these efficiencies could be sourced from reducing operational expenditure or conversely increasing operational revenues;

- The employee base is not forecast to grow over the life of the model. The Enterprise Bargaining Agreement (EBA) has been used for price increases associated with all employee costs and Council reviews its EBA every three years;

- Continually improve services with an emphasis on efficiency and cost recovery – Council is constantly looking to reduce costs by delivering services 'faster, better and cheaper';

- Applying more rigorous purchasing controls to minimise goods and services costs over time, through the future adoption of a suitable procurement model, plans and initiatives for improved procurement efficiencies;

- Over time providing a more strategic approach to contracts, requiring a rigorous and transparent suitability assessment against the quadruple bottom line, emphasising waste elimination, efficiency and continuous improvement;

- Restricting the total size of its capital programme based on priority needs relating to renewal works, affordability and deliverability; and

- Identifying, scoping and prioritising upgrade and expansion projects in the ten year capital programme in accordance with Council's Capital Works Prioritisation Policy.

5.4   Key Risks, Issues and Mitigation Strategies

The Strategy has identified the following opportunities and risks in relation to expenditure which have been assessed in accordance with Council's adopted Enterprise Risk Management framework.

Opportunity	Likelihood	Consequence	Rating
Improving project management processes results in reduced costs and risks, enhanced processes, better prioritisation and benefits	Likely	Medium	**High**
Improved procurement practices in line with relevant legislation	Almost Certain	Medium	**High**
Review of activity based costing methodologies to drive efficiencies in processes	Almost Certain	Medium	**High**
Continued improvements in the asset accounting space to ensure assets are recorded and depreciated accurately	Almost Certain	Medium	**High**
Full rollout of lean methodology to provide services faster, better, cheaper	Likely	Medium	**High**
Improved control of consultants and temporary staff to manage increasing costs	Likely	Low	**Medium**
Improved leave management resulting in reduced costs	Likely	Low	**Medium**

Risk	Likelihood	Consequence	Rating
Failure to reflect whole of life costs of services in forecasting	Likely	Medium	**High**
Possible reduction in service delivery due to cost shifting from other tiers of governments	Possible	Medium	**Medium**
Retaining staff and keeping skill levels up to the market expectations with required levels of	Possible	Medium	**Medium**
Ineffective planning of increases to service levels leads to increased costs	Possible	Low	**Medium**
Future financial sustainability is potentially impacted by failure to achieve operational ratios	Possible	Medium	**Medium**
Council's cash balances reduce significantly to prevent annual prepayment of debt resulting in increased interest expense	Rare	Low	**Low**

Risks are events or situations that may or may not arise depending on the success or otherwise of any actions that are put in place to mitigate, reduce or transfer the risk.

In order to mitigate the above risks or explore the opportunities, the following projects and actions progress across Council:

- Continued business process reviews and service level review projects – to undertake robust reviews of our services to determine the optimum level of efficiency and effectiveness;

- Further development of a Lean Thinking Methodology and process; and

- Implementation following the finalisation of the comprehensive review of the Portfolio Management Office and associated processes – maintaining governance, accountability and deliverability over operational and capital projects.

The following risks continued to be 'watched' before mitigation projects are initiated:

- Potential for government cost shifting;

- Increased burden on expenditure from Canal estates; and

- Striking a balance between intergenerational projects (with initial upfront investments) and returning operating surpluses in consecutive years.

5.5   Key Performance Information

The current ratio is a good indicator of Council's liquidity and ability to meet short term obligations.

If the current ratio is too high over a sustained period, this may indicate the Council may not be efficiently using its current assets or its short-term financing facilities and may also indicate problems in working capital management.
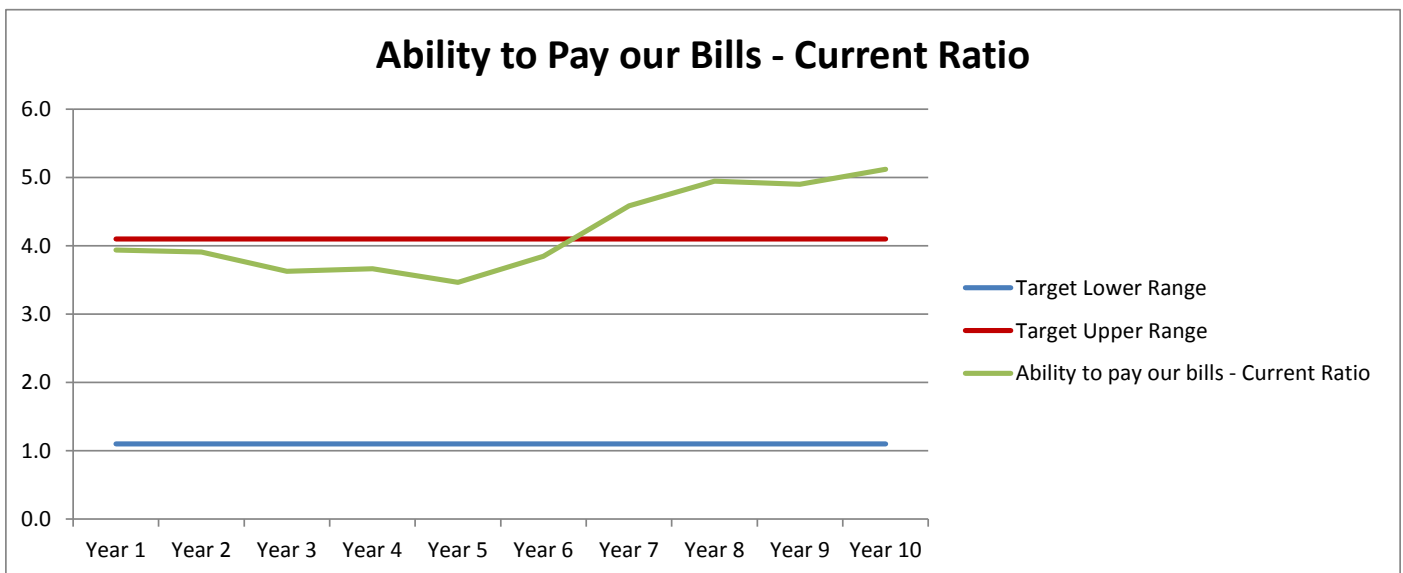
The operating surplus ratio is a measure of how recurrent revenues cover recurrent expenditures (including interest expense and depreciation). The following graph outlines the forecast operating surplus ratio over the ten years in the financial forecast:

Operating Surplus Ratio
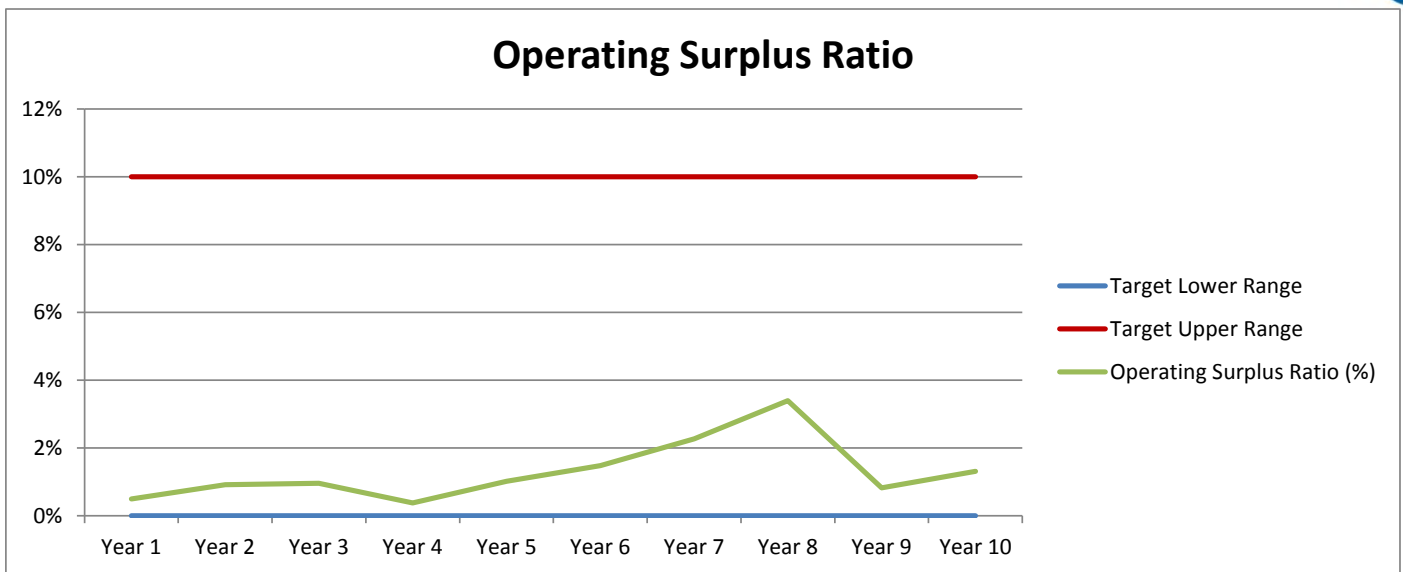
Council's operating performance can also be measured on a cash basis (as opposed to the accrual basis above). Cash from operations comprises

- Receipts from customers
- Payments to suppliers and employees
- Interest Revenue; and
- Borrowing Costs.

Council's cash flow cycle during the financial year is impacted by the non-reciprocal nature of rates revenue although this is not seen in the long-term financial forecast as the rating cycle aligns to the financial year.

Operating Performance
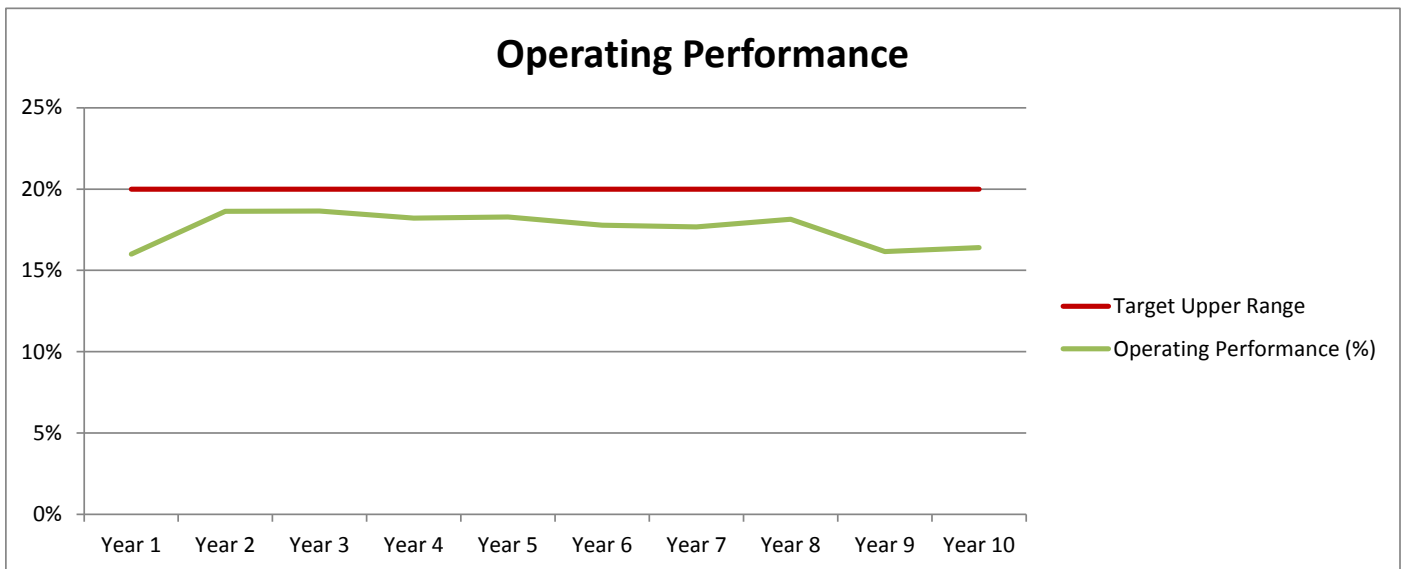
The Operating Performance Ratio measures net cash from operations as a percentage of total cash operating revenues. The target is set by Council and the ratio has been meaningful in previous years when Council had focussed on operating cash flows over investing or financing cash flows. In recent years, Council has looked to shift the burden from ratepayers and diversify its portfolio with the creation of a wholly owned subsidiary Redland Investment Corporation (RIC). Returns from RIC are classified as investing and not operating and this shift in policy position has in the main impacted on the net cash from *operations*. Following the Local Government elections in 2016, the strategy and its key performance indicators will be reviewed and updated in preparation for a new term of Council and the ratio targets will be considered as part of the comprehensive review.

The interest coverage ratio is a measure that outlines the percentage of recurrent (operating revenue) that is utilised for net interest. Due to high cash balances and low debt levels, in recent times Council has reported a negative interest coverage ratio which is still favourable even though it is outside the target range.

Interest Coverage Ratio
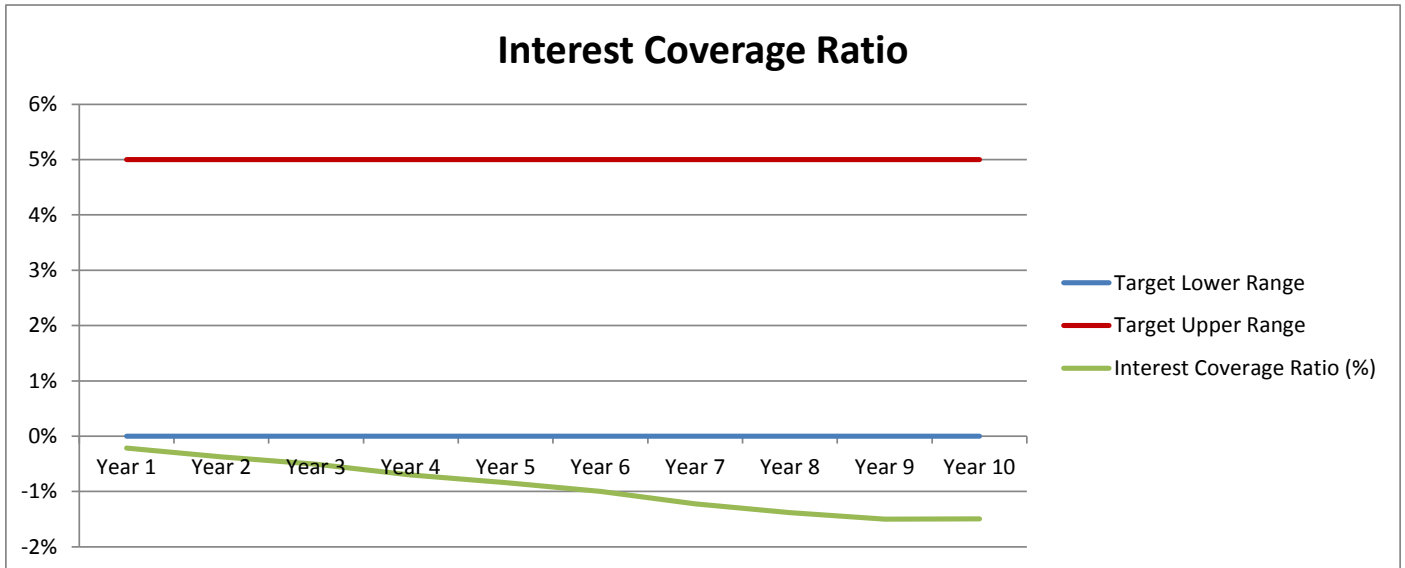
6. Liabilities Management
6.1   Background

Council recognises several liabilities on its balance sheet including employee provisions, landfill remediation provision, borrowings and accounts payable. Council's largest liability in dollar terms is its borrowings.

Council borrows from Queensland Treasury Corporation for works in one or more of the following three areas:

* Risk Management;

* Asset Management; and

* Intergenerational projects (projects with associated assets of 25 years or more useful life).

Council holds debt pools for different categories of works and borrows for periods between two and 20 years. Council's debt is recorded in the financial management system at book value and officers hold regular reviews to ensure the book rates and the repayment amounts remain appropriate to repay the debt over the original term.

Historically debt was repaid *quarterly* in advance to reduce interest expense although from the 14-15 financial year Council adopted the policy statement to *annually* prepay the debt service amounts providing sufficient cash balances existed. Council continues to hold the policy position of reducing the community's debt when cash balances are sufficient enough to fund works without increasing liabilities and this annual prepayment further reduces the interest expense associated with the borrowings. As debt was borrowed when interest rates were higher, currently the cost of debt is higher than the returns on investments.

The following chart illustrates Council's current risk appetite to reduce debt balances over the life of this financial plan although a review is undertaken of this policy position on an annual basis when updating the debt policy and this strategy.
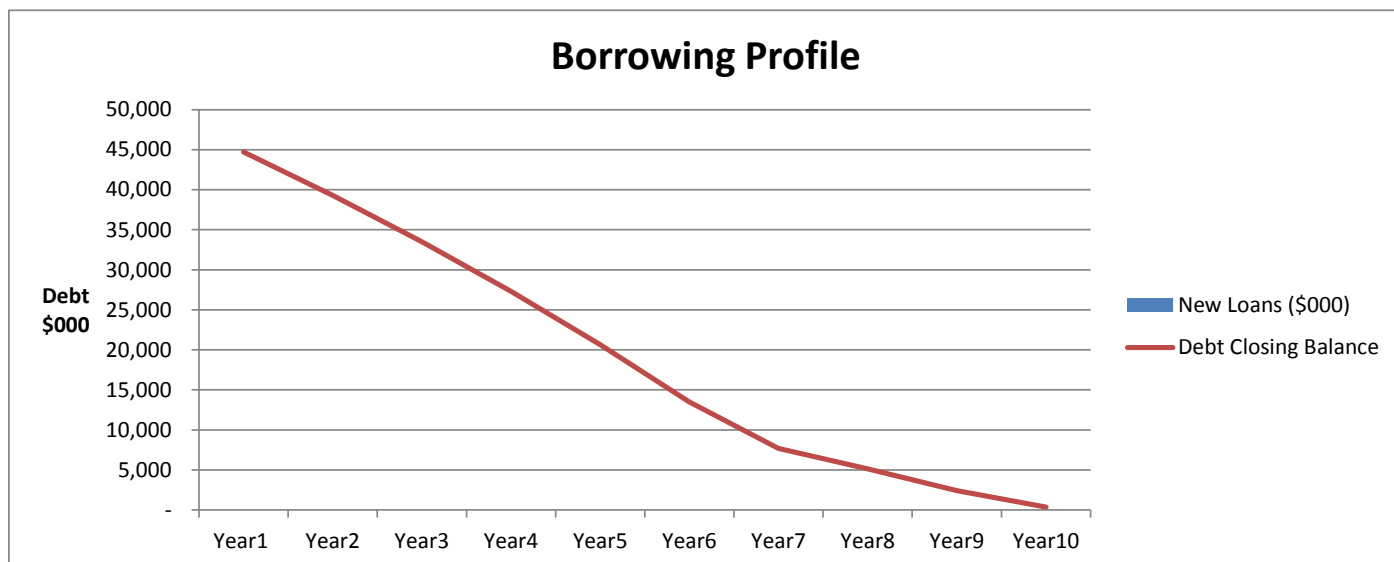
In relation to the ten year financial model, debt management will be monitored to ensure affordability and support the achievement of the financial sustainability targets.   Management attention will continue in the following areas:

* Capital project prioritisation in conjunction with Council's Capital Works Prioritisation Policy – due to the requirement to be able to identify capital projects that have the ability to be debt funded;

- Net debt position – Council has adopted the policy position to utilise cash balances and constrained cash reserves where applicable and appropriate although is mindful of the impacts on the net debt position.

- Interest risk exposure – due to the requirement to minimise exposure to interest rate fluctuations; and

- Only borrowing when necessary – Council has no new borrowings forecast in the life of the strategy due to healthy cash balances and the desire to utilise constrained cash reserves over debt. Council frequently reviews its borrowing requirements and can change this policy position to suit business and community needs in line with the borrowing application timeframes of the Department of Local Government, Community Recovery and Resilience.

The second largest liability on Council's balance sheet is the landfill rehabilitation provision. Council has an obligation to maintain the closed landfills in the city and the liability is calculated from a ten year model that forecasts the future works. The calculation to determine the provision is carried out in accordance with the *Australian Accounting Standards Board (AASB) 137 – Provisions, Contingent Liabilities and Contingent Assets.*

Council also accounts for the annual leave and long service leave benefits that will be required to be paid out to officers following seven years' service. The annual calculation to determine this provision is in accordance with *AASB 119 Employee Benefits.*

6.2 Liabilities Management Policy Statements

6.2.1 Debt Policy Statement
Council's debt policy objective is to ensure the sound management of Council's existing and future debt after assessing and minimising all associated risks in accordance with this strategy.

6.2.2 Landfill Rehabilitation Policy Statement

Council levies a Landfill Remediation Separate Charge and its policy position is to commit to long-term funding for the remediation of all closed landfills and manage financial, safety and environmental risks to meet statutory requirements and wider community benefit.

6.2.3 Employee Benefits

With respect to employee provisions, Council complies with the Australian Accounting Standards and ensures a liability is recognised for employees' services. Of note, annual leave is classified as a payable and long service leave is recorded as a provision.

6.3 Liabilities Management Policy Guidelines

The Strategy has adopted the following approaches in relation to debt management:

- Actual borrowings are subject to the maintenance of approved financial ratios and targets;

- Borrow only where the interest and debt principal repayments can be serviced;

- Borrowings will only be for capital works, never recurrent expenditure;

- Effectively manage its risks, and ensure risks undertaken are reasonable and necessary;

- Effectively manage its exposure to unfavourable interest rate changes;

- Council will continue to underpin debt with specific jobs and work programmes that have been undertaken in the same financial year and will not use debt for general funding purposes; and

- Regularly engage QTC for independent advice on financial sustainability.

With respect to landfill rehabilitation provision, Council considers the following:

- Environmental monitoring, site investigations, minor works, maintenance, design and major capping works are included in the programmes for closed landfill rehabilitation;
- Economies of scale will be considered in addition to cross Council capital and operational planning;
- All expenditure from the separate charge will be within scope, i.e. for closed landfill rehabilitation; and
- Risk reduction and legislative compliance will form the basis for expenditure decisions.

6.4 Key Risks, Issues and Mitigation Strategies

The Strategy has identified the following opportunities and risks in relation to liabilities management which have been assessed in accordance with Council's adopted Enterprise Risk Management framework.

Opportunity	Likelihood	Consequence	Rating
Improved processes around financing of capital projects results in optimisaton of borrowings	Likely	Medium	**High**
Technology improvements, economies of scale or efficiencies reduce the costs associated with closed landfill rehabilitation	Possible	Medium	**Medium**
Annual prepayments continue indefinitely to reduce interest expense without triggering market value realisation costs	Likely	Low	**Medium**
Improved management of Annual Leave and Long Service Leave reduces liabilities	Likely	Low	**Medium**

Risk	Likelihood	Consequence	Rating
Interest rates increase significantly over the ten years and future loans cost significantly more	Possible	Medium	**Medium**
Net debt turns unfavourable due to cash balances being utilised faster than debt is repaid	Likely	Low	**Medium**
Council establishes a risk appetite to extinguish debt before the end of the loan term generating a market value realisation cost	Unlikely	Low	**Low**
Reduced ability to repay borrowing costs and early repayment of debt	Unlikely	Low	**Low**

Risks can be described as things that may or may not arise depending on the success or otherwise of any actions that are put in place to mitigate, reduce or transfer the risk.

In order to mitigate the above risks or explore the opportunities, the following projects and actions continue across Council:

- Council will review its ten year capital programme simultaneously to its annual review of the financial strategy. The ten year capital programme will align to the requirements of the Capital Works Prioritisation Policy and the long-term financial forecast will then determine whether borrowing is required for jobs either of an risk management, asset management or intergenerational nature;

- Further consideration will be given to capitalise interest expense – identification of qualifying assets; and

- Council will continue to work with QTC and request credit/sustainability reviews or similar where practicable to ensure current budgeting, forecasting and financing assumptions and parameters are reasonable.

6.5   Key Performance Information
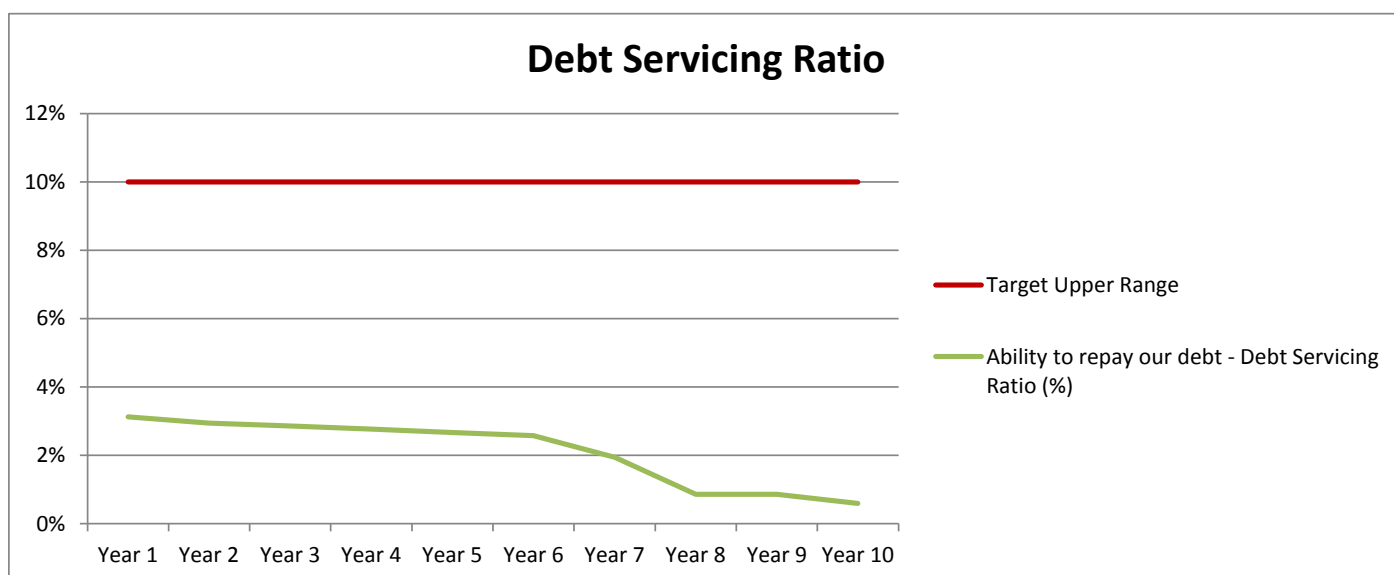
The above graph illustrates Council can clearly cover the principal and interest payments associated with borrowings. In recent years, Council has utilised surplus cash as a preference over increasing liabilities on the community's balance sheet.

The following chart evidences Council's ability to fund its net financial liabilities from recurrent revenues. Council's balance sheet is very healthy with respect to working capital (current assets – current liabilities) as seen in an earlier chapter. The net financial liabilities ratio also considers the non-current liabilities in addition to current liabilities and subtracts the current assets before considering this amount as a percentage of total operating revenue.

Net Financial Liabilities Ratio

| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Year 6 | Year 7 | Year 8 | Year 9 | Year 10 |

Legend:
— Target Upper Range
— Net Financial Liabilities Ratio

Debt to Asset Ratio

| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Year 6 | Year 7 | Year 8 | Year 9 | Year 10 |

Legend:
— Target Upper Range
— Longer term financial stability - debt to asset ratio (%)
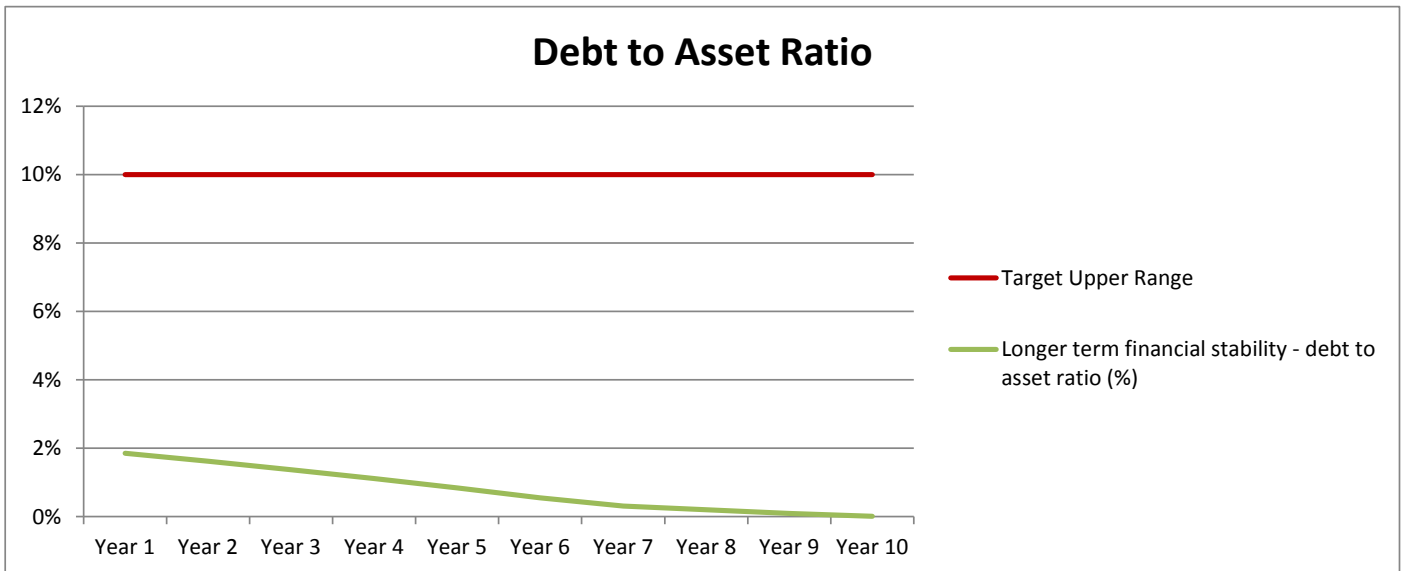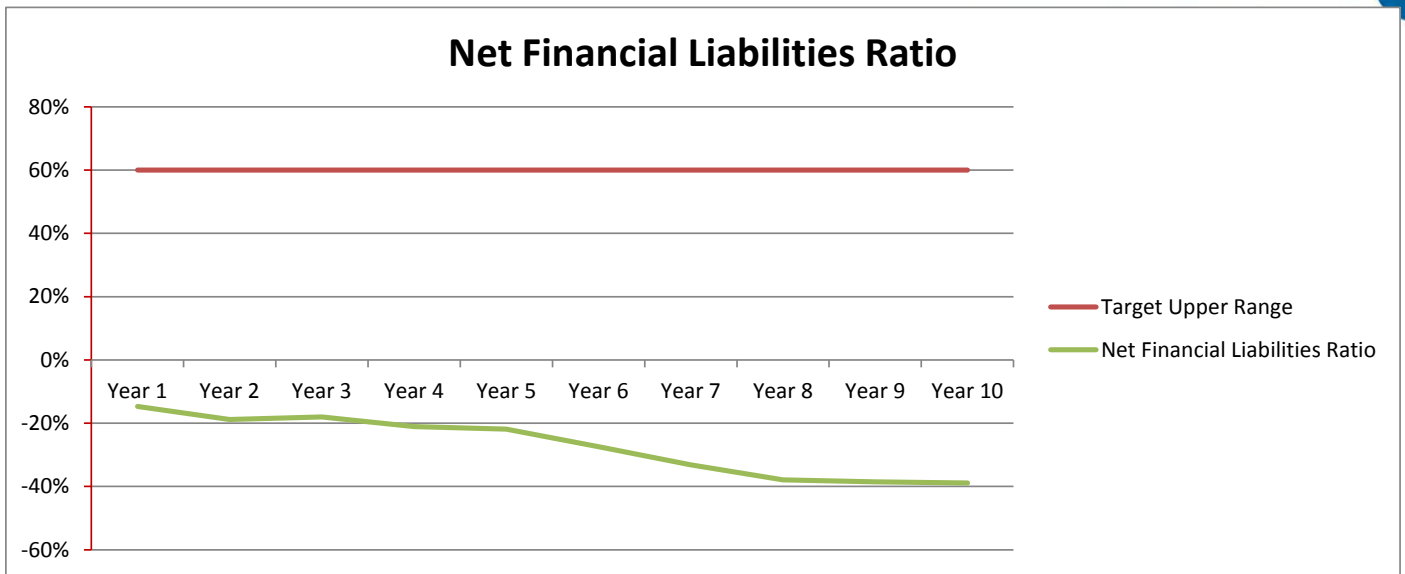
Council's asset base is in the order of two billion dollars and debt is decreasing substantially over the long-term forecast.

In addition to the aforementioned ratios and key performance indicators, Council is aware of its net debt position. Net debt is calculated as total debt (current plus non-current) minus cash and cash equivalents. The net debt measure is a factor in the QTC sustainability reviews and is stated as a risk above due to Council's commitment to utilise surplus cash balances and constrained cash reserves. If debt exceeds cash at any time, this is a signal although not necessarily a major concern provided Council can still service the debt.

Net Debt Position

Chart legend:
- Debt Closing Balance
- Cash Balances
- Net debt ($000)

X-axis: Year1, Year2, Year3, Year4, Year5, Year6, Year7, Year8, Year9, Year10

Y-axis: 200,000 / 150,000 / 100,000 / 50,000 / - / -50,000 / -100,000 / -150,000 / -200,000
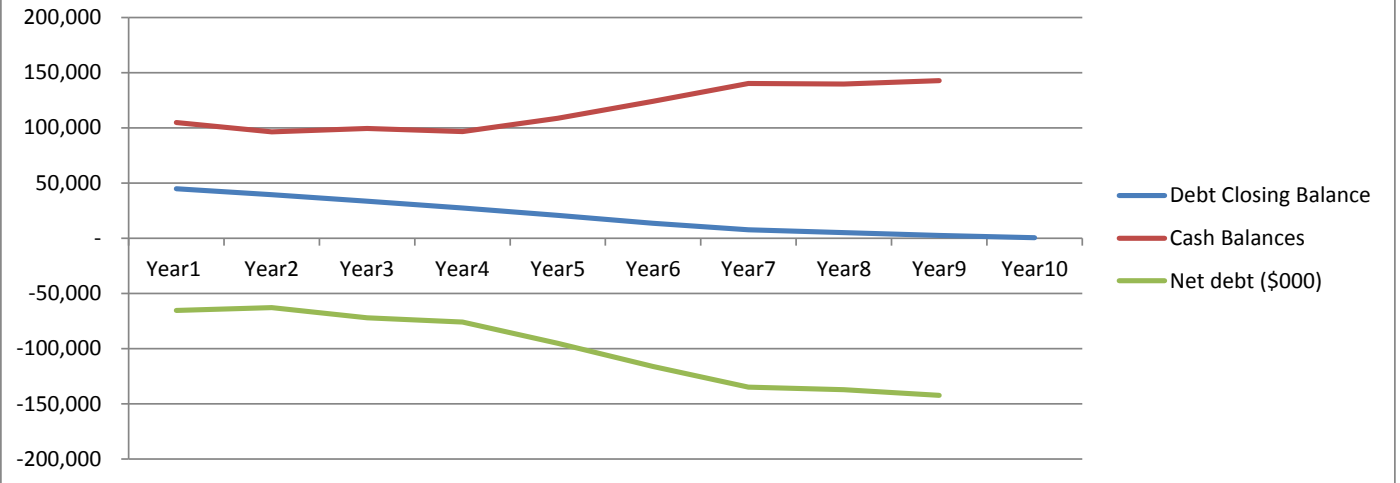
7. Equity Management
7.1   Background

Community equity on Council's Statement of Financial Position comprises
- asset revaluation surplus;
- retained earnings (profits from previous years); and
- constrained cash reserves.

As mentioned previously, constrained cash reserves are monies that have been received for a particular purpose and can be from sources including special charges, developer contributions or grants, contributions or donations.

7.2   Equity Management Policy Statements

Council's utilisation of the asset revaluation surplus is in accordance with the Australian Accounting Standards.

Council holds the following policy position with respect to reserves:

- Funds are only restricted for current or future planned expenditure; and
- Reserves will not exceed cash balances at the end of each financial year.

7.3   Equity Management Policy Guidelines

The Strategy has adopted the following approaches in relation to equity management:

- Community equity will always be budgeted to grow from one year to the next, even in the case of one off operational deficits – i.e. When operating deficits are forecast, capital revenue streams will be sourced to ensure community equity continues to grow; and
- Expenditure will be funded from grants and subsidies and/or reserves before unrestricted cash and borrowings are considered.

8. Implementation and Linkage

8.1 Background

Council reviews its Long-Term Financial Forecast at least annually in accordance with the *Local Government Regulation 2012*. The long-term financial forecast is revised during October and November for adoption in December. This timeframe ensures the subsequent budget is developed in line with the newly adopted assumptions, parameters and indices. In other words, the long-term financial strategy is implemented for year one through the annual budget development process. Additionally, Council reviews the long-term financial forecast in the lead up to each annual budget adoption to ensure the key performance indicators and measures of sustainability are still within acceptable levels prior to budget adoption. Following annual budget adoption, the ten year forecast is also updated following each formal budget review to ensure understanding of in-year decisions on the long-term sustainability of Council.

8.2 Implementation and Linkage

As mentioned previously, Council's Financial Strategy and Long-Term Financial Forecast are elements within our broader Financial Management System that includes the
- Corporate Plan;
- Long Term Asset and Service Management Plans;
- Annual Budgets;
- Operational Plans;
- Financial Policies; and
- Ten Year Capital Programme.

The implementation of each element of the strategy is through the broader financial management system. Council utilises its key financial policies to implement strategic direction in the asset, debt, investment, procurement, revenue and capital works sectors.

We will implement the Strategy:

- Over ten years to ensure that the Strategy objectives can be achieved in a financially sustainable way and that these can be delivered in an effective and efficient manner;

- Through the delivery of operational and capital programmes which are aligned with Corporate Plan objectives. Through the Portfolio Management Office, significant capital and operational projects will be subject to rigorous business cases and prioritisation to ensure that the alignment is applied consistently before they are included in future spending plans;

- By continuing with rating reform which is provided in a separate policy document, however the intent is to:

    o Ensure that the rating system is simplified and is understood by the community;
    o That the revenue policy reflects the capacity of the property to generate revenue for owners;
    o Limiting increases in residential rates generally in line with the Consumer Price Index (CPI);

- Through continued integration between asset management and procurement planning with financial planning which will ensure that spending on community assets will be clearly defined and in accordance with sound asset management and procurement practices; and

- By adhering to a sustainable borrowing policy which may see increases in affordable borrowings over the medium-term aimed at supporting capital spending in accordance with the Strategy objectives.

8.3 Implementation Control and Issues

From an operational perspective, the implementation of the strategy is an opportunity to unite the organisation in its financial management. The Operational Leadership Group (middle and senior managers) meets frequently to review performance against financial targets and discuss congruence between operational works and strategic goals.

Council utilises scorecards to monitor performance against many strategies, required outcomes from the financial strategy are included in these scorecards. Council also continuously (through its monthly financial reports, formal budget reviews and associated variance analysis, financial workshops and Audit Committee):

- challenges assumptions within the strategy;
- reviews the financial stability and measures of sustainability targets;
- reviews the key performance indicators for appropriateness; and
- benchmarks performance against comparable local governments.

Council is presently implementing business intelligence software which will provide budget managers and owners with another tool to assess performance against the strategy.

With respect to issues, Council is updating its Activity Based Costing (ABC) process and also the Service Level Agreements (SLAs). These two fundamental areas ensure connection between operational decisions and strategic intent. Additionally, Council is cascading financial targets further down the organisation to ensure entity level targets and line items are achieved in an efficient manner and not through 'across the board' reductions where practicable. Each budget development process is iterative by nature to ensure the final position is financial sustainable. Through better costing, SLAs, target cascade and business intelligence improvements, the number of iterations should decrease to drive efficiencies in the way Council implements its financial strategy.

9. Commercial Opportunities
9.1 Background

Every year as part of its budget development process, Council reviews its Revenue Policy. The current policy highlights the overarching position we presently hold:

In order to minimise price increases on residents through the General Rate, Council is committed to exploring additional or alternative revenue streams through the establishment of business activities under the National Competition Policy framework where this is appropriate and in accordance with policy. In doing this the following principles will be considered:

- *The adoption of a business activity is to ensure that the creation of a competitive environment will encourage Council to better identify and specify what it actually does and why.*

- *The determination of the standard and quality of each business activity required based upon community/customer expectations and achieving best value for money irrespective of whether the service is delivered by an internal or external provider.*

- *By concentrating upon outcomes rather than processes, service specification is likely to encourage innovation and new solutions to meeting the needs and expectations of the community and customers.*

9.2 Policies associated with Commercial Businesses

Council maintains the current policies to support the decision making process with respect to commercial businesses:
- Application of Dividends and Tax Equivalent Payments;
- Dividend Policy – Business Activities;
- Competitive Neutrality Complaint Process; and
- Community Service Obligation Policy.

Industry specific policies include but are not limited to:
- Application of Water Charges;
- Application of Wastewater Charges; and
- Trade Waste Policy.

9.3 Existing Commercial Opportunities

Council currently has two commercial business units, namely
- Redland Water and
- RedWaste.

The two units adhere to the requirements of the *Local Government Act 2009,* the *Local Government Regulation 2012* and the Local Government Tax Equivalents Regime (LGTER) in addition to heads of power relevant for their particular industries. Financial accounting, budget development and reporting for the commercial business units considers the Code of Competitive Conduct, Competitive Neutrality Principles, Pricing Provisions, Community Service Obligations (subsidies) and also Full Cost Pricing in addition to the standard considerations undertaken by officers and Councillors.

During each annual budget development process, specific workshops are allocated to the commercial businesses where the financial modelling and outputs (financial statements and long-term price paths) are considered in detail

alongside the aforementioned statutory requirements. Additionally, each commercial business unit compiles an Annual Performance Plan.

Council's budget adoption and formal reviews outline the impacts to the two commercial businesses through the inclusion of operating and capital funding statements at the commercial business level. Council's long-term financial modelling at entity level includes specific parameters and assumptions for the commercial businesses to ensure congruence and alignment in financial management.

In addition to the above commercial opportunities, Council has a wholly owned subsidiary, named Redland Investment Corporation Pty Ltd (RIC). RIC was established to identify alternative revenue sources and new business opportunities for the Redlands community. The entity also manages some of Council's underutilised land with an objective to improve the use or gain best value for these assets that do not meet the Redland Open Space Strategy or the Redlands 2030 Community Plan. RIC also has in place a service level agreement with Council to act as the preferred commercial consultant for the Priority Development Area (PDA) projects. Redland Investment Corporation operates under the *Local Government Act 2009* and *Local Government Regulation 2012* in addition to the *Corporations Act 2001*.

With respect to the Priority Development Areas in Cleveland and Redland Bay, the Walker Group has been appointed the preferred partner for both areas. Both Cleveland (Toondah Harbour) and Redland Bay (Weinam Creek) were designated Priority Development Areas by the Queensland Government with the desired outcome to transport, tourism and businesses within Redland City. The full details are still being progressed although the increased revenue streams for Redland City Council have conservatively been estimated in the outer years of the long-term financial forecast through an increase in rate growth from 0.5% to 1.0%.

9.4 Key Risks, Issues and Mitigation Strategies

Opportunity	Likelihood	Consequence	Rating
Revenue streams for Council that reduce price increases on residents through general rates	Likely	Medium	**High**
Demand to live in Redland City - official government modelling anticipates by 2061 the population will grow from 22.7 million (2012) to 48.3 million	Likely	Medium	**High**
Reduction of maintenance costs on idle assets - surplus land currently has a maintenance cost but does not generate revenue	Likely	Low	**Medium**

Risk	Likelihood	Consequence	Rating
Reputation Risk - Council selling land that the community would like to retain	Possible	Medium	**Medium**
Current forecasts of gain on sale of developed land may not eventuate due to changes in market conditions	Unlikely	Low	**Low**

Risks may or may not arise depending on the success or otherwise of any actions that are put in place to mitigate, reduce or transfer the risk.

In order to mitigate the above risks or explore the opportunities, the following projects and actions continue across Council:

- Council will continue to demand prudency and efficiency in all decisions made by its existing commercial businesses Redland Water and RedWaste;
- Separate operating and capital funding statements will continue to be produced for Redland Water and RedWaste, to track performance against forecasts and budgets;
- Council will be represented at the Redland Investment Corporation Board meetings to ensure forecast returns from RIC to Council remain realistic; and
- RIC will submit quarterly reports to Redland City Council General Meetings track performance against expectations.

10. Appendices

10.1 Long-Term Financial Forecast Statements

LONG-TERM FINANCIAL FORECAST - PROJECTED STATEMENT OF COMPREHENSIVE INCOME

	Year 1 2016-17 $000	Year 2 2017-18 $000	Year 3 2018-19 $000	Year 4 2019-20 $000	Year 5 2020-21 $000	Year 6 2021-22 $000	Year 7 2022-23 $000	Year 8 2023-24 $000	Year 9 2024-25 $000	Year 10 2025-26 $000
Recurrent revenue										
Rates, levies and charges	218,332	232,036	238,957	246,519	254,888	263,949	273,336	283,203	280,275	290,678
Fees and charges	12,977	13,697	14,469	15,320	16,222	17,176	18,186	19,256	20,421	21,657
Rental income	996	1,021	1,048	1,077	1,108	1,139	1,172	1,205	1,241	1,278
Interest received	3,444	3,555	3,570	3,764	3,790	3,898	4,353	4,880	5,124	5,186
Investment returns	6,418	6,739	7,076	7,430	7,801	8,191	8,601	9,031	9,482	9,956
Sales revenue	3,765	3,859	3,959	4,071	4,186	4,305	4,427	4,553	4,689	4,830
Other income	658	674	692	711	731	752	774	795	819	844
Grants, subsidies and contributions	8,119	8,322	8,552	8,810	9,120	9,442	9,775	10,119	10,527	10,951
Total recurrent revenue	**254,708**	**269,904**	**278,322**	**287,702**	**297,847**	**308,853**	**320,623**	**333,042**	**332,579**	**345,381**
Capital revenue										
Grants, subsidies and contributions	9,527	9,776	9,739	7,882	10,533	8,204	8,331	9,149	5,557	5,557
Non-cash contributions	3,146	3,225	3,308	3,402	3,499	3,598	3,700	3,805	3,919	4,036
Total capital revenue	**12,673**	**13,000**	**13,047**	**11,284**	**14,031**	**11,802**	**12,031**	**12,953**	**9,476**	**9,593**
TOTAL INCOME	**267,381**	**282,905**	**291,369**	**298,986**	**311,878**	**320,655**	**332,653**	**345,995**	**342,054**	**354,974**
Recurrent expenses										
Employee benefits	(82,228)	(84,254)	(86,332)	(88,895)	(91,484)	(94,148)	(96,892)	(99,716)	(102,624)	(105,619)
Materials and services	(118,770)	(124,020)	(130,234)	(137,454)	(142,838)	(151,013)	(158,170)	(163,650)	(167,187)	(173,075)
Finance costs	(3,477)	(3,130)	(2,758)	(2,364)	(1,930)	(1,469)	(1,105)	(976)	(850)	(760)
Depreciation and amortisation	(48,969)	(56,033)	(56,345)	(57,896)	(58,567)	(57,660)	(57,186)	(57,402)	(59,187)	(61,416)
Total recurrent expenses	**(253,443)**	**(267,438)**	**(275,669)**	**(286,610)**	**(294,819)**	**(304,291)**	**(313,353)**	**(321,744)**	**(329,848)**	**(340,869)**
Capital expenses										
Loss on disposal of non-current assets	(193)	(191)	(510)	159	209	(1,178)	(316)	(953)	(953)	(953)
Restoration and rehabilitation provision expense	(2,210)	(2,458)	612	544	(191)	(173)	(154)	(133)	(112)	(90)
Total capital expenses	**(2,403)**	**(2,649)**	**102**	**703**	**18**	**(1,350)**	**(469)**	**(1,087)**	**(1,065)**	**(1,043)**
TOTAL EXPENSES	**(255,846)**	**(270,087)**	**(275,567)**	**(285,906)**	**(294,801)**	**(305,641)**	**(313,823)**	**(322,831)**	**(330,914)**	**(341,912)**
NET RESULT	**11,535**	**12,818**	**15,802**	**13,080**	**17,077**	**15,014**	**18,830**	**23,165**	**11,141**	**13,062**
Other comprehensive income/(loss)										
Items that will not be reclassified to net result										
Revaluation of property, plant and equipment	-	-	-	-	-	-	-	-	-	-
TOTAL COMPREHENSIVE INCOME/(LOSS)	**11,535**	**12,818**	**15,802**	**13,080**	**17,077**	**15,014**	**18,830**	**23,165**	**11,141**	**13,062**

LONG-TERM FINANCIAL FORECAST - PROJECTED STATEMENT OF FINANCIAL POSITION

	Year 1 2016-17 $000	Year 2 2017-18 $000	Year 3 2018-19 $000	Year 4 2019-20 $000	Year 5 2020-21 $000	Year 6 2021-22 $000	Year 7 2022-23 $000	Year 8 2023-24 $000	Year 9 2024-25 $000	Year 10 2025-26 $000
Current assets										
Cash and cash equivalents	97,014	104,724	96,295	99,395	96,643	108,591	123,915	140,213	139,593	142,769
Trade and other receivables	20,124	21,338	22,001	22,665	23,528	24,392	25,288	26,158	26,135	27,143
Inventories	774	774	774	774	774	774	774	774	774	774
Non-current assets held-for-sale	1,309	1,309	1,309	1,309	1,309	1,309	1,309	1,309	1,309	1,309
Other current assets	1,128	1,156	1,186	1,220	1,254	1,290	1,326	1,364	1,405	1,447
Total current assets	**120,348**	**129,301**	**121,564**	**125,362**	**123,507**	**136,355**	**152,612**	**169,818**	**169,216**	**173,441**
Non-current assets										
Investment property	956	956	956	956	956	956	956	956	956	956
Property, plant and equipment	2,283,014	2,282,695	2,299,463	2,302,148	2,314,693	2,310,160	2,307,283	2,310,799	2,319,868	2,326,828
Intangible assets	2,505	2,109	1,769	1,774	1,777	1,777	1,776	1,772	1,765	1,757
Other financial assets	73	73	73	73	73	73	73	73	73	73
Investment in other entities	10,063	10,063	10,063	10,063	10,063	10,063	10,063	10,063	10,063	10,063
Total non-current assets	2,296,611	2,295,896	2,312,324	2,315,014	2,327,561	2,323,030	2,320,151	2,323,663	2,332,725	2,339,676
TOTAL ASSETS	**2,416,959**	**2,425,196**	**2,433,888**	**2,440,376**	**2,451,069**	**2,459,385**	**2,472,763**	**2,493,480**	**2,501,940**	**2,513,118**
Current liabilities										
Trade and other payables	12,711	13,215	13,800	14,444	15,019	15,786	16,472	16,977	17,418	18,009
Borrowings	5,412	5,800	6,211	6,662	7,141	5,787	2,571	2,719	2,040	366
Provisions	8,847	10,384	9,731	9,224	9,478	9,740	10,010	10,288	10,575	10,871
Other current liabilities	3,605	3,696	3,791	3,899	4,009	4,123	4,240	4,360	4,491	4,626
Total current liabilities	**30,575**	**33,095**	**33,533**	**34,229**	**35,647**	**35,436**	**33,293**	**34,343**	**34,524**	**33,871**
Non-current liabilities										
Borrowings	39,296	33,497	27,286	20,624	13,484	7,696	5,125	2,406	366	-
Provisions	13,127	11,826	10,488	9,862	9,200	8,501	7,763	6,984	6,163	5,297
Total non-current liabilities	**52,423**	**45,323**	**37,774**	**30,487**	**22,684**	**16,197**	**12,888**	**9,390**	**6,528**	**5,297**
TOTAL LIABILITIES	**82,998**	**78,417**	**71,307**	**64,716**	**58,331**	**51,633**	**46,180**	**43,733**	**41,053**	**39,168**
NET COMMUNITY ASSETS	**2,333,961**	**2,346,779**	**2,362,581**	**2,375,661**	**2,392,738**	**2,407,752**	**2,426,582**	**2,449,747**	**2,460,888**	**2,473,950**
Community equity										
Asset revaluation surplus	827,411	827,411	827,411	827,411	827,411	827,411	827,411	827,411	827,411	827,411
Retained surplus	1,440,059	1,455,977	1,476,580	1,491,069	1,509,978	1,526,448	1,548,741	1,573,351	1,587,251	1,603,082
Constrained cash reserves	66,491	63,391	58,590	57,182	55,349	53,893	50,431	48,985	46,227	43,457
TOTAL COMMUNITY EQUITY	**2,333,961**	**2,346,779**	**2,362,581**	**2,375,661**	**2,392,738**	**2,407,752**	**2,426,582**	**2,449,747**	**2,460,888**	**2,473,950**

LONG-TERM FINANCIAL FORECAST - PROJECTED STATEMENT OF CASH FLOWS

	Year 1 2016-17 $000	Year 2 2017-18 $000	Year 3 2018-19 $000	Year 4 2019-20 $000	Year 5 2020-21 $000	Year 6 2021-22 $000	Year 7 2022-23 $000	Year 8 2023-24 $000	Year 9 2024-25 $000	Year 10 2025-26 $000
Cash flows from operating activities										
Receipts from customers	240,343	248,971	257,330	265,871	275,083	285,232	295,736	306,840	306,141	316,908
Payments to suppliers and employees	(202,455)	(201,743)	(209,802)	(219,289)	(227,136)	(237,583)	(247,358)	(255,631)	(261,925)	(270,433)
	37,888	**47,228**	**47,528**	**46,582**	**47,947**	**47,649**	**48,378**	**51,209**	**44,216**	**46,475**
Interest received	3,444	3,555	3,570	3,764	3,790	3,898	4,353	4,880	5,124	5,186
Rental income	1,016	1,019	1,045	1,075	1,105	1,137	1,169	1,202	1,238	1,275
Non-capital grants and contributions	8,281	8,306	8,533	8,791	9,093	9,415	9,747	10,093	10,491	10,916
Borrowing costs	(2,902)	(2,540)	(2,153)	(1,742)	(1,291)	(812)	(429)	(281)	(134)	(22)
Other cash flows from operating activities	(7,249)	(8,766)	(8,089)	(7,552)	(7,772)	(7,999)	(8,232)	(8,473)	(8,722)	(8,977)
Net cash inflow/(outflow) from operating activities	**40,479**	**48,802**	**50,435**	**50,917**	**52,872**	**53,289**	**54,986**	**58,632**	**52,213**	**54,852**
Cash flows from investing activities										
Payments for property, plant and equipment	(53,549)	(54,198)	(71,571)	(59,290)	(69,721)	(51,636)	(52,713)	(59,214)	(66,436)	(66,436)
Payments for intangible assets	(23)	(23)	(23)	(23)	(23)	(23)	(23)	(23)	(23)	(23)
Proceeds from sale of property, plant and equipment	1,935	1,937	1,618	2,287	2,337	950	1,812	1,175	1,175	1,175
Capital grants, subsidies and contributions	9,527	9,776	9,739	7,882	10,533	8,204	8,331	9,149	5,557	5,557
Other cash flows from investing activities	6,494	6,829	7,171	7,537	7,912	8,305	8,718	9,151	9,613	10,091
Net cash inflow/(outflow) from investing activities	**(35,616)**	**(35,679)**	**(53,065)**	**(41,607)**	**(48,962)**	**(34,199)**	**(33,875)**	**(39,763)**	**(50,114)**	**(49,636)**
Cash flows from financing activities										
Repayment of borrowings	(5,051)	(5,412)	(5,800)	(6,211)	(6,662)	(7,141)	(5,787)	(2,571)	(2,719)	(2,040)
Net cash inflow/(outflow) from financing activities	**(5,051)**	**(5,412)**	**(5,800)**	**(6,211)**	**(6,662)**	**(7,141)**	**(5,787)**	**(2,571)**	**(2,719)**	**(2,040)**
Net increase/(decrease) in cash and cash equivalents held	**(187)**	**7,711**	**(8,429)**	**3,100**	**(2,752)**	**11,948**	**15,324**	**16,298**	**(620)**	**3,176**
Cash and cash equivalents at beginning of the financial year	97,201	97,014	104,724	96,295	99,395	96,643	108,591	123,915	140,213	139,593
Cash and cash equivalents at end of the financial year	**97,014**	**104,724**	**96,295**	**99,395**	**96,643**	**108,591**	**123,915**	**140,213**	**139,593**	**142,769**

LONG-TERM FINANCIAL FORECAST - PROJECTED OPERATING STATEMENT

	Year 1 2016-17 $000	Year 2 2017-18 $000	Year 3 2018-19 $000	Year 4 2019-20 $000	Year 5 2020-21 $000	Year 6 2021-22 $000	Year 7 2022-23 $000	Year 8 2023-24 $000	Year 9 2024-25 $000	Year 10 2025-26 $000
Revenue										
Rates Charges	85,691	88,277	91,014	94,062	97,696	101,470	105,391	109,462	113,873	118,463
Levies and Utility Charges	135,730	146,940	151,220	155,840	160,701	166,120	171,722	177,658	170,472	176,445
Less: Pensioner Remissions and Rebates	(3,090)	(3,181)	(3,277)	(3,383)	(3,510)	(3,641)	(3,777)	(3,918)	(4,071)	(4,229)
Fees and Charges	12,977	13,697	14,469	15,320	16,222	17,176	18,186	19,256	20,421	21,657
Operating Grants and Subsidies	7,577	7,767	7,981	8,222	8,512	8,812	9,122	9,444	9,824	10,220
Operating Contributions and Donations	542	555	571	588	609	630	652	675	703	731
Interest External	3,444	3,555	3,570	3,764	3,790	3,898	4,353	4,880	5,124	5,186
Investment Returns	6,418	6,739	7,076	7,430	7,801	8,191	8,601	9,031	9,482	9,956
Other Revenue	5,419	5,554	5,698	5,860	6,026	6,197	6,372	6,553	6,749	6,952
Total Revenue	**254,708**	**269,904**	**278,322**	**287,702**	**297,847**	**308,853**	**320,623**	**333,042**	**332,579**	**345,381**
Expenses										
Employee Costs	(82,228)	(84,254)	(86,332)	(88,895)	(91,484)	(94,148)	(96,892)	(99,716)	(102,624)	(105,619)
Goods and Services	(119,320)	(124,593)	(130,832)	(138,078)	(143,490)	(151,695)	(158,882)	(164,393)	(167,965)	(173,889)
Finance Costs Other	(575)	(589)	(605)	(622)	(639)	(658)	(676)	(695)	(716)	(738)
Other Expenditure	(353)	(361)	(371)	(381)	(392)	(403)	(414)	(426)	(439)	(452)
Net Internal Costs	902	934	968	1,005	1,044	1,084	1,126	1,170	1,217	1,266
Total Expenses	**(201,573)**	**(208,864)**	**(217,171)**	**(226,971)**	**(234,961)**	**(245,819)**	**(255,738)**	**(264,061)**	**(270,527)**	**(279,431)**
Earnings before Interest, Tax and Depreciation (EBITD)	**53,135**	**61,040**	**61,151**	**60,731**	**62,886**	**63,034**	**64,885**	**68,981**	**62,052**	**65,950**
Interest Expense	(2,902)	(2,540)	(2,153)	(1,742)	(1,291)	(812)	(429)	(281)	(134)	(22)
Depreciation	(48,969)	(56,033)	(56,345)	(57,896)	(58,567)	(57,660)	(57,186)	(57,402)	(59,187)	(61,416)
Operating Surplus/(Deficit)	**1,265**	**2,467**	**2,653**	**1,093**	**3,028**	**4,562**	**7,269**	**11,298**	**2,731**	**4,511**

LONG-TERM FINANCIAL FORECAST - PROJECTED CAPITAL FUNDING STATEMENT

	Year 1 2016-17 $000	Year 2 2017-18 $000	Year 3 2018-19 $000	Year 4 2019-20 $000	Year 5 2020-21 $000	Year 6 2021-22 $000	Year 7 2022-23 $000	Year 8 2023-24 $000	Year 9 2024-25 $000	Year 10 2025-26 $000
Sources of Capital Funding										
Capital Contributions and Donations	5,537	5,786	5,749	4,382	7,033	4,704	4,831	5,649	2,057	2,057
Capital Grants and Subsidies	3,146	3,225	3,308	3,402	3,499	3,598	3,700	3,805	3,919	4,036
Proceeds on Disposal of Non-current Assets	1,935	1,937	1,618	2,287	2,337	950	1,812	1,175	1,175	1,175
Capital Transfers (to) from Reserves	1,192	2,009	3,392	(381)	(76)	(841)	895	(1,202)	318	318
Non Cash Contributions	3,990	3,990	3,990	3,500	3,500	3,500	3,500	3,500	3,500	3,500
New Loans	-	-	-	-	-	-	-	-	-	-
Funding from General Revenue	46,813	46,677	63,326	55,833	63,613	50,388	47,285	52,382	61,709	60,913
Total Sources of Capital Funding	**62,612**	**63,623**	**81,383**	**69,023**	**79,905**	**62,299**	**62,023**	**65,308**	**72,678**	**71,999**
Applications of Capital Funds										
Contributed Assets	(3,990)	(3,990)	(3,990)	(3,500)	(3,500)	(3,500)	(3,500)	(3,500)	(3,500)	(3,500)
Capitalised Goods and Services	(48,713)	(49,303)	(65,100)	(53,933)	(63,418)	(46,973)	(47,952)	(53,864)	(60,431)	(60,431)
Capitalised Employee Costs	(4,859)	(4,918)	(6,494)	(5,380)	(6,326)	(4,685)	(4,783)	(5,373)	(6,028)	(6,028)
Loan Redemption	(5,051)	(5,412)	(5,800)	(6,211)	(6,662)	(7,141)	(5,787)	(2,571)	(2,719)	(2,040)
Total Applications of Capital Funds	**(62,612)**	**(63,623)**	**(81,383)**	**(69,023)**	**(79,905)**	**(62,299)**	**(62,023)**	**(65,308)**	**(72,678)**	**(71,999)**
Other Budgeted Items										
WDV of Assets Disposed	2,128	2,128	2,128	2,128	2,128	2,128	2,128	2,128	2,128	2,128
Transfers to Constrained Operating Reserves	(11,354)	(11,639)	(11,961)	(12,321)	(12,755)	(13,205)	(13,670)	(14,152)	(14,723)	(15,316)
Transfers from Constrained Operating Reserves	12,192	12,731	13,369	14,111	14,663	15,503	16,238	16,800	17,163	17,768

10.2 Redland City Council Long-Term Financial Forecast Key Performance Indicators

LONG-TERM FINANCIAL FORECAST – MEASURES OF SUSTAINABILITY

	Year 1 2016-17	Year 2 2017-18	Year 3 2018-19	Year 4 2019-20	Year 5 2020-21	Year 6 2021-22	Year 7 2022-23	Year 8 2023-24	Year 9 2024-25	Year 10 2025-26
Asset Sustainability Ratio (Infrastructure Assets Only)	67.97%	63.17%	64.30%	59.52%	70.08%	56.32%	63.36%	73.42%	51.10%	49.25%
Net Financial Liabilities Ratio	-14.66%	-18.85%	-18.06%	-21.08%	-21.88%	-27.43%	-33.20%	-37.86%	-38.54%	-38.88%
Operating Surplus Ratio	0.50%	0.91%	0.95%	0.38%	1.02%	1.48%	2.27%	3.39%	0.82%	1.31%

LONG-TERM FINANCIAL FORECAST – FINANCIAL STABILITY RATIOS

	Year 1 2016-17	Year 2 2017-18	Year 3 2018-19	Year 4 2019-20	Year 5 2020-21	Year 6 2021-22	Year 7 2022-23	Year 8 2023-24	Year 9 2024-25	Year 10 2025-26
Level of Dependence on General Rate Revenue	32.52%	31.61%	31.61%	31.60%	31.70%	31.76%	31.77%	31.77%	33.09%	33.15%
Ability to Pay our Bills - Current Ratio	3.94	3.91	3.63	3.66	3.46	3.85	4.58	4.94	4.90	5.12
Ability to Repay our Debt - Debt Servicing Ratio	3.12%	2.95%	2.86%	2.76%	2.67%	2.57%	1.94%	0.86%	0.86%	0.60%
Cash Balance - $000	97,014	104,724	96,295	99,395	96,643	108,591	123,915	140,213	139,593	142,769
Cash Balances - Cash Capacity in Months	5.48	5.90	5.25	5.22	4.91	5.29	5.81	6.36	6.19	6.13
Longer term Financial Stability - Debt to Asset Ratio	1.85%	1.62%	1.38%	1.12%	0.84%	0.55%	0.31%	0.21%	0.10%	0.01%
Operating Performance	15.99%	18.64%	18.65%	18.22%	18.29%	17.78%	17.68%	18.15%	16.17%	16.41%
Interest Coverage Ratio	-0.21%	-0.38%	-0.51%	-0.70%	-0.84%	-1.00%	-1.22%	-1.38%	-1.50%	-1.49%

10.3 Glossary – Key Performance Indicators

Definition of Ratios

Level of Dependence on General Rate Revenue: *This ratio measures Council's reliance on operating revenue from general rates (excludes utility revenues)*	General Rates - Pensioner Remissions ————————————————————— Total Operating Revenue - Gain on Sale of Developed Land
Current Ratio: *This measures the extent to which Council has liquid assets available to meet short term financial obligations*	Current Assets ————————— Current Liabilities
Debt Servicing Ratio: *This indicates Council's ability to meet current debt instalments with recurrent revenue*	Interest Expense + Loan Redemption ————————————————————— Total Operating Revenue - Gain on Sale of Developed Land
Cash Balance - $M:	Cash Held at Period End
Cash Capacity in Months: *This provides an indication as to the number of months cash held at period end would cover operating cash outflows*	Cash Held at Period End ————————————————————— [[Cash Operating Costs + Interest Expense] / Period in Year]
Debt to Asset Ratio: *This is total debt as a percentage of total assets, i.e. to what extent will our long term debt be covered by total assets*	Current and Non-current loans ————————— Total Assets
Operating Performance: *This ratio provides an indication of Redland City Council's cash flow capabilities*	Net Cash from Operations + Interest Revenue and Expense ————————————————————— Cash Operating Revenue + Interest Revenue
Operating Surplus Ratio*: *This is an indicator of the extent to which revenues raised cover operational expenses only or are available for capital funding purposes*	Net Operating Surplus ————————— Total Operating Revenue
Net Financial Liabilities*: *This is an indicator of the extent to which the net financial liabilities of Council can be serviced by operating revenues*	Total Liabilities - Current Assets ————————— Total Operating Revenue
Interest Coverage Ratio: *This ratio demonstrates the extent which operating revenues are being used to meet the financing charges*	Net Interest Expense on Debt Service ————————— Total Operating Revenue
Asset Sustainability Ratio*: *This ratio indicates whether Council is renewing or replacing existing non-financial assets at the same rate that its overall stock of assets is wearing out*	Capital Expenditure on Replacement of Assets (Renewals) ————————— Depreciation Expenditure

* These targets are set to be achieved on average over the long-term

11.2.2 AUSTRALIA POST CONTRACT RENEWAL UNDER SOLE SUPPLIER EXEMPTION

Objective Reference:	**A635748** **Reports and Attachments (Archives)**
Authorising Officer:	**Linnet Batz** **Chief Financial Officer**
Responsible Officer:	**Shael Munz** **Financial Controller**
Report Author:	**Rukmie Lutherus** **Tax and Treasury Manager**

PURPOSE

The purpose of this report is to seek resolution from Council to renew the existing contractual arrangement held with Australia Post for over the counter collection services without first inviting written quotes or tenders pursuant to section 235 of the *Local Government Regulation 2012 (LGR2012)* for a period of 12 months.

BACKGROUND

Australia Post provides over the counter collection services to Council in relation to which there is no significant direct competition in Australia. This is due to:

- The nature of the transaction processing services offered by Australia Post whereby ratepayers are able to present a Rates Notice at any Australia Post branch and scan it to pay outstanding amounts over the counter. These funds are then remitted and reported to Council electronically;

- The level of coverage across Australia offered by Australia Post which is not duplicated by any other supplier currently in the market;

- The ease of transacting for ratepayers regardless of who they bank with; and

- Following the bank tender process, there is currently only one known bank offering over the counter service offerings at branches to its customers, unfortunately this is not Council's current banking provider.

The current value of over the counter services provided by Australia Post falls within the definition of a medium sized contract ($15,000 to $200,000) over a 12 month term. Refer 'Financial' section of this report for further details.

As such, it is considered that the exceptions in both Subsections 235(a) and (b) are applicable to this supplier. Refer 'Legislative Requirements' section of this report for further details.

ISSUES

Sound Contracting Principles and Rules

In considering this procurement plan, the establishment of this arrangement and the list of suppliers, Council's Tax and Treasury unit considered the Sound Contracting Principles as follows:

- Value for money: other supplier pricing was not sufficiently competitive to justify the utilisation of resources to changeover systems nor did they offer this as a standalone service. Australia Post also offers better value for money in terms of wider coverage of services in terms of the physical location of branches.

- Open and effective competition: this service was considered as part of the 2014 tendering process for banking services where only one other competitor submitted a viable alternative. This competitor was not selected for the provision of banking services and as such was not considered further.

- The development of competitive local business and industry: there are no local suppliers that are able to provide the level and breadth of service offered by Australia Post across Australia.

- Environmental protection: there is no specific environmental impact from this contract.

- Ethical behaviour and fair dealing: Australia Post has been the supplier of this service since inception and has had an ongoing relationship with both the ratepayers and Council. Council has dealt very openly about this requirement and provided suppliers opportunities to tender for the service as appropriate.

The Tax and Treasury unit has also reviewed the Sound Contracting Rules underpinning the above Principles in relation to this contract to ensure compliance wherever applicable. The Rules include separation of duties, avoiding conflicts of interest, order splitting, record management and maintaining honesty and probity within the procurement process.

STRATEGIC IMPLICATIONS

Legislative Requirements

In accordance with Section 235(a) and (b) of LGR2012, a local government may enter into a medium–sized contractual arrangement or large-sized contractual arrangement without first inviting written quotes or tenders if:

a)   The local government resolves it is satisfied that there is only one supplier who is reasonably available; or

b)   The local government resolves that, because of the specialised or confidential nature of the services that are sought, it would be impractical or disadvantageous for the local government to invite written quotes or tenders.

The exception within Section 235 is applicable to Council as the proposed Australia Post contract meets the definition of a medium sized contractual arrangement ($15,000 or more but less than $200,000 in a financial year) per LGR2012.

Risk Management

The resolution, if made, and the establishment of this arrangement, will assist in the management of the following identified risks:

- Maintenance of current customer service standards to the ratepayers in terms of value for money and business coverage.

- Minimum impact on Council resources.

- Continuity of service delivery.

Financial

The annual cost of this contract based on the projected 2015/16 rates is approximately $64,000 including GST.

If the recommendations in this report are not approved, Council will need to go through a tender process to engage a new supplier which will have significant implications on Council staff and resources.

People

Australia Post is an extremely convenient option for customers as they can conduct a multitude of activities at the one location such as paying bills etc. with access to services right across Australia including rural locations.

If the recommendations in this report are not approved, customer convenience and access to services may be affected.

Environmental

There are no environmental implications.

Social

There are no social implications.

Alignment with Council's Policy and Plans

This report is consistent with Council's procurement policy and legislative requirements.

CONSULTATION

Consultation in this process has included the following:

- Tax and Treasury Unit.
- Procurement Services.
- Financial Manager, Financial Operations.

OPTIONS

1. That Council resolves, as follows:
   a. In accordance with Section 235(a) and (b) of the *Local Government Regulation 2012*, Redland City Council is satisfied that Australia Post is the only supplier reasonably available to supply the specialised over the counter collection services required by Council; and

    b. This contractual arrangement be for a period of 12 months being the maximum term allowable under the sole supplier exemption.

2. That Redland City Council does not approve Australia Post as the only supplier reasonably available to supply the goods or services required by Council and the service will go through the tendering process.

OFFICER'S RECOMMENDATION/ COUNCIL RESOLUTION

Moved by: **Cr M Edwards**
Seconded by: **Cr A Beard**

That Council resolves as follows:

1. In accordance with Section 235(a) and (b) of the *Local Government Regulation 2012*, Redland City Council is satisfied that Australia Post is the only supplier reasonably available to supply the specialised over the counter collection services required by Council; and

2. This contractual arrangement be for a period of 12 months being the maximum term allowable under the sole supplier exemption.

CARRIED   10/0

Crs Boglary, Ogilvie, Hardman, Hewlett, Edwards, Talty, Beard, Gleeson, Bishop and Williams voted FOR the motion.

Cr Elliott was not present when the motion was put.

11.2.3 NOVEMBER 2015 MONTHLY FINANCIAL REPORT

Objective Reference:	**A846870** **Reports and Attachments (Archives)**
Attachment:	**November 2015 Monthly Financial Report**
Authorising Officer:	**Deborah Corbett-Hall** **Acting Chief Financial Officer**
Responsible Officer:	**Shael Munz** **Financial Controller**
Report Author:	**Leandri Brown** **Acting Finance Manager Corporate Finance**

PURPOSE

The purpose is to present the November 2015 Monthly Financial Performance Report to Council.

BACKGROUND

Council adopts an annual budget and then reports on performance against the budget on a monthly basis. This is not only a legal requirement but enables the organisation to periodically review its financial performance and position and respond to changes in community requirements, market forces or other outside influences.

ISSUES

2015-2016 First Quarter Budget Review

Council adopted a revised 2015-2016 budget on 18 November 2015. This review incorporated the final audited opening balances for 2014-2015 and other revisions to the budget.

STRATEGIC IMPLICATIONS

Council has either achieved or exceeded the following Key Financial Stability and Sustainability Ratios as at the end of November 2015:

- Operating surplus ratio;
- Net financial liabilities;
- Level of dependence on general rate revenue;
- Ability to pay our bills – current ratio;
- Ability to repay our debt – debt servicing ratio;
- Cash balance;
- Cash balances – cash capacity in months;
- Longer term financial sustainability – debt to asset ratio;
- Operating Performance; and
- Interest cover ratio.

The asset sustainability ratio was not met as at the end of November 2015 and Council continues to monitor its renewal spend and depreciation expense to improve performance against this stretch target.

Legislative Requirements

The November 2015 financials are presented in accordance with the legislative requirement of section 204(2) of the *Local Government Regulation 2012*, requiring the Chief Executive Officer to present the financial report to a monthly Council meeting.

Risk Management

The November 2015 financials have been noted by the Executive Leadership Team and relevant officers who can provide further clarification and advice around actual to budget variances.

Financial

There are no direct financial impacts to Council resulting from this report; however it provides an indication of financial outcomes at the end of November 2015.

People

Nil impact expected as the purpose of the attached report is to provide financial information to Council based upon actual versus budgeted financial activity.

Environmental

Nil impact expected as the purpose of the attached report is to provide financial information to Council based upon actual versus budgeted financial activity.

Social

Nil impact expected as the purpose of the attached report is to provide financial information to Council based upon actual versus budgeted financial activity.

Alignment with Council's Policy and Plans

This report has a relationship with the following items of the 2015-2020 Corporate

Plan:

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

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

CONSULTATION

Consultation has taken place amongst Council departmental officers, Financial Services Group Officers and the Executive Leadership Team.

OPTIONS

1. That Council resolves to note the End of Month Financial Reports for November 2015 and explanations as presented in the attached Monthly Financial Performance Report.

2. That Council requests additional information.

OFFICER'S RECOMMENDATION/
COUNCIL RESOLUTION

Moved by: **Cr M Edwards**
Seconded by: **Cr P Gleeson**

That Council resolves to note the End of Month Financial Reports for November 2015 and explanations as presented in the attached Monthly Financial Performance Report.

CARRIED   **10/0**

Crs Boglary, Ogilvie, Hewlett, Edwards, Elliott, Talty, Beard, Gleeson, Bishop and Williams voted FOR the motion.

Cr Hardman was not present when the motion was put.

Monthly Financial Report

November 2015

CONTENTS

1. EXECUTIVE SUMMARY

This monthly report is designed to illustrate the financial performance and position of Redland City Council compared to its adopted budget at an organisational level for the period ended 30 November 2015. The revised annual budget referred to in this report incorporates the changes from the first budget review adopted by Council on 18 November 2015.

Key financial highlights and overview

Key Financial Results	Annual Revised Budget $000	YTD Revised Budget $000	YTD Actual $000	YTD Variance $000	YTD Variance %	Status
Operating Surplus/(Deficit)	262	9,781	12,927	3,146	32%	✔
Recurrent Revenue	240,509	106,785	108,505	1,720	2%	✔
Recurrent Expenditure	240,247	97,004	95,578	(1,426)	-1%	✔
Capital Works Expenditure	84,050	19,700	18,999	(701)	-4%	✔
Closing Cash & Cash Equivalents	97,201	141,340	150,508	9,168	6%	✔

Note: all amounts are rounded to the nearest thousand dollars.

Status Legend:

Above budgeted revenue or under budgeted expenditure	✔
Below budgeted revenue or over budgeted expenditure <10%	🔔
Below budgeted revenue or over budgeted expenditure >10%	✖

The year to date operating surplus of $12.93M exceeded the year to date revised budget by $3.15M. The favourable variance is primarily due to timing of the financial assistance grant received from the Department of Infrastructure, Local Government and Planning (DILGP) and increased development activity in Redlands area. Also material and services costs and employee costs are under budget by $1.41M (excluding internal costs and other expenditure) and $110K respectively.

Capitalised works expenditure is behind budget by $788K. This is mainly attributable to the timing of works for a number of projects which have not yet commenced or are still in the early stages of being progressed.

Council's cash balance exceeded the budgeted cash balance. This is a cyclical occurrence in the rating cycle as the October general rates notices fell due for payment in November.

Capital Works Expenditure - Goods and Services & Employee Costs
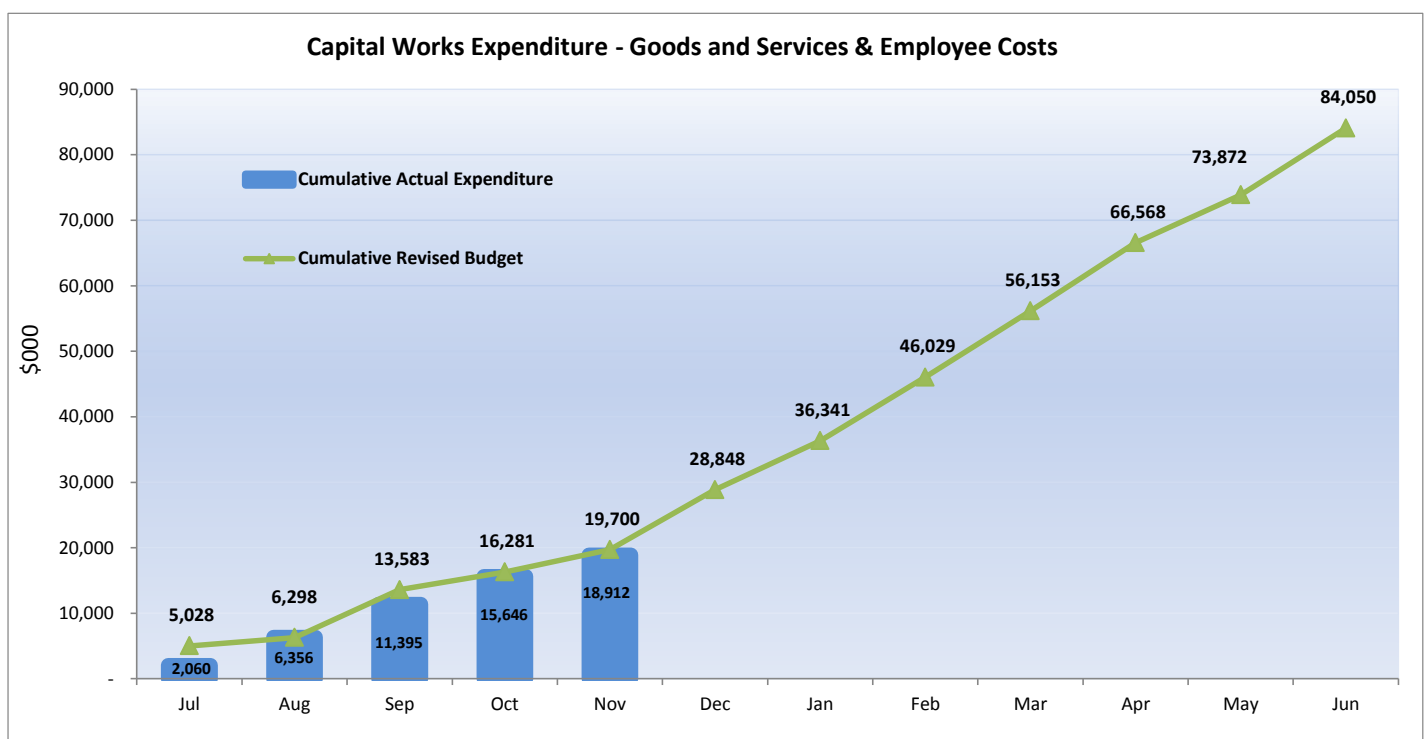
2. KEY PERFORMANCE INDICATORS

Key performance indicators

Financial Stability Ratios and Measures of Sustainability	Target	Annual Revised Budget 2015/2016	YTD November 2015	Status
Operating Surplus Ratio (%)	Target between 0% and 10% (on average over the long-term)	0.11%	11.91%	✔
Asset Sustainability Ratio (%)	Target greater than 90% (on average over the long-term)	73.06%	24.18%	✘
Net Financial Liabilities (%)	Target less than 60% (on average over the long-term)	-13.07%	-77.11%	✔
Level of Dependence on General Rate Revenue (%)	Target less than 37.5%	33.58%	36.96%	✔
Ability to Pay Our Bills - Current Ratio	Target between 1.1 & 4.1	3.44	4.07	✔
Ability to Repay Our Debt - Debt Servicing Ratio (%)	Target less than or equal to 10%	3.31%	3.05%	✔
Cash Balance $M	Target greater than or equal to $40M	$97.201M	$150.508M	✔
Cash Balances - Cash Capacity in Months	Target 3 to 4 months	5.89	9.26	✔
Longer Term Financial Stability - Debt to Asset Ratio (%)	Target less than or equal to 10%	2.06%	2.15%	✔
Operating Performance (%)	Target greater than or equal to 20%	16.81%	31.12%	✔
Interest Cover Ratio (%)	Target between 0% and 5%	-0.12%	-0.40%	✔

Status Legend

KPI target achieved or exceeded	✔	KPI target not achieved	✘

The revised budgeted ratios for 2015/2016 incorporate the changes from the first budget review adopted by Council on 18 November 2015.
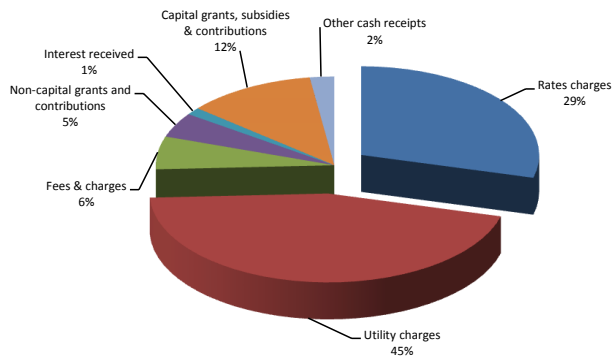
3. STATEMENT OF COMPREHENSIVE INCOME

STATEMENT OF COMPREHENSIVE INCOME
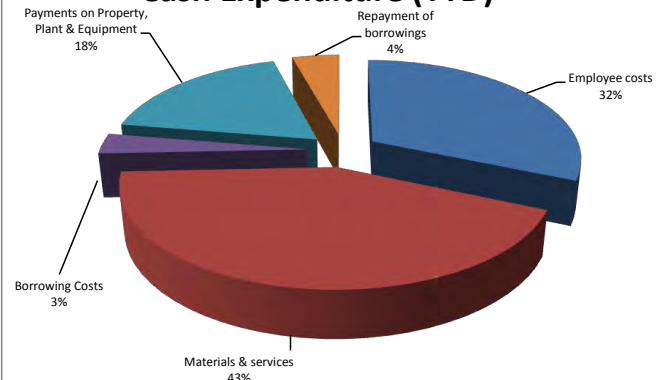### For the period ending 30 November 2015

	Annual Original Budget $000	Annual Revised Budget $000	YTD Revised Budget $000	YTD Actual $000	YTD Variance $000
Recurrent revenue					
Rates, levies and charges	207,421	208,121	93,214	92,420	(794)
Fees and charges	11,638	12,335	5,703	6,445	742
Rental income	890	975	408	341	(67)
Interest received	3,355	3,555	1,656	1,785	129
Investment returns	3,234	3,234	-	-	-
Sales revenue	3,385	3,685	1,765	1,742	(23)
Other income	645	645	367	629	262
Grants, subsidies and contributions	7,584	7,959	3,672	5,143	1,471
Total recurrent revenue	238,152	240,509	106,785	108,505	1,720
Capital revenue					
Grants, subsidies and contributions	13,176	19,634	11,354	15,651	4,297
Non-cash contributions	3,080	3,079	33	89	56
Total capital revenue	16,256	22,713	11,387	15,740	4,353
TOTAL INCOME	254,407	263,222	118,172	124,245	6,073
Recurrent expenses					
Employee benefits	77,404	78,398	33,126	33,016	(110)
Materials and services	106,010	108,054	41,567	40,016	(1,551)
Finance costs	4,657	3,820	1,488	1,510	22
Depreciation and amortisation	49,975	49,975	20,823	21,036	213
Total recurrent expenses	238,046	240,247	97,004	95,578	(1,426)
Capital expenses					
(Gain)/Loss on disposal of non-current assets	412	412	872	64	(808)
Total capital expenses	412	412	872	64	(808)
TOTAL EXPENSES	238,458	240,659	97,876	95,642	(2,234)
NET RESULT	15,949	22,563	20,296	28,603	8,307
Other comprehensive income/(loss)					
Items that will not be reclassified to a net result					
Revaluation of property, plant and equipment	-	-	-	-	-
TOTAL COMPREHENSIVE INCOME	15,949	22,563	20,296	28,603	8,307

4. STATEMENT OF CASH FLOWS

STATEMENT OF CASH FLOWS For the period ending 30 November 2015	Annual	Annual	YTD	YTD
	Original Budget $000	Revised Budget $000	Revised Budget $000	Actual $000
CASH FLOWS FROM OPERATING ACTIVITIES				
Receipts from customers	223,088	224,738	101,002	109,768
Payments to suppliers and employees	(189,183)	(194,815)	(75,964)	(77,778)
	33,905	**29,923**	**25,038**	**31,990**
Interest received	3,355	3,555	1,656	1,785
Rental income	890	975	408	341
Non-capital grants and contributions	7,584	8,840	4,554	6,033
Borrowing costs	(3,257)	(3,257)	(1,357)	(3,452)
Net cash inflow / (outflow) from operating activities	**42,477**	**40,037**	**30,299**	**36,697**
CASH FLOWS FROM INVESTING ACTIVITIES				
Payments for property, plant and equipment	(78,098)	(84,051)	(19,699)	(18,912)
Payments for intangible assets	-	-	-	-
Proceeds from sale of property, plant and equipment	1,716	1,716	15	245
Capital grants, subsidies and contributions	13,176	19,634	11,355	15,651
Other cash flows from investing activities	3,234	3,234	-	-
Net cash inflow / (outflow) from investing activities	**(59,972)**	**(59,467)**	**(8,329)**	**(3,016)**
CASH FLOWS FROM FINANCING ACTIVITIES				
Proceeds of borrowings	-	-	-	-
Repayment of borrowings	(4,696)	(4,696)	(1,957)	(4,500)
Net cash inflow / (outflow) from financing activities	**(4,696)**	**(4,696)**	**(1,957)**	**(4,500)**
Net increase / (decrease) in cash held	**(22,191)**	**(24,126)**	**20,013**	**29,181**
Cash and cash equivalents at the beginning of the year	84,087	121,327	121,327	121,327
Cash and cash equivalents at the end of the financial year / period	**61,896**	**97,201**	**141,340**	**150,508**

Cash Funding (YTD)

- Capital grants, subsidies & contributions 12%
- Other cash receipts 2%
- Interest received 1%
- Non-capital grants and contributions 5%
- Fees & charges 6%
- Rates charges 29%
- Utility charges 45%

Cash Expenditure (YTD)

- Payments on Property, Plant & Equipment 18%
- Repayment of borrowings 4%
- Employee costs 32%
- Borrowing Costs 3%
- Materials & services 43%

Total Cash Funding (Actual YTD)	133,823
Total Cash Funding (Annual Revised Budget)	262,692
% of Budget Achieved YTD	51%

Total Cash Expenditure (Actual YTD)	104,644
Total Cash Expenditure (Annual Revised Budget)	286,819
% of Budget Achieved YTD	36%

5. STATEMENT OF FINANCIAL POSITION

STATEMENT OF FINANCIAL POSITION As at 30 November 2015	Annual	Annual	YTD	YTD
	Original Budget $000	Revised Budget $000	Revised Budget $000	Actual Balance $000
CURRENT ASSETS				
Cash and cash equivalents	61,896	97,201	141,340	150,508
Trade and other receivables	26,046	25,017	25,017	23,343
Inventories	845	774	779	756
Non-current assets held for sale	354	1,309	6,502	10,212
Other current assets	1,154	1,104	1,104	6,962
Total current assets	**90,295**	**125,404**	**174,742**	**191,781**
NON-CURRENT ASSETS				
Investment property	893	956	956	956
Property, plant and equipment	2,118,731	2,277,059	2,239,607	2,239,309
Intangible assets	916	2,839	3,286	3,264
Other financial assets	73	73	73	73
Investment in other entities	10,063	10,063	4,870	1,160
Total non-current assets	**2,130,676**	**2,290,990**	**2,248,792**	**2,244,762**
TOTAL ASSETS	**2,220,971**	**2,416,395**	**2,423,534**	**2,436,543**
CURRENT LIABILITIES				
Trade and other payables	15,369	20,050	20,955	20,751
Borrowings	5,559	4,482	4,482	4,482
Provisions	8,053	8,422	14,097	12,114
Other current liabilities	1,282	3,529	3,529	9,758
Total current liabilities	**30,263**	**36,481**	**43,063**	**47,105**
NON-CURRENT LIABILITIES				
Borrowings	44,200	45,277	48,016	48,006
Provisions	10,769	12,209	12,288	13,000
Total non-current liabilities	**54,969**	**57,487**	**60,304**	**61,006**
TOTAL LIABILITIES	**85,232**	**93,968**	**103,367**	**108,111**
NET COMMUNITY ASSETS	**2,135,739**	**2,322,427**	**2,320,167**	**2,328,432**
COMMUNITY EQUITY				
Asset revaluation surplus	668,685	827,411	827,411	827,411
Retained surplus	1,415,250	1,426,495	1,396,924	1,410,487
Constrained cash reserves	51,804	68,521	95,832	90,534
TOTAL COMMUNITY EQUITY	**2,135,739**	**2,322,427**	**2,320,167**	**2,328,432**

The annual revised budget incorporate the changes from the first budget review adopted by Council on 18 November 2015.

6. OPERATING STATEMENT

OPERATING STATEMENT
For the period ending 30 November 2015

	Annual	Annual	YTD	YTD	YTD
	Original Budget $000	Revised Budget $000	Revised Budget $000	Actual $000	Variance $000
Revenue					
Rates charges	82,760	83,460	41,380	41,485	105
Levies and utility charges	128,121	128,121	53,499	52,490	(1,009)
Less: Pensioner remissions and rebates	(3,461)	(3,461)	(1,665)	(1,555)	110
Fees and charges	11,638	12,335	5,703	6,445	742
Operating grants and subsidies	7,053	7,427	3,573	4,940	1,367
Operating contributions and donations	531	531	99	203	104
Interest external	3,355	3,555	1,656	1,785	129
Investment returns	3,234	3,234	-	-	-
Other revenue	4,919	5,305	2,540	2,712	172
Total revenue	**238,152**	**240,509**	**106,785**	**108,505**	**1,720**
Expenses					
Employee benefits	77,404	78,398	33,126	33,016	(110)
Materials and services	106,542	108,586	41,747	40,339	(1,408)
Finance costs other	1,400	563	131	164	33
Other expenditure	347	347	186	157	(29)
Net internal costs	(879)	(879)	(366)	(480)	(114)
Total expenses	**184,814**	**187,015**	**74,824**	**73,196**	**(1,628)**
Earnings before interest, tax and depreciation (EBITD)	**53,338**	**53,494**	**31,961**	**35,309**	**3,348**
Interest expense	3,257	3,257	1,357	1,346	(11)
Depreciation and amortisation	49,975	49,975	20,823	21,036	213
OPERATING SURPLUS/(DEFICIT)	**106**	**262**	**9,781**	**12,927**	**3,146**

Levies and utility charges breakup
For the period ending 30 November 2015

	Annual	Annual	YTD	YTD	YTD
	Original Budget $000	Revised Budget $000	Revised Budget $000	Actual $000	Variance $000
Levies and utility charges					
Refuse charges	20,051	20,051	8,354	8,211	(143)
Special charges	3,874	3,874	1,968	1,972	4
Environment levy	5,830	5,830	2,915	2,951	36
Landfill remediation charge	2,677	2,677	1,116	1,128	12
Wastewater charges	40,114	40,114	16,714	17,084	370
Water access charges	17,817	17,817	7,424	7,435	11
Water consumption charges	37,759	37,759	15,008	13,709	(1,299)
Total Levies and utility charges	**128,121**	**128,121**	**53,499**	**52,490**	**(1,009)**

7. CAPITAL FUNDING STATEMENT

CAPITAL FUNDING STATEMENT For the period ending 30 November 2015					
	Annual	**Annual**	**YTD**	**YTD**	**YTD**
	Original Budget $000	Revised Budget $000	Revised Budget $000	Actual $000	Variance $000
Sources of capital funding					
Capital contributions and donations	6,133	9,993	9,691	12,452	2,761
Capital grants and subsidies	7,043	9,641	1,663	3,199	1,536
Proceeds on disposal of non-current assets	1,716	1,716	15	245	230
Capital transfers (to)/ from reserves	14,566	9,341	(16,082)	(9,794)	6,288
Non-cash contributions	3,080	3,079	33	89	56
New loans	-	-	-	-	-
Funding from general revenue	53,336	58,055	26,370	14,864	(11,506)
Total sources of capital funding	**85,873**	**91,825**	**21,690**	**21,055**	**(635)**
Application of capital funds					
Contributed assets	3,080	3,079	33	89	56
Capitalised goods and services	72,366	79,411	17,871	16,730	(1,141)
Capitalised employee costs	5,732	4,639	1,829	2,269	440
Loan redemption	4,696	4,696	1,957	1,967	10
Total application of capital funds	**85,873**	**91,825**	**21,690**	**21,055**	**(635)**
Other budgeted items					
Transfers to constrained operating reserves	(11,131)	(11,131)	(4,941)	(5,496)	(555)
Transfers from constrained operating reserves	10,509	11,101	3,023	2,590	(433)
WDV of assets disposed	2,128	2,128	887	309	(578)

8. REDLAND WATER & REDWASTE STATEMENTS

REDLAND WATER SUMMARY OPERATING STATEMENT For the Period Ending 30 November 2015					
	Annual	**Annual**	**YTD**	**YTD**	**YTD**
	Original Budget $000	Revised Budget $000	Revised Budget $000	Actual $000	Variance $000
Total revenue	97,659	97,959	40,266	39,436	(830)
Total expenses	53,982	53,303	22,438	19,782	(2,656)
Earnings before interest, tax and depreciation (EBITD)	43,677	44,656	17,828	19,654	1,826
Interest expense	-	-	-	-	-
Depreciation	17,081	17,081	7,117	6,976	(141)
Operating surplus/(deficit)	**26,596**	**27,575**	**10,711**	**12,678**	**1,967**

REDLAND WATER CAPITAL FUNDING STATEMENT For the Period Ending 30 November 2015					
	Annual	**Annual**	**YTD**	**YTD**	**YTD**
	Original Budget $000	Revised Budget $000	Revised Budget $000	Actual $000	Variance $000
Capital contributions, donations, grants & subsidies	3,500	3,500	3,366	4,506	1,140
Net transfer (to)/from constrained capital reserves	(2,714)	5,812	(896)	(1,698)	(802)
Other	3,000	3,000	-	-	-
Funding from utility revenue	17,680	11,229	1,845	1,473	(372)
Total sources of capital funding	**21,466**	**23,541**	**4,315**	**4,281**	**(34)**
Contributed assets	3,000	3,000	-	-	-
Capitalised expenditure	18,466	20,541	4,315	4,281	(34)
Loan redemption	-	-	-	-	-
Total applications of capital funds	**21,466**	**23,541**	**4,315**	**4,281**	**(34)**

REDWASTE SUMMARY OPERATING STATEMENT For the Period Ending 30 November 2015					
	Annual	**Annual**	**YTD**	**YTD**	**YTD**
	Original Budget $000	Revised Budget $000	Revised Budget $000	Actual $000	Variance $000
Total revenue	21,810	21,710	9,047	8,933	(114)
Total expenses	15,678	15,662	6,326	6,223	(103)
Earnings before interest, tax and depreciation (EBITD)	6,131	6,047	2,721	2,710	(11)
Interest expense	42	42	17	16	(1)
Depreciation	553	553	230	219	(11)
Operating surplus/(deficit)	**5,537**	**5,453**	**2,474**	**2,475**	**1**

REDWASTE CAPITAL FUNDING STATEMENT For the Period Ending 30 November 2015					
	Annual	**Annual**	**YTD**	**YTD**	**YTD**
	Original Budget $000	Revised Budget $000	Revised Budget $000	Actual $000	Variance $000
Capital contributions, donations, grants & subsidies	-	-	-	-	-
Net transfer (to)/from constrained capital reserves	-	-	-	-	-
Other	-	-	-	-	-
Funding from utility revenue	1,639	2,226	343	393	50
Total sources of capital funding	**1,639**	**2,226**	**343**	**393**	**50**
Contributed assets	-	-	-	-	-
Capitalised expenditure	1,570	2,157	314	363	49
Loan redemption	69	69	29	30	1
Total applications of capital funds	**1,639**	**2,226**	**343**	**393**	**50**

9. INVESTMENT & BORROWINGS REPORT

For the Period Ending 30 November 2015

INVESTMENT RETURNS
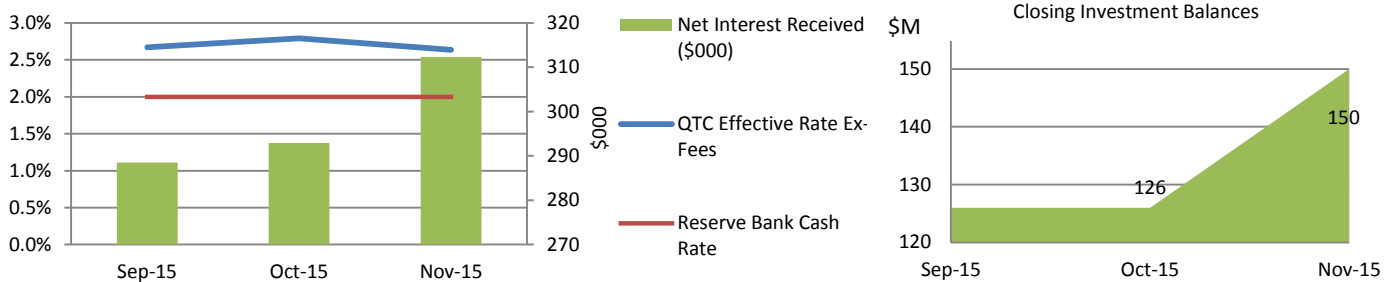
Total Investment at End of Month was $150.26M

Current Position

All Council investments are currently held in the Capital Guaranteed Cash Fund which is a fund operated by the Queensland Treasury Corporation (QTC).

The movement in interest earned is indicative of both the interest rate and the surplus cash balances held, the latter of which is affected by business cash flow requirements on a monthly basis. The movement in investment balances are reflective of the rating cycle.

Note: the Reserve Bank reduced the cash rate down to 2% in its May sitting and maintained this position through to its December sitting.

The Tax and Treasury Team's recommendation that Council diversify its investments outside of QTC to maximise returns has received approval from management. The Team has now completed procurement procedures to achieve this outcome and once the relevant guidelines have been updated will be reviewing term deposit rates in the market to take advantage of any opportunities.

In the meantime the Team ensures Council maximises its interest earnings on a daily basis by depositing surplus funds at QTC for a higher rate than is achieved from the bank transaction account.

Council adopted its revised Investment Policy in April 2015 for the 2015-16 financial year

BORROWING COSTS
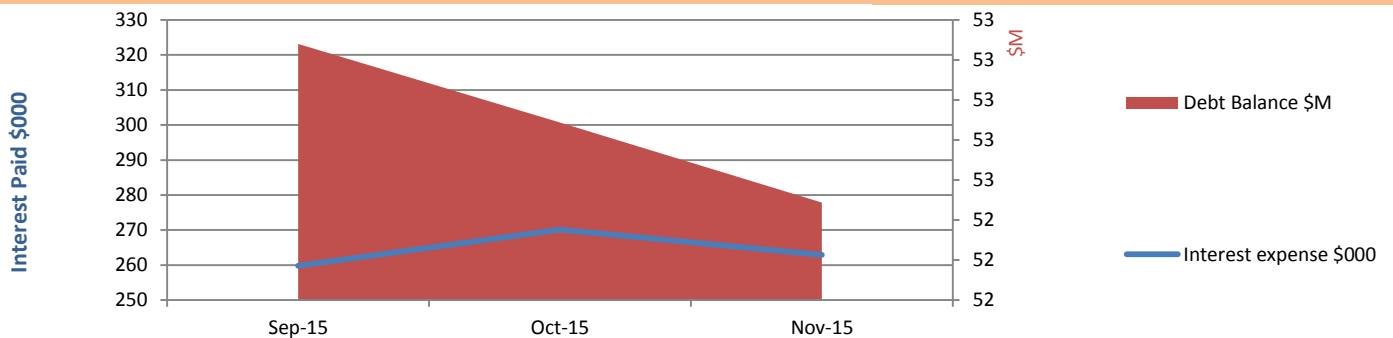
Total Borrowings at End of Month was $52.49M

☐ RedWaste 1.18%

☐ General Pool allocated to capital works 98.82%

Current Position

Debt is split into 6, 9 and 12 year pools with repayment made *annually* in advance for 2015-16.

By prepaying the interest annually in 2015-16, it is expected that Council will save in excess of $50,000 in interest over the financial year.

The movement in interest expense is reflective of the capitalisation of the interest each month along with market movements.

Council adopted its revised Debt Policy in June 2015 for the 2015-16 financial year

10. CONSTRAINED CASH RESERVES

Reserves as at 30 November 2015	Opening Balance	To Reserve	From Reserve	Closing Balance
	$000	$000	$000	$000
Special Projects Reserve:				
Weinam Creek Reserve	2,492	121	(459)	2,154
Red Art Gallery Commissions & Donations Res	2	-	-	2
	2,494	**121**	**(459)**	**2,156**
Utilities Reserve:				
Redland Water Reserve	8,300	-	-	8,300
Redland WasteWater Reserve	1,600	-	-	1,600
	9,900	**-**	**-**	**9,900**
Constrained Works Reserve:				
Tree Planting Reserve	23	52	-	75
Parks Reserve	6,006	2,182	(1)	8,187
East Thornlands Road Infra Reserve	674	-	-	674
Community Facility Infrastructure Reserve	979	330	-	1,309
Retail Water Renewal & Purchase Reserve	7,478	758	(189)	8,047
Sewerage Renewal & Purchase Reserve	9,500	2,732	(1,603)	10,629
Constrained Works Res-Cap Grants & Contribs	1,410	584	(620)	1,374
Transport Trunk Infrastructure Reserve	13,565	3,844	-	17,409
Cycling Trunk Infrastructure Reserve	3,099	1,624	-	4,723
Stormwater Infrastructure Reserve	3,722	907	-	4,629
Constrained Works Res-Opr Grants & Contribs	1,246	-	(103)	1,143
	47,702	**13,013**	**(2,516)**	**58,199**
Separate Charge Reserve - Environment:				
Environment Charge Acquisition Reserve	6,878	-	(25)	6,853
Environment Charge Maintenance Reserve	1,729	2,951	(1,795)	2,885
	8,607	**2,951**	**(1,820)**	**9,738**
Special Charge Reserve - Other:				
Bay Island Rural Fire Levy Reserve	-	106	(73)	33
SMBI Translink Reserve	2	480	-	482
	2	**586**	**(73)**	**515**
Special Charge Reserve - Canals:				
Raby Bay Canal Reserve	5,806	1,364	(903)	6,267
Aquatic Paradise Canal Reserve	2,834	447	(20)	3,261
Sovereign Waters Lake Reserve	487	28	(17)	498
	9,127	**1,839**	**(940)**	**10,026**
TOTALS	**77,832**	**18,510**	**(5,808)**	**90,534**

Closing Cash & Cash Equivalents	**150,508**
Reserves as percentage of cash balance	**60%**

11. GLOSSARY

Definition of ratios

Operating Surplus Ratio*:	Net Operating Surplus
This is an indicator of the extent to which revenues raised cover operational expenses only or are available for capital funding purposes	Total Operating Revenue

Asset Sustainability Ratio*:	Capital Expenditure on Replacement of Infrastructure Assets (Renewals)
This ratio indicates whether Council is renewing or replacing existing non-financial assets at the same rate that its overall stock of assets is wearing out	Depreciation Expenditure on Infrastructure Assets

Net Financial Liabilities*:	Total Liabilities - Current Assets
This is an indicator of the extent to which the net financial liabilities of Council can be serviced by operating revenues	Total Operating Revenue

Level of Dependence on General Rate Revenue:	General Rates - Pensioner Remissions
This ratio measures Council's reliance on operating revenue from general rates (excludes utility revenues)	Total Operating Revenue - Gain on Sale of Developed Land

Current Ratio:	Current Assets
This measures the extent to which Council has liquid assets available to meet short term financial obligations	Current Liabilities

Debt Servicing Ratio:	Interest Expense + Loan Redemption
This indicates Council's ability to meet current debt instalments with recurrent revenue	Total Operating Revenue - Gain on Sale of Developed Land

Cash Balance - $M:	Cash Held at Period End

Cash Capacity in Months:	Cash Held at Period End
This provides an indication as to the number of months cash held at period end would cover operating cash outflows	[[Cash Operating Costs + Interest Expense] / Period in Year]

Debt to Asset Ratio:	Current and Non-current loans
This is total debt as a percentage of total assets, i.e. to what extent will our long term debt be covered by total assets	Total Assets

Operating Performance:	Net Cash from Operations + Interest Revenue and Expense
This ratio provides an indication of Redland City Council's cash flow capabilities	Cash Operating Revenue + Interest Revenue

Interest Cover Ratio:	Net Interest Expense on Debt Service
This ratio demonstrates the extent which operating revenues are being used to meet the financing charges	Total Operating Revenue

* These targets are set to be achieved on average over the longer term and therefore are not necessarily expected to be met on a monthly basis.

12. APPENDIX: ADDITIONAL AND NON-FINANCIAL INFORMATION

Workforce reporting

Full Time Equivalent Employees 2015/2016

Month	Elected Members	Administration & Indoor staff	Outdoor staff	Total
Jul	11	692	177	880
Aug	11	688	177	876
Sep	11	689	179	879
Oct	11	693	177	881
Nov	11	694	177	882

No of Full Time Equivalents
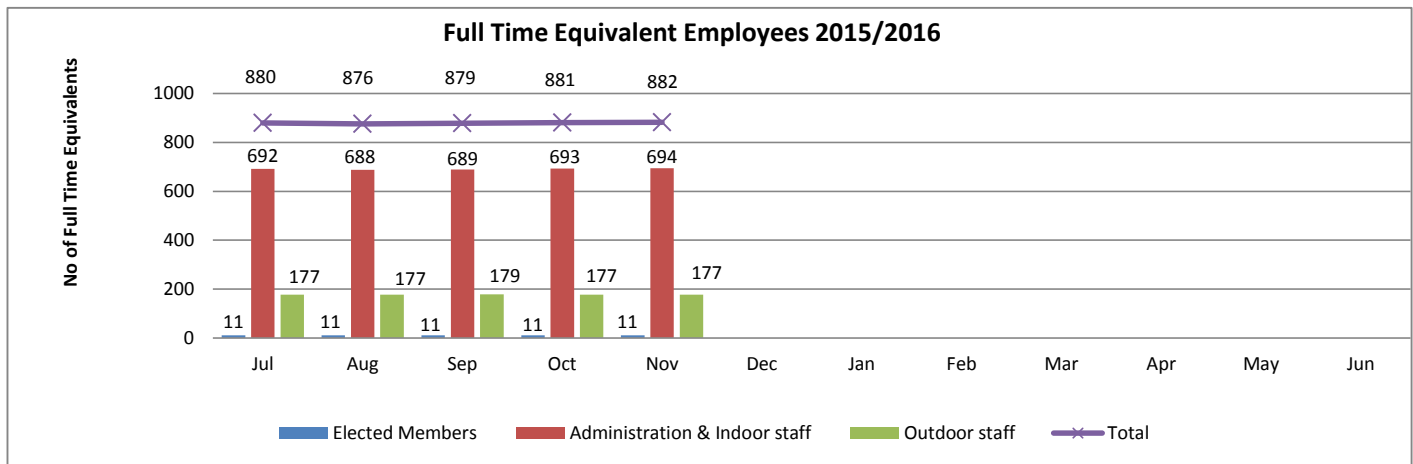
Workforce reporting – YTD November 2015: Headcount	Employee Type						
Department Level	Casual	Contract of Service	Perm Full	Perm Part	Temp Full	Temp Part	Grand Total
Office of CEO	12	5	82	9	8	3	119
Organisational Services	4	6	101	8	8	4	131
Community and Customer Service	43	5	247	49	29	6	379
Infrastructure and Operations	17	6	304	8	15	0	350
Total	76	22	734	74	60	13	979

Note: Full Time Equivalent Employees includes all full time employees at a value of 1 and all other employees, at a value less than 1. The table above demonstrates the headcount by department (excluding agency staff) and does not include a workload weighting. It includes casual staff in their non-substantive roles as at the end of the period where relevant.

Overdue rates debtors

Comparison November 2014 to November 2015
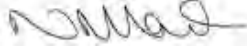
Total							Mainland						
Days Overdue	Nov-14	% Overdue	Nov-15	% Overdue	$ Variance	% Variance	Days Overdue	Nov-14	% Overdue	Nov-15	% Overdue	$ Variance	% Variance
<90	$4,673,568	4.04%	$5,222,162	4.41%	$548,594	0.37%	<90	$3,382,715	2.92%	$4,096,091	3.46%	$713,376	0.54%
90 - 180 days	$1,720,774	1.49%	$1,438,178	1.2%	-$282,596	-0.27%	90 - 180 days	$1,122,638	0.97%	$974,822	0.82%	-$147,817	-0.15%
>180 days	$2,782,156	2.40%	$2,996,159	2.5%	$214,003	0.13%	>180 days	$1,271,649	1.10%	$1,598,352	1.35%	$326,703	0.25%
Total	$9,176,498	7.93%	$9,656,499	8.15%	$480,000	0.23%	Total	$5,777,002	4.99%	$6,669,265	5.63%	$892,263	0.64%

Nth Stradbroke Is / Coochiemudlo Is / Garden Is							SMBI						
Days Overdue	Nov-14	% Overdue	Nov-15	% Overdue	$ Variance	% Variance	Days Overdue	Nov-14	% Overdue	Nov-15	% Overdue	$ Variance	% Variance
<90	$177,056	0.15%	$176,766	0.15%	-$290	0.00%	<90	$1,113,797	0.96%	$949,304	0.80%	-$164,493	-0.16%
90 - 180 days	$60,468	0.05%	$59,424	0.05%	-$1,043	0.00%	90 - 180 days	$537,668	0.46%	$403,932	0.34%	-$133,736	-0.12%
>180 days	$66,212	0.06%	$102,007	0.09%	$35,795	0.03%	>180 days	$1,444,295	1.25%	$1,295,800	1.09%	-$148,495	-0.15%
Total	$303,736	0.26%	$338,198	0.29%	$34,462	0.02%	Total	$3,095,760	2.67%	$2,649,036	2.24%	-$446,724	-0.44%

11.3 PORTFOLIO 2 (MAYOR KAREN WILLIAMS)

ORGANISATIONAL SERVICES (EXCLUDING INTERNAL AUDIT AND EMERGENCY MANAGEMENT)

11.3.1 LOCAL LAW AMENDMENT - KOALA AREAS

Objective Reference:	**A690628** **Reports and Attachments (Archives)**
Attachment:	**Local Laws Amendment – Koala Areas**
Authorising Officer:	**Nick Clarke** **General Manager Organisational Services**
Responsible Officer:	**Luke Wallace** **Group Manager Corporate Governance**
Report Author:	**Jo Jones** **Service Manager Strategy & Governance**

PURPOSE

The purpose of this report is to propose an amendment and initiate the process of amending the *Subordinate Local Law No. 2 (Animal Management) 2015*.

BACKGROUND

At the General Meeting of 22 April 2015 Council adopted a set of new local laws, which were developed under the State Model Local Law framework, and a set of new subordinate local laws specific to the requirements of Redland City.

At this meeting (Item 11.2.2 'Making of Local Laws') Council resolved to: '*Commit to an immediate review of koala area mapping and the requirements for dog owners in koala areas in response to community consultation during the local law making process.*' The proposed amendments to *Subordinate Local Law No. 2 (Animal Management) 2015* respond to this resolution.

A Councillor workshop was held on 8 September 2015 to consider the issue of koala areas and this matter was considered at the General Meeting on 7 October, alongside another proposed amendment related to parking regulation at Dunwich on North Stradbroke Island.

Following a procedural motion, the report was deferred until 4 November to allow time for officers to develop mapping for an additional area. On 4 November, Councillors resolved to proceed immediately with public consultation on the regulated parking amendment but agreed that the koala areas would be discussed further at another Councillor workshop.

The workshop was held on 12 November 2015 and this report outlines the proposed amendments to the Koala Areas.

ISSUES

At the Councillor Workshops held on 8 September and 12 November 2015, Councillors reviewed Koala Area mapping and the requirements for dog owners in Koala Areas. Submissions had been received by Council during the community consultation for the Model Local Law process supporting the expansion of identified Koala Area mapping to three new areas: Ferntree Park, Capalaba; St James's Park, Birkdale; and North Stradbroke Island townships only. During the review of koala areas, Councillors had also received suggestions about the inclusion of land at Thornlands and land at Thorneside for inclusion in the Koala Area mapping.

Councillors considered a range of supporting data and factors, including the existing regulatory provisions for all dog owners in Redland City, regardless of whether they reside in a Koala Area. All dog owners must provide and maintain structures or facilities which facilitate the escape of koalas from the premises; and if a koala is on the land, protect the koala by restraining the dog until the koala has left the land, thereby preventing an attack.

In line with the existing subordinate local law, for properties greater than 2000m^2 in the proposed new Koala Areas, the same provisions relating to dogs being tethered or confined between sunset and sunrise will apply.

As part of the workshop on 12 September 2015, Councillors also considered the potential impact and benefits of non-regulatory behaviour change mechanisms, and proposed a City wide Behaviour Change Program for an initial three year period.

This report proposes that Council initiate the process for amending the subordinate local law and commence the community consultation on the amended koala maps.

Community Engagement

Community engagement will be conducted for a period of 28 days, commencing on 17 February 2016. The delay in commencement of the consultation is to avoid Christmas school holidays and to allow time for the development of the consultation material. Consultation will include:

- Public notice in Redland City Bulletin;
- Media Release;
- Redland City Council website communication and online submission form;
- Printed submission forms for Customer Service Centres;
- Posters and flyers;
- Targeted communication to residents of the proposed new Koala Areas; and
- Display the public notice in Council's public office.

Anti-competitive provisions

No anti-competitive provisions have been identified in the proposed amendments to *Subordinate Local Law No. 2 (Animal Management) 2015.*

STRATEGIC IMPLICATIONS

Legislative Requirements

This report is in accordance with the legislative requirements of the *Local Government Act 2009* and the *Local Government Regulation 2012.*

Risk Management

The risks associated with amending subordinate local laws are managed by conducting the process in accordance with the legislative requirements of the *Local Government Act 2009,* the *Local Government Regulation 2012* and Council's adopted practice for amending local laws.

Financial

The main cost associated with the local law amendment process will be for conducting community engagement and public notification. Funding has been included in the 2015/16 budget.

Funding of the design and implementation of a Behaviour Change Program to reduce koala mortality from domestic dog attacks will require a budget allocation and can be drawn down from the Environment Separate Charge Operation Reserve. It is estimated that the cost of the program could be in the vicinity of $80,000 to $200,000 over a three year period. It is proposed that an allocation of $50,000 as part of the first budget review in the current financial year be made to design the program and further funding bids be made in subsequent years.

People

Internal consultation has occurred in relation to the proposed amendments. This has included both the content of the amendment and its implementation. Submissions from previous community consultation have been considered in drafting the Koala Area amendment.

Environmental

There are environmental implications associated with the amendment of Koala Areas. The community will be asked to provide their views and feedback on this amendment when community engagement is undertaken.

Social

Local Government provides for the good governance of their areas through two main channels – planning schemes and local laws. As such, Council's local law amendment relates to all members of the Redlands community. There are regulatory implications for those communities affected by changes to the Koala Areas, if a person keeps a dog and their lot has an area of more than 2000m^2.

Alignment with Council's Policy and Plans

The process for making and initiating local law amendments and the associated recommendations of this report are in accordance with the local law making process adopted by Council. The process is also in keeping with *Council's Corporate Plan 2015-2020* Outcome 8, Inclusive and Ethical Governance.

CONSULTATION

In developing the proposed subordinate local law amendment and community consultation arrangements, consultation has occurred with: Councillors; Environment and Regulation Group; Communication, Engagement and Tourism Group; other relevant operational areas of Council; King and Company solicitors; and Redland City residents through consideration of the submissions made to the Model Local Law process.

Public consultation will be conducted as previously outlined in this report.

OPTIONS

1. To accept the officers recommendations to propose to make *Animal Management (Amendment) Subordinate Local Law (No. 1) 2015, to develop and implement a City wide Behaviour Change Program, and to commence community consultation.*

2. To request further amendments to the Koala Areas, and ask that the mapping be amended for consideration at a future meeting. This would result in further delays to the commencement of public consultation and is therefore not recommended.

3. Do not accept the recommendations of the report and leave the Koala Areas as originally adopted in April 2015. This would not address the submissions made as part of that process.

**OFFICER'S RECOMMENDATION/
COUNCIL RESOLUTION**

Moved by: Cr A Beard
Seconded by: Cr M Edwards

That Council resolves to:

1. Propose to make Animal Management (Amendment) Subordinate Local Law (No.1) 2015, as outlined in the attachment to this report;

2. Develop and implement a City wide Behaviour Change Program to reduce koala mortality from domestic dog attacks with appropriate resources for an initial period of three years, subject to the allocation of funds through the normal budgetary process; and

3. Undertake a 28 day period of community consultation on the proposed amendment to Subordinate Local Law No. 2 (Animal Management) 2015, commencing on 17 February 2016, with the consultation report presented to Council after the local government election on 19 March 2016.

CARRIED   9/2

Crs Boglary, Ogilvie, Hardman, Hewlett, Edwards, Elliott, Beard, Bishop and Williams voted FOR the motion.

Crs Talty and Gleeson voted AGAINST the motion.

Redland City Council
Animal Management (Amendment) Subordinate Local Law (No. 1) 2015

Contents

Part 1   Preliminary

1   Short title

This subordinate local law may be cited as *Animal Management (Amendment) Subordinate Local Law (No. 1) 2015*.

2   Subordinate local law amended

This subordinate local law amends *Subordinate Local Law No. 2 (Animal Management) 2015*.

Part 2 Amendments to subordinate local law

3 Amendment of sch 4B (Koala areas)

(1) Schedule 4B, map 1, map 2 Enlargements, map 2A, map 2D, map 2E, map 2F, map 2H and map 2I—

omit, insert—

'

Schedule 4B - Koala Areas
Map 2 Enlargements

Schedule 4B - Koala Areas
Map 2A

Legend
Koala Areas
Cadastral Boundaries
Outline of Redland City

Produced by Spatial Business Intelligence
September 2015

Schedule 4B - Koala Areas
Map 2D

Schedule 4B - Koala Areas
Map 2E

Legend
Koala Areas
Cadastral Boundaries
Outline of Redland City

Schedule 4B - Koala Areas
Map 2F

Schedule 4B - Koala Areas
Map 2H

Schedule 4B - Koala Areas
Map 2I

Legend
Koala Areas
Cadastral Boundaries
Outline of Redland City

(2)   Schedule 4B, after map 2M—

    insert—

'

Schedule 4B - Koala Areas
Map 20

Schedule 4B - Koala Areas
Map 2P

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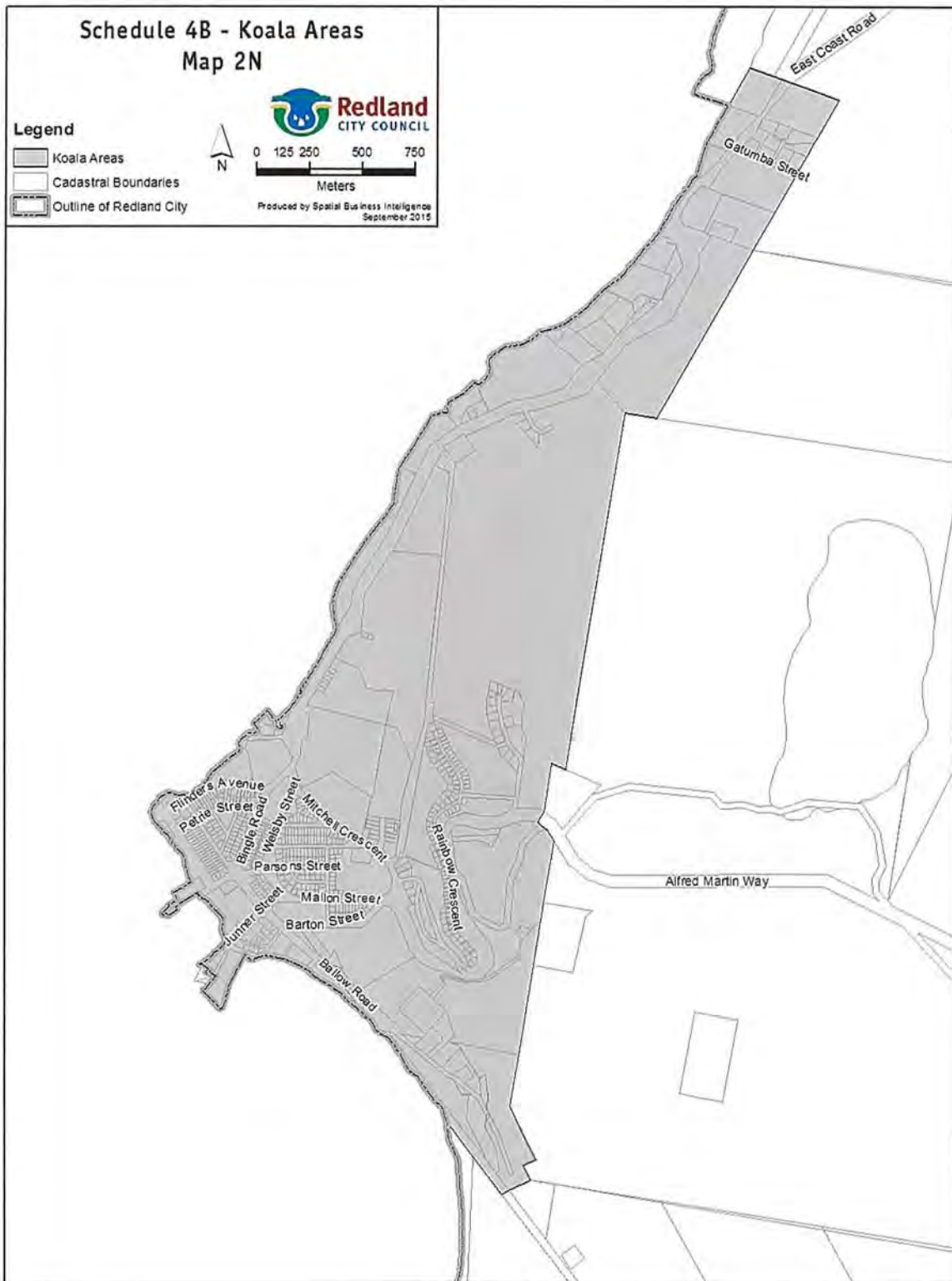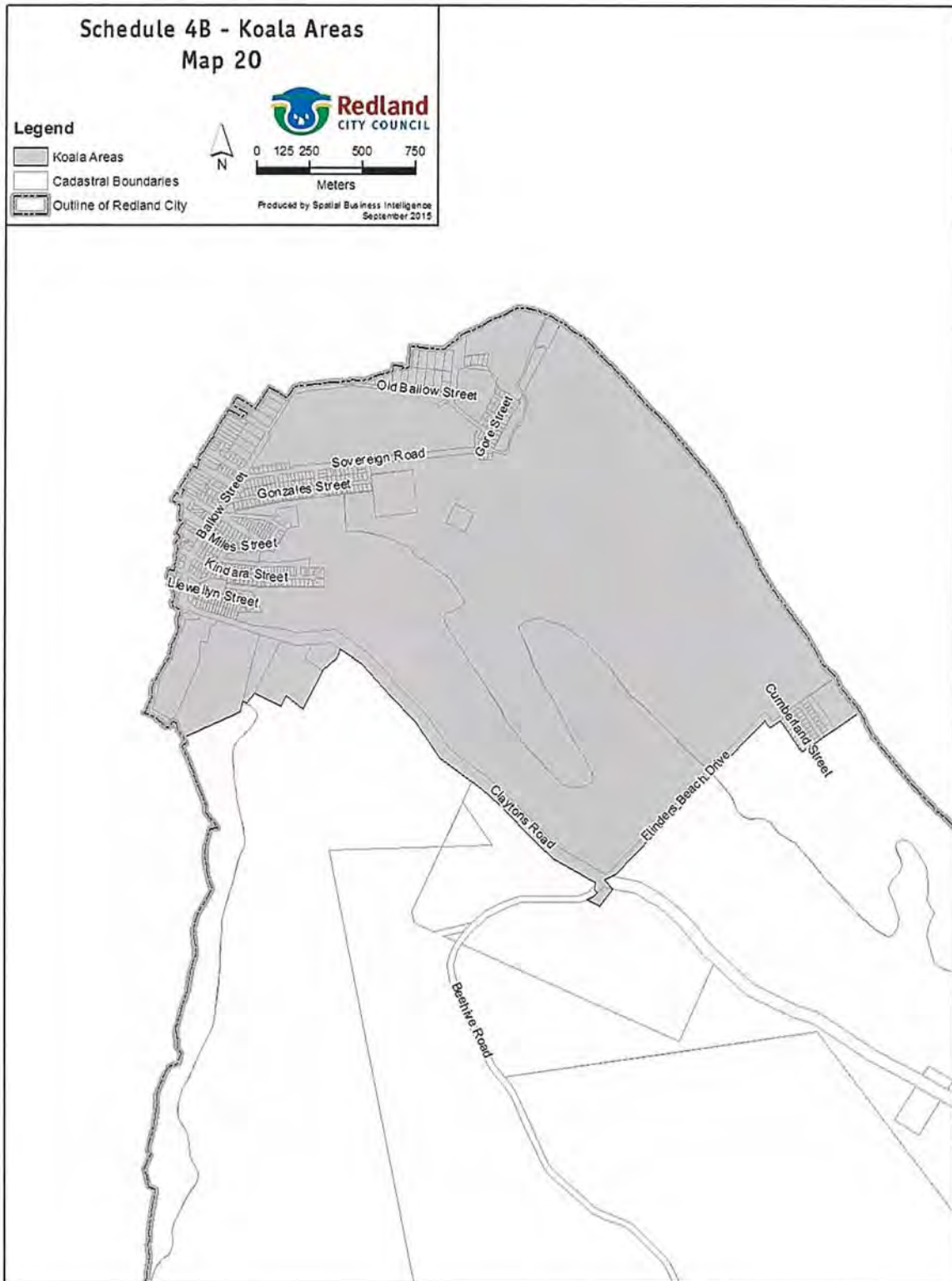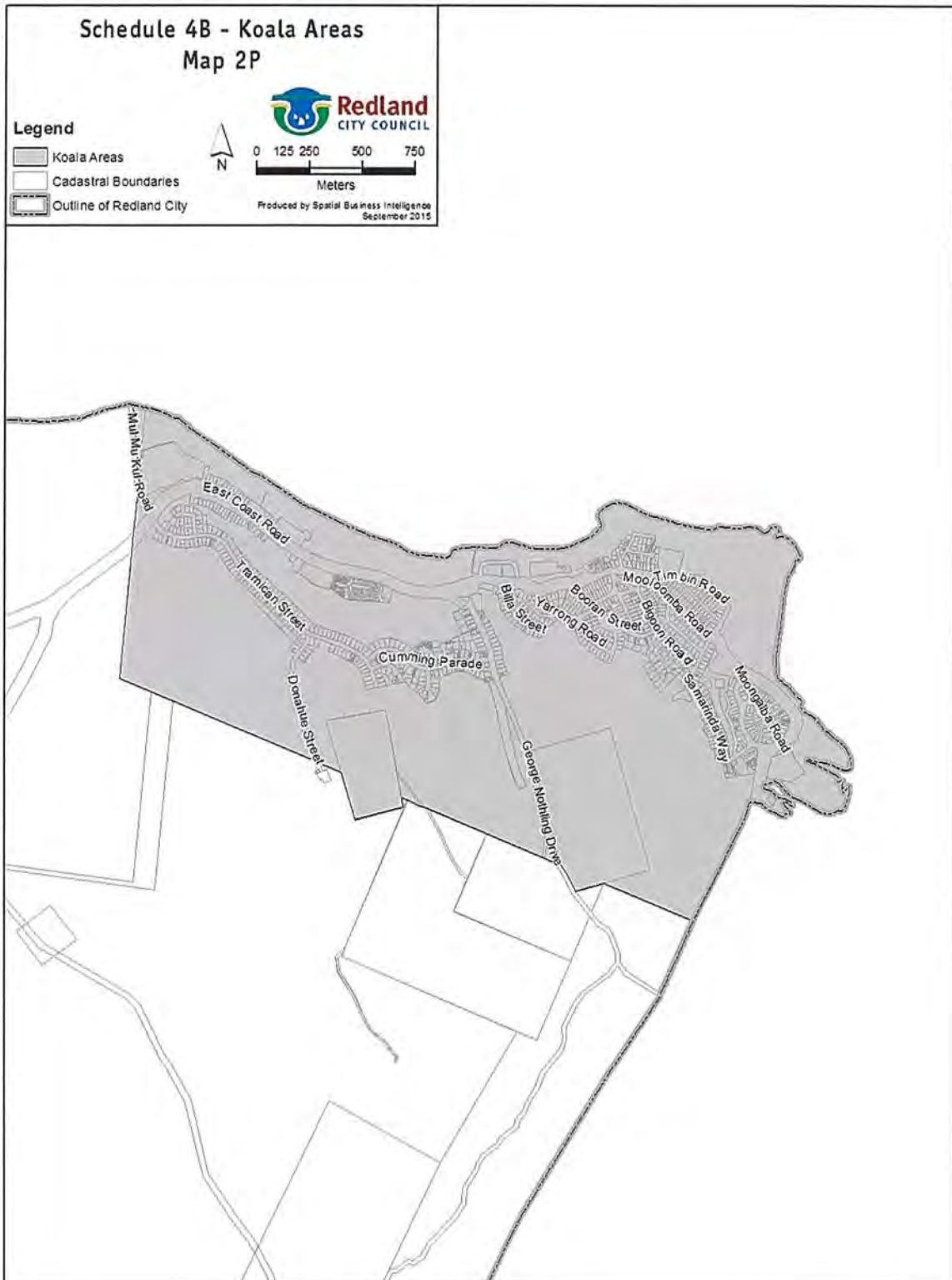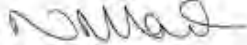
This and the preceding 13 pages bearing my initials is a certified copy of *Animal Management (Amendment) Subordinate Local Law (No. 1) 2015* made in accordance with the provisions of the *Local Government Act 2009* by Redland City Council by resolution dated the   day of   2015.

....
Chief Executive Officer

11.3.2 PARKING (AMENDMENT) SUBORDINATE LOCAL LAW (NO. 1) 2015

Objective Reference:	A814033 Reports and Attachments (Archives)
Attachments:	**Attachment 1 – Submissions Analysis** **Attachment 2 – Parking (Amendment)** **Subordinate Local Law (No. 1) 2015**
Authorising Officer:	**Nick Clarke** **General Manager Organisational Services**
Responsible Officer:	**Luke Wallace** **Group Manager Corporate Governance**
Report Author:	**Tracey Cooke** **Acting Corporate Governance & Policy Advisor**

PURPOSE

The purpose of this report is to present the submissions made during public consultation on a proposed amendment to *Subordinate Local Law No. 5 (Parking) 2015* to add a new regulated parking area at Junner Street, Dunwich, North Stradbroke Island.

Public consultation has now concluded and subject to consideration of submission responses, the amended law can be made by resolution of Council.

BACKGROUND

Stradbroke Ferries Pty Ltd has requested Council's help to manage parking at a leased parcel of land in Junner Street, Dunwich (SP265130 and SL810075). In order for Council to regulate parking at this site, an amendment to *Subordinate Local Law No. 5 (Parking) 2015* is required to include the description and mapping for this site.

The proposed amendment would allow Council to regulate and enforce parking at this key transport hub for island commuters.

A regulated parking agreement has been prepared in accordance with the *Transport Operations (Road Use Management) Act 1995*.

At the General Meeting of 4 November 2015, Council resolved to: propose to make *Parking (Amendment) Subordinate Local Law (No. 1) 2015*; enter into an agreement with Stradbroke Ferries Pty Ltd to enforce local law provisions about car parking at Junner Street; and undertake a 21 day period of community consultation commencing immediately.

ISSUES

Council regulation helps provide the public with more equitable access to parking spots by ensuring increased rotation of vehicles and providing closer parking for

those intending to park for shorter periods. These arrangements also ensure special purpose areas including disability parking bays, drop off and loading zones are able to be used for their intended purpose.

The Junner Street regulated parking community consultation was held from 5 to 25 November 2015, and facilitated through online channels, print media, Customer Service Centres and Libraries.

The results of submissions received are presented to Council for consideration as *Attachment 1* to this report.

In summary, there were a total of 14 submitters comprising 11 individuals and 3 organisations. All submitters are residents or organisations of North Stradbroke Island.

There were 12 submitters who agreed with the proposed amendment and 2 submitters who disagreed. Submitters put forward a total of 30 'Facts and Circumstances' to support their view and three of these were used by submitters who agreed, as well as submitters who disagreed, with the proposed amendment.

The key points raised by submitters who agreed with the amendment are: that vehicles parked for lengthy periods, sometimes weeks or months, reduce the number of available parking spaces for regular commuters; and that there are insufficient car spaces at Junner Street generally.

Submitters who disagreed with the amendment believed that regulated parking will not solve the current issues at Junner Street and that the proposal is a revenue raising venture.

Submitters who both agreed and disagreed requested more information on the intended conditions of parking at this site. The precise conditions of any regulated parking will be determined in the weeks ahead based on all the relevant factors including submissions received, operational needs, consultation with the lessee and local Councillor.

The scope of this public consultation is solely on the question of whether the community agrees with, or disagrees with, the inclusion of Junner Street in the subordinate local law as an off-street regulated parking area. This scope is constrained by the content of the subordinate local law and the requirements of the local law making process.

Although future car parking conditions are not yet confirmed, Council advised via its *YourSay* website that it is envisaged there will be minimal change to the number of car spaces available within the proposed regulated area.

Council also confirmed that any future works to the car park would be paid for by the land lessee, Stradbroke Ferries.

The public consultation process captured several comments which are not directly related to the scope of this consultation, and these will be passed on to the relevant areas of Council for their consideration.

STRATEGIC IMPLICATIONS

Legislative Requirements

This report is in line with the legislative requirements of the *Local Government Act 2009* and the *Local Government Regulation 2012.*

Risk Management

The risks associated with amending subordinate local laws are managed by conducting a process in accordance with legislative requirements of the *Local Government Act 2009, Local Government Regulation 2012* and Council's adopted local law making process.

Financial

The main cost associated with the local law making process is the cost of conducting community consultation, engagement and public notification. These costs can be met from existing budgets.

People

Internal consultation has occurred in relation to the proposed amendment. This has included both the content of the amendment and its implementation.

Environmental

There are no direct environmental impacts associated with this report.

Social

Local government provides for good governance of their local government areas mainly through planning schemes and local laws. As such Council's local law amendments relate to all members of the Redland community.

Alignment with Council's Policy and Plans

The process for making and initiating local law amendments and the associated recommendations of this report are in accordance with the local law making process adopted by Council resolution. This process is in keeping with Council's *Corporate Plan 2015-2020* Strategy 8, Inclusive and Ethical governance.

CONSULTATION

In developing this proposed subordinate local law amendment and implementing community engagement, consultation has occurred with:

1. All relevant operational areas of Council
2. Elected representatives
3. King and Company Solicitors
4. Redland City residents and the broader community through the public consultation process

OPTIONS

1. To accept the recommendations of this report and proceed to make *Parking (Amendment) Subordinate Local Law (No. 1) 2015,* as outlined in *Attachment 2*.
2. To accept the recommendations of this report subject to further analysis of consultation data.
3. To not accept the recommendations of this report.

**OFFICER'S RECOMMENDATION/
COUNCIL RESOLUTION**

Moved by: **Cr A Beard**
Seconded by: **Cr M Edwards**

That Council resolves to:

1. **Note the regulated parking public consultation submission results, as detailed in *Attachment 1*; and**

2. **Proceed to make *Parking (Amendment) Subordinate Local Law (No. 1) 2015*, as outlined in *Attachment 2*.**

CARRIED   11/0

Crs Boglary, Ogilvie, Hardman, Hewlett, Edwards, Elliott, Talty, Beard, Gleeson, Bishop and Williams voted FOR the motion.

Attachment 1
Submissions analysis - proposed amendment to Subordinate Local Law No. 5 (Parking) 2015
Addition of a new Regulated Parking Area at Junner Street, Dunwich, North Stradbroke Island

SUBMITTERS	
Total	14
Agree	12
Disagree	2
Individuals	11
Organisations	3
NSI residents/organisations	14

Grounds AGREE	12
Facts & Circumstances	
All parking should be single day parking	1
Alleviate dangerous situations involving disembarking vehicles, foot passengers, buses and taxis due to current parking layout and closure of the Red Cat lane	2
As long as it does not contribute to an increase in costs for barge or water taxi users	1
Current arrangements at Junner Street are chaotic and a change is overdue	3
Elderly and infirm people are unable to find a parking space and have to walk a long distance to the ferry	4
Eliminate inline parking	1
Maximum limit of 12 hours parking for most parking spaces	1
Maximum limit of 24 hours parking	3
Maximum limit of 24 to 72 hours parking	1
Maximum limit of 48 hours parking	1
Maximum limit of 48 to 72 hours parking	1
No 'freebies' or reserved spaces except for Stradbroke Ferries office staff	1
No long term parking	1
No overflow parking in holiday and other busy times	1
Parking should remain free	1
Parking time limits should meet the needs of those taking day trips to the mainland	3
Provide a balance of spaces for regular commuters as well as long term users	2
Provide additional disabled parking	2
Provide better provision for pick-up and drop-off	4
Provide more angle parking	1
Redesign the parking layout for more efficiency and an increased number of spaces	2
Regulated parking will push commuters into other areas, such as Straddie Camping	2
Require the details of intended parking conditions	2
The problem is long term parking for weeks or months by either non residents, absentee owners or surf club members	8
The regulated parking area should be patrolled every 24 to 48 hours	1
There is insufficient parking at Junner Street, even when arriving early	7

Grounds DISAGREE	2
Facts & Circumstances	
Agree if safe car parking is provided	1
Appears to be a cash grab or revenue raising venture	2
Parking time limits should meet the needs of those taking day trips to the mainland	1
Provide more long term parking	1
Regulated parking will not solve the current problems	2
Regulated parking will push commuters into other areas, such as Straddie Camping	1
Require the details of intended parking conditions	1

Redland City Council
Parking (Amendment) Subordinate Local Law (No. 1) 2015

Contents

Part 1   Preliminary

1   Short title

This subordinate local law may be cited as *Parking (Amendment) Subordinate Local Law (No. 1) 2015*.

2   Subordinate local law amended

This subordinate local law amends *Subordinate Local Law No. 5 (Parking) 2015*.

Part 2   Amendments to subordinate local law

3   Amendment of sch 2 (Declaration of off-street regulated parking areas)

(1)   Schedule 2, part 1, after item 4—

insert—

'

Junner Street Ferry Terminal car park as identified in schedule 2, part 2.	4B	Junner Street Ferry Terminal car park, Dunwich, North Stradbroke Island.

'.

(2)   Schedule 2, part 2, after map 4A—

insert—

'**Map 4B**

Schedule 2 - Part 2
Map 4B: North Stradbroke Island
Declared Off-Street Regulated Parking Areas

Redland CITY COUNCIL

0   12.5   25   50
                              Meters

N

⬜ Map 4B: Junner Street ferry terminal off-street car park

'.

This and the preceding 2 pages bearing my initials is a certified copy of *Parking (Amendment) Subordinate Local Law (No. 1) 2015* made in accordance with the provisions of the *Local Government Act 2009* by Redland City Council by resolution dated the   day of   2015.

....
Chief Executive Officer

11.4   PORTFOLIO 3   (CR JULIE TALTY)

CITY PLANNING AND ASSESSMENT

11.4.1 DECISIONS MADE UNDER DELEGATED AUTHORITY FOR CATEGORY 1, 2 & 3 DEVELOPMENT APPLICATIONS

Objective Reference:	**A649671** **Reports and Attachments (Archives)**
Attachment:	**Decisions Made Under Delegated Authority 01.11.2015 to 21.11.2015**
Authorising Officer:	**Louise Rusan** **General Manager Community & Customer Services**
Responsible Officer:	**David Jeanes** **Group Manager City Planning & Assessment**
Report Author:	**Debra Weeks** **Senior Business Support Officer**

PURPOSE

The purpose of this report is for Council to note that the decisions listed below were made under delegated authority for Category 1, 2 and 3 development applications.

This information is provided for public interest.

BACKGROUND

At the General Meeting of 27 July, 2011, Council resolved that development assessments be classified into the following four Categories:

Category 1 – Minor Complying Code Assessments and Compliance Assessments and associated administrative matters, including correspondence associated with the routine management of all development applications;

Category 2 – Complying Code Assessments and Compliance Assessments and Minor Impact Assessments;

Category 3 – Moderately Complex Code & Impact Assessments; and

Category 4 – Major and Significant Assessments

The applications detailed in this report have been assessed under:-

- Category 1 criteria - defined as complying code and compliance assessable applications, including building works assessable against the planning scheme, and other applications of a minor nature, including all accelerated applications.

- Category 2 criteria - defined as complying code assessable and compliance assessable applications, including operational works, and Impact Assessable applications without submissions of objection. Also includes a number of process related delegations, including issuing planning certificates, approval of works on and off maintenance and the release of bonds, and all other delegations not otherwise listed.

- Category 3 criteria that are defined as applications of a moderately complex nature, generally mainstream impact assessable applications and code assessable applications of a higher level of complexity. Impact applications may involve submissions objecting to the proposal readily addressable by reasonable and relevant conditions. Both may have minor level aspects outside a stated policy position that are subject to discretionary provisions of the Planning Scheme. Applications seeking approval of a plan of survey are included in this category. Applications can be referred to General Meeting for a decision.

**OFFICER'S RECOMMENDATION/
COUNCIL RESOLUTION**

Moved by: **Cr J Talty**
Seconded by: **Cr M Edwards**

That Council resolves to note this report.

CARRIED   11/0

Crs Boglary, Ogilvie, Hardman, Hewlett, Edwards, Elliott, Talty, Beard, Gleeson, Bishop and Williams voted FOR the motion.

Application	Description	Category	Applicant	Property Address	Application Type	Decision Date	Decision	Division
Decisions Made Under Delegated Authority 01.11.2015 to 07.11.2015								
Category 1								
BWP003229	Design & siting - Additions	Category1	Additions Pty Ltd	9 Marshall Lane, Wellington Point QLD 4160	Concurrence Agency Response	4/11/2015	Approved	1
MCU013599	Dwelling	Category1	Professional Management Accounting Pty Ltd As Trustee	38-40 Station Street, Wellington Point QLD 4160	Code Assessment	6/11/2015	Development Permit	1
BWP003183	Additions - Patio roof	Category1	The Certifier Pty Ltd	55 Masthead Drive, Cleveland QLD 4163	Code Assessment	2/11/2015	Development Permit	2
OPW001927	Advertising Device	Category1	Ss Signs & Vehicle Wraps	45-47 Shore Street West, Cleveland QLD 4163	Code Assessment	6/11/2015	Development Permit	2
BWP003230	Design & Siting - Dwelling	Category1	Bartley Burns Certifiers & Planners	47 Coburg Street East, Cleveland QLD 4163	Concurrence Agency Response	4/11/2015	Approved	2
MCU013603	Dual Occupancy - ADA	Category1	Philip Impey Architect	84 Passage Street, Cleveland QLD 4163	Code Assessment	5/11/2015	Development Permit	2
BWP003209	Design & Siting - Dwelling	Category1	Henley Properties Qld Pty Ltd	25 Seawater Street, Thornlands QLD 4164	Concurrence Agency Response	4/11/2015	Approved	4
BWP003227	Design & Siting - Secondary Dwelling	Category1	Applied Building Approvals	13 Wilmott Street, Victoria Point QLD 4165	Concurrence Agency Response	3/11/2015	Approved	4
BWP003236	Design & Siting - Outbuilding	Category1	Jeremy Wouter Alwyn Van De Bund	11 Turnberry Drive, Victoria Point QLD 4165	Concurrence Agency Response	6/11/2015	Approved	4
MCU013569	Dwelling House SMBI Development Entitlements Act 2004- Res A Zone	Category1	Paul Mare	26 Bilambil Drive, Russell Island QLD 4184	Code Assessment	3/11/2015	Development Permit	5

Decisions Made Under Delegated Authority 01.11.2015 to 07.11.2015								
MCU013570	Dwelling House SMBI Development Entitlements Act 2004	Category1	Peter Robert Miethke	5 Bilambil Drive, Russell Island QLD 4184	Code Assessment	4/11/2015	Development Permit	5
BWP003231	Design & Siting - Dwelling	Category1	Metricon Homes Qld	6 Europa Court, Redland Bay QLD 4165	Concurrence Agency Response	6/11/2015	Approved	6
MCU013590	Dual Occupancy	Category1	Andrew John Drysdale	13 Hampshire Crescent, Alexandra Hills QLD 4161	Code Assessment	4/11/2015	Development Permit	7
BWP003228	Design & Siting - Additions to existing house and Patio	Category1	Bartley Burns Certifiers & Planners	6 Sunburst Court, Capalaba QLD 4157	Concurrence Agency Response	3/11/2015	Approved	7
BWP003226	Design & Siting - Garage	Category1	Building Code Approval Group Pty Ltd	47 Chatsworth Circuit, Capalaba QLD 4157	Concurrence Agency Response	2/11/2015	Approved	9
BWP003232	Design & Siting - Dwelling House x 31	Category1	Building Code Approval Group Pty Ltd	69-79 Quarry Road, Birkdale QLD 4159	Concurrence Agency Response	6/11/2015	Approved	10
Category 2								
OPW001930	Landscaping work - Renaissance Retirement Village Stage 31	Category2	Renaissance Victoria Point Pty Ltd	36-40 Bunker Road, Victoria Point QLD 4165	Compliance Assessment	2/11/2015	Approved	6
MCU013479	Community Facility and Education Facility	Category2	Horizon Foundation Inc	Redlands IndigiScapes Centre, 377-385 Redland Bay Road, Capalaba QLD 4157	Code Assessment	5/11/2015	Negotiated Decision	7
OPW001899	Operational Works – ROL 1 into 3 (Smart EDA)	Category2	Kieran Boru Fitzsimmons	446 Old Cleveland Road East, Birkdale QLD 4159	Code Assessment	5/11/2015	Development Permit	8

Application	Description	Category	Applicant	Property Address	Application Type	Decision Date	Decision	Division
**Decisions Made Under Delegate Authority 08.11.2015 to 14.11.2015**								
**Category 1**								
MC011108	Dwelling House	Category1	Bartley Burns Certifiers & Planners Robyn Thelma Morris Rodney Morris	90 Douro Road, Wellington Point QLD 4160	Impact Assessment	10/11/2015	Extension to Relevant Period	1
ROL005970	Standard Format - 1 into 2 Lots	Category1	Statewide Survey Group Pty Ltd Consulting Surveyors	2-6 Starkey Street, Wellington Point QLD 4160	Code Assessment	13/11/2015	Development Permit	1
BWP003235	Design & Siting	Category1	Apex Certification & Consulting Scott William Hogan Tamara Louise Hogan	60 Jacob Street, Wellington Point QLD 4160	Concurrence Agency Response	9/11/2015	Approved	1
BWP003225	Domestic Additions	Category1	Noela Estelle Shaw	28 Sommersea Drive, Cleveland QLD 4163	Code Assessment	11/11/2015	Development Permit	2
BWP003239	Design and Siting - Additions	Category1	The Certifier Pty Ltd	74 Long Street, Cleveland QLD 4163	Concurrence Agency Response	10/11/2015	Approved	2
BWP003237	Combined Design & Siting and Build Over or Near Underground Infrastructure - Dwelling House	Category1	Approveit Building Certification Pty Ltd	43 Blue Water Avenue, Thornlands QLD 4164	Concurrence Agency Response	10/11/2015	Approved	3
MCU013586	Display Dwelling & Future Dwelling House	Category1	Development Solutions Qld	212 Colburn Avenue, Victoria Point QLD 4165	Code Assessment	13/11/2015	Development Permit	4

Decisions Made Under Delegate Authority 08.11.2015 to 14.11.2015								
BWP003249	Design and Siting - Domestic Outbuilding	Category1	The Certifier Pty Ltd	186-188 James Street, Redland Bay QLD 4165	Concurrence Agency Response	10/11/2015	Approved	5
BWP003240	Design and Siting - Carport	Category1	Building Code Approval Group Pty Ltd	11 Malcomia Street, Redland Bay QLD 4165	Concurrence Agency Response	11/11/2015	Approved	6
OPW001940	Driveway Crossover	Category1	Mark Scott	15 Creekside Circuit West, Victoria Point QLD 4165	Code Assessment	12/11/2015	Development Permit	6
ROL005959	Standard Format - 1 into 2 Lots	Category1	DTS Group Pty Ltd	4 Carlisle Street, Alexandra Hills QLD 4161	Code Assessment	10/11/2015	Negotiated Decision	7
ROL005985	Standard Format 1 into 2	Category1	Bplanned Pty Ltd	16-18 Stanley Street, Capalaba QLD 4157	Code Assessment	11/11/2015	Development Permit	9
BWP003241	Design & Siting - Dwelling House	Category1	Building Code Approval Group Pty Ltd	23 Thorneside Road, Thorneside QLD 4158	Concurrence Agency Response	13/11/2015	Approved	10
Category 2								
OPW001903	Operational Works - Prescribed Tidal Works - Barge/Boat Ramp	Category2	Pensar Building Pty Ltd Redland City Council As Trustee City Spaces	Macleay Island Commuter Facility, 2 Brighton Road, Macleay Island QLD 4184	Code Assessment	12/11/2015	Development Permit	5
ROL005771	Reconfiguration of Lot - 1 into 9 lots and Park	Category2	James Theodorou	387-395 Old Cleveland Road East, Birkdale QLD 4159	Impact Assessment	13/11/2015	Development Permit	8
MCU013533	Multiple Dwellings (12 Units)	Category2	Hometown Villas	100 Finucane Road, Alexandra Hills QLD 4161	Code Assessment	11/11/2015	Development Permit	8

Decisions Made Under Delegate Authority 08.11.2015 to 14.11.2015								
Category 3								
MCU013514	Refreshment Establishment	Category3	Tong Town Planning & Development Services	82 Redland Bay Road, Capalaba QLD 4157	Impact Assessment	13/11/2015	Development Permit	9

Application	Description	Category	Applicant	Property Address	Application Type	Decision Date	Decision	Division
Decisions Made Under Delegated Authority 15.11.2015 to 21.11.2015								
Category 1								
BWP003250	Design & Siting - Carport	Category1	Building Approvals Qld	39 Beckwith Street, Ormiston QLD 4160	Concurrence Agency Response	16/11/2015	Approved	1
ROL005845	Standard Format: 1 into 2	Category1	Angela M Bali	209 Queen Street, Cleveland QLD 4163	Permissible Change	19/11/2015	Development Permit	2
BWP003261	Proposed Dwelling	Category1	PI Home Pty Ltd	123 Tramican Street, Point Lookout QLD 4183	Concurrence Agency Response	16/11/2015	Approved	2
BWP003251	Combined - Design & Siting and Build over or near relevant infrastructure - Carport	Category1	The Certifier Pty Ltd	15 Tudar Place, Thornlands QLD 4164	Concurrence Agency Response	18/11/2015	Approved	3
BWP003244	Design and Siting - Dwelling	Category1	Professional Certification Group	13 Maranoa Street, Thornlands QLD 4164	Concurrence Agency Response	16/11/2015	Approved	4
BWP003245	Design and Siting - Dwelling	Category1	Professional Certification Group	39 Waterline Boulevard, Thornlands QLD 4164	Concurrence Agency Response	16/11/2015	Approved	4
BWP003253	Design & Siting - Garage	Category1	Matrix Certification Services Pty Ltd	32 Torello Crescent, Victoria Point QLD 4165	Concurrence Agency Response	19/11/2015	Approved	4
BWP003255	Design and Siting - Dwelling	Category1	Bartley Burns Certifiers & Planners	6 Allen Street, Victoria Point QLD 4165	Concurrence Agency Response	17/11/2015	Approved	4
BWP003258	Design and Siting - Carport	Category1	Fastrack Building Certification	7 Sycamore Parade, Victoria Point QLD 4165	Concurrence Agency Response	19/11/2015	Approved	4
MCU013577	Dwelling House	Category1	Jim Robson	5 Beelong Street, Macleay Island QLD 4184	Code Assessment	17/11/2015	Development Permit	5

Decisions Made Under Delegated Authority 15.11.2015 to 21.11.2015								
BWP003248	Referral required - Schedule 4 & Building Concurrence & Referral Form	Category1	Tarney Chapman	14 Villa Wood Road, Russell Island QLD 4184	Concurrence Agency Response	16/11/2015	Approved	5
BWP003243	Design and Siting - Dwelling	Category1	Metricon Homes Qld	1 Persian Close, Mount Cotton QLD 4165	Concurrence Agency Response	17/11/2015	Approved	6
BWP003252	Design & Siting - Dwelling	Category1	Antech Constructions Pty Ltd	1 Madison Court, Redland Bay QLD 4165	Concurrence Agency Response	18/11/2015	Approved	6
BWP003259	Design and Siting Dwelling	Category1	Professional Certification Group	4 Persian Close, Mount Cotton QLD 4165	Concurrence Agency Response	16/11/2015	Approved	6
BWP003219	Building Over/Near Relevant Infrastructure - Carport	Category1	The Certifier Pty Ltd	94 Dorsal Drive, Birkdale QLD 4159	Concurrence Agency Response	18/11/2015	Approved	10
BWP003256	Design & Siting - Dwelling	Category1	Bartley Burns Certifiers & Planners	17 Mooroondu Road, Thorneside QLD 4158	Concurrence Agency Response	17/11/2015	Approved	10
Category 2								
OPW001934	Operational Works 3 into 2 Lots	Category2	DRW Consulting	11-15A Frederick Street, Wellington Point QLD 4160	Code Assessment	19/11/2015	Development Permit	1
OPW001798	Operational Work - Fill and Retaining Wall	Category2	Jeremy Grant Davidson Stacey Davidson	9 Duchess Place, Cleveland QLD 4163	Code Assessment	19/11/2015	Development Permit	2
OPW001942	Operational Works - MCU - Upgrade of existing Point Lookout Wastewater Treatment Plant NSI	Category2	Redland City Council	154 Tramican Street, Point Lookout QLD 4183	Compliance Assessment	18/11/2015	Compliance Certificate	2
MCU013547	Dwelling House	Category2	Bartley Burns Certifiers & Planners	7 Oxford Road, Russell Island QLD 4184	Impact Assessment	18/11/2015	Development Permit	5

Decisions Made Under Delegated Authority 15.11.2015 to 21.11.2015								
ROL005983	Standard Format - 1 into 6 Lots	Category2	Clayton Lee McMahon	40-44 Andrew Street, Capalaba QLD 4157	Code Assessment	19/11/2015	Development Permit	9
OPW001938	Operational Works - Domestic Driveway Crossover	Category2	Tarnia Suzanne Bartlett	19 Jeffrey Street, Capalaba QLD 4157	Code Assessment	19/11/2015	Development Permit	9

11.4.2 APPEALS LIST CURRENT AS AT 23 NOVEMBER 2015

Objective Reference:	**A649576** **Reports and Attachments (Archives)**
Authorising Officer:	**Louise Rusan** **General Manager Community & Customer Services**
Responsible Officer:	**David Jeanes** **Group Manager City Planning & Assessment**
Report Author:	**Chris Vize** **Service Manager Planning Assessment**

PURPOSE

The purpose of this report is for Council to note the current appeals.

BACKGROUND

Information on appeals may be found as follows:

1. **Planning and Environment Court**

    a) Information on current appeals and declarations with the Planning and Environment Court involving Redland City Council can be found at the District Court web site using the "Search civil files (eCourts) Party Search" service: http://www.courts.qld.gov.au/esearching/party.asp

    b) Judgements of the Planning and Environment Court can be viewed via the Supreme Court of Queensland Library web site under the Planning and Environment Court link: http://www.sclqld.org.au/qjudgment/

2. **Department of Infrastructure, Local Government and Planning (DILGP)**

    The DILGP provides a Database of Appeals (http://www.dlg.qld.gov.au/resources/tools/planning-and-environment-court-appeals-database.html) that may be searched for past appeals and declarations heard by the Planning and Environment Court.

    The database contains:
    *   A consolidated list of all appeals and declarations lodged in the Planning and Environment Courts across Queensland of which the Chief Executive has been notified.
    *   Information about the appeal or declaration, including the appeal number, name and year, the site address and local government.

ISSUES

1.	File Number:	Appeal 2675 of 2009. (MC010624)
Applicant:		**L M Wigan**
Application Details:		Material Change of Use for residential development (Res A & Res B) and preliminary approval for operational works. 84-122 Taylor Road, Thornlands.
Appeal Details:		Applicant appeal against refusal.
Current Status:		A minor change to the application was allowed by the Court on 4 November 2015. The matter is listed for a hearing in May 2016.

2.	File Number:	Appeal 4802 of 2014 (OPW001288)
Applicant:		**Birkdale Flowers Pty Ltd**
Application Details:		Operational Works subsequent to reconfiguring a lot (1 into 28 lots).
Appeal Details:		Amended Originating Application seeking enforcement orders for removal of encroachments upon adjoining land and compliance with relevant approvals.
Current Status:		5 day hearing held during week of 9 November 2015. Matter adjourned for further hearing at a later date.

3.	File Number:	Appeals 178, 179, 180 & 181 of 2015 (ROL005722 – ROL005725 inclusive)
Applicant:		**Villa World Development Pty Ltd**
Application Details:		Reconfiguring a Lot - 1 into 37 lots (Stage 4), 1 into 32 lots (Stage 5), 1 into 32 lots (Stage 6) and 1 into 33 lots (Stage 7).
Appeal Details:		Applicant appeals against refusal of request for Negotiated Infrastructure Charges Notices.
Current Status:		Parties attended mediation in November 2015. Setdown for February pool of Court proceedings.

4.	File Number:	Appeal 795 of 2015 (MCU013316)
Applicant:		**James Tovey Wilson**
Application Details:		Material Change of Use for Mixed Use – Tourist Accommodation (71 units), Apartment Building (28 units), Refreshment Establishment and Shop 18-20 Waterloo Street Cleveland
Appeal Details:		Submitter appeal against development approval.
Current Status:		The applicant has undertaken a new round of public notification of the application, and the parties have considered the submissions received. The parties attended mediation on 30 October 2015. The matter has been listed for review on 26 November 2015.

5.	File Number:	Appeals 1610 of 2015 (MCU011532)
Applicant:		**Skyhope Developments**
Application Details:		Material Change of Use for Apartment Building (271 Units) 54-58 Mount Cotton Road, Capalaba
Appeal Details:		Applicant appeal against Infrastructure Charges Notice.
Current Status:		Parties attended mediation. Listed for review on 4 December 2015.

6.	File Number:	Appeals 3118 of 2015 (ROL005923)
Applicant:		**W Stone**
Application Details:		Reconfiguring a Lot (1 into 2) 35-37 Clive Road, Birkdale
Appeal Details:		Applicant appeal against refusal.
Current Status:		Matter settled by Consent Order on 20 November 2015.

7.	File Number:	Appeal 3441 of 2015 (MCU013378)
Applicant:		**Urban Potentials Pty Ltd**
Application Details:		Material Change of Use for a Service Station 4 – 6 Government Rd, Redland Bay
Appeal Details:		Applicant appeal against refusal.
Current Status:		Appeal filed in Court on 2 September 2015. No directions orders have been made by the Court.

8.	File Number:	Appeal 3474 of 2015 (ROL005815)
Applicant:		**Palacio Property Group Pty Ltd**
Application Details:		Reconfiguring a Lot (1 into 5 Lots) 188 – 200 Waterloo Street, Cleveland
Appeal Details:		Applicant appeal against refusal of conversion application.
Current Status:		Appeal filed in Court on 4 September 2015. No directions orders have been made by the Court.

9.	File Number:	Appeal 3641 of 2015 (MCU012812)
Applicant:		**King of Gifts Pty Ltd and HTC Consulting Pty Ltd**
Application Details:		Material Change of Use for Combined Service Station (including car wash) and Drive Through Restaurant 604-612 Redland Bay, Road, Alexandra Hills
Appeal Details:		Applicant appeal against refusal.
Current Status:		Appeal filed in Court on 16 September 2015.

10.	File Number:	Appeal 3703 of 2015 (MCU013447)
Applicant:		**Hometown Villas**
Application Details:		Material Change of Use for 16 Multiple Dwelling Units 41 – 45 Benfer Rd, Victoria Point
Appeal Details:		Applicant appeal against refusal.
Current Status:		Appeal filed in Court on 18 September 2015. The parties attended mediation on 27 October 2015.

11.	File Number:	Appeal 3988 of 2015 (MCU013389)
Applicant:		**Yajoc Pty Ltd**
Application Details:		Material Change of Use for 12 Multiple Dwelling Units 48 - 50 Little Shore St Cleveland
Appeal Details:		Applicant appeal against conditions.
Current Status:		Appeal filed in Court on 13 October 2015. Parties attended a without prejudice meeting on 18 November 2015.

**OFFICER'S RECOMMENDATION/
COUNCIL RESOLUTION**

Moved by: **Cr J Talty**
Seconded by: **Cr M Edwards**

That Council resolves to note this report.

CARRIED 11/0

Crs Boglary, Ogilvie, Hardman, Hewlett, Edwards, Elliott, Talty, Beard, Gleeson, Bishop and Williams voted FOR the motion.

11.4.3 REPEAL OF EXISTING RAINWATER HARVESTING AND GREYWATER REUSE POLICIES AND GUIDELINES

Objective Reference:	A537076
	Reports and Attachments (Archives)
Attachments:	**POL-3015 Rainwater Harvesting and Use Policy**
	GL-3015-001 Rainwater Harvesting and Use Guideline
	POL-3033 Greywater Use Policy
	GL-3033-001 Greywater Use Guideline
Authorising Officer:	
	Louise Rusan
	General Manager Community and Customer Services
Responsible Officer:	**David Jeanes**
	Group Manager City Planning and Assessment
Report Author:	**Craig Dickson**
	Acting Strategic Planner

PURPOSE

The purpose of this report is to repeal the following policies and guidelines which are no longer required:

- POL-3015 – Rainwater Harvesting and Use Policy
- GL-3015-001 – Rainwater Harvesting and Use Guideline
- POL-3033 – Greywater Use Policy
- GL-3033-001 - Greywater Use Guideline

BACKGROUND

In 2006 Council adopted the Rainwater Harvesting and Use Policy and Guideline to permit and guide the voluntary installation of rainwater harvesting and use systems to assist in reducing the reliance of domestic, commercial and industrial development on mains water in the City.

On 1 July 2007 the Queensland Government introduced mandatory requirements for the installation of rainwater tanks in newly proposed residential dwellings and in 2008 expanded the requirement to commercial buildings. Requirements were outlined in the Queensland Development Code (QDC) MP 4.2 Rainwater Tanks and other Supplementary Water Supply Systems and MP 4.3 Alternative Water Sources – Commercial Buildings. While the QDC prevailed in any area of inconsistency, Council's policy and guideline at that time remained a valuable customer service tool.

On 1 February 2013 the Queensland Government repealed the mandatory requirement for rainwater tanks but maintained the QDC MP 4.2 and MP 4.3 to:

1. Stipulate design and installation requirements; and

2. Facilitate mandatory requirements if a local government 'opted-in' (through a Minister approval that satisfied community net benefit) for a mandatory installation of a rainwater tank.

Council to date has not "opted in" to the mandatory requirements for rainwater tanks.

The Greywater Use Policy and Guideline were prepared early in 2006 to inform Council's process and requirements for receiving applications for greywater use under amended State legislation. At the time, Council was the only local government in South East Queensland to adopt a policy position on greywater use.

With the commencement of the updated QDC MP 4.2 and new QDC MP 4.3 in January 2008 appropriately treated greywater could be used for purposes such as:

- toilet flushing;
- washing of paths, walls or vehicles;
- cold water supply to washing machines;
- lawn and garden irrigation.

ISSUES

Currently all greywater use facilities consisting of either a greywater diversion device or greywater treatment plant and greywater land application area or other end uses must be approved by Council. Rainwater tanks do not require a Council approval unless they are of a certain size, location and dimensions or connected to internal fixtures of the house.

Installations of rainwater tank and greywater use facilities are governed by the *Plumbing and Drainage Act 2002*, associated regulations, the Queensland Plumbing and Wastewater Code (QPW code) along with other relevant Australian and New Zealand Standards. Along with the QDC, these documents clearly set out the responsibilities of Council and community in regards to the installation and use of both greywater facilities and rainwater harvesting facilities.

Since the introduction of the updated QDC and legislative updates to the *Plumbing and Drainage Act 2002* and regulations, Council's existing 2006 policies and guidelines for greywater and rainwater harvesting have not been updated and are now effectively obsolete.

Recognising these circumstances it is recommended that both the existing rainwater harvesting and greywater reuse policies and associated guidelines be repealed. Existing customer service factsheets will be reviewed and updated to ensure that they accurately reflect the current regulatory requirements.

STRATEGIC IMPLICATIONS

Legislative Requirements

Following legislative changes to requirements for rainwater tanks and greywater use the existing Council policies and guidelines addressing greywater use and rainwater harvesting are effectively obsolete and need to be repealed.

Risk Management

The QDC MP 4.2 and 4.3 clearly outline requirements for the installation of rainwater tanks and greywater approval requirements. Legislation, codes and standards further support these requirements. Council will still be required to approve applications in

certain circumstances. Updates to existing fact sheets will assist with reducing customer risk of inappropriate installation.

Financial

There are no financial implications in relation to the repeal of these policies and guidelines.

People

Council's Plumbing Services Team currently manage applications for the installation for greywater use facilities and certain rainwater tanks connected to internal fixtures of a house. To assist Customer Service, existing fact sheets will be reviewed to ensure that they accurately reflect current regulatory requirements.

Environmental

Environmental implications of rainwater tanks and greywater use are adequately addressed through the provisions in relevant legislation, codes and standards as provided by the Queensland Government.

Social

There are no social implications in relation to this report.

Alignment with Council's Policy and Plans

Repealing these policies and guidelines does not change Council's position in the support of green living choices under outcome 2 Green Living of the Corporate Plan 2015-2020.

CONSULTATION

The following teams have been consulted:

- Plumbing and Building Services
- Strategic Planning
- Planning Assessment
- Health and Environment

OPTIONS

1. That Council resolves to:

    a. Repeal the following policies and guidelines:

    - POL-3015 – Rainwater Harvesting and Use Policy
    - GL-3015-001 – Rainwater Harvesting and Use Guideline
    - POL-3033 – Greywater Use Policy
    - GL-3033-001 - Greywater Use Guideline.

    b. Update the existing Fact Sheets addressing rainwater tank installation and greywater use for customer service purposes.

2. That Council resolves to not accept the recommendations of this report and instead update the policies and guidelines in line with relevant legislation, codes and standards and reduce any duplication; or

3. That Council resolves to not accept the recommendations of this report.

**OFFICER'S RECOMMENDATION/
COUNCIL RESOLUTION**

Moved by: **Cr J Talty**
Seconded by: **Cr M Elliott**

That Council resolves to:

1. **Repeal the following Policies and Guidelines:**

   - **POL-3015 – Rainwater Harvesting and Use Policy;**
   - **GL-3015-001 – Rainwater Harvesting and Use Guideline;**
   - **POL-3033 – Greywater Use Policy;**
   - **GL-3033-001 - Greywater Use Guideline; and**

2. **Update the existing Fact Sheets addressing rainwater tank installation and greywater use for customer service purposes.**

CARRIED   11/0

Crs Boglary, Ogilvie, Hardman, Hewlett, Edwards, Elliott, Talty, Beard, Gleeson, Bishop and Williams voted FOR the motion.

Rainwater Harvesting and Use

Head of Power

1. The *Plumbing and Drainage Act 2002* allows for the regulation of rainwater harvesting systems; and

2. In the instance of using rainwater for toilets and laundry fixtures through interconnection with water supplied by the local government, section 45 of the *Standard Plumbing and Drainage Regulation 2003* requires the local government to give approval to -

   Connect a pipe carrying water supplied by the local government or other service provider to a water storage tank used to store water obtained from another source or discharge into a water storage tank used to store water obtained from another source with backflow prevention device(s) installed on the pipe carrying the water supplied by the local government.

Policy Objective

Allow the installation of rainwater harvesting systems to:

1. reduce the reliance on mains water for all domestic, commercial and industrial purposes;

2. enhance the protection of the Shire's waterways by reducing the volume of peak flow storm events and reducing the long term indirect costs of installing and maintaining stormwater infrastructure;

3. influence community awareness and behaviour to protect, maintain and enhance the environment by encouraging sustainable water use.

Policy Statement

This policy applies to the installation of rainwater tanks as a voluntary addition to an existing building or existing dwelling house. All new Class 1 buildings (detached dwelling houses and multiple dwellings) approved on or after 1 January 2007 must include a rainwater tank or alternative water substitution measures in accordance with Part 25 of the Queensland Development Code (QDC). Part 25 of the QDC does not apply to alterations or additions to existing dwelling houses.

Council is committed to:

1. facilitating the application process associated with the installation of rainwater harvesting systems;

CMR Team Use Only

Department: Planning and Policy
Group: Land Use Planning
Approved: General Meeting
Date Approved: 28/02/2007

Effective Date: 28/02/2007
Version: 3
Review Date: 28/02/2010
Page: 1 of 2

Redland
SHIRE COUNCIL

2. facilitating the interconnection of rainwater harvesting systems to mains water, providing adequate backflow controls are installed;

3. maintaining connection to the mains water supply system for potable water needs, wherever this system is available;

4. ensuring health and safety is maintained when using rainwater harvesting systems by ensuring they are only used for outdoor purposes, such as lawns, gardens and car washing, and indoors for toilet flushing and laundry fixtures.

5. providing guidance for the installation of rainwater harvesting systems;

6. providing for a range of rainwater harvesting systems that allow the user to decide on a system that meets their needs;

7. encouraging the sustainable use of our water resources;

8. protecting our waterways from the impacts of stormwater;

9. ensuring landowners and occupants are aware that duty of care for ongoing maintenance and monitoring of the rainwater harvesting systems is the responsibility of the landowner or occupant.

Associated Documents

A guideline that outlines the criteria for achievement of the policy objectives and outcomes has been prepared to support this policy.

CMR Team Use Only

Department: Planning and Policy
Group: Land Use Planning
Approved: General Meeting
Date Approved: 28/02/2007

Effective Date: 28/02/2007
Version: 3
Review Date: 28/02/2010
Page: 2 of 2

Redland
SHIRE COUNCIL

Rainwater Harvesting and Use

Scope

This guideline assists applicants, private certifiers and the Plumbing Certification team within Assessment Services to address the policy outcomes of Corporate Policy, POL-3015 – Rainwater Harvesting and Use.

Purpose

This guideline provides support to Corporate Policy, POL-3015 – Rainwater Harvesting and Use, by providing examples of criteria for achievement of the policy outcomes.

The criteria contained in this document provide a guide as to how the intent of the policy can be achieved. They do not preclude other alternative solutions for meeting the policy outcomes.

Definitions

Backflow prevention device – a device to prevent the reverse flow of water from a potentially polluted water source into a potable water supply system.

Inline rainwater harvesting system – allows for automatic trickle feed top up of the water collection device with potable mains water.

Non-potable – water for purposes other than drinking, cooking and bathing, for example, irrigation of gardens and lawns, toilet flushing and laundry.

Offline rainwater harvesting system – mains water backup where a sensor switches the indoor water supply from rainwater to mains water, via an automatic solenoid valve.

Potable – water of a quality suitable for drinking, cooking and bathing purposes.

Water collection device – storage system for water collected by the rainwater harvesting system, such as stand-alone water tanks, bladders or modular tanks.

Actions and Responsibilities

The Plumbing Assessment Team is responsible for the assessment of plumbing applications associated with rainwater harvesting systems where plumbed into internal facilities, or interconnected with the mains water supply. Town water restrictions apply where the rainwater system is interconnected with Council's water.

CMR Team Use Only

Department: Planning and Policy
Group: Land Use Planning
Approved: General Meeting
Date Approved: 28/02/2007

Effective Date: 28/02/2007
Version: 3
Review Date: 28/02/2010
Page: 1 of 17

Redland
SHIRE COUNCIL

The Domestic Building Team is responsible for the assessment of building applications associated with rainwater harvesting systems.

Reference Documents

This guideline has been developed to support the application or administration of Corporate Policy, POL-3015 – Rainwater Harvesting and Use.

Associated Documents

Australian Standard 2070 – Plastics materials for food contact use

Australian Standard/New Zealand Standard 2179 – Specifications for rainwater goods, accessories and fasteners

Australian Standard 2180 – Metal rainwater goods – selection and installation

Australian Standard 2845.2:1996 – Water supply – Backflow prevention devices – Air gaps and break tanks

Australian Standard 2845.3:1993 – Water supply – Backflow prevention devices – Field testing and maintenance

Australian Standard/New Zealand Standard 2845.1:1998 – Water supply – Backflow prevention devices – Materials, design and performance requirements

Australian Standard/New Zealand Standard 3500.1.2:1998 – National Plumbing and Drainage Code – Water Supply – Acceptable Solutions

Australian Standard/New Zealand Standard 4130 – Polyethylene pipes for pressure applications

Building Regulation 2006

Health Regulation 1996

CMR Team Use Only

Department: Planning and Policy
Group: Land Use Planning
Approved: General Meeting
Date Approved: 28/02/2007

Effective Date: 28/02/2007
Version: 3
Review Date: 28/02/2010
Page: 2 of 17

Redland
SHIRE COUNCIL

Rainwater Harvesting and Use Systems – Information and Criteria

Information for Applicants and Assessors	Plumbing and Building Criteria

1. Applications

Systems for outdoor only –

Rainwater harvesting systems used for outdoor activities only, such as garden irrigation or car washing, do not require a–
 	
 ▪ plumbing application where the system is not interconnected with the mains water supply.
 	
 ▪ building application where the water collection device –
 ‣ does not place a load on another structure such as the roof, wall or fence;
 ‣ involving excavation and fill does not risk the safety of people and property;
 ‣ does not involve the construction of a retaining wall;
 ‣ is no higher than the eaves;
 ‣ does not encroach upon any easement, underground stormwater or sewerage infrastructure;
 ‣ is located behind the front building line.
	(1) The rainwater harvesting system does not require a building or plumbing application, where the system complies with the following criteria –
	 (a) there is no interconnection with the mains water supply;
	 (b) where only used for outdoor activities, pumps or motors are permitted where fitted with an acoustic enclosure to reduce noise emissions to –
	   (i) 5dB(A) above the background noise level between 7am to 10pm; or
	   (ii) 3dB(A) above the background noise level between 10pm to 7am;
	 (c) system inlets and outlets are fitted with mosquito screens;
	 (d) rainwater overflow is diverted via a pipe to stormwater infrastructure;
	 (e) the capacity of the water collection device is 5000 litres or less;
	 (f) the water collection device –
	   (i) does not place a load on another structure such as the roof, wall or fence;
	   (ii) is installed according to the manufacturers specifications;
	   (iii) does not encroach upon any easement, underground stormwater or sewerage infrastructure;
	   (iv) is not higher than the eaves;
	   (v) is located behind the front

CMR Team Use Only

Department: Planning and Policy
Group: Land Use Planning
Approved: General Meeting
Date Approved: 28/02/2007

Effective Date: 28/02/2007
Version: 3
Review Date: 28/02/2010
Page: 3 of 17

Redland
SHIRE COUNCIL

Information for Applicants and Assessors	Plumbing and Building Criteria

	building line.
	(g) complies with excavation and fill standards in Schedule 1 (4) of the *Building Regulation 2006*;
	(h) complies with retaining wall standards in Schedule 1 (3) of the *Building Regulation 2006*;
	(i) requiring retaining walls or structures –
	  (i) are setback at least half the height of the wall from any boundary of the site;
	  (ii) do not exceed one (1) metre in height.

Systems for outdoor use, toilet and optional laundry tap fixture –	

▪ Where rainwater is used indoors for toilet flushing and at the laundry fixtures, a reliable water supply is maintained to enable uninterrupted use of fixtures. This is achieved by interconnecting the rainwater harvesting system with the reticulated mains water supply, in an inline or offline configuration. Inline and offline rainwater harvesting systems require a plumbing application and in some instances, a building application.
 	
▪ A plumbing application is required where the rainwater harvesting system is interconnected with the mains water supply in an inline or offline configuration.
 	
▪ A building application is required where the water collection device –
  ▸ places a load on another structure, for example, if a tank is contained within, forms part of, hangs off or is fixed to a building or structure;
  ▸ is higher than the eaves;
	(1) Rainwater harvesting systems that require a plumbing or building application are to satisfy the guideline criteria detailed in sections 2 to 6 below.

CMR Team Use Only

Department: Planning and Policy　　　　**Effective Date:** 28/02/2007
Group: Land Use Planning　　　　　　　**Version:** 3
Approved: General Meeting　　　　　　　**Review Date:** 28/02/2010
Date Approved: 28/02/2007　　　　　　　**Page:** 4 of 17

Redland
SHIRE COUNCIL

Information for Applicants and Assessors	Plumbing and Building Criteria
- encroaches upon an easement, underground stormwater or sewerage infrastructure; - is not located behind the front building line.	

2. Inline and Offline System Configuration

▪ Rainwater harvesting systems for indoor use incorporate a mains water backup system to ensure a reliable water supply to fixtures. ▪ Interconnection of the rainwater harvesting system with mains water can be in an inline or offline configuration. ▪ Implementation of an offline or inline system depends on the needs of the user, costs, ease of maintenance, durability, plumbing and building requirements and location of the rainwater harvesting system in sewered or unsewered areas. ▪ Consideration should be given to opportunities for future expansion of the rainwater harvesting system during installation. This may include - - water collection device size; - siting of the device; - ability to install additional devices at a later stage; - location of plumbing for ease of access and future connections.	(1) Water collection devices, fixtures and fittings associated with inline and offline rainwater harvesting systems are designed in accordance with – *(a) AS/NZS 3500.1:2003 – National Plumbing and Drainage Code – Water Supply – Acceptable Solutions;* *(b) AS 2070 – Plastics materials for food contact use;* *(c) AS/NZS 2179 – Specifications for rainwater goods, accessories and fasteners;* *(d) AS 2180 – Metal rainwater goods – selection and installation;* *(e) AS/NZS 4130 – Polyethylene pipes for pressure applications.* (2) Overflow from the rainwater harvesting system is diverted via a pipe to stormwater infrastructure. (3) When implementing a rainwater harvesting system – (a) it is recommended that consideration for possible future expansion of the system be given when installing plumbing; or (b) in existing development, it is recommended that the new plumbing connections are located in close proximity to indoor toilet and laundry fixtures that are supplied. (4) Non-testable backflow prevention

CMR Team Use Only

Department: Planning and Policy
Group: Land Use Planning
Approved: General Meeting
Date Approved: 28/02/2007

Effective Date: 28/02/2007
Version: 3
Review Date: 28/02/2010
Page: 5 of 17

Redland
SHIRE COUNCIL

Information for Applicants and Assessors	Plumbing and Building Criteria
	devices are installed in rainwater harvesting systems to protect the mains water supply, in accordance with, as applicable to the system selected – *(a) AS/NZS 3500.1.2003 – National Plumbing and Drainage Code – Water Supply – Acceptable Solutions;* *(b) AS/NZS 2845.1:1998 – Water supply – Backflow prevention devices – Materials, design and performance requirements;* *(c) AS 2845.2:1996 – Water supply – Backflow prevention devices – Air gaps and break tanks;* *(d) AS 2845.3:1993 – Water supply – Backflow prevention devices – Field testing and maintenance*; (e) Refer to Diagram 6.
▪ Maintaining an outdoor hose tap to mains water provides an outdoor drinking water supply when required.	(5) At least one outdoor hose tap remains connected to the mains water supply.
Inline rainwater harvesting systems –	
▪ Refer to Diagram 3 ▪ Inline rainwater harvesting systems allow for automatic trickle feed top up of the water collection device with mains water. When water levels are low, a float triggers automatic refilling of the water collection device. It is important that the top up does not fully fill the device as this will minimise opportunity for rainwater refill following a rainfall event. The device should only be topped up to a level that satisfies daily needs. ▪ Inline systems are not directly interconnected to the existing	(1) Automatic trickle feed top up of inline systems occurs when the water level in the water collection device drops to one day supply. (2) The automatic trickle feed top up is set at a level determined by - (a) the size of the device; (b) the configuration of the device; (c) average daily water needs. (3) Sufficient area remains in the device, following top up, to maximise rainwater refill in a rainfall event.

CMR Team Use Only

Department: Planning and Policy
Group: Land Use Planning
Approved: General Meeting
Date Approved: 28/02/2007

Effective Date: 28/02/2007
Version: 3
Review Date: 28/02/2010
Page: 6 of 17

Redland
SHIRE COUNCIL

Information for Applicants and Assessors	Plumbing and Building Criteria
reticulated mains water plumbing. An air gap in the water collection device is used to separate the rainwater from the mains water refilling inlet.	(4) An air gap of at least 100mm ensures there is no potential for backflow of water from the rainwater collection device to the mains water supply.

Offline rainwater harvesting systems –

▪ Refer to Diagram 4	
▪ Offline rainwater harvesting systems are directly interconnected with the existing reticulated mains water plumbing.	(1) Backflow prevention devices are required in the plumbing to prevent rainwater entering – (a) the reticulated mains water supply; (b) the water supply to indoor fixtures other than the toilet and laundry, such as the shower, sink and other drinking water outlets.
▪ When the water level in the water collection device is low, either - • a sensor switches the toilet and laundry water supply from harvested to mains water, via an automatic solenoid valve; or • a manual switch system can be installed.	
▪ There are advantages and disadvantages to both options. The automated system does not alert the user that it has switched to mains supply, while the alternative system requires the user to manually switch between the harvested and mains system. This can be counterproductive if the system remains on mains supply when there has been a rainfall event and the collection device has sufficient water supply.	(2) An automated or manual switch system is used to switch between harvested and mains water. (3) <u>Optional</u> - when using an automated system - provide an external tap fixture at a suitable location that will identify if water is being supplied by the mains or the water collection device.
▪ To prevent rainwater backflow contaminating the mains water supply, non-testable backflow prevention devices are required at two points in the system.	
▪ It is recommended that an external	

CMR Team Use Only

Department: Planning and Policy
Group: Land Use Planning
Approved: General Meeting
Date Approved: 28/02/2007

Effective Date: 28/02/2007
Version: 3
Review Date: 28/02/2010
Page: 7 of 17

Redland
SHIRE COUNCIL

guideline document
GL-3015

Information for Applicants and Assessors	Plumbing and Building Criteria
tap be located between the water collection device and the solenoid valve so that the occupant can determine whether they are using mains or harvested water.	

3. First Flush Device

▪ The first rainwater run-off contains higher than average concentrations of dust, leaves, industrial pollutants, pollens, pesticides, debris, insects and animal droppings. Installation of a first flush device or rainwater diverter to discard the initial flow before the water collection device starts filling improves the quality of the water stored.	(1) Rainwater harvesting systems incorporate a first flush device or rainwater diverter to discard the first 25 litres of rainwater run-off during rain events. First flush devices should suit maintenance and capacity requirements of the rainwater harvesting system (refer to Diagram 5). **Note –** Where recommended by the system supplier, the first flush system may divert more or less initial run-off.

4. Amenity

▪ Rainwater harvesting systems are designed, sited, constructed and operated to prevent adverse impacts on the visual outlook or amenity of the streetscape or adjoining properties.	(1) Rainwater harvesting systems – (a) do not block natural light or ventilation to neighbouring premises; (b) are constructed from non-reflective materials of a colour compatible with the existing or proposed development design; (c) do not encroach upon any easement, or underground stormwater and sewerage infrastructure. (2) The water collection device is – (a) not higher than the eaves; (b) located underground; or (c) located behind the front building

CMR Team Use Only

Department: Planning and Policy
Group: Land Use Planning
Approved: General Meeting
Date Approved: 28/02/2007

Effective Date: 28/02/2007
Version: 3
Review Date: 28/02/2010
Page: 8 of 17

Redland
SHIRE COUNCIL

Information for Applicants and Assessors	Plumbing and Building Criteria

	line.
	
	(3) Rainwater harvesting systems –
	    (a) where pumps are installed measures are taken to mitigate noise nuisance. Such measures may include, but are not limited to acoustic enclosures or shields and timers;
	    (b) pumps are located to avoid noise nuisance to neighbouring premises;
	    (c) noise emissions from water pumps comply with –
	        (i) for a material change of use application - the requirements of the relevant planning scheme code and the Environmental Emissions Policy;
	        (ii) for building or plumbing applications - the requirements of a relevant local law relating to environmental nuisances.
	
	(4) Slimline water tanks, bladders and modular water tanks may be utilised to reduce the footprint of water collection devices and achieve siting requirements on smaller lots (refer to Diagram 1).

5. Materials and Construction

▪ Rainwater harvesting systems are adequately constructed from materials that maintain safety, water quality and ease of maintenance for the lifetime of the system.
 	
▪ Advice should be sought from reputable water collection device supplies on the most appropriate
	(1) Where the water collection device is above ground, it –
	    (a) is on a reinforced concrete pad with a minimum thickness of 100mm; or
	    (b) is on a suitable support structure or tank stand recommended by the manufacturer.

CMR Team Use Only

Department: Planning and Policy
Group: Land Use Planning
Approved: General Meeting
Date Approved: 28/02/2007

Effective Date: 28/02/2007
Version: 3
Review Date: 28/02/2010
Page: 9 of 17

Redland
SHIRE COUNCIL

Information for Applicants and Assessors	Plumbing and Building Criteria
device to suit the user's specific needs. This may include - • available space within the site; • above or below ground devices; • under floor or in roof devices; • device that form walls or fences or that will hang off or be affixed to walls or fences; ▪ colours and materials that suit the existing or proposed development and reduce sun penetration.	(2) Where the water collection device requires excavation and fill the standards in Schedule 1 (4) of the *Building Regulation 2006* apply; (3) Where the water collection device requires the construction of a retaining wall the standards in Schedule 1 (3) of the *Building Regulation 2006* apply; (4) Water collection device stands are designed and constructed to bear the total weight load of a full device. (5) Where the water collection device is installed below ground it is of a material suitable for use inground, to avoid risk of rupture, corrosion, water contamination or leakage. (6) Water collection devices are constructed from suitable food-grade standard materials such as galvanised steel, Aquaplate^{TM}, Colorbond^{TM}, fibreglass, polyethylene plastics or concrete. (7) Plastic water collection devices should be located out of direct sun, installed underground or painted to prevent light penetration that may cause algal growth in the stored water. (8) Brass or copper sieve screens are not recommended for use with galvanised steel water tanks, as these materials may accelerate corrosion of the tank.
## 6. Health and Water Quality	
▪ The health considerations associated	(1) All piping connected to the rainwater

CMR Team Use Only

Department: Planning and Policy
Group: Land Use Planning
Approved: General Meeting
Date Approved: 28/02/2007

Effective Date: 28/02/2007
Version: 3
Review Date: 28/02/2010
Page: 10 of 17

Redland
SHIRE COUNCIL

Information for Applicants and Assessors	Plumbing and Building Criteria
with rainwater harvesting systems are – ‣ inadequate screening allowing the breeding of mosquitos, which contributes to mosquito nuisance; ‣ chemical tastes and hazards from roofing materials; ‣ inflow of contaminated water such as sewage; ‣ consumption of water that does not meet the *Australian Drinking Water Guidelines 1996*.	harvesting system is labelled "RAINWATER" with contrasting wording, at intervals not exceeding 1 metre. (2) Water outlets and fixtures connected to the rainwater harvesting system are – (a) identified as "RAINWATER" with a label; or (b) a tap identified by a green indicator with the letters "RW". (3) Where mains water is available, the rainwater harvesting system is not connected to drinking water fixtures and outlets. (4) Openings, inlets and overflow pipes of water collection devices are fitted with flap valves, lids or mosquito-proof gauze mesh screens to prevent mosquitoes entering and breeding in the stored water. Screens are not coarser than 1mm aperture mesh, which is approximately 16 to 18 meshes per $25mm^2$. (5) Rainwater is not collected from roofs painted with tar-based or lead-based paint, or from asbestos roofs. (6) Where the water collection device is installed underground in unsewered areas, the water is only to be used for outdoor activities and toilet flushing.

CMR Team Use Only

Department: Planning and Policy
Group: Land Use Planning
Approved: General Meeting
Date Approved: 28/02/2007

Effective Date: 28/02/2007
Version: 3
Review Date: 28/02/2010
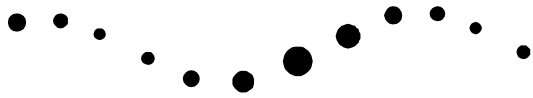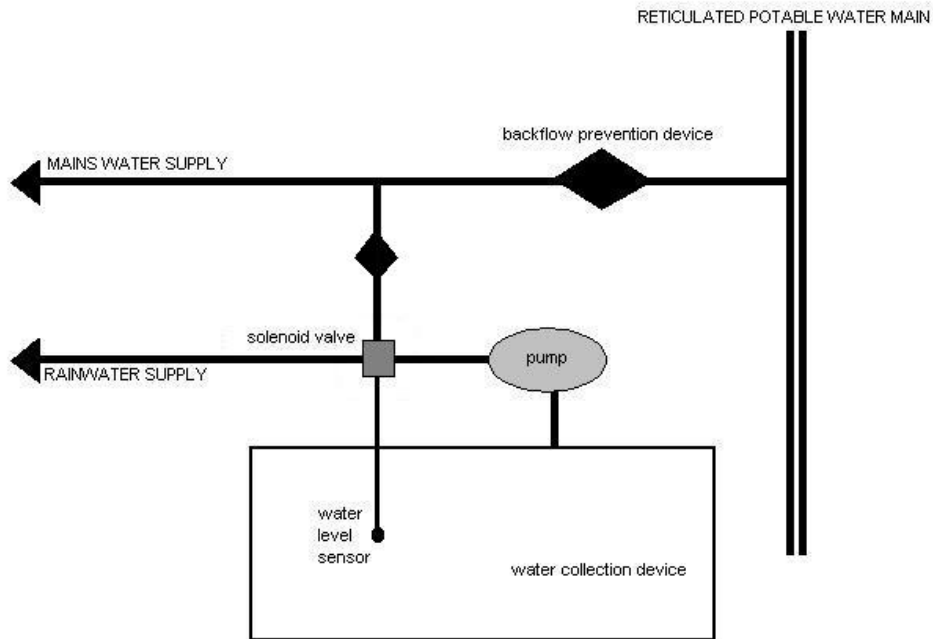**Page:** 11 of 17

Redland
SHIRE COUNCIL

Further Information

Maintenance

Water quality issues arise when rainwater harvesting systems are not properly maintained. Maintenance of the rainwater harvesting system is the responsibility of the resident, occupier and/or operator of the system. To ensure water quality is not compromised and rainwater capture is efficient, simple system maintenance measures should be undertaken regularly. These include –

- water collection device gutters, inlets and overflow outlets are fitted with screens to prevent leaves and debris from entering the water and are cleaned every three to six months;
- branches overhanging the roof rainwater catchment area are trimmed to reduce leaf drop;
- the first flush device or rainwater diverter is cleaned;
- sludge and sediment is removed from the water collection device approximately every two years, via a sludge valve installed at the base of the water collection device.

All maintenance should be undertaken in accordance with manufacture recommendations.

CMR Team Use Only

Department: Planning and Policy
Group: Land Use Planning
Approved: General Meeting
Date Approved: 28/02/2007

Effective Date: 28/02/2007
Version: 3
Review Date: 28/02/2010
Page: 12 of 17

Redland
SHIRE COUNCIL

What is the most suitable rainwater harvesting system for the development?

To determine the most appropriate size of water collection device for the needs of the development, the following factors should be considered –

- the roof rainwater catchment area available
- expected demand for the harvested rainwater
- the available space on the premises for installation of the water collection device
- typical rainfall in the area – in Redland Shire, mean annual rainfall is 1277mm

An indicative representation of average water use for typical household activities (not necessarily specific to use within the Redland Shire) is detailed in Table 1 below.

Table 1 – Household Water Usage

Daily Activity	Water Usage (litres)
Toilet	
Single Flush toilet	13
Dual-half flush	5
Dual-full flush	6-9
Bathroom	
Shower – eight minutes	
→ Ordinary shower rose	120
→ AAA rated shower rose	56
Bath-half full	80
Bath – full	140
Brushing teeth/shaving with tap running	5
Brushing teeth-shaving with tap off	1
Kitchen	
Washing dishes by hand (one meal)	18
Old dishwasher per cycle	60
Modern dishwasher per cycle	18
Garbage disposal per use	10
Laundry	
Medium sized front loading machine per cycle	80
Medium sized top loading automatic per cycle	200
Outdoor use	
Garden sprinkler per hour	100
Garden dripper per hour	4
Car washing with hose	200
Hosing driveway	100

(Source: RWW; NSW DPWS (1994) "Be Waterwise" brochure)

To determine the most suitably sized water collection device for the development, Table 2 below can be used to correlate the expected water demand against the roof rainwater collection area, to identify a water collection device that can sufficiently serve the needs of the development.

CMR Team Use Only

Department: Planning and Policy
Group: Land Use Planning
Approved: General Meeting
Date Approved: 28/02/2007

Effective Date: 28/02/2007
Version: 3
Review Date: 28/02/2010
Page: 13 of 17

Redland
SHIRE COUNCIL

Table 2 – Tank sizing

		Roof rainwater collection area (m^2)					
		50m^2	**100m^2**	**150m^2**	**200m^2**	**250m^2**	**300m^2**
Demand for tank water	**50L/day**	1000L	700L	500L	500L	500L	500L
	100L/day	5000L	3000L	2500L	2000L	2000L	1500L
	200L/day	-	14000L	8500L	6000L	5000L	4000L
	300L/day	-	-	20000L	12000L	9000L	8000L
	400L/day	-	-	-	22500L	18000L	15000L
	500L/day	-	-	-	-	16500L	13500L

(Source: Leichhardt City Council - Brochure)

As a guide, in a single dwelling where the rainwater is used only in the garden, a minimum storage capacity of 5000 litres is recommended. To sustain a reliable supply to indoor uses including toilet flushing and laundry taps, a minimum capacity of 9000 litres is recommended.

Note –

This information is a guide only and applicants should seek advice from a supplier regarding the type of rainwater harvesting system that is appropriate for their particular circumstance.

CMR Team Use Only

Department: Planning and Policy
Group: Land Use Planning
Approved: General Meeting
Date Approved: 28/02/2007

Effective Date: 28/02/2007
Version: 3
Review Date: 28/02/2010
Page: 14 of 17

Redland
SHIRE COUNCIL

Diagram 1 – Examples of water collection devices

Diagram 3 – Inline rainwater harvesting system
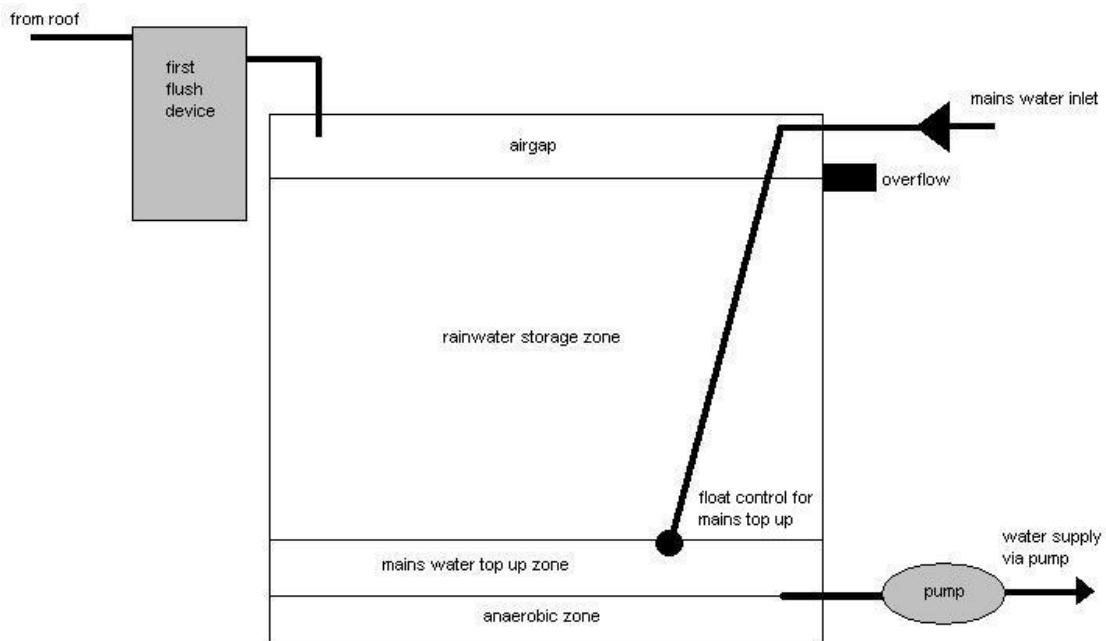
Diagram 4 – Offline rainwater harvesting system

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Department: Planning and Policy	**Effective Date:** 28/02/2007
Group: Land Use Planning	**Version:** 3
Approved: General Meeting	**Review Date:** 28/02/2010
Date Approved: 28/02/2007	**Page:** 15 of 17

Redland
SHIRE COUNCIL

guideline document
GL-3015
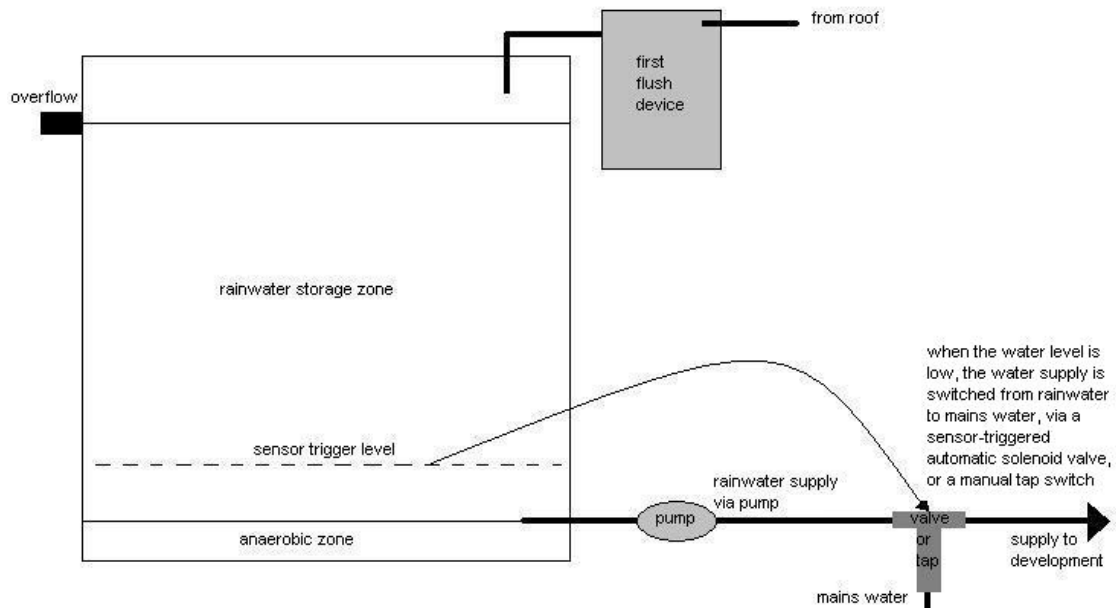
Diagram 5 – Basic configuration of a first flush device
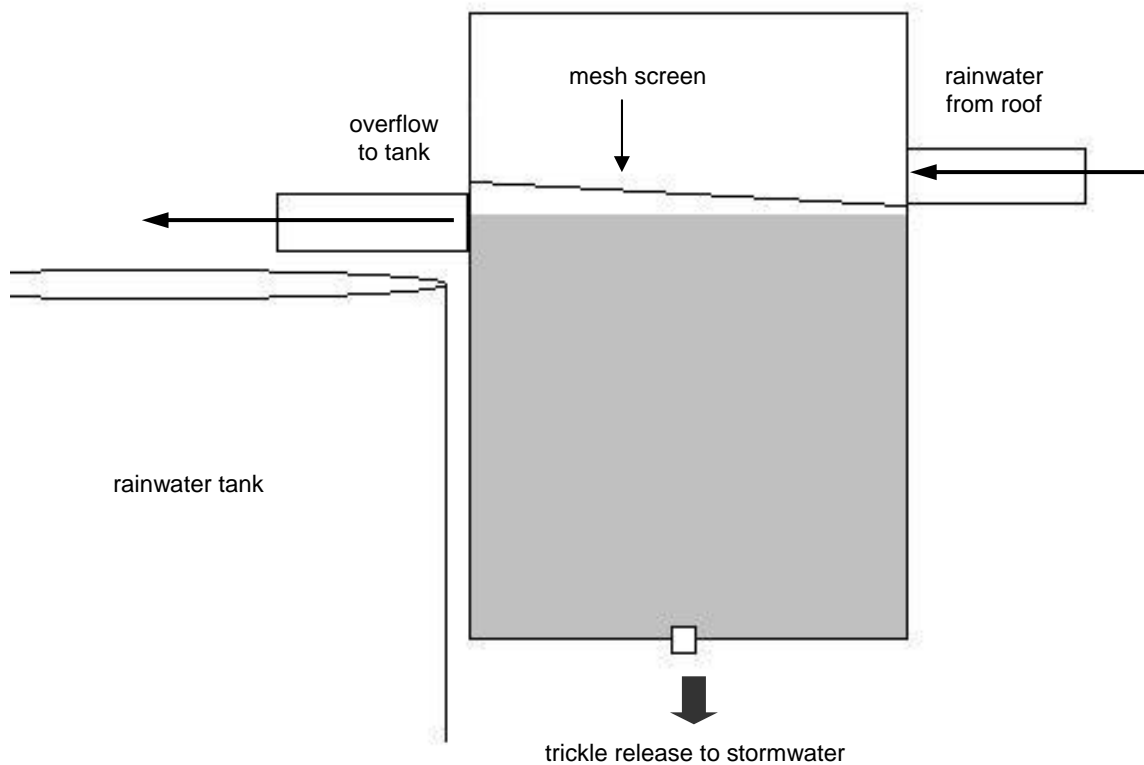
Diagram 6 – Configuration of a Backflow Prevention Device

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Department: Planning and Policy
Group: Land Use Planning
Approved: General Meeting
Date Approved: 28/02/2007

Effective Date: 28/02/2007
Version: 3
Review Date: 28/02/2010
Page: 16 of 17

Redland
SHIRE COUNCIL

RETICULATED POTABLE WATER MAIN

backflow prevention device

MAINS WATER SUPPLY

solenoid valve

RAINWATER SUPPLY

pump

water
level
sensor

water collection device

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Department: Planning and Policy
Group: Land Use Planning
Approved: General Meeting
Date Approved: 28/02/2007

Effective Date: 28/02/2007
Version: 3
Review Date: 28/02/2010
Page: 17 of 17

Redland
SHIRE COUNCIL

policy document
Statutory POL-3033

Greywater Use Policy

Head of Power

- From the 1 September 2005, the *Plumbing and Drainage and Other Legislation Amendment Act 2005* allows local government to **accept** applications for greywater use facilities for garden irrigation for Class 1a house types in sewered areas.

Policy Objective
- Provide opportunity for Redland Shire Council to promote water conservation through utilising an alternative water resource;
- Prevent adverse impacts on the environment and human health and safety;
- Ensure that greywater use facilities are designed to manage the irrigation capacity of the distribution area;
- Facilitate the installation, modification and operation of greywater use facilities for garden irrigation in sewered areas.

Note -

For the use or disposal of greywater in *unsewered* areas, please refer to provisions in the On-site Wastewater Management Policy POL-3032 and the On-site Wastewater Management Guideline GL-3032.

Policy Statement

Council is committed to:

1. protecting land and water quality, the built environment, and human health and safety, from the impacts of greywater use facilities for garden irrigation in sewered areas;
2. facilitating the application process for the installation, modification and operation of greywater use facilities for garden irrigation in sewered areas;
3. providing guidance for the installation, modification and operation of greywater use facilities for garden irrigation in sewered areas;
4. providing for a range of greywater use facilities that allow the user to decide on a system that meets their needs for garden irrigation with greywater in sewered areas;
5. ensuring landowners and occupants are aware that duty of care for on-going maintenance and monitoring of greywater use facilities for garden irrigation in sewered areas is the responsibility of the landowner or occupant.

Guideline document GL-3033-001 outlines the criteria for achievement of the policy objectives and outcomes, and supports Statutory POL-3033 - Greywater Use Policy.

Department: Planning and Policy
Group: Land Use Planning
Approved: General Meeting (01/03/06)

Issue Date: 02/03/06
Edition: 1
Revision Status: 08/06
Page: 1 of 1

Redland
SHIRE COUNCIL

Greywater Use Guideline

Scope

This guideline assists applicants and the Plumbing Certification team within the Assessment Services Group to address the policy outcomes of Statutory POL-3033 - Greywater Use Policy.

Purpose

This guideline:

- provides support to Statutory POL-3033 - Greywater Use Policy;
- provides the criteria for the achievement of the policy outcomes.

The criteria contained in this document provide a guide as to how the intent of the policy can be achieved. The criteria do not preclude other alternative solutions for meeting the policy outcomes.

Actions and Responsibilities

The Plumbing Certification team is responsible for the assessment of plumbing and drainage works applications associated with greywater use facilities.

Reference Documents

Plumbing and Drainage Act 2002

Plumbing and Drainage and Other Legislation Amendment Bill 2005

Associated Documents

AS/NZS 1546.1:1998 On-site Domestic Wastewater Treatment Units – Septic Tanks

AS/NZS 1547:2000 On-site Domestic Wastewater Management

AS/NZS 3500 National Plumbing and Drainage Code

AS 2698.2 Plastic Pipes and Fittings for Irrigation and Rural Applications

AS 1345 Identification of the Contents of Pipes, Conduits and Ducts

Building Code of Australia

Health Act 1937

Department: Planning and Policy
Group: Land Use Planning
Approved: General Meeting (01/03/06)

Issue Date: 02/03/06
Edition: 1
Revision Status: 08/06
Page 1 of 14

Redland
SHIRE COUNCIL

Queensland Plumbing and Wastewater Code

Plumbing and Drainage Regulation 2003

Standard Plumbing and Drainage Regulation 2003

Definitions

Building – As defined in the *Building Act 1975*, means a fixed structure that is wholly or partly enclosed by walls and is roofed, and includes a floating building and any part of a building.

Drainage – means an apparatus, fitting or pipe, either above or below ground level, which carries sewage to a sewer or to or from an on-site sewerage facility.

Drainage work – includes installing, changing, extending, disconnecting, taking away and maintaining drainage.

Greywater – for the purposes of this guideline, means the bath, shower, bathroom sink, and laundry water components of domestic sewage. Kitchen sink water is sometimes included in the definition, however due to the incidence of food particles, greases and fats obstructing irrigation lines, kitchen sink water cannot legally be diverted to greywater use facilities in sewered areas in Queensland. Where the premises is in a sewered area, kitchen greywater must be discharged through the infrastructure of the sewerage service provided by the local government.

Greywater application area – A sub-surface area where greywater flow from a greywater diversion device or greywater treatment plant is disposed to.

Greywater diversion device – diverts greywater without storage or treatment. Diversion devices use a coarse screen of filter to remove lint, hair and other material from greywater before discharging it by sub-surface irrigation.

Greywater treatment plant – a system approved by the Department of Local Government Planning, Sport and Recreation that treats the greywater and also discharges it by subsurface irrigation. A greywater treatment plant is more expensive to purchase and install than a greywater diversion device.

Greywater use facility – the system for greywater use that consists of a greywater diversion device or a greywater treatment plant, and a greywater application area.

Plumbing – for water means an apparatus, fitting or pipe for carrying water within premises.

Plumbing work – includes installing, changing, extending, disconnecting, taking away and maintaining plumbing.

Department: Planning and Policy
Group: Land Use Planning
Approved: General Meeting (01/03/06)

Issue Date: 02/03/06
Edition: 1
Revision Status: 08/06
Page 2 of 14

Redland
SHIRE COUNCIL

Serviceable life – the period for which the facility is designed, installed and maintained, using the components specified and built in accordance with the approved specification.

Structure – as defined in the *Building Act 1975*, means a wall or fence and anything fixed to or projecting from a building, wall, fence or other structure.

Waters – includes surface and ground water, dams, lakes, waterways and wetlands.

Note –
Where a term is not defined, the definition given to them in other legislative documents is to be adopted.

Document Control

- Only the General Manager - Planning and Policy Department can approve amendments to this guideline. Please forward any requests to change the content of this document to the General Manager – Planning and Policy Department.

- Approved amended documents must be submitted to the Office of the Chief Executive Officer to place the document on the Policy, Guidelines and the Procedures Register.

Role of the local government and owner/occupant

- The local government is responsible for the assessment of applications for greywater use facilities for garden irrigation in sewered areas;

- Where greywater is applied to the garden via manual bucketing by the owner/occupant of a premises, local government approval is not required;

- Through the application process, the local government has responsibility to ensure that owners/occupants of premises with a greywater use facility have a regime for regular checking, maintenance and repair of the facility.

-
- The following table provides performance criteria and probable solutions that the applicant is to address when considering and applying for a greywater use facility. The performance criteria outlines the desired outcomes for the design, installation and ongoing performance of the proposed greywater use facility. Whereas probable solutions indicate a means by which the performance criteria can be achieved.

Department: Planning and Policy
Group: Land Use Planning
Approved: General Meeting (01/03/06)

Issue Date: 02/03/06
Edition: 1
Revision Status: 08/06
Page 3 of 14

Redland
SHIRE COUNCIL

Performance Criteria	Probable Solutions
1. Regulatory Requirements for Application	
(1) The use of greywater for garden watering in sewered areas is in accordance with the relevant regulatory provisions to prevent adverse effects on the built and natural environment, amenity and human health and safety. **Note –** Where greywater is applied to the garden via manual bucketing by the owner/occupant of a premises, local government assessment is not required, as manual bucketing for disposal of greywater is not regarded as comprising a greywater use facility.	(1) Where greywater is applied to the garden via a greywater use facility a Compliance Permit may be granted in a sewered area only if the premises at which the facility is proposed is – (a) classified under the *Building Code of Australia* as a Class1a building; (b) not part of a community titles scheme under the *Body Corporate and Community Management Act 1997*; (c) generates less than 3000 litres of greywater per day; (d) not sourced from toilets and kitchen sinks.
2. System Design and Installation	
General (1) The greywater use facility is – (a) constructed of durable materials that are capable of withstanding normal ground movement and vertical, lateral and uplift loads imposed by any situation for which they are designed; (b) assembled to ensure that the joints and junctions are watertight and prevent the ingress of tree roots, overland run-off, insects and groundwater; (c) designed to ensure surge tank components, mechanical and electrical equipment is readily accessible for maintenance and replacement; (d) to incorporate means of preventing foul air and gases creating an odour nuisance;	**General** (1) The requirements for greywater use facilities are as follows – (a) plumbing and drainage piping from the reticulated sewerage system complies with *AS/NZS 3500 National Plumbing and Drainage Code*; (b) treatment tanks and pump wells comply with the structural and access requirements of *AS/NZS 1546.1:1998 On-site Domestic Wastewater Treatment Units – Septic Tanks*; (c) filters, diversion device components, pumps and motors that require maintenance by the owner are readily accessible; (d) the sewer does not receive a back flow of rainwater, stormwater or surface water

Department: Planning and Policy
Group: Land Use Planning
Approved: General Meeting (01/03/06)

Issue Date: 02/03/06
Edition: 1
Revision Status: 08/06
Page 4 of 14

Redland
SHIRE COUNCIL

Performance Criteria	Probable Solutions
(e) only modified in a manner that preserves the integrity of the components of the system.	through the greywater return or overflow; (e) greywater returned to the sewer system is conveyed via a sewer disconnector gully that does not replace a complying overflow relief gully for the building; (f) any vessel for the operational storage and pumping of greywater is vented to the atmosphere via an open air vent at a high level that does not include an air admittance valve; (g) all access openings are fitted with locking gasket covers, or approved equivalent, to allow inspection and cleaning and to prevent entry of mosquitoes, flies and vermin; (h) there is no interconnection or cross connection between any drinking water services, such as the reticulated mains water supply or rainwater supply, and a greywater use facility; (i) below ground vessels for operational storage and pumping of greywater are protected from sewerage surcharge by the installation of a reflux valve.
(2) The greywater use facility is labelled to reduce the risk of human contact with greywater.	(2) Components of the greywater use facility and greywater distribution area, including – (a) diversion devices, are labelled "RECYCLED/RECLAIMED WATER – DO NOT DRINK"; (b) distribution pipes, irrigation systems, pipe sleeves, identification tapes and outlets are coloured purple and marked with the following, "RECYCLED/RECLAIMED WATER – DO NOT DRINK". (c) the distribution area is marked with a sign nearby labelled,

Department: Planning and Policy
Group: Land Use Planning
Approved: General Meeting (01/03/06)

Issue Date: 02/03/06
Edition: 1
Revision Status: 08/06
Page 5 of 14

Performance Criteria	Probable Solutions
	"RECYCLED/RECLAIMED WATER DISTRIBUTION AREA".

Greywater Diversion Devices
 	
(3) The greywater diversion device is designed and constructed to –
   (a) remove solid material such as hair or lint;
   (b) divert the greywater to a subsurface irrigation system;
   (c) avoid storage of greywater in a holding tank after passing through the greywater diversion device;
   (d) divert the greywater to the local government reticulated system if the system is faulty or overloaded.
	Greywater Diversion Devices
	
	(3) Capacity and structural requirements for –
	   (a) diversion devices are designed to–
	     (i) incorporate coarse screen filters or sedimentation to remove suspended particles, oils and greases and solids prior to discharge to the greywater application area;
	     (ii) physically capture or filter out solids prior to irrigation and have the filter readily accessible for cleaning;
	     (iii) manage the output capacity from the contributing household fixtures;
	     (iv) automatically overflow to reticulated sewerage system if the facility's filtering or irrigation system does not work or does not work properly;
	     (v) ensure greywater can be diverted to the reticulated sewerage system by a manual diversion device;
	   (b) pump diversion devices are designed to –
	     (i) incorporate a surge tank to temporarily hold large drain flows from washing machines and bathtubs before distribution by a pump to a sub-surface land application area;
	     (ii) be fitted with a high water level warning device to warn of pump failure of system blockage.

Note – ▪ On smaller blocks, it may be necessary to consider using greywater generated from one source only, such as either the laundry or bathroom, in order to meet the siting requirements for a greywater application area. ▪ The Compliance Certificate will nominate requirements for manually directing greywater to the reticulated sewerage system.	

Department: Planning and Policy
Group: Land Use Planning
Approved: General Meeting (01/03/06)

Issue Date: 02/03/06
Edition: 1
Revision Status: 08/06
Page 6 of 14

Redland
SHIRE COUNCIL

Performance Criteria	Probable Solutions
Greywater Treatment Plants (4) The greywater treatment plant is designed and constructed – (a) to prevent the direct flow of greywater between inlet and outlet; (b) to avoid the likelihood of blockage, leakage or overflow; (c) so that storage of greywater in a holding tank after treatment is avoided; (d) from materials that are resistant or impervious both to the waste contained in the treatment unit and to the external environment, such as groundwater or sunlight, for the serviceable life of the unit.	**Greywater Treatment Plants** (4) The greywater treatment plant – (a) is an approved system; (b) are installed, operated and maintained in accordance with the designer or manufacturer instructions.
Greywater Application Areas (5) The greywater use facility application area is designed – (a) to incorporate shallow subsurface dispersal of greywater from a diversion device or treatment plant; (b) so that shallow subsurface drip irrigation lines and emitters are suitable for long term operation, having regard for the likely quality of greywater from the diversion device or treatment plant; (c) so that there is sufficient greywater irrigation area to ensure long-term performance, taking soil types and likely greywater volumes into consideration; (d) to avoid above ground ponding of greywater after its application to the soil; (e) to avoid the likelihood of blockage and leakage; (f) to provide reasonable access for maintenance, cleaning and	**Greywater Application Areas** (5) The design, siting and size requirements for the greywater application area are as follows – (a) takes into account the results of site investigations as required under the *Standard Plumbing and Drainage Regulation 2003, Part 1A, Section 6A*, including the determination of – (i) site soil categories; (ii) environmental constraints; (iii) applicable design loading rate; (b) the size of the greywater application area is determined by calculating the daily volume of greywater generated under nominal circumstances at the premises. Estimates of greywater generated are included in *AS/NZS 1547:2000 On-site Domestic Wastewater Management*, and an example of the recommended estimates for greywater generated by an average household is provided in

Department: Planning and Policy
Group: Land Use Planning
Approved: General Meeting (01/03/06)

Issue Date: 02/03/06
Edition: 1
Revision Status: 08/06
Page 7 of 14

Redland
SHIRE COUNCIL

Performance Criteria	Probable Solutions

clearing of blockages;
(g) from materials that are impervious to greywater and water in the soil.
	Table 1;
	(c) once a greywater application system is correctly sized, a suitable location for the system is considered to ensure the protection of buildings, structures and adjoining premises. Recommended setback distances are provided in Table 2;
	(d) for application of the greywater, a shallow subsurface drip system is used that –
	  (i) incorporates distribution pipes and fittings made of polyethylene complying with *AS 2698.2 Plastic Pipes and Fittings for Irrigation and Rural Applications*;
	  (ii) includes vacuum breakers with surface boxes that prevent ingress of soil into the irrigation lines under the effects of negative pipeline pressures;
	  (iii) includes scour valves in surface boxes, where applicable, to allow periodic cleaning of the system, and the positions of the scour valves are marked;
	  (iv) has pipework buried and fixed in the soil a minimum of 100mm below the ground surface in grassed or other suitably vegetated areas;
	  (v) utilises a system of dosed distribution of greywater from perforated small diameter pipes or dripper lines;
	  (vi) has the dripper system designed and spaced to evenly distribute the greywater over the whole of the application area, and to avoid clogging by soil or root intrusion.

Department: Planning and Policy
Group: Land Use Planning
Approved: General Meeting (01/03/06)

Issue Date: 02/03/06
Edition: 1
Revision Status: 08/06
Page 8 of 14

Redland
SHIRE COUNCIL

Performance Criteria	Probable Solutions
(6) The greywater use facility application area prevents adverse impacts on the environment, including – (a) overloading the garden with nutrients; (b) overloading the garden with salt, causing degradation of the soil structure, decreased permeability, and changes to soil pH; (c) degrading the soil with chemical impurities that affect the ability of the soil to assimilate nutrients and water; (d) causing the soil to become permanently saturated, preventing plants from growing; (e) exceeding the hydraulic loading of the site, causing run-off of polluted water into stormwater drains and adjoining premises.	(6) The rate of greywater application – (a) does not exceed the absorption capacity of the soil and plant needs during times of insufficient rainfall; (b) is sufficient to prevent excess salt accumulation in the root zone; (c) is not excessive, causing harmful long-term environmental effects to the soil of the greywater application area or the groundwater and any adjacent surface water.
(7) The greywater application area – (a) does not adversely impact on the stability of any buildings or structures on the premises and adjoining sites; (b) prevents flotation; (c) takes account of the effects of – (i) changes in groundwater level; (ii) water, weather and vegetation; (iii) ground loss and slumping.	(7) The greywater application area ensures – (a) ingress of surface and seepage water into the area is controlled where appropriate; (b) the area has an adequate depth of natural topsoil, or imported topsoil if necessary, to absorb the applied greywater and to support the growth of evergreen plants and vegetation to maximise evapotranspiration.
Excavation and Fill	**Excavation and Fill**
(8) In locations such as Point Lookout and Mount Cotton, minimise the need for excavation and fill by locating and designing greywater facility and distribution areas to – (a) prevent the unnecessary removal of native plants; (b) maintain and protect natural overland drainage systems;	(8) No probable solution is identified.

Department: Planning and Policy
Group: Land Use Planning
Approved: General Meeting (01/03/06)

Issue Date: 02/03/06
Edition: 1
Revision Status: 08/06
Page 9 of 14

Redland
SHIRE COUNCIL

Performance Criteria	Probable Solutions

(c) reduce erosion and sediment run-off.
 	
Note –
Such locations include the –
  ▪ Point Lookout Residential Zone
  ▪ Point Lookout Tourist Zone
  ▪ Point Lookout Centre Zone
  ▪ Urban Residential Zone (Sub-area UR2)	

Amenity	

(1) The greywater use facility is located, designed and constructed to prevent noise and odour nuisance to the occupants of neighbouring properties.	(1) The greywater use facility -
	  (a) pumps or motors are contained in an acoustic enclosure to reduce noise emissions to –
	    (i) 5dB(A) above the background noise level between 7am to 10pm; or
	    (ii) 3dB(A) above the background noise level between 10pm to 7am;
	  (b) is not located adjacent to bedrooms, living rooms or primary private open space areas of neighbouring properties.

Ongoing Performance and Maintenance	

(1) Protect public health by ensuring that–
  (a) risks associated with the dispersal of greywater to the greywater application area are minimised;
  (b) greywater does not adversely impact upon adjoining premises.
 	
(2) Maintain and enhance water quality and the natural environment by ensuring that –
	(1) Greywater use facilities may continue operation within a domestic premises where –
	  (a) the volume of greywater generated remains less than 3000 litres per day and with sufficient land to distribute the water;
	  (b) greywater generated by the premises is to be dispersed within the premises.
	
	(2) The greywater application system –
	  (a) ensures that rainfall and greywater irrigation inputs do not

Department: Planning and Policy
Group: Land Use Planning
Approved: General Meeting (01/03/06)

Issue Date: 02/03/06
Edition: 1
Revision Status: 08/06
Page 10 of 14

Redland
SHIRE COUNCIL

Performance Criteria	Probable Solutions
(a) the soil productivity is maintained; (b) surface water and groundwater are not polluted; (c) the water requirements of the vegetation are recognised; (d) cumulative and adverse environmental effects are avoided.	exceed evapotranspiration, infiltration and seepage outputs from the premises; (b) meets plant needs during periods when there is insufficient rainfall; (c) results in negligible greywater discharge to the distribution area where it may come into contact with the public.
(3) Serviceable life of a greywater use facility is achieved for the period for which the facility is designed, installed and maintained. **Note –** The owner/operators maintenance procedure will be detailed as a condition of the Compliance Certificate.	(3) All metal fittings, fasteners and components of the greywater use facility, other than pumps and motors, are of non-corroding material and have a service life of at least 15 years.

Department: Planning and Policy
Group: Land Use Planning
Approved: General Meeting (01/03/06)

Issue Date: 02/03/06
Edition: 1
Revision Status: 08/06
Page 11 of 14

Redland
SHIRE COUNCIL
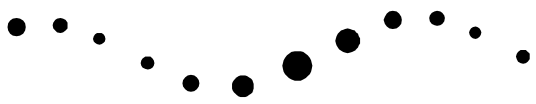
Table 1

Volume estimates for greywater generated by households

Persons	Number of bedrooms	Average daily flow (L)
1-5	3	Up to 600
6-7	4	600-840
8	5	840-960
9-10	6	960-1200

Department: Planning and Policy
Group: Land Use Planning
Approved: General Meeting (01/03/06)

Issue Date: 02/03/06
Edition: 1
Revision Status: 08/06
Page 12 of 14

Redland
SHIRE COUNCIL

Table 2
Recommended Separation Distances

Feature	Horizontal or Vertical Separation Distance (metres) refer Note 1
From Surface and Ground Water	
▪ Water surface level of a dam used or likely to be used for agriculture, aquaculture or stock purposes, or human and domestic consumption; ▪ Bore used or likely to be used for human and domestic consumption.	50 metres horizontal
Moreton Bay and estuaries measured from the Highest Astronomical Tide	20 metres horizontal
Watercourse	1 percent AEP flood event of a watercourse
Tidal affected coastal lands	2.4 metre AHD
High water mark of Tingalpa Reservoir	150 metres horizontal
Unsaturated soil depth to a permanent water table	1.2 metres vertical
From Sub-Surface Greywater Distribution Area	
Building footings and retaining wall footings	▪ 2 metres for flat sites and where system is on down slope ▪ 4 metres where system is on up slope
Property boundaries, public pedestrian or cycle paths or recreation areas	▪ 2 metres for flat sites and where system is on down slope ▪ 4 metres where system is on up slope
Household drainage, potable water lines, Council sewer pipes and stormwater line	▪ 1.5 metres
Swimming pools – in ground	▪ 6 metres
Potable water tank – in ground	▪ 15 metres

Source: Based on *On-Site Sewerage Facilities Guidelines for Vertical and Horizontal Separation Distance*s
(Department of Local Government and Planning, January 2004). Modified to meet local government requirements.
Note 1 - The setback distances are recommended distances. The local government may upon considering the public
health and environmental conditions for the particular site increase the distances given in Table 2.

Department: Planning and Policy
Group: Land Use Planning
Approved: General Meeting (01/03/06)

Issue Date: 02/03/06
Edition: 1
Revision Status: 08/06
Page 13 of 14

Redland
SHIRE COUNCIL

How to Apply

Before Applying

- Consider the types of greywater diversion devices, greywater treatment plants and greywater application systems available.
- Consider the site and location characteristics of the premises.

Application and Site Inspection

- The Plumbing Certification Team in the Assessment Services Group will undertake preliminary plans for a greywater use facility, to determine if there are any specific circumstances relating to the site that should be taken into account when finalising the design of the proposed greywater use facility.

Soil Test

- Soil testing is required prior to receiving a Compliance Permit. This is to be obtained independently by the applicant and is based on information attained by the Plumbing Certification Team during the site inspection.

System Design and Compliance Permit

- The finalised design for a greywater use facility is provided to the local government, and includes a site plan showing –
  - details of proposed or existing buildings or structures on the premises;
  - the location of the greywater application area and distances from the area to the boundary of the premises;
  - location of any swimming pool, shed or impervious surfaces such as paths or paved areas;
  - the connection from the greywater diversion device or greywater treatment plant to drainage;
  - any other relevant plumbing and drainage details.

- Other information or documents should be provided to indicate –
  - the greywater use facility greywater diversion device has Plumbing Code authorisation and certification or the greywater use facility greywater treatment plant has Chief Executive approval;
  - there will be no ponding or run-off of greywater or odour problems;
  - the findings for independent soil tests.

- The greywater system design may be carried out by the Plumbing Certification Team or independently.
- Following assessment of the soil tests and final design the applicant will be issued with a Compliance Permit.

Install Device

- A licensed plumber is required to install the plumbing pipework to the greywater diversion device, treatment plant or holding vessel for all plumbing systems delivering greywater.

Install Application Area Dispersion System

- The installation of the greywater distribution system is not required to be carried out by a licensed plumber.

Final Inspection

- A final inspection of the facility is carried out by the Plumbing Certification Team.

Compliance Certificate

- A Compliance Certificate is issued to the applicant following an inspection of the installed facility.

Ongoing Maintenance

- An ongoing maintenance procedure is provided to the applicant as a condition of the greywater use facilities Compliance Certificate.

NOTE – Any future changes to the number of residents, the greywater output capacity of the household and changes to the distribution area must comply with POL-3033 and GL-3033 and be notified to the local government.

Department: Planning and Policy
Group: Land Use Planning
Approved: General Meeting (01/03/06)

Issue Date: 02/03/06
Edition: 1
Revision Status: 08/06
Page 14 of 14

Redland
SHIRE COUNCIL

11.4.4 CLEVELAND COMMUNITY HUB

Objective Reference:	**A371650** **Reports and Attachments (Archives)**
Attachments:	**Cleveland Community Hub Ground Floor Concept** **Cleveland Community Hub Model Stills**
Authorising Officer:	**Louise Rusan** **General Manager Community and Customer Services**
Responsible Officer:	**Kim Kerwin** **Group Manager Economic Sustainability and Major Projects**
Report Author:	**Frank Pearce** **Principal Adviser Strategic Partnerships**

PURPOSE

This report seeks to update Councillors on the progress of the Operational Plan project 7.4.1 Cleveland Community Hub, to seek Council support for a 2015/16 National Stronger Regions funding application and a 2017/18 capital budget bid.

BACKGROUND

The 2015/16 Operational Plan project 7.4.1 Cleveland Community Hub has sought to investigate compatible services that would be managed by community based or government funded organisations to create a seniors precinct and general community hub.

This Hub would be co-located with the Donald Simpson Centre. This investigation is well advanced and has identified a range of compatible services, interested organisations and a concept design. The project is now in a position to be a candidate for National Stronger Regions Funding application in 2015/16 financial year.

The hub would be a strong candidate for funding given it meets the key criteria of addressing disadvantage (ageing and disability), providing economic outcomes (job growth and new services) and is well supported by a coalition of community organisations, with the option of a diverse funding mix.

There are now indications of a strong possibility of this funding round opening towards the end of 2015 or early in 2016.

ISSUES

Redland City is home to a rapidly growing aged community as well as a significant disabled population. Government reform (including My Aged Care and the National

Disability Insurance Scheme) in both of these sectors is driving new opportunities and service changes. More than ever these sectors need to embrace collaborative and agile business models to continue to thrive and provide Redland residents with the best options for ageing and disability support.

To this end a number of community organisations have been discussing the possibility of a Cleveland Community Hub since 2014. The preferred location for the Hub would be co-located with the existing Donald Simpson Centre at 172 Bloomfield Street Cleveland. This Hub would aggregate a number of complementary senior and disability services, delivering a state of the art community facility that would facilitate high quality service outcomes to the Redlands community.

The Priority Infrastructure Plan (PIP) (part of the existing Redlands Planning Scheme) indicates Redlands has a deficit of District Multi-purpose community centres / seniors and disability centres and specifically highlights the need for these facilities in the North of the city (which includes Cleveland) (PIP projects NDCF-01, 02 & 04).

As such, this project would be a legitimate recipient of funds from the Community Facility Infrastructure Reserve to be spent to undertake works that ensure the land is suitable for development (note: the State Statutory guidelines for planning dictates that these funds cannot be expended for construction, only land preparation).

The Cleveland Community Precinct (Multi-purpose community centre) is also identified in the Buildings Asset Service and Management Plan.

The proposed Hub would include:

- Seniors services (e.g. activities, respite, transport and ancillary services)

- Disability services (e.g. programs, office space, respite)

- Generalist services (Counselling, programs, training, Redland Community Centre has expressed an interest in tenancy)

- Complimentary commercial uses (for example allied seniors health services, financial services, commercial seniors & disability specific services)

The Hub would aim to:

- Improve community service delivery & outcomes for the Redlands Community

- Increase viability of organisations delivering community services in the Redlands (specifically seniors and disability services)

- Improve access for people with a disability and seniors in the Redlands to community services

- Increase in services available for aged people in the Redlands.

- Increase in services available to people with a disability in the Redlands

- Improve the vibrancy of the Cleveland CBD

- Attract new services to the city

- Increase employment opportunities for the Redlands Community

Discussions have been held with organisations from across this spectrum of services (including Star Community Services, Anglicare, RDCOTA, Donald Simpson Centre, U3A, Multicap, Cleveland Meals on Wheels, Redlands Community Centre plus others) with strong interest being expressed in being a part of this innovative project.

Funding for this project (initial estimates place the cost below $4 million) can be drawn from a range of sources including:

- Grant funding – this project is an ideal candidate for the Federal National Stronger Regions Funding, given it addresses a disadvantaged population segment and has the ability to create broader economic benefits. Aiming the grant just below the $1 Million threshold reduces the complexity of the grant application and has the potential to increase the attractiveness of the proposal to the funding body

- Stakeholder contributions – a number of stakeholders have indicated a willingness to make a cash contribution, potentially up to $500,000

- Community Facility Infrastructure Reserve – constrained reserves which can be utilised for land preparation and parking, potentially up to $500,000

- General revenue to meet the shortfall

- There will be opportunity to service borrowings (if required) through the commercial / retail component included in the project.

Potential Project Timing

Year	Activity
2015/16	Detail design, development application, partnership agreement and funding application
2016/17	Finalise governance arrangement Site & car park preparation, commence construction
2017/18	Construction & commissioning

STRATEGIC IMPLICATIONS

Legislative Requirements

Local Government Regulation 2012, Section 168 – "Long-term asset management plan contents", dictates Council's need to provide for strategies to ensure the sustainable management of the assets mentioned in the local government's asset register and the infrastructure of the local government. This project delivers on identified needs in Council's Asset Management Plans.

The proposal will require building and planning permission under the Sustainable Planning Act 2009.

Risk Management

This project is subject to a number of risks:

- Inability to secure project funding. This risk may be mitigated by pursuing external funding opportunities, partner contributions and commercial leasing opportunities. If external funding or partner contribution opportunities are not realised, the project can be postponed before any further funding is committed.

- Inability to secure project partner agreement. The risk mitigation strategy involves a continuation of the collaborative stakeholder management, and implementation of proven governance models for the partnership process.

Financial

A budget bid for detailed design in the 2015/16 financial year for $135,000 was successful in November 2015.

This proposal will require an endorsement from Council to apply for a National Stronger Regions grant, a draw down on the Community Facilities Infrastructure reserve and a capital budget bid in the 2017/18 financial year.

People

The project is being project managed by the Principal Adviser for Strategic Partnerships, with stakeholder management assistance from the Community Development Officer – Seniors, economic development input from the Economic Sustainability and Major Projects Unit, financial modelling assistance from the Business Partnering group and project management assistance from the Portfolio Management Office and the Project Delivery group.

Environmental

Some additional car parking may be required in the Open Space zone adjoining the Hub, which is designated koala habitat under the State planning regulatory provisions (SPRP) and as such would require appropriate and lawful environmental controls to avoid, minimise or offset adverse impacts.

Social

In terms of addressing the social needs of the Redlands community this project aims to:

- Facilitate a full range of seniors and disability services in a central location

- Improve service delivery & outcomes for the Redlands Community

- Increase viability of organisations delivering community services in the Redlands

- Attract new services to the city.

Alignment with Council's Policy and Plans

Development of the community hub will assist with delivering Council's Corporate Plan 2015-20 outcomes for Strong and Connected Communities including:

- 7.2: Council maximises community benefit from the use of its parklands and facilities by improving access to, and the quality and shared use of, public spaces and facilities by groups for …community activities; and

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

The project is identified in Council's Operational Plan under Strong and Connected Communities:

- Project 7.4.1 Cleveland Community Hub to investigate compatible services that would be managed by community based or government funded organisations to create a seniors' precinct and general community hub.

The Priority Infrastructure Plan (PIP) (part of the existing Redlands Planning Scheme) indicates Redlands has a deficit of District Multi-purpose community centres / seniors and disability centres and specifically highlights the need for these facilities in the North of the city (which includes Cleveland) (PIP projects NDCF-01, 02 & 04).

The Cleveland Community Precinct (Multi-purpose community centre) is also identified in the Buildings Asset Service and Management Plan.

CONSULTATION

Principal Adviser Strategic Economic Development
Financial Management & Development Manager
Community Development Officer – Seniors
Business & Policy Analyst Portfolio Management Office
Group Manager Economic Sustainability and Major Projects
Group Manager Community and Cultural Services
Funding Coordinator Business Partnerships
Finance Officer - Capital and Asset Accounting
Chief Executive Officer Redland Investment Corporation

OPTIONS

1. That Council resolves to note the progress of the Cleveland Community Hub Project, endorse a 2015/16 National Stronger Regions funding application and support in principle a 2017/18 Capital budget bid.

2. That Council resolves to note the progress of the Cleveland Community Hub Project and request more detail of the project with a view to consideration of budget bids and funding applications in future financial years.

OFFICER'S RECOMMENDATION/ COUNCIL RESOLUTION

Moved by: Cr J Talty
Seconded by: Cr P Gleeson

That Council resolves to:

1. Note the progress of the Cleveland Community Hub Project,

2. Endorse a 2015/16 National Stronger Regions funding application; and

3. Support in principle a 2017/18 Capital budget bid.

CARRIED   11/0

Crs Boglary, Ogilvie, Hardman, Hewlett, Edwards, Elliott, Talty, Beard, Gleeson, Bishop and Williams voted FOR the motion.

DONALD SIMPSON CENTER

BOUNDARY

PROPOSED
BUILDING

SUBDIVIDABLE
OFFICE SPACE

WC
WC

CORRIDOR

CHANGE
ROOM

TOILETS

BALCONY

CHAIR STORE

PREVIOUS EXTENSION

ACTIVITY AREA

OPERABLE WALL

ACTIVITIES
ROOM 1

PARTITION

ACTIVITIES
ROOM 2

MALE

FEMALE

AUDITORIUM

STAGE

MEETING

BOARD
ROOM

MEETING

WORKSHOP

CORRIDOR

CHANGE ROOM

SERVICES

ADMIN

ADMIN

OFFICE

BOARD ROOM

FOYER

CAFE

KITCHEN

RECEPTION

SERVICED OFFICES

LANDSCAPING

LANDSCAPING

LANDSCAPING

RAMP

LANDSCAPING

BREEZEWAY

LANDSCAPING

ENTRY

RETAIL/SERVICE

LANDSCAPING

LANDSCAPING

RAMP

RETAIL/SERVICE

LANDSCAPING

LANDSCAPING

CLEVELAND
COMMUNITY HUB

GROUND FLOOR   DATE: 29/06/2015

Redland
CITY COUNCIL

5m 0   5m   10m

N

Architects
DOVEY & ASSOCIATES

SOUTH WEST APPROACH

SOUTH ELEVATION

CLEVELAND
COMMUNITY HUB
MODEL STILLS DATE: 22/06/2015

Redland
CITY COUNCIL

Architects
DOVEY & ASSOCIATES

11.4.5 CHRISTMAS DELEGATIONS

Objective Reference:	A831547 **Reports and Attachments (Archives)**
Authorising Officer:	*[signature]* **Louise Rusan** **General Manager Community and Customer Services**
Responsible Officer:	**David Jeanes** **Group Manager City Planning and Assessment**
Report Author:	**Lynda Clarke** **Department Coordinator Community and Customer Services**

PURPOSE

The purpose of this report is to recommend that Council conditionally delegates its powers under the *Sustainable Planning Act 2009* from 9 December 2015 to 27 January 2016 (inclusive), to comply with the Integrated Development Assessment System (IDAS) timeframes and ensure continuity within this decision-making process.

BACKGROUND

Under the *Sustainable Planning Act 2009* (the Act) Council has the power to:

1.   decide development applications; and

2.   provide instructions to legal counsel for appeal matters actioned under Chapter 6 of the Act.

With the last meeting of Council for 2015 to be held on 9 December 2015 and the first meeting of 2016 to be held on 27 January 2016, there is a gap of seven (7) weeks for any potential development application decisions under the Act, which may need to be made to meet IDAS timeframes.

ISSUES

To comply with the IDAS timeframes and ensure continuity within this decision-making process it is proposed that Council delegates, under section 257 of the *Local Government Act 2009*, its powers under the *Sustainable Planning Act 2009*:

1.   to the Mayor, for the period 9 December 2015 to 27 January 2016 (inclusive);

2.   subject to the condition that this delegation can only be exercised where the City Planning and Assessment Portfolio spokesperson, the relevant Divisional Councillor and the Chief Executive Officer have been:

     a)   personally provided with a copy of each development report that would normally be determined by Council; and

> b) granted a period of three (3) business days from the receipt of the report in which to comment, prior to that application being determined.

A report will be presented to Council in February 2016 detailing all matters determined under delegated authority during the subject period.

In accordance with section 165 of the *Local Government Act 2009*, during any absence (leave or otherwise) of the Mayor, the Deputy Mayor acts for the Mayor. As such, should the Mayor take leave during this period, the delegation is automatically transferred to the Acting Mayor (i.e. Deputy Mayor).

STRATEGIC IMPLICATIONS

Legislative Requirements

This report provides for any potential development application decisions under the *Sustainable Planning Act 2009*, which may need to be made to meet IDAS timeframes.

Risk Management

This report reduces possible risks associated with any potential development application decisions under the *Sustainable Planning Act 2009*, which may need to be made to meet IDAS timeframes.

Financial

There are no financial implications associated with this report.

People

This report provides a system to support officers involved in development applications.

Environmental

There are no environmental implications associated with this report.

Social

This report provides a process to ensure development application decisions are made within specified IDAS timeframes to support good decision making practices for both applicants and the Redland's community.

Alignment with Council's Policy and Plans

This report aligns with Council's policies and plans and supports good decision making processes.

CONSULTATION

The City Planning and Assessment Group were consulted in the preparation of this report.

OPTIONS

1. That Council resolves to delegate, under section 257 of the *Local Government Act 2009*, its powers under the *Sustainable Planning Act 2009*:

a. to the Mayor, for the period 9 December 2015 to 27 January 2016 (inclusive),

b. subject to the condition that this delegation can only be exercised where the City Planning and Assessment Portfolio spokesperson, the relevant Divisional Councillor and the Chief Executive Officer have been:

   i.   personally provided with a copy of each development report that would normally be determined by Council; and

   ii. granted a period of three (3) business days from the receipt of the report in which to comment, prior to that application being determined.

2. That Council resolves to amend, or not adopt the Officer's Recommendation and provide an alternative resolution on this matter.

OFFICER'S RECOMMENDATION/ COUNCIL RESOLUTION

Moved by: Cr J Talty
Seconded by: Cr P Gleeson

That Council resolves to delegate, under section 257 of the *Local Government Act 2009*, its powers under the *Sustainable Planning Act 2009*:

1. To the Mayor, for the period 9 December 2015 to 27 January 2016 (inclusive),

2. Subject to the condition that this delegation can only be exercised where the City Planning and Assessment Portfolio spokesperson, the relevant Divisional Councillor and the Chief Executive Officer have been:

   a. Personally provided with a copy of each development report that would normally be determined by Council; and

   b. Granted a period of three (3) business days from the receipt of the report in which to comment, prior to that application being determined.

CARRIED   11/0

Crs Boglary, Ogilvie, Hardman, Hewlett, Edwards, Elliott, Talty, Beard, Gleeson, Bishop and Williams voted FOR the motion.

11.5   PORTFOLIO 5   (CR PAUL GLEESON)

INFRASTRUCTURE & OPERATIONS

11.5.1 BAYVIEW CONSERVATION AREA (BCA) TRAILS FACILITY CONCEPT AND DEVELOPMENT PLAN

Objective Reference:	**A305683** **Reports and Attachments (Archives)**
Attachment:	**BCA Trails Facility Concept and Development Plan**
Authorising Officer:	**Gary Soutar** **General Manager Infrastructure & Operations**
Responsible Officer:	**David Katavic** **Group Manager City Spaces (Acting)**
Report Author:	**Leo Newlands** **Policy & Strategy Officer**

PURPOSE

The purpose of this report is to seek Council endorsement of the Bayview Conservation Area (BCA) trails facility concept and development plan.

BACKGROUND

On 12 May 2015, the City Spaces group presented an outline to the Executive Leadership team (ELT) who gave approval for work to develop the Enhancing the Visitor Experience (EVE) program. The BCA trails facility concept and development plan (Attachment 1) is a key component of the EVE program.

On 17 June 2015, Council endorsed the Redland City Tourism Strategy and Action Plan 2015-2020 which recognises the significance of tourism to the economic and social development of the city. This plan supports the implementation of the BCA trails facility concept and development plan for outdoor recreation and tourism.

In September 2015, consultants completed the BCA trails facility concept and development plan. The purpose of the project was to prepare a planning and design document to guide the development of trails and associated visitor facilities within BCA. The delivery of the plan should see increased use of the conservation area by Redland residents and visitors. The fully costed plan enables Council to be "shovel-ready" should funding become available from the state and other sources. It will enable volunteer trail care groups to undertake work on approved trails. The outdoor recreation experiences in the BCA should be heavily promoted in the lead-up to the 2018 Commonwealth Games.

ISSUES

Redland's unique location

Redland's privileged access to foreshores and bushland trail systems offers significant investment opportunity and will see the city continue to grow as a regional destination for nature-based recreation activities. Driving factors include:

- Having a large city and regional population;

- Access to public transport, freeways and airports;

- Great activity diversity in a pocket-sized city – access to the bush, beaches, surf, creeks, the ocean, islands, mountains and everything in between;

- Capacity to link to large neighbouring green space areas and trail systems; and

- Capacity to offer 10-minute to 24-hour bush trail experiences.

Redland City Tourism Strategy and Action Plan 2015-2020

The Redland City Tourism Strategy and Action Plan recognises the significance of tourism to the economic and social develop of the city and identifies the tourism value of BCA through the following actions:

1. Develop a program called EVE that aims to deliver projects and programs that unlock the value of parks and natural areas for people's health and well-being while at the same time protecting the environment's biodiversity:

   - improving mapping of tracks and trails (horse trails, bike tracks, walking and canoeing/kayaking trails);

   - increasing signage in Council's major reserves and trackparks;

   - identifying access points to tracks/trails for pedestrians, cyclists and horse riders;

   - developing staging areas in popular reserves, i.e. BCA, to cater for outdoor recreational events and the Clarke Street Reserve as the entry to the Redlands track park;

   - working with other groups and the State Government to create multi-use recreational trails across the region (regional trails). One current connection that is being planned between Logan City Council, Redland City Council, South-east Queensland Trails Alliance and Brisbane South Mountain Bike Club is a connection along Gramzow Road, Mt Cotton which could join Cornubia State Forest and Daisy Hill State Forest with the BCA;

   - incorporate works for inclusion in the Open Space Asset Management Plan.

2. **Boardwalk and cycle paths:** linkages between country to coastal areas of the Redlands such as bushland and creek ways could also be considered as part of the EVE project.

3. **Food and art trails:** work with industry to develop and market a range of food and art trails throughout the Redlands, particularly in rural areas. This could include coffee trails for cyclists.

Economics of outdoor trails and facilities based tourism

There has been a significant rise in demand for outdoor recreation experiences such as mountain biking, walking, trail running, adventure racing, canoeing and horse riding across the world. Many countries and cities have excelled in improving their economic and social prosperity by capitalising on this surge in demand by investing in facilities and experiences. The recreation sector contributes approximately $2 billion annually to Queensland's economy.

Research undertaken between Department of Resources, Energy & Mines and Bike Bullar have found that the 'Mt Buller Mt Stirling Epic Mountain Bike Trail Project' provided a benefit cost ratio of 2.7:1, an internal rate of return (annualised effective compounded return rate) of 29% generated with an average regional spend of $149 per person per day.

Other trail and mountain bike tourism destinations have also been found to provide significant economic stimulus for local regions, for example:

Oregon, USA (2013)

- 17.4m people visited Oregon;

- 4.5m rode a bike while visiting;

- overnight cycling visitors spend 8x more than day travellers;

- $6.6m pulled into state's economy by MTB events and tours (McNamee et al, 2013; Travel Oregon, 2013).

7Stanes, Scotland

- $214m contribution of MTB to Scottish economy;

- 400,000+ riders visit 7 Stanes each year;

- $36m return to local community (EKOS, 2007).

Rotorua, New Zealand

- Cycle tourism contributes $15m to the local economy;

- Value is 5x the return on timber revenue;

- $2.5m spend per day during 2006 UCI MTB World Championships in Rotorua (Cycling News, 2006; NZ Herald, 2012).

Cairns, Qld

- 10, 000+ spectators to the 2014 UCI MTB World Cup;

- Estimated $10m contribution to Qld economy (Cairns Post, 2014).

Local statistics

- The latest annual data for trail use (below) for Koala Bushland Coordinated Conservation Area (KBCCA) shows significant use (visitation) of trails. Trends are generally between 5 and 11 thousand users per month for individual trails.

KBCCA recreational trail use data					
	Track 1 possum box	**Track 3 turning Japanese**	**Quarry Rd step through**	**Trailhead at horse trough**	**Track 1 jumping ant**
Total 14/15	42,930	27,029	112,545	68,547	50,175

Given the relatively low cost, high demand and rates of return, it makes sense to invest in outdoor and nature-based tourism for local, regional and international markets.

The Redland Open Space Strategy 2012

The Redland open space strategy (ROSS) makes clear statements about how Council values its open space and how residents should have access to natural areas such as:

- Healthy natural environment

    o   Protection of forested hinterland is vital to our sense of identity;

    o   The forested backdrops that are part of the scenic amenity and natural heritage of the Redlands are protected for future generations;

    o   The built environment will integrate well with the natural environment.

- Embracing the bay

    o   The cultural, social and ecological values of the coastal environment are embraced and sustained;

    o   The coastal, marine and water catchment environment will be managed to protect and enhance ecosystems, lifestyles, the economy and leisure opportunities.

- Wise planning and design

    o   The rich diversity of parks and open spaces will be a well-connected network for everyone to enjoy;

    o   Community health and enjoyment, and plant and animal survival in the urban context, are advantaged by the provision of diverse and connected neighbourhood, community and city wide open spaces.

- Supportive and vibrant community

    o   Community and commercial access to open space will be balanced;

    o   Our parks and open space areas are activated and busy. Organised groups may be led by commercial operators using open space areas and facilities and this does not unduly interfere with the use of our parks by other individuals and groups.

- Strong and connected community

    o   There is a vital link between community health and wellbeing and well-designed and diverse recreation opportunities and urban open spaces;

    o   Improvement in the health, well-being and community spirit of the city will come about through highly connected open space network linked to diverse recreation opportunities.

The BCA trails facility concept and development plan supports open space strategy actions by:

- improving outdoor recreation and eco-tourism experiences;

- protecting and strengthening the BCA's natural bushland character for tourism, visual amenity and outdoor recreation purposes;

- developing partnerships and stewardship agreements with outdoor recreation clubs and groups: facilitate long-term agreements with mountain bike clubs to host club activities and events at the BCA which they help manage.

BCA trails facility concept and development plan

The purpose of the project has been to prepare a planning and design document to guide the development of the Bayview conservation area trails and facilities within the BCA.

The BCA, including the Carbrook Wetlands, is 920ha in area. However, as access into Carbrook Wetlands Conservation Park is not encouraged due to the sensitive environment the BCA trails and facilities, detailed in this plan, is the remaining area which encompasses 772ha.

The BCA trails and facilities are located in the southern section of the local government area, principally in the suburb of Redland Bay but bordering Mount Cotton and is located approximately 13km south of Cleveland.

The site is generally bounded by acreage residential and small farms, mining leases in the north-west, Carbrook Wetlands Conservation Park in the south and a wastewater treatment plant in the west. The Kindilan Outdoor Education and Conference Centre and a closed landfill (with an active transfer station) abut the northern edge of the park on Days Road.

Site values

The site has high conservation values for fauna and flora. A number of distinct ecosystems can be found across the site that need to be protected. There is little European history remaining on the site. The Day Use Trailhead staging area off German Church Road was once a market garden but little remains from that time. Various areas within the reserve have been used for timber production over many years and stumps and other evidence from that era are scattered throughout. On the Stone Hut/Shark's Tail track, there remains, not surprisingly, remnants of a stone hut and in another area of the park at least one surveyor's shield, dating from the 1870s, has been found.

Usage

Many of the tracks and trails within the BCA are already established. Single tracks are used by walkers and mountain bike riders and horse riders use the fire trails along with walkers and mountain bike riders. Most trails currently only have rudimentary signs and some trails need rerouting and/or maintenance (covered further later). At this time there is limited mapping available of the trail system for users showing routes, difficulty, length or time.

Events

In 2014, The "Bayview Blast" mountain bike race was hosted in the BCA which attracted local and elite national riders and is now recognised as a national series mountain trail bike (MTB) event for October 2015. The BCA will be recommended for a 2018 Commonwealth Games MTB training facility and other International Cycling Union (UCI) international events.

To facilitate increasing recreational use (MTB, horses and hikers), events and to attract spin-off from the 2018 Commonwealth Games, an event base and facilities, new trails and existing trails should be built/upgraded to provide genuine world class "A" lines and meet international standards prior.

Plan development

BCA trails facility concept and development plan was undertaken to identify what capital and operational components would be required to ensure the reserve and its facilities will meet all user needs and international mountain bike riding standard requirements. Development of the plan included consultation with internal groups, park users, and the community to ensure acceptable outcomes. The plan is a required step for being shovel-ready to attract grants from government agencies and support Council's budget and maintenance cycles. The plan ensures quality outcomes on the ground and is a necessary requirement for construction of new trails and park facilities. This project is a leading edge EVE initiative to increase accessibility to the great outdoors for the community.

The plan identifies the priority components of development:

- construction of 'in and out' trails and getting temporary parking area ready before October 2015 for Bayview Blast Event (completed);

- construction of day use and event staging area infrastructure prior to 2018 Commonwealth Games;

- trail network maintenance/upgrade and signage;

- ongoing general maintenance.

The BCA plan allows for:

- UCI and MTBA standard compatible facilities and trail systems;

- elite, regulars and event-based users;

- separate horse and bike/pedestrian trails;

- spectator viewing areas;

- separate car entry and exit roads;

- parking for vehicles and horse floats for riders, walkers, runners, and cyclists;

- a separated area for event staging;

- fenced parking and staging areas;

- access points to the trails in greater reserve area;

- trails to be constructed or reconstructed to UCI standard;

- standard Redlands Trailhead facility;

- large shed/facility (possibly 6x9m and open-sided) for event registrations, functions, food etc;

- public amenities building;

- water and power;

- BCA signage plan;

- interpretive signage to also include flora and fauna and cultural heritage;

- proposed linkages to engage local shopping centres and other destinations;

- site security such as external gate closing times, security patrols, anti-vandal construction etc.

STRATEGIC IMPLICATIONS

Legislative Requirements

In 2014 Council entered into an agreement with the state for the formation of a vegetation offset in part of a lot adjacent to the proposed day use and staging area in the BCA. The agreement requires that no access or trails will impact the offset area. This will not impact the outcomes of this plan as no trails or other infrastructure will enter the offset area.

Risk Management

The BCA trails facility concept and development plan outlines a full trail audit that has been undertaken for both existing facilities (mainly trails) and proposed trails and identifies a range of actions to ensure Council continues to meet its high standard of safety for users, including: ensuring trails are designed and built appropriately; inclusion of signage, regular trail inspections and maintenance and ensuring visitors use public reserves responsibly. The trail audit has been undertaken by a professional trail builder and auditor. Council can demonstrate its commitment to safety as a responsible land manager by ensuring that trails and facilities are built and maintained to international standards and signed appropriately.

Financial

The plan outlines a range of capital and operational costs in order to upgrade existing trails, develop facilities and maintain facilities. PDG costs may be between 20-40% on top of figures indicated below.

Description	Priority	Work to be undertaken	Trailcare	Capex	Opex
Undertake facilities development for day use and event staging area as per 'BCA trails facility and concept development plan	16/17			$618,724.00	
New trail/fire break construction	18/19	New single trail			$90,000.00
New trail/fire break construction	18/19	New single trail			$36,000.00
Carpark at Native Dog Rd	19/20	To build a carpark and improve sight lines			$8,250.00

Description	Priority	Work to be undertaken	Trailcare	Capex	Opex
Extend carparking at Days Road but it may not be required. With additional trailheads the demand may be spread and the existing carparking may be sufficient	18/19				$4,000.00
Undertake signage installation throughout reserve	17/18	New signage		$64,987.00	
Install 2 post map stands at 11 locations	17/18	New signage		$15,950.00	
Trailhead maintenance per annum - facilities - ongoing per annum	Annual	Asset maintenance			$10,000.00
Trailhead maintenance per annum - mowing - ongoing per annum	Annual	Mowing			$6,000.00
Trail maintenance - ongoing per annum. Allow $20,000pa and monitor it over the first few years. The budget could be lower if there is a high volunteer input to trail maintenance	Annual	Trail maintenance	Yes - trail work that does not require major works or power tools		$20,000.00
Repairs/ construction to all existing single trails and fire roads	15/16, 16/17, 17/18	Trail maintenance and improvements	Yes - trail work that does not require major works or power tools		$74,100.00
Total (Not including PDG costs of between 20-40%)				**$699,661**	**$248,350**

People

This plan will ensure Council's Conservation staff can plan and budget for maintenance works for the BCA based on advice from a professional trail auditor and builder. This will also help enable the identification of opportunities to increase community stewardship through utilising volunteers. Further, increase in legitimate users will have an effect to reduce current unlawful users such as motorbikes and 4WDs that are causing damage to trails.

Environmental

Planning has been undertaken to ensure positive outcomes for issues such as erosion, flora and fauna management in light of providing better accessibility, education, valuing and stewardship of the landscape. For instance, trails are routed or rerouted so they are built to international standards and are sustainable.

Social

The development of BCA will unlock the reserve by improving communications and information, increasing visitor friendly signage, upgrading carparking, seating, comfort stops, shade, picnic areas, trails and trail information, increasing access by people to conservation areas through programs, activities, commercial use and eco-tourism. There is a significant positive link between provision of outdoor recreation and social benefits to communities.

Alignment with Council's Policy and Plans

Corporate Plan

- Healthy natural environment

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

- Wise planning and design

    5.4 Regional collaboration and targeted advocacy drives external funding for key infrastructure upgrades and enhanced community outcomes.

- Supportive and vibrant economy

    6.1 Council supports infrastructure that encourages business and tourism growth.

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

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

- Strong and connected communities

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

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

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

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

- Inclusive and ethical governance

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

Redland City Tourism Strategy and action plan 2015-2020 (endorsed 17 June 2015)

The development of the BCA is specifically identified as an outcome and action of the Redland City Tourism Strategy and Action Plan 2015-2020.

Operational Plan 2015-16 (endorsed 3rd June 2015)

Council's operational plan identifies "Construction of in and out trails to link Bayview staging area to the existing trails in the Bayview Conservation Area" as a current project. This project is now complete and supports the EVE program.

Economic development framework

Implementation of the BCA Trails Facility Concept and Development Plan will attract investment into the city, particularly through the tourism industry sector as outlined in the economic development framework. The framework implementation model recommends a clear pathway of lifestyle and the environment to improve the key outputs of liveability, amenity and access to services whilst at the same time maintaining greenspace and Moreton Bay.

Redland open space strategy

The ROSS recognises the importance of participation in outdoor recreation for the Redland economy and for the health and wellbeing of residents and visitors in its recommendations.

CONSULTATION

Consultation - internal

- Councillor Division 6;
- Group Manager City Spaces;
- Group Manager Environment & Regulation;
- Principal Advisor City Space Strategy Unit;
- Senior Conservation Officer;
- Senior Graphic Designer;
- Principal Senior Design Technician;
- Projects Coordinator;
- Service Manager Public Place Projects Unit; and
- Business & Infrastructure Finance team.

Consultation - external

- Brisbane South Mountain Bike Club;
- Gold Coast 2018 Commonwealth Games Corporation;
- Department of Tourism, Major Events, Small Business and the Commonwealth Games;
- Emergency Services;
- Queensland Outdoor Recreation Federation (QORF);
- Mountain Bike Australia (MTBA);
- Bicycle retail stores;
- Food and beverage retail outlets;
- Community members (through trail users' workshop).

OPTIONS

1.   That Council resolves to endorse and prioritise funding for the Bayview Conservation Area Recreational Trails Concept and Development Plan as part of the EVE program.

2. That Council resolves to note the Bayview Conservation Area Recreational Trails Concept and Development Plan as part of the EVE program.

OFFICER'S RECOMMENDATION/ COUNCIL RESOLUTION

Moved by: **Cr P Gleeson**
Seconded by: **Cr J Talty**

That Council resolves to endorse and prioritise funding for the *Bayview Conservation Area Recreational Trails Concept and Development Plan* as part of the Enhancing the Visitors' Experience program.

CARRIED   **11/0**

Crs Boglary, Ogilvie, Hardman, Hewlett, Edwards, Elliott, Talty, Beard, Gleeson, Bishop and Williams voted FOR the motion.
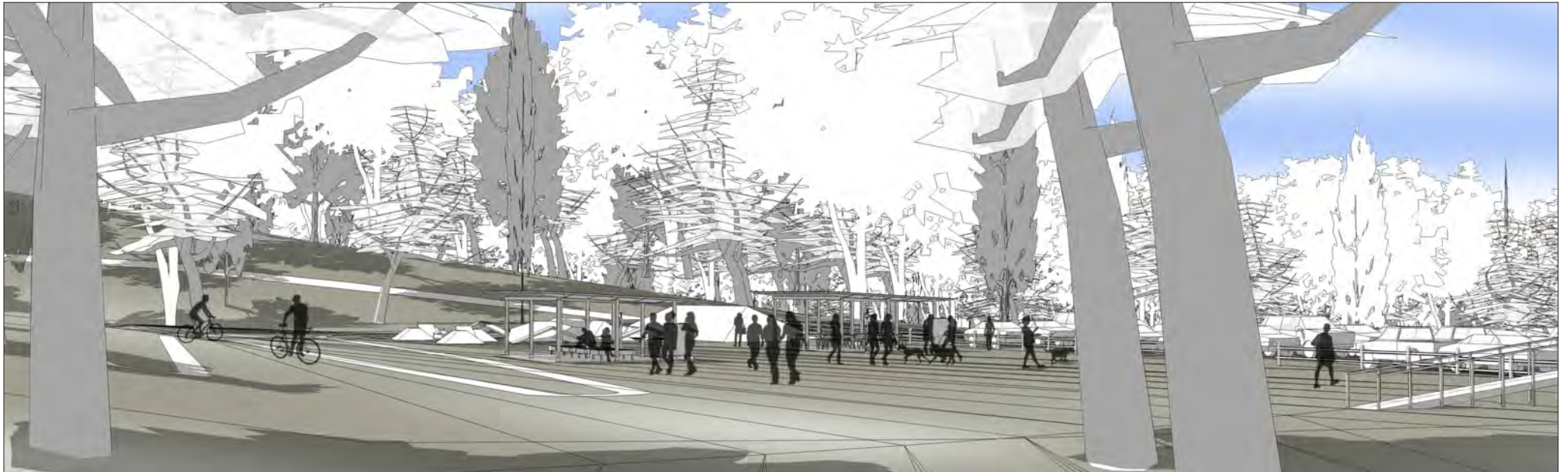
Bayview Conservation Area Trails Facility Concept and Development Plan

MAK Planning and Design Project no. MAK15003

September 2015

This Bayview Conservation Area Trails Facility Concept and Development Plan was prepared by:

MAK Planning and Design

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in conjunction with:

Table of Contents

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1 Introduction

Purpose

The purpose of this project has been to prepare a planning and design document to guide the development of the Bayview Conservation Area Trails Facility within the Bayview Conservation Area.

As noted in the Request for Quotation document:

"As part of the development of the plan, the project will also identify infrastructure requirements and construction elements to ensure that the area meets international trail standards.

The project will make recommendations for staging the development of the reserve and provide realistic indicative costs for inclusion in a capital program."

Background

Redland City Council has a significant portfolio of bushland and conservation areas. Council's policy has always supported public access to these areas (with a few exceptions) for recreation pursuits.

Planning for the development of the Bayview Conservation Area Trails Facility follows the recently completed Redlands Track Park at Cleveland.

Bayview Conservation Area Trails Facility is a larger area than the Redlands Track Park and offers longer and some more challenging rides or walks. The Redlands Track Park should be considered as a Front Country experience and Bayview Conservation Area Trails Facility as a Back Country experience.

It is also ideally suited, when developed, to mountain bike, rogaining, trail running and orienteering events among others.

This plan establishes the site's master plan that will be a guide to its staged development.

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2 Literature Review

A range of documents were reviewed as part of this literature review. The main issues arising are summarised below and have been considered in developing the trailhead and track designs.

Redland City Council Corporate Plan 2015

As part of the development of the 2015 Corporate Plan Council has reviewed and renewed its corporate vision, mission and values. These "articulate Council's long-term direction".

The Bayview Trails Facility contributes to at least two of the Plan's eight Key Outcome Areas including:

• #1—Healthy Natural Environment

• #7—Strong and Connected Communities

The 2020 Outcomes under the Healthy Natural Environment Key Outcome Area are

1. Redland's natural assets including flora, fauna, habitats, biodiversity, ecosystems and waterways are managed, maintained and monitored.

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

3. Community and private landholder stewardship of natural assets increases.

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

The first three 2020 Outcomes refer to the management of the biodiversity and conservation values of Bayview Conservation Area. The fourth 2020 Outcome realises that recreation, particularly linear recreation and low impact commercial recreation, is possible in tandem with preserving and enhancing environmental outcomes. As an example it has been found that the presence of people in conservation areas users legally the facilities discourages the illegal use of the facilities such as by people on trail bikes.

Council's Enhancing the Visitor Experience project embodies these concepts. This wide ranging project has begun the process of examining low cost changes that can open the conservation estate and other natural environments for greater responsible recreation use.

The Strong and Connected Communities Key Outcome Area (#7) recognises the social and economic benefits from events held in the Redlands. It also encourages a greater volunteering culture in the Redlands and recognises the role that volunteers can take in delivering Council outcomes.

Union Cycliste Internationale Cycling Regulations

In designing the Bayview Conservation Area Trails Facility we have been conscious of complying with Part 4—Mountain Biking of the Union Cycliste Internationale (UCI).

UCI is the world governing body for the sport of cycling recognised by the International Olympic Committee (IOC).

In respect of events at the Bayview Conservation Area Trails Facility there are likely to be different types but overwhelmingly they will be cross-country events or variations on that style.

Cross-country courses can be of various lengths and technical ability and organisers are likely to select from different trail options to get the lap length and degree of technical difficulty that they want.

Part 4 of the UCI regulations covers Mountain Biking and within that Chapter II is concerned with cross-country events.

Some of the more pertinent design (as opposed to events operation) points in this section are summarised below and have been used in developing the Trailhead and trail designs:

Section 1

1. Riders must start in a single group.

2. The cross-country Marathon format races must respect the minimum distance of 60km and maximum 160km.

3. The race can be run over a single lap, or multi-lap with a maximum number of laps of three.

4. In the event of a single lap the course may not include any section to be covered twice. Only the start and finish lines may be located at the same place.

5. In the event of a multi-lap race, short-cuts on the lap for the women's race are not allowed.

Section 2

6. The course for a cross-country race normally includes a variety of terrain such as road sections, forest tracks, fields, and earth or gravel paths, and include significant amounts of climbing and descending. Paved or tarred/asphalt roads cannot exceed 15% of the total course.

7. The course must be wholly ridable even in difficult weather conditions. Parallel sections must be provided on sections of the course likely to deteriorate easily.

8. Extended single-track sections must have periodic passing sections.

Section 4

9. The start zone for a cross-country event (massed start events) must:

• a) for world championships and world cup events:
   – be at least 8 metres wide for at least 50 metres before the start line
   – be at least 8 metres wide for at least 100 metres after the start line

• b) for all other events:
   – be at least 6 metres wide for at least 50 metres

before the start line

- be at least 6 metres wide for at least 100 metres after the start line

- For all events the start must be on a flat or uphill section of the course.

- The first narrowing after the start must allow riders to pass through together easily.

10. The finish zone for a cross-country event (massed start event) must:

- be at least 4 metres wide for at least 50 metres before the finish line; for world championships and world cup events this zone is at least 8 metres wide for at least 80 metres

- be at least 4 metres wide for at least 20 metres after the finish line; for world championships and world cup events this zone is at least 8 metres wide for at least 50 metres.

- be on a flat or uphill section of the course

- barriers must be in place on both sides of the course for a minimum of 100 metres before and 50 metres after the start and finish line(s).

Seven Cs Connection Strategy

The Seven Cs project is about:

developing wildlife linkages and recreational corridors across the City harnessing the power of communities, centres, cities, catchments, culture, conservation areas and citizens to connect people, plants and animals across public and private lands.

The network of corridors are designed to benefit animals and plants, and residents and visitors. Residents and visitors will be able to use the recreation corridors for walking, jogging, cycling and horse-riding, though the latter will be restricted to rural areas.

The stated aims of the Seven Cs Project are:

- provide sustainable and accessible outdoor environments

- connect people and places through recreational pathways

- connect fauna with food, water and each other

- create recreational, commercial, cultural, and stewardship opportunities

- provide opportunities for people and communities to lead healthier lives.

The link of most relevance to this plan is the Koala Bushland Coordinated Conservation Area—Redland Bay link which passes through the Bayview Conservation Area.

The report acknowledges that establishing an east-west link in the southern part of the city is a difficult task "given the existing land ownership, the lack of established corridors (except within Redland Bay), and the topography". The route recommended takes users from the southern edge of the Koala Bushland Coordinated Conservation Area through parts of Logan City along the Eastern Pipeline Corridor into the Bayview Conservation Park and into Redland Bay via two alternative routes (see Figure 1).

Detailed design needs to be undertaken to establish the final preferred route.

Figure 1: Seven Cs Connections through Bayview Conservation Area

Mount Cotton

Alternate Routes to Redland Bay

Bayview Conservation Area
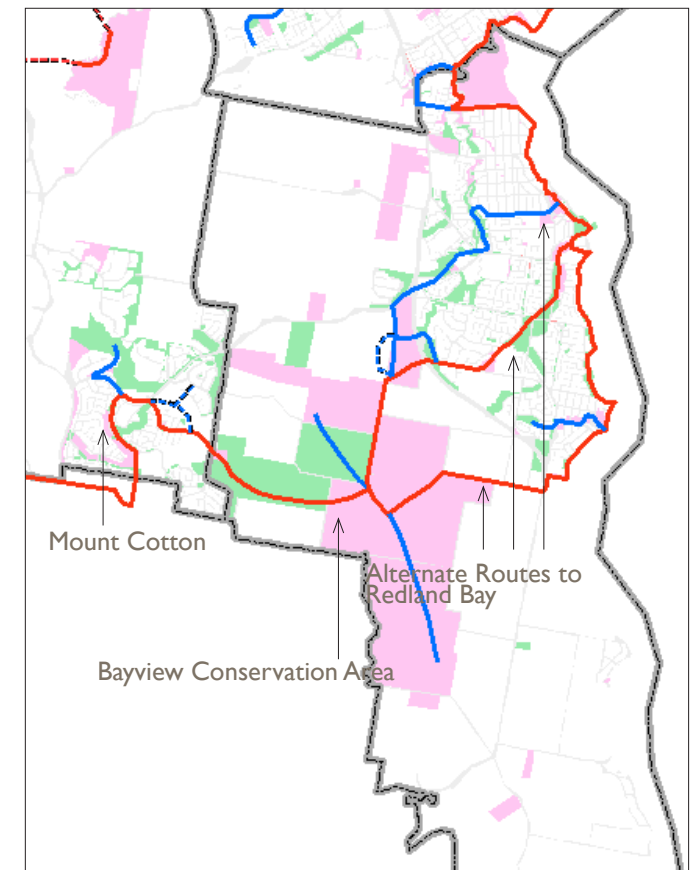
Conservation Land Management Strategy 2010

The Conservation Land Management Strategy 2010—A Plan for the Next 10 Years is a Redland City Council document with the intent to provide principles for the management and planning of the City's Conservation Estate.

Bayview Conservation Area is an amalgam of Council owned land and State land in trust to Council. Of the 920ha Bayview Conservation Area 158ha is Bayview National Park (state land) to be managed in accordance with the Nature Conservation Act 1992. The Act has quite strict conservation controls that are recognised by the Redland City Council's Conservation Land Management Strategy 2010. The point to make though is that the state land, as well as the Council's land is to be managed primarily for its conservation outcomes and that other uses are secondary to that.

The Bayview Conservation Area abuts the Serpentine Creek Conservation Area (8ha) and the contiguous Carbrook Wetlands Regional Park (122ha) both owned by the State. The trails facility does not enter either of these sites.

In that light recreation is seen as a legitimate use and the Strategy has the aim to "provide recreational opportunities where possible without compromising conservation values or visitor safety".

Various principles within the Strategy are relevant to planning of the Bayview Conservation Area Trails Facility. Recreation is dealt with on pages 54-56 and the most relevant principles, by activity, are listed below.

General

The overarching philosophy of Council is to provide 'multiple-use' nature based recreation venues that appeal to, encourage and engage the community, and:

- the management of recreation in the city should aim to meet the requirements of the SEQ Regional Plan: "Establish and maintain a network of accessible outdoor recreation areas, including regional parks, trails and waterways, as well as private lands with the voluntary agreement of landowners"

- reserves planning for recreation should be designed to encourage recreation that does not impact on natural communities

- public access and recreational activities for nature based recreation will be based on Local Law No. 4 (Local Government Controlled Areas, Facilities and Roads)

Walking Tracks

Where intra-reserve walking tracks are planned or managed the Australian Standards for walking tracks should be considered (AS 2156.1-2001: Walking Tracks Classification and Signage).

Mountain Bikes

Bicycle riding is an appropriate recreational activity in parks and reserves and a legitimate, nature-based activity and mountain biking will be encouraged in all parks and reserves where it is considered environmentally appropriate. Other principles are:

- when constructing or closing mountain bike trails, consultation must occur between Council, bushcare/trailcare group and other relevant mountain bike groups

- trails constructed for the use of mountain bikes must also be compatible with, and may be used by bushwalkers. Signage should indicate that this is dual use

- mountain bike use should be constrained to trails designated as mountain bike compatible or general cycling compatible trails

- where construction, upgrade or management of specially designated mountain bike trails is to be undertaken, refer to IMBA (International Mountain Bicycling Association) trail construction and management principles

- formation and maintenance of Bushcare/trailcare groups should be based on engaging locally run groups first

- track closures, maintenance and design must be based on understanding of broader strategic network of tracks within and between the city's conservation reserves

- trails should stay out of streams and wetlands unless crossing by direct route. Mountain bike tracks should not to be constructed within 30m of a waterway or area identified as being a sensitive area

- to protect water quality and habitat, only cross streams where absolutely necessary. Where crossings are necessary, use natural rock features or bridges. If it is considered essential for a track to cross a watercourse, it must be sited to cross by the shortest and most environmentally considerate route

- bridges and other track infrastructure for dedicated mountain bike trails (single-track) should be constructed of 'natural' material

Horses

Horse-riding is permitted on selected conservation reserves where this use is considered environmentally and socially appropriate. When considering horse-riding the following factors need to be taken into account:

- the level of use which may be anticipated if horse-riding is officially permitted

- alternative opportunities for horse-riding in the district

- potential problems of access and parking

In managing the activity consider:

- current or projected conflicts between horse-riders and other park users and the potential to resolve these conflicts

- the existence of suitable trails and places for horses to be tethered watered and fed

- suitable rest, picnic and toilet facilities for anticipated numbers of riders

- the ability of management to define the permitted area and enforce any restrictions considered necessary

Horses are to be kept to fire trails. Horses, pedestrians and bikes can use fire trails whereas 'single-track' can only be used by pedestrians and bikes.

Orienteering and Rogaining

Council recognises the use of reserves for off-track cross country navigational activities conducted by orienteering and rogaining groups.

Motorcycling

Motorbike activities are not allowed.

Pest Management Plan 2012—2016

This Council prepared document sets out how Council will respond to the management of pest weeds and animals in its 18 Environmentally Sensitive Areas (of which Bayview Conservation Area is one) and 27 Aquatic Environments.

Managing pests is key to maintaining the City's healthy and natural environment. The Plan recognises that managing pests requires a broad community and government at all levels commitment.

Details on how Council will manage particular plant and animal pests known to occur in Redland City is set out within the document.

Site Description

Location

The Bayview Conservation Area, including the Carbrook Wetlands, is 920ha in area. However, as access into Carbrook Wetlands Conservation Park is not encouraged due to the sensitive environment the Bayview Conservation Area Trails Facility, as detailed in this plan, is the remaining area which encompasses 772ha.

The Bayview Conservation Area Trails Facility is located in the southern section of the local government area, principally in the suburb of Redland Bay but bordering Mount Cotton and is located approximately 13kms south of Cleveland (see Figure 2).

The site is generally bounded by acreage residential and small farms, mining leases in the north-west, Carbrook Wetlands Conservation Park in the south and a sewerage treatment plant in the west. The Kindilan Outdoor Education and Conference Centre and a closed landfill (with an active transfer station) abut the northern edge of the park on Days Road.

An area of land in the east, which is currently rural land, is mooted as a possible residential development. This property development, known as *Shoreline*, may be developed in the medium term. This development will likely mean a significant population residing on the eastern boundary.

Site Values

The site has high conservation values for fauna and flora. A number of distinct ecosystems can be found across the site that need to be protected.

There is little European history remaining on the site. The Day Use Trailhead Staging Area off German Church Road was once a market garden but little remains from that time. Various areas within the Reserve have been used for timber production over many years and stumps and other evidence from that era are scattered throughout.

On the Stone Hut/ Shark's Tail Track, there remains, not surprisingly, remnants of a stone hut and in another area of the park at least one surveyor's shield, dating from the 1870's, has been found.

Figure 2: Site location
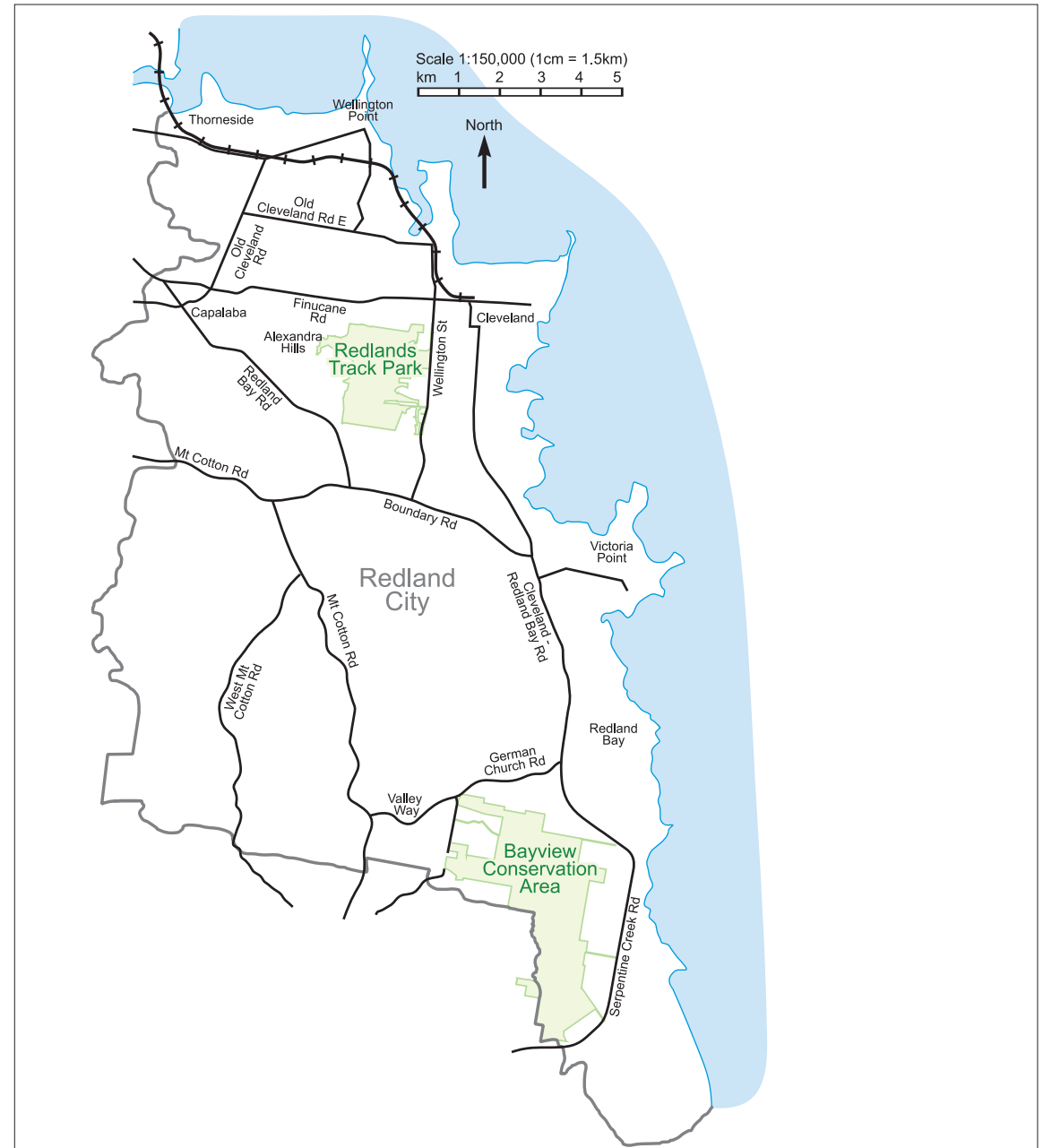
There are no known Indigenous values but when any development is being undertaken then the personnel should be aware to look out for any historical indigenous presence particularly around large rocks or rocky outcrops, near water courses and on or near very old trees.

Usage

Within the Bayview Conservation Area many of the tracks and trails are already established.

Single-track is used by walkers and mountain bike riders and horse riders can use the fire trails along with walkers and mountain bike riders.

Most trails only have rudimentary signs and some trails need re-routing and/ or maintenance (covered further later). At this time there is no map available of the trail system for users showing routes, difficulty, length or time.

Entrances

Entrance points are spread around the site though the entrance point on Days Road is currently the most popular entry point. Entrance points are:

1. Days Road
2. German Church Road (northern end)
3. German Church Road Middle
4. German Church Road South
5. Kidd Street (end)
6. Kidd Street (Opposite #107)
7. Kidd Street (Opposite #68)
8. Kidd Street (Eastern Access)
9. Native Dog Road
10. Serpentine Cemetery (Opposite)

11. Sugar Gum Avenue
12. Teviot Road
13. Unwin Road

Figure 3 shows their locations.

There is one further access point off Kidd Street but it is overgrown and recommended for closure.

Native Flora and Fauna

The Bayview Conservation Area is a natural bushland park comprising open dry eucalypt forest and riparian vegetation along the creeks and waterways.

Bayview Conservation Area has high fauna and flora values. These values transcend all others such as recreation. Recreation is a secondary use of Bayview Conservation Area and can coexist only while there is no compromise of the primary environmental values.

Except for the creek and drainage lines, most of the park is classified as either "endangered dominant" (generally in the northern section of the park) or "endangered sub-dominant" (generally in the southern section of the park).

The site provides a natural habitat for native flora and fauna including species and communities that are rare or threatened.

Additionally most of the park is considered as "High Value Bushland" under the Queensland Government's State Planning Policy (2/10): Koala Conservation in South East Queensland.

Weeds and Pests

While no specific survey was undertaken of weed infestations in the Bayview Conservation Area casual observance indicated that the park was generally clear of weed infestations. Council's Bushcare Officers monitor the park and undertake clearing works as required.

The park is a large area and it is possible that dogs and cats (and possibly pigs) can and do escape into the park but Council's pest management appears to have this under control.

At the time that the area came under Council management it was heavily weed infested and had wild pest animals such as pigs, foxes and cats. Council officers have worked diligently to remove all traces of these weed and pest infestations.

Fire

Fire Management within the Bayview Conservation Area is undertaken by Council, in accordance with Council's Conservation Land Management Strategy.

Offset Areas

There are two offset areas within the park. Neither area is large and they are currently free of any trails or developments. One area, the larger of the two, is adjacent to the Day Use Trailhead Staging Area on the northern side. It separates the

Figure 4: German Church Road Offset Area
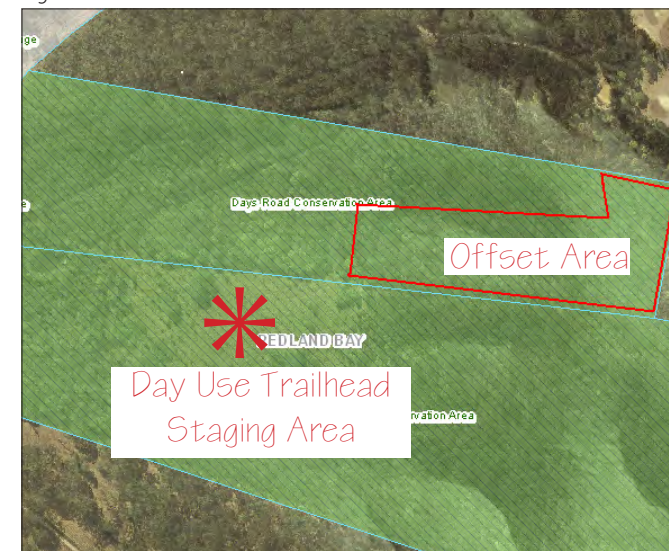
Figure 3: Entrance Points

Bayview Conservation Area

Scale 1:25,000 (1cm = 250m)
Contours 10m : 50m
m   200   400   600   800   1km

North

Legend:

Entrance

23.1km	Fire road
5.2km	Track overgrown, poor condition, or use discouraged
19.5km	Singletrack planned to be retained
6.3km	Singletrack planned to be added
2.2km	Singletrack planned to be removed
9.2km2	Reserve including road reserve

Main entrance

Good secondary entrance

Map labels:

Serpentine Creek Rd, Scenic Rd, Serpentine Creek Rd opposite Cemetery Entrance, Lagoon View Rd, Rocky Passage Rd, Native Dog Rd Entrance, Native Dog Rd, Beenleigh - Redland Bay Rd, Unwin Rd Entrance, Unwin Rd, Kidd St, Opposite 107 Kidd St Entrance, Opposite 68 Kidd St Entrance, End of Kidd St Entrance, Birdcage, Cleveland - Redland Bay Rd, Mudlark, The Maze, Carbrook Wetlands Regional Park, Shark Tail, Concept 2, Bayview Conservation Park (Regional Park) & Days Rd Conservation Area, Crinkle Bush, Straddie Pipe Pump, You're Kidding, Days Rd Entrance, Days Rd, Green Snake, Chicken Run, Puck Road, Slippery Dip, Serpentine Ck, Riedel Rd, German Church Rd, Blow, Filling Rattler, Sock Puppet East, Snake Road, Black She-oak, Dee Ct, Teviot Rd, Esk Ct, Haven Rd, Serpentine Ck, Kua Ct, Currmga Ct, Vegemite, Flute, Calendar Boys, Sock Puppet West, Concept 1, Solway Ct, Teviot Rd Entrance, Lagoon Rd, Teviot Rd, Wolf Peach, Sorceress, Doom Hippy, Snake Road, Grass Trees, Kids Loop, Benson & Binkley, Native Dog Ck, Heinemann Rd, Valley Way, German Church Rd Northern Entrance, German Church Rd, German Church Rd Middle Entrance, Sugar Gum Ave, Sugar Gum Ave Entrance, German Church Rd Southern Entrance

Day Use Trailhead Staging Area from the mining lease (see Figure 4).

The Wolf Peach Trail will need to be designed to skirt the German Church Road Offset Area.

The second site is a small area off Kidd Street away from the trails network.

The terms of the agreements generally prohibit any clearing within the Offset Area. As such no developments have been proposed in either Offset Area.

Water Catchment

Bayview Conservation Area is the water catchment for Native Dog Creek which flows into Carbrook wetlands. The water quality must be maintained to protect these systems.

Infrastructure and Facilities

There is no service infrastructure (electricity, water, sewerage) within the Park.

There is electricity along German Church Road that can be accessed for the Day Use Trailhead Staging Area if required.

Within the park Council has recently installed Trailhead Shelters at the Days Road Entrance and within the park when entering from Native Dog Road (about one kilometre from the gate).

These shelters (see Figure 5) provide protection from the elements and also have a park map (to be installed after this plan is complete) and information, a bike repair station, hitching rails, bench seating, water tank and a tipping horse trough.

There is little else in the way of built facilities within the park apart from regulatory signs, fences, gates and/ or slip rails at the entrance points.

There are no formal wayfinding signs on any track or trail which makes navigation difficult for the inexperienced user. There are "home made" signs on most single-tracks. See Figure 14 (page 31) later for an example.

Figure 5: Days Road Trailhead Shelter

Redland City Council

A number of staff involved in the management of Bayview Conservation Area or involved in providing recreation opportunities were asked for input. A summary of the key points is:

- The rare and threatened *Phaius australis* orchid is within the Bayview Conservation Area and trails need to avoid these locations.

- A new residential development may occur on the central eastern boundary of the Bayview Conservation Area in the future. Links from this estate into the Bayview Conservation Area Trails Facility need to be considered should it proceed.

- Camping within Bayview Conservation Area is not currently allowed (by regulation). However, should that change then the use of elevated timber platforms can control damage by directing where to camp and providing tie down points for guy ropes which avoid the need to disturb the soil with tent pegs. These sites may be available for booking for short term stays. The Serpentine Creek Trailhead is the most likely point for a camp site with the Bayview Conservation Area.

- There are two offset areas with Bayview Conservation Area. Offset areas are generally not to be disturbed.

- Council have fenced off the quarry adjacent to the proposed Bayview Conservation Area: Main Day-use Area and Trailhead.

- The addition of some interpretation within the Park would be possible and would add interest. Information could be provided on the historic stone hut, gliders, frogs etc. Where trail names have some interesting story to them this could be interpreted on signage at the start of the trail.

- Art installations at intersections and trailheads, drawing from European and Indigenous culture to the region, would provide an interesting and alternative trail experience

- Consider a walking trail to a lookout point above the Bayview Conservation Area: Main Day-use Area and Trailhead. It is an "attractor" in the Seven Cs Strategy.

- There will be a Trailcare Group. There needs to be some consideration of where their tools are kept and how the group is managed.

- The trailcare group needs to work with the Council employed Bushcare officers to plan and coordinate their work schedules.

- Council's policies and guidelines concerning the use of volunteers needs to be updated to allow the use of some powered equipment where it is deemed safe.

Other Government

Gold Coast 2018 Commonwealth Games Corporation

The Gold Coast 2018 Commonwealth Games Corporation (GOLDOC) was established in January 2012. Working with Government and Game's partners, GOLDOC's role is to plan, organise and deliver the Games in 2018.[1]

On contacting this group it was found that they have no role with athlete training until ten days before the event when the competition venue will be open to athletes for training.

Prior to ten days before the event any training related venue requirements are being handled by staff at the Department of Tourism, Major Events, Small Business and the Commonwealth Games.

Department of Tourism, Major Events, Small Business and the Commonwealth Games

The staff at the Department of Tourism, Major Events, Small Business and the Commonwealth Games are responsible for linking any athletes or teams with training venues prior to the Games.

They were pleased to know that the Bayview Conservation Area Trails Facility will proceed and will add it to their website as a potential location (once it has been constructed and Council supplies the necessary information).

With just under three years until the event the Department is not yet fielding much interest from teams for training venues across all the sports. To date there has been no interest shown at all for mountain bike venues though that may change in time.

For many sports the current focus is on the Rio Olympics

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[1]   taken from http://www.gc2018.com/about-us

in 2016 and they will not turn their attention to the Commonwealth Games until after that event.

The Department did note that, unlike the Olympics, Commonwealth Games teams do not have the same budgets and many of the Commonwealth Games countries are third world countries.

The Department does not expect, for mountain biking at least, that many teams, if any, will come to Australia very far in advance of the Games for acclimatising and practice.

Emergency Services

The following information was provided by an officer stationed at the Redland Bay Police Station.

Emergency Services personnel have had to enter the park on numerous occasions in the last few years to retrieve lost or injured persons. In these instances it has not been due to a particular issue with the park or trails, but more user error or poor planning such as leaving for a mountain bike ride not long before sunset or a skills related error or accident.

Police and ambulances need to have vehicle access which they do have as Council has provided an access key which is kept at the Redland Bay Police Station that opens the gates and slip rails.

Several of the Redland Bay police and water police are keen mountain bike riders who know the trail system well so these officers generally get involved in any recovery jobs.

Most of the police vehicles at Redland Bay Police Station and at the water police are four wheel drive so no special surfacing is required for access. The Queensland Ambulance Service officers will gain access using police vehicles if they need to.

Council may also want to consider ways to prevent or reduce motorbike access to the park as off-road bikes regularly enter the park and interact with riders/ walkers/ horses on both the single-track and fire roads. Obviously from a police / emergency services perspective this poses a very significant

safety risk for the permitted users of the Park.

Community Organisations

Brisbane South Mountain Bike Club

Brisbane South Mountain Bike Club held the inaugural Bayview Blast in the Bayview Conservation Park in 2014. This event was successful attracting over 240 riders in its first year.

The event has been included as the last event in the National Series in 2015. The events in the 2015 National XCM Series are shown below with the 2014 participation shown in brackets:

1. Willo Enduro—22 March 2015 – Southern Highlands, NSW (600+)

2. Easter in Alice—Bunny Buster Stage – 4 April 2015 – Alice Springs, NT (200+)

3. Wombat 100—12 April 2015 – Woodend, VIC (600+)

4. Convict 100—2 May 2015 – St Albans, NSW (1,350+)

5. Dwellingup 100—5 Sept 2015 – Dwellingup, WA (1000+)

6. Kowalski Classic—20 Sept 2015 – East Kowen Forest and Sparrow Hill, ACT (800)

7. Redland Bayview Blast—31 Oct – 1 Nov 2015 – Redlands, South East QLD (240)

Comments from this Club are grouped by topic below.

Trailhead Facilities

• Use the UCI regulations in designing the trailhead. To meet UCI regulations for the start area may need to consider starting on German Church Road[2].

• The course leading away from the trailhead (up the ridge) needs to be non-technical so that riders can get through it quickly after the start.

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2   *The low-traffic section leading to the waste water treatment plant*

• For the Bayview Blast the course length will be in the order of 25kms and repeated three times (75kms). Shelters are required for the functions of:
    –   Timing
    –   Registration
    –   First aid
    –   Cooking and food service

• Timing and registration can be combined into one shelter if wide enough. Suggest that several island benches are included in the middle for regular use as these will not impede event operations as much as a full length table or seats.

• The food shelter may be mostly open space except for the barbecues and a wind screen (that can also hold a map of the Park).

• Will need a levelled pad for parking a trailer with toilets. Events will be supplemented with additional toilets. Any toilets provided should be unisex, with external hand basins. Probably two toilets and a urinal. Another levelled pad for a coffee van or other uses.

Trails

• Some trails should be one-way as the closing speed on two-way trails can be quite high (particularly if one is downhill). Generally trails should be two-way to maximise the number of riding options (safety should be the driver of any decision to make a trail one-way). Instead of making a trail one-way for its length consider one-way options around a dangerous point but leaving the remainder of the trail as two-way.

• Consider emergency access points.

• Bollards and finger boards at trail intersections could have a steel plate where a magnetic sign could be placed to give direction during an event.

• The trails could have occasional "A" and "B" lines where riders choose between a short technical route and a longer non-technical loop.

Other Matters

- Trail runners may also use the course and are likely to need similar facilities to mountain bikers.

- If reticulated water is available at the trailhead then consider a wash-down area for horses. Reticulated water is also good for water-bottle filling.

- Tree branch clearances on the access and egress roads need to allow a semi-trailer with a toilet unit to pass without damage.

- The Bayview Blast is a two-day event so accommodation is required. Many competitors like to camp near the course. There are no options within the Bayview Conservation Area (of the scale required) so the Event Organisers will need to pursue options with private landholders and on other Redland City Council owned sites.

- Eventually the Club may, in the interests of variety and excitement, introduce new race styles such as eliminator events and short course. This is at least a medium term objective as the Club is still growing the existing suite of events.

Mountain Bike Australia

Mountain Bike Australia (MTBA) provided information on trailhead facilities and specifics in relation to hosting National and UCI level events which were used in reference to the Day Use Trailhead Staging Area design.

MTBA mentioned that they are working towards developing Australian Standards around sustainable trail design and maintenance which will extrapolate on the IMBA system.

Queensland Outdoor Recreation Federation

Queensland Outdoor Recreation Federation (QORF) are supportive of the development of Bayview Conservation Area Trails Facility but believe that it will be most successful if it provides for broad diversity—as broad as possible. Some of the ideas proposed included:

- placing the Day Use Trailhead Staging Area towards the middle of the complex linking straight into a variety of trail types

- new trails that are different from existing trails (e.g. may require a different type of bike, technique or skill set)

- Green level trails close to the Day Use Trailhead Staging Area with Blue and other skills levels further away

Comment: Redland City Council is constrained in achieving much of QORF's comments because Bayview is, first and foremost, a conservation area. In developing the facility planning has had to assume that most of the trails currently in place are, more-or-less, the extent of trails that will exist. This plan is constrained in that sense and works within those constraints.

Trail Users' Workshop

A drop-in style workshop was held with 15-20 people attending. While it was drop-in most people came at the start time so most of the group was there for most of the discussion.

Some specific points were made in relation to tracks and these will be reflected in individual discussions of the tracks.

Some general and track comments are summarised below:

Track Related

- keep tracks 'edgy' — maintain the character that is there now

- establish more loops, signpost them and map them

- maps should suggest trail lengths and various rides or types

- there needs to be a small and easy track near the Day Use Trailhead Staging Area for children and beginners

- after a long discussion about the merits of one-way and two-way trails it was agreed that all trails should stay two-way at the moment with the possible exception of the trail leading from the Day Use Trailhead Staging Area. Using design you can encourage use in a certain direction but it should not be mandated. The Maze and Shark's Tail are the two tracks where it is most obvious to consider them as possibly one-way trails

General

- some trails dry faster than others so if possible only certain tracks need to be closed after rain events (or at least some can open before others)

- it was asked whether there would be an area for downhill riders and the response was that there is not the location or topography at this facility for the style of riding

- it was suggested that a few trail names should be changed as they can be interpreted as "rude"[3]

- for Emergency Services it was suggested that a key be left in a box with a coded lock (several around the site would be needed because of the multiple entry points)

- signage throughout the park and better maintenance will attract more female riders, as will the improved sense of safety from a greater number of riders in the park

- use colour codes or arrows on signs to indicate loops

"Sticky Notes"

Participants were encouraged to write notes and place them on the air-photo so that no ideas were missed. These notes included the following ideas or comments:

- signage on Maze and Sharks Tail trails should recommend riding than as one-way trails

- predictable trails (such as Chicken Run) reduce barriers to beginner's participation

- minimise trail sign size/ impact at minor junctions

- trails are not a consistent grade for their entire length

- locate a flow-trail in the northern area

- encourage people to wear bright clothes so that they are more likely to be seen coming from the opposite direction

- encourage people to yell out (when they are approaching a blind corner) on Maze

- close Maze and Sharks Tail in wet weather

- the creek crossing on Shark's Tail needs a pipe to keep the crossing dry

- re-route Grass Tree and extend to Benson Binkley trail

- loop from Benson Binkley back to Grass Trees

- revive Summit Link Trail

Workshop Surveys

At the workshop surveys were available to be completed. These were also emailed to all attendees later to encourage the highest return rate.

General responses included:

Question 1—Trails: Tell us about the existing trails. Do you have any ideas for new trails, re-routes of existing trails, new trails or closing trails (or sections of trails)?

- provide alternative routes when some sections of a trail are too wet for riding

- Sock Puppet needs drainage

- New route from The Summit to fire trail and Doom Hippy

- Attempt to have multiple trails intersect at one point so that many riding options are opened up

- Like the idea of a trail from Kidd Street to the Central Fire road area

- There may be room for two descending trails into the Bayview Conservation Area: Main Day-use Area and Trailhead

- A Pump Track at the Day Use Trailhead Staging Area would be well used and appreciated by riders of all ages and abilities (several people made this point). The Pump Track can also provide a side event, or entertainment, when a race event is being held[4]

- Dirt jumps in the Day Use Trailhead Staging Area

- Bayview has some of the few areas with potential for freeride or gravity technical one-way trails. It would be fantastic to see a small amount of this in the trail mix.

Question 2—Access: The current thinking is to have the main staging area off German Church Road near the roundabout with Valley Way (Mount Cotton). Another major entry point will be off Days Road and a shelter has just gone in there. A shelter has been placed within the park off Native Dog Road. All other current entry points will remain and generally just have map signs added and a bit of cosmetic work. Do you have any comments on these proposals or other matters concerning access?

- Shelters are a great initiative

- Better access via German Church Road has been a long time coming—looking forward to the new trails there

- Try to keep motorbikes out using appropriate devices

- Connect the Bayview Conservation Area Trails Facility into the wider cycle network

- many comments on the quality of signage at the Redlands Track Park and advice to do the same here

Question 3—Signage: It is intended that there will eventually be signs at all trail cross points. At each designated entry point there will be trail maps for the park. A QR code on signs will also allow users to download a map to their telephone. All signs will be numbered to help emergency services personnel locate people. Do you have any more thoughts on signage[5]?

- Keep existing names, including ones deemed offensive (as changing them loses history)

- Like the signage at the Redlands Track Park

- Consider temporary CCTV to catch repeat motorbike offenders

- Signage with riding direction "suggestions" may be a good idea in some places

- standardisation of names is good for visiting riders and Emergency Services

- Comprehensive Track Maps at the entrance points are a

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3   These names have been changed and are reflected in the mapping in this plan

4   It is agreed that a Pump Track would be good at the Day Use Trailhead Staging Area area and would be well used. However, there is insufficient space given the need to stage major events from this location.

5   A personal request was made that the trail from The Summit to Doom Hippy be named after David Jacobi's late wife—Fel's Fall Line (she died of cancer in 2011 and the couple had been riding it together for 15 years).

good idea

- Indicate loop lengths on maps

Question 4—Trail Care: A trailcare group is being formed for the Bayview Conservation Area Trails Facility which should be operating soon. Would you be interested in receiving information on any trail care initiatives?

Most people offered support to a trailcare group and will be kept informed as it develops.

Commercial Business

Bicycle Retail Stores

Several bicycle stores in Redland City were approached in relation to the Bayview Conservation Area Trails Facility.

The ideas and plans were explained and any ideas or comments were sought.

All stores supported Council developing the facility and believed that it would be well used once complete.

Only a few specific comments were made and these included:

- ideally, at some time in the future, the Park should be connected through to Daisy Hill allowing a long ride

between and through the two venues (and possibly others yet to be developed)

- stop motorbikes entering the Park—dangerous when they are on the same trails

- in the Redlands Track Park people are building their own trails which needs to be stopped. It may be less likely to occur in Bayview but regular surveillance will be required to stop it happening.

Food and Beverage Retail Outlets

A number of food and beverage retail outlets were approached in Mount Cotton and Redland Bay and were briefed on the project.

As businesses they were supportive and if any extra trade was to flow their way then that would be a benefit for their businesses and the local economy.

Most of these types of business open early (from 6am) which should accommodate riders after their ride, or even before the ride in many cases.

The businesses will monitor any peculiarities of the market and will adjust opening hours, food and drink lines and similar if required and can be supported by the trade.

Participants at the Riders' Forum

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5 Trail Descriptions and Audit

The Bayview Conservation Area has a well-established trails system developed over many years by local riders. In developing the Bayview Conservation Area Trails Facility it is not a case of building an extensive system of new trails but rather working with what exists—maintaining them with some improvements.

Single-track Descriptions

1. Chicken Run

Starting opposite the shelter, Chicken Run is popular being the first single-track near the Days Road entrance. Almost 1km long, the trail is suitable for all ages and abilities as the gradient is easy and there are only two log roll-overs to negotiate. The eastern end is low-lying and has a short bridge. The trail then gently climbs to open eucalypt forest. Return to Days Road on Puck Road for a pleasant, short loop.

2. Vegemite

Vegemite has more difficult terrain to negotiate. The climbs and descents are steep in places and the surface is often has many loose rocks. Mountain bikers seeking a challenge will enjoy climbing to the highest point in the west, but descending is easier and has more downhill sections. Views from the hilltop extend to Surfers Paradise in the south and Moreton Bay in the east. Halfway, Vegemite intersects with Flutter which provides a link to Doom Hippy.

3. Doom Hippy

Best ridden from north to south, Doom Hippy has several sweeping berms that would be challenging to ride or walk up. The trail mostly follows the contour and is very narrow in places, with occasional exposed roots, making it a lot of fun. Combine Doom Hippy, Calendar Boys, Blow and Flutter into a circuit of 2.5km. These trails are similar in style and would also good for trail running as well as bushwalking and mountain biking.

4. Calendar Boys

Calendar Boys is sited in the low foothills and is an easy trail with a loamy surface. There are gentle rises and falls, and a few technical features, just two log roll-overs.

5. Blow

Blow has a gentle gradient with easy climbing turns and technical features, such as low logs and small tree roots. Blow could be connected to Flutter, Doom Hippy and Calendar Boys, or used as a link to You're Kidding.

6. Flutter

Flutter is a short linking trail which is mostly easy with occasional narrow pinches and rough surface.

7. Sock Puppet West

Sock Puppet West combined with Sock Puppet East is 3.6km in length. The western trail has several technical challenges along an easy, flowing trail. Check your handlebar width between two tight trees, negotiate tricky tree roots and log roll-overs, and ride across a narrow log bridge. Along this attractive trail a forest with large Scribbly Gums gives way to groves of Casuarina and, in the low wetlands, stands of Paperbarks.

8. Sock Puppet East

With long sections of gentle climbs and descents, Sock Puppet East is a low gradient trail with few technical challenges except for a difficult rock garden with rock drop about 400m from the southern end. An attractive stand of Grass Trees can be found at this southern entry point.

9. You're Kidding

You're Kidding, 3.2km long, is the most attractive trail in Bayview Conservation Area. After meandering through thick Casuarina forests and crossing low-lying wetland, the trail opens out to a huge area of verdant Grass Trees bathed in full sunlight. The narrow, sandy trail weaves between the Grass Trees and has some fallen logs and a rock garden to add interest. Look for an unusual feature of two large fallen trees joined by a ramp.

10. Bird Cage

Bird Cage is so easy the youngest child on wheels could ride it. The 2km trail has a smooth, loamy surface with little rise or fall and only one log pile across the trail to watch out for. Notice the large wire cage near the northern end, for which the trail is named. You're Kidding, Bird Cage and The Maze combined are 7.2km long and are the easiest trails in Bayview.

11. The Maze

Almost entirely through Casuarina forest, The Maze looks like a tunnel carved through tall, thick Casuarina trees. Cleared to a width of 2m, the trail itself is narrow and sandy. As sand is highly erodible, watch for erosion ruts and holes on descending sections, which can lead to boggy ground at the lowest point. Falling most of the way from north to south, The Maze is usually ridden in this direction.

12. Shark Tail

Shark Tail is usually ridden from south to north as a return trail after The Maze. While both ends of Shark Tail are easy at the start, the trail has many challenges in the middle. The sandy soil has eroded to form deep ruts and holes. Exposed roots cross the trail creating step ups and drops especially in the descents to the crossing of Serpentine Creek. This challenging trail is enjoyed by more advanced riders. Walkers will need to be aware of approaching mountain bike riders, particularly in places where the trail is very narrow. The dense sea of ferns along Serpentine Creek is a highlight of this trail.

The link between Shark Tail and The Maze is an old trail, originally ridden west to east to from a circuit. Watch out for erosion ruts and exposed roots on descending sections.

13. Benson and Binkley

Benson and Binkley is an interesting contoured trail which surfs up and down the side slope, at times steeply, for 1.5km. This more difficult trail is very narrow with embedded rocks, many log roll-overs and a short bridge to negotiate. Largely in a Dry Eucalypt forest, Casuarina and ferns are also present.

14. Grass Trees

Grass Trees is a short but challenging link to Benson and Binkley. The climbing turns, leading to the magnificent stand of Grass Trees at the western end, can only be ridden by the strongest legs due to the steep, tight-radius turns. Many mountain bikers will walk this section, however the lower half is very enjoyable.

15. Sorceress

Sorceress is designed as a more advanced trail than Wolf Peach. It rises and falls, surfing the terrain with climbing turns and descending berms. Accessed from the Bayview Conservation Area: Main Day-use Area and Trailhead, Sorceress links to the hill at the top of Vegemite.

16. Wolf Peach

Designed as an easy, flowing trail, Wolf Peach has few technical obstacles. From the trailhead, the trail gently climbs to the highest point, descends with switchbacks and then flows along the valley floor to reach Puck Road.

Fire Road Descriptions

The fire roads between Days Road and Teviot Road are very popular with horse riders. Named Green Snake, Slippery Dip, Ganja Boy and Black She-oak, these well-maintained trails are wide enough for two or three horses to be ridden abreast. With no steep sections this route also offers easy mountain biking and walking. Of note is the dense forest of tall Black She-oaks along Ganja Boy and the beautiful riparian vegetation where the trail crosses Serpentine Creek.

A. Mudlark

Mudlark steeply descends to cross Serpentine Creek then continues along gently undulating terrain passing Grass Trees and Wallum Heath to eventually reach Native Dog Road. This well-maintained, wide trail is very attractive for walking, cycling and horse riding.

B. Native Dog Road

Native Dog Road is virtually a flat, wide gravel road. However, the freshwater lagoon towards the south-east end has remarkable Swamp Paperbarks fringed with wetland reeds. A beautiful sight, well worth seeing.

C. Snake Road

Snake Road has three hills to the north-west, two of which are very steep which make this route tough for mountain bikers, walkers and horse riders. The southern section, running east to west, has a gentler gradient.

D. Straddie Pipe Pump

Straddie Pipe Pump is an undulating, wide trail which provides a moderately easy route to Kidd Street. Be aware there is a very steep climb at the western end and a boggy area near Kidd Street.

E. Puck Road

Puck Road is a very pleasant fire road, but leads to a steep climb and descent on the north-west end of Snake Road. The easiest route is to continue on Wolf Peach, making an out-and-back ride or walk between Days Road and the Bayview Conservation Area: Main Day-use Area and Trailhead.

F. Filling Rattler

Filling Rattler has not been graded into a wide fire road, but remains narrow, eroded and "rooty" in places. While this is challenging for mountain bike riders and walkers, horse riders may need to be cautious when riding here.

Trail View—Shark Tail Single-track

Trails Audit

As part of the project, MAK Planning and Design's partner, Trailworx, undertook a trails audit of all trails and tracks and provided a detailed maintenance and improvement report. The individual track reports have been included in Appendix 1 as they are quite long. A summary only is provided here.

There are 17 main trails for walking and mountain bike riding in Bayview Conservation Area Trails Facility totalling 20 kms. Each trail has been allocated an IMBA rating and these can be found in Table 1. The IMBA ratings for these trails allocates 14.4 kms to Green ("easy") and 5.6kms to Blue ("more difficult"). The trail system is quite extensive for beginners and those looking for an easy ride/walk while offering some trails for more advanced riders/ or a more challenging walk.

In addition there are 22.5kms of fire trails that can be used by horse riders as well as walkers and mountain bike riders.

Recommendations in the audit, apart from significant new trails, include minor extensions and reroutes with some sections being closed. The amounts are 2.5kms of single-track to be added and 2.2kms to be removed—a net gain of 300m.

All recommendations have been costed in the trails audit. The cost for each trail can be found in Table 2 with more detail in Appendix 1. **The total of all repairs is estimated at $74,100.** This estimate has been derived using a balance of contractors and volunteer trail carers. The estimate would be higher if it was all put to contract. Generally though, it has been assumed that contractors will undertake any work requiring the use of machines or power tools, leaving tasks to volunteers that can be completed using hand tools.

Table 1: IMBA ratings for existing trails

Trail	IMBA Rating
Chicken Run	Green
Vegemite	Blue
Doom Hippy	Blue
Calendar Boys	Green
Blow	Green
Flutter	Green
Link to Chicken Run	Green
Sock Puppet west	Green
Sock Puppet east	Green
You're Kidding	Green
Bird Cage	Green
The Maze	Green
Shark Tail	Blue
Link between Shark Tail and The Maze	Blue
iO	Blue
Benson and Binkley	Blue
Grass Trees	Blue

Trail View—Serpentine Creek in Bayview Conservation Area Trails Facility

Table 2: Summary of trail maintenance and improvements with estimated costs

Trail	Length	Average Gradient	Summary	Works	Cost
Chicken Run	915m	2%	Green grading difficulty, low gradient trail with few technical features. Maintain and enhance as an easy trail.	Requires x7 grade reversals or drains and x4 minor re-routes. New link extending to Flutter.	$9,200
Vegemite	730m	5.5%	Blue grading difficulty, with more difficult descents/climbs with very loose rocky sections. Maintain and enhance as a technical descent and climb.	Requires grade reversals and minor re-routes. 2 days work by machine. Enhance Vegemite as a Blue difficulty gravity trail.	$4,200
Doom Hippy	495m	8%	Blue grading difficulty, preferred direction down due to some difficult climbing turns in uphill direction.	Requires x7 grade reversals and x2 minor re-routes.	$3,200
Single-track link	225m	4.4%	Attractive single-track link parallel to Hopbush fire road.	x1 minor re-route with grade reversal.	$1,200
Calendar Boys	875m	5%	Green trail, low gradient, without drainage points.	Minor works required. x5 grade reversals, x1 creek armour and tree removal.	$2,800
Blow	580m	7%	Green trail which requires some repair to maintain Green rating.	x4 grade reversals, re-design x1 corner, rebuild x2 log roll-overs and rock armour x1 tree root.	$2,000
Flutter	485m	6%	More undulating than other Green trails but still within Green rating.	x4 grade reversals, remove small tree. New link extending to Doom Hippy.	$4,400
Link to Chicken Run	245m	8%	Poor link to other single-track. Suspect low usage. Low lying, flows like a creek.	Recommend closure and remediation to mask entry points. Replace with contoured link (Green) from end of Chicken Run to Flutter which connects to other single-track.	$400
Sock Puppet west	2,300m	5%	Low gradient trail starting with natural and man-made dips and rises. Some moderately long falling and rising sections without drainage. Largely Green rating with some Blue (more difficult) technical features. Many large trees and branches have fallen in this area.	Rebuild x7 log roll-overs and install drain above. Install about x14 minor grade reversals or water diversion.	$4,000
Sock Puppet east	1,300m	4%	Green rating with one technically difficult rock drop on corner and some logs which are not roll-able. Many large trees and branches have fallen in this area.	Rebuild x3 log roll-overs. X2 minor re-routes with x2 grade reversals. Generally requires much more water diversion along whole trail.	$2,300
You're Kidding	3,200m	3%	Green rating with easy gradient the entire way. Very narrow trail weaving between Grass Trees. Traverses remarkable Casuarina forests and Grass Tree groves.	x4 log roll-overs. X2 boggy sections. X2 minor re-routes with grade reversals. Many small drains required.	$5,000
Bird Cage	1,960m	2%	Very easy Green rating trail. Requires drainage points to avoid erosion in the long term.	Remove two hazardous trees. Drainage points required to prevent erosion in the future. Re-route final section to connect with changed start to The Maze.	$2,300

Trail	Length	Average Gradient	Summary	Works	Cost
The Maze	2,000m	2.50%	Very easy Green trail, narrow both the corridor through the Casuarina forest is cleared to 2+ metres. Falling sections eroded, even at low gradient, due to very sandy, erodible soil. Boggy sections.	Three boggy sections requiring rubble and road base. Re-design and re-route one corner. Minor repairs to holes in tread. Change alignment at start in conjunction with change to link to Shark Tail.	$6,000
Shark Tail	2,000m	3%	Shark Tail poses some issues. An old trail with falling gradient without water diversion it is now severely eroded with exposed roots and some deep holes. Rated as Blue to Black in this state. Issue 1: Advanced riders enjoy the challenge of the terrain and don't want change. Issue 2: How do less experienced riders return north after riding The Maze.	Retain eroded state but prevent further deterioration by adding water diversions. Repair obvious hazardous holes and drops. Remediate the trail to a Blue rating. Reroute the creek crossing to the shortest point. However, if the creek crossing is retained, both approaches require re-alignment. Crossing should be hardened or simple timber bridge constructed.	$4,000
Partial new single-track	395m	2.50%	Poorly designed descending tracks with no drainage, heading for wet, boggy terrain above Serpentine Creek.	Close as soon as possible. Design and construct a wide, contoured link to Crinkle Bush fire road at higher elevation, in better soils.	$4,200
Link between Shark Tail and The Maze	615m	3%	Very old trail on sandy soil with long falling sections with no drainage. Never been maintained and has moderate to severe erosion, especially approaching the creek crossing.	Many more water diversions required and repair to ruts and holes. Option 1: re-route both descents to creek crossing and install water diversions. Option 2: re-align to avoid creek crossing & link to Mudlark instead of The Maze.	$3,000 $2,500
iO	470m	3%	Poorly sited trail going through riparian zone and not connected to single-track network.	Close and remediate entry points at least. May be resisted by some riders.	$900
Benson and Binkley	1,500m	4%	The only trail in Bayview with grade reversals, therefore not subject to erosion. Blue rating, very narrow with embedded rocks. Some poor design at the western end.	Re-build x5 log roll-overs. X2 minor re-routes. Suggest extending to northern fire road as per map.	$1,400 $4,000
Grass Trees	405m	9%	Unmaintained trail with tight climbing/descending corners which have severely eroded. Essential link which is not rideable, uphill, by most riders.	Re-design and re-route top five corners. Extend by creating a contoured connection to Benson and Binkley.	$2500 New $4000
New single-track	330m	9%	Green rating link to western single-track. Feeds into Sock Puppet nearby.	Minor water diversion required.	$600

New Trails

Within the audit there are some recommendations for short sections of new trails. These are all in response to obtaining a better trail alignment so as to avoid environmentally sensitive areas (e.g. wet and boggy areas or creeks), areas subject to erosion, areas not in character with the trail rating (e.g. a short section of blue trail within a green trail) or similar. Generally these recommendations are offset by closing a section of trail of a similar length.

Four new trails are recommended for consideration:

1. Sorceress[1], and Wolf Peach, two new trails from the Bayview Conservation Area: Main Day-use Area and Trailhead linking this area into the trail network. The combined length of new trail is 3,700m. The two trails use a short section of fire trail to complete the loop back to the Bayview Conservation Area: Main Day-use Area and Trailhead.

2. A short (300m) children's track inside Wolf Peach and Sorceress accessed from the Bayview Conservation Area: Main Day-use Area and Trailhead. This track will appeal to children who can remain near to their parents in the Bayview Conservation Area: Main Day-use Area and Trailhead.

3. Concept 1—is 3,800m as mapped but likely to be longer when it is built (it is suggested, for costing purposes that Council use 4,500m, being approximately 20% longer). The concept provides a link to the west; encouraging riders to incorporate Grass Trees and Benson and Binkley in their ride and creates a larger single-track loop with The Maze and Shark Tail. Overall, enhances the MTB riding experience, especially for fit riders who will ride all the trails in Bayview in one visit. Will also likely to be used in longer length events. When the trail is checked in the field align as necessary to avoid sensitive species.

4. Concept 2—is 1,800m as mapped but likely to be longer when it is built (it is suggested, for costing purposes that Council use 2,160m, being approximately 20% longer). This trail will dissect a large area in the centre of Bayview where currently there are no trails. It will link from Birdcage across to the junction of Slippery Dip, Snake Road and Black She-Oak Fire Roads. The trail will offer a shorter loop on a number of rides as well as being required to split a large block for fire management purposes.

In designing new trail add an obstacle very close to the start of the trail that is of the same technical level of the trail e.g. a blue level obstacle on a blue level trail. Having the obstacle near the start of the trail will show users, when they start out, the degree of difficulty that they can expect to encounter if they continue along that trail.

Costing

For this plan new trails are costed at $20/m. This is an average cost derived from the industry.

Potentially the new trails may cost in the order of $206,000 made up of:

1. Sorceress and Wolf Peach Trail—3,700m at $20/m = $74,000

2. Children's track—300m at $20/m = $6,000

3. Concept 1—4,500m at $20/m = $90,000

4. Concept 2—1,800m at $20/m = $36,000

As noted earlier it is likely that both Concept tracks will be longer when they are eventually flagged in the field and the calculations above have added 20% to the mapped length.

There will also be additional costs for signage on the Concept Tracks.

Wolf Peach

Why use Wolf Peach for a trail name? The Bayview Conservation Area: Main Day-use Area and Trailhead was once used to grow tomatoes.

The story of "Wolf Peach" stems from European folklore. When the tomato was first introduced, it was widely considered poisonous. Aristocrats dined on pewter; the acid in tomatoes reacted with the metal, causing lead poisoning. Peasants ate from plates made of wood and were unaffected, so tomatoes became the poor man's food. The legend grew, as legends do, to include stories of witches using tomatoes, a member of the deadly nightshade family, to conjure werewolves. The wild tomato's Latin genus name, *Lycopersicon*, translates to "Wolf Peach."

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1   *This trail is named after a derelict boat, "Sorceress", that was found in the trailhead area when it was cleared.*

Entrance Points

Entrance points were listed earlier in this plan and can be found at Figure 3 (Page 9).

The main entrance point to date has been Days Road but, after this plan is implemented, will now become the Bayview Conservation Area: Main Day-use Area and Trailhead. Both these areas will have shelters with maps, water and bike repair stations.

All other entrance points will be more casual and be largely left as they are (Native Dog Road entrance being the exception if demand warrants).

Entrance Point Upgrades

The following entrance points will have two post map stands located in an appropriate place, usually just inside the Park beside the trail[2]:

1. German Church Road Middle
2. German Church Road South
3. Kidd Street (end)
4. Kidd Street (Opposite #67)
5. Kidd Street (Opposite #107)
6. Kidd Street (Eastern Access)
7. Native Dog Road
8. Serpentine Cemetery (Opposite)
9. Sugar Gum Avenue
10. Teviot Road
11. Unwin Road

_____

2   There is an entrance at Kidd Street (Corner) however it is not well used, the trail is overgrown and it is recommended that the entrance no longer be promoted given the other opportunities nearby.

Figure 6: Vegetation beside Native Dog Road entrance that needs to be cleared to allow car parking

Some form of upgrade is recommended at Days Road, Native Dog Road and the Bayview Conservation Area: Main Day-use Area and Trailhead.

If the Shoreline residential development proceeds, then a connection into the path system will be required. The most obvious point will be into the Mudlark Fire Road at the southern end of the development. At this point the fire trail is adjacent to the development so connection costs are minimal. Also it quickly connects with Birdcage and The Maze to offer further mountain bike and walking opportunities. As part of Shoreline's Development Conditions it may be appropriate to ask for car parking (some being suitable for horse trailers), signage, fencing and track repairs or upgrades.

Bayview Conservation Area: Main Day-use Area and Trailhead

The Bayview Conservation Area: Main Day-use Area and Trailhead will be the main entrance point into Bayview Conservation Area. As this development is quite extensive it is discussed separately in Section 7. This entrance, along with Days Road, are the only entrances suitable for horse riders.

Days Road Entrance

Redland City Council has recently installed a trailhead shelter inside the Days Road entrance (see Figure 7). The shelter offers a rest point as well as water, maps and a bike repair station. The Days Road Entrance will be the second major entrance for all users.

The issue at Days Road is car parking. Car parking is along Days Road and it can be inadequate for the number of cars. This situation may ease with the opening of the Bayview Conservation Area: Main Day-use Area and Trailhead but on the other hand, with promotion, the Bayview Conservation Area Trails Facility is likely to attract new users.

It is suggested that Council "wait and see" what the demand is for entering from Days Road and whether the current car parking arrangement can cope with the load. If it cannot then it will be necessary to clear roadside vegetation to the north of the existing car park area to accommodate more cars.

Figure 7: Three views of the Days Road Trailhead shelter. The shelter was not quite complete at the time of the photo and a map wall was still to be added.

Native Dog Road

The entrance from Native Dog Road (see Figure 6) has the potential to be an important access point to the southern section of the park. However, any upgrade is dependent upon more use from residential development or user demand.

It is unclear how many people currently use the entrance as car parking and access and egress is difficult (and dangerous). People using this access point are probably parking off Rocky Passage Road and riding to the entrance.

If demand grows to use this entrance it is recommended that an area of bushland, within the road reserve, be cleared to allow car parking. Some additional clearing will also be necessary to improve sight lines for vehicles leaving the entrance point (and to improve visibility for approaching vehicles). While the Beenleigh-Redland Bay Road has an 80km limit it is acknowledged that it is difficult to see the intersection with Native Dog Road until cars are quite close. The advice of a traffic engineer should probably be sought before works are undertaken to improve safety in the design.

Any vegetation clearing is to be kept to a minimum. If any of the vegetation is protected in any way than an alternative location will need to be found.

A concept design for this basic work has been prepared (see Figure 8). Working with Council staff it is estimated that the cost of this improvement will be $8,250.00 (ex GST).

Costing of Entrance Upgrades

Costs for the Bayview Conservation Area: Main Day-use Area and Trailhead are detailed in Section 7. The following costs are applied to all other entrance points except Kidd Street (Corner) which is recommended for closure:

1. A two-post map stand at each entrance (11 stands at $1,450) = $15,950.00

2. Car park upgrade at Native Dog Road—$8,250

3. Allowance for Days Road Car Park if required—$4,000.

Figure 8: Concept for enlarging the car park at Native Dog Road entrance

Gate

Bollards

New heavy duty fence
to stop motor bike entry

Clear this area of undergrowth
and small trees for a car park.
Retain large Eucalyptus

Native Dog Road

Parking;Add gravel as required
to provide firm base

Clear vegetation to improve sight lines

Beenleigh-Redland Bay Road

Clear vegetation to improve sight lines

NORTH

Native Dog Road
Trail head Parking

NOT TO SCALE

Camping

Many users of the Bayview Conservation Area Trails Facility, particularly race participants, will be looking for camping options in or near the facility. For visiting riders the Park offers enough length of trails to keep riders happy for more than a day.

At event time people may wish to arrive the evening before, and, if it is a multi-day event then camping, near the facility will be the preferred option for many participants.

Regulations control camping within Redland's conservation areas. Regulations do not currently allow camping within the Bayview Conservation Area.

Commercial options at places such as caravan parks are available now and are best suited to small groups or individuals. The Kindilan Outdoor Education and Conference Centre on the corner of Days Road and German Church Road, subject to bookings, may suit group camping. In the medium term.

Ttwo other options may become available.

1. There is private land opposite Council's Sewerage Treatment Plant on German Church Road, a short distance from the Bayview Conservation Area: Main Day-use Area and Trailhead. As residential development proceeds around this land it is likely, at some point, to be dedicated to Council. While the land has not been fully explored (it is private and access is not allowed) it appears that it could be cleared and levelled, possibly with some drainage works, so that it could be used for event-based camping. For event-based camping the event organisers would be responsible for bringing in all facilities and vacating the site at the end of the event.

2. For smaller events, where few cars are expected, the Bayview Conservation Area: Main Day-use Area and Trailhead could be configured to allow camping on some of the site. Toilets are planned in the area as well as a barbecue and shelter. Otherwise campers would need to

provide for themselves. A change in Council policy is likely to be required for this option to take effect.

Short stay camping has been suggested near the Serpentine Creek Trailhead. Camping would be low impact camping. Control would be exercised through designated camping sites with wooden platforms.

Regulations currently prevent any camping within Bayview Conservation Area so this idea has not been progressed.

As has been mentioned previously the German Church Road northern entrance has been selected as the site for the main Day-use and Trailhead (to be known as the Bayview Conservation Area: Main Day-use Area and Trailhead).

The area that has been selected is approximately 200m inside the Bayview Conservation Area boundary. It is a cleared area free of trees and any vegetation with conservation values. It was, some time ago, used as a market garden hence the reason that it has been cleared.

Despite its use in the past there are no services on the site and no retained assets of any value. What little vegetation was on the site has been cleared by Council staff ready for its development.

It should be noted that the development of the Bayview Conservation Area: Main Day-use Area and Trailhead is dependent upon the completion of Wolf Peach and Sorceress trails. Without these trails the Bayview Conservation Area: Main Day-use Area and Trailhead is not connected into the trails network.

Concept Plan

A concept plan has been prepared to guide development of this area (see Figure 10). Various perspectives have been developed to better illustrate the proposals and these can be found at Figure 9 and Figures 11 to 13.

Consultation on the early designs was held with various rider groups and individuals. Key features of the design include:

1. A one-way entry and exit road system.

2. Car parking (bitumen) for approximately 200 cars. This capacity will only be required on event days. Cars with trailers can pull through the car parks as there is no infrastructure to restrict movement.

3. Overflow car parking will be available on the spacious road verge adjacent to the entrance.

4. Fully fenced (two rail steel fence) starting at the German Church Road entrance along the northern road boundary, across the eastern edge of the car park and following the exit road until it meets the private fence (a slip rail will be installed at this end). There will be gaps in the fence at the car park to allow people, but not motorbikes, through to the trails and facilities (note: cycles will need to be lifted over a bar or around a post while horse will need to step over the slip rail on the fire road).

5. A double disabled self composting toilet block with access ramp.

6. Two 10m x 6m shelters with water tanks. One shelter is to be relatively open with four 1.5m square benches down the centre while the other will have picnic table units.

7. Two new trails named "Wolf Peach" leading up the hill and away from the Bayview Conservation Area: Main Day-use Area and Trailhead and another called Sorceress being the trail leading back to the Bayview Conservation Area: Main Day-use Area and Trailhead. These trails will be key parts of any race circuit.

8. Inside these two trails will be a short "kid's trail" for children to use while their carers are in the Bayview Conservation

Figure 9: View of the Bayview Conservation Area: Main Day-use Area and Trailhead from the southwest

Figure 10: Bayview Conservation Area: Main Day-use Area and Trailhead Concept Plan

Proposed Fence

Overflow Parking

Two rail steel fence on boundary

Entry Gate

Entry Road

Grassed level area
for trailer (2.5x12.5m)

6x10 m
BBQ shelter

6x10 m shelter
for timing table
and registration

Toilets

Lagoon

Tables /
Benches

B U S H   V E G E T A T I O N

Indicative walking track

Parking Space
Approx. 200 cars

Spectator track

Exit Gate

Kid's Loop

Starting track
(closed after the start)

Exit Road

Horse trail
adjacent to the road

25 x 25m
Skills course area

Spectator track

B U S H   V E G E T A T I O N

Slip rail

Two-rail steel fence
with occasional gaps
to let people through
(but not motorbikes)

Fire road / horse track

NORTH

0   25   50   100

Area: Main Day-use Area and Trailhead.

9. A pedestrian trail that provides access to the top of the ridge and access near the competition track during events.

10. A trail connection from the car park across the gully to the fire trail on the southern boundary where horse will enter onto the fire trail network.

11. A short walking trail connecting from the lagoon to the car park as well as picnic facilities beside the lagoon

12. A levelled area for parking a trailer with portable toilets (and possible showers) to supplement existing facilities during events.

13. A skills area (ramps, logs, berms etc) of 25m x 25m for warm up during events and skills development at other times.

Note on Events

The upper (eastern) shelter is 10m x 6m and has been kept reasonably clear of obstacles. Only four 1.5m square benches down the centre are proposed.

Being free of obstacles will allow room for a timing table on the track side and a registration desk on the opposite side.

During events tape can be stretched to indicate the car parking alignment. It is not proposed that the car park is to be bitumen or that any permanent car parking arrangements such as bollards are put in place.

Events will most likely start on the southern (quiet) end of German Church Road (it is a dead end at this point and only a few private acreage estates and Council's Wastewater Treatment plant are along this stretch). After the race starts it will enter the Bayview Conservation Area Trails Facility via the exit road (which is temporarily closed) and then onto the track network where it will remain until the conclusion of the race.

The reason for this is to meet UCI standards for race starts. The standards require certain track widths over the initial stages of the race to spread competitors out safely. There is not the space to achieve this within the Bayview Conservation Area: Main Day-use Area and Trailhead while accommodating all the other functions that are required.

Figure 11: View into the Bayview Conservation Area: Main Day-use Area and Trailhead from south-east

Figure 12: View into the Bayview Conservation Area: Main Day-use Area and Trailhead from north-east
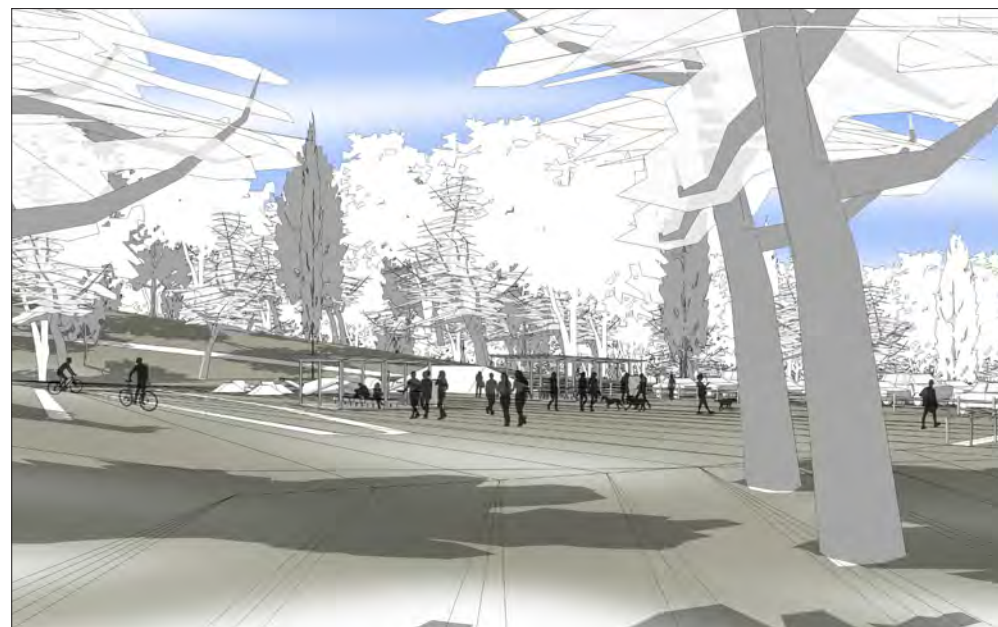
Figure 13: View into Bayview Conservation Area: Main Day-use Area and Trailhead from north-west

Capital Costs

Estimated capital costs are shown in Table 3[1]. All prices are ex-GST.

It is estimated that the total cost is in the order of $618,724.49. It is possible to stage the development. It is essential that the entry and exit roads and the fence around the roads and car parks which will control illegal uses are constructed initially. Car parks could be a gravel construction initially with sealing to happen later.

After that the toilet and at least one shelter (the eastern shelter that is also used for events) should be constructed. Finally, the remainder of the Bayview Conservation Area: Main Day-use Area and Trailhead should be progressively developed.

Stage 1 costs, being the fencing, sealed car park and road upgrades (including bitumen sealing) will cost in the order of $384,386.49.

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Table 3: Capital costs for developing the Bayview Conservation Area: Main Day-use Area and Trailhead

No.	Item	Quantity	Unit	Unit Cost	$
1.0	**SITE WORKS**				
1.1	Clear and reseal entry and exit access roads	3,258.12	sq. m.	34.00	110,776.10
1.2	Concrete culvert "bridge" over creek (indicative cost only - subject to design)	1.00	unit	20,000.00	20,000.00
1.3	Grade, compact and seal parking area with bitumen	4,730.00	sq. m.	34.00	160,820.00
1.4	Clear horse trail adjacent to exit road, line with gravel	608.52	sq. m.	34.00	20,700.00
1.5	Lagoon walking trail	407.86	lm	13.00	5,921.00
1.6	Spectator track	971.67	lm	13.00	12,631.71
1.7	Level area for event trailer parking	1.00	lump sum	1,000.00	1,000.00
2.0	**FENCES, GATES, and SITE FURNITURE**				
2.1	New two-rail steel fence on boundary and to edge of car park	467.67	lm	104.00	48,637.68
2.2	Car park gates	2.00	set	1,300.00	2,600.00
2.3	Slip rail to fire road/horse trail	1.00	set	1,300.00	1,300.00
2.4	Tables and benches near lagoon	2.00	set	6,500.00	13,000.00
2.5	Tables and benches - barbecue shelter	4.00	set	6,500.00	26,000.00
2.6	1.6 x 1.6-metre benches - timing shelter	4.00	set	2,080.00	8,320.00
2.7	New signage (approx)	8.00	unit	585.00	4,680.00
3.0	**STRUCTURES**				
3.1	"Double" composting toilet block - installed cost	1.00	unit	82,745.00	82,745.00
3.2	6m x 10m shelter	2.00	unit	33,546.50	67,093.00
3.3	Skills course area 25 x 25-metre dimensions	1.00	unit	26,000.00	26,000.00
3.4	Tank, tank stand, guttering and plumbing	2.00	unit	3,250.00	6,500.00
	TOTAL				$618,724.49

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1   Costs have been derived from supplier quotations, recent Council experience or industry rates. Allowances have been made for design, contingency and project management costs

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7 Signage

Signage Plan

The signage within Bayview Conservation Area Trails Facility at present is "rustic" at best (see Figure 14).

A signage plan has been developed using a mix of bollard style signs and finger boards along the lines of those recently installed at Redlands Track Park (see Figures 15 and 16).

While the finger boards will be almost identical to those at the Redlands Track Park (being either 2m or 3m wide) it is recommended that the bollards be square rather than rectangular so that all four sides can be used for plates. A 200mm x 200mm x 1200mm bollard is suggested.

Table 4 identifies the 22 sites where finger board signs will be required. There are 47 locations where bollards are recommended and these are detailed in Table 5. Figure 17 maps these locations.

Figure 14: Rustic signage typical of that currently provided

Figure 15: Finger board signage in the Redlands Track Park

Figure 16: Bollard signage in the Redlands Track Park

Table 4: Text for finger boards

Site (Refer Map)	Sign Text		
	To next trail or road	Trail Name	To next trail or road
1a	← Kidd Street Xm	Straddie Pipe Pump	Blow, Flutter Xm ➔
2a	← Sock Puppet East, You're Kidding Xm	Green Snake	Days Road Xm ➔
3a	← You're Kidding Xm		Green Snake Xm ➔
4a	← Serpentine Creek Road Xm	Kidd Street	Days Road Xm ➔
5a	← Slippery Dip		Ganja Boy ➔
6a	← Teviot Road Xm	Black She-oak	Days Road Xm ➔
7a	← Ganja Boy		Mudlark ➔
8a	← Native Dog Xm	Mudlark	Birdcage, The Maze Xm ➔
9a	← Serpentine Creek Road Xm	Native Dog	Shark Tail, shelter Xm ➔
10a	← Native Dog, shelter Xm	Shark Tail	Mudlark Xm ➔
11a	← Shark Tail Xm	Crinkle Bush	Native Dog, shelter Xm ➔
12a	← Doom Hippy Xm	Snake Road	Sock Puppet East Xm ➔
13a	← Grass Trees Xm		Sock Puppet West Xm ➔
14a	← Snake Road Xm		Benson & Binkley Xm ➔
15a	← Grass Trees Xm		Benson & Binkley Xm ➔
16a	← Sugar Gum Avenue Xm		Benson & Binkley Xm ➔
17a	← German Church Road Xm		Snake Road Xm ➔
18a	← Flutter Xm	Snake Road	Sock Puppet West Xm ➔
19a	← Blow Xm	Calendar Boys	Doom Hippy Xm ➔
20a	← Snake Road	Puck Road	Vegemite, Sorceress Xm ➔
21a	← Days Road Xm	Puck Road	Sorceress Xm ➔
22a	← Wolf Peach Xm	Puck Road	Days Road Xm ➔

In addition to the way-finding signage there may be a need for some other signs warning of risks along the trails. These may warn of blind corners, steep drops, unstable surfaces and similar.

The need for these will need to be assessed during the development of the risk management strategy discussed later.

To aid the user experience a series of loop trails will be developed (e.g. 5kms, 10kms) and these will be signed with a simple arrow (e.g. a pink arrow for the 5km loop) and users then follow the appropriate coloured arrows.

All signage should be numbered with Emergency Services codes to allow efficient retrieval of users in distress.

Cost of Signage

Indicative sign costs have been obtained from a local supplier. Final prices may vary slightly. The various costs are:

- 2m wide fingerboards—$442 each
- 3m wide fingerboards—$588 each
- Bollards: 200 x 200 x 1200mm—$838 each
- Bollard Plates: 180mm x 180mm—$643 per 100

Fingerboard sign lengths are not known at this point so an leverage price of $540 per sign has been used. Note: GST is ignored in this pricing summary.

Calculations

Item	# of Units	Unit Cost	Total ($)
Finger Boards	22	$540.00	$11,880.00
Bollards	47	$838.00	$39,386.00
Plates	400	$6.43	$2,572.00
Hazard and Loop	unknown	allowance	$7,000.00
Installation	69	$60.00	$4,140.00
TOTAL			$64,987.00

Figure 17: Map of signage locations

Bayview Conservation Area

Scale 1:25,000 (1cm = 250m)
Contours 10m : 50m

North ←

m   200   400   600   800 1km

Legend:

23.1km	▬▬	Fire road
5.2km	▬▬	Track overgrown, poor condition, or use discouraged
19.5km	▬▬	Singletrack planned to be retained
6.3km	▬▬	Singletrack planned to be added
2.2km	▬▬	Singletrack planned to be removed
9.2km2	▬▬	Reserve including road reserve
	⇄	Entrance
	↔	Fingerboard
	○	Bollard

Table 5: Bollard locations

Site # (refer map)	Bollard Location	Text	Distance	(RWH) Ride, Walk, Horse
1	On trail	Green Snake		RWH
2	On trail	Puck Road		RWH
3	On trail	Chicken Run	900	RW
4	On trail	Chicken Run	900	RW
5	Spare 1[1]	Chicken Run	unknown	RW
6	On trail	Vegemite	750	RW
7	On trail	Vegemite	750	RW
8	On trail[2]	Flutter	500	RW
9	On trail	Flutter	500	RW
10	On trail	Doom Hippy	500	RW
11	On trail	Doom Hippy	500	RW
12	On trail	Calendar Boys	875	RW
13	On trail	Calendar Boys	875	RW
14	On trail	Blow	580	RW
15	On trail	Blow	580	RW
16	On trail	Sock Puppet West	2.3km	RW
17	On trail	Sock Puppet West	2.3km	RW
18	On trail	Sock Puppet East	1.3km	RW
19	On trail	Sock Puppet East	1.3km	RW
20	On trail[3]	Filling Rattler		RWH
21	On trail	You're Kidding	3.2km	RW
22	On trail[4]	You're Kidding		RW

Site # (refer map)	Bollard Location	Text	Distance	(RWH) Ride, Walk, Horse
23	On trail	You're Kidding	3.2km	RW
24	On trail	Birdcage	2km	RW
25	On trail[5]	Birdcage	2km	RW
26	On trail[5]	The Maze	2km	RW
27	On trail[6]	(Maze-Shark Tail Link) Name?	600	RW
28	On trail	The Maze	2km	RW
29	On trail	Shark Tail	2km	RW
30	On trail	Native Dog		RW
31	Spare 2[7]	Crinkle Bush	unknown	RWH
32	On trail[8]	(Maze-Tail Link) Name?	600	RW
33	On trail	Shark Tail	2km	RW
34	On trail	Snake		RWH
35	On trail[9]	Grass Trees Link	330	RW
36	On trail[9]	Grass Trees Link	330	RW
37	On trail[10]	Grass Trees	400	RW
38	On trail[10]	Grass Trees	400	RW
39	Spare 4	Grass Trees	unknown	RW
40	On trail[11]	Benson & Binkley	1.5km	RW
41	On trail[11]	Benson & Binkley	1.5km	RW
42	Spare 5[12]	Benson & Binkley		RW
43	On trail	Sorceress	2km ??	RW
44	On trail	Sorceress	2km ??	RW

Site # (refer map)	Bollard Location	Text	Distance	(RWH) Ride, Walk, Horse
45	On trail	Kid's Loop		RW
46	On trail	Wolf Peach	2km ??	RW
47	On trail	Wolf Peach	2km ??	RW

Notes:

#	Comment
1	For proposed extension of Chicken Run
2	If extended to Straddie Pipe Pump, move sign
3	May change to Green if graded.
4	At halfway point. No distance required.
5	If re-routed, then move sign.
6	If re-routed, move sign. May change to Green. Re-name?
7	Unmade trail to Crinkle Bush. Make multi-use? Wider than single-track?
8	If re-routed may change to Green. Re-name?
9	Possibly a new name
10	Length will change if extended to Benson & Binkley
11	Length will change if extended
12	Proposed extension

8 Management

Trail Maintenance

Once the trails are maintained in accordance with the Trails Audit, then it would be prudent to approve an annual budget to keep them fit-for-purpose. It is important that a budget is allocated to trail maintenance. Trail maintenance not only protects the asset and ensures a quality recreation experience it also mitigates any risk exposure. To be seen to have a regular maintenance program is a key part of risk management.

Maintenance will generally be undertaken through a mix of Council employees (particularly fire trail maintenance), volunteers and contractors.

It is assumed that fire trail maintenance budgets are already allocated and will continue to be as part of the management of Bayview Conservation Area. Maintenance of the single-track is not currently allocated but will need to be as the destination is promoted as Bayview Conservation Area Trails Facility.

Maintenance of the trails will involve regular inspections and simple repairs with programs undertaking larger jobs to ensure the safety of the trail user and address any significant signage repairs or weed/vegetation control.

Table 6 gives a suggested schedule for general maintenance activities to achieve acceptable maintenance levels.

Most trail providers do not allocate a specific budget to trail maintenance so it is difficult to compare with other jurisdictions. However, Brisbane City Council provides $15,000p.a. to a contractor for a year of monthly one day visits to a limited number of trails and only light maintenance is undertaken (no machines are used and there are no major works involved).

For Bayview Conservation Area Trails Facility it is suggested that a budget of approximately $20,000 should be allocated and this would allow for a team of three to visit the Park twice a year for a week with machinery. This period should allow them to get across all the single-track and fix regular maintenance items. Any major maintenance items (e.g. a new bridge crossing) may need to be negotiated outside this contract.

If the Trailcare group becomes particularly active it may be possible to pare this budget.

To keep costs down liaise with Council's Works Branch to reuse old road materials such as road scalpings and broken or damaged stormwater pipes.

Council will benefit from knowing the approximate number of trail users. This knowledge will support maintenance and capital bids during budget deliberations. It will also be useful in determining the economic and social benefits derived from providing the trails facility.

Trail counters are battery operated devices that are usually attached to the back of trees to capture users as they break an infrared beam as they pass. They are robust and weather-proof and have been used for many years. They

Table 6: General maintenance activities

Activity	Site	Frequency
Undertake full inspection of the trail	Entire trail	Every second month
Check signage and clean, replace or repair as required esp. trail crossing signage and directional markers	All locations	Every second month—at each trail inspection
Check trail surface and arrange repair as required	Entire trail	Every second month. Check for erosion at each inspection. Arrange repairs immediately if serious, or schedule maintenance for six monthly work sessions if not
Maintenance of trail surface	Entire trail	Every six months
Sweep or rake debris from trail surfaces, especially at road and trail crossing points	Various locations	Every six months
Maintenance of culverts and other drainage measures	Entire trail	Every six months
Cut back regrowth, intruding and overhanging vegetation	Entire trail	Every six months, unless obviously requiring attention at regular inspections
Check structural stability of interpretive signage, and interpretive shelters	Various locations	Every six months
Undertake Hazard Inspection and prepare Hazard Inspection Report	Entire trail	Annually
Check structural integrity of bridges	Entire trail	Every three years
Major repairs and replacements	Entire trail	Every five years

sell for approximately $500USD. It is suggested that two are purchased and used across Council's reserves to better capture user numbers in the conservation estate.

Trailhead Maintenance

The Bayview Conservation Area: Main Day-use Area and Trailhead, Days Road and the Shelter on Native Dog Road will need to be maintained.

The Bayview Conservation Area: Main Day-use Area and Trailhead will benefit from ten mows per year. An allowance of $10,000 has been made for this. The required number of mows per year may actually be fewer given that kangaroos are likely to be attracted to this area and they will keep the grass short. Also, users are not expecting park-like conditions so grass that is a little longer is perfectly acceptable. The grass needs to be monitored for a period to optimise the mowing schedule.

Minor maintenance may be needed on shelters and other capital items. The toilet will also need an annual service. Allow $6,000 p.a. and monitor it over time for adequacy.

User Feedback

It is important that users have a means to inform Council of any issues in the Track Park. Issues will probably most often relate to trail and facility maintenance but might also include incidents with illegal users, close calls on blind corners and similar matters.

Several channels will be required and these need to be promoted at Trailheads and entry points. Channels should include:

- Council's telephone number
- Council's email address
- Council's web site
- Facebook

Trail counters should also be installed on several trails. Trail counters will build a picture, over time, of how many people are using the park, when and if that usage is varying.

The trail counters will provide information to assist in capital and maintenance budget formation and in evaluating economic tourism benefits (when combined with other data).

Trail Care

There are many enthusiastic volunteers among the mtb, walking and trail running community who are keen to assist Council in maintaining the Bayview Conservation Area Trails Facility. Some people have already left their name with Council to be involved.

Redland City Council has used trailcare volunteers for many years. Volunteers are usually involved with light maintenance using hand tools with heavier machinery based maintenance being undertaken by Council staff or external contractors.

Recently suppliers have begun using flat-packs to package their products. Using "flat-pack" improvements where possible will allow volunteers to construct the item (could be a small bridge for instance) relatively easily.

Further ideas for using volunteers or involving the community can include "adopt a trail" or sponsorship of a trail initiative. Volunteers can also take on a role as trail ambassadors—see the discussion of IMBA's Mountain Bike Patrol on page 42.

Risk Management

It is important that Council considers risk management as part of its provision of Track Parks.

It is suggested that rather than develop a unique risk management plan for Bayview Conservation Area Trails Facility that a risk management plan is developed for the class of facilities known as track parks. A broad risk management plan would then encompass Redlands Track Park and any future Track Park that is developed.

Risk management is a systematised approach to incorporating safety into the trail-based recreation experience. As a minimum a risk management plan must manage the risks on the trails and the trailheads and minimise any legal actions.

To achieve this the Bayview Conservation Area Trails Facility will need to:

1. Design and build trails appropriately
2. Manage and maintain them consistently and responsibly
3. Acquire the protection of a sound insurance policy or other risk transference strategies

It is assumed that point three is covered with Council's existing insurances so the following information relates mainly to the first two points.

Developing a Risk Management Plan

By developing a risk management plan Council is demonstrating its commitment to safety in its Track Parks. Council is seen as a responsible manager which may deter any frivolous claims from being made.

The good news is that Council is already (or would as normal business) be doing most of the things that are required in a risk management plan. Following is a list that should be reviewed in developing a Track Park Risk Management Plan.

1. Risk Management Team

Recruit a team who will be responsible for making sure the risk management program is developed, implemented, and documented. Designate a team leader to oversee that this happens.

2. Philosophy Statement

Demonstrate Council's commitment to risk management by writing an official statement that declares its position on safety and risk. This could be considered the 'mission statement' for Track Parks in the Redlands.

3. Trail Design and Construction Policy

It is important that Council develops or adopts guidelines or a policy on trail design and construction. Australian Standards exist for walking tracks; IMBA or UCI standards are usually adopted for mountain bike trails and horse trail standards are issued by the Australian Trail Horse Riders Association. Adopting a Standard issued by a relevant authority provides significant protection to Council.

4. Trail Difficulty Rating System

The standards mentioned above all incorporate trail difficulty rating systems. Post clear signs that indicate the relative technical difficulty of each trail. This will encourage visitors to

use trails that match their skill level and can minimise injuries.

5. Signage System

Signs play a vital role in managing risk. Consider using warning signs to mark unexpected hazards. Signs can also be used to indicate trail difficulty, remind visitors of trail rules, encourage responsible riding, and many other things.

Signs at all entrance points and trailheads should indicate that modifying the track is not allowed. Some text along the lines of "Do not build/reconstruct any trail" as well as reinforcing the environmental values of Bayview Conservation Area should be prominent.

6. Visitor Rules and Regulations

Assemble all the existing trail-user regulations and policies and review them for relevance. Add or modify safety regulations if needed. Display them at trailheads and entrances.

7. Emergency Management Plan

An action plan for emergencies is vital. Bushfires are the most likely form of emergency to strike a Track Park.

An emergency management plan will need to consider how the Park is cleared in emergencies and when it should be closed (e.g. when there is a high fire danger or after very wet weather).

It will also need to consider individual person emergencies such as being unable to walk after an incident and needing assistance to get to safety.

8. Trail Inspection and Maintenance Policy

It is necessary to develop a trail inspection and maintenance policy and then stick to it. A documented and enacted system will demonstrate clearly Council's commitment to a safe trails experience.

9. Maintain Trail System Consistent with Policy

When the trail policies have been established it is important to have a plan to implement them. This does not mean that all matters need to be addressed straight away but it is important to have a long term plan that shows how they will be addressed or implemented over time.

10. Record Keeping System

Keep a record of all actions taken to improve safety in the Park, particularly a maintenance inspection and actions log.

11. Accident Reporting and Analysis System

All reported incidents need to be recorded and tracked. By tracking accidents that occur in the Park Council will be in a position to improve its risk management systems and prove its continuing commitment to safety. Identifying and addressing hazards, improving emergency services, and providing a higher level of care can result from accident tracking.

12. Trail Patrol

Develop a volunteer trail patrol to regularly ride and report upon all the trails. From trail inspection and hazard identification to accident reporting and on-the-fly maintenance, a volunteer patrol is a good way to accomplish many risk management duties. As an example of this concept in action see the Information Box on IMBA's National Mountain Bike Patrol.

13. Periodic Review

Keep the risk management plan updated. Inevitably, the trail system will evolve, users will adopt new equipment and the trail-work priorities will shift. Keep up with the changes through a periodic review of the risk management plan.

IMBA's National Mountain Bike Patrol

IMBA's National Mountain Bike Patrol (NMBP) consists of dedicated volunteers partnering with land mangers, landowners and emergency personnel to assist, educate and inform all trail users in order to enhance their recreational experience. The NMBP program (in the USA) consists of more than 50 volunteer bike patrol groups and 600+ trained patrollers. NMBP volunteers:

• Assist in medical and mechanical emergencies

• Educate trail users of proper etiquette

• Inform land managers, land owners and trail users of trail conditions through monitoring efforts

• Work with land managers to maintain and/or gain trail access for mountain bikers

• Offer volunteer services at outdoor races and events

• Collaborate with local clubs on trail work days, clinics, group rides and *Take a Kid Mountain Biking Day* events

Since 1994, the NMBP has provided hundreds of thousands of hours of volunteer service to countless land management agencies and trail users. Patrols operate as a volunteer group for the local land management agency and may or may not be affiliated with an area mountain bike club. Patrollers promote responsible mountain biking through IMBA's philosophy of environmentally sound and socially responsible riding, embodied in the universally recognised IMBA Rules of the Trail.

Single patrollers, operating without a patrol group, are not permitted to join the NMBP. The program is comprised of groups that work in partnership with land agencies, and each patrol group must have a signed patrol agreement in place with their local land managers or race promoters.

9 Financials

Various financial information has been outlined in the Plan in the appropriate sections. It has been consolidated here so that readers do not have to sift through the whole plan to gather the data.

New Trails (p24)

Five significant new trails are proposed though two are concepts and need more work before they are constructed. Developing all trails may cost in the order of $206,000 made up of:

1. Sorceress and Wolf Peach Trail—3,700m at $20/m = $74,000
2. Children's track—300m at $20/m = $6,000
3. Concept 1—4,500ms at $20/m = $90,000
4. Concept 2—1,800m at $20/m = $36,000

Maintenance of Existing Trails (p21)

A comprehensive audit of the existing single-track was undertaken.

As well as maintenance of existing tracks there were recommendations that included 2.5kms of single-track to be added and 2.2kms to be removed—a net gain of 300m.

The total of all repairs, re-routes and track closures is estimated at $74,100.

Bayview Conservation Area: Main Day-use Area and Trailhead (p33)

The cost of fully developing the Bayview Conservation Area: Main Day-use Area and Trailhead is estimated at $618,724.49. The development can be staged with road access, car parking and fencing the only essential items to be developed immediately. Stage 1 would cost approximately $384,386.49. Even this could be reduced even more if bitumen sealing is not used on the roads and car parks initially.

Other Trailheads (p26)

Native Dog Road

To build a car park and improve sight lines when exiting a budget of $8,250.00 is suggested.

Days Road

An allowance of $4,000 is suggested to extend car parking at Days Road but it may not be required. With additional trailheads the demand may be spread and the existing car parking may be sufficient.

Signage (p36)

Within the signage portfolio there are directional finger boards and bollards, hazard signs and route (loop) markers.

It has been calculated that the total signs package will be in the order of $64,987.00.

Entrances (p26)

A two-post map stand at each entrance (11 stands at $1,450) = $15,950.00.

Trailhead Maintenance (p40)

Allow $10,000p.a. for mowing and $6.000p.a. for shelters, annual toilet service and other capital items.

Trails Maintenance (p39)

Allow $20,000p.a. and monitor it over the first few years. The budget could be lower if there is a high volunteer input to trail maintenance.

Design and Project Management

An allowance has been made for design and project management in the costs outlined above (where necessary). All prices are ex-GST.

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10 Appendix 1—Trail Audit Detail

Detailed Trail Audit Sheets for the following trails:

- Benson and Binkley

- Birdcage

- Blow

- Calendar Boys

- Crinkle Bush New Link

- Flutter

- Grass Trees

- iO

- Link to Chicken Run

- Shark Tail to Maze

- Shark Tail

- Sock Puppet East

- Sock Puppet West New Track

- Sock Puppet West

- The Maze

- Unmaintained Fire Road

- You're Kidding

Summary	Works		Cost	
The only trail in Bayview with grade reversals, hence unlikely to erode. Blue rating, very narrow with embedded rocks. Some poor design at the western end.	Re-build x5 log roll-overs. X2 minor re-routes. **Suggest extending** to northern fire road as per map.		$1400 **Extension $4000**	
WayPt	**Description**	**Photo No.**	**Remedy / Action**	**Photo**	**Trail contractor or volunteers**
52	Start of Benson and Binkley at intersection with eroded fire road	648	Suggest extending Benson & Binkley to northern fire road as per map to enhance the loop back to Snake fire road.		
53	200mm log with chain rung cuts	649	Create rollable, Blue rating log roll-over		Volunteers after contractor drops off x3 log sections.
54	Binkley and Benson sign screwed to tree	650	Remove sign. Install directional signage		
55	200mm log and rock roll-over	651	Create rollable, Blue rating log and rock roll-over		Volunteers after contractor drops off x3 log sections.
56	200mm log and rock roll-over	652	Re-build as Blue roll-over and use as water diversion		Volunteers after contractor drops off x3 log sections.
57	x2 rotten logs, close together	653	Re-build as Blue roll-over and use as water diversion		Volunteers after contractor drops off x3 log sections.
58	Benson and Binkley sign screwed to tree. Bridge 600mm wide, well constructed.	654	Remove sign.		

Trail: Benson and Binkley

IMBA TDRS: Blue

Bayview Conservation Park

MTB Trail Audit June 2015

Distance: 1.5km

Average gradient: 4%

59	400mm log with chain ring cuts. Several stumps in tread.	655	Create rollable, Blue rating log roll-over. Remove stumps here and elsewhere.		Volunteers after contractor drops off x3 log sections. Medium priority.
60	Intersection with old fire road. Benson and Binkley goes straight across.	656			
61	Intersection with maintained fire road. Benson and Binkley goes straight across.	657			
62	Bottom of steeping descending section. About 30 to 45% maximum.	658	Suggest re-route by extending the trail further up the gully to lessen gradient. That is, contour around gully with grade reversals.		Volunteers or contractor. Medium priority.
63	Descent to 90 degree bottom turn. Braking and skidding to corner. Water erosion.	659	Minor re-route with grade reversal.		Volunteers or contractor. Medium priority.
64	Long descent to tight corner	660	Minor re-route with grade reversal.		Volunteers. Low priority.
65	End / start of trail. Intersection with old, unmaintained fire road. The fire road has narrowed in places and used mostly as access to Benson and Binkley or Grass Trees. Benson and Binkly has erosion at start due to run-off from fire road.	661	Consider grading old fire road, adding drainage and maintaining as narrow trail for access to singletrack. Divert water running off fire road into Benson and Binkley. Suggest creating new singletrack link to Grass Trees.		Council, contractor. Medium priority.

Trail: Bird Cage
IMBA TDRS: Green

Bayview Conservation Park
MTB Trail Audit June 2015

Distance: 1.96km
Average gradient: 2%

Summary	Works	Cost	
Very easy Green rating trail. Requires drainage points to avoid erosion in the long term. Suggest re-routing final section to Mudlark to connect with changed start of The Maze.	Remove two hazardous trees. Drainage points required to prevent erosion in the future. **Re-route final section** to connect with changed start to The Maze. See map - create a five-ways.	$800 $ 1500	

Way Pt	Description	Photo No.	Remedy / Action	Photo	Trail contractor or volunteers
6	End of You're Kidding and start of Birdcage at gate on Kidd Street	603	Place signage on Kidd Street gate at start/end of two trails: You're Kidding and Birdcage		
7	Between waypoint 6 and 7 is a parallel track which is poorly sited, falling over entire length. Less interesting.		Recommend closing this track in favour of other parallel trail which is more interesting, getting more use by MTB riders.		
8	Start of old track, evidence of use by horses. Rotten log.	606	Consider if this track is necessary. Most used trail starts at the gate. Suggest closure to rationalise trail network.		
9	Intersection of old track and Birdcage at a large steel 'cage'. Old track is marked by waypoint 7, 8 and 9.	607, 608	Site of steel 'cage'.		
10	Section between waypoint 9 and 10 falls, without drainage. Site of toilet beside the trail.	609	Install drainage points		Volunteers . Low priority.
11	Old moto loop with some jumps and berms.	610	Incorporate 'moto' loop in Birdcage to add interest.		Volunteers . Low priority.
12	Birdcage sign screwed to tree	611	Remove sign. Install appropriate directional signage.		

Trail: Bird Cage

Bayview Conservation Park

Distance: 1.96km

IMBA TDRS: Green

MTB Trail Audit June 2015

Average gradient: 2%

12	Leaning tree	612	Remove hazard as soon as possible.		Contractor or Council. High priority.
13	Log roll-over with chain ring cuts	613	Make rollable in both directions, at a Green rating		Volunteers after contractor drops off x3 log sections.
14	Leaning tree	614	Remove hazard as soon as possible.		Contractor or Council. High priority.
16, 17	Bottom of 150m of falling gradient with no drainage.		Install drainage points		Volunteers or contractor. Low priority.
18	End of Birdcage, intersection with Mudlark fire road.	615	Install signage. Suggest re-routing final section of Birdcage if and when the start to The Maze is re-aligned.		

Trail: Blow
IMBA TDRS: Green -> Blue

Bayview Conservation Park
MTB Trail Audit June 2015

Distance: 580m
Average gradient: 7%

Summary			Works		Cost	
Green trail which requires some repair to maintain Green rating.			x4 grade reversals, re-design x1 corner, rebuild x2 log roll-overs and rock armour x1 tree root.		$2000	
WayPt	**Description**	**Photo No.**	**Remedy / Action**		**Photo**	**Trail contractor or volunteers**
46	Section descending at low gradient		Install x1 grade reversal			Contractor or volunteers. Low priority.
47	Section descending at low gradient. Leaning dead tree.		Install x2 grade reversals and remove leaning tree.			Contractor or volunteers. Low priority. Leaning tree - high priority.
48	Trail name sign screwed to tree.	542	Remove sign and install directional trail signage.			
49	Poorly designed descent to bermed corner with log drop.	543	Re-design approach to corner and rebuild (Green) log drop.			Contractor
50	Exposed root on section requiring grade reversal.	544	Install x1 grade reversal at root.			Volunteers
51	Two trees too close together. Evidence of many scraps from handlebars.	545	Remove smaller tree on uphill side. Minor repair to bermed corner nearby.			Contractor with chainsaw
52	Exposed tree root	546	Rock armour tree root			Volunteers

Trail: Blow
IMBA TDRS: Green -> Blue

Bayview Conservation Park
MTB Trail Audit June 2015

Distance: 580m
Average gradient: 7%

53	150mm log roll-over	547	Rebuild sturdy structure to Green rating.		Volunteers after contractor drops off x3 log sections
54	Top of Blow, intersection with Scribbly Gum fire road.				

Summary	Works	Cost	
Green trail, low gradient, without drainage points.	Minor works required. x5 grade reversals, x1 creek armour and tree removal.	$2800	

WayPt	Description	Photo No.	Remedy / Action	Photo	Trail contractor or volunteers
32	Start of Calendar Boys. Sign screwed to tree near start.	535	Remove sign and install directional trail signage.		
35	50m descending section without drainage		Install x1 grade reversal		Volunteers. Low priority.
36	Creek crossing with 15m of descending trail coming from both sides.	536	Install x1 grade reversal on each side		Volunteers or contractor. Low priority.
37	Rotten log roll-over	537	Rebuild sturdy structure		Volunteers. Medium priority.
38	Fallen tree causing alternative route through low lying land.	538	Remove tree and reinstate original trail.		Volunteers or contractor or Council with chainsaw.. Medium priority.
39	Very short link to Hopbush fire road.				
40	Blue rating log drop, about 400mm drop.	539	Blue Technical Trail Feature on a Green trail. Re-build as roll-able in both directions and provide a rock/soil/log ramp as a Green option.		Volunteers. Contractor to drop off x3 log sections.

41	Long falling section at low gradient. No grade reversals.	540	Re-route to install grade reversals, in keeping with Green rating.		Volunteers or contractor. Low priority.
42	Creek crossing		Rock armour 1m x 50cm		Volunteers or contractor. Low priority. Contractor to drop off rock.
44	End of Calendar Boys at Hopbush fire road.	541			

Partial singletrack link to Crinkle Bush.
Not properly constructed.

Bayview Conservation Park
MTB Trail Audit June 2015

Distance: 395m
Average gradient: 2.5%

Summary	Works	Cost
Poorly designed descending track with no drainage, heading for wet, boggy terrain above Serpentine Creek.	Close as soon as possible. Designing and constructing a wide, contoured link to Crinkle Bush fire road at higher elevation, in better soils.	$700 closure New constructed link: $3500

WayPt	Description	Photo No.	Remedy / Action	Photo	Trail contractor or volunteers
35	Start of partial new singletrack at intersection with Shark Tail	633	Apparent aim of track is to connect with Crinkle Bush fire road parallel to Serpentine Creek.		
36	Track constantly descending from waypoint 35-36. Boggy at low point of trail, above Serpentine Creek. Moto tyre marks.	634	Poor trail design: Falling gradient, no drainage, descending to tight corners. Descending to wet, boggy terrain above Serpentine Creek. Close as soon as possible and design and construct sustainable link to Crinkle Bush.		Volunteers or contractor

Trail: Flutter

IMBA TDRS: Green

Bayview Conservation Park

MTB Trail Audit June 2015

Distance: 485m

Average gradient: 6%

Summary	Works	Cost		
More undulating than other Green trails but still within Green rating. Suggest extending and linking to Straddie Pipe Pump fire road, near Doom Hippy.	x4 grade reversals, remove small tree. **New link** extending to Doom Hippy.	$1400 Extension $ 3000		

WayPt	Description	Photo No.	Remedy / Action	Photo	Trail contractor or volunteers
54	Start / end of Flutter at Straddie Pipe Pump fire road.				
55	Descending section without drainage. Photo of log halfway.	548	Install x2 grade reversals.		Contractor or volunteers
56	Poorly designed descent to corner.		Install x1 grade reversal with minor re-route.		Contractor
57	Two trees too close together. Evidence of many scraps from handlebars.	550	Remove the skinny tree.		Contractor with chainsaw
58	Intersection with old fire road.				
59	Erosion from runoff from fire road above.	551	Install x1 large grade reversal near the end of Fluffer to direct run-off from fire road. Re-instate outslope of trail.		Contractor or volunteers
60	Start / end of Flutter at fire road.		Suggest extending to Stradie Pipe Pump fire road, near Doom Hippy.		

Summary			Works		Cost	
Unmaintained trail with tight climbing/descending corners which have severely eroded. Essential link which is unride-able uphill by most riders.			Re-design and re-route top five corners. **Extend** by creating a contoured connection to Benson and Binkley. See map.		$2500 Extension $4000	
WayPt	**Description**	**Photo No.**	**Remedy / Action**		**Photo**	**Trail contractor or volunteers**
68	Start / end of Grass Trees at intersection with fire road.	664	Suggest extending Grass Trees around to Benson & Binkley as a contoured trail.			
	Grass Trees sign screwed to dead tree near start	665				
69	Descent to first, tight corner. 400mm hole in tread.	666	Re-design and re-route all five turns here.			Contractor. High priority.
71	Second corner, deep rut, pedal catch.	667	Re-design and re-route all five turns here.			Contractor. High priority.
	Eroded descending 4th corner	668	Re-design and re-route all five turns here.			Contractor. High priority.
72	Bottom of 50m descending trail without drainage. Dry creek crossing.	669	Install drainage above crossing.			Contractor. Medium priority.
73	Start / end of Grass Trees at intersection with fire road. Old, unmaintained, steep fire road in vicinity.	670				

Trail: iO

IMBA TDRS: Blue due to erosion and tight corner.

Bayview Conservation Park

MTB Trail Audit June 2015

Distance: 470m

Average gradient: 3%

Summary			Works		Cost	
Poorly sited trail going through riparian zone and not connected to singletrack network.			Suggest close and remediate entry points at least. May be resisted by some riders.		$900 closure	
WayPt	**Description**	**Photo No.**	**Remedy / Action**		**Photo**	**Trail contractor or volunteers**
47	Start of iO at intersection with Mudlark fire road. Severe erosion at start due to water running off the fire road on to the trail.	644	Moto tyre marks but no MTB tyre marks. Suggest close and remediate entry point.			Volunteers or contractor.
48	100m severe erosion between waypoints 47 and 48. iO trail name screwed to stump.	645	Suggest close and remediate entry point.			Volunteers or contractor.
49	Creek / lagoon crossing. Moto tyre marks.	646	Close trail, little use, poorly sited in riparian zone, descending sections have no water diversion.			
50, 51	End / start of iO at intersection with Black She-oak fire road.	647	Suggest close and remediate entry point.			Volunteers or contractor.

Summary	Works	Cost		
Poor link to other singletrack. Suspect low usage. Poorly designed, low lying, flows like a creek.	Recommend closure and remediation to mask entry points. Replace with contoured link (Green) from end of Chicken Run to Flutter which connects to other singletrack.	$400 closure		
WayPt	**Description**	**Photo No.**	**Remedy / Action**	**Photo**	**Trail contractor or volunteers**
61	Start / end of link on Straddie Pipe Pump fire road.	552	Recommend closure and remediation to mask entry points. Create Green extension of Chicken Run to Flutter to replace this link.		Volunteers
62	Start / end of link on Chicken Run		Recommend closure and remediation to mask trail entry points.		Volunteers

Link between Shark Tail and The Maze
IMBA TDRS: Blue

Bayview Conservation Park
MTB Trail Audit June 2015

Distance: 615m
Average gradient: 3%

Summary	Works	Cost		
Very old trail on sandy soil with long falling sections with no drainage. Never been maintained and has moderate to severe erosion, especially approaching the creek crossing.	Many more water diversions required and repair to ruts and holes. Option 1: re-route both descents to creek crossing and install water diversions. Option 2: re-align to avoid creek crossing and link to Mudlark instead of The Maze. See map - create a five-ways.	$3000 Option 2: $3500		

WayPt	Description	Photo No.	Remedy / Action	Photo	Trail contractor or volunteers
40	Start of link to The Maze at intersection with Shark Tail	639			
41	Bottom of descending section with no drainage. Deep erosion and soil loss.		Repair erosion and install adequate water diversion.		Volunteers or contractor. Medium priority.
42	The Maze sign screwed to tree. Section between waypoints 41 and 42 highly eroded with exposed roots	640	Remove sign and install directional signage.		
43	400mm erosion hole at creek crossing with 100m of erosion above this point.	641	Repair erosion and install adequate water diversion. Re-route to install grade reversals.		Volunteers or contractor. Medium priority.
44	200 metres of major erosion and exposed roots between waypoints 43 and 44.	642	Repair erosion and install adequate water diversion. Re-route to install grade reversals.		Contractor. Medium priority.
45	Close to intersection with The Maze. Top of very long descending section that is eroded, ending at the creek crossing.		Repair erosion and install adequate water diversion. Re-route to install grade reversals. Suggest completely re-designing to avoid creek.		Contractor. Medium priority.

Trail: Shark Tail
IMBA TDRS: Blue to Black

Bayview Conservation Park
MTB Trail Audit June 2015

Distance: 2km
Average gradient: 3%

Summary	Works	Cost
Shark Tail poses some issues. An old trail with falling gradient without water diversion it is now severely eroded with exposed roots and some deep holes. Rated as Blue to Black in this state. Issue 1: Advanced riders enjoy the challenge of the terrain and don't want change. Issue 2: How do less experienced rider return north after riding The Maze.	Retain eroded state but prevent further deterioration by adding water diversions. Repair obvious hazardous holes and drops. Remediate the trail to a Blue rating. Retain creek crossing where it is. If creek crossing retained, both approaches require re-alignment. Crossing should be hardened or simple timber bridge constructed.	$ 4000

WayPt	Description	Photo No.	Remedy / Action	Photo	Trail contractor or volunteers
29	Bottom of Shark Tail and site of shelter, bike repair station and tank water.	627			
30	Deep sandy section, chewed up by moto.	628	Repair and add several water diversions above		Volunteers. Logs may be required for water diversion. Medium priority.
31	Deep erosion holes and soil loss	629	Sandy soil is highly erodible. Average gradient should be less than 5%. Frequent grade reversals required or water diversions.		Volunteers. Logs may be required for water diversion. Medium priority.
32	Shark Tail sign screwed to tree	630	Remove sign and install directional signage		
33	150mm log. Two large fallen Eucalypts are beside the trail.	631	Make Green, rollable log feature. Fallen timber available on site.		Volunteers, after log sections dropped by contractor. Medium priority.
34	Section between waypoint 33 to 34 highly eroded with exposed roots. Falling gradient with no drainage.	632	Repair erosion rut and install frequent drainage. Suggest using timber corduroy and log roll-overs as water diversion.		Contractor. Medium priority.

Trail: Shark Tail

IMBA TDRS: Blue to Black

Bayview Conservation Park

MTB Trail Audit June 2015

Distance: 2km

Average gradient: 3%

35	Intersection, partial new singletrack to the west. Ends in bog/lagoon.	633	See report on this partial track. Recommend closure as soon as possible. Replace with wide, contoured trail to Crinkle Bush.		
37	Section between waypoints 35 and 37 highly eroded with exposed roots and deep holes. Steep descent on both approaches to crossing of	635	Suggest complete re-design of where trail crosses the creek. Option 1: Contour the trail to the east and cross creek at shortest distance with lowest side slope. Option 2: repair current site and make minor re-routes to install drainage.		Contractor and volunteers. Medium to high priority.
38	Section between waypoints 37 and 38 highly eroded with exposed roots and deep holes.	636	Suggest re-design of long section of severely eroded trail. Difficult to repair. If kept, install water diversion to prevent further erosion. Rate as difficult (Blue - Black) trail. Suggest using timber corduroy and log roll-overs as water diversion.		Contractor or volunteers. Medium to high priority.
39	500mm hole is trail. Section between waypoints 38 and 39 highly eroded with exposed roots and deep holes.	637, 638	Suggest re-design of long section of severely eroded trail. Difficult to repair. If kept, install water diversion to prevent further erosion. Rate as difficult (Blue - Black) trail.		Contractor or volunteers. Medium to high priority.
40	Intersection of link to The Maze	639	See report on link between Shark Tail and The Maze		
46	Top or start of Shark Trail, intersection with Mudlark fire road.	643	Low gradient top section of trail requires minor repair of erosion and installation of water diversion.		Volunteers.

Summary			Works		Cost	
Green rating with one technically difficult rock drop on corner and some logs which are not roll-able. Many large trees and branches have fallen in this area.			Rebuild x3 log roll-overs. X2 minor re-routes with x2 grade reversals. Generally requires much more water diversion along whole trail.		$2300	
WayPt	**Description**	**Photo No.**	**Remedy / Action**		**Photo**	**Trail contractor or volunteers**
	Start of Sock Puppet East at intersection with Acid Frog	577				
81	Bottom of long section falling at low gradient, without drainage. Sock Puppet East sign nailed to tree.	578	Remove sign and install trail signage.			
82	Top of long section falling at low gradient, without drainage.	579	Install small drops and rises and water diversion.			Volunteers
83	Two tight radius turns with rock drops - poorly designed. No drainage above.	580	Re-design as one turn with grade reversal. Maintain rock garden technical feature, maybe with more difficult A-line.			Contractor
84	300mm log roll-over with chain ring cuts	581	Rebuild as sturdy and roll-able (Green).			Volunteers after contractor drops off x3 log sections
85	x2 log roll-overs and x3 stumps	582	Remove stumps here and elsewhere. Make logs roll-able.			Volunteers
86	Bermed corner at bottom of descent - poorly designed.	583	Re-route corner and install grade reversal.			Volunteers or contractor

87	Log roll-over with chain ring cuts	584	Rebuild as sturdy and roll-able (Green).		Volunteers after contractor drops off x3 log sections
88	End of Sock Puppet Eest and intersection with Green Snake fire road.	585			

Summary			Works		Cost	
Green rating link to western singletrack. Feeds into Sock Puppet West nearby.			Minor water diversion required.		$600	

WayPt	Description	Photo No.	Remedy / Action		Photo	Trail contractor or volunteers
74	Intersection of concrete causeway and new singletrack	673				
75	Between waypoint 74 and 75 not enough drainage. Good condition at the moment. Intersection with old fire road.	674	Install water diversion to prevent future erosion.			Volunteers. Low priority.
76	Start / end of singletrack at fire road.	675				

Trail: Sock Puppet West
IMBA TDRS: Green (with some Blue features)

Bayview Conservation Park
MTB Trail Audit June 2015

Distance: 2.3km
Average gradient: 5%

Summary			Works		Cost	
Low gradient trail starting with natural and man-made dips and rises. Some moderately long falling and rising sections without drainage. Largely Green rating with some Blue (more difficult) technical features. Many large trees and branches have fallen in this area.			Rebuild x7 log roll-overs and install drain above. Install about x14 minor grade reversals or water diversion.		$4000	
WayPt	**Description**	**Photo No.**	**Remedy / Action**		**Photo**	**Trail contractor or volunteers**
63	Start / end of Sock Puppet	557	Starts after crossing Serpentine Creek at culvert.			
64	Sock Puppet West sign screwed to tree	558	Remove sign and install directional signage.			
65	Technical Trail Feature (TTF) tight squeeze between two trees	559	Keep as feature			
66	Stump in tread	560	Remove stump hazard here and elsewhere.			Volunteers
66	300mm log drop	561	Rebuild log roll-over to Green rating with Blue option. That is, option to drop and option to roll.			Volunteers after contractor drofs off x3 log sections. Medium priority.
66	Dead tree 'ramp' feature	562	Re-build as technical skill beside main trail using this material			Contractor with chainsaw. Low priority.

Trail: Sock Puppet West
IMBA TDRS: Green (with some Blue features)

Bayview Conservation Park
MTB Trail Audit June 2015

Distance: 2.3km
Average gradient: 5%

66	Bottom of 40m section without drains		Install x1 grade reversal		Volunteers or contractor. Low priority.
67	Very technical combination of tree root followed by tree stump.	563	Modify to be safely rideable with A- and B-line options. Hazard.		Contractor or volunteers. High priority.
68	Creek crossing through Melaleuca swamp; stump in tread	564	Armour with rock or corduroy? Cap with road base? Remove stump.		Contractor to import material.
69	Bridge' 350mm wide	565	Sturdy enough at the moment, but will rot. Medium priority to build timber span.		Contractor. Medium priority.
70	Start of two descending switchbacks without drainage.	566	Install x2 grade reversals		Contractor or volunteers. low priority.
71	400mm rotten log roll-over	567	Rebuild to Green rating and ensure is roll-able in both directions.		Volunteers after contractor drofs off x3 log sections. Medium priority.
72	Bottom of 100m low gradient falling section without drainage	568	Minor re-routes and install x5 grade reversals or water diversions.		Contractor or volunteers. low priority.
73	x2 small logs with erosion below	569	Install log roll-over with drains as water diversion.		Contractor or volunteers. low priority.

74	200mm log drop. No drainage above.	570	Install large drain above and armour 'thump zone' below		Contractor or volunteers. low priority.
75	400mm log roll-over (Blue). Bottom of long section without drainage.	571	Install drain above and armour 'thump zone'. Create Green B-line over logs. Install x1 minor re-route and x1 grade reversal above.		Contractor or volunteers. Medium priority.
76	Intersection with small link to fire road. Link channels water on to trail.	572	Important link to/from Grass Trees area of trails.		
77	Technical log feature (Black) to side of main trail. Log ramp to top of 500+mm high fallen log.	573, 574	Rebuild sturdy log roll-over.		Contractor with chainsaw.
78, 79	Bottom of very long section falling at low gradient, without drainage.	575	Install water bars and drains x5 over 100-200m		Contractor or volunteers. low priority.
80	End of Sock Puppet West, intersection with Snake fire road which crosses Serpentine Creek. Trail prone to retaining water for	576	Cap last 10m with road base.		Contractor or volunteers if road base dropped nearby. Low priority.

Summary	Works	Cost	
Very easy Green trail, narrow but the corridor through the Casuarina forest is cleared to 2+ metres. Suffers from falling section which result in erosion, even at low gradient, due to very sandy, erodible soil. Boggy sections. Suggest re-aligning the start in conjunction with link to Shark Tail.	Three boggy sections requiring rubble and road base. Re-design and re-route one corner. Minor repairs to holes in tread. **Change alignment** at start in conjunction with change to link to Shark Tail. See map - create a five-ways.	$ 2500 $ 3500 change alignment	

WayPt	Description	Photo No.	Remedy / Action	Photo	Trail contractor or volunteers
18	End of Birdcage and start of The Maze		Suggest making this the start of The Maze which is obviously ridden after Birdcage. Suggest re-aligning the northern start along with the link to Shark Tail to avoid steep, eroded crossing of creek gully.		
19	Sign screwed to tree - Koolyarknobby's.	616	Suggest removal (for poor taste and grammar) and naming this section The Maze.		
20	Intersection with link to Shark Tail	617	The section of trail from waypoint 18 to 20 is almost flat, weaving through Grass Trees and vegetation.		
20	Example of orange dots painted on trees as an aid to way-finding.	618	Harmless. Indicates the need for formal signage to aid navigation.		
21	400mm deep erosion hole in sandy soil.	619	Deep hole and some exposed roots indicating highly erodible sandy soil. Install adequate drainage above and repair due to hazard.		Volunteers. High priority.
22	15 metres here and 2 metres after of severe erosion.	620	Install adequate drainage above and repair due to hazard. Possible remedies include bringing in rubble or rock, or timber corduroy. Install more Green log roll-overs as water bars.		Contractor. Medium priority.

Trail: The Maze
IMBA TDRS: Green

Bayview Conservation Park
MTB Trail Audit June 2015

Distance: 2km
Average gradient: 2.5%

23	Bottom of steeper descending section. 10 metres of muddy bog as this is the lowest point of the trail and surrounding terrain.	621	Install adequate drainage above and repair due to hazard. Possible remedies include bringing in rubble or rock, or timber corduroy. Install more Green log roll-overs as water bars.		Contractor. Medium priority.
24	Fallen log, hazard beside the trail	622	Move or cut back.		Contractor. Medium priority.
25	Muddy bog as this is the lowest point in the trail and surrounding terrain.	623	Install adequate drainage above and repair due to hazard. Possible remedies include bringing in rubble or rock, or timber corduroy. Install more Green log roll-overs as water bars.		Contractor. Medium priority.
26	Old track to lagoon. Poorly designed corner with exposed roots directs riders to the lagoon.	624	Close and remediate old track. Re-design corner by re-routing trail. Add drainage and repair exposed roots.		Contractor. Medium to high priority.
27	200mm log drop	625	Re-build as rollable, Green feature.		Volunteers after contractor drops off log sections. Medium priority.
28	End of The Maze and intersection with Shark Tail.	626	Install directional signage		

Summary		Works		Cost	
Old fire road only used for access to Grass Trees and Benson and Binkley. Not maintained, falling gradient, some ersoion. Bottom loop not used by MTB riders.		Suggest grading fire road, adding drainage and retaining as a narrow trail. Consider closing and remediating bottom loop, if not required as fire break.			
WayPt	**Description**	**Photo No.**	**Remedy / Action**	**Photo**	**Trail contractor or volunteers**
65	Unmaintained fire road has narrowed. At intersection with Benson and Binkley, the fire road continues to boundary and loops back as a narrow track.	661	Suggest grading fire road, adding drainage and retaining as a narrow trail.		Council
66	Loop descends to boundary and climbs back. Falling gradient without drainage.	662	Consider closing and remediating bottom loop, if not required as fire break.		Council
67	Tree down and alternative trail has been created. Car body.	663	Decide which trail to stay and remediate the other. Remove car body.		Council

Trail: You're Kidding
IMBA TDRS: Green

Bayview Conservation Park
MTB Trail Audit June 2015

Distance: 3.2km
Average gradient: 3%

Summary		Works		Cost	
Green rating with easy gradient the entire way. Very narrow trail weaving between Garss Trees. Traverses remarkable Casuarina forests and Grass Tree groves.		x4 log roll-overs. x2 boggy sections. x2 minor re-routes with grade reversals. Many small drains required.		$5000	
WayPt	**Description**	**Photo No.**	**Remedy / Action**	**Photo**	**Trail contractor or volunteers**
88	Start / end of You're Kidding. Log pile utilised to create log roll-over beside trail entry.	586			
89	Log roll-over with chain ring cuts.	587	Rebuild as roll-able		Volunteers after contractor drops off x3 log sections, Medium priority.
	You're Kidding sign screwed to tree. Boggy ground.	588	Remove sign and install directional trail signage. Armour with rock or corduroy. Or cap with road base.		
90	Hazard - large sharp fallen tree.	589	Move away from trail		Contractor or Council with chainsaw. High priority.
91	Long section of falling, low gradient trail between waypoint 90 to 91. Boggy ground with some Casuarina trunks laid down as corduroy.	590	Armour with rock or corduroy or road base.		Contractor to supply and / or install remedy. Medium priority.
92	Long section of falling, low gradient trail between waypoint 91-92		Install many small dips and rises to divert water		Volunteers or contractor. Low priority.

Trail: You're Kidding

IMBA TDRS: Green

Bayview Conservation Park

MTB Trail Audit June 2015

Distance: 3.2km

Average gradient: 3%

92	Near waypoint 92: 300mm log drop	591	Make roll-able in both directions		Contractor to drop off x3 log sections. Volunteers to fix. Medium priority.
93	Long section of falling, low gradient trail between waypoint 92 -93		Install many small dips and rises to divert water		Volunteers or contractor. Low priority.
93	x2 tight turns and descent to corner - poor design	592	Re-design with reroute and x1 grade reversal		Volunteers or contractor. Medium priority.
94	Falling, short link to fire road. The fire road has a very boggy section near here.	593	Entry on Kidd Street. Install signage?		
95	You're Kidding continues	594	Requires directional signage		
97	Potentially boggy 'creek' crossing. OK today.	595	Requires more drainage above, from both approaches.		Volunteers or contractor. Low priority.
98	Technical Trail Feature - roll-over between two large fallen logs. Centre ramp is soft.	596	Create roll-able soil and log ramps up, across and down.		Contractor to drop off log sections. Volunteers to fix. Medium priority.
99	Newly fallen tree across trail. Temporary log roll-over.	597	Build a sturdy log roll-over. Consider moving to better location on trail. Make rideable (Green) in both directions.		Contractor to drop off log sections. Volunteers to fix. Medium priority.

100	Descent to tight corner - poor design.	598	Re-design with reroute and x1 grade reversal		Volunteers or contractor. Medium priority.
2	Log roll-over with chain ring cuts.	599	Make roll-able in both directions, with Green option.		Contractor to drop off log sections. Volunteers to fix. Medium priority.
3	Rock garden	600	Retain Technical Trail Feature.		
4	Hole in trail. Trail indistinct due to needles lying on the ground.	601	Hazard needs repair as soon as possible		Volunteers or contractor. High priority.
5	Squeeze point between tree and Grass Tree	602	Retain Technical Trail Feature.		
6	End of You're Kidding. Start of Birdcage	603	Seems a sensible point to end You're Kidding and start Birdcage at the gate on Kidd Street. Install signage.		

CONFLICT OF INTEREST

Cr Edwards declared a conflict of interest in the following item as he had recently become a member of the Redland Bay Golf Club, but would stay in the room and vote in the community interests. Cr Edwards voted FOR the motion.

11.5.2 EXTENSION OF LEASE AREA – REDLAND BAY GOLF CLUB

Objective Reference:	**A368292**
	Reports and Attachments (Archives)
Attachment:	**Redland Bay Golf Club**
Authorising Officer:	**Gary Soutar**
	General Manager Infrastructure & Operations
Responsible Officer:	**David Katavic**
	Acting Group Manager City Spaces
Report Author:	**Leah Moir**
	Acting Senior Leasing Officer

PURPOSE

The purpose of this report is to seek Council approval for a lease renewal to Redland Bay Golf Club at 9 and 63 North Street, Redland Bay, which will cover an extension to the footprint of the current lease area.

BACKGROUND

Redland Bay Golf Club has held separate leases with Council on properties described as lots 1 to 7, 9 and 10 on RP30558, Lot 192 on SL9178, and part Lot 2 RP230527. Each of the leases commenced on different dates and therefore the terms vary but all have an expiry date of 31 December 2038.

The club wrote to Council on 30 September 2015 requesting an extension of their lease area to lengthen the yardage of their 12th hole by pushing the tee block back approximately 70 metres from its current location. This extension is proposed to enhance the course and offset any reduction in course length and quality which may result from the proposed amalgamation between Redland Bay Golf Club and Victoria Point Bowls Club.

The Club currently caters for a golfing membership of 1,021 with a further 3,983 social members also enjoying the clubhouse facilities. The golf course is used by both members and visitors to the Club who, combined, contribute to over 55,000 rounds being played each year. The growing of their membership base is a key foundation to the future sustainability of the club and, to aid in achieving this, they are striving to become much more than a golf club by providing a community based social gathering point for the residents of the Redland Bay area.

ISSUES

The leases on Redland Bay Golf Club are all in effect for approximately 30 years and not in line with current legislation. The renewal of the lease will provide Council with the opportunity to modernise the conditions and ensure that all risks are adequately covered and that the lease conditions comply with Council's leasing policies. The lease renewal will also result in the preparation of one lease over the whole site. Council would not otherwise have an opportunity to review the terms of the lease until 2039.

STRATEGIC IMPLICATIONS

Legislative Requirements

The *Local Government Regulation 2012 s.*236(1)(b)(ii) requires that Council agree by resolution that it is appropriate to dispose of an interest in land to a community organisation, other than by tender or auction. As Redland Bay Golf Club meets the definition of a community organisation, s.236(1)(b)(ii) applies and allows this lease of Council land.

Risk Management

The club's previous and new lease requires building and public liability insurance to be maintained by the club.

Facility Services will conduct inspections to ensure compliance with occupant safety and building condition, and there are clauses under the lease to address any non-compliance to these.

Financial

Council will not incur any expenses as lease preparation costs, survey, registration in Titles Office etc. will be met by the club.

People

This recommendation does not have Council staff implications.

Environmental

There is a large eucalyptus tree within the "hitting zone" from the proposed tee box. To manage this issue, the Redland Bay Golf Club provided 2 options:

1. Remove the tree and replace with a planting of 150 quality trees;
2. Extensive trimming to allow the tree to be maintained in a manner which will not impede the desire for golfers to hit past the tree.

Option 2 is preferred.

Social

Granting a new lease with an extended lease area to the Redland Bay Golf Club will increase the enjoyment derived by its 1,021 members and 3,982 social members.

The proposed extension to the leased area would aid in the improvement of the course as it would enable the club to increase the length of its 12th hole. This increase in length would allow the club to create a challenging golf hole and also address some issues with the current green location. By completing projects like this the club is meeting some of their key strategic objectives. From a golfing member perspective the condition, playability and the challenge presented by the course is a critical component of the membership offering.

Alignment with Council's Policy and Plans

Council Policy POL-3071 Leasing of Council Land & Facilities supports leases to not-for-profit community organisations.

The Redland City Council Corporate Plan 2015-2020 is supported by this proposal, particularly:

7. Strong and connected communities

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

CONSULTATION

The Acting Senior Leasing Officer has consulted with:

- Community Land & Facilities Panel;
- Legal Officer, Legal Services Unit;
- Divisional Councillor;
- Acting Service Manager Facility Services;
- Service Manager Sport & Recreation;
- Acting Group Manager City Spaces; and
- Business Partnering Service team.

OPTIONS

Option 1

That Council resolves to:

1.   Make, vary or discharge a new lease to Redland Bay Golf Club Inc. over lots 1 to 7, 9 and 10 on RP30558, Lot 192 on SL9178, and all of Lot 2 RP230527 situated at 9 and 63 North Street, Redland Bay as shown on the attached site plan;

2.   Agree in accordance with s.236(2) of the *Local Government Regulation 2012* that s.236(1)(b)(ii) of the *Local Government Regulation 2012* applies allowing the proposed lease to a community organisation, other than by tender or auction;

3.   Delegate authority to the Chief Executive Officer under s.257(1)(b) of the *Local Government Act 2009* to sign all documents in regard to this matter.

Option 2

That Council refuse a new lease to Redland Bay Golf Club Inc.

OFFICER'S RECOMMENDATION

That Council resolves to:

1.   Make, vary or discharge a new lease to Redland Bay Golf Club Inc. over lots 1 to 7, 9 and 10 on RP30558, Lot 192 on SL9178, and all of Lot 2 RP230527 situated at 9 and 63 North Street, Redland Bay as shown on the attached site plan;

2.   Agree in accordance with s.236(2) of the *Local Government Regulation 2012* that s.236(1)(b)(ii) of the *Local Government Regulation 2012* applies allowing

the proposed lease to a community organisation, other than by tender or auction; and

3. Delegate authority to the Chief Executive Officer under s.257(1)(b) of the *Local Government Act 2009* to sign all documents in regard to this matter.

COUNCIL RESOLUTION

Moved by: Cr P Gleeson
Seconded by: Cr M Edwards

That Council resolves to:

1. **Make, vary or discharge a new lease to Redland Bay Golf Club Inc. over lots 1 to 7, 9 and 10 on RP30558, Lot 192 on SL9178, and all of Lot 2 RP230527 situated at 9 and 63 North Street, Redland Bay as shown on the attached site plan;**

2. **Agree in accordance with s.236(2) of the Local Government Regulation 2012 that s.236(1)(b)(ii) of the Local Government Regulation 2012 applies allowing the proposed lease to a community organisation, other than by tender or auction; and**

3. **Delegate authority to the Chief Executive Officer under s.257(1)(b) of the Local Government Act 2009 to sign all documents in regard to this matter.**

4. **That the terms of the new lease to expire in line with current leases at 31 December 2038; and**

5. **That at the Clubs expense, remove the tree within the 'hitting zone" from the proposed tee box and replace with the planning of 150 quality trees.**

CARRIED   11/0

Crs Boglary, Ogilvie, Hardman, Hewlett, Edwards, Elliott, Talty, Beard, Gleeson, Bishop and Williams voted FOR the motion.

Attachment 1

Redland Bay Golf Club – Lease area outlined in red – Extended area hatched blue

Note: 27-31 North Street, Redland Bay (outlined in white) is owned by Redland Bay Golf Club and is therefore excluded from the lease.

11.5.3 PARK NAMING REQUEST - ORMISTON

Objective Reference:	**A492106** **Reports and Attachments (Archives)**
Attachments:	**Hilliards Creek Corridor Ormiston** **Letter of Support – Roger Stanton – Park Naming**
Authorising Officer:	**Gary Soutar** **General Manager Infrastructure & Operations**
Responsible Officer:	**David Katavic** **Acting Group Manager City Spaces**
Report Author:	**Annette Henderson** **Support Officer Public Place Projects Unit**

PURPOSE

The purpose of this report is to provide a recommendation on a park naming request received by Council, based on Park Naming Guideline GL-3004-003, adopted by Council on 28 September 2015.

The policy acknowledges that any Council decision, by resolution, will take precedence over any aspect of the Guideline where exceptional circumstances have been demonstrated.

BACKGROUND

- A request was received on 12 October 2015 from a local resident requesting that the Reserve, adjacent to 21 Francis Street, Ormiston, be named "Stanton Park".

- The Reserve adjacent to 21 Francis Street is known to Council as Hilliards Creek Corridor - Francis Street (Lot 304 on SP116153 and Lot 35 on RP909393) and classified as conservation land (refer Attachment 1).

- Former Redland City resident, the late Roger Stanton, lived at 21 Francis Street, Ormiston for 15 years and passed away from lung cancer in September this year.

- The applicant has stated that during this time, Roger Stanton sponsored aboriginal children's softball teams and would billet the visiting teams at his home. The applicant stated that the children took great delight in playing in the surrounding parkland.

- The applicant has requested to name this parkland to recognise Roger's selfless contribution to the local community in creating this parkland from dense bushland and, having cleared and cultivated the area of bushland opposite his house, in keeping the grass short and safe for others to enjoy.

- The applicant has stated that Roger Stanton created a haven of peace and harmony with the local flora and fauna that is enjoyed by local residents, walking their dogs through the adjoining bushland paths. The park attracts many animals including water dragons, koalas, wallabies, kangaroos, bush turkeys, snakes, ducks and a myriad of birds.

- The Divisional 1 Councillor has provided a letter of support for the naming of parkland "Stanton Park" after community member Roger Stanton (refer Attachment 2).

ISSUES

The park naming guideline GL-3004-003 states:

3. Destination and community parks including conservation areas will only be named or renamed to reflect the natural or geographical features, significant flora or fauna of the park. Where an opportunity to recognise Aboriginal or post-European heritage exists, a dual name will be considered. Such a proposal will require consultation with and consent of the most relevant community group or other relevant group.

4. Conservation parks and pathways will be permitted to be named or renamed after person/s that the community highly recognises.

Lot 304 on SP116153 and Lot 35 on RP909393 are the 2 lots known to Council as Hilliards Creek Corridor – Francis Street, Ormiston and classified as conservation land.

There is no documented evidence of Roger Stanton's involvement and maintenance of a portion of Hilliards Creek Corridor – Francis Street, Ormiston except for the Division 1 Councillor's letter of support.

Bushcare groups in Ormiston/Wellington Point, Council's Parks & Conservation officers and Council's Acting Local Historian have no documented evidence or knowledge of Roger Stanton or his involvement and maintenance of a portion of Hilliards Creek Corridor.

Since this park naming request does not meet the criteria for the naming of conservation land, an alternative approach is for the applicant to consider a tribute park seat option under Guideline GL3004-004 tribute park seat, tribute plaque and tribute tree guidelines.

STRATEGIC IMPLICATIONS

Legislative Requirements

There are no legislative requirements.

Risk Management

There are risks for Council to rename conservation land where it contradicts the Park Naming Guideline GL-3004-003.

Financial

There is currently no budget for the cost of park name signage which would be required if this conservation land were to be renamed. The budget required for a new park name sign is approximately $1,500.

People

No implications for staff have been identified.

Environmental

Hilliards Creek Corridor has environmental value and contributes to the promotion of indigenous flora for habitat enhancement purposes. Lot 304 on SP116153 adjoins conservation lands to the south and west also named Hilliards Creek Corridor.

Social

There are no social implications.

Alignment with Council's Policy and Plans

The naming of a portion of Hilliards Creek Corridor, "Stanton Park" is not in alignment with Council's policy and plans as Conservation parks and pathways will only be named or renamed to reflect the natural or geographical features, significant flora or fauna of the park.

Conservation parks will be permitted to be named or renamed after person/s that the community highly recognises.

CONSULTATION

Consultation has occurred with:

- Senior Conservation Officer Parks & Conservation Services Unit;
- Team Leader Community Bush Care Extension Officer;
- Senior Advisor Landscape Design Public Place Projects Unit;
- Acting Service Manager Public Place Projects Unit;
- Council's Acting Local Historian Library Services Unit;
- Business & Infrastructure Finance team.

OPTIONS

1. To decline the request to rename Hilliards Creek Corridor – Francis Street, Ormiston (Lot 304 on SP116153 and Lot 35 on RP909393) "Stanton Park" based on the current Park Naming Guideline GL-3004-003.

2. To rename a portion of Hilliards Creek Corridor – Francis Street, Ormiston (Lot 304 on SP116153 and Lot 35 on RP909393) "Stanton Park".

3. In lieu of park naming, to recommend to the applicant to submit a tribute park seat application to honour and perpetuate the memory of Roger Stanton.

4. That the applicant be advised in writing accordingly.

OFFICER'S RECOMMENDATION/ COUNCIL RESOLUTION

Moved by: **Cr P Gleeson**
Seconded by: **Cr M Edwards**

That Council resolves as follows:

1.   To decline the request to rename Hilliards Creek Corridor – Francis Street, Ormiston (Lot 304 on SP116153 and Lot 35 on RP909393) "Stanton Park" based on the current Park Naming Guideline GL-3004-003;

2.   **In lieu of park naming, to recommend to the applicant to submit a tribute park seat application to honour and perpetuate the memory of Roger Stanton; and**

3.   **That the applicant be advised in writing accordingly.**

CARRIED   11/0

Crs Boglary, Ogilvie, Hardman, Hewlett, Edwards, Elliott, Talty, Beard, Gleeson, Bishop and Williams voted FOR the motion.

Red-e-map Print

Dundas Street

WELLINGTON POINT
RP181836

ORMISTON
Grevillea Street

Francis Street

Tristania Court

Downey Street

Ellina Court

ALEXANDRA HILLS

Bainbridge Street

Normanby Street

Troy Street

Warship Street

Mcmillan Road

Red-e-map Plot		REDLAND CITY COUNCIL	N	No warranty given in relation to the data (including accuracy, reliability, completeness or suitability) and no liability accepted (including without limitation, liability in negligence) for any loss, damage or costs (including consequential damage) relating to any use of the data. Data must not be used for direct marketing or be used in breach of the privacy laws. External contributors to data
Scale: 1:3000	Date: 12/11/2015	RCC INTERNAL USE ONLY		

From your Council Representative

Councillor Wendy Boglary
Representing Division 1 – Wellington Point/Ormiston

General inquiries	07 3829 8999
Council after hours	07 3829 8633

Business hours	**07 3829 8619**
Mobile	**0408 543583**
Facsimile	07 3829 8781
Email	wendy.boglary@redland.qld.gov.au

Our Ref: WB:CH

02 October 2015

To whom it may concern

RE: Letter of Support for the naming of parkland ' Stanton Park' after community member Roger Stanton

My name is Wendy Boglary and I am the Local Council representative for Wellington Point /Ormiston area in Redland City.

We have a very caring and passionate community here in Ormiston with many people who take a proactive approach in ensuring the area retains its wonderful heritage and close links to nature.

Ormiston resident, Roger Stanton, was one of these people and spent many hours generously cultivating and maintaining the parkland opposite his house in Francis Street. Roger helped create a peaceful oasis for locals to enjoy nature and the wildlife and gifted peace and joy to many.

Sadly Roger has passed away and I would like to recognize his quiet and committed contribution to the upkeep of this parkland by supporting the application for the area to be named 'Stanton Park'. I feel this would generate goodwill in the local community as well as formally recognize Roger's wonderful work.

Yours sincerely

Cr Wendy Boglary
Councillor for Division 1

Redland City Council
ABN 86 058 929 428

Cnr Bloomfield & Middle Sts.
Cleveland Qld 4163

PO Box 21,
Cleveland Qld 4163

www.redland.qld.gov.au

Letter of Support - Stanton Park

11.5.4 BAY ISLAND MEMORIAL GARDENS

Objective Reference:	A562294
	Reports and Attachments (Archives)

Authorising Officer:

Gary Soutar
General Manager Infrastructure and Operations

Responsible Officer: **David Katavic**
                              Acting Group Manager City Spaces

Report Author: **Tim Goward**
                              Service Manager, City Sport and Venues

PURPOSE

This report seeks approval for the establishment of a memorial garden providing the community of the Bay Islands opportunities for the internment of ashes and memorialisation of those who have passed.

BACKGROUND

Redland City Council (RCC) manages 2 mainland cemeteries and one on North Stradbroke Island (NSI) with limited options for memorialisation on the bay islands.

Redland Funeral directors report trending 70-80% in cremation rates and that the demand for bodily internments has decreased. This trend is continuing to grow with an increased demand for internment of ashes and memorialisation options.

ISSUES

The proposal seeks for the internment of ashes and low impact embellishments such as gardens, tribute benches and internment memorialisation wall in keeping with the natural environment.

The proposal does not intend to operate as a cemetery with the internment of bodily remains serviced within existing cemeteries.

Suitable land has been identified at 136-146 High Street Russell Island (Lot 1 RP73383) known as the High Street Nature Belt Park with the proposal to be designed in keeping with the natural environment. The 4.0ha area is a mix of cleared and treed areas and has been identified in the Open Space Strategy for mixed recreation area with the heavily treed areas managed for conservation purposes.

STRATEGIC IMPLICATIONS

Legislative Requirements

There are no legislative requirements for the memorialisation and internment of ashes.

Risk Management

There are no risks that have been identified as a result of implementing this proposal.

Financial

The current fees and charges provide for memorialisation including:

- internment of ashes;
- affixing of plaques;
- columbarium wall niches;
- tribute benches; and
- tribute trees.

It is proposed that any embellishments will be funded by customers seeking memorialisation on an as needs basis at no cost to Council. The schedule of fees and charges for services provided are in line with the current provisions and reviewed annually in line with the budget process.

An establishment cost of $15,000 would be required however this cost would be recovered in full as internments are sold. A project management business case will be developed to be included in the 2015/2016 project intake process.

Ongoing maintenance is currently budgeted for through normal operational expenses in maintaining the reserve.

People

The inclusion of a memorial garden will have minimal operational impacts and will be included in the current management arrangements for Council cemeteries and maintenance of Council reserves.

Environmental

The Open Space Strategy identifies the land for mixed recreation with the heavily treed areas managed for conservation. The development of a memorial garden would be designed in keeping with the natural environment. Low impact memorialisation would be contained to the front cleared part of the property and will have no impact on the conservation aspects of the reserve.

Social

Currently there are no provisions for memorialisation for island residents for those who have passed. The proposal seeks to provide a place of reflection and memorialisation in keeping with the natural environment.

Alignment with Council's Policy and Plans

The proposal aligns with Council Corporate Plan 3.Embracing the Bay allowing communities on the island and foreshores to enjoy equitable access to development opportunities and community services.

The Open Space Strategy identifies the land for mixed recreation purposes with the proposal in keeping with the purpose of the land.

CONSULTATION

Consultation has occurred with:

- Councillor Division 5, Cr Edwards,
- Acting Group Manager City Spaces;

- Public Place Project Unit;
- City Spaces Strategy Unit;
- Changing Places (external cemetery consultant);
- Business & Infrastructure Finance team.

OPTIONS

Option 1

That Council resolves to:

1. Approve the establishment of a memorial garden on 136-146 High Street, Russell Island (Lot 1 RP73383); and

2. Approve budget of $15,000 in line with the portfolio management intake process for projects in 2016/2017.

Option 2

That Council seeks additional information.

OFFICER'S RECOMMENDATION/ COUNCIL RESOLUTION

Moved by: **Cr P Gleeson**
Seconded by: **Cr M Edwards**

That Council resolves to:

1. **Approve the establishment of a memorial garden on 136-146 High Street, Russell Island (Lot 1 RP73383); and**

2. **Approve budget of $15,000 in line with the portfolio management intake process for projects in 2016/2017.**

CARRIED   9/1

Crs Boglary, Hardman, Hewlett, Edwards, Elliott, Talty, Beard, Gleeson and Williams voted FOR the motion.

Cr Bishop voted AGAINST the motion.

Cr Ogilvie was not present when the motion was put.

11.5.5 ENHANCING THE VISITOR EXPERIENCE (EVE)

Objective Reference: **A295668**
                                 Reports and Attachments (Archives)

Attachments: **EVE Program Plan**
                                 EVE Background Studies

Authorising Officer:

                                 Gary Soutar
                                 General Manager Infrastructure and Operations

Responsible Officer: **David Katavic**
                                 Acting Group Manager City Spaces

Report Author: **Leo Newlands**
                                 Planning and Policy Officer

PURPOSE

The purpose of this report is to seek Council endorsement of the Enhancing the Visitor Experience Program (EVE).

BACKGROUND

On 12 May 2015, City Spaces presented an outline to the Executive Leadership team (ELT) of how the Enhancing the Visitor Experience (EVE) program could be developed. ELT gave approval for work to continue on developing the program for possible future inclusion in the 10-year budget. The EVE program aims to deliver projects and programs to unlock the value of parks and natural areas for the wellbeing and health benefit of residents and visitors, whilst at the same time protecting the city's environment and biodiversity.

It is worth noting that on 17 June 2015, Council endorsed the Redland City Tourism Strategy and Action Plan 2015-2020 which recognises the significance of tourism to the economic and social development of the city. The plan supports the implementation of the EVE program and the development of the Bayview Conservation Area (BCA) Trails Facility Concept and Development Plan for outdoor recreation and tourism. One key performance indicator is that a plan will be developed by January 2016 that will outline a range of actions to bring about a rapid improvement in the experiences that people have when visiting the city's conservation and outdoor recreation areas.

ISSUES

Redland's unique location

Redland's privileged access to foreshores and bushland trail systems offers significant investment opportunity and will see the city continue to grow as a regional destination for nature-based recreation activities. Driving factors include:

• having a large city and regional population;

• access to public transport, freeways and airports;

- great activity diversity in a pocket-sized city – access to the bush, beaches, surf, creeks, the ocean, islands, mountains and everything in between;

- capacity to link to large neighbouring green space areas and trail systems; and

- capacity to offer 10-minute to 24-hour bush trail experiences.

Supporting evidence

Redland City Tourism Strategy and Action Plan 2015-2020

The Redland City Tourism Strategy and Action Plan recognises the significance of tourism to the economic and social development of the city and identifies EVE and the BCA through the following actions:

1. **Enhancing the Visitor Experience:** Council to develop a program called Enhancing the Visitor Experience that aims to deliver projects and programs that unlock the value of parks and natural areas for people's health and wellbeing while at the same time protecting the environment's biodiversity:

    - improving mapping of tracks and trails (horse trails, bike tracks, walking and canoeing/kayaking trails);

    - increasing signage in Council's major reserves and track parks;

    - identifying access points to tracks/trails for pedestrians, cyclists and horse riders;

    - developing staging areas in popular reserves, i.e. BCA to cater for outdoor recreational events and the Clarke Street Reserve as the entry to the Redlands Track Park;

    - working with other groups and the state government to create multi-use recreational trails across the region (regional trails). One current connection that is being planned between Logan City Council, Redland City Council (RCC), South East Queensland Trails Alliance and Brisbane South Mountain Bike Club is a connection along Gramzow Road, Mt Cotton which could join Cornubia State Forest and Daisy Hill State Forest with the BCA;

    - incorporate works for inclusion in the Open Space Asset Management Plan.

2. **Boardwalk and cycle paths:** Linkages between country to coastal areas of the Redlands such as bushland and creek ways could also be considered as part of the EVE project.

3. **Food and art trails:** Work with industry to develop and market a range of food and art trails throughout the Redlands, particularly in rural areas. This could include coffee trails for cyclists.

Economics of outdoor recreation-based tourism

There has been a significant rise in demand for outdoor recreation experiences such as mountain biking, walking, trail running, adventure racing, canoeing and horse riding across the world. Many countries and cities have excelled in improving their economic and social prosperity by capitalising on this surge in demand by investing in facilities and experiences. The recreation sector contributes approximately $2 billion annually to Queensland's economy.

Given the relatively low cost, high demand and rates of return, it makes sense to invest in outdoor and nature-based tourism for local, regional and international markets.

The Redland Open Space Strategy 2012

The Open Space Strategy makes clear statements about how Council values its open space and how residents should have access to natural areas.

- Healthy natural environment
  - Protection of forested hinterland is vital to our sense of identity;
  - The forested backdrops that are part of the scenic amenity and natural heritage of the Redlands are protected for future generations;
  - The built environment will integrate well with the natural environment.

- Embracing the bay
  - The cultural, social and ecological values of the coastal environment are embraced and sustained;
  - The coastal, marine and water catchment environment will be managed to protect and enhance ecosystems, lifestyles, the economy and leisure opportunities.

- Wise planning and design
  - The rich diversity of parks and open spaces will be a well-connected network for everyone to enjoy;
  - Community health and enjoyment and plant and animal survival in the urban context are advantaged by the provision of diverse and connected neighbourhood, community and city wide open spaces.

- Supportive and vibrant community
  - Community and commercial access to open space will be balanced;
  - Our parks and open space areas are activated and busy. Organised groups may be led by commercial operators using open space areas and facilities and this does not unduly interfere with the use of our parks by other individuals and groups.

- Strong and connected community
  - There is a vital link between community health and wellbeing and well-designed and diverse recreation opportunities and urban open spaces;
  - Improvement in the health, wellbeing and community spirit of the city will come about through highly connected open space network linked to diverse recreation opportunities.

Open space strategy actions that support EVE

- Write a Redland outdoor recreation strategy (*now referred to as EVE*):
  - To improve outdoor recreation and eco-tourism experiences;
  - Outdoor recreation and eco-tourism opportunities should be further identified and investigated and planned for.

- Identify land uses that will degrade the quality of the outdoor recreation experience for people travelling on the rural sections of the Seven Cs trails network and develop mechanisms to protect the rural character of the network:

- It is important that the range of attractions in rural Redlands that depend on the relative natural bushland character are protected and strengthened for tourism, visual amenity and outdoor recreation purposes;
- Develop mechanisms to protect these key landscape scenic amenity and rural character values.

- Review and update the Seven Cs connection strategy mapping:
  - Map and name all the attractors indicated in the Seven Cs connection strategy. Identify missing Seven Cs connections for a future acquisition program.

- Develop a track and trails network plan:
  - To further implement the Seven Cs strategy, develop a tracks and trails network plan to link Redlands conservation estates across the city.

- Develop partnerships and stewardship agreements with outdoor recreation clubs and groups:
  - Facilitate long-term agreements with mountain bike clubs to host club activities and events at nominated conservation reserves which they help manage (Trail Care).

The EVE 10-year program

A first stage (2015) program has been developed with the aim to improve the quality of the visitor experience in Redland conservation areas. The program is called EVE. The program's purpose is to develop projects to unlock the value of parks and natural areas for people's health and wellbeing whilst, at the same time, protecting our environment's biodiversity (Attachment 1).

The City Spaces group, through this program, is specifically focussing on outdoor recreation and eco-tourism experiences for local residents and the city's tourists. The values to be unlocked include vastly improving people's access to the city's wonderful natural areas for a wider range of great experiences, increased employment opportunities and business development.

The EVE program is focussing on what people want to experience when they go into a natural area, how the areas are accessed and safety. During this first stage, the program should resolve some issues at the city's most popular outdoor recreation locations around parking, trail access and signage, reserve information, access to the bay and creeks at canoe launching areas, media and communication.

The implementation of the program will require the cooperation and assistance of many Council units. Stages of the EVE 10-year program include:

Phase 1 – underway

- Updating conservation area asset and trail information for the purposes of better understanding what opportunities are available now to the public and for developing the EVE 10-year budget program.

- The EVE 10-year works program to be incorporated into the annual asset and services management program (ASMP).

- The EVE budget program to be submitted as part of the development of the 2016/2017 10-year capital and operational programs.

- Improving the mapping of existing areas and activities available to the public.

- Improving the presence and web information about the city's natural areas for people who want to visit, including harnessing social media.

- Phase 1 of a 10-year budget program includes a variety of projects including a number of the easy and inexpensive actions for the improvement of the conservation areas and along the foreshores. Consultation with key stakeholders with be undertaken prior to project implementation.

  - Making car parking areas safer and more accessible.

  - Signage and entry points to direct park users and for safety (walking, horse riding, running, mountain trail bikes / MTBs).

  - Trailheads, seating and picnic facilities to extend the visitors stay and for comfort.

  - Public toilets.

  - Small water craft entry points – site totem pole and seating to visually show to residents and visitors great places to enter the bay for a paddle or sail.

  - Camp sites - site identification and improvements, include leave-no-trace camping sites for recreational vehicles (RVs).

  - The missing links in tracks and trails for walking, horse, running and MTBs to improve connections across the city.

  - Implementation of the BCA trails facility concept and development plan.

  - The Redland track park plan (undertake unfinished works).

Phase 2 – Dec 2015-October 2016

- Development of a communications plan for community engagement and project implementation.

- Undertake a broad range of community engagement activities:
  - with key stakeholders prior to project implementation;
  - with conservation user groups;
  - with the local community, including conducting the 30x30 nature challenge (http://30x30.davidsuzuki.org/);
  - with tourists.

- Develop a set of EVE principles from the engagement process to assist in decision and plan making;

- Seek sponsorship and grant funding, establish trail care groups (ongoing).

Phase 3

- Implementation of an EVE 10-year capital and operational budget:

  - several projects are underway in 2015/2016;
  - Year 1 of the program will be 2016/2017.

- Annual update of the ASMP and 10-year capital and operational budget, including bringing new projects on board.

- Continued implementation of EVE actions.

STRATEGIC IMPLICATIONS

Legislative Requirements

In 2014, Council entered into an agreement with the state for the formation of a vegetation offset in part of a lot adjacent to the proposed day use and staging area in the BCA. The agreement requires that no access or trails will impact the offset area. This will not impact the outcomes of this plan as no trails or other infrastructure will enter the offset area.

There are a number of specific projects within the EVE program that will require coordination with the state to ensure they meet regional and local goals whilst maintaining legislative integrity.

Risk Management

The BCA trails facility concept and development plan outlines a full trail audit that has been undertaken for both existing facilities (mainly trails) and proposed trails and identifies a range of actions to ensure Council continues to meet its high standard of safety for users including:

- ensuring trails are designed and built appropriately;

- inclusion of signage, regular trail inspections and maintenance and ensuring visitors use public reserves responsibly.

The trail audit has been undertaken by a professional trail builder and auditor. Council can demonstrate its commitment to safety as a responsible land manager by ensuring that trails and facilities are built and maintained to international standards.

Financial

The plan outlines a range of capital and operational costs in order to upgrade existing trails, develop facilities and maintain facilities. However, it should be noted that Council can optimise costs through the following:

- **Grants**

  It is proposed that Council, in conjunction with community organisations should apply for grant funding as the project will be 'shovel-ready'. Identified grants include:

  - 'Get Playing Plus' Between $300,000 and $1,500,000;

  - 'Get Playing – Places and Spaces' up to $100,000 with 20% applicant contribution (financial, in-kind or donations).

- **Use of Trailcare**

  Trailcare volunteers and community stewardship offer significant benefits to the maintenance and repair of trail systems. Trailcare is best suited to those jobs that do not require the moving of large amounts of materials, major earthworks or the use of large machinery. However, they can have considerable impact on costs with the work they do perform. For example, on Saturday 19 September 2015, volunteers (approximately 32) managed to get through general repairs to a number of trails such as Chicken Run, Vegemite, Flutter, You're Kidding and Bird Cage in the BCA. Based on the trail audit cost estimates, the volunteers may have saved Council over $20,000 in one morning. It is estimated that volunteers (with assistance) could undertake necessary repairs to

approximately 56% of trail audit actions. However, this is a slower process and it is important not to abuse the goodwill of volunteers.

- **Use of existing materials such as road scalpings for carparks and entrance roads**

    It has been identified that Council creates approximately 20,000-30,000m^3 of road scalping per year. The scalpings offer, where appropriate, a cheap and good base for carparks and roads. Some of this material has already been used to formalise access to the BCA as it consolidates easy, is not prone to erosion and just requires spreading and rolling.

- **Phasing**

    The EVE program is proposed to be implemented over a 10-year life cycle. The projects of highest priority are RV sites, various reserve entrance upgrades, small water craft access points and the development of the BCA facilities in time for the 2018 Commonwealth Games training. Various other projects are concurrently occurring with existing projects or are able to be undertaken with volunteers.

People

The benefit of having an EVE is to vastly improve the efficiency and expediency of service delivery by incorporating into one program the planning, programming, marketing and facility development for outdoor recreation and eco-tourism activities with a specific focus on unlocking the city's conservation areas for local residents and visitors to the city.

This plan will ensure Council's conservation staff can plan and budget for maintenance works for the BCA based on advice from a professional trail auditor and builder. This will also help enable the identification of opportunities to increase community stewardship through utilising volunteers.

Environmental

Planning has been undertaken to ensure positive outcomes for issues such as erosion, flora and fauna management in light of providing better accessibility, education, valuing and stewardship of the landscape. For instance, trails are routed or rerouted so they are built to international standards and are sustainable.

Social

The aim of EVE is to unlock reserves. By "unlocking" we mean telling people what wonderful places the city has to visit and recreate in, improving communications and information, increasing visitor-friendly signage, upgrading car parking, seating, comfort stops, shade, picnic areas, trails and trail information. It also means increasing access by people to conservation areas through programs, activities, commercial use and eco-tourism. There is a significant positive link between provision of outdoor recreation and social benefits to communities.

Alignment with Council's Policy and Plans

Corporate Plan

- <u>Healthy natural environment</u>
    1.4   Visitors experience our natural assets through high standard facilities, trails, interpretation and low impact commercial ventures.

- <u>Embracing the bay</u>
    3.4   Redland City's residents and visitors can easily access the foreshore and use recreation infrastructure for boating and non-boating activities.

- <u>Wise planning and design</u>
    5.4   Regional collaboration and targeted advocacy drives external funding for key infrastructure upgrades and enhanced community outcomes.

- <u>Supportive and vibrant economy</u>
    6.1   Council supports infrastructure that encourages business and tourism growth.

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

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

- <u>Strong and connected communities</u>
    7.1   Festivals, events and activities bring together and support greater connectivity between cross-sections of the community

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

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

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

- <u>Inclusive and ethical governance</u>
    8.5   Council uses meaningful tools to engage with the community on diverse issues so that the community is well informed and can contribute to decision making.

Redland City Tourism Strategy and Action Plan 2015-2020 (endorsed 17 June 2015)

The EVE Program supports the outcomes and actions of the Redland City Tourism Strategy and Action Plan 2015-2020.

Operational Plan 2015-16 (endorsed 3rd June 2015)

Council's operational plan identifies "Construction of in and out trails to link Bayview staging area to the existing trails in the Bayview Conservation Area" as a current project. This project is now complete and supports the EVE program.

Economic Development Framework

EVE is a suite of initiatives to attract investment into the city, particularly in the tourism industry sector as outlined in the Economic Development Framework.

The framework implementation model recommends a clear pathway of lifestyle and the environment to improve the key outputs of liveability, amenity and access to services whilst at the same time maintaining green space and access to Moreton Bay.

Redland Open Space Strategy (ROSS)

The ROSS recognises the importance of participation in outdoor recreation for the Redland economy and for the health and wellbeing of residents and visitors in its recommendations.

CONSULTATION

A wide range of people with Council have offered assistance, advice and support in the development of the program. The following officers have been involved in various stages and in an ongoing capacity:

- Group Manager City Spaces;
- Parks & Conservation Service Manager;
- Principal Advisor City Space Strategy Unit;
- Senior Conservation Officer;
- Senior Graphic Designer;
- Principal Senior Design Technician;
- Service Manager Public Place Projects Unit;
- Advisor Active & Public transport;
- Team Leader Asset Management; and
- Business & Infrastructure Finance team.

On Monday 16 November 2015 a workshop was held with Councillors and ELT to discuss the EVE program and the BCA plan.

There was general support from workshop participants for the program with assurance that community and key stakeholder engagement would occur at relevant points specific to the development of each project.

A communications plan for the EVE program was requested.

OPTIONS

1. That Council resolves to endorse the development of the Enhancing the Visitor Experience program for outdoor recreation, adventure and eco-tourism experiences in Redland's natural areas.

2. That Council resolves to endorse the Enhancing the Visitor Experience Program for outdoor recreation, adventure and eco-tourism experiences in Redland's natural areas at a future date pending further information.

**OFFICER'S RECOMMENDATION/
COUNCIL RESOLUTION**

Moved by: **Cr P Gleeson**
Seconded by: **Cr M Edwards**

That Council resolves to endorse the development of the Enhancing the Visitor Experience program for outdoor recreation, adventure and eco-tourism experiences in Redland's natural areas.

CARRIED 10/0

Crs Boglary, Ogilvie, Hewlett, Edwards, Elliott, Talty, Beard, Gleeson, Bishop and Williams voted FOR the motion.

Cr Hardman was not present when the motion was put.

Attachment 1

Enhancing the Visitor Experience Program

Purpose

The purpose of the Enhancing the Visitor Experience Program is to deliver projects and services that open up the value of parks and natural areas for people's enjoyment, health and well-being while at the same time protecting the Redland's environmental biodiversity.

Redland's unique location

Redland has privileged access to foreshores and bushland trail systems that offer investment opportunity and will see the city continue to grow as a regional destination for nature based, outdoor recreation and eco-tourism activities. Driving factors include:

- Great outdoor activity diversity in a "pocket" sized city – close proximity to the bush, beaches, surf, creeks, the ocean, islands, mountains and everything in between
- Having a large residential population but also being accessible to a larger regional population
- Easy access to freeways, airports and public transport
- Capacity to link large neighbouring green spaces (reserves) with a comprehensive trail system
- Capacity to offer 10 minute to 24 hour bush trail experiences

Maximising the value and benefits of open space through guiding principles

As Council goes about the planning, design and management of open space, it will use these guiding principles.

Human health benefits

Open space is recognised as providing a range of health benefits to people including physical and psychological health, feelings of happiness and social cohesion. A happy and healthy community will be supported by a quality open space network.

Diversity

The demographic and living standard diversity, physical ability and cultural diversity will be recognised in the recreation and sporting opportunities provided in the across the city's parks, open spaces and landscape.

Public safety

Safety of open space users will be a paramount consideration in park planning, design and management practices.

Effective planning and design

The community's recreation and open space needs will be recognised in strategic planning and design processes by Council which also recognises that these change over time.

Effective use

Use of parks and open space will be encouraged at sustainable levels. The ability to maintain parks and open spaces to cater for sustainable levels of use will be recognised.

High quality

Recreation parks, open space and sport fields will be designed and maintained to a level commensurate with their nature, usage and the resources available.

Community involvement

Community involvement in open space planning and design benefits everybody. The community will be invited to be involved in the provision, planning and design of open space, recreation and sport activities.

Resources

The highest priority for resource allocation for recreation and sport activities will be given to those areas of greatest need.

Access

The accessibility of existing parks and conservation areas will, where practicable, be improved over time. Accessibility will be considered an essential element of the design and construction of new parks.

Connectivity

As far as practicable, public open space areas and parks will be connected by safe corridors. Open space areas that are connected, by vegetation and pathways, offer improved recreation, transport and habitat outcomes for people, plants and animals.

Green living

In delivering open space and recreation and sport activities, Council will be as environmentally responsible as possible. Reuse and recycling of materials and resources will be undertaken if available. Work methods will have as little impact as possible on the environment.

Biodiversity

Our open spaces are home to many animals and plants. Our enjoyment of these spaces should have the minimum impact possible on the biodiversity that is also present

Indigenous history

Where Indigenous history is present, or indicated, within an open space area park planning and management will prioritise the protection of the artefacts in accordance with the wishes of the Traditional Owners and legislation.

Cultural heritage

Cultural heritage, whether built or natural features, will be protected in our open space areas.

Good neighbour

Recreation and sport activities will have limited impacts on surrounding land uses while recognising that open space areas are community spaces provided for the benefit of all and are to be used for their intended purposes.

Additional EVE Guiding Principles

- Always look for connections – places, spaces, people, fauna, business;
- Everyone is welcome in our natural areas;
- Recognise the needs of all visitors – all abilities access may not be possible everywhere but it may be possible somewhere;
- Let nature be the teacher;
- Learn and know the history of the place;
- Use high levels of environmental literacy when making design decisions about altering or increasing access to a place;
- Pay attention to what is growing and alive at the site;
- Engage the community in planning;
- When possible engage the community in management - they could be your best resource (e.g. trail care);
- Engage the tourism sector in discussion about place activation and look at tourism trends and plan ahead;

- Pay attention to the site and consider options to suit different types of visitors (tourists, local residents, horse riders etc);
  - Not everyone speaks English
  - Not everyone rides a bike
- Provide both active and relaxing areas;
  - Nature can heal – make it available for this purpose
- Know the knock-on effect of the activity being introduced;
- Use maps, words and pictures to communicate messages and interpret the landscape;
- Encourage a leave-no-trace behaviour with visitors;
- Put safety first;
- Pay close attention to the legislation;
- Under design natural areas – less is more.

It's the simple things that can make a real difference

The EVE Program aims

1.1   Improving mapping and the community's access to maps
- A citywide audit of tracks and trails has been undertaken. The information will be utilised for external and internal Red-E-Map systems and is currently available in Council's ArcReader.
- A web page will be set up specifically for horse riders. It will incorporate a set of PDF maps of horse trails in major reserves. These reserves and other horse trails like Avalon Rd will become available for public viewing through Red-E-Map.
- A web page has been developed for cycling. In the future it will incorporate a set of PDF maps of off road cycling (mountain biking) trails in major reserves. The Redland Track Park track map is on the web site. A very high percentage of off road trails have been mapped into the new version of Red-E-Map.
- As mapping becomes available for other recreation activities, Council's webpage will provide information specific to that activity for example, a web page has recently been developed for canoe launch points and will go further to provide information on canoe trails.

1.2   Increasing signage
- An operational plan to increase and improve the amount of signage in a number of Council's major reserves aimed at enhancing the visitor experience is being developed;
- Installation of trail signage in the Redlands Track Park is underway;
- Existing regulatory signage symbols are currently being adjusted to where signage deficits are identified e.g. horse riding;
- General trail etiquette signage is currently being installed across Council's major reserves.

1.3 Horse friendly

- Council is currently undertaking works to ensure that signage of specific reserves correctly reflects local laws. Signage is being amended to show that horse riding is and always has been allowed in most of council's reserves and with specific focus on Bayview Conservation Area, Don & Christine Burnett Conservation Area, Ford Road Conservation Area, Scribbly Gums Conservation Area, Weippin St Conservation Area, Emu Street Bushland Refuge, Greater Glider Conservation Area, Judy Holt Bushland Reserve, Sandy Creek Conservation Area, Swamp Box Conservation Area, Swamp Box Conservation Area, Wallaby Creek Bushland Refuge and Eastern Escarpment Conservation Area.

1.4 A better web presence

- Council's web page is being modified currently to include more outdoor recreation specific web pages. PDF maps are being developed for the website. Officers envisage a website similar to that constructed by Stromlo Forest Park which would include maps of the easy access loops, beginner's loops and right up to longer, more challenging circuits. http://www.stromloforestpark.com.au/facilities/bike-park
- Council's new publicly available Red-E-Map now incorporates the city's trails network.

1.5 Using social media

- A Facebook page has been created (independently) for the Redlands Track Park and posts are effectively reaching users interested in this style of outdoor recreation experience. The page has also enabled Council staff to react to issues with the reserve such as trees across the track and unlawful use. The page has also allowed many patrons to voice their pleasure with the trails and the efforts of Council so is a good feedback mechanism.

1.6 Easy access

- A full mainland audit of Council's reserves has been undertaken to identify where access points must be adjusted to allow safer and more suitable access for pedestrians, cyclists and horse riders. The project identifies maps and designs easy access improvements to conservation areas and waterways for a range of outdoor recreation activities.

1.7 Trailhead and staging area

- Staging areas are required in Council's popular reserves that are and could host outdoor recreation events. They consist of car and float parking areas, an event starting area, setting up space, food, drink, first aid, sponsor and areas, bike storage and toilets.
- A staging area is being developed in the Bayview Conservation Area to cater for outdoor recreation events.
- The Clarke Street Reserve will be the 'front door' to the Redland Track Park and is currently being formalised to include beginner trails and connection trails to the larger track park area and new trailheads.
- Other reserves will be considered for the formalisation of staging facilities.

1.8   Regional trails

- The City Spaces Strategy Unit is currently working with other groups, councils and the state government to create multi-use recreational trails across the region (regional trails). These are across tenures such as public land, trustee land and National Parks. One current connection that is being planned between Logan City Council, Redland City Council, SEQ Trails Alliance and Brisbane South Mountain Bike Club (BSMC) is a connection along Gramzow Road, Mt Cotton which could join Cornubia State Forest and Daisy Hill State Forest with the Bayview Conservation Area.
- The above project is being investigated and consultation is occurring with neighbours. Funding is currently be sought by Brisbane South Mountain Bike Club. If this trail section can go ahead funding will be required for fencing to limit any impacts to adjacent privately owned land.

Attachment 2

The following studies and plans provide background information to this project:

- The Seven Cs Strategy
- The Redland Open Space Strategy
- Redland City Tourism Strategy and Action Plan
- Redland Economic Development Framework
- Conservation Land Management Strategy
- Individual Land Management Plans for conservation areas
- Redland Track Park Concept and Development Plan
- Redland Cycling and Pedestrian Strategy
- RV Parking Guide
- Estimating the economic impacts of festivals and events : a Research Guide, (2002)
- Janeczko.B , Mules.T and Ritchie. B., CRC for Sustainable Tourism Pty Ltd
- Queensland Mountain Bike User Survey: QORF (2013)
- Measuring the contribution of the outdoor Sector in Queensland Synergies: 2012, Economic Consulting Pty Ltd for QORF

11.5.6 BUS SHELTER ADVERTISING - FEES AND CHARGES AMENDMENT

Objective Reference:	A253866 **Reports and Attachments (Archives)**
Attachment:	**Fees and Charges Schedule**
Authorising Officer:	**Gary Soutar** **General Manager Infrastructure and Operations**
Responsible Officer:	**Murray Erbs** **Group Manager City Infrastructure**
Report Author:	**Christine Cartwright** **Adviser Infrastructure Projects**

PURPOSE

The purpose of this report is to seek Council approval to amend the 2015/2016 fees and charges schedule as detailed.

BACKGROUND

Advertising on bus shelters in the Redlands continues to provide an alternative source of revenue for Council. There are 2 types of bus shelter advertising available, including:

1. illuminated – managed by Adshel under a long-term agreement with Council; and

2. non-illuminated – managed by Council through individual agreements with local businesses.

The changes proposed are for non-illuminated advertising as currently managed by the City Infrastructure group.

ISSUES

The fees and charges structure for the bus shelter advertising was amended in December 2013 to a flat rate pricing structure per panel type and location after a benchmarking exercise indicated that the fees payable at that time were inflated compared to other neighbouring Councils.

Since then, with the incentive of lower, simplified fees per month, vacancy across the network has dropped by 25%, a position that has been maintained for over a year.

In a recent survey of existing advertising clients, 44% indicated that current payment methods (of credit card over the phone, payment over counter and by cheque) were not convenient for their business, with 63% indicating that it would be more convenient to pay via Bpay if it was available. In response to this, the business is now being transitioned from Finance 1 (manual invoicing) to Property & Rating (P&R) to enable more efficient automated invoicing, communication and expanded payment methods to include Bpay.

This transition is also enabling the business to move from using an 8-page contract to a simplified application form and set of standard terms and conditions, enabling clients to change, add or remove bookings for various sites with less paperwork and faster turnaround.

Moving to P&R will also enable quarterly invoicing on a pro-rata basis, opposed to mid-monthly manual invoicing. It is anticipated that less frequent invoicing, with an additional payment method option (Bpay) will reduce outstanding payments and debtor issues.

To add to this simplification, the business will also be reducing adspace fees by 10% and consolidating installation/removal/relocation fees to a single once-off payable application fee to continue the incentive to lease multiple adspace on mainland, Southern Moreton Bay Islands (SMBI) or North Stradbroke Island (NSI), as no other discounting (other than not-for-profit organisations) currently applies. This will also ensure that our fees remain competitive with Adshel (Brisbane and Logan market) long-term. Attachment 1 shows the schedule of existing and proposed fees and charges.

All proposed changes are set out in Attachment 1.

STRATEGIC IMPLICATIONS

Legislative Requirements

There are no identified legislative requirements.

Risk Management

By enabling pro-rata quarterly invoices through the revision of current fees and charges, the risk of outstanding accounts and debtor issues can be mitigated prior to the commencement of a billable period and can be actioned accordingly, reducing turnaround time for vacancy and new leases for in-demand sites.

Financial

Previously revised fees in December 2013 have already helped reduce vacancy by 30%. By dropping the adspace charges by 10%, this aligns with competitors' GST inclusive fees in other areas. This will also form part of the incentive for new and existing clients to pay on a pro-rata quarterly basis under the new P&R invoicing to commence 1 December 2015.

People

Through amending fees to a quarterly charge and consolidating panels fees for installation/removal and relocation to a single once-off panel maintenance fee, staff time in updating accounts and manual invoicing will be significantly reduced, creating time and cost efficiencies for the business.

Environmental

There are no identified environmental implications.

Social

There are no identified social implications.

Alignment with Council's Policy and Plans

Proposed changes remain compliant with existing Council documents including:

- Local Law No.11 (Control of Signs).

Proposed changes will require amendment to the following existing Council documents:

- POL-2873 Leasing of Advertising Space on Bus Shelters and Seats;
- GL-2873 Leasing of Advertising Space on Bus Shelters and Seats; and
- PR-2873-001 Bus Shelter Advertising.

These documents will be updated prior to 1 March 2016 when the first quarterly invoice under the new P&R system will be issued.

CONSULTATION

- Group Manager, City Infrastructure Group;
- Management Accountant Commercial Business, Financial Services Group;
- Group Business Support Officer, City Infrastructure Group; and
- Senior Applications Support Officer, Information Management Group.

OPTIONS

1. That Council resolves to adopt amendments to the 2015/2016 fees and charges schedule to reflect the changes to the advertising on bus shelter pricing structure including:

   a. Consolidation of removal/relocation/installation fees to a single once-off payable 'Panel Maintenance' fee charged per panel quantity; and

   b. Amendment of 'adspace' fees for the Mainland, SMBI and NSI from a monthly fee to a quarterly pro-rata fee

2. That Council resolves not to adopt the amendment to the 2015/2016 fees and charges schedule.

**OFFICER'S RECOMMENDATION/
COUNCIL RESOLUTION**

Moved by: **Cr P Gleeson**
Seconded by: **Cr M Edwards**

That Council resolves to adopt amendments to the 2015/2016 fees and charges schedule to reflect the changes to the advertising on bus shelter pricing structure including:

1. Consolidation of removal/relocation/installation fees to a single once-off payable 'Panel Maintenance' fee charged per panel quantity; and

2. Amendment of adspace fees for the mainland, SMBI and NSI from a monthly fee to a quarterly pro-rata fee.

CARRIED   10/0

Crs Boglary, Ogilvie, Hewlett, Edwards, Elliott, Talty, Beard, Gleeson, Bishop and Williams voted FOR the motion.

Cr Hardman was not present when the motion was put.

Attachment 1: Proposed Fees and Charges 2015/2016 for Advertising on Bus Shelters

SGA	Description	Unit	15-16 Base Charge $	GST $	15-16 Final Charge $	Type	Details of Fee History:	Section of Local Government Act 2009 under which	Governing specific legislation (whether an Act or Local Law)	Usual Revenue Account Number
	CITY INFRASTRUCTURE GROUP									
	ADVERTISING ON BUS SHELTERS									
351	**Installation/Removal/Relocation of Panels**									
	Panel Maintenace, 1 to 2 Panels Booked	Up-front payment per Application	109.09	10.91	120.00	C	Full Cost Price		RCC Local Law 11	30165.351.6094.621027
	Panel Maintenace, 3 to 5 Panels Booked	Up-front payment per Application	218.18	21.82	240.00	C	Full Cost Price		RCC Local Law 11	30165.351.6094.621027
	Panel Maintenace, 6 or more Panels Booked	Up-front payment per Application	327.27	32.73	360.00	C	Full Cost Price		RCC Local Law 11	30165.351.6094.621027
	Mainland Bus Shelters and Terminals Adspace									
	Lead OR Trail Panels, Full or Split	Quarterly per Panel	450.00	45.00	495.00	C	Benchmarked		RCC Local Law 11	30165.351.0312.621027
	Lead OR Trail Panels, Half	Quarterly per Panel	218.18	21.82	240.00	C	Benchmarked		RCC Local Law 11	30165.351.0312.621027
	Lead OR Trail Panels, Small (< 700mm x 1100mm)	Quarterly per Panel	95.45	9.55	105.00	C	Benchmarked		RCC Local Law 11	30165.351.0312.621027
	Seats (3 Panels)	Quarterly per Seat	300.00	30.00	330.00	C	Benchmarked		RCC Local Law 11	30165.351.0312.621027
	Not-for-Profit Lead OR Trail Panels, Full/Split/Half/Small	Quarterly per Panel	0.00	0.00	0.00	C	Benchmarked		RCC Local Law 11	30165.351.0312.621027
	SMBI and NSI Bus Shelters and Terminals Adspace									
	Lead OR Trail Panels, Full or Split	Quarterly per Panel	231.82	23.18	255.00	C	Benchmarked		RCC Local Law 11	30165.351.0312.621027
	Lead OR Trail Panels, Half	Quarterly per Panel	109.09	10.91	120.00	C	Benchmarked		RCC Local Law 11	30165.351.0312.621027
	Lead OR Trail Panels, Small (< 700mm x 1100mm)	Quarterly per Panel	81.82	8.18	90.00	C	Benchmarked		RCC Local Law 11	30165.351.0312.621027
	Not-for-Profit Lead OR Trail Panels, Full/Split/Half/Small	Quarterly per Panel	0.00	0.00	0.00	C	Benchmarked		RCC Local Law 11	30165.351.0312.621027

11.5.7 THORNESIDE INLET WORKS AND PUMP STATION 6 UPGRADES

Objective Reference:	**A405509** **Reports and Attachments (Archives)**
Attachment:	**Resolution February 2015**
Authorising Officer:	**Gary Soutar** **General Manager Infrastructure & Operations**
Responsible Officer:	**Bradley Taylor** **Group Manager Water & Waste Infrastructure**
Report Author:	**Pamela Ring** **Infrastructure and Planning Engineer**

PURPOSE

The purpose of this report is to update a previously granted resolution due to changes that have occurred with the Thorneside wastewater treatment plant (WWTP) inlet works upgrade. Previously a resolution was granted on 11 February 2015 from Council to delegate authority to the Chief Executive Officer (CEO) to accept the tenders and make, vary and discharge all contracts over $2,000,000 (including GST) for the Thorneside WWTP inlet works upgrade and the pump station (PS) 6 upgrade in the 2014/2015 financial year approved budget.

This report seeks to encompass the previous resolution for financial year 2014/2015 and extend it to financial year 2015/2016. This report also highlights the bypass works which will be part of the same tender for the Thorneside WWTP inlet works upgrade.

BACKGROUND

Previously this report was submitted and a Council resolution was granted. The Thorneside WWTP inlet and bypass works upgrade is currently ongoing and procurement has advised that the resolution now needs to be for financial year 2015/2016. The Thorneside inlet and bypass works will cost $3.5 million, an increase of approx. $1.5 million from the initial projected costing and hence needs to be updated in the Council resolution. The 2015/2016 approved capital and operational works program consists of 2 projects for the Thorneside WWTP inlet works upgrade and also the bypass works, valued in combination over $2,000,000 (including GST).

At its General Meeting held in October 2013, Council delegated authority to the CEO to make, vary and discharge contracts that do not exceed $2,000,000 (including GST) where:

- the spending of funds to be incurred by making, varying or discharging the contract has been provided for in an approved budget for the financial year when the making, varying or discharging happens, or

- the spending of funds to be incurred has been provided for in a budget pending adoption by Council (s.522 of the *Local Government Act*).

Over the last few financial years, the Water & Waste Infrastructure group has presented reports to Council requesting that authority be delegated to the CEO to make, vary and discharge contracts for various tenders with a value over $2,000,000 (including GST). This process has been used to assist with expediting the contract award process and delivery of the project.

In the 2015/2016 financial year, the Water & Waste Infrastructure group has identified the combined projects - Thorneside WWTP inlet works upgrade and bypass works which will require that tenders be sought with an estimated value over $2,000,000 (including GST).

ISSUES

It is anticipated that in the 2015/2016 financial year, under the current process of seeking delegated authority for individual projects, that an individual report on a project with tenders with an estimated value over $2,000,000 (including GST) would be presented to Council by the Water & Waste Infrastructure group seeking Council resolution to delegate authority to the CEO to make, vary and discharge the individual contract.

Council resolution is being sought to delegate authority to the CEO to make, vary and discharge the contracts associated with the Thorneside WWTP inlet and Bypass works upgrade. This resolution will cover the project in question covering a contract over $2,000,000 including GST that is to be awarded to the successful tenderer. The tender value in each case is estimated to be greater than $2,000,000.

This delegation will assist Council by reducing the timing for the tender process so that the awarding of the contract is not dependent on Council meeting dates which will expedite the process.

The projects in question are to be managed by the Water & Waste Infrastructure group in the 2015/2016 financial year and have been approved as part of the 2015/2016 budget approval process. The projects are major capital works project.

Should Council decide not to delegate authority to the CEO it may result in delays with the awarding of contracts and the construction of the projects which could lead to additional costs to Council.

STRATEGIC IMPLICATIONS

Legislative Requirements

Under S.238, Entering into a contract under a delegation of the *Local Government Regulation 2012*, Council delegated authority to the CEO to enter, negotiate, and conclude contracts and purchasing arrangements under the provisions of the *Local Government Act 2009* and *Local Government Finance Standards* (general meeting minutes October 2013) up to $2,000,000 (including GST).

Under S.259 Delegation of the Chief Executive Officer powers of the *Local Government Act 2009,* the CEO has the authority to delegate to the general managers and other Council officers to accept quotations and tenders and enter into contracts subject to the following conditions:

a)   an instrument of delegation has been issued and signed by the CEO;

b)   the value of the contract is within the limits and conditions outlined in the instrument of delegation; and

c)   the delegate has attended Purchasing and Technology One training.

Risk Management

No risk implication.

Financial

The project mentioned in this report is an approved project for the 2015/2016 financial year and have been approved as part of the budget approval process.

The Thorneside WWTP Inlet Project has a current budget of $2,870,000 for financial year 2015/2016. The Thorneside WWTP Bypass Project has a current budget of $50,000 for financial year 2015/2016.

It should be noted that these projects are being constructed under a lump sum tender arrangement.

People

No implication on people.

Environmental

No environmental implication.

Social

No social implication.

Alignment with Council's Policy and Plans

The recommendation primarily supports Council's strategic priority outlined in Redland City Council Corporate Plan 2010-2015:

Outcome 9: "An efficient and effective organisation" – Council is well respected and seen as an excellent organisation which manages resource in an efficient and effective way.

Specifically Outcome 9.7: "Develop our procurement practices to increase value for money within an effective governance framework".

CONSULTATION

The following have been consulted in the preparation of this report and are supportive of the recommendation:

- Senior Procurement Officer;
- Senior Commercial Finance Accountant;
- Group Manager Water & Waste Infrastructure;
- General Manager Infrastructure & Operations.

OPTIONS

Option 1

That Council resolves to delegate authority to the Chief Executive Officer, under s.257(1)(b) of the *Local Government Act 2009* to:

1. Accept the tenders and make, vary and discharge all contracts over $2,000,000 including GST for the Thorneside WWTP inlet and Bypass works upgrade in the 2015/2016 financial year approved budget;

2. Sign and amend all relevant documentation.

Option 2

That Council resolve to not delegate this authority to the CEO which may result in delays with the awarding of contracts and the construction of the project which could lead to additional costs to Council.

**OFFICER'S RECOMMENDATION/
COUNCIL RESOLUTION**

Moved by: Cr P Gleeson
Seconded by: Cr M Edwards

That Council resolves to delegate authority to the Chief Executive Officer, under s.257(1)(b) of the *Local Government Act 2009* to:

1.   Accept the tenders and make, vary and discharge all contracts over $2,000,000 including GST for the Thorneside WWTP inlet and Bypass works upgrade in the 2015/2016 financial year approved budget;

2.   Sign and amend all relevant documentation.

CARRIED   11/0

Crs Boglary, Ogilvie, Hardman, Hewlett, Edwards, Elliott, Talty, Beard, Gleeson, Bishop and Williams voted FOR the motion.

11.4.3 THORNESIDE INLET WORKS AND PUMP STATION 6 UPGRADES

Dataworks Filename:	WW Planning – Sewage Pump Stations
	WW Treatment Plants – Thorneside WWTP
Authorising/Responsible Officer:	
	Gary Soutar
	General Manager Infrastructure &
	Operations
Author:	**Scott McMurray**
	Senior Process Engineer

PURPOSE

The purpose of this report is to seek resolution from Council to delegate authority to the Chief Executive Officer (CEO) to accept the tenders and make, vary and discharge all contracts over $2,000,000 including GST for the Thorneside wastewater treatment plant (WWTP) inlet works upgrade and the pump station (PS) 6 upgrade in the 2014/2015 financial year approved budget.

BACKGROUND

The 2014/2015 approved capital and operational works program consists of a project for the Thorneside WWTP inlet works upgrade and PS6 upgrade valued over $2,000,000 including GST.

At the General Meeting held October 2013, Council delegated authority to the CEO to make, vary and discharge contracts that do not exceed $2,000,000 including GST where:

- The spending of funds to be incurred by making, varying or discharging the contract has been provided for in an approved budget for the financial year when the making, varying or discharging happens, or

- The spending of funds to be incurred have been provided for in a budget pending adoption by Council (s.522 of the *Local Government Act*).

Over the last few financial years, the Water & Waste Infrastructure group has presented reports to Council requesting that authority be delegated to the CEO to make, vary and discharge contracts for various tenders with a value over $2,000,000 including GST. This process has been used to assist with expediting the contract award process and delivery of the project.

In the 2014/2015 financial year, the Water & Waste Infrastructure group has identified projects, Thorneside WWTP inlet works upgrade and PS6 upgrade, which will require that tenders be sought with an estimated value over $2,000,000 including GST.

ISSUES

It is anticipated that in the 2014/2015 financial year, under the current process of seeking delegated authority for individual projects, that an individual report on a project with tenders with an estimated value over $2,000,000 including GST would be presented to Council by the Water & Waste Infrastructure group seeking Council

resolution to delegate authority to the CEO to make, vary and discharge the individual contract.

Council resolution is being sought to delegate authority to the CEO to make, vary and discharge the contracts associated with the Thorneside WWTP inlet works upgrade and PS6 upgrade. This resolution will cover the project in question covering a contract over $2,000,000 including GST that is to be awarded to the successful tenderer. The tender value in each case is estimated to be greater than $2,000,000.

This delegation will assist Council by reducing the timing for the tender process so that the awarding of the contract is not dependent on Council meeting dates which will expedite the process.

The projects in question are to be managed by the Water & Waste Infrastructure group in the 2014/2015 financial year and have been approved as part of the 2014/2015 budget approval process. The projects are major capital works projects.

Should Council decide not to delegate authority to the CEO it may result in delays with the awarding of contracts and the construction of the projects which could lead to additional costs to Council.

STRATEGIC IMPLICATIONS

Legislative Requirements

Under S.238, Entering into a contract under a delegation of the *Local Government Regulation 2012*, Council delegated authority to the CEO to enter, negotiate, and conclude contracts and purchasing arrangements under the provisions of the *Local Government Act 2009* and *Local Government Finance Standards* (general meeting minutes October 2013) up to $2,000,000 (including GST).

Under S.259 Delegation of the Chief Executive Officer powers of the *Local Government Act 2009,* the CEO has the authority to delegate to the general managers and other Council officers to accept quotations and tenders and enter into contracts subject to the following conditions:

a) an instrument of delegation has been issued and signed by the CEO;

b) the value of the contract is within the limits and conditions outlined in the instrument of delegation; and

c) the delegate has attended Purchasing and Technology One training.

Risk Management

No risk implication.

Financial

The projects mentioned in this report are approved projects for the 2014/2015 financial year and have been approved as part of the budget approval process.

It should be noted that these projects are being constructed under a lump sum tender arrangement.

The Thorneside Inlet Project has a current budget of $2,000,000 and the PS6 Upgrade has a current budget of $3,000.000.

People

No implication on people.

Environmental

No environmental implication.

Social

No social implication.

Alignment with Council's Policy and Plans

The recommendation primarily supports Council's strategic priority outlined in Redland City Council Corporate Plan 2010-2015:

Outcome 9: "An efficient and effective organisation" – Council is well respected and seen as an excellent organisation which manages resource in an efficient and effective way.

Specifically Outcome 9.7: "Develop our procurement practices to increase value for money within an effective governance framework".

CONSULTATION

The following have been consulted in the preparation of this report and are supportive of the recommendation:

- Senior Procurement Officer;
- Senior Commercial Finance Accountant;
- Group Manager Water & Waste Infrastructure;
- General Manager Infrastructure & Operations.

OPTIONS

Option 1

That Council resolves to delegate authority to the Chief Executive Officer, under s.257(1)(b) of the *Local Government Act 2009* to:

1. Accept the tenders and make, vary and discharge all contracts over $2,000,000 including GST for the Thorneside WWTP inlet works upgrade and the PS6 upgrade in the 2014/2015 financial year approved budget;

2. Sign and amend all relevant documentation; and

3. Enter into a contract in a timely manner.

Option 2

That Council resolve to not delegate this authority to the CEO which may result in delays with the awarding of contracts and the construction of the project which could lead to additional costs to Council.

OFFICER'S RECOMMENDATION/
COUNCIL RESOLUTION

Moved by: Cr P Gleeson
Seconded by: Cr P Bishop

That Council resolves to delegate authority to the Chief Executive Officer, under s.257(1)(b) of the *Local Government Act 2009* to:

1. **Accept the tenders and make, vary and discharge all contracts over $2,000,000 including GST for the Thorneside WWTP inlet works upgrade and the PS6 upgrade in the 2014/2015 financial year approved budget;**

2. **Sign and amend all relevant documentation; and**

3. **Enter into a contract in a timely manner.**

CARRIED   11/0

11.5.8 WASTE REDUCTION AND RECYCLING PLAN 2015-2020

Objective Reference:	**A297704** **Reports and Attachments (Archives)**
Attachments:	**Waste Plan Consultation Summary** **Waste Reduction and Recycling Plan 2015-2020**
Authorising Officer:	**Gary Soutar** **General Manager Infrastructure and Operations**
Responsible Officer:	**Bradley Taylor** **Group Manager Water and Waste Infrastructure**
Report Author:	**Paula Kemplay** **Principal Waste Planner**

PURPOSE

Council has a legislative requirement to develop a Waste Reduction and Recycling Plan (the Plan) which is commonly referred to as a waste strategy, by the end of December 2015. A draft Plan from 2015 to 2020 was developed and underwent public consultation from 14 September to 9 October 2015.

Following consultation, some amendments were made and the final Plan is now submitted to Council for adoption.

BACKGROUND

Waste strategy workshops were held with Councillors to inform them of the draft plan prior to public consultation.

ISSUES

The Plan sets direction for increasing recycling and resource recovery and builds on the previous 10-year plan that the community has already endorsed. It highlights achievements from the past 5 years and sets objectives and targets and an implementation plan for the next 5 from 2015 to 2020.

The revised Plan was available from Council's website, customer service centres and libraries. There were 206 visits to the website, 79 downloads of the document and a total of 6 survey/email responses with the depth and breadth of issues raised being quite broad. These responses are attached to the report. The themes in the responses covered the following points:

(1) **Reuse**: tip reuse points on islands, community education to reuse waste, "at home" food and green waste reduction, selling compost at waste transfer stations;

(2) **Waste and litter reduction**: smaller waste bins as standard issue, financial incentives for smaller bins, container deposit scheme, plastic bag ban, more "at home" waste reduction, community education on waste reduction;

(3) **Improved recycling**: weekly recycling, expansion of recyclable drop-off areas on islands, more public place recycling at sports venues, community education on the recycling process;

(4) **Green waste**: optional green bin on islands, processing green waste on islands, selling compost at waste transfer stations (WTFs);

(5) **Technology**: use of regional Alternative Waste Technology (AWT), energy from green waste;

(6) **Infrastructure**: strategic planning of new waste infrastructure, demand management at WTFs.

Where points were either added to the Plan, or could not be accommodated, this is stated in the attachment against each submission. The changes that were incorporated into the Plan are summarised as follows:

• new sustainability bin set for islands 140L waste/340L recycling;

• commitment to price optional green waste collection on islands in next collection tender (and updated wording in action 6 of implementation plan);

• inclusion of reference to alternative green waste providers who can turn green waste into renewable energy;

• updates on the recent commencement of island reuse contracts at Macleay and Russell Island WTSs and updated wording in action 9 of implementation plan for consideration of other sites as opportunities arise;

• new action 14 in implementation plan to review locations of public place recycling bins at sporting/community venues in consultation with the clubs

STRATEGIC IMPLICATIONS

Legislative Requirements

Producing and adopting the Plan is a statutory requirement under the Queensland *Waste Reduction and Recycling Act 2011 (the Act)*. The adoption of the attached Plan to this report will comply with legislation.

Risk Management

Changes to external regulations or policies may trigger an early review of this Plan ahead of the statutory 3-year review under the Act.

Financial

The Plan includes an action plan and the relative cost impacts of each action, i.e. low, medium and high are stated. Budget requests will be considered as per the existing Council processes.

People

The Plan includes units within council that will be responsible for delivering upon the various implementation actions.

Environmental

The Plan sets out a process for increasing resource recovery and greater diversion of waste to landfill which will have associated environmental benefits.

Social

Continued education and engagement with various stakeholders in the Redland community will be required to maximise the effectiveness of reaching the stated targets in the Plan.

Alignment with Council's Policy and Plans

The Plan aligns with the green living section of the Corporate Plan 2015-2020 specifically 2.3 that Council's waste management plans address current and future needs and 2.4 that Council and the community actively recycle and reduce waste.

CONSULTATION

The following were consulted in finalising the Plan:

- Service Manager RedWaste;

- Waste Education Officer;

- Service Manager City Sports & Venues;

- Acting Parks & Conservation Services Manager;

- Management Accountant Commercial Business & Infrastructure; and

- Communications Adviser.

OPTIONS

1. That Council resolves to adopt the Waste Reduction and Recycling Plan 2015-2020 as attached.

2. That Council resolves not to adopt the Waste Reduction and Recycling Plan 2015-2020 with amendments

**OFFICER'S RECOMMENDATION/
COUNCIL RESOLUTION**

Moved by: **Cr P Gleeson**
Seconded by: **Cr A Beard**

That Council resolves to adopt the Waste Reduction and Recycling Plan 2015-2020 as attached.

CARRIED 11/0

Crs Boglary, Ogilvie, Hardman, Hewlett, Edwards, Elliott, Talty, Beard, Gleeson, Bishop and Williams voted FOR the motion.

	Verbatim consultation responses					RCC understanding and response
#	What do you think Council's waste priorities should be over the next five years?	Do you agree with Council's six objectives outlined in the strategy?	Do you agree with Council's balanced approach (versus best practice and minimal approaches) to waste targets?	Do you agree with the action plan outlined in the revised waste strategy?	Are there any other comments you would like to make?	Themes	
1	REUSE - allow reuse of tip items. Reuse is the BEST form of recycling because it requires no further energy use/transportation costs etc.. to reduce land fill. SMBI - allow green waste collection and processing ON the Islands. Reduce unnecessary transportation costs. Provide green bins and green collection on the Islands. REDUCE WASTE - by providing smaller waste bins; collecting recyclables every week; education; allowing tip re-use.	Yes	Yes	No Answer	GREEN WASTE BINS: we have no green collection and there is no processing of green waste on the Island, which is such a wasted opportunity as most of us are very keen gardeners and would like to access the mulch created: rather than have to pay to have what is driven to the tip trucked off the Island. RECYCLING: As I compost my household biodegradable scraps I produce very little rubbish, so (with most packaging recyclable these days) have more recycling than rubbish like many people I know. But for some reason recycling is only collected half as often as rubbish. Why? You are only encouraging more stuff for land fill. BIN SIZES: As I live alone, like many on the Island, I only need to put my bins out about every 6 to 8 weeks (even then they are never full) making it a very expensive service for me. The option to buy smaller bins and have my large ones taken off me is such a small saving that it is not worth the trouble. I suggest you phase in smaller bins as standard, drop the price accordingly and charge people additional for extra bins or larger bins. RE-USE: Transportation to and from the Islands is always an extra for us in cost, time and logistics. To see items at the tip which could be re-used but is not allowed is ridiculous. We want to be able to re-use our waste where ever possible; because Re-use is the ULTIMATE in recycling because it requires no additional energy to transport it, sort it, recycle it.	Tip reuse points on Islands Optional green bin on islands Process greenwaste on islands Smaller waste bins as standard Financial incentives for smaller bins Weekly recycling Community education to reuse waste	The Bay Islands Community Service (BICS) have access to salvaged materials at the Macleay and Russell Island WTS for reuse. The transfer station staff segregate material as it is delivered to site according to products sought by BICS, who then collect on a regular basis for distribution back to the community. A review of this service and possible expansion to other island sites will occur during the lifetime of this Plan. Optional green waste bin costs for the islands to be considered during next collection tender process Feasibility report on green waste processing and reuse on the islands to be undertaken and added as an action to the implementation plan A "sustinability bin set" for the Islands of 140W /340 R will be made available to improve recycling bin capacity and allow smaller waste bins at the same time. Bin charges are already set according to full cost pricing models and weighted against the bin size. Should Council wish to subsidize the smaller bins, this is against the commercial aspect of RedWaste and it would have to be funded via a Community Service Obligation from other Council revenue. Residents need a range of bin sizes to cater for different household sizes and other needs and so smaller bins cannot be made standard. Other options residents have is to order an extra recycling bin or take excess recyclables to the Island Waste Transfer Stations. There is no forseeable opportunity to change recycling collections from fortnightly to weekly at this stage. Waste education plan targets "at home" waste reduction topics such as reducing organics, sustainable gardening and shopping, reuse, repair and upcycling
2	Decreasing landfill volumes by - a. expanding waste processing capabilities. e.g. Accelerated composting and plastics pyrolysis facility shared with other Councils b. initiate a task force including LGA members and State Gov't to eventually install strategic processing facilities for SE Qld. (high population density and limited landfill opportunities)	Yes	Yes	Yes	There is a need to expand the collection facility at the SMBI transfer stations to include e-waste and polystyrene. Lamb and Karragarra could have small receptacles that could be taken by council vehicles (utes) in the normal course of business to Macleay or Russell.	Use of regional Alternative Waste Technology (AWT) Strategic planning of new waste infrastructure Expansion of recyclable drop off areas on islands	RCC will continue to keep a watching brief on AWT as per the benchmarking section. Regional collaboration for shared services and infrastructure remains a key objective in the Plan. Through the Council of Mayors there may be new stratgec planning opportunities for services, markets and infrastructure in the future. North Stradbroke, Russell and Macleay Islands are provided with regular annual electronic waste collections. Expansion of this to other islands will be considered on merit. Polystyrene collections on the islands are not considered cost effective at this stage.
3	RCC waste priorities are generally positive. I like the idea of educating, and encouraging fewer foodstuffs into landfill. Personally we have worms farm boxes a compost box, and bury into the soil in the garden leading to improved soil, less odour and less landfill and greenhouse gas production.	Yes	Yes	Yes	Actions: Objective 3.17 - Units and high density areas could utilise visually appealing collection points seen in Portugal re photo below. Allocation of collection space for re use items at point of deposit, ie Macleay, etc reducing freight costs to the mainland.	Community education for"at home" waste reduction of food organics Visually appealing collection points Tip reuse points on islands	Waste education plan targets "at home" waste reduction topics such as reducing organics and sustainable gardening It is acknowledged there are some different collection systems around the world. In Australia the collection system is different to Europe and built around automated lifting wheelie bins and bulk bins. There would be significant cost implications of reconfiguring areas and procuring different truck types to service containers below ground. See information above for #1 on BICS regarding reuse of items at Island WTS. The reuse on Maclay and Russell Island transfer stations is noted in the Infrastructure Schedule of the Plan.
4	More public place recycling and better 'at home' waste reduction through community education	Yes	Yes	Yes	As an extension of item 19 'additional recycling at tourist destinations' I think more recyclables could also be captured by putting more recycling bins at sporting fields. For example, having a regular yellow-topped bin beside every red-topped bin at Cleveland showgrounds could capture the many 'sports drinks' bottles that go into the bins each week. As many people don't like to re-use these, most go into the bin.	More public place recycling at sports venues More "at home" waste reduction Community education on waste reduction	RCC supports increased opportunities to recycle across the City and will undertake a review of recycling bin numbers and locations in partnership with sporting clubs
5	Encouraging more use of green waste to be used in renewable energy sources, the banning of plastic bags throughout the city, a return deposit on drink containers, more advertising of the use of worm farms in individuals own gardens to improve soils to avoid chemical fertilisers, composting of green waste in individuals own gardens, selling of compost from waste transfer stations of excess green waste that could have been turned into compost at a specific facility,	No Doesn't look at enough variables	No council needs to take more action	No with the added population coming into our area, our waste transfer stations will be overflowing, council needs to be more active.	No Answer	Energy from greenwaste Plastic bag ban container deposit scheme "At home" food and green waste reduction selling compost at Waste Transfer Stations Demand management at Waste Transfer Stations	RCC tenders out the green waste off site processing and companies that can use this as a renewable fuel source can bid as can composting companies. RCC selects the overall best value for money submission. The Queensland government is investigating options to better manage plastic bags and container deposit schemes and RCC through the Local Government Association of Queensland is respresented in that process The waste education plan targets "at home" waste reduction topics such as reducing organics and sustainable gardening RCC acknowledges more work can be done to make composted green waste available to the public. A project is being discussed through the Council of Mayors and this is an area that will be further explored under action 22 RCC will continue to monitor the effectiveness of the proposed demand management approaches as identified in section 21. More action or further adjustments may be required.
6					In order to improve the recycling rate to meet the targets outlined, I would suggest that more communication occur in relation to where the recycled material goes to get reprocessed into new materials. Confidence in the environmental advantage of the recycling process will lead to greater participation	Community education on recycling process	Communication messages on what happens to recyclables after they are collected and the associated environmental benefits has been added to the Waste Education Action Plan

Redland City

Waste Reduction and Recycling Plan

2015 – 2020

Contents

Message from the Mayor

Waste is an unavoidable reality of modern life. Fuelled by consumerism and technological advances, the amount of 'rubbish' we throw out every week has continued to increase over recent decades, a trend that is both damaging for the environment and unsustainable for the future of the planet.

The essence of our enviable lifestyle in the Redlands stems from our magnificent natural environment. From our picturesque hinterland to the coastal plains, foreshores, waters and islands of Moreton Bay, the Redlands truly is the best place to live, work, play and do business. Managing our resources is a must for a sustainable future.

Here at Redland City Council, we know our approach to waste management makes a difference to our local community, our region and the world around us. The more we can recycle, reuse and recover, the less waste needs to go to landfill.

Green living is a priority for Council. We know our choices impact quality of life for 150,000 residents who call the Redlands home, as well as future generations. As our population grows, so too does the volume of waste produced and adopting a sustainable and energy efficient approach to waste management and resource recovery is essential for the future.

With kerbside waste collected from approximately 55,000 properties each week, along with fortnightly recycling collections, optional green waste bins on the mainland and a network of eight transfer stations on the mainland and islands, waste management is a significant task across the city.

In 2014-15, our city managed 108,853 tonnes of waste, 95 per cent of it produced by households. Despite successful recycling programs, 53 per cent of domestic waste received was sent to landfill and no doubt included green waste, food waste and recyclables that could have been diverted. While we are performing better than average across the wider South East Queensland region, which recorded a 37 per cent resource recovery rate in 2012-13, there is much room for improvement.

The *Waste Reduction and Recycling Plan 2015-2020* is Council's blueprint for waste management for our City over the next five years. Informed by stakeholder feedback and industry best practice, the plan will guide how the city continues to improve its waste management, to recover and reuse more resources and reduce the volume of useful material and organic matter going to landfill.

While there have been significant improvements in waste management over the past five years, attributed in part to the removal of domestic tip fees at Council's waste transfer stations in 2012, there is much to do over the next five years. This plan has been developed to ensure waste is managed appropriately in the Redlands today and into the future. It details objectives and targets and outlines our preferred approach to managing the city's waste until 2020.

Our aim is to provide an environmentally friendly waste management system that provides a high level of service to the community and is affordable. Our priority is to reduce the amount of waste that goes to landfill and improve recycling and resource recovery. To achieve our goal, we will focus on improving recovery rates, minimising food waste and ensuring green waste and recyclables are kept out of the waste bins.

Everyone has a role to play in the sustainable future of our city and the success of our waste management strategy. We are all part of the solution and together we can make a difference.

K Williams

Cr Karen Williams
Mayor of Redland City

1. Introduction

Waste management is an essential service for our community, yet it remains an environmental, social and economic challenge. This plan outlines actions for managing waste as a resource and associated infrastructure planning over the next five years.

Everyone has an opinion about waste management. For some, it conjures up negative images of excessive packaging, plastic bags, littering and illegal waste dumping. Others feel a strong sense of satisfaction with the convenience of kerbside recycling systems and ready access to tip shops and transfer stations, where they can donate items, find a bargain or dispose of bulky items and excess waste.

For Redland City Council (RCC), reducing, reusing and recycling waste is an opportunity to divert resources from landfill. Despite the success of RCC recycling programs, leading to a domestic resource recovery performance of 47 per cent in 2014-15, just over half of the total waste received is still sent to landfill.

The *Waste Reduction and Recycling Plan* (the Plan) aims to tip the balance the other way so that less than half of the waste is landfilled. This means greater focus on resource efficiency. Advancing resource efficiency means moving from a linear model (where resources are extracted, processed, used and then disposed) to a cyclical model (where resources are separated and recovered then recycled again and again).

The key points covering the need for improvement in waste and resource management include:

- The generation of waste is a symptom of inefficient use of resources, including water, energy, money and land assets.
- Waste production and disposal has environmental impacts from start to finish, from extraction of resources to disposal in landfill.
- The volume of waste is increasing over time, with population growth, improved standards of living and changing technology leading to greater consumption of goods.
- Inefficient management of finite resources leads to lost opportunities for economic development of new business activities and associated job creation.

- Local community assets such as landfills are gradually being filled and replacement sites are harder to find, meaning more waste has to be trucked further away from where it is generated. This leads to increased transport costs.

A key focus of this Plan is to minimise cost pressures by taking a practical and realistic approach to continuous improvement in recycling. The more recycling the Redlands community undertakes, the less waste will go to landfill. Recycling actions that can be undertaken relatively easily, quickly and without substantial investment are preferred.

Community involvement in both reducing waste generation and correct participation in the various services available is critical for success. Various education and awareness campaigns will be sustained to ensure knowledge is available to drive cultural change towards better waste avoidance behaviours.

Everyone has a role to play in reducing waste and ensuring that existing services are used efficiently. RCC is proud of its waste management achievements and is committed to continuing its service focus, with careful consideration of the required levels of service and infrastructure requirements.

> Despite the success of RCC recycling programs...over half of the total waste received is still sent to landfill.

2. What is waste?

There are three distinct types of waste depending on its composition and the reason why it was generated.

1. Municipal solid waste (MSW) / domestic

Municipal solid waste (MSW) is legally defined as domestic waste and forms the vast majority of waste that is RCC collects from kerbside wheelie bins and transfer stations. This is the main waste stream that RCC and the community can control in terms of how it is collected and managed, and the success of recycling diversion programs. The generation of domestic waste is predominantly driven by population, wealth and consumerism.

2. Commercial and industrial waste (C&I)

Commercial and industrial waste (C&I) is waste generated from commercial activities such as retail and hospitality. It varies in nature depending on the type of business. The generation of this waste is driven by economic activity. There are a number of private waste contractors that collect and dispose of C&I waste in the Redlands and the State Government has a responsibility to collect data on the volume of C&I waste.

3. Construction and demolition waste (C&D)

Construction and demolition waste (C&D) is generated from building, construction, refurbishment or demolition. The predominant waste materials from this source are concrete and soil, however, construction also generates timber, plastic, cardboard and other wastes such as plasterboard. The generation of this waste is driven by building approvals, construction and renovation activities.

Other types of waste include:

Disaster waste

Natural disasters, such as storms, create large fluctuations in the volume of municipal waste that can require additional temporary storage areas, such as at parks. RCC has been affected by tropical storms that have generated excess green waste, which has been collected and processed as a resource along with the regular green waste stockpiles at the waste transfer stations.

Regulated waste

Regulated waste is waste that is more hazardous by its nature. Special transport and disposal conditions apply to this type of waste. RCC manages a limited amount of regulated waste, such as asbestos and household hazardous waste.

Illegal dumping and littering

Illegal dumping and littering represents 'leakage' from the formal waste collection and disposal systems and can include any type of waste. Littering is smaller in scale and more widespread than illegal dumping, however, both occur at a cost to the RCC community.

Everyone has a role to play
in reducing waste...

3. About RCC and RedWaste

Redland City covers an area of 537 square kilometres, which includes mainland suburbs and six island communities. Located on Moreton Bay, RCC borders Brisbane City, Logan City and Gold Coast City Councils. Its economy includes retail, health and community, education, manufacturing and tourism.

RedWaste is a commercial business unit of RCC responsible for delivery of waste management collection and disposal activities across the mainland and islands. Key functions include:

- Collection of kerbside waste and co-mingled recyclables from approximately 55,000 properties
- Optional kerbside green waste collection (mainland only)
- Litter bin collection from streets, parks and reserves
- Provision of eight waste transfer stations (WTS) that receive other waste and resources generated within the RCC area
- RecycleWorld tip shop that sells reusable items
- Strategic waste planning and capital works delivery of new infrastructure and major projects.

RedWaste operates as a type 2 commercial business unit under Local Government legislation and includes both waste operations and waste planning unit. Full cost pricing applies to RedWaste services, which ensures the unit operates efficiently and provides a commercial financial return to Council.

All labour, plant and equipment, operations, materials processing including commodity trading and collections are outsourced to specialist contractors on a regular basis through a competitive tender process. Contract durations vary in length from two to 10 years or more, commensurate with the level of investment required and other forecasted changes. This approach enables RedWaste to test the market regularly and ensure the most cost-effective outcome for the community.

Other Council business units deliver associated services, including waste education, littering and illegal disposal clean-up and enforcement. This plan will ensure a coordinated response to various actions across the organisation.

There are no active operational landfills in the Redlands. Closed landfill management and remediation is outside the scope of this plan.

Map of Redland City including suburbs

Where are we now?

4. Key achievements since the last strategy

The *Sustainable Resources from Waste Plan 2010-2020* was adopted by RCC in June 2010. Significant community feedback from residents and businesses was sought during the development of this document, including online and other forums, a waste futures focus group and a business workshop.

The key objectives were to:
- Align with Federal and State Government waste reforms, together with community expectations for greater diversion of waste from landfill
- Support Council's transition to a new waste disposal solution after the closure of Birkdale Landfill
- Encourage waste minimisation and assist the community to increase resource recovery
- Set targets for waste reduction and recycling
- Focus on recovery of high priority items such as organic material
- Utilise partnerships and regional collaboration for cost-effective waste management solutions.

It is important to reflect on the achievements of the past five years (2010-2015) and how they have contributed to improved performance, in order to confidently move forward with the next five years of strategic actions (2015-2020). Key achievements include:

- Implemented *Re-think your rubbish* campaign and RedSWAP program for schools.
- Provided a greater choice of wheelie bins, including a larger 340-litre recycling bin and a new third optional green waste bin. This included adopting the National Standard (AS4123.7-2006) for bin lid colours.
- Introduced bulk recycling bins at waste transfer stations and for residential and commercial properties, including resorts on North Stradbroke Island.
- Increased public place recycling bins to expand on home recycling.
- Commenced electronic waste recycling at selected waste transfer stations.
- Improved the segregation of non-ferrous metals at the waste transfer stations to increase revenue.
- Expanded cardboard recycling program to include Russell, Macleay and Coochiemudlo Island transfer stations.
- Conducted a green waste composting trial on Russell Island.
- Participated in a South-East Queensland (SEQ) regional study to overview alternative waste technologies.
- Introduced a permanent hazardous household waste facility at Redland Bay Waste Transfer Station.
- Negotiated a waste disposal agreement with Brisbane City Council to dispose waste at their facilities until mid-2020.
- Progressed regional collaboration actions by investigating shared transfer station infrastructure with Logan City Council.

5. Why do we need to review the strategy?

The previous adopted waste strategy *Sustainable Resources from Waste Plan 2010-2020* was developed as a long-term planning tool. It served to guide RCC through an emerging and rapidly changing external waste regulatory environment at that time. Legislation requires regular strategic reviews, with a five-year review planned midway through this ten term. This new plan is the result of that review.

The external regulatory environment had a significant impact on economic instruments used to advance particular outcomes at the federal, state and local levels. During the past five years, a number of price signals have been introduced then removed, including the federal Carbon Pricing Mechanism, Queensland landfill levy on C&I and C&D waste streams and residential gate fees at RCC waste facilities.

Other legislation has changed, including the introduction of the *Waste Reduction and Recycling Act 2011*, the major framework governing waste management for Queensland including strategic waste planning, which replaces the *Environmental Protection (Waste Management) Policy 2000*.

The *Queensland Waste Strategy 2010-2020* was also reviewed and the updated industry-led *Queensland Waste Avoidance and Resource Productivity Strategy 2014-2024* is now in effect. A significant change as a result of this process is that the original targets for increasing resource recovery of MSW were reduced from 65 per cent to 55 per cent. Achieving the earlier 65 per cent target was difficult to cost and RCC had set aspirational targets in its last strategy while acknowledging that more assessment was required.

This new plan, together with previous achievements, has allowed RCC to confirm its approach for resource recovery efficiency improvements to meet the new targets by 2024.

Despite these changes, there are a number of high-level principles that remain the same, and underpin this new plan, such as:

• Minimising the generation of waste and avoiding wasteful consumption

• Recovering more value from the waste and treating it as a resource to improve recycling performance

• Shared responsibility – moving to a low waste economy requires behavioural changes across the whole Redland community

• Regional collaboration – achieving economies of scale for services and infrastructure to minimise cost pressures

• Lifecycle costing of options – in order to ensure that the most cost-effective waste solution is chosen on behalf of the community, RCC will continue to underpin its recommendations for new services and infrastructure with robust financial and risk assessments.

Continued actions

Actions not completed during the first five years of the previous strategy have been carried forward to the next five-year timeframe covered by the new plan. In summary, the main action areas continued, which are detailed in latter sections, are:

• Confirming future disposal and transfer station infrastructure needs, which will then allow sites to be further developed and master-planned

• Improving data recorded about RCC resource recovery performance as an organisation and actions to manage priority wastes as they arise

• Evaluating existing statistics on litter and illegal dumping and documenting a plan for future actions and management targets.

Waste management is still a highly regulated activity that may be subject to a number of external changes in the future, for example, changes to the management of plastic bags and container deposit schemes, both recent developments announced by the Queensland Government.

Community needs also evolve over time. It is therefore important that this plan remains strategic in direction with adequate flexibility during the implementation phase to accommodate necessary changes.

The implementation actions outlined in this plan reflect the six priority objectives set for the next five years of the plan.

6. Waste and recyclable products managed

RedWaste handled a total of 108,853 tonnes of waste in 2014-15, comprised of:

- 103,639 tonnes of domestic waste
- 5001 tonnes of C&I
- 212 tonnes of C&D waste.

More than 95 per cent of waste managed by RCC is from households. As a result, this plan will focus on targets and strategic objectives for the domestic waste stream.

In 2014-15, the resource recovery rate for domestic waste was 47 per cent, compared with 48 per cent for C&I and 100 per cent for C&D. Of the domestic waste totals, the kerbside waste and recycling bin collection system (including the optional green waste bins) managed 54 per cent of this total (55,949 tonnes). The eight transfer stations across the whole of the City (two on the mainland and one on each of the six islands in the City) handled the remaining 46 per cent (47,690 tonnes).

In the kerbside system, 26 per cent of waste is diverted from landfill from the co-mingled recyclables and green waste. Co-mingled recyclables collected include glass, aluminium and steel cans, plastic packaging containers, clean paper and cardboard.

Proportion of waste types handled

C&I 4.6%
C&D 0.2%
MSW 95.2%

Resource recovery performance of both the kerbside collection system and the waste transfer stations

Transfer station 46%
Kerbside 54%

Waste 27%
green waste 54%
recycling 19%

green waste 4%
recycling 22%
waste 74%
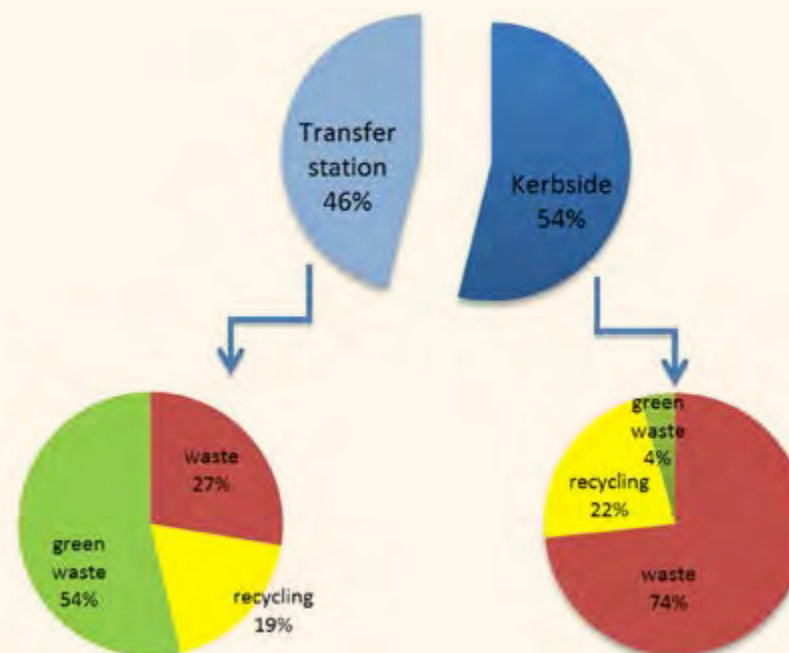
The relative composition of the co-mingled recyclables mostly consists of paper and glass.

Most of the recycling volume recovered during 2014-15 was from green waste. A full list of products and tonnages recycled across the City is detailed below.

Composition of the co-mingled recyclable stream

Waste 7%
Aluminium 1%
Steel 2%
Glass 34%
Paper 49%
Plastics 7%

Resource recovery products in 2014-15 by type and weight

Greenwaste 28,057 tonnes for off-site composting

Co-mingled recyclable packaging 12,652 tonnes to external plant for sorting and commodity trading

4,169 tonnes metal including batteries & gas bottles to scrap metal processor

4,646 tonnes building materials sent off site for sorting

1,022 tonnes reusable items sold in RecycleWorld tip shop

809 tonnes cardboard to paper mill

316 tonnes electronic waste for recovery into new components

64 tonnes of tyres recycled

28 tonnes expanded polystyrene recycled

37 tonnes clothing for reuse by charity

53 tonnes oil and containers reprocessed

For the eight transfer stations, the reverse is true with 73 per cent of the waste being diverted from landfill.

The overall resource recovery performance of the eight transfer stations is 73 per cent. The separate performance across the islands and mainland has also been assessed. The combined resource recovery performance of the six island transfer stations is 84 per cent and the combined performance of the two mainland transfer stations is 70 per cent. Therefore the island waste facilities are performing very well.

Data management

It is important to acknowledge the limitations of data available to RCC because this may have a small impact on the reported performance under this plan.

Data reporting is a legislative requirement across all waste sites. As not every site has a weighbridge, conversion formulas are used to convert volumes to weights for different waste types. For sites with a weighbridge, not every load is weighed as this would hinder the flow of traffic.

In the past, RCC has reported performance in accordance with various key campaigns or service promotions. Typically the overall resource recovery rate was used, which is a blend of all waste types. As the new State Government strategy sets targets for the three distinct waste types, RCC has moved to better categorise and separate these.

Overall, data confidence is high for the largest components measured in the waste system. Some particular points to note about the data are detailed in the following table.

Existing information on data type	Comments	Overall data confidence
Total City waste generation per capita	RCC only measures the amount of waste that it directly manages. Much of C&I and C&D waste is handled outside the RCC system. Other waste not measured includes donations to charity and private sales. The State Government would need to holistically calculate this from their wider reporting system.	Moderate
Split of waste between domestic, C&I and C&D including RCC as an organisation	Only large commercial transactions are weighed at Birkdale WTS. At Redland Bay and the Island WTS all incoming commercial waste is estimated on a cubic metre basis. While waste is weighed at the end processing point off site, this needs to be split between each waste type. The amount of C&I and C&D is a best estimate based on an overall transaction split.	Moderate
Amount of material diverted through RecycleWorld	All donations made at the Birkdale WTS are weighed as they leave the site for sale at the Redland Bay WTS. All donations made at the Redland Bay WTS are estimated as there is no weighbridge on-site. They are estimated to be the same weight as those donated at Birkdale.	Moderate
Transfer station waste and recyclables	The waste and recyclables that are segregated at the WTS are all weighed at the receiving locations.	High
Kerbside waste and recyclables	Waste and recyclables that are collected from the kerbside bins across the mainland and bay islands are weighed at their destination. Green waste from kerbside collections is weighed at the Birkdale Waste Transfer Station. Redland Bay is the average weight per transaction at Birkdale multiplied by the number of transactions at Redland Bay.	High
Litter bins and public place recycling bins	All the locations of litter bins and public place recycling bins are well-identified. It is not possible to measure the quantity of waste and recycling from these receptacles as they are collected using the same trucks as the household bins.	Moderate
Littering and illegal dumping	There are three different units of RCC that collect data about littering and illegal dumping depending on the area where it occurs. There is a lack of consolidation of data and trend analysis across the City.	Moderate
Waste composition	Waste composition audits are useful for strategic planning of services and infrastructure and designing waste reduction programs. Eight assessments occurred from September 2009 to June 2011 of wheelie bins and the transfer station bins in 2012. An average composition is assumed but more updated data is needed based on the new green waste bin collection service.	Moderate
Benchmarking	There is very little formal benchmarking that occurs around the state or the region to compare local governments. The Queensland Government publishes the *State of Waste and Recycling in Queensland* report annually with selected data presented to illustrate key trends. Voluntary informal benchmarking occurs between local governments within the SEQ region from time-to-time.	Moderate

7. Waste education

RCC is charged with providing the most cost-effective and environmentally responsible means to manage waste by providing collection, processing and disposal services according to the waste and resource management hierarchy. This hierarchy provides an ideal preference to the order of how waste should be managed.

Waste and resource management hierarchy

Waste education and community involvement is critical for maximising the success of avoiding, reducing, reusing and recycling waste. RCC have provided a community waste education program since 1996 when kerbside recycling was first introduced. This program aims to raise awareness and greater understanding of waste generation with a view to reducing waste in the first place and then maximising participation in the reuse and recycling services on offer.

RCC believes that sustainable waste practices should begin in the home and continue into public places and at work. RCC also believes that most people want to do the right thing, provided they have the necessary tools, information and skills to do so.

Target areas for information and involvement are usually set annually based on organisational priorities. In 2014-15, the waste education officer:

- Facilitated 77 school waste education visits (including childcare, primary and secondary) relating to the topics of waste minimisation, recycling, composting and litter prevention.
- Conducted 17 visits to RedSWAP schools involving waste minimisation advice, waste audits, assembly talks and presentations.
- Continued the RedSWAP program with four schools namely:
  ♦ Ormiston State School, Vienna Woods State School and St Rita's Primary School, as well as Capalaba State College (Junior Campus).
  ♦ St Rita's and Vienna Woods were both awarded 3-star accreditation in the Keep Queensland Beautiful Cleaner Greener Schools Program (upgraded from 2-stars in 2013).
  ♦ Ormiston was awarded a 1-star accreditation.
- Purchased two portable water refill stations which are free to hire and have been booked for various council-run, schools and community events.
- Conducted community waste education extension activities at the Good Gardening Expo, Indigi Day Out and the Talking Rubbish library workshop series.
- Promoted recycling and litter messages around the City such as on bus stop shelters.

Portable water refill stations

Promotion of litter and recycling messages

RCC conducts regular audits of the kerbside recycling system to measure whether key educational messages are positively influencing the behavioural choices made by consumers. Two key messages that are regularly communicated are contamination and presentation loss.

Contamination

Materials that are not recyclable are classed as contaminants and can increase sorting costs and reduce efficiency in the collection and handling of co-mingled recyclables.

An audit undertaken in March 2015 showed that the contamination rate had reduced to 7 per cent from a historical average of 8.32 per cent. While this is a snapshot in time and could be influenced by seasonal trends or other unpredictable events, it is an encouraging result. The composition of contamination shows that plastics and textiles make up more than half of contamination.

Presentation loss

Presentation loss refers to recyclable materials that are difficult to recover because of how they are presented. For example, recyclables encased in plastic bags. In the last audit, there were no bagged or encased recyclables observed.

Sustainable waste practices should begin in the home and continue into public places and at work.

Composition of recycling contamination

- Other appliances 2.6%
- Other - ferrous 9.2%
- Misc. Packaging 0.3%
- Disposable paper product 10.7%
- Food / Kitchen 7.5%
- Garden 14.3%
- Textile/rags 12.0%
- Rubber - footwear 3.9%
- 6 Polystyrene - expanded 1.0%
- Other plastic - film 18.3%
- Other plastic 20.2%

8. Kerbside bin collections

Kerbside waste truck

Kerbside recycling bin

Kerbside green waste bin

Lid colour differentiation

Bulk waste and recycling bins

The entire geographical area of the Redlands has access to a collection service. As a main tourist destination, North Stradbroke Island has a collection on Mondays. The most common type of bins used for collection are wheelie bins. Red lids are being progressively phased in for waste bins to assist in the visual differentiation between all bin types.

The following bin combinations are available.

- 140L Waste/140L Recycling
- 240L Waste/240L Recycling
- 240L Waste/340L Recycling
- 140L Waste/340L Recycling*

    *sustainability set - only available with a green waste bin on the mainland

Weekly kerbside collection services are provided to approximately 55,000 domestic and commercial premises, including public litter bins. The collection vehicles transport the collected waste direct to the landfill or transfer facilities located within the Brisbane City Council area.

The kerbside recycling bins are collected fortnightly and recyclables are transported directly to a materials recovery facility at Gibson Island in Brisbane City. A private contractor further sorts and processes these items so they are suitably presented for sale to relevant markets.

RCC offers a voluntary green waste collection service for grass clippings, small branches and garden prunings. This service is collected on alternative fortnights to the co-mingled recycling collection. This service is only available on the mainland because of cost considerations. However following public consultation, pricing for this service will be investigated in the next collection tender. The collected green waste is transported directly to the mainland transfer stations and consolidated with green waste stockpiles for onwards processing to an external composting site.

There has been steady growth in the adoption of green waste bins since they were introduced, with an average growth rate of 13.5 per cent over the past three financial years. As at the end of 2014-15, there were 8358 properties with a green bin, which represents 15 per cent of all households.

Where wheelie bins are not practical, such as for units and flats, bulk bins are provided with flexible arrangements for the number of waste pick-up services per week. Bulk bin sizes range from 0.66m³ to 4.5m³.

Hazardous household waste (HHW)

A quarterly household hazardous waste collection at the Cleveland Showgrounds has ceased and a permanent container for hazardous household waste established at the Redland Bay Waste Transfer Station.

WARNING
★

9. Bulky waste

Bulky waste items are the oversized discarded items that will not fit into the wheelie bins. Items include furniture, large electrical appliances (including fridges, ovens, televisions) building materials from home renovations, logs, and large volumes of green waste.

The vast majority of bulky waste generated in RCC is self-hauled by residents to the network of eight transfer stations across the mainland and islands.

Purpose of transfer stations

Waste transfer stations are a customer interface to deposit and sort bulky waste into the various recycling areas on site, including the RecycleWorld tip shop. Specialist contractors then transfer the recyclable materials to different external processing locations. See Section 22 for more information about opening times, waste handled for each site and key statistics of the waste transfer stations.

Location of waste transfer stations in the Redlands

Map is not to scale.
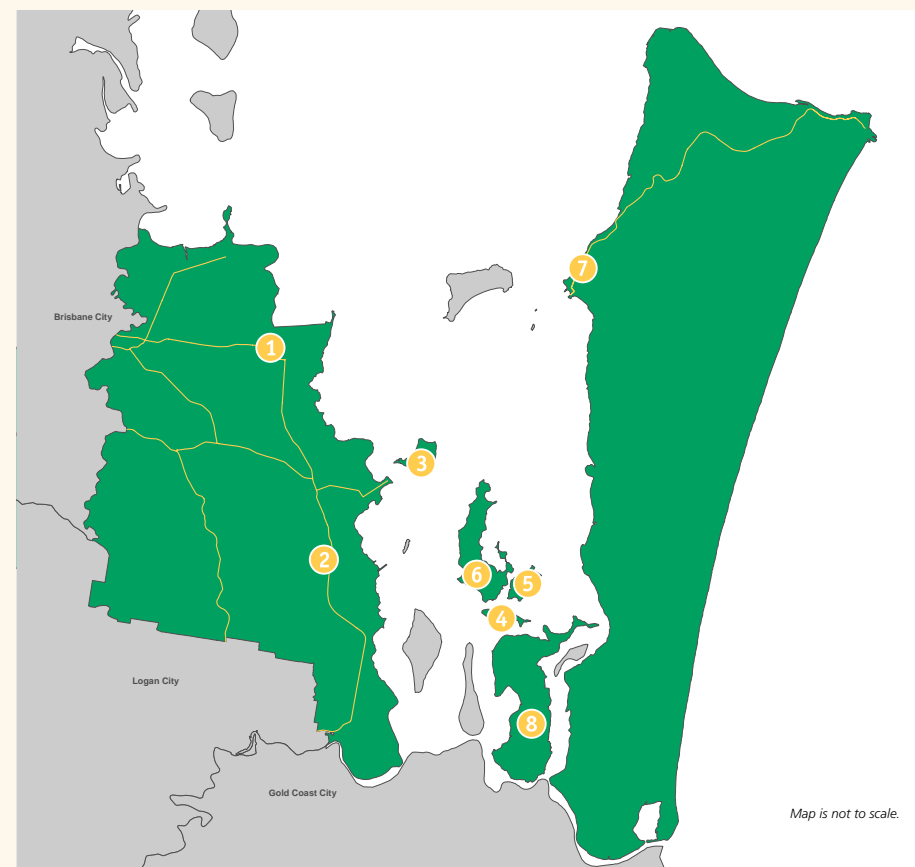
1. Birkdale - 537-609 Old Cleveland Road East
2. Redland Bay - 761-789 German Church Road
3. Coochiemudlo Island - Elizabeth Street
4. Karragarra Island - The Esplanade
5. Lamb Island - Sweet Gum Avenue
6. Macleay Island - Eastern Road
7. North Stradbroke Island - East Coast Road, Myora
8. Russell Island - Davidson Road

Public drop-off area and bins at Birkdale Waste Transfer Station

Alternative options to manage bulky waste instead of transfer stations

RCC offers an on-call service for the removal of up to three bulky items once per year to Home Assist eligible clients. This service includes removal of furniture and white goods, but excludes green waste. The program is available to homeowners and renters who are aged 60 years and over, or those of any age with a disability.

In 2014-15, there were 422 requests for collections of bulky items that totalled 24 tonnes. Of this total, 33 per cent was recycled through the waste transfer stations.

Residents may also manage bulky waste by:

- Collection by local private companies, for example, hiring a skip or garden bag
- Donation to charitable organisations, friends and family
- Private sale through online marketplaces, second-hand shops, jumble or car boot sales.

In 2011, RCC scheduled a kerbside bulky waste pick-up of excess green waste caused by tropical cyclone Oswald. About 15,000 cubic metres of green waste was collected and composted outside the City at a cost of more than $1 million.

There are currently no regular or scheduled city-wide kerbside bulky waste collection days provided by RCC. There are a number of operational and safety issues associated with this type of collection activity that must be managed, including hazardous materials, heavy items, ignoring quantity restrictions, placement after collection, blockage of street frontage, degradation of street amenity and attraction of scavengers. Participation rates vary according to general advice by other councils and are estimated to be 30-50 per cent.

Typical bulky waste kerbside waiting collection

Future opportunities

Factors that must be considered in assessing a community-wide bulky waste collection service in the Redlands include:

- Community demand for waste service and estimated participation rates
- Reducing traffic at the existing mainland transfer stations, which are becoming constrained
- Achieving value for money and funding the service efficiently
- Appropriate delivery models including the availability of alternative services in the commercial or voluntary sector.

10. Waste produced by RCC

As a diverse organisation, RCC generates a variety of waste and recyclables across its administration and operational areas.

Within offices, waste minimisation is encouraged. Small eco bin desktop containers are provided to reduce the need for larger waste bins underneath each desk. There are co-mingled recycling bins in all kitchen areas of the four main RCC buildings. Office paper and cardboard have separate recycling collections. The vehicle workshop separates waste oil, oil filters and tyres for recycling.

In 2011, in response to the previous landfill levy on commercial and industrial waste, a dedicated recycling station was established at the South Street depot. The success of this initiative has reduced following the removal of financial incentives, such as the removal of the levy in 2012, and other factors.

A number of RCC departments transport waste from parks and conservation areas, roads and streetscapes and civil works projects to the waste transfer stations where the waste is segregated into the recyclable areas.

Waste generated by RCC as an organisation is classified as C&I waste. There is a lack of data available about this waste and it is not possible to calculate the overall percentage of resource recovery for RCC as an organisation. . The ability for RCC to measure current performance and set improvement targets is identified as an improvement action.

There are a number of other special waste streams generated by Council, including road scalpings from road maintenance, marine mud from dredging activities and biosolids from wastewater treatment plants. More attention of these waste types is needed to better plan for their ongoing recovery cost-effectively. These are identified as priority wastes with further investigation required on an as needs basis.
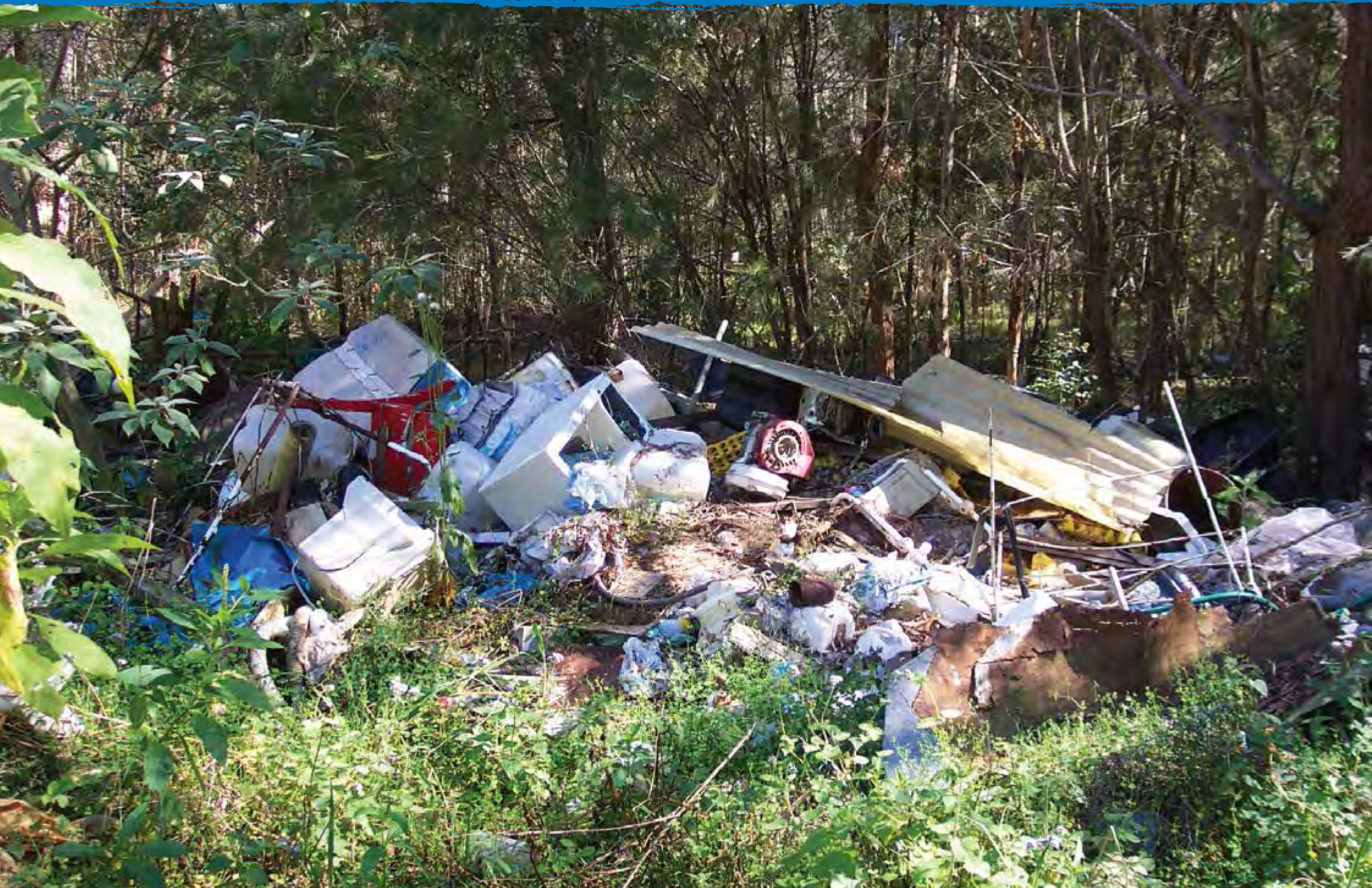
Office eco bins

Kitchen recycling

Road scalpings stockpiled at Redland Bay waiting to be reused

Former recycling station at depot

11. Littering and illegal dumping

RCC has a zero tolerance approach to littering or illegal dumping. Illegally dumping large items or loads of rubbish and littering tarnishes our community and cleaning it up costs time and resources.

Littering is the unlawful disposal of any type of waste material less than 200 litres in volume (about the volume of an average wheelie bin); greater than that volume is classified as illegal dumping.

Common types of littering include cigarette butts, drink bottles and fast food packaging thrown on the ground or out of a vehicle. Other types of littering and dumping commonly occur around charity bins and litter bins when these are full, or the dumping of green waste into RCC conservation or park reserves, which affects the natural environment. Littered items are one of the most visible forms of pollution in the environment. Litter can be washed or blown into creeks and rivers, which ultimately pollutes land, waterways and ocean environments, and can harm or kill marine creatures. Some forms of illegal dumping, such as chemicals and asbestos, can be deadly to people when discarded in the wider environment.

RCC uses a number of measures to manage litter, illegal dumping and other clean-ups:

- Proactive education programs to increase community awareness
- Community partnerships and targeted clean-up campaigns such as Clean-up Australia and Love your Island
- Providing a range of street and park bins for both waste and recyclables (and in some cases cigarette butts) across the city
- Additional servicing of public place bins during peak times of Christmas, Easter and school holidays to prevent overflow
- Network of eight transfer stations strategically located across the mainland and islands with no disposal fees for domestic waste
- A dedicated asbestos waste disposal point at Birkdale Waste Transfer Station for customers presenting asbestos in a safe way
- Cameras installed at selected locations complemented by the in-car litter cameras used by Council officers who regularly patrol the City.

In 2014-15, there were a total of 810 customer requests/complaints of littering and illegal dumping across RCC parks, conservation areas, roads and street frontage areas and other land. A total of 53 tonnes of illegally dumped material was collected and disposed at a cost of $46,951.

The Queensland Government has an online form for reporting littering and illegal dumping, with the Department of Environment and Heritage Protection (EHP) authorised to issue an infringement notice to the registered owner of a vehicle or vessel based on this report. RCC encourages residents to use this online system.

Littering and illegal dumping around RCC and butt bins on Coochiemudlo Island

More island clean-up campaigns are planned to coincide with the spring cleaning season in 2015.

More assessment of RCC data is required to develop actions and strategies to better manage litter according to available resources and complementary work that other stakeholders are undertaking. A more detailed litter and illegal dumping plan will be produced as an implementation action under this plan, in consultation with relevant community organisations.

What are the influences?

12. Strategic and operational framework

Within Australia, the State Governments have the primary responsibility for managing waste. The Federal Government prioritises the direction of policy according to international obligations and national interest, and provides overarching direction. Local Government provides waste management services and infrastructure to meet these laws and policies.

The key national and State statutory environmental requirements that guide this RCC waste plan and the ongoing operation of the RedWaste business unit are:

Level	Waste & Environment	Operation of RedWaste
National	National Waste Policy *Product Stewardship Act 2011* National Packaging Covenant	National Competition Policy
State	*Environmental Protection Act 1994* *Environmental Protection Regulation 2008* *Queensland Waste Avoidance and Resource Productivity Strategy (2014-2024)** *Waste Reduction and Recycling Act 2011** *Waste Reduction and Recycling Regulation 2011** *Sustainable Planning Act 2009* The Queensland Plan	*Local Government Act 2009* *Local Government (Beneficial Enterprises and Business Activities) Regulation 2010*
Regional	Council of Mayors Environmental & Sustainability Committee Projects South East Queensland Regional Plan	
Local	*Waste Plan 2015-2020* (under review) Waste & Recycling Collection Policy (2836) and Guideline (2836) City Plan 2015 (under review) Redlands 2030 Community Plan *Corporate Plan 2015-2020* Annual Operational Plan Asset management plan (under development)	Annual Performance Plan Financial Strategy Annual Budget

* Key drivers of the RCC waste plan.

The Department of Environment and Heritage Protection (DEHP) is the key agency that regulates most waste management activities. The Waste Reduction and Recycling Act is currently the principal piece of legislation for the proactive conduct of waste management programs in Queensland.

Waste Reduction and Recycling Act 2011

The objectives of the *Waste Reduction and Recycling Act 2011* (WRRA) are to:

- Promote waste avoidance and reduction, resource recovery and efficiency actions
- Reduce the consumption of natural resources and minimise the disposal of waste by encouraging waste avoidance and the recovery, re-use and recycling of waste
- Minimise the overall impact of waste generation and disposal
- Ensure a shared responsibility between government, business and industry and the community in waste management and resource recovery
- Support and implement national frameworks, objectives and priorities for waste management and resource recovery.

Under the WRRA, local government is responsible for waste generated by local government itself, households and other waste generated in the local government area. There are requirements to adopt a waste reduction and recycling plan for at least three years to:

- Set waste reduction and recycling targets
- Describe actions to be taken to improve the waste reduction and recycling of these wastes
- List current and proposed waste infrastructure
- Include performance management and monitoring
- Any other continuous improvements.

Factors to be considered include:

- Population profiles
- Residential, industrial and commercial development
- Amount and type of waste generated
- Relevant services, markets and facilities
- Waste and resource management hierarchy
- Waste and resource management principles, such as polluter pays, user pays, proximity and product stewardship (defined in glossary)
- How the goals and targets of the State's waste management strategy will be achieved.

These considerations are covered by this plan. Public consultation is required before the plan is adopted by Council. The plan must be reviewed every three years.

Other potential impacts of the WRRA include:

- Setting management objectives for improving identified priority wastes. The State strategy has identified green waste and food waste as priority materials for action from households. No specific measures have been identified as yet.
- Setting offences for littering and illegal dumping
- Reporting on waste and resource recovery data each year
- Banning selected materials from landfill. There are no disposal bans currently in place.

In May 2015, the State Government announced that it would investigate a container deposit scheme (where there is typically a refund for return of the nominated empty packaging container) and possible restrictions on single-use plastic bags. RCC will await the outcomes of these initiatives and retain flexibility within this plan to respond to any changes.

Queensland Waste Avoidance and Resource Productivity Strategy

The *Queensland Waste Avoidance and Resource Productivity Strategy (2014-2024)* is a 10-year, industry-led strategy that sets the principles and objectives of waste management for the State. The strategy sets the following targets for RCC:

Target	RCC response
Reduce all general waste from 1.9 tonnes per person per year to 1.8 tonnes per person per year	RCC does not measure all of the general waste generated in its area as it is not receive all commercial and construction waste. This target is best measured by the State. The lower the number, the better the performance. The total waste handled by RCC is 0.73 tonnes per capita, well below the State target.
Domestic waste Improve recycling rate from 37% to 55% in the SEQ metropolitan area	Improvement targets have been set by RCC in Section 18 of this plan.
C&I Improve recycling rate from 42% to 55% across the State	No targets have been set in this plan because RCC primarily handles domestic waste (95%). Other waste types received will continue to be recycled as much as possible but are not measured as a target.
C&D Improve recycling rate from 61% to 80% across the State	
Landfill diversion target – reduce amount of waste going to landfill by 15% over 10 years	Landfill reduction target of 1.5% per annum set in Section 19 of this plan.

National Waste Policy (NWP) Framework

The National Waste Policy sets Australia's waste management and resource recovery direction until 2020.

The aims of the National Waste Policy are to:

- Avoid the generation of waste, reduce the amount of waste (including hazardous waste) for disposal
- Manage waste as a resource
- Ensure that waste treatment, disposal, recovery and reuse is undertaken in a safe, scientific and environmentally sound manner
- Contribute to the reduction of greenhouse gas emissions, energy conservation and production, water efficiency and the productivity of the land.

The policy sets directions in six key areas:

1. Taking responsibility. Shared responsibility for reducing the environmental, health and safety footprint of products and materials across the manufacture-supply-consumption chain and at end-of-life.
2. Improving the market. Efficient and effective Australian markets operate for waste and recovered resources, with local technology and innovation being sought after internationally.
3. Pursuing sustainability. Less waste and improved use of waste to achieve broader environmental, social and economic benefits.
4. Reducing hazard and risk. Reduction of potentially hazardous content of wastes with consistent, safe and accountable waste recovery, handling and disposal.
5. Tailoring solutions. Increased capacity in regional, remote and Indigenous communities to manage waste and recover and re-use resources.
6. Providing the evidence. Access for decision makers to meaningful, accurate and current national waste and resource recovery data and information to measure progress and educate and inform the behaviour and the choices of the community.

Impacts of the NWP for RCC

The largest impact of the NWP on RCC has been the introduction of the National Television and Computer Recycling Scheme in 2011 under the Product Stewardship Act 2011. This has seen new collection services introduced at waste transfer stations for householders and small business to recycle their televisions and computers, commonly called electronic waste or e-waste. These services are funded by industry and enable the diversion of hazardous items from landfill and the development of new recycling industries.

From 1 July 2015, targets have been increased from 37 per cent to 50 per cent of available e-waste for the 2015-16 financial year reaching 80 per cent in 2026-27. This will allow RCC greater ability to continue providing industry funded e-waste collections at its transfer stations.

It is noted that the Minister for the Environment has published two products that the Minister is proposing to consider, during 2015-16 for some form of accreditation or regulation under the *Product Stewardship Act 2011*, namely waste architectural and decorative paint and end-of-life batteries less than 5kg in weight. There are opportunities to recover more of these resources and reduce their environmental impact. RCC will monitor further developments about these products.

Australian Packaging Covenant

The Australian Packaging Covenant is focussed on recovering packaging and co-mingled recyclables including workplace recycling, public recycling and litter reduction projects. Council has received financial assistance under this scheme to increase public place recycling and will consider new grants as they become available.

Other key legislation

Other key State Acts and subordinate legislation that are relevant to the RedWaste operations includes:

- *The Environmental Protection Act 1994*
- *The Sustainable Planning Act 2009*
- *The Local Government Act 2009.*
- *Work Health and Safety Act 2011*

These Acts cover other environmental, planning and governance regulatory aspects of waste management, including licensing of waste facilities, defining waste, tracking waste movements, safe handling of asbestos, and the ability of local government to levy utility charges for waste management.

The RedWaste site-based environmental management plans annual performance plan demonstrate compliance with legislative requirements and are not covered in further detail in this plan.

Corporate and operational plans

Corporate and operational plans are used to prioritise and deliver services according to the *Redlands 2030 Community Plan*. The green living outcome is the most relevant alignment with this Waste Reduction and Recycling Plan to increase recycling within the community.

Regional waste management

RCC is one of twelve local governments located within the south-east Queensland region. It is a member of the Council of Mayors, South East Queensland (COMSEQ)

A new regional waste taskforce comprising government and industry representatives has recently been established through CoMSEQ. Common opportunities and challenges for waste management will be identified throughout the region and recommendations made that RCC will need to consider on merit. As a result of this work, there may be new, beneficial regional collaboration projects available for RCC to consider in partnership with other key stakeholders.

RCC will also benefit from regularly benchmarking the performance of its services with other comparable local governments within the region. Section 13 provides high level comparisons between RCC and other councils in the region.

Location of RCC within the wider SEQ region

13. Benchmarking

In assessing the strategic direction for levels of service within RCC, a snapshot of waste management across the twelve local councils in the SEQ region is summarised in this section. It is important to note that the region is diverse and community needs vary, with waste services tailored to suit these needs. There is not a one-solution-fits-all approach.

Collection services

Some SEQ councils have remote or rural areas and not all residents are able to be on a kerbside collection service due to practicality or accessibility issues. All of RCC households across the mainland and six bay islands have a collection service.

Bulky waste pick-up

Some SEQ Councils provide bulky collections to varying levels of service. RCC does not currently offer a city-wide kerbside pick-up service for bulky or large items. Eligible residents are encouraged to use Home Assist to dispose of these items.

Kerbside recycling

Over the last two decades, local government has been instrumental in introducing kerbside recycling and stimulating jobs creation and the wider economic benefits of this activity. All councils provide kerbside waste and co-mingled recycling services and recycling is growing in importance in these communities. Larger 340-litre recycling bins are the latest addition to kerbside services in many urban areas including RCC, to cater for increased demand.

As with most other SEQ councils, RCC relies on private sector material recovery facilities to operate these under contract arrangements.

Organic waste, including green waste

Organics is the biggest component of the residual waste stream. Seven out of the 12 SEQ councils, including RCC, have an optional green waste kerbside collection, which is considered best practice at this time. No councils have compulsory green waste collection at the time of publishing this plan. RCC is one of the highest generators of green waste captured across the transfer stations. This is believed to be a key reason underpinning the high resource recovery rate in RCC. As this service grows over time, more effort is needed to secure additional organic processing capacity and new markets for ongoing viability.

Most councils are not recycling food waste because of processing limitations. Some are reviewing future options for all organics. One council is collecting paper, fruit and vegetable peelings within the green waste collections. One council has a community jury process underway to make recommendations on how to best minimise organic waste to landfill. Another council, as a major event city, is planning selected collection of food waste in certain precincts.

Transfer stations

All Councils provide a network of transfer stations where the public can drop off large bulky items, recyclables that are not collected by the kerbside system, or excess waste. SEQ councils are progressively investing in these facilities to increase resource recovery performance according to available budget.

There are examples of best practice drive-through centres in SEQ where attendants assist the public to divert as many items to recycling before proceeding to the green waste or residual waste disposal areas.

The layout of RCC transfer stations is not yet best practice. These transfer stations were designed as customer interface facilities, to keep the public away from a landfill area for safety reasons. The transport system was not intended to move waste large distances to landfill.

Some councils have landfills adjacent to their transfer stations for efficient haulage and disposal of residual waste using either 30m³ or 60m³ roll-on, roll-off (RORO). Others have compaction areas with push pits for more efficient haulage to landfills further afield. Some transfer stations are configured to receive large waste collection trucks and others just receive residential and small commercial vehicles.

Examples of drive-through resource recovery centres

Examples of transfer station push pits

Landfill

While landfill is the least desirable option from a sustainability perspective, it remains the predominant method of disposal in SEQ because of its low cost. Most councils have adequate landfill capacity in the average range of approximately 10-20 years. Some are fast approaching the end of their landfill life while others, including RCC, rely on external landfills. New landfill sites are becoming harder to locate and develop, with increasing land availability pressures in urban areas and affordability concerns.

Alternative waste technologies (AWT)

Most councils in the urban area maintain a watching brief on alternative technologies to landfill so they are positioned to consult with their communities on these opportunities when circumstances are right. Planning horizons for establishing these types of facilities are between five-to-10 years for adequate site selection, community consultation, planning approvals, construction and commissioning.

These technologies can manage mixed waste and separate co-mingled food and green waste to produce composts, fertilisers and energy. They are constructed as purpose-built processing centres and have a lot of mechanical components to segregate the waste components and remove contamination. As such, they reduce the volume of waste to landfill. The trade-off is that they are more expensive than landfill and only economically viable with specific financial incentives, such as landfill levies and financial grants. They typically need significant contract lengths of 20 years or more to make the capital investment and payback period worthwhile. Despite these technologies, there will always be a need for landfill (albeit smaller volumes) for disposal of the residual material.

Example of an alternative waste processing facility outside Queensland

Although some of these technologies can be modular in design and scaled up or down to suit the waste volumes, RCC is generally considered too small to financially sustain such a technology. RCC will likely need to partner with another local government to take advantage of any technological advancement in the future.

14. Population growth

Population growth is a key driver of waste generation and the demand for waste services and infrastructure. In 2011, the population of RCC was 143,711. Based on Queensland Government projections, this population could range from 187,135 (low series) to 209,484 (high series) by 2036, an increase of 30 to 46 per cent from the 2011 population. RCC is also reviewing new population and dwelling forecasts to 2041, as part of the draft City Plan 2015 and to align with the SEQ Regional Plan.

During the life of this five-year plan, the population will increase to within the range of 165,534 (low series) to 173,081 (high series). This is an increase of 15 to 20 per cent on the 2011 population. Growth is forecast to be strongest in Thornlands, Cleveland, Capalaba, Redland Bay, Victoria Point, and the bay islands. Most of this growth is infill and redevelopment, as per the SEQ Regional Plan, and this is within the catchment of the existing waste transfer stations. An average annual population growth rate of 1.5 per cent is assumed for the life of this plan.

The population growth will also bring changes to the demographics and housing types in the Redlands. Medium and high density development has represented about 25 per cent of new dwelling approvals. RCC is anticipating a greater number of higher density multiple dwellings that will require on-site waste and recycling services.

More than a quarter of the population is expected to be aged over 65 years by 2031 and an increased number of requests for manual collections of bins from the kerbside is anticipated. As development intensifies and streets become narrower because of decreasing land availability, collection service issues will need to be managed, such as increased traffic and growth in the number of parked cars.

Growth in the provision of new kerbside waste collection services is typically accommodated within the collection contracts and this new growth will be handled in the same way. Growth from commercial developments will either be managed by the RCC collection service, or an alternative provider of their choice.

Population growth during the life of this waste plan

RCC Population Projections

low series
medium series
high series

Source: Queensland Government population projections, 2013 edition; Australian Bureau of Statistics, Population by Age and Sex, Regions of Australia, 2012 (Cat no. 3235.0).
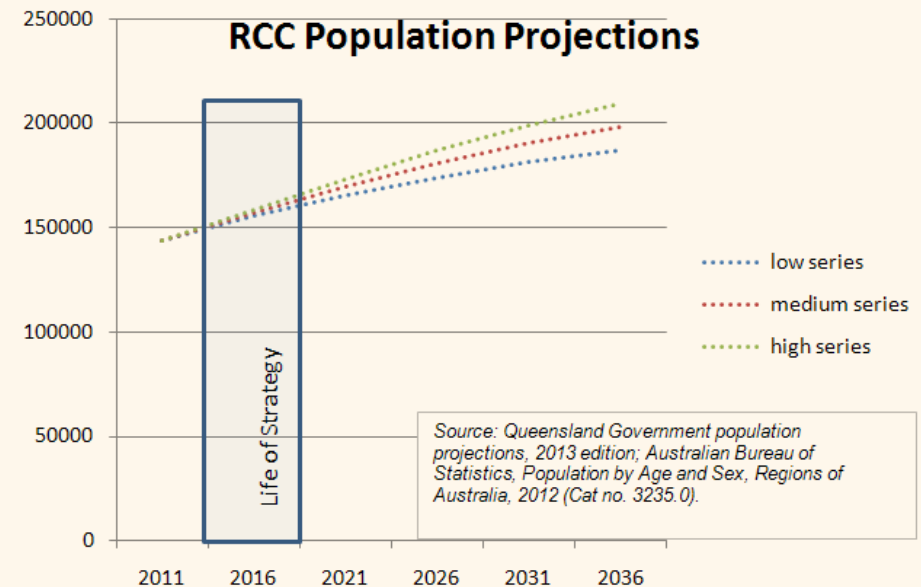
15. Key challenges

Costs

Cost of living pressures are ongoing and there is an expectation that all levels of government will be required to work smarter and do more with less. RCC spends approximately $18 million per year on waste collection, disposal and transfer station operations. RCC ratepayers have one of the highest waste and recycling utility charges in SEQ. Although RCC competitively tenders its major services, it must continue to explore financial efficiencies in future waste management wherever possible.

Minimising costs and optimising revenue is a key focus but this is influenced by volatile market conditions linked to supply and demand economies. RedWaste prices for commercial waste are based on full cost pricing models. RedWaste is largely unable to compete in a competitive market so only has a relatively small share of the commercial waste streams.

The availability of external funding is limited. Some national programs, such as the National Packaging Covenant grants, have increased the number of public place recycling bins. Other product stewardship programs have funded the establishment and recycling of electronic waste to date. There are unlikely to be prospects for major grants from other tiers of government in the short-to-medium term. This lack of external revenue also places upward pressure on the waste and recycling charge rates.

Any community requests for new services, such as a bulky kerbside waste pick-up, may require additional revenue to be raised. RCC will assess demand and explore innovative delivery methods where possible to minimise cost impacts.

There is also some uncertainty with regulatory policy in the waste industry. Market-based instruments have historically been applied, for example, the 2012 State waste levy of $35 per tonne on C&I and C&D waste and the federal carbon price that were both subsequently retracted. RCC must retain flexibility to respond to changing cost pressures and have adaptable recycling systems in place to maximise resource recovery.

Future changes in legislation may lead to price increases outside the control of RCC, for example, landfill levies which are common interstate.

Unknown disposal site beyond 2020

In 2011, RCC exhausted its landfill space inside the city and now relies on external landfills, as is an emerging trend in metropolitan areas.

It is understood that there is adequate regional landfill capacity within SEQ with further capacity in the planning stages. RCC planning for a replacement location must occur at least five years before the expiry of the existing contract, to ensure adequate timeframes for new contracts and planning and construction of any ancillary supporting infrastructure, where necessary.

Possible new major infrastructure – bulky waste transfer station

New waste infrastructure requires significant new capital investment and is difficult to locate. This is a challenge for RCC. Collection trucks currently drive directly to the existing disposal sites within Brisbane City without additional bulking up and compaction. Depending on the location of the disposal site beyond 2020, a new bulk haul deep pit transfer facility may be needed, at a cost of multimillions of dollars.

The main benefit of a bulky transfer station is reducing costs of transporting waste to disposal or processing facilities. Collection trucks can tip off within the local area and quickly return to collect more bins. The larger trucks leaving the transfer station can carry greater payloads and travel further afield more economically. This approach would maximise the payload of each collection vehicle, for example, from the current maximum range of 8-10 tonnes per truck to 25 tonnes per truck.

There is also more flexibility in choosing the most cost-effective disposal site. Other benefits include recovery of recyclables from the waste and or separation of hazardous materials.

Analysis needed to determine whether RCC require a bulky waste transfer station **(**adapted from the United States Environmental Protection Agency draft *Waste Transfer Stations: A Manual for Decision-Making April 2001)*

Ageing and inefficient public drop-off facilities

The mainland transfer stations are inefficient in their layout, haulage systems and design and are congested during peak times. However, before any major upgrades are designed, RCC must finalise its ultimate disposal location and other infrastructure.
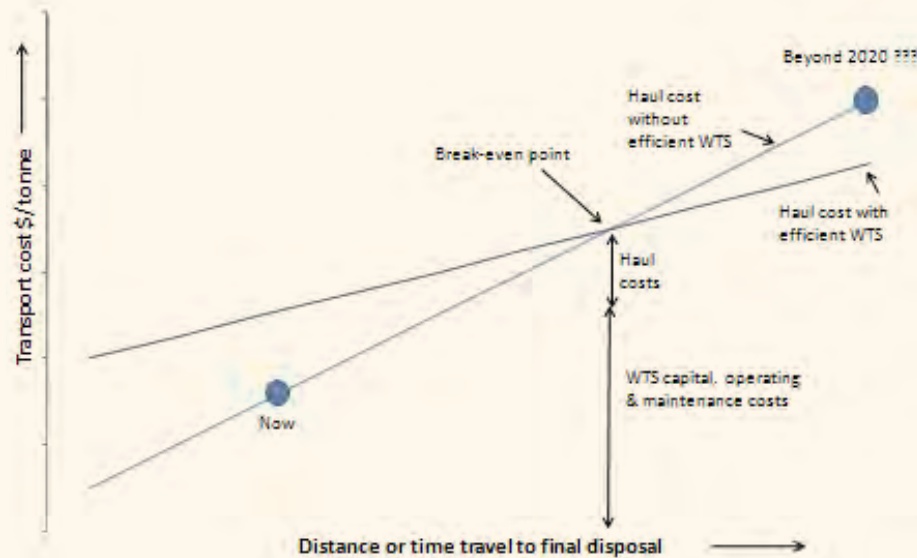
The decision about whether a bulky waste transfer station is cost-effective will depend on the overall modelling of benefit versus costs. Various planning, siting, designing, and operating costs will need to be assessed against the savings that the transfer station might generate from reduced transport costs. An economic assessment is required to determine the break-even point of a transfer station.

Where are we going?

16. Waste reduction and recycling plan objectives

Six main interconnected objectives are identified for how this plan will deliver progressive measurable outcomes to meet both legislative and RCC priorities. These objectives are linked to the implementation actions in Section 23.

WRRP Objectives

6) Community engagement to minimise waste, positive participation in services and endorse acceptable customer service standards

1) Compliance with waste and other legislation, alignment with other strategic frameworks and key industry trends

2) Setting targets for reducing waste to landfill via avoidance, reduce, reuse, and recycle

5) Affordable, service and infrastructure options to provide value for money and flexibility over time as policy drivers evolve

4) Innovation in regional collaboration and other partnerships to secure future disposal/treatment capacity

3) Planning for future population growth, safe use and ongoing demand management of services and facilities

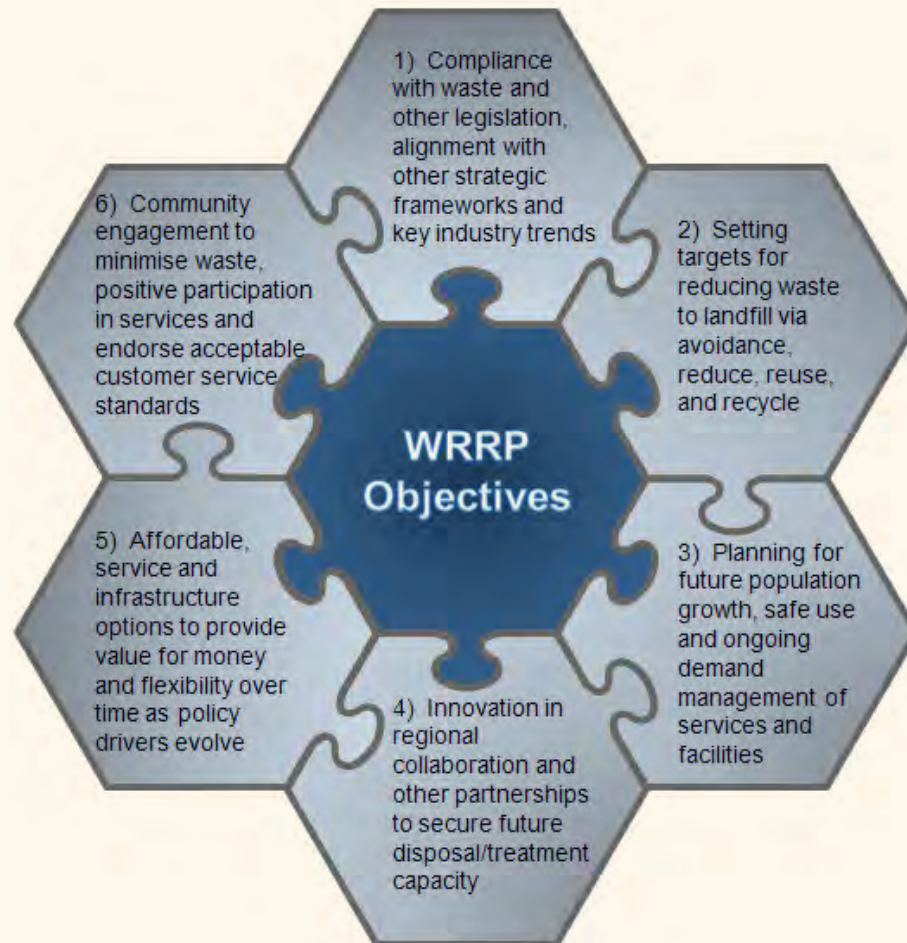1. Compliance with legislation. Waste management is a regulated activity primarily by the Queensland Government, with a range of relevant legislation. Since the last RCC waste strategy, the *Waste Reduction and Recycling Act 2011* was adopted and required local governments to adopt a Waste Reduction and Recycling Plan to meet legislative requirements, as outlined in Section 12 strategic framework.

2. Targets. The Queensland Waste Strategy has set a headline target of 55 per cent diversion of waste from landfill by 2024 for domestic waste. Other targets apply to the whole waste stream, including a 15 per cent reduction in waste going to landfill and a reduction of 5 per cent to 1.8 tonnes of waste generated per person per year. RCC proposes incremental targets for reaching these, as per Section 18 and 19.

3. Long term population growth is projected at an average 1.5 per cent per annum. This will lead to increasing use of both existing kerbside and transfer station services. The existing transfer station infrastructure is already under pressure on the mainland and there will be continued demand on traffic queuing and operational capacity for waste volumes. Demand management strategies will be used as an interim measure as outlined in Section 21.

4. Regional collaboration. RCC is positioned within the South-East Queensland region, and collaboration across local government boundaries is a key objective where there are wider benefits. As RCC does not have its own landfill or disposal capacity, it must explore infrastructure and services that could be shared. Historically, RCC has had success in this area, formalising a disposal agreement with the adjacent Brisbane City Council for access to their landfill and transfer station for collected waste. This contract expires towards the end of this plan and new arrangements must be determined. Other regional collaboration initiatives are welcomed where there are synergies and economies of scale.

5. Affordable infrastructure. Transfer stations are operating beyond their intended design capacity on the mainland, however, RCC must finalise its long-term disposal site before it can finalise the planning and design needed to best upgrade transfer station infrastructure. Economic evaluations and life

cycle costs will underpin future major investment decisions. This is discussed further in Section 20.

6. Community satisfaction is a key performance area in delivering waste services. The community have significant interaction with waste services, from regular bin collections to transfer station visits. Ensuring acceptable communications are in place for customers, particularly around any site layout changes at Birkdale, and any other new service development, is critical. Also imperative is the need to ensure service standards for safety and environmental performance are maintained as the population and customer base grows.
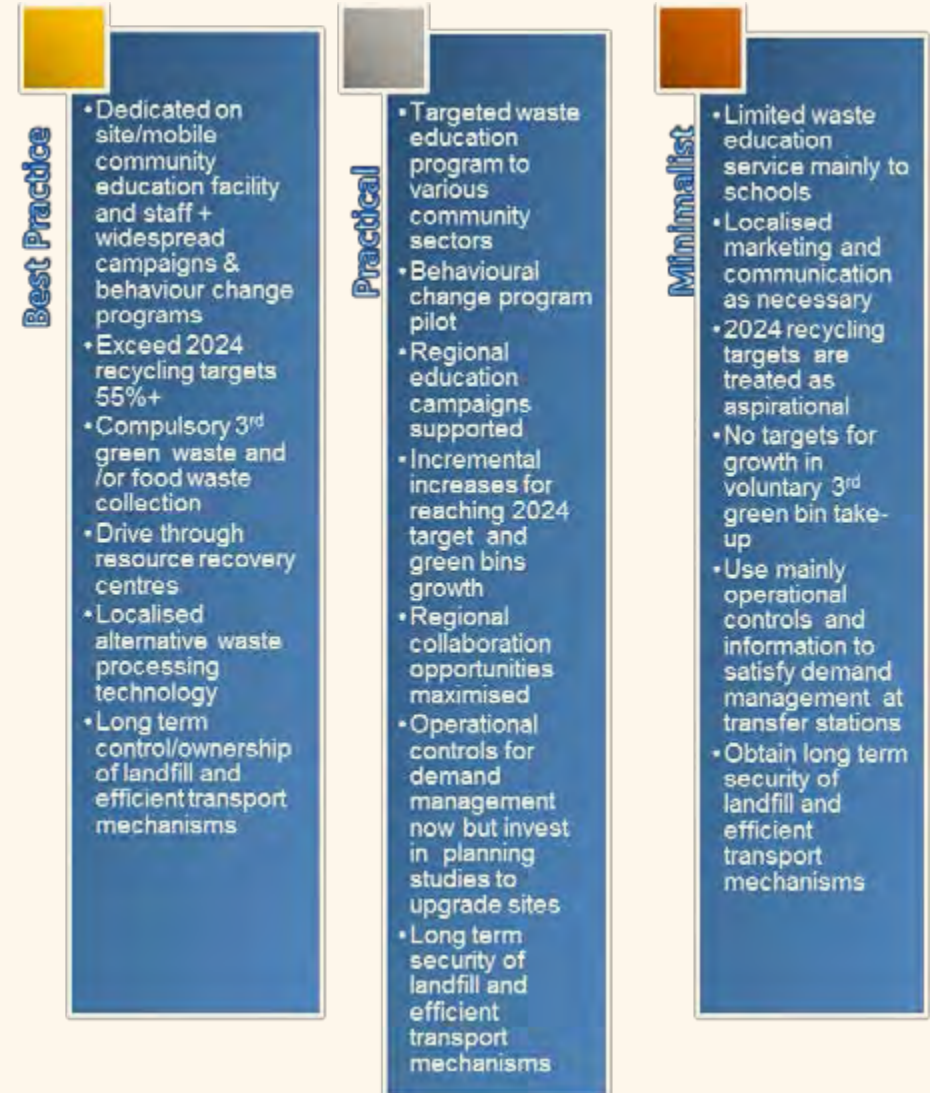
17. Intuitive approach to this waste plan

RCC has considered a range of service levels in developing its approach to this plan, including a three-year minimalist scope, a five-year practical outline and an optimum best practice 10-year outlook.

RCC has opted for practical measures to ensure a five-year financially responsible approach to implementing its plan. This means steady progress towards increased community engagement and actions to achieve set targets, along with innovation in exploring regional solutions. This approach will allow RCC to optimise new financial investments and ensure efficiency in delivering future infrastructure and services.

The practical service level was preferred instead of best practice and minimalist approaches for a number of reasons:

- The minimalist approach is based on continuing current services and infrastructure without much targeted ambition. While this approach may be cheaper to implement, it carries risk, including a high safety, population growth and community acceptance risk.
- Best practice would come at considerable cost. This is also less achievable without a major redesign, given the land area constraints faced by RCC on its existing sites.

Intuitive comparison of different service levels

Best Practice
- Dedicated on site/mobile community education facility and staff + widespread campaigns & behaviour change programs
- Exceed 2024 recycling targets 55%+
- Compulsory 3rd green waste and /or food waste collection
- Drive through resource recovery centres
- Localised alternative waste processing technology
- Long term control/ownership of landfill and efficient transport mechanisms

Practical
- Targeted waste education program to various community sectors
- Behavioural change program pilot
- Regional education campaigns supported
- Incremental increases for reaching 2024 target and green bins growth
- Regional collaboration opportunities maximised
- Operational controls for demand management now but invest in planning studies to upgrade sites
- Long term security of landfill and efficient transport mechanisms

Minimalist
- Limited waste education service mainly to schools
- Localised marketing and communication as necessary
- 2024 recycling targets are treated as aspirational
- No targets for growth in voluntary 3rd green bin take-up
- Use mainly operational controls and information to satisfy demand management at transfer stations
- Obtain long term security of landfill and efficient transport mechanisms

18. Resource efficiency targets
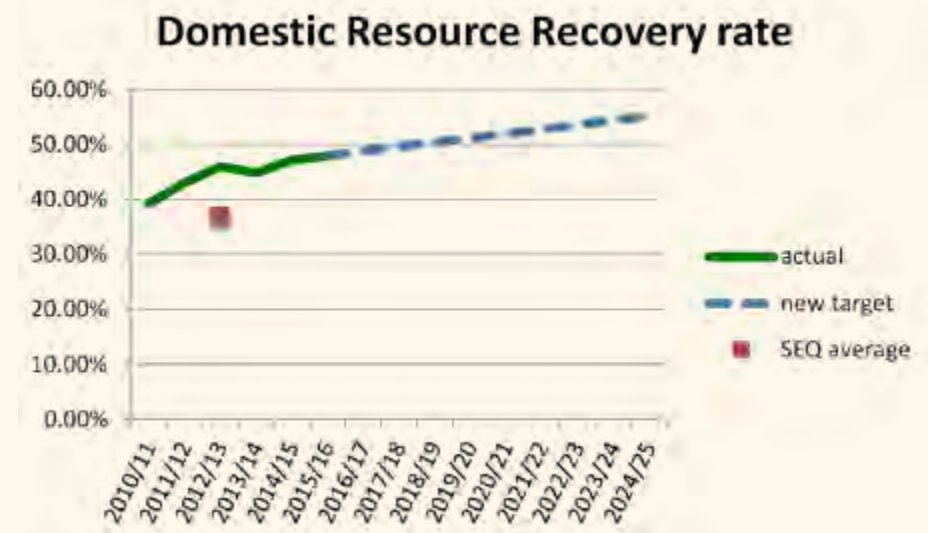
Resource recovery

The resource recovery target is a headline performance target. It is calculated as the portion of materials that are diverted from landfill, for example, through the tip shop or recycled, divided by the sum of total material diverted plus the material sent to landfill.

This means that if the amount of waste recycled stays the same but the amount of mixed waste sent to landfill decreases, then using the same formula this will increase the resource recovery rate. Conversely, the amount of recycling could be increasing but the amount of mixed waste increasing at a greater rate means that the resource recovery rate will decrease.

Historical performance shows that the RCC domestic waste recovery rate has increased from 39 to 47 per cent during the past five years. This can be attributed to the progressive recycling improvements noted in Section 4. Due to the calculation scenarios described above, the performance can fluctuate. For example, there was a spike in 2012-13 because of tropical storm activity generating additional amounts of green waste.

Overall, there is an upwards trend in resource recovery performance. It is also noted that the performance of RCC was ahead of the SEQ metropolitan average of 37 per cent in 2012-13, as published in the *Waste Avoidance and Resource Productivity Strategy 2014-2024*.

Historical performance and future resource recovery target

RCC is targeting an average linear 0.8 per cent incremental improvement in resource recovery each year, to meet the State target of 55 per cent by 2024. While the annual increase of 0.8 per cent may seem small, it will take increased effort to progressively reach the end target of 55 per cent.

Targeting the kerbside waste wheelie bin

The proposed measures to enable this growth in resource recovery are mainly focussed on the kerbside waste bins as this is where the majority of mixed general waste is generated and subsequently sent to landfill.

As documented in Section 6, the kerbside wheelie bin system has an overall resource recovery performance of 26 per cent, with the remaining 74 per cent of material being disposed.

Using information from previous waste characterisation audits from 2009 to 2011, it is estimated that the composition of mixed waste within the waste wheelie bins is 23 per cent food waste, 39 per cent green waste, 15 per cent recyclables and 23 per cent genuine mixed waste for which recycling and recovery is not possible.

An updated characterisation audit is required to assess the impacts of the uptake of the voluntary third green waste wheelie bins since 2011. However, the composition is generally suitable upon which to prioritise actions over the next five years.

The three target measures are:

- Increase diversion of green waste
- Minimise food waste
- Increase diversion of kerbside recyclables.

Composition of waste sent to landfill from the waste wheelie bin


Increase diversion of green waste

Forward reaching targets have been set for the continued growth in the take-up of green waste bins across the mainland, based on an average annual growth of 13.5 per cent over the last three years. Increasing the number of these services means the collection costs decrease per service and the cost of processing green waste is cheaper than the cost of landfill. Overall, this will bring a positive financial contribution, as well as a recycling increase benefit.

Promotion of this voluntary service will occur through the annual waste education plan. RCC believes it can increase uptake to those households in the south of the city, where growth will be highest. The distribution of green waste bins across the mainland against the locations of the two waste transfer stations is illustrated on p.59.

On the islands, the plan's focus is expected to be on working with community organisations that are taking the lead in establishing sustainable island living, including localised food growing systems such as the SMBI Food Growers Group. While these opportunities are in the formative stages, there are options for green waste collected at the transfer stations to be composted on the islands, on farms or at market garden sites. This will have the benefit of reducing the transportation costs from the islands to a composting site out of the city area. More feasibility work is required and will be developed as projects are shaped.

Existing distribution of green waste bins
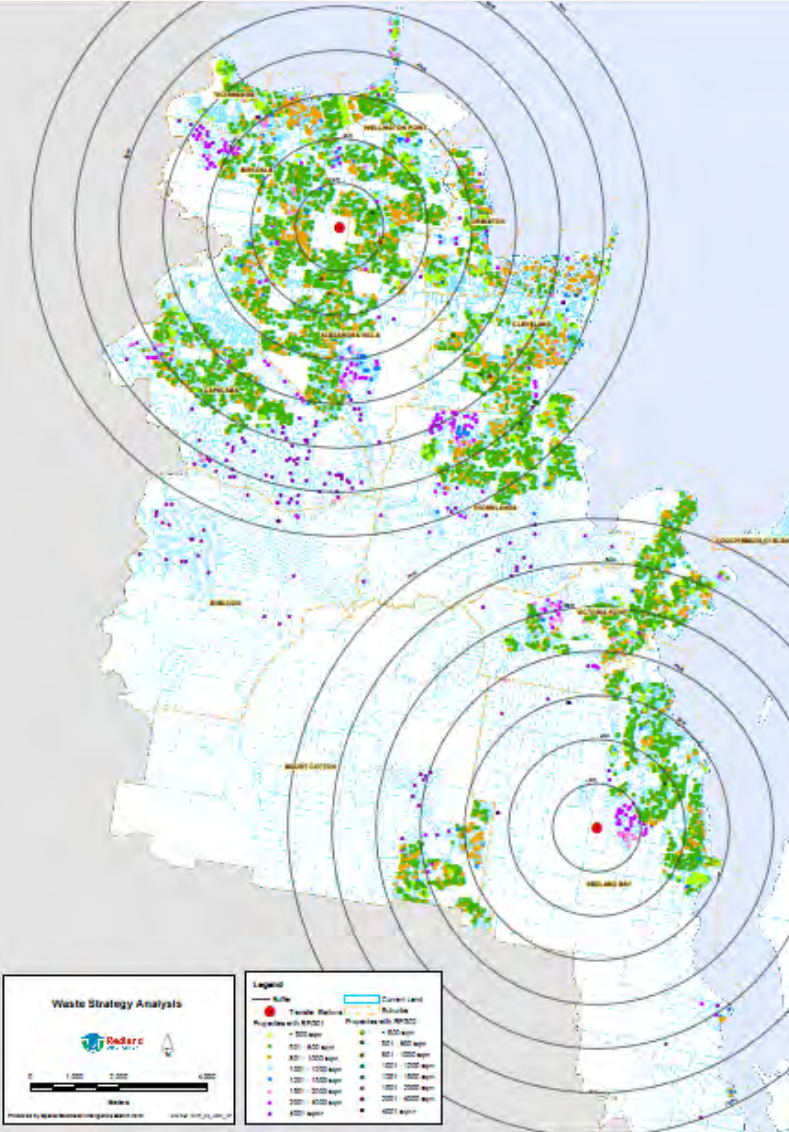
This distributions shows residents value the convenience of a kerbside green waste collection even if they live one-to-two kilometres from a transfer station. Growing uptake of this service will also assist with reducing visitation to the transfer stations and help with the demand management strategies outlined in Section 21.

The number of households with a green bin is targeted to increase from 8358 in 2014-15 to 15,808 in 2019-20, an uptake of approximately a quarter of all households. This will generate an estimated additional 2150 tonnes of green waste.

Growth targets for green waste bin take-up

Reducing food waste

Reducing food waste content in general waste bins contributes to many sustainability outcomes. For example, less methane in landfill, less weight in bins, reduced operating costs of waste services, improved cost of living, reduced grocery shopping bills, encourages local purchasing, encourages home composting or worm farming, encourages home gardening or joining a community garden.

There are many established food waste avoidance programs overseas and interstate that show the financial and other benefits, such as the "Love food hate waste" campaign. This focuses on reducing the amount of avoidable food waste being thrown away. According to published information, 60 per cent of all food waste is avoidable. Throwing away avoidable food waste costs householders around $2000 per year.

Avoidable food waste is food that could have been eaten but is instead thrown away because people:

• Forgot about leftovers
• Made unnecessary purchases
• Over catered
• Did not store food correctly.

Unavoidable food waste is food that is not usually eaten, such as:

• Eggs shells
• Meat bones
• Teabags
• Fruit and vegetable peelings.

The United States Environmental Protection Agency (USEPA) has published an ideal food recovery hierarchy to raise awareness of the preferred options for food waste.

USEPA food recovery hierarchy

Information and education campaigns help to raise awareness and inform the community about environmental and sustainability issues and may even help to change attitudes. This does not mean that behaviour change is achieved or maintained.

RCC has previously provided information to the community on the high organic content of bins.

RCC promotional material about organics in bins

RCC proposes to pilot a new project to reduce food waste in the general waste bins. This will be a community-based social marketing (CBSM) method that brings together environmental psychology and social marketing to understand individual behaviours, and the associated barriers and benefits of changing behaviour. By identifying behaviours and understanding barriers and benefits, specific strategies can be developed to encourage new behaviours for the purposes of achieving sustainable outcomes.

RCC is not proposing any separate food collection system as there are no suitable end processing facilities in place and these are significantly more expensive that a food waste minimisation behavioural change program.

Improving the capture of co-mingled recyclables

Through the established waste education program, the loss of co-mingled recyclables as general waste will continue to be targeted. The CBSM program will also be used to target improved diversion of recyclables. Key behavioural messages include:

- Recycling in all areas of the home, for example, the laundry and bathroom in addition to the kitchen
- Using existing recycling bins more efficiently by squashing recyclables
- Taking excess recyclables to the waste transfer stations
- Applying for a larger 340-litre recycling bin

The ideal sustainability bin set will be promoted at libraries and community events.

Sustainability bin set display at the Cleveland library

Improving recycling at waste transfer stations

In 2012, waste characterisation audits of the mixed waste from the waste transfer stations demonstrated that obvious recycling is taking place of items, including green waste and white goods. However, where materials are more of a composite nature or not easily categorised into one type of recyclable, they tend to be treated as waste. Additional material that could be diverted includes:

Untreated timber – Contributed nearly 25 per cent of average composition by weight and was estimated to be mainly from furniture. The majority was of low reuse value through a tip shop but could have been segregated for recycling.

Metal – The majority of metals were lightweight or composite materials. Common non-composite metal items included containers, cookware/racks, metal strapping, wireframes/fencing, bicycles and furniture frames.

Green waste – Deposited in smaller volumes, often contained in boxes or bags. Large palm fronds were also sighted.

Co-mingled recycling – Volumes of materials suitable for diversion through the kerbside recycling service were sighted. The majority of this material appeared to be deposited as part of mixed loads (associated with household clean-ups or social occasions, as example). Glass containers were a significant contributor to this stream.

Cardboard – Observed in each sample. Significant volumes of this material were presented as cardboard only (for example, not as boxes containing waste) and would have been recoverable through onsite streams.

This information will be used to inform future waste education programs.

How will we get there?
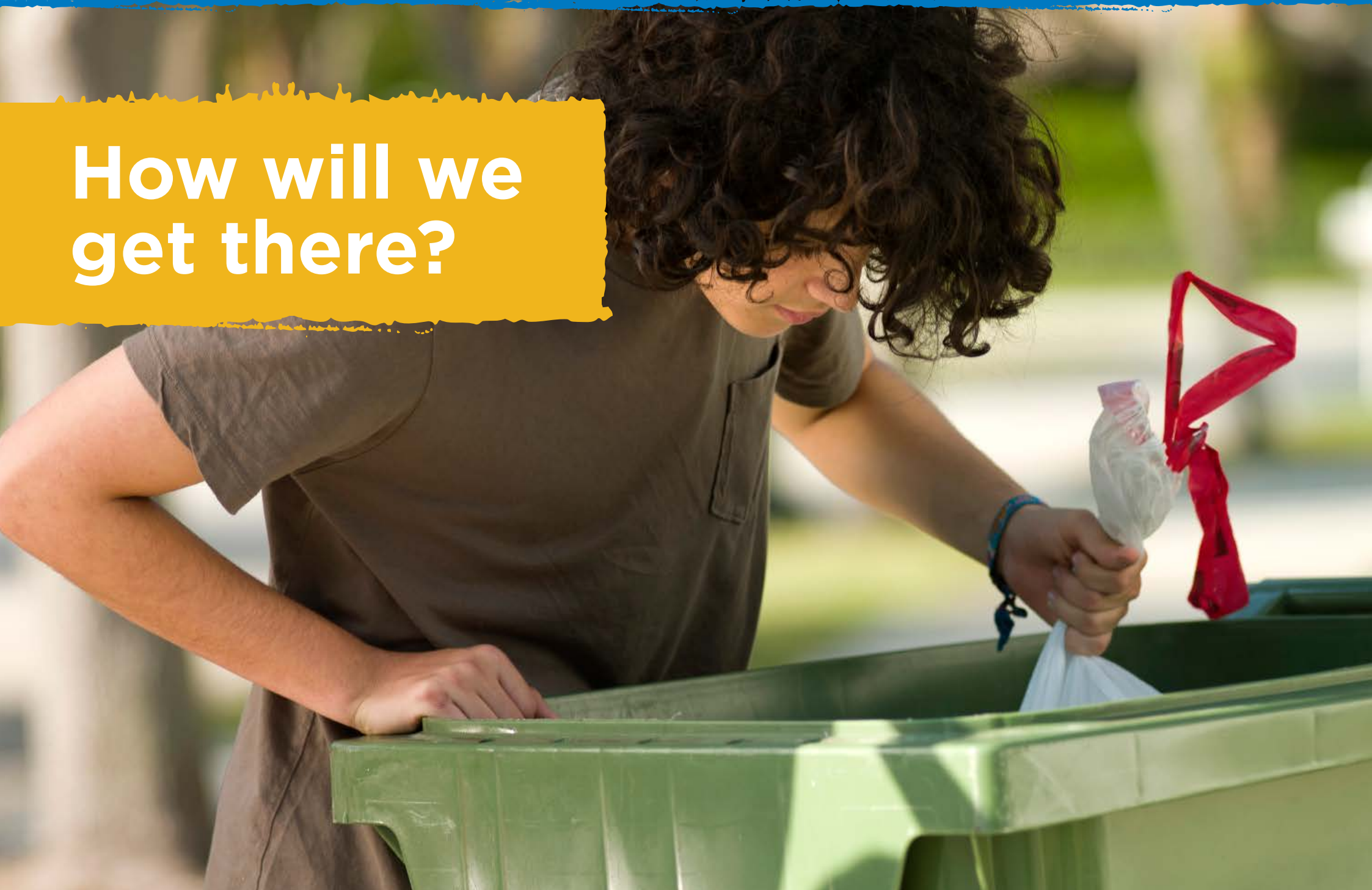
19. Waste reduction to landfill target

RCC measures the amount of waste landfilled per capita. The landfill reduction targets are calculated as the kilograms of municipal waste sent to landfill divided by the estimated population. The lower this number, the less waste that is landfilled. Since 2010 there has been a steady downward trend in the amount of waste landfilled.

Waste to landfill reduction target
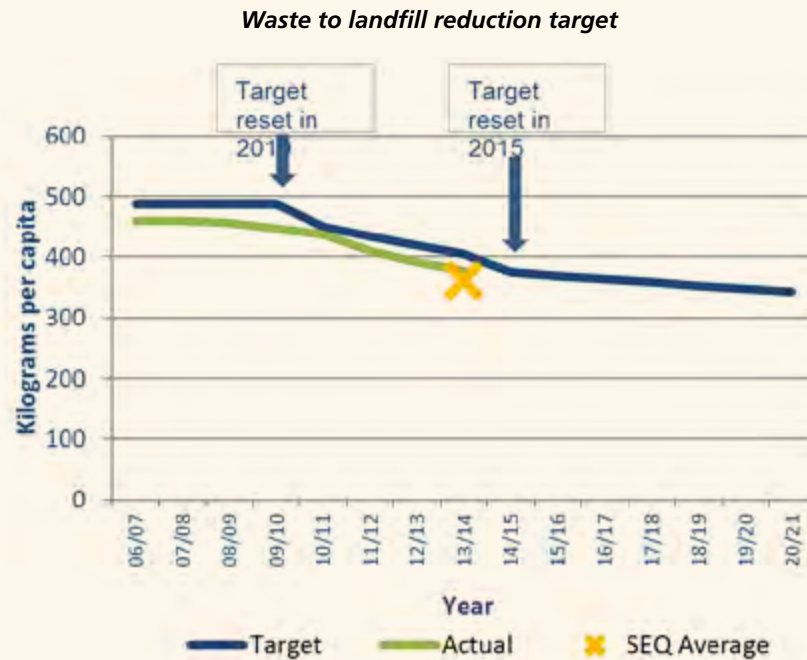
In 2010, the target was lowered and RCC has steadily achieved an average reduction of four per cent per annum since that time. For the purposes of this plan, the target has been lowered again, based on actual performance, and an ongoing 1.5 per cent annual reduction applied. This is to align with the State strategy, which has a 15 per cent reduction over 10 years. In 2013-14, SEQ averaged 361 kilograms of waste landfilled per capita. This is slightly lower than the RCC result of 377 kilograms of waste landfilled per capita in the same year.

RCC aims to achieve these waste reduction to landfill targets based on the additional recycling initiatives described earlier in this section on diverting more green waste, reducing food waste and increasing diversion of recyclables from the kerbside waste bins together with extra diversion at the waste transfer stations.

Recycling Centre →

20. Infrastructure planning and assessment

The number, type and location of waste infrastructure is a key component in driving costs and levels of service in a waste system. Metropolitan Councils relying on external infrastructure, rather than providing all necessary waste processing facilities, is an emerging trend. This section describes the infrastructure RCC has and what it does not need to supply, together with other key considerations and planning requirements.

Infrastructure Type	Current situation	Future Planning needs
Tip shop (RecycleWorld)	A tip shop to advance the reuse and sale of waste is located at Redland Bay Transfer Station.	The covered area needs to be expanded to provide more weatherproof storage of goods. Carparking and loading areas need to be better configured to optimise space. The site layout needs to be reviewed in line with an upgrade to the transfer station. On the islands, there are opportunities to formalise dedicated reuse drop-off areas.
Materials Recovery Facility (MRF) to sort and process co-mingled recyclable material	RCC operated a MRF from 1996 to 2006 when the recycling market was in its infancy. RCC now contracts its processing services to an external MRF within Brisbane City, as this is more cost-effective.	Economies of scale are achieved by the strategic location of a few of these plants across the SEQ region. RCC believes that there will continue to be adequate external capacity within SEQ for processing of recyclables. In addition, the trading of recyclables is within the international commodities market and best managed by suitably qualified professionals to optimise the business outcomes.
Organics processing is required to compost the green waste that is segregated at the transfer stations and collected via the optional green waste bins.	Currently RCC utilises external composters outside the city. Other market providers exist that can turn green waste into green renewable energy.	The existing transfer stations are constrained in the available space and layout available to expand operations to include on-site composting. On site composting and development of local markets especially on the islands would be a more sustainable approach. More financial and risk assessments are required on the viability of local composting and also an understanding of what other market development is occurring within industry. Any future composting initiatives need to be consistent with developed masterplans for each site accommodating expansion areas for population growth and new recycling streams.
Other recycled products	All recycled products are contracted for external processing and sales.	RCC will continue to procure external expertise to collect and process all forms of recyclables including oil, metal, electronic waste, building materials and tyres. Planning will be required for additional storage space, container locations or other specific processing and handling requirements to expand the range and types of recyclables processed in the future from federal and state legislation changes.

Infrastructure Type	Current situation	Future Planning needs
Transfer stations	RCC provides a network of eight transfer stations across the mainland and islands to meet customer service requirements such as location and accessibility (travel time and opening times). Based on a regional assessment in 2010, 94 per cent of mainland residents have access to a transfer station within a 20-minute drive. This compares to a suggested regional standard of 80 per cent of population within 20 minutes. Each island community has access to a transfer station with opening times commensurate to demand.	Design and layout requirements to handle the traffic and volumes of material from existing customers and future population growth. More upgrade opportunities are identified with the mainland sites pending outcomes of regional work. In the interim, demand management strategies will be used.
Bulky waste transfer station	RCC does not currently have capacity for the larger waste or co-mingled recycling collection trucks to use the existing transfer stations for compaction and better transport payloads.	The operational waste infrastructure is built predominantly around sites where an operating landfill has historically been situated. Building new infrastructure on top of old landfill adds a premium to the construction costs because extra engineering is required on unstable ground. Minimising civil infrastructure in those areas is therefore a first preference. RCC will protect all existing sites from non-waste activities until the outcomes of regional collaboration studies are known.
Landfill	RCC uses external landfill sites	RCC will use landfills outside the city area and remain flexible about future longer term participation in alternative waste technologies as the availability to landfill capacity diminishes. Securing a new landfill disposal contract beyond 2020 is the critical infrastructure task upon which other supporting infrastructure can be developed.

Bulky waste transfer stations

The main benefit of a bulky transfer station is to reduce the cost of transporting waste to a disposal or processing facilities. The collection trucks can tip off within the local area and quickly return to collect more bins. The larger trucks leaving the transfer station can carry greater payloads and more economically travel further afield. There is also more flexibility in choosing the most cost-effective disposal site. Other benefits include recovery of recyclables from the waste and or separation of hazardous materials.

The best location for a bulky waste transfer station is in close proximity to the majority of the population, to minimise the amount of time the collection trucks take to drop off their loads and return to their rounds to collect bins.

Currently, there are no external bulky waste transfer stations in close proximity to the northern or central RCC area that have adequate capacity to receive all of the RCC collection trucks.

RCC's decision about whether to invest in a bulky waste transfer station will depend upon the overall financial assessment of benefit versus costs.

The outcomes of regional collaboration studies will determine what options are available to RCC about this type of infrastructure and locations. Various planning, siting, design and operating costs will need to be modelled against the savings the transfer station might generate from reduced transport costs over the substantial life span of the facility, which is excess of 20 years.

21. Demand management

As the population increases so does visitation at the waste transfer stations. RCC prefers to use demand management strategies to prolong the life of existing waste assets until the outcome of further planning studies are completed. Demand management is focused on behavioural and technological approaches to manage the traffic volumes at the two mainland transfer stations.

How RCC plans to improve efficiency at Birkdale and Redland Bay Waste Transfer Stations

Data monitoring. RCC uses computer software at the gatehouse to record the type of waste, vehicle type, commercial or residential, date and time. For practical purposes, it does not weigh every vehicle unless it is a commercial load where payment is received. Instead, a default weight is applied as per the waste and vehicle type. Visitation growth is above population growth due to multiple visits per year.

Economic incentives. Residential gate fees were an effective method of reducing traffic at sites, as residents typically consolidated their loads and reduced the number of trips. However, these fees were unpopular with the community, and there were concerns about the incidence of increased illegal dumping so they were subsequently removed. No further incentives are proposed at the sites themselves. Residents will be encouraged to consider taking up an optional green waste bin for more convenience and to save them time queuing at the sites.

Education. RCC believes that sustainable waste practices should begin in the home as first preference. There is ongoing educational work needed on waste minimisation to avoid the need to use the sites. Other information includes how best to pack vehicles before leaving home to make easier use of the location of the sorting areas and avoid wasting time. Communicating peak times of visitation (i.e. summer months, from 10am to 4pm and on Sundays) and encouraging the efficient use of sites (i.e. only travelling when there is a full and consolidated load) are also required.

Enforcement. Site rules will be enforced, including speed limits and line marking, to ensure the safety of everyone on site. It is important that all customers follow directions of site staff at all times. The days of operation

for RecycleWorld tip shop have been reduced to Thursday and Saturday only. This avoids a Sunday operation when transfer station traffic at Redland Bay is at its busiest.

Encouragement. RCC places high importance on providing resource recovery education and promoting alternative services such as optional green bins or larger recycling bins. These serve to minimise the generation of waste and therefore optimise the use of existing infrastructure and also maximise the participation in all of the recyclable material diversion services within RCC. More information is needed to engage with the community about the targets for increased recycling.

Engineering. A bypass lane has been designed for the Birkdale Waste Transfer Station to enable loads with only green waste to gain easier access and enable more free flowing traffic during peak times. This is expected to be completed by early November 2015. There will also be a staged capital works program to progressively upgrade sites based on safety, operational and environmental risks.

Traffic queuing outside mainland waste transfer stations

22. Infrastructure schedule

Asset	Summary	Future
South Street depot	Not open to the public. Used as a vehicle depot and ancillary works (workshop and bin storage for the collection contractor). Former nightsoil and animal burial ground.	Offers potential for expansion of new infrastructure pending outcomes of regional collaboration processes.
Birkdale Transfer Station	Open 7 days a week from 7am to 5pm winter and 5.30pm summer. Facilities and services provided include: • Recycling and waste separation facilities for green waste, building materials, clean soil, scrap metals, white goods, car batteries, gas bottles, electronic waste, cardboard, oil, tyres, co-mingled recyclables, clothing bins, expanded polystyrene • Sharps bin • Reuse collection point for resalable goods (sold through RecycleWorld) • Weighbridge **Key Statistics for 2014-15** • 176,187 customer visits • 65% resource recovery rate • 25,221 tonnes materials handled	There are major landfill remediation works underway in 2015, which may cause traffic delays at certain times. The landfill remediation project will install a new one-way haul road on top of the landfill for safety improvements. A bypass entry lane around the gatehouse for green waste loads during peak times will be constructed in 2015. Works as necessary for operational and safety improvements.
Redland Bay Transfer Station	Open 7 days a week from 7am to 5pm winter and 5.30pm summer. Facilities and services provided include: • Recycling and waste separation facilities for green waste, building materials, clean soil, scrap metals, white goods, car batteries, gas bottles, electronic waste, cardboard, oil, tyres, co-mingled recyclables, clothing bins, expanded polystyrene. • Hazardous household waste and sharps • Reuse collection point for resalable goods (sold through RecycleWorld shop on site). RecycleWorld shop open Thursdays and Saturdays from 9am to 2pm. **Key Statistics for 2014-15** • 123,982 customer visits (excludes customers of RecycleWorld • 74% site resource recovery rate • 18,469 tonnes materials handled	RCC now operates RecycleWorld and an operational review will occur in 2015-16. Works as necessary for operational and safety improvements. Opportunities for consolidating operations with the nearby Carbrook Waste Transfer Station, operated by Logan City Council, have been explored and no further action is proposed. Undisturbed land to the south is currently used for stockpiling materials. The future use will be considered with long-term infrastructure needs.

Asset	Summary	Future
North Stradbroke Island Transfer Station	Open 7 days a week from 7am to 5pm winter and 5.30pm summer. Facilities and services provided include: • Recycling and waste separation facilities for green waste, scrap metals, car batteries, gas bottles, oil, tyres, cardboard, co-mingled recyclables • Electronic waste bins as scheduled • Sharps bin **Key Statistics for 2014-15** • 10,602 customer visits • 85% site resource recovery rate • 1824 tonnes materials handled	Investigate options to receive commercial and industrial general waste and assist manage the seasonal waste and recycling volume fluctuations on the Island during peak tourist visitation. Provide hazardous household waste and electronic collections as per demand. Works as necessary for operational and safety improvements.
Coochiemudlo Island Transfer Station	Open Sat/Sun/Mon/Wed/Fri 10am-12pm Facilities and services provided include: • Recycling and waste separation facilities for green waste, scrap metals, car batteries, gas bottles, cardboard, tyres, co-mingled recyclables. **Key Statistics for 2014-15** • 6254 customer visits • 78% site resource recovery rate • 689 tonnes materials handled	Works as necessary for operational and safety improvements.
Karragarra Island Transfer station	Open daylight hours 7 days a week Facilities and services provided include: • Recycling and waste separation facilities for green waste and scrap metals **Key Statistics for 2014-15** • Unattended – unknown customer visits • 83% site resource recovery rate • 215 tonnes materials handled	Works as necessary for operational and safety improvements.
Lamb Island Transfer station	Open daylight hours 7 days a week Facilities and services provided include: • Recycling and waste separation facilities for green waste and scrap metals **Key Statistics for 2014-15** • Unattended – unknown customer visits • 80% site resource recovery rate • 460 tonnes materials handled	Works as necessary for operational and safety improvements.

Asset	Summary	Future
Macleay Island Transfer Station	Open 8am to 4pm Sun to Wed Facilities and services provided include: • Recycling and waste separation facilities for green waste, scrap metals, car batteries gas bottles, oil, tyres, cardboard, co-mingled recyclables, • Sharps bin • Reuse drop-off area **Key Statistics for 2014-15** • 10,621 customer visits • 80% site resource recovery rate • 2008 tonnes materials handled	Investigate options to receive commercial and industrial general waste. Provide hazardous household waste and electronic collections as per demand. Works as necessary for operational and safety improvements.
Russell Island Transfer Station	Open 8am to 4pm Thu to Mon Facilities and services provided include: • Recycling and waste separation facilities for green waste, scrap metals, car batteries gas bottles, oil, tyres, cardboard, co-mingled recyclables • Sharps bin • Reuse drop-off area **Key Statistics for 2014-15** • 11,583 customer visits • 91% site resource recovery rate • 2935 tonnes materials handled	Investigate options to receive commercial and industrial general waste. Provide hazardous household waste and electronic collections as per demand. Works as necessary for operational and safety improvements.

23. Conclusion

Waste management is a heavily regulated industry at the Federal and State levels and the level of expertise to adequately manage waste to minimise environmental impacts is increasing.

The *Waste Reduction and Recycling Plan 2015-2020* has been written to comply with the *Waste Reduction and Recycling Act 2011*, and coincide with a mid-way review of the existing *Sustainable Resources from Waste Plan 2010-2020*. This plan is strategic in nature and will be supported by other key documents such as the waste education plan, litter and illegal dumping plan and infrastructure asset management plan, noting that some of these documents are yet to be developed.

The generation of waste is a symptom of inefficient use of resources such as water, energy, money and land and as resources are finite, waste must be reduced. Waste volumes will continue to increase as the population grows.

Domestic waste from households is the only type of waste that RCC has a statutory requirement to manage and this forms around 95 per cent of the total waste handled.

Customer and community expectations are increasing and are reflected in issues such as value for money, greater transparency of costs of services, convenience and accessibility to transfer stations, diversity of recycling services and reduced environmental impacts.

The importance of recycling continues to be supported within the community. An ongoing shared responsibility with RCC and the community will continue to be required to advance new resource recovery improvements.

The current resource recovery performance of RCC is good at 47 per cent for 2014-15 and incremental targets have been set to build on this solid foundation and take RCC forward towards the 2024 State Waste Strategy targets.

Greater resource efficiencies will be achieved primarily by focusing on the kerbside waste and improving the diversion of waste from the wheelie bins.

RCC will promote the availability of optional green waste bins and ways to increase the amount of co-mingled recyclables through the waste education program, with communication priorities set annually.

A brand new community-based social marketing pilot program is to be initiated that focuses on food waste minimisation to reduce the amount of waste being landfilled.

A key future focal area for RedWaste in executing this plan will be regional collaboration for services and infrastructure sharing. Cost of living pressures in the community dictate that all levels of government, including local government, must work smarter and do more with less. The benefits of regional collaboration are well documented such as gaining better business efficiencies through economies of scale principles.

There are increasing cost pressures due to lack of availability of easily accessible landfill space. The exploration of further service delivery and infrastructure sharing opportunities with available providers is critical for RedWaste to understand beyond 2020 when the existing landfill disposal agreement ends.

Planning for this must happen now, ahead of investing in any new or upgraded transfer stations and bulky haulage infrastructure worth multimillion dollars. In the interim, demand management of existing infrastructure will be important to optimise the use of the existing assets.

An implementation plan is attached listing actions against the objectives of this plan. This set of actions together with timeframes, resources and cost impacts, will guide RCC to deliver on its commitments under this plan. There may be new opportunities identified in subsequent years that are not documented in the action plan now. These will be considered on merit if they are consistent with the broad strategic objectives.

24. Implementation action plan

RCC has a structured approach to link its annual operational and 10-year capital programs to the community and corporate plans. The financial strategy sets financial targets and guides the budget process each year. This waste plan is implemented through budget funding allocated annually to RedWaste. This funding is primarily obtained through revenue from the waste and recycling utility charges.

RCC planning and budget interrelationship

"Many environmentalists and scientists believe we're now in the Transition Decade, in which our society will have to dramatically transform to cope with increasing resource scarcity. This will up the ante for efficient waste management.

When we consider the flow of resources through the economy and through our lives, it's useful to think in terms of circles and cycle instead of lines with dead ends."

Second Nature – Recycling in Australia – Planet Ark 2012

#	Implementation Actions	Timing	Resources	Measurement	Cost Impact
Objective 1 – Legislative compliance					
1	Adoption of this plan following community consultation	2015	Waste planning unit	Council resolution	Low
2	Three year review of plan	2018	Waste planning unit	Council resolution	Low
3	Maintain knowledge of legislative changes and industry trends affecting this plan	Ongoing	Waste planning unit	Briefings with impacts as required	Low
4	Maintain advocacy role through regional networks and LGAQ	Ongoing	Waste planning unit	Membership of SEQ waste and recycling network group and LGAQ waste and environment reference group	Low
5	Provide safe and environmentally compliant waste and recycling services	Ongoing	Waste operations unit	Ensure site based environmental management plans are updated regularly to align with this Plan. Compliance with key performance indicators in RedWaste performance plan.	Low
Objective 2 – Targets for waste reduction and recycling					
6	Expand take-up of the voluntary green waste collection service to support increased recycling targets and investigate pricing for providing optional green waste collection services to the islands	Ongoing	Waste education and operations units	Growth in participation according to targets	Low
7	Increase promotion of key target areas such as kerbside recycling and WTS recycling	Ongoing	Waste education and operations units	Performance improvement in resource recovery	Low
8	Perform waste characterisation audits on kerbside waste to inform the education and engagement programs	Biannually	Waste operations unit	Audit report	Low
9	Expand reuse and recycling operations at the WTS as opportunities present	Ongoing	Waste operations unit	New/expanded drop-off areas	Low

#	Implementation Actions	Timing	Resources	Measurement	Cost Impact
10	Improve data capture and resource recovery reporting of RCC as an organisation	Monthly	Waste operations unit	Calculations included in spreadsheet	Low
11	Progress report on achievement of targets	Quarterly and annually		Operational plan RCC Annual Report RedWaste performance plan	Low
12	Ensure new contracts specify the level of resource recovery performance required to deliver on the targets set in this Plan	As contracts are renewed	Waste operations unit	New contract specifications	Low
13	Expand operational areas to cater for new recycling streams	As they come on line from state and federal laws	Waste operations unit	New recycling services	Low
14	Review of public place recycling bin numbers and locations in partnership with sporting clubs and community groups	2016	Parks and Sport and Recreation units	Review complete	Low
Objective 3 – Planning for growth					
15	Complete traffic bypass lane at the Birkdale Waste Transfer Station	2015	Waste planning and operations units		Low-to-medium
16	Complete new one way access haul road for customers depositing materials on top of the landfill area at Birkdale WTS	2016	Waste planning unit	New roadway built and communication plan in place for customer use	Medium
17	Develop a Demand Management Plan and communication strategy to ensure the existing WTS assets are being used as efficiently as possible.		Waste operations and planning unit	Plan in place	Low
18	Ensure ongoing capacity for kerbside recycling particularly in units and high rise dwellings	City Plan 2015 review	Waste operations and planning unit	Outcomes documented in the City Plan 2015	Low
19	Complete feasibility study into a new bulky waste collection service and scope	2015/16	Waste operations unit	Service reviewed and decision made	Low-medium

#	Implementation Actions	Timing	Resources	Measurement	Cost Impact
20	Ensure there is adequate recycling and waste capacity in tourist destinations like NSI	Seasonal	Waste operations unit and other key stakeholders	Additional recycling and waste capacity	Low
21	Investigate sustainable waste management options for RCC generated priority wastes	As priority needs occur	Waste operations unit and waste planning unit	Cost effective solutions researched and adopted	Low
Objective 4 – Regional collaboration					
22	Complete investigation into feasibility and benefits of a regional collection contract with Brisbane City Council	2018	Waste planning and operations units		Low
23	Work with Council of Mayors and others to advance regional collaboration projects that enhance waste and resource recovery benefits to RCC	Ongoing	Waste planning unit	COMSEQ regional waste taskforce outcomes SEQ waste network group opportunities	Low
Objective 5 – Affordable services and infrastructure					
24	Ensure full cost pricing models are reviewed to meet the waste and resource principle of user pays	Annually	Waste operations unit and finance	Full cost pricing underpins rates and prices	Low
25	Research and apply for relevant financial grants that assist minimise cost impacts to residents	Ongoing	Waste operations unit and finance	Grants acquired and factored into financial modelling of rates and prices	Low
26	Develop and implement a waste asset management plan to guide the optimum use of the WTS	2016	Waste planning unit	Waste asset plan documented and approved	Low
27	Undertake site upgrades as required to manage operational and safety risks from asset plan	As required	Waste operations and planning units	Business case and project plan approved	Medium-to-high

#	Implementation Actions	Timing	Resources	Measurement	Cost Impact
28	Complete regional investigations into new disposal sites and infrastructure needed beyond 2020, supported by economic evaluations and further consultation as required	2018	Waste planning unit	Infrastructure options assessed and preferred solution adopted	Low
29	If required, develop planning studies and procurement of a bulky waste transfer station	2018	Waste planning unit	Construction and commissioning of facility	High
30	Retain working knowledge of alternative waste technologies to inform future planning studies as required	Ongoing	Waste planning unit	Updated reports Knowledge applied to infrastructure assessments where necessary	Low
31	Feasibility report into island green waste processing options	2017	Waste planning unit	Report	Low
Objective 6 – Community engagement					
32	Set and deliver waste education program priority actions and initiatives for waste prevention and improved resource recovery	Annual program	Waste education unit	Documented annual education plan Displays at community events School and community visits Investigate online and mobile technology solutions for better customer access to information Maintain RCC website that is easy to use	Low
33	Develop a litter and illegal dumping plan	2017	Waste planning unit	Documented Plan	Low
34	Work with community organisations to develop feasibility studies for greater use of green organics (especially on the islands) for example within community gardens	Ongoing	Waste planning and operations units	Documented agreement	Low

Abbreviations/Glossary

AWT – Alternative Waste Technology

C&D – Construction and Demolition Waste

C&I – Commercial and Industrial Waste

CBSM – Community Social Based Marketing

COMSEQ – Council of Mayors South East Queensland

DEHP – Department of Environment and Heritage Protection

HHW – Hazardous Household Waste

KPI – Key Performance Indicator

LGAQ – Local Government Association of Queensland

MSW – Municipal Solid Waste

MRF – Materials Recovery Facility

NSI – North Stradbroke Island

NWP – National Waste Policy Framework

Plan – Waste Reduction and Recycling Plan

PPR – Public Place Recycling

RCC – Redland City Council

RoRo – Roll-on/Roll-off Bin

Waste and Resource Management principles

Polluter pays principle is the principle that all costs associated with the management of waste should be borne by the persons who generated the waste.

User pays principle is the principle that all costs associated with the use of a resource should be included in the prices of the goods and services (including government services) that result from the use.

Proximity principle is the principle that waste and recovered resources should be managed as close to the source of generation as possible.

Product stewardship principle is the principle that there is a shared responsibility between all persons who are involved in the life cycle of a product for managing the environmental, social and economic impact of the product.

Contact details

For more information about waste reduction and recycling in the Redlands, please contact Redland City Council on 3829 8999.

Disclaimer

The information contained in this document or its attachments is to the best of our knowledge accurate at the time of authorising the printing of the publication in November 2015. Any representation, statement, opinion or advice, expressed or implied in this publication is made in good faith for general information purposes but and on the basis that the Redland City Council, its agents and employees are to the extent permissible by law, not liable (whether by reason of negligence, lack of care or otherwise) to any person for any damage or loss whatsoever that has occurred or may occur in relation to that person taking or not taking (as the case may be) action in respect of any representations, statement or advice referred to above.

Redland
CITY COUNCIL

11.5.9 AMENDMENT TO THE REDWASTE ANNUAL PERFORMANCE PLAN

Objective Reference:	A548083 **Reports and Attachments (Archives)**
Attachment:	**Amended RedWaste Annual Performance Plan 2015/16**
Authorising Officer:	**Gary Soutar** **General Manager Infrastructure and Operations**
Responsible Officer:	**Kevin Mcguire** **Group Manager Water and Waste Operations**
Report Author:	**Robert Walford** **Service Manager RedWaste**

PURPOSE

The purpose of this report is to seek Council resolution to amend the 2015/16 RedWaste Annual Performance Plan (APP) key performance indicator (KPI) for Council's resource recovery rate from 49.5% to 47.8%.

BACKGROUND

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

Section 175 of the *Local Government Regulation 2012* states the annual operational plan for a local government must include an APP for each CBU of the local government. It also states that an APP for a CBU is a document containing, but not limited to, the unit's financial and non-financial performance targets.

The 2015/16 RedWaste Annual Performance Plan KPIs were developed using existing methodology for the receival, recovery and disposal of waste and recyclable materials.

ISSUES

The 2015/16 RedWaste APP KPIs were developed using existing methodology for the receival, recovery and disposal of waste and recyclable materials. A review of the recording and treatment of soil and soil products has resulted in this material being removed from the calculations of Council's resource recovery performance data.

Soil and soil materials are received at Council's Birkdale and Redland Bay waste transfer stations from residential and commercial sources. For the 2014/15 financial year, a total of 4,204 tonnes of soil was received and stockpiled for future use. Reuse of soil has generally consisted of landfill remediation. Where possible, the material is being used in the Birkdale landfill remediation however following completion of this project the timeframes and long term use of soil received is unknown. Therefore, it has been determined that soil should be removed from resource recovery (%) calculations.

As a result, the adopted 2015/16 annual target for RedWaste indicator *Municipal solid waste resource recovery rate (%)* must be reduced from 49.5% to 47.8%. This reduction reflects current operational performance in waste diversion and resource recovery and aligns Council's performance to the 2014-2024 state government resource recovery targets.

STRATEGIC IMPLICATIONS

Legislative Requirements

This report satisfies *Local Government Regulation 2012* by seeking Council resolution to amend a CBU's APP. There are no legislative implications with this proposed change to RedWaste's KPIs.

Risk Management

There are no identified risks as a result of this report.

Financial

There are no financial implications from this report.

People

There are no people implications from this report.

Environmental

The reduction of the KPI for Council's resource recovery rate from 49.5% to 47.8% identifies greater effort will be required by the community and Council in order to meet the state government resource recovery target of 55% by 2024.

Social

There are no social implications from this report.

Alignment with Council's Policy and Plans

The proposed changes support Council's strategic priorities by:

- Continuously monitoring, evaluating and improving waste services;

- Implementing Council's waste management strategy by applying best practice principles in resource recovery.

CONSULTATION

Consultation of the proposed amendment to KPIs in the 2015/16 RedWaste Annual Performance Plan includes:

- Principal Waste Planner;

- Commercial Business and Infrastructure Unit.

OPTIONS

That Council resolves as follows:

1. To note the contents of the report above and change to 2015/16 RedWaste key performance indicator municipal solid waste resource recovery rate from 49.5% to 47.8%; and

2. To adopt the amended 2015/16 RedWaste Annual Performance Plan as attached.

OFFICER'S RECOMMENDATION/ COUNCIL RESOLUTION

Moved by: **Cr P Gleeson**
Seconded by: **Cr M Edwards**

That Council resolves as follows:

1. **To note the contents of the report above and change to 2015/16 RedWaste key performance indicator municipal solid waste resource recovery rate from 49.5% to 47.8%; and**

2. **To adopt the amended 2015/16 RedWaste Annual Performance Plan as attached.**

CARRIED   11/0

Crs Boglary, Ogilvie, Hardman, Hewlett, Edwards, Elliott, Talty, Beard, Gleeson, Bishop and Williams voted FOR the motion.

REDWASTE

A commercial business unit of Redland City Council

Performance Plan 2015-16

Table of Contents

1 Introduction

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

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.

In deciding whether an activity should be a significant business activity for the 2015-16 financial year, local governments must consider the operating expenditure for the 2014-15 financial year less any depreciation included therein and any expenditure included therein to achieve competitive neutrality which is not actually incurred by the local government plus any loan redemption payments in that year.

Section 19 of the *Regulation* was recently amended to increase the thresholds. The thresholds for the 2015-16 financial year are therefore as follows:

- for water and sewerage combined activities - $13.6m; and
- for any other business activity - $9m.

Section 175 of the *Regulation* states:

1) The annual operational plan for a local government must:
   - (a) be consistent with its annual budget; and
   - (b) state how the local government will:
     - (i) progress the implementation of the 5-year corporate plan during the period of the annual operational plan; and
     - (ii) manage operational risks; and
   - (c) include an annual performance plan for each CBU of the local government.

2) An annual performance plan for a CBU is a document stating the following for the financial year, the:
   - (a) unit's objectives;
   - (b) nature and extent of the significant business activity the unit is to conduct;
   - (c) unit's financial and non-financial performance targets;
   - (d) nature and extent of the community service obligations the unit must perform;
   - (e) cost of, and funding for, the community service obligations;
   - (f) unit's notional capital structure, and treatment of surpluses;
   - (g) unit's proposed major investments;
   - (h) unit's outstanding and proposed, borrowings;
   - (i) unit's policy on the level and quality of service consumers can expect;
   - (j) delegations necessary to allow the unit to exercise autonomy in its commercial activities;
   - (k) type of information that the unit's reports to the local government must contain.

3) A local government may omit information from the copies of the annual performance plan made available to the public if-
   - (a) the information is of a commercially sensitive nature to the commercial business unit; and
   - (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

This 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; and

(d)   competitive neutrality.

3 Redland City Council vision

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

4 RedWaste vision, objectives and functions

4.1   Business' focus

4.1.1   Vision

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

4.1.2   Mission

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

4.1.3   Key drivers

The key business drivers are:

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

5 Roles of each party

5.1   Role of Redland City Council

- Owner of business
- Specifies levels of service
- Customer of RedWaste

5.2   Role of RedWaste

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

6 Undertakings by the parties

6.1   Redland City Council

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

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

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

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

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

RCC will operate in accordance with various policies and the corporate plan.

6.2   RedWaste

RedWaste will:

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

7   Redland City corporate plan objectives

To address key strategies within the RCC Corporate Plan for 2015-2020, RedWaste will:

- manage the kerbside collection of domestic and commercial solid wastes and recyclable materials and transport to a suitably approved handling facility;
- oversee the planning, construction, operation, management and maintenance of a network of assets for the segregation and disposal of solid waste and recyclable materials generated from domestic and commercial sources; and
- engage with the community and businesses within the city to improve the overall performance of RedWaste and improve sustainability awareness and implementation.

8   RedWaste's strategies for achieving objectives

8.1   Sustainable Resources and Waste Strategy

The Sustainable Resources and Waste Strategy (the Strategy) was adopted by Council in June 2010. The Strategy provides the structure for managing and recovering resources from the waste stream being generated by the community and businesses of the RCC area. The Strategy includes education and litter prevention strategies and an implementation plan outlining proposed actions for the next 5 years.

At the time of writing this APP, the above strategy is under review and will be updated as a waste reduction and recycling plan following public consultation to align with the relevant state legislation i.e. *Waste Reduction and Recycling Act 2011.*

A key future focal area for RedWaste in executing this strategy will be regional collaboration. Cost of living pressures in the community dictate that all levels of government, including local government, must work smarter and do more with less. The benefits of regional collaboration are well documented such as gaining better business efficiencies through economies of scale principles. Success has been achieved already by negotiating a 10-year waste disposal agreement with neighbouring Brisbane City Council to use their landfill and disposal infrastructure. The exploration of further service delivery and infrastructure sharing opportunities with available providers is critical for RedWaste to understand beyond 2020 when the existing disposal agreement ends. Planning for this must happen now ahead of investing in any new or upgraded transfer station and bulky haulage infrastructure worth in the order of multi million dollars.

8.2   *Queensland Waste Strategy*

On 22 December 2014, the State Government released Queensland's Waste Avoidance and Resource Productivity Strategy (2014-2024).

This is an industry-led strategy that has been developed collaboratively with a steering committee comprising representatives from business and industry, the waste and resource recovery sector, local government, and community and environment groups. The strategy proposes a high-level vision and direction for Queensland over the next 10 years. Key features and targets include:

- reducing waste generation by 5% per capita;
- increasing total recycling and resource recovery to 55% by 2024; and
- priority wastes and areas for action.

The strategy is entitled "Waste - Everyone's responsibility" and focuses on the waste management hierarchy to avoid, reduce, reuse, recycle, recover energy, treat and dispose. Other tools influencing the strategy are to drive cultural change and avoid the generation of waste in the first instance. The guiding principles include protecting human and environmental health; sharing responsibility for resource management; recognising the cost of waste management; regional differences and opportunities; and full lifecycle management of resources.

8.3   *Other strategies*

RedWaste will strive to provide 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; and
- environmental standards and workplace health and safety standards.

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

- improving the value of the business and meeting Council's capital structure and net return targets;
- managing costs to improve value to customers;
- investigating new waste and resource recovery solutions;
- implementing actions identified within Council's waste management strategy and other environmental programs;
- monitoring and reporting on key financial and non-financial performance indicators; and
- meeting the objectives of the Council of Australian Governments (COAG) and NCP reforms.

9 RedWaste Services

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

- waste transfer stations;
- kerbside waste, recycling and green organics collection network; and
- Recycleworld.

10 Reporting

10.1 Reporting structure

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

The reporting structure is such that the General Manager Infrastructure & Operations reports to the Chief Executive Officer (CEO) of RCC regarding RedWaste.

10.2 Reporting

RedWaste will provide the following reports:

Monthly:

- monthly key performance indicators (KPIs) as shown in the attached scorecard indicators – 2015-16; and
- a standard set of financial reports.

Yearly:

- yearly KPIs as shown in the attached scorecard indicators – 2015/16;
- statement of financial performance;
- statement of financial position; and
- annual budget as part of corporate process.

11 Meeting our customers' needs

11.1 Customer service standards (CSSs)

For the 2015/16 CSS, RedWaste will make every effort to:

- respond to a missed service on the mainland within 1 working day of the report being registered with RedWaste where the missed service was the fault of the CBU;
- commence new waste services within 2 working days of the request being lodged with RedWaste;
- provide exchanges or alterations to mainland bin services with 2 working days of the request being lodged; and
- respond to non-urgent general requests within 5 working days.

11.2 Customer advice

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

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

11.3 Seeking feedback from our customers and community

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

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

- recording unsolicited complaints and comments;

- management or staff attendance at community consultation sessions; and
- formal surveys by a third party consultant or formal surveys by in-house staff as part of Council process.

12 Planning for the future

12.1 Financial planning

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

12.2 Assets

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

- regularly assessing assets and development of planning reports;
- 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; and
- considering the risk of possible obsolescence when evaluating use of advancing technology.

12.3 Employment and training plan

RedWaste will make sure the intellectual property of the CBU is retained and operational processes are maintained in perpetuity by implementing the corporate human resource plan which will:

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

12.4 Financial risk

RedWaste will adopt strategies to minimise financial risk by:

- continually reviewing and refining the costing and quotation of jobs;
- following a structured but flexible process for quotation and tendering in line with corporate processes;
- maximising the use of grants and/or subsidies for works;
- adopting Council's policies on funding, so that an appropriate level of depreciation ensures long-term cash flows are not jeopardised;
- holding an appropriate level of insurance cover; and
- monitoring the sundry debtors to ensure revenues are maximised.

13 Revenue

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

13.1 Collection of rates

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

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

13.2 Collection of fees, charges and miscellaneous incomes

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

- revenue for other works including waste disposal fees will be by invoice with a 30-day payment period;
- direct gate fee payment at the time of transaction or monthly account invoice for commercial and non-resident customers; and
- sale of recoverable materials including scrap metal and cardboard.

13.3 Community service obligations (CSOs)

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

CSOs may include:

- concessions provided to home assist secure program;
- 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 POL-0057;
- waiver of fees for disposal of asbestos, construction and demolition waste from the Bay Islands to Birkdale waste transfer station; and
- emergency disposal of debris from major catastrophes, e.g. storms/floods.

Current CSOs for Council 2015/16 are:

Job Number	Annual Budget $
Clean Up Australia Day	1,050
Birkdale Sanitary Landfill	7,400
Redland Bay Transfer Station	3,500
Nth Stradbroke Island Transfer Station	341,467
Kerbside Recycling Collection	14,760
Kerbside Waste Collection	26,553
Kerbside Greenwaste Collection	2,040
Bulky Item Collection for HAS Clients	17,331
Russell Island Transfer Station	434,749
Macleay Island Transfer Station	368,105
Lamb Island Transfer Station	94,290
Karragarra Island Transfer Station	94,926
Coochiemudlo Island Transfer Station	158,362
	1,564,532

14 Financial structure

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

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

14.1 Capital structure

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

The 10-year average Debt to Debt + Equity level shall be in the range of 30-50%, currently the planned level for 2015-16 shall be approximately 31% (this is the ratio of our internal debt $7m and external debt $0.491m).

14.2 Physical assets

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

14.3 Monetary assets

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

14.4 Investment

RCC's financial services section will invest all excess cash held by RedWaste at the best possible interest rate.

14.5 Cash balances

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

14.6 Loans

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

14.7 Subsidy

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

14.8 Recognition of assets

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

14.9 Depreciation

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

14.10 Pricing policies

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

The waste/recycling charge is determined by Council to ensure that it is able to cover costs associated with the provisions of the service. The costs include payment to contractors for both refuse collection and a kerbside recycling service. Disposal costs

are also factored into the charge to cover contractor costs for disposal, site development works, transfer station operations, management and administration costs.

14.11 Net return to Council

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

Tax on operating capability @ 30%.

Dividend: 50% on after tax operating surplus.

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

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

Expenses: Wages increases in line with enterprise bargaining agreement (EBA) 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 Expenses

+ Competitive Neutrality Expenses

+ Internal interest

- Internal Revenues
- CSO Recovery

ATTACHMENTS

ATTACHMENT 1 – OPERATIONAL BUDGET 2015-2016 – 3 YEARS

	Budget Year 1 2015/16 $'000s	Estimate Year 2 2016/17 $'000s	Estimate Year 3 2017/18 $'000s
Operating Revenue			
Rates and Utility Charges	20,051	20,703	21,377
Less: Discounts & Pensioner Remissions	0	0	0
Fees and Charges	312	322	333
Operating Grants and Subsidies	0	0	0
Operating Contributions and Donations	0	0	0
Interest External	150	408	497
Community Service Obligation	1,565	1,615	1,668
Other Revenue	1,297	1,297	1,297
Total Operating Revenue	**23,374**	**24,346**	**25,171**
Operating Expenditure			
Employee Costs	1,434	1,470	1,507
Goods and Services	15,360	15,860	16,376
Finance Costs Other	1	0	0
Other Expenditure	0	0	0
Net Internal costs	448	461	474
Total Operating Expenditure	**17,243**	**17,791**	**18,357**
Earnings before Interest, tax and depreciation (EBITD)	**6,131**	**6,555**	**6,814**
Interest expense	42	33	27
Internal Interest	495	531	584
Depreciation	553	646	664
Operating Surplus/(Deficit)	**5,041**	**5,345**	**5,539**
Income Tax	1,514	1,604	1,662
Dividend	1,767	1,871	1,939
Net Increase in Operating Capacity	**1,761**	**1,870**	**1,938**

ATTACHMENT 2 – CAPITAL FUNDING 2015-2016 – 3 YEARS

	Budget Year 1 2015/16 $'000s	Estimate Year 2 2016/17 $'000s	Estimate Year 3 2017/18 $'000s
Proposed Sources of Capital Funding			
Capital Contributions and Donations	0	0	0
Capital Grants and Subsidies	0	0	0
Proceeds on Disposal of Non Current Assets	0	0	0
Net Transfer (to)from Constrained Capital Reserves	0	0	0
Non Cash Contributions	0	0	0
New Loans	0	0	0
Funding from Utility Revenue	1,639	310	623
Total Sources of Capital Funding	**1,639**	**310**	**623**
Proposed Application of Capital Funds			
Contributed Assets	0	0	0
Capitalised Goods & Services	1,541	233	540
Capitalised Employee Costs	29	0	0
Loan Redemption	69	77	83
Total Application of Capital Funds	**1,639**	**310**	**623**
Other Budgeted Items			
Transfer to Operating Reserve	0	0	0
Transfer from Operating Reserve	0	0	0
WDV of Assets Disposed	0	0	0
Internal Capital Structure Financing	(495)	(531)	(584)

ATTACHMENT 3 – CASH FLOW PROJECTIONS 2015-16 – 3 YEARS

	Budget	Estimate	Estimate
	Year 1	Year 2	Year 3
	2015/2016	2016/2017	2017/2018
	$'000s	$'000s	$'000s
Receipts			
Waste Utility Charges	20,049	20,700	21,374
Fees & charges	312	322	333
Grants and subsidies	0	0	0
Contributions	0	0	0
Proceeds on sale of developed land	0	0	0
Other revenue	3,304	3,367	3,432
Total Receipts	**23,664**	**24,390**	**25,139**
Payments			
Employee costs	-1,432	-1,468	-1,504
Materials & services	-16,246	-16,770	-17,311
Other expenses	0	0	0
Total Payments	**-17,678**	**-18,238**	**-18,815**
Interest revenue	150	408	497
Interest expense (external only)	-42	-33	-27
Finance costs	0	0	0
NET CASH FLOW - OPERATIONS	**6,095**	**6,528**	**6,793**
INVESTING ACTIVITIES			
Payments - Property, Plant & Equipment	-1,570	-233	-540
Proceeds - Capital subsidies & grants and Contributions	0	0	0
Proceeds - disposal non-current assets	0	0	0
NET CASH FLOW - INVESTING ACTIVITIES	**-1,570**	**-233**	**-540**
CASH FLOWS FROM FINANCING ACTIVITIES			
Proceeds from borrowing - Internal	0	0	0
Proceeds from borrowing - QTC	0	0	0
Repayment of borrowing - Internal	0	0	0
Repayment of borrowing - QTC	-69	-77	-83
NET CASH FLOW - FINANCING ACTIVITIES	**-69**	**-77**	**-83**
Return to Council (includes internal interest)	**-3,772**	**-4,005**	**-4,185**
NET INCREASE (DECREASE) IN CASH HELD	**684**	**2,213**	**1,985**
Cash at the start of the financial year	9,526	10,210	12,423
CASH AT END OF FINANCIAL YEAR	**10,210**	**12,423**	**14,408**

ATTACHMENT 4 – PROJECTED BALANCE SHEET 2015-16 – 3 YEARS

	Budget	Estimate	Estimate
	Year 1	Year 2	Year 3
	2015/2016	2016/2017	2017/2018
	$'000s	$'000s	$'000s
CURRENT ASSETS			
Cash & Investments	10,210	12,423	14,408
Accounts Receivable	541	544	546
Inventories	0	0	0
Land Held for Resale	0	0	0
Prepaid Expenses	0	0	0
Assets - Held for Sale	0	0	0
Total Current Assets	**10,751**	**12,967**	**14,955**
NON CURRENT ASSETS			
Property, Plant and Equipment	13,650	13,237	13,113
Total Non-Current Assets	**13,650**	**13,237**	**13,113**
TOTAL ASSETS	**24,401**	**26,203**	**28,068**
CURRENT LIABILITIES			
Accounts Payable	1,305	1,311	1,318
Current Employee Provisions	38	39	40
Current Loans	77	83	89
Other Liabilities	0	0	0
Total Current Liabilities	**1,420**	**1,433**	**1,446**
NON CURRENT LIABILITIES			
Non-Current Loans	491	408	319
Non-Current Internal loan	7,000	7,500	8,250
Non-Current Employee Provisions	55	56	58
Total Non-Current Liabilities	**7,546**	**7,964**	**8,627**
debt to debt+equity 30%-50%	31%	30%	31%
TOTAL LIABILITIES	**8,966**	**9,397**	**10,073**
NET ASSETS	**15,435**	**16,806**	**17,995**
COMMUNITY EQUITY			
Retained Earnings Account	7,871	9,242	10,431
Issued Share Capital	0	0	0
Asset Revaluation Reserve	7,564	7,564	7,564
Cash Reserves	0	0	0
TOTAL COMMUNITY EQUITY	**15,435**	**16,806**	**17,995**

ATTACHMENT 5 – CAPITAL PROJECTS BUDGET 2015/16

Unit/Team: 3403 - Operations Waste			Expenses
Job Identity	Job No	Description	$
A	65000	Mobile Garbage Bins	150,000
P	65025	Wasteman Upgrade	100,000
A	65031	Minor Capital Improvements	75,000
		RedWaste Infrastructure Sub Total	325,000
P	65046	Birkdale TS Haul Road and Hardstand	1,245,000
		Waste Planning Sub Total	1,245,000
		Operations Waste Total	**1,570,000**

ATTACHMENT 6   KEY PERFORMANCE INDICATORS 2015-16

Vision outcome	RedWaste indicators – 2015-16	Monthly target	Unit	Reporting frequency	Annual target
Green living Our green living choices will improve our quality of life and our children's lives, through our sustainable and energy efficient use of resources, transport and infrastructure, and our well informed responses to risks such as climate change.	Total kilos of domestic waste land filled per capita per year	max 31	kg/ cap/ year	Monthly	max 372
	Municipal solid waste resource recovery rate	min 47.8%	%	Monthly	47.8%
Healthy & natural environment A diverse and healthy natural environment, with an abundance of native flora and fauna and rich ecosystems will thrive through our awareness, commitment and action in caring for the environment	% compliance with EHP licence requirements for waste management facilities	min 98	%	Quarterly	min 98
An efficient and effective organisation Council is well respected and seen as an excellent organisation which manages resources in an efficient and effective way.	Waste operating revenue	+/- 5	%	Monthly	+/- 5
	Waste operating goods & services	+/- 5	%	Monthly	+/- 5
	Waste capital expenditure	+/- 5	%	Monthly	+/- 5
	Operating cost per tonne of waste	$137.79	$	Monthly	$137.79
	Lost time injury frequency rate (LTIFR)	max 20	LTIFR	Monthly	max 20

Number of kerbside residential refuse bins at 1 July 2014   =   56,454
Number of kerbside residential recycling bins at 1 July 2014   =   56,255
Number of kerbside residential greenwaste bin at 1 July 2014   =   7,390
Estimated tonnage of waste handled (2015/16)   =   113,781

11.5.10 NEW CORPORATE POLICY POL-0058 DISPOSAL OF WASTE AT REDLAND CITY COUNCIL WASTE TRANSFER STATIONS

Objective Reference:	A520853 **Reports and Attachments (Archives)**
Attachment:	**POL-0058 – Disposal of Waste at Redland City Council Waste Transfer Stations**
Authorising Officer:	**Gary Soutar** **General Manager Infrastructure and Operations**
Responsible Officer:	**Kevin Mcguire** **Group Manager Water and Waste Operations**
Report Author:	**Emma Atkins** **Technical Officer Waste and Recycling**

PURPOSE

The purpose of this report is to gain Council approval of a new corporate policy (POL-0058) for the disposal of waste at Redland City Council (RCC) waste transfer stations.

BACKGROUND

RedWaste operates 8 waste transfer stations throughout the city servicing thousands of residential, non-residential and commercial customers each week. A clear Council policy position is required to define customer types (and therefore eligibility for disposing of waste free of charge), explain Council's position on the provision of services and basic site entry rules.

ISSUES

The waste transfer stations all display site rules and disposal requirements on signage upon entry. However in the past, there has been no formal Council endorsement of the customer obligations and a clear policy direction is required to ensure all site users, RedWaste staff and Councillors are aware of the site rules.

Definition of commercial waste

Council provides disposal of waste and recyclables free of charge to Redland City residents. Non-residents and commercial customers including RCC, are charged waste disposal rates according to the adopted fees and charges. Often, non-residents and commercial customers attempt to enter an RCC waste management facility stating that they are an RCC resident, or are carting residential waste and therefore should be eligible to enter free of charge.

The majority of other local government authorities define commercial waste as being waste that is generated or transported for fee or reward. RedWaste has used this definition for a number of years to define the nature of waste, and to classify which customers are residents who are eligible for free disposal and all other customers (non-residential and commercial).

A policy position to support the continued use of this definition is required to ensure transparency and equity for commercial users and ratepayers and to remove any confusion for customers and staff.

Site rules

The gatehouse operators and site staff regularly encounter:

- customers refusing to declare the contents of their loads (including hazardous materials);

- commercial customers declaring their loads are from their own residence and not of a commercial nature (waste that has been generated or transported for fee or reward);

- a third party disposing of waste on behalf of a resident, presenting the waste generator's rates notice or other utility bill;

- abusive and aggressive customers;

- customers disobeying disposal instructions, thereby reducing the amount of waste being recycled/increasing the amount of contamination in stockpiles, increasing operational costs and decreasing revenue from saleable materials.

Council currently has no clear policy direction on customer obligations, site rules and entry requirements. A policy outlining what is required of customers is essential to improve customer behaviour, allow non-conforming customers to be prevented access to the site and to maximise resource recovery.

STRATEGIC IMPLICATIONS

Legislative Requirements

The proposed policy supports the minimum requirements within the *Environmental Protection Regulation 2008* being that site users must follow directions and instructions of the site owner or manager, and must declare wastes when requested.

Risk Management

There are no risks that have been identified with the formalisation of these site rules and customer requirements.

Financial

There are no direct financial impacts to Council resulting from the introduction of this policy.

People

With the introduction of the proposed policy, Council staff and contractors will have greater confidence in requesting information from the public and directing customers who are deliberately refusing to obey instruction and direction.

Environmental

The proposed policy will maximise resource recovery by ensuring customers are aware that Council has endorsed the requirements to declare their loads and to follow disposal instructions.

Social

Council support for the policy will ensure the public clearly understand their obligations and Council's expectations of users of the site.

Alignment with Council's Policy and Plans

The proposed policy aligns to Council's Corporate Plan 2015-2020 as follows:

2.4   "Council and the community actively recycle and reduce waste" by outlining the obligations of the customer to declare all wastes so that they can be directed to the relevant stockpiles, thereby increasing recycling and reducing waste being sent to landfill.

CONSULTATION

Consultation on the proposed policy has included:

· RedWaste Services Unit;

· Group Manager Water & Waste Operations;

· Business & Infrastructure Finance team;

· incumbent contractors responsible for the operation of Council's waste management facilities.

OPTIONS

Option 1

That Council resolves to adopt the proposed Corporate Policy POL-0058 Disposal of Waste at Redland City Council Waste Transfer Stations.

Option 2

That Council resolves to not adopt the proposed Corporate Policy POL-0058 Disposal of Waste at Redland City Council Waste Transfer Stations.

OFFICER'S RECOMMENDATION/
COUNCIL RESOLUTION

Moved by: Cr P Gleeson
Seconded by: Cr A Beard

That Council resolves to adopt the proposed Corporate Policy POL-0058 Disposal of Waste at Redland City Council Waste Transfer Stations.

CARRIED   11/0

Crs Boglary, Ogilvie, Hardman, Hewlett, Edwards, Elliott, Talty, Beard, Gleeson, Bishop and Williams voted FOR the motion.

Disposal of Waste at Council Waste Transfer Stations

[Version Information](#)

Head of Power
- *Local Government Act 2009*
- *Environmental Protection 1994*
- *Waste Reduction and Recycling Act 2011*

Policy Objective

To define waste(s) residents, non-residents and commercial customers can dispose of at Redland City Council waste transfer stations free of charge.

Definitions

CGVM – combined gross vehicle mass. This is the weight of the vehicle, the load of waste, vehicle occupants and any trailer.

Commercial waste – waste generated by a business activity and includes any waste generated or transported for fee or reward.

Domestic waste – waste generated by a resident as a result of the ordinary use and occupation of their home/residential premises.

Policy Statement

Council is committed to providing:

1. Disposal of domestic waste and recyclables free of charge for Redland City Council residents (ratepayers and occupiers of domestic properties) provided that:

    - residents provide either current photographic identification displaying a Redland City residential address, OR current photo identification in conjunction with current documentation verifying that they are a resident within the Redland City area;

    - the CGVM (including any trailers and the waste load) does not exceed 4.5 tonne;

    - the waste is not commercial waste, transported by a commercial operator or any other 3rd party (including friends and relatives) on behalf of the resident;

    - other criteria and quantities in accordance with the current fee schedule and guideline (GL-0057-001).

2. Commercial operators who require the use of their commercial vehicle to dispose of their domestic waste with 8 "Commercial Vehicle Waivers" upon application and subject to the following conditions:

    - the application is approved by an authorised Council officer;

    - the commercial vehicle CGVM does not exceed 4.5 tonnes including load and any trailer;

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Department: Infrastructure & Operations
Group:
Approved by: General Meeting
Date of Approval:

Effective date:
Version: 1
Review date:
Page: 1 **of** 2

- the commercial customer notifies Council if the vehicle registration changes 5 working days prior to their next visit to the waste transfer station;

- all other criteria contained within GL-0057-001 also apply.

3. Facilities for the disposal of commercial waste and recyclables as per criteria in guideline (GL-0058-001) and in accordance with the current fee schedule;

4. Fee exemptions for community groups, not-for-profit groups and clubs as determined by the associated policy (POL-0057);

In order to be eligible for entry, all waste transfer station customers must:

1. declare their load - this includes types, materials, volumes and the origin of waste(s);

2. adhere to site rules, as displayed;

3. comply with gatehouse and site staff directions and instructions when onsite;

4. separate waste(s) into appropriate areas for recycling;

5. not contaminate stockpiles and bins with inappropriate materials;

6. not smoke onsite; and

7. obey all signed speed limits and traffic conditions.

Any serious breach of the above, instructions within POL 0058 or within the rules of entry including acts of inappropriate behaviour, aggression or intimidation may result in temporary or permanent refusal of entry to any or all Redland City Council waste management facilities at the discretion of the Group Manager Water & Waste Operations.

Version Information (bookmark)

Version number	Date	Key Changes
1	October 2015	New Policy

Back to Top

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Department: Infrastructure & Operations
Group:
Approved by: General Meeting
Date of Approval:

Effective date:
Version: 1
Review date:
Page: 2 of 2

11.5.11 AMENDMENT TO POL-3055 PROVISION OF WASTEWATER HOUSE CONNECTION

Objective Reference:	**A728837** **Reports and Attachments (Archives)**
Attachment:	**POL-3055 Amended**
Authorising Officer:	**Gary Soutar** **General Manager Infrastructure & Operations**
Responsible Officer:	**Kevin Mcguire** **Group Manager Water & Waste Operations**
Report Author:	**Shelley Thompson** **PA to General Manager Infrastructure &** **Operations**

PURPOSE

The purpose of this report is to amend corporate policy POL-3055 Provision of wastewater house connection.

BACKGROUND

Currently POL-3055 Provision of wastewater house connection only gives customers 12 months to connect to a newly provided sewer system. Recent implementations of this policy have highlighted the need to reassess the 12 months and changing it to 36 months is recommended.

ISSUES

When Coochiemudlo Island was sewered, many customers experienced financial hardship with the 12-month timeframe as the cost of decommissioning and removal of the onsite systems that had been used for some time was an unexpected impost.

For these residents, the timeframe was extended, at the discretion of the Chief Executive Officer (CEO), to 36 months.

Dunwich has most recently been sewered and similar issues surfaced with customers mentioning financial hardship and other extenuating circumstances, many resulting from the unknown future of mining on the island.

A recent internal audit of wastewater charges was also conducted which determined that a number of mainland properties should have connected to the mains.

When these customers were advised, many calls were received stating that this would impact negatively on their financial situation and they, too, are being offered 36 months to connect.

STRATEGIC IMPLICATIONS

Legislative Requirements

Section 168 of the *Water Supply (Safety & Reliability) Act 2008* allows a service provider to provide notice to the owner of a premise in the service area requiring works be carried out to permit connection of the premise to a registered service.

The local government can determine the timeframe as long as it is reasonable and not less than 20 business days.

Risk Management

There is a greater risk of default with the 12-month timeframe and therefore 36 months will lessen this risk.

Financial

There are no financial implications resulting from this extension of time as the access charges will be levied from a predetermined date.

People

Increasing the timeframe will mean that less staff time will be required to follow up with owners who have not connected within the shorter timeframe.

This decision will also have positive implications from Council recognising the potential for community implications due to financial impact on property owners, many of whom are pensioners.

Environmental

There are environmental implications should an existing on-site system fail however Council's plumbing staff have power to act should this occur.

Social

There are positive social implications by recognising that the cost of decommissioning and removal of onsite systems is often an unexpected impost.

Also, in the case of property ownership changes which are in progress, it also gives new owners additional time to implement this change that they may not have budgeted for in the immediate future.

Alignment with Council's Policy and Plans

There is no known non-alignment with Council's policy and plans.

CONSULTATION

Consultation with the following has occurred:

- Group Manager Water & Waste Operations;
- General Manager Infrastructure & Operations;
- Business & Infrastructure Finance team.

OPTIONS

1.   That Council adopt POL-3055.

2.   That Council not adopt the amended POL-3055.

**OFFICER'S RECOMMENDATION/
COUNCIL RESOLUTION**

**Moved by: Cr P Gleeson
Seconded by: Cr M Edwards**

**That Council resolves to adopt the amended Corporate Policy POL-3055
Provision of wastewater house connection.**

CARRIED   11/0

Crs Boglary, Ogilvie, Hardman, Hewlett, Edwards, Elliott, Talty, Beard, Gleeson,
Bishop and Williams voted FOR the motion.

policy document

Provision of wastewater house connection

Version Information *(hyperlink to Version Information and bookmark for link back to top)*

Head of Power

- *Water Supply (Safety and Reliability) Act 2008 and associated Regulation*
- *South-East Queensland Water (Distribution and Retail Restructuring) Act 2009 and associated Regulation*

Policy Objective

The objective of this policy is to require property owners to fund the connection to the sewerage reticulation network within a defined timeframe from public notice.

Policy Statement

Council is committed to providing residents with wastewater house connections in accordance with the relevant legislative requirements:

1. This policy does not apply to properties subject to development applications, or reconfiguration in accordance with the Redlands Planning Scheme.
2. Council shall provide a maximum of 36 months notice to property owners to complete such work enabling the premises to be connected to the sewerage reticulation network.
3. The Chief Executive Officer (CEO) may approve a different connection period under extenuating circumstances. In these instances, the CEO can authorise the extended period after receiving a recommendation from Redland Water.
4. Council shall notify residents that connection to the sewer is available as soon as construction and commissioning of the network has been completed. The notification will outline the appropriate maximum connection time.
5. Wastewater rates shall be charged from the date of notification.

The property owner, on receipt of such notice, above shall:

1. make application and obtain all necessary approvals within the required timeframe to connect to the sewer reticulation network. The property owner will be required to contribute the fee for a wastewater connection to the wastewater main.
2. undertake all required works on the property to ensure the property can be serviced by the wastewater network. These works are to be funded by the property owner.

Version Information (bookmark)

Version number	Date	Key Changes
2	Nov 2015	Change of timeframe Update Department and Group

Back to Top (Hyperlink back to top of document)

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Department: Infrastructure & Operations　　**Effective date:** 09/12/2015
Group: Water & Waste Operations　　**Version:** 2
Approved by: General Meeting　　**Review date:** 09/12/2018
Date of Approval: 18/11/15　　**Page:** 1 of 1

11.6   PORTFOLIO 6   (CR ALAN BEARD)

EMERGENCY MANAGEMENT

11.6.1 2016 REDLAND CITY LOCAL DISASTER MANAGEMENT PLAN - PART 1

Objective Reference: A620839
                                  Reports and Attachments (Archives)

Attachment: [2016 Redland City Local Disaster Management Plan – Part 1](#)

Authorising Officer:
                                  Nick Clarke
                                  General Manager Organisational Services

Responsible Officer/Author: **Mike Lollback**
                                  Manager Disaster Planning & Operations

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PURPOSE

Section 57(1) of the Queensland *Disaster Management Act 2003* (the Act) requires Council to prepare a disaster management plan for the local government area. Council is required to review the plan "at least once a year".

The plan has been endorsed by the Redland Local Disaster Management Group (LDMG) and is submitted for council endorsement.

BACKGROUND

The Redland City Local Disaster Management Plan 2015, parts 1 to 4, was reviewed and assessed by Queensland Police, Queensland Fire and Emergency Services and the Office of the Inspector General for Emergency Management (IGEM) and found to meet all required standards

The 2016 Redland City Local Disaster Management Plan – Part 1 (the Plan) contains all issues of governance and compliance required by Council and the Redland LDMG as outlined in the Act and the review process implemented by IGEM.

Parts 2, 3 and 4 of the plan are "community based plans" that will remain current until such time as revised mapping and risk assessment is completed by the Public Safety Business Agency of the Queensland Government and the adoption of the Redland City Planning Scheme. These plans receive regular on line updates to ensure that they are contemporary and available to the broad community at all times.

ISSUES

The Plan has been completed in consultation and cooperation with multiple stakeholders and members of the Redland LDMG. On the 25 November 2015, the LDMG endorsed the Plan and requested that it be referred to Council for its endorsement and public release.

The Plan – Part 1, is designed to ensure Council's capacity to prepare for, prevent where possible, respond to and recover from disaster events.

Great success has been found in the past year with the plan being available as an on-line interactive version. Updates to the current on-line plan will be implemented to ensure that the current 2016 plan is available to the community, stakeholders and interested parties.

In accordance the section 58 of the Act, and following the review of the 2015 Redland City Local Disaster Management Plan, this Plan is consistent with the disaster management standards and disaster management guidelines.

In addition, in accordance with section 60 of the Act, the Plan, Part 1, will be available for inspection free of charge by members of the public at:

1. Council's Administration Building
2. All Redland City Council Libraries
3. On the Redland City Council Website
4. IndigiScapes

The Chief Executive Officer has determined, in accordance with section 60(2) of the Act that copies of the plan will be provided free of charge to any person requiring it.

STRATEGIC IMPLICATIONS

Legislative Requirements

Section 57(1) of the Act requires Council to prepare a disaster management plan for the local government area.

Section 59(2) of the Act requires a review of any such plans "at least once a year".

Section 60 of the Act requires a plan to be available for inspection.

Risk Management

The plan fulfils Council's legislated obligations and provides a disaster management plan that is consistent with disaster management standards and guidelines to members of the Redland City community.

Financial

Section 60 of the Act requires council to ensure copies of the plan are available:

a) At the local government's head office,
b) On the local government's website, and
c) At other places the chief executive officer of the local government considers appropriate.

Major cost reductions have been achieved in the implementation of the on-line interactive plan during 2014. The current plan will be available for public inspection or dissemination as required. To achieve all these costs a budget of $5000 has been allocated to this project.

People

The plan will provide a sound platform for organisational preparation, preparedness, response and recovery to a disaster situation. It will further provide the local community with a valuable source of information on the role of local government and partner organisations during all phases of a disaster event.

Environmental

The plan provides a risk hazard matrix across the Redland City area to assist in planning and preparedness for environmental incidents.

Social

The plan will ensure a sound outline of the role of council and its partners in a disaster event.

Alignment with Council's Policy and Plans

This specifically advances Council's corporate objectives of:

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

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

CONSULTATION

The Plan was provided to all members of the LDMG (external to council) members including:
* Queensland Police Service
* Emergency Management Queensland
* Queensland Fire and Emergency Services
* Department of Transport and Main Roads
* Queensland Ambulance Service
* Education Queensland
* Department of Communities
* Red Cross Australia
* SES, Redlands
* St John Ambulance
* Surf Life Saving Australia
* Redland City Coast Guard
* Redland Volunteer Marine Rescue
* GIVIT, Queensland
* The Salvation Army
* SEQ Water
* Energex
* Telstra

Internally, consultation took place with:
* Mayor, Redland City
* Deputy Mayor, Redland City
* Local Disaster Coordinator
* Redland City Executive Leadership Team
* Redland City Emergency Operations Team

OPTIONS

1. That Council resolves to adopt the 2016 Redland City Local Disaster Management Plan – Part 1.

2. That Council resolves to seek further revision of the Plan prior to adoption.

OFFICER'S RECOMMENDATION/ COUNCIL RESOLUTION

Moved by: **Cr A Beard**
Seconded by: **Cr P Bishop**

That Council resolves to adopt the 2016 Redland City Local Disaster Management Plan – Part 1.

CARRIED 10/0

Crs Boglary, Ogilvie, Hewlett, Edwards, Elliott, Talty, Beard, Gleeson, Bishop and Williams voted FOR the motion.

Cr Hardman was not present when the motion was put.

REDLAND CITY
DISASTER MANAGEMENT PLAN
PART 1

RACQ
get ready
QUEENSLAND

qld.gov.au/getready

Redland
CITY COUNCIL

Queensland Health

Department of Education and Training

Department of Communities, Child Safety and Disability Services

Department of Transport and Main Roads

Department of National Parks, Sport and Racing

FOREWORD

Mayor Karen Williams
Chair, Local Disaster Management Group

Assistant Commissioner Robert Gee
Brisbane District Disaster Coordinator

Each year communities across Australia are faced with responding to and recovering from disasters that test community resolve. No community is immune to the impacts these events have on people, infrastructure, the environment and business, so it is important that we are prepared.

When such events occur local government has the primary responsibility for managing disasters within its boundaries. Redland City Council takes a proactive role in preparing for these events, and to meet these challenges has developed this Disaster Management Plan.

Redland City has witnessed first-hand the impact of such events, highlighting the need for greater resilience and community engagement. They have also shown the importance of having a dedicated Local Disaster Coordination Centre with increased capacity and fit for purpose equipment.

Encompassing a mainland population, as well as off-shore communities, Redland City faces a number of potential risks, which Redland City Council is committed to helping the community prepare for and respond to. While we cannot prevent all disasters occurring, by working together we can strengthen our resilience and ability to respond to disasters.

Karen Williams

The Queensland Police Service has a significant role to support local councils in disaster management and response under the current Queensland Disaster Management Arrangements. Recent history has shown communities across Queensland have been significantly impacted by the consequences of a range of natural disasters. These have consistently demonstrated to us the importance of thorough preparation and the value of implementing strategies to build and enhance community resilience.

In this context we are very pleased to be working closely with Redland City and supporting their efforts to build resilience across the community especially in unique areas such as the Southern Moreton Bay Islands. Redland City has continually demonstrated a high level of commitment to disaster planning and we will continue to support their efforts to build greater resilience and ensure a higher level of preparedness across the community.

The Queensland Police Service will also continue to assist Redland City Council to build their capability to respond to disasters and ensure we are ready to provide further support from state level assets should it be required. We look forward to continuing to build our strong relationship with Redland City and this plan provides a key component of that commitment.

Robert Gee APM

CONTENTS

ABBREVIATIONS

ABBREVIATION	MEANING
ADF	Australian Defence Force
AEMI	Australian Emergency Management Institute
AIIMS	Australasian Inter-Service Incident Management System
AHD	Australian Height Datum
BCC	Brisbane City Council
BoM	Bureau of Meteorology
CEO	Chief Executive Officer – Redland City Council
DCCDS	Department of Communities, Child Safety and Disability Services
DDC	District Disaster Coordinator
DDCC	District Disaster Coordination Centre
DDMG	District Disaster Management Group
DSD	Department of State Development
DTMR	Department of Transport and Main Roads
EMA	Emergency Management Australia
EOT	Emergency Operations Team
GIS	Geographic Information System
ICC	Incident Control Centre
IGEM	Inspector-General Emergency Management
IMT	Incident Management Team
LDC	Local Disaster Coordinator
LDCC	Local Disaster Coordination Centre
LDMG	Local Disaster Management Group
LO	Liaison Officer
MSQ	Maritime Safety Queensland
NDRRA	Natural Disaster Relief & Recovery Arrangements
PPRR	Prevention, Preparedness, Response and Recovery
QAS	Queensland Ambulance Service
QDMA	Queensland's Disaster Management Arrangements
QDMC	Queensland Disaster Management Committee
QFES	Queensland Fire and Emergency Service
QPS	Queensland Police Service
QR	Queensland Rail
QRA	Queensland Reconstruction Authority
RCC	Redland City Council
SDCC	State Disaster Coordination Centre
SES	State Emergency Service
SEWS	Standard Emergency Warning System
SITREP	Situation report
SMBI	Southern Moreton Bay Islands
SOP	Standard Operating Procedures

DEFINITIONS

References for definitions are the Australian Emergency Manuals Series, Part 1, The Fundamentals, Manual 3 – Australian Emergency Management Glossary and Manual 4 – Australian Emergency Management Terms Thesaurus and *Disaster Management Act 2003*.

TERM	DEFINITION
Community	A group of people with a commonality of association and generally defined by location, shared experiences, culture or function.
Community resilience	The adaptive capacity of its members to respond to and influence the consequences of disasters to continue an acceptable level in functioning and structure.
Community Recovery Centre	A centre established by the Department of Communities (DCCDS) to enable delivery of disaster recovery services to the disaster-affected community by multiple agencies from a single location. (The Community Recovery Centre is sometimes referred to as a One Stop Shop or a One Stop Recovery Centre).
Consequence	The outcome of an event or situation expressed qualitatively or quantitatively, being a loss, injury, disadvantage or gain.
Command	The direction of members and resources of an agency in the performance of the agency's roles and tasks. Command operates vertically within a single agency.
Control	The overall direction of the activities, agencies or individuals concerned. Control operates horizontally across all agencies, functions and individuals and relates to a situation.
Coordination	The bringing together of organisations to ensure effective disaster management before, during and after an event. It is primarily related to the acquisition and application of resources in accordance with priorities set by disaster management groups.
Coordination Centre	A centre established at state, Disaster District or local level as a centre of communication and coordination during response and recovery operations.
Council	In this plan, Council means Redland City Council.
Disaster	A serious disruption in a community, caused by the impact of an event that requires a significant coordinated response by the state government and other entities to help the community to recover from the disruption. Serious disruption" means: • Loss of human life, or illness or injury to human • Widespread or severe property loss or damage • Widespread or severe damage to the environment
Disaster Management	Arrangements about managing the potential adverse effects of an event, including arrangements for prevention, preparation, response and recovery from a disaster.
Disaster Operations	Activities undertaken before, during or after an event happens to help reduce loss of human life, illness or injury to humans, property loss or damage, or damage to the environment, including, for example, activities to mitigate the adverse effects of an event.
Disaster response capability	The ability to provide equipment and a suitable number of people, using the resources available to the local government, to effectively deal with, or help another entity to deal with an emergency situation or a disaster in the local government's area.
District Disaster Coordinator	A Police Officer appointed by the Commissioner of the Queensland Police Service as a District Disaster Coordinator under Section 25 of the *Disaster Management Act 2003*.
Evacuation	The planned relocation of people from dangerous or potentially dangerous areas to safer areas and eventual return.
Evacuation Centre	Group shelter provided for affected people in a community hall or similar. It is part of emergency relief, and is different from temporary accommodation. (Note: evacuation centres are not assessed and rated for cyclone, storm, etc).

TERM	DEFINITION
Event	An event may be natural or caused by human acts or omissions, including the following: • A cyclone, earthquake, flood, storm, storm tide, tornado, tsunami, volcanic eruption or other natural happening • An explosion or fire, a chemical, fuel or oil spill or a gas leak • An infestation, plague or epidemic • A failure of, or disruption to, an essential service or infrastructure • An attack against the state • Another event similar to (those listed above)
Hazard	A source of potential harm, or a situation with a potential to cause loss. *(Emergency Management Australia, 2004)*
Local Disaster Coordinator	The CEO, or another Council Officer appointed under the *Disaster Management Act 2003* responsible for coordinating disaster operations for the Local Disaster Management Group.
Local Disaster Management Group (LDMG)	The group responsible for implementing the requirements of Local Government with respect to development and implementation of disaster management arrangements for the Local Government area.
Local Recovery Coordinator	The CEO, or another Council Officer appointed by the Local Disaster Management Group responsible for coordinating the recovery operations for the Local Recovery Group.
Mitigation	Part of the prevention process, it includes measures taken in advance of a disaster, aimed at decreasing or eliminating its impact on society and environment.
Natural Disaster Relief & Recovery Arrangements (NDRRA)	NDRRA provide a cost sharing formula between the state and Commonwealth Governments as well as a package of pre-agreed relief and recovery measures that may be activated by the Queensland Government on a needs basis. An activation is made by the Minister for Community Safety, this declaration is different to and not dependant on a Declaration of Disaster Situation and is not a declaration of a disaster or emergency.
Preparedness	Measures to ensure that, should an emergency occur, communities, resources and services are capable of coping with the effects.
Prevention	Measures to eliminate, mitigate or reduce the incidence or severity of emergencies.
Reconstruction	Actions taken to re-establish a community after a period of rehabilitation subsequent to a disaster. Actions would include construction of permanent housing, restoration of all services and complete resumption of the pre-disaster state.
Recovery	The coordinated process of supporting emergency affected communities in reconstruction of physical infrastructure and restoration of emotional, social, economic and physical wellbeing.
Response	Taking appropriate measures to respond to an event, including action taken and measures planned in anticipation of, during, and immediately after an event to ensure that its effects are minimised and that people affected are given immediate relief and support.
Risk	The chance of something happening that may have an impact on the safety and wellbeing of the community. It includes risk as an opportunity as well as a threat and is measured in terms of consequences and likelihood.
Risk Management	The culture, processes and structures that are directed towards realising potential opportunities, whilst managing adverse effects.
Risk Reduction	Actions taken to lessen the likelihood, negative consequences, or both, associated with a risk. (Adapted from ISO Guide 73:2009 Risk management – Vocabulary)
Risk Treatment	Risk treatment involves selecting one or more options for modifying risks, and implementing those options. *(AS/NZS ISO 31000:2009)*
State Disaster Coordinator	A person appointed under the *Disaster Management Act 2003* who is responsible for coordinating disaster response operations for the State Disaster Management Group.
State Recovery Coordinator	A person appointed under The Act who is responsible for the coordination of disaster recovery operations for the Queensland Disaster Management Committee.
Vulnerability	The degree of susceptibility and resilience of the community and environment to hazards.

Redland CITY COUNCIL

DOCUMENT CONTROL

Amendment Control

The Local Disaster Management Plan is a controlled document which is not to be altered other than those amendments endorsed by the Local Disaster Management Group (LDMG). The plan is intended to be a 'live' document; all suggested amendments or additions to this plan should be forwarded to:

Manager Disaster Planning and Operations
Redland City Council
P.O. Box 21
Cleveland Queensland 4163
⌖ Email: emergency@redland.qld.gov.au

Amendment Register

AMEND. No.	DATE RECEIVED	DATE AMENDED	DETAILS OF AMENDMENT	INITIALS
1	---	August 2011	Review and full rewrite of plan in accordance with Local Government Planning Guidelines and *Disaster Management Act 2003*, *amendments to legislation and Floods Commission of Inquiry Interim Report.*	MM
2	March 2013	June 2013	Review and full rewrite of plan in accordance with Local Government Planning Guidelines and *Disaster Management Act 2003*, amendments to legislation and Floods Commission of Inquiry Final Report.	ML MT
3	December 2014	December 2014	Review of plan in accordance with Local Government Planning Guidelines and *Disaster Management Act 2003*, amendments made in accordance with changes to the *Disaster Management Act 2003*.	ML MT
4	October 2015	November 2015	Review of plan in accordance with the *Disaster Management Act 2003*, amendments made in accordance with recommendations from members of the Local Disaster Management Group and 2015 reviews conducted by the Inspector-General Emergency Management.	ML MT

Requirements and Review

Pursuant to Section 58 and 59 of the *Disaster Management Act 2003*, the Local Disaster Management Plan must be consistent with the Queensland disaster management standards and disaster management guidelines. RCC must review the effectiveness of the plan at least once a year. In addition, RCC may review, or renew, the plan when considered appropriate to do so.

Distribution and Availability

The controlled master copy of this plan is held by the Disaster Planning and Operations Unit, Redland City Council. Copies of the plan will be distributed to members of the Redland City Local Disaster Management Group and the Emergency Operations Team. Pursuant to Section 60 of the Act, the plan is available free of charge, to the public:

a) At RCC Libraries and Administration Building

b) On the RCC website Ⓦ www.redlanddisasterplan.com.au

c) Upon request from a member of the public

ADMINISTRATION AND GOVERNANCE

Authority to Plan

The Redland City Local Disaster Management Plan (the plan) has been prepared and issued under the authority of the Local Disaster Management Group in accordance with the requirements of the *Disaster Management Act 2003 (the Act),* to provide for effective disaster management in the local government area. Redland City Council is committed to ensuring that this plan and its associated documents and procedures comply with the provisions of Section 57(2) of the Act.

In accordance with Section 58 of the Act, the Redland City Local Disaster Management Plan is consistent with the disaster management standards and disaster management guidelines and complies with the following guidelines:

a) Queensland Local Disaster Management Guidelines (2012)

b) Emergency Management Assurance Framework (2014)

The plan is hereby approved and recommended for distribution by the LDMG.

Endorsed by Redland City Council

Nick Clarke
Local Disaster Coordinator

Purpose and Objectives

The purpose of this plan is to detail arrangements that minimise and mitigate, where possible, the impact of a disaster or major emergency affecting the communities of Redland City. The primary focus of this plan is to ensure the safety and welfare of the Redlands community as well as other people who may visit the city.

The objective of the plan is to provide a comprehensive framework for the implementation of effective disaster management strategies and arrangements within Redland City. This is achieved by:

- Outlining operations for effective disaster management across the four phases of **prevention, preparedness, response and recovery**

- Describing the disaster management **structure for the Redland City LDMG**, the member organisations and their roles and responsibilities

- Identifying the networks established for the **coordination of multi-agency responses**

- Acknowledging the likely effects of **identified threats to the community**, infrastructure and the environment in the area

- **Planning for those specific threats**, including guidelines and standard operating procedures for the operation of the plan

- **Providing information to build community resilience** and better assist the community in preparing for, responding to and recovering from disaster events
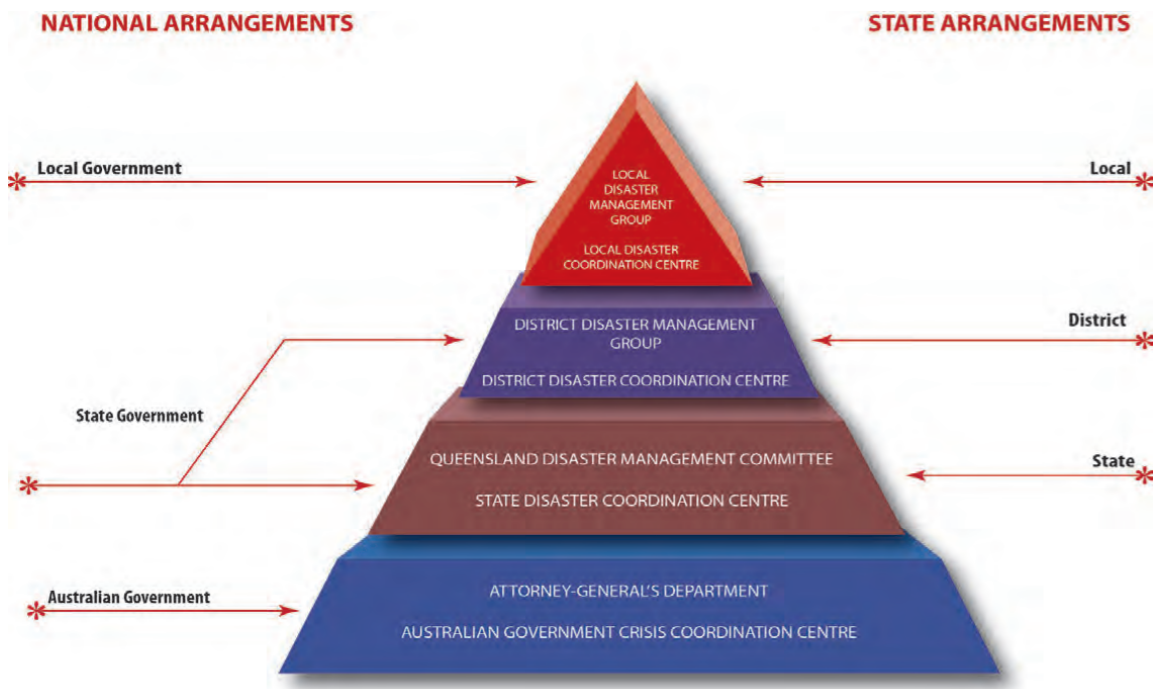
Queensland's Disaster Management Arrangements (QDMA)

QDMA is based on a tiered system of committees at local government, disaster district, and state government levels and recognises that the Commonwealth Government may be requested to provide support to the state. During a disaster, local government provides initial support to the affected community until its resources are fully committed. Additional support from the State, and ultimately the Commonwealth is then requested if needed.

In accordance with Section 4A(c) of the *Disaster Management Act 2003*, Local government underpins the QDMA as the frontline of disaster management and has primary responsibility for managing events in the local government area. RCC is ideally suited to manage disaster events at the community level, based on its understanding of local social, environmental and economic issues; and knowledge of the city's infrastructure.

RCC adopts the following five approaches of the Queensland State Disaster Management Plan which support and build on the integrated approach adopted by the Australian Emergency Management Arrangements:

- A comprehensive approach
- An all hazards approach
- An all agencies approach
- A local disaster management capability
- A prepared and resilient community

The Redland City Disaster Management Plan takes a flexible and scalable approach to disaster management which provides for the reduction of risk and the enhancement of community resilience whilst ensuring effective response and recovery capabilities.

Principles of Disaster Management

In accordance with Section 4A(a) of the Act, disaster management is planned across the following four phases:

Prevention

(i) The taking of preventative measures to reduce the likelihood of an event occurring or, if an event occurs, to reduce the severity of the event

Preparedness

(ii) The taking of preparatory measures to ensure that, if an event occurs, communities, resources and services are able to cope with the effects of the event

Response

(iii) The taking of appropriate measures to respond to an event, including action taken and measures planned in anticipation of, during, and immediately after an event to ensure that its effects are minimised and that persons affected by the event are given immediate relief and support

Recovery

(iv) The taking of appropriate measures to recover from an event, including action taken to support disaster-affected communities in the reconstruction of infrastructure, the restoration of emotional, social, economic and physical wellbeing, and the restoration of the environment

PRINCIPLES OF DISASTER MANAGEMENT

PREVENTION

1. Identify hazards and assess the risks to the community and Council
2. Implement measures to eliminate, mitigate or reduce potential loss to life or property and protect economic development

PREPAREDNESS

1. Develop and maintain Local Disaster Management Plan
2. Prepare disaster management operational plans and procedures
3. Prepare to take action to minimise loss of life and damage
4. Prepare to organise and facilitate effective rescue, relief and recovery in a disaster
5. Educate and train Council staff
6. Raise resilience in the community through:

    a. Community education programs

    b. Council's website and social network sites
7. Establish organisational structures to manage a disaster
8. Develop procedures that will ensure the rapid mobilisation and deployment of its resources to prevent/mitigate, prepare for, respond to and recover from a disaster situation

RESPONSE

1. Activate the Redland City Local Disaster Management Group (LDMG)
2. Activate the Redland City Local Disaster Coordination Centre (LDCC)
3. Assist with disaster response activities
4. Assist with the provision of immediate relief for persons affected by the disaster
5. Maintain liaison and communications with other agencies
6. Ensure effective communication and engagement with the community

RECOVERY
(in accordance with the National Strategy for Disaster Resilience)

1. Maintain liaison and communications with other agencies
2. Satisfy immediate, essential personal and community needs
3. Coordinate the recovery of the community
4. Coordinate the recovery of physical infrastructure (or to contribute to the infrastructure recovery function if that is being coordinated at Disaster District level)
5. Coordinate activities with relevant Disaster District initiatives and plans
6. Manage the process of restoring services to a normal level
7. Participate in long-term recovery, reconstruction and rehabilitation
8. Ensure effective community engagement occurs during the recovery stage

Inspector-General Emergency Management (IGEM)

The role of Inspector-General Emergency Management (IGEM) was first established in 2013 following a review of police and community safety. The IGEM role was formalised as a statutory position in 2014. The functions of the Inspector-General Emergency Management and the Office of the Inspector-General Emergency Management are prescribed in Part 1A of the *Disaster Management Act 2003*.

The vision of IGEM is to be a catalyst for excellence in emergency management so as to enable confidence in Queensland's emergency management arrangements. IGEM is responsible for providing the Premier, Government and people of Queensland an assurance of public safety, through the establishment and implementation of an assurance framework to direct, guide and focus work of all agencies, across all tiers of Government to the desired outcomes of the disaster and emergency management arrangements for Queensland.

Key accountabilities for the Office of the Inspector-General Emergency Management are:

- Reviewing and assessing the effectiveness of disaster management arrangements within Queensland

- Reviewing and assessing cooperation between entities responsible for disaster management in the State, including whether disaster management systems and procedures employed by those entities are compatible and consistent

- Establishing standards for disaster management, reviewing and assessing performance against these standards and regularly reviewing the standards

- Monitoring compliance by Queensland government departments with their disaster management responsibilities

- Identifying and improving disaster and emergency management capabilities, including volunteer capabilities and opportunities for cooperative partnerships

- Reporting to and advising the Minister of Police, Fire and Emergency Services about issues relating to these functions

Emergency Management Assurance Framework

The Emergency Management Assurance Framework is a commitment by Queensland's disaster management stakeholders to position Queensland as the most disaster resilient State in Australia.

In reference to the Emergency Management Assurance Framework, the Inspector-General stated:

... the framework, which was developed in close consultation with stakeholders from across the disaster management sector, is designed to clearly identify areas of responsibility and ensure agencies, groups and individuals are able to deal with disasters effectively and ensure the requirements were relevant for both large and small communities.
Iain MacKenzie, Inspector-General Emergency Management

The framework supports accountability and builds consistency across all levels of the disaster management arrangements and reinforces a shared responsibility for delivering better disaster management outcomes for the community.

The framework, the first of its kind in Queensland, promotes an end-to-end approach to the continual improvement of disaster management effectiveness and will enable a statement of confidence in Queensland's disaster management arrangements. Developed in collaboration with disaster management practitioners, the framework provides a standard that can be applied by all Queensland disaster management stakeholders to ensure their legislative responsibilities are met and that disaster management programs are effective, aligned with good practice, encourage the best use of resources and meet the needs of Queensland communities.

For further information or to download a copy of the Emergency Management Assurance Framework, please visit (W) www.igem.qld.gov.au

LOCAL DISASTER MANAGEMENT GROUP (LDMG)

Role of Local Government

The *Disaster Management Act 2003* details a range of functions and responsibilities for local government to ensure that it meets its statutory obligations. Section 80 of the Act requires local government to undertake the following functions:

a) To ensure it has a disaster response capability

b) To approve its local disaster management plan prepared under part 3

c) To ensure information about an event or a disaster in its area is promptly given to the district disaster coordinator for the district in which its area is situated

d) To perform other functions given to the local government under the Act

In addition to these functions; Section 29 of the Act specifies that local government must establish a Local Disaster Management Group (LDMG) for the local government's area.

Functions of the Redland City LDMG

In accordance with Section 29 of the *Disaster Management Act 2003*, Redland City Council has established an LDMG for its local government area. The following functions of the Redland City LDMG are prescribed under Section 30 of the Act:

a) To ensure that disaster management and disaster operations in the area are consistent with the State group's strategic policy framework for disaster management for the State

b) To develop effective disaster management, and regularly review and assess the disaster management

c) To help the local government for its area to prepare a local disaster management plan

d) To identify, and provide advice to the relevant district group about, support services required by the local group to facilitate disaster management and disaster operations in the area

e) To ensure the community is aware of ways of mitigating the adverse effects of an event, and preparing for, responding to and recovering from a disaster

f) To manage disaster operations in the area under policies and procedures decided by the State group

g) To provide reports and make recommendations to the relevant district group about matters relating to disaster operations

h) To identify, and coordinate the use of, resources that may be used for disaster operations in the area

i) To establish and review communications systems in the group, and with the relevant district group and other local groups in the disaster district of the relevant district group, for use when a disaster happens

j) To ensure information about a disaster in the area is promptly given to the relevant district group

k) To perform other functions given to the group under this Act

l) To perform a function incidental to a function mentioned in paragraphs (a) to (k)

Members of the Redland City LDMG

The following table details the membership of the Redland City LDMG as appointed in accordance with Sections 33 and 34 of the *Disaster Management Act 2003*. All members have the necessary expertise or experience to assist the group undertake and meet its legislative requirements. Membership of the group shall mean and include any person acting in the capacity of an appointed member. As at the time of publication, the Redland City LDMG members include, but is not limited to the following:

AGENCY	POSITION
LDMG ADMINISTRATION REDLAND CITY COUNCIL	**LDMG CHAIR – Mayor, Redland City Council – Deputy Mayor, Redland City Council**
	LDMG DEPUTY CHAIR and LOCAL RECOVERY GROUP CHAIR
	LOCAL DISASTER COORDINATOR (LDC) – General Manager Organisational Services
	DEPUTY LOCAL DISASTER COORDINATOR – Manager Disaster Planning and Operations
REDLAND CITY COUNCIL	**EMERGENCY OPERATIONS TEAM CHAIR – General Manager – Infrastructure & Operational Services** Alternate: Group Manager City Spaces
	LIAISON OFFICERS:
	• Group Manager, Community and Cultural Services (Community Coordinator)
	• Service Manager Strengthening Communities
	• Group Manager Communications, Engagement & Tourism Alternate: Senior Advisor Strategic Communications
	• Service Manager WHS & Wellbeing (Advisor WHS)
	• Group Manager Water & Waste Operations
QUEENSLAND POLICE SERVICE (QPS) **South Brisbane District**	**Superintendent, Patrol Services, South Brisbane District** Alternate: On Call Duty Officer, South Brisbane District
	LIAISON OFFICERS:
	• Officer in Charge Capalaba Station
	• Officer in Charge Cleveland Station
	• Officer in Charge Redland Bay Station
	• Officer in Charge North Stradbroke Island Station
	District Disaster Management Group LIAISON OFFICERS:
	• District Disaster Coordinator
	• Executive Officer

AGENCY	POSITION
QUEENSLAND FIRE AND EMERGENCY SERVICE (QFES)	**Commander, South Brisbane Region**
	LIAISON OFFICERS:
	• Fire & Rescue Service – Area Commander Cleveland
	• State Emergency Service – SES Local Controller
	• Emergency Management – Coordinator – Brisbane Region
QUEENSLAND AMBULANCE SERVICE (QAS)	**Officer in Charge Birkdale (Metro South)** Alternate: Cleveland Station Officer
	LIAISON OFFICER:
	• Chief Superintendent
QUEENSLAND HEALTH	**Director Medical Services Redland Hospital** Alternate: Manager Corporate Services
DEPARTMENT OF EDUCATION AND TRAINING	**Infrastructure Advisor South East Region** Alternate: Infrastructure Manager South East Region
DEPARTMENT OF TRANSPORT AND MAIN ROADS (TMR)	**Senior Inspector – Brisbane** Alternate: Service Manager Brisbane Metro Traffic Management Centre
	LIAISON OFFICER:
	• Maritime Safety

AGENCY	POSITION
DEPARTMENT OF COMMUNITIES, CHILD SAFETY & DISABILITY SERVICES	**Regional Director, Disability & Community Services, Brisbane Region** Alternate: Manager Community Recovery Alternate: Advisor Community Recovery
AUSTRALIAN RED CROSS	**Emergency Services Regional Coordinator** Alternate: Southern QLD Regional Manager
SURF LIFE SAVING QUEENSLAND	**Chief Operating Officer** Alternate: State Operations Support Coordinator
SEQ WATER	**General Manager Operations Catchment and Raw Water** Alternate: Dam Safety and Emergency Response Officer
ENERGEX	**Reliability & Power Quality Manager** Alternate: Senior Reliability & Power Quality Engineer
TELSTRA	**Team Manager Cleveland** Alternate: Emergency Liaison Officer
ST JOHN AMBULANCE	**Divisional Superintendent for Redland Region**

AGENCY	POSITION
SALVATION ARMY	**State Coordinator – Queensland, Salvation Army Emergency Services** Alternate: Director Salvation Army Emergency Services
GIVIT	**General Manager Disaster Recovery** Alternate: Chief Executive Officer
AUSTRALIAN VOLUNTEER COAST GUARD	**Flotilla Commander** Alternate: Deputy Flotilla Commander
VOLUNTEER MARINE RESCUE	**VMR Raby Bay Commodore** **VMR Stradbroke Island Commodore** **VMR Victoria Point Commodore**
QUEENSLAND RAIL	**Innovation and Staff Development Coordinator – Rail Management Centre** Alternate: Day of Operations Coordinator – Rail Management Centre

Business and Meetings of the Redland City LDMG

In accordance with Section 38 of the Act, Conduct of business and meetings:

1) A disaster management group must conduct its business, including its meetings, in the way prescribed by the regulation

2) Subject to a regulation made under subsection (1), a disaster management group may conduct its business, including its meetings, in the way it considers appropriate

Responsibilities of Redland City LDMG members

The Redland City LDMG has recognised that all member agencies have agreed roles and responsibilities that include, but are not limited to the following:

AGENCY	RESPONSIBILITY
Redland City Council	• Coordination of the Local Disaster Management Group • Ensure it has a disaster response capability • Approve its local disaster management plan • Ensure information about an event or a disaster in its area is promptly given to the District Disaster Coordinator (DDC) • Provide Council resources necessary to meet statutory obligations • Manage damage assessment on behalf of the LDMG • Provide and manage resources to support evacuation centres • Ensure business continuity of all Council services during and following event • Support the State Emergency Service (SES) in partnership with QFES
Queensland Police Service	• Primary agency for counter-terrorism • Primary agency responsible for the response phase in accordance with Queensland's disaster management arrangements • Provide management at district level within the Queensland disaster management framework • Preserve and maintain law and order • Prevent and investigate crime within the community • Secure crime scenes and investigate criminal acts • Provide disaster victim identification capability • Undertake coronial investigations • Provide crowd and traffic control • Ensure public safety • Coordinate search and rescue operations • Control evacuation movements • Secure disaster impacted and evacuated areas • Register evacuees (with Australian Red Cross)

AGENCY	RESPONSIBILITY

Queensland Fire and Emergency Service	**Fire & Rescue Service**
	• Primary agency for chemical/hazardous materials related incidents
	• Provide advice, personnel and equipment to Local Disaster Management Group as required
	• Provide Incident Control System (AIIMS)
	• Control and prevent fires in urban and rural environments
	• Undertake:
	  – Urban search and rescue
	  – Swift water rescue
	  – Road accident rescue
	  – Trench rescue
	  – Confined space rescue
	• Assist in pumping out flooded buildings
	• Assist in cleaning of flood affected buildings
	• Management of hazardous material accidents
	• Assist in rescue of animals
	• Provide advice on carcass removal and burning
	
	Rural Fire Service
	• Primary agency for bushfire
	
	State Emergency Service
	• Perform rescue or similar operations in an emergency situation
	• Perform search operations in an emergency or similar situation
	• Perform storm damage operations
	• Perform land search operations
	• Perform flood boat operations
	• Perform traffic management operations
	• Perform agency support operations including air search observation, welfare, evacuation centre support and radio communications
	• Perform incident management operations
	• Perform specialist rescue operations
	• Perform other operations in an emergency situation to:
	  – Help injured persons or
	  – Protect persons or property from danger or potential danger associated with the emergency
	• Perform activities to help communities prepare for, respond to and recover from an event or a disaster
	• Perform activities to raise the profile of the SES
	
	Emergency Management
	• Establish arrangements between the state and Commonwealth on disaster management issues
	• Ensure disaster management and disaster operations within the state are consistent with the state's policy framework, plans, and guidelines
	• Ensure persons performing functions under the Act in relation to disaster operations are appropriately trained
	• Provide advice and support to the state, district and local groups on disaster management
	• Perform the following responsibilities in support of disaster operations:
	  – Develop, maintain, monitor and continuously improve the state's disaster management arrangements and systems
	  – Maintain and operate the state disaster coordination centre (SDCC)
	  – Manage resupply operations
	  – Coordinate, support and manage the deployment of state emergency service resources
	  – Coordinate, support and manage the deployment of Helicopter Rescue resources
	• Perform activities to help communities prepare for, respond to and recover from an event or a disaster

AGENCY	RESPONSIBILITY
Queensland Ambulance Service	• Provide, operate and maintain ambulance services • Access, assess, treat and transport sick and/or injured persons • Protect persons from injury or death, during rescue and other related activities • Coordinate all volunteer first aid groups during for major emergencies and disasters • Provide and support temporary health infrastructure where required • Collaborate with Queensland Clinical Coordination Centre in the provision of paramedics for rotary wing operations • Participate in search and rescue, evacuation and victim reception operations • Participate in health facility evacuations • Collaborate with Queensland Health in mass casualty management systems • Provide disaster, urban search and rescue (USAR), chemical hazard (Hazmat), biological and radiological operations support with specialist logistics and specialist paramedics
Queensland Health **Queensland** Government	• Functional Lead Agency for health response • Primary agency for heatwave and pandemic influenza, biological and radiological incidents • Protect and promote health in accordance with Hospital and Health Boards Act 2011, Hospital and Health Boards Regulation 2012, Health and Public Health Act 2005, other relevant legislation and regulations • Queensland Health provides a whole-of-health emergency incident management and counter disaster response capability to prevent, respond to, and recover from a State declared emergency or disaster event • Hospital and health services provide coordinated multidisciplinary support for disaster response and recovery including specialist health services and specialist health knowledge representation • Provide State representation at the Australian Health Protection Principal Committee • Provide clinical and State wide and forensic services support for disaster and response recovery • Promote optimal patient outcomes • Provide appropriate on-site medical and health support • Clinically coordinate aeromedical transport throughout the State. In a disaster situation provide staff to the Emergency Helicopter Tasking Cell. • Provide health emergency incident information for media communications
Department of Education and Training **Queensland** Government	• Primary agency for government education facilities • Authority responsible for opening and closing facilities • Assistance with safe movement of people from education sites in the event of a required evacuation • Provision of counselling facilities to education facility communities • Use of facilities as a place of refuge during a disaster event • Maintain the safety and wellbeing of students, staff and volunteers who work or participate in DET schools, institutes and workplaces • Ensure, as far as practicable, that all State Instructional Institutions and workplaces have a documented emergency management plan • Minimise interruption to essential services to allow teaching and learning to be maintained or resumed as a priority • Protect critical resources where possible • Facilitate the return of State instructional institutions to normal operations as soon as possible

AGENCY	RESPONSIBILITY
Department of State Development **Queensland** Government	• Functional lead agency for the Economic Recovery Group • Assist business and industry in business resilience and recovery strategies (in conjunction with Department of Tourism, Major Events, Small Business and the Commonwealth Games (DTESB)
Department of Transport and Main Roads **Queensland** Government	• Functional Lead Agency for transport systems • Functional Lead Agency of the Roads and Transport Recovery Group • Primary Agency for ship-sourced pollution where it impacts, or is likely to impact, on Queensland Coastal Waters • Provide information and advice on the impact of disruptive events on road, rail, aviation and maritime infrastructure as it affects the transport system • Enable an accessible transport system through reinstating road, rail and maritime infrastructure • Assist with the safe movement of people as a result of mass evacuation of a disaster affected community • Ensure the capability of logistics related industries are appropriately applied to disaster response and recovery activities
Department of Communities, Child Safety & Disability Services **Queensland** Government	• Functional lead agency for the Human and Social Recovery Group • Coordinate provision of Human and Social recovery services during recovery operations in partnership with local, State, federal and non-government agencies • Work with affected individuals and communities to support their own recovery activities • Maintain linkages with local, State, federal and non-government agencies and committees • Maintain a register of State government officers available to assist in Human and Social recovery when required • Administer relevant human and social recovery SDRA and NDRRA relief measures • Manage and direct offers of volunteering through Volunteering Queensland
Australian Red Cross	• Provide advice and support to the QDMC, DDMGs and LDMGs in relation to disaster management planning and disaster operations • Provide preparedness activities and resources to assist people to be better prepared for, better connected, and more resilient to emergencies • Work with partner agencies to ensure basic human needs are met during the response stage of a disaster, with a particular focus on assisting local government authorities with sheltering (evacuation centres and cyclone shelters) • Assist Queensland Police Service in the management of Register.Find.Reunite. – the registration of evacuees and associated enquiries • Provide support to Department of Communities, Child Safety and Disability Services in the provision of psychosocial support and community development activities during recovery • Provide teams of well trained volunteers to assist communities prepare for, respond to and recover from a disaster

Redland
CITY COUNCIL

AGENCY	RESPONSIBILITY

Surf Life Saving Queensland	• Engaging with the LDMG through the LDCC as appropriate
	• Assisting Council with appropriate local disaster warning communication activities when and where required
	• Providing support that enhances capability to communities specifically in the areas of:
	  – Flood response — preparedness, warnings, response and recovery
	  – Cyclone and severe storm response — preparedness, warnings, response and recovery
	  – Tsunami response — preparedness, warnings, response and recovery
	  – Other disasters where Council requires assistance — preparedness, warnings, response and recovery
	• Surf Life Saving Queensland's support will be via the provision of:
	  – Appropriately Qualified Volunteers and Staff
	  – Helicopters
	  – Water Craft including Inflatable Rescue Boats (IRB's), Rescue Jet Skis (RWC's), Jet Rescue Boats (JRB's) and Off Shore Rescue Boats (ORB's)
	  – All Terrain and 4 Wheel Drive Vehicles
	  – Lifesaving rescue equipment i.e.
	  – Retrieval
	  – Resuscitation
	  – First Aid
	  – Communication
	  – Participating in post-disaster assessment and analysis

SEQ Water	• Primary agency for the management of the South East Queensland Water grid • Provide advice to Council regarding the operations of the Leslie Harrison Dam and North Stradbroke Island bore fields • Disseminating alert messaging to stakeholders and the community in relation to the impacts from Leslie Harrison Dam operations on downstream communities and businesses
Energex	• Primary agency for providing, maintaining and restoring power supplies • Provide advice to the LDMG on power supply issues • Provide safety information to consumers

AGENCY	RESPONSIBILITY
Telstra	• Primary agency for the management and maintenance of the telecommunications network across all providers • Liaison between agency and the LDMG
St John Ambulance	• Provide assistance in first aid and personal care at Evacuation Centres and elsewhere within the Council area as required • Liaison between agency and the LDMG

Salvation Army	• The Salvation Army will seek to support disaster affected people and emergency service workers during times of crisis with the provision of emergency catering through Salvation Army Emergency Services, by:
	  – Provision of adequately trained and clearly identifiable personnel
	  – Ensure, in consultation with Council officers, that the Emergency Catering is conducted in accordance with the Food Act 2006
	  – Supervision of all Day Volunteers and
	  – Ensure that all Volunteers are coordinated, safe, and compliant with food safety guidelines as outlined in the Food Act 2006
	• The Salvation Army aims to provide physical, emotional and spiritual support to all members of the Australian community meeting them at their point of need
	• Following a disaster, The Salvation Army will seek to support communities through the recovery process by providing holistic support that will promote the process of the rebuilding of the lives of those communities
	• Following community consultation and collaboration re the identified needs we may be able to support the local community with identified physical, emotional and spiritual support. Examples may include, and are not limited to activities such as counselling, coordinating restoration and health, training, providing gift cards, network building, Referral and connection to local services and partnerships.

AGENCY	RESPONSIBILITY
GIVIT 	Prior to a disaster, GIVIT will: • Raise awareness of the GIVIT referral pathway and donor matching program to prospective local donors to secure donations that match community need are donated through the GIVIT on-line platform • Engage local community groups to encourage them to register with GIVIT, request items of need through the GIVIT website and take items donated into the GIVIT virtual warehouse • Through ongoing media messages, educate the public about the need for targeted quality donations during times of disaster During a disaster, GIVIT will: • Provide a reliable online platform to handle all donations of goods and services • Receive spontaneous donations into GIVIT's virtual warehouse • Liaise with the pre-determined council contact and key local welfare agencies to ensure needs of the local community are listed on the GIVIT website • Liaise with Local Disaster Coordinator or approved delegate and key local welfare agencies to ensure quality goods get to those in need within the local community • Utilise GIVIT's media and social media channels to inform the public of the correct channel for donating and the needs of the local community during and after an event • Provide RCC with daily email of significant offers of assistance • Broker donations on behalf of RCC and local welfare agencies to meet specific community needs • Purchase items from local businesses wherever possible • Arrange transportation of major donations
Australian Volunteer Coastguard 	• Promote safety in the operation of small craft • Guard the coast • Provide community education • Provide search and rescue functions for sinking vessels or vessels in distress as well as for persons who may be lost or missing at sea or in other waterways • Provide transport and logistics support as required • Perform Medivac responses to islands and beaches • Maintain radio safety watches along many parts of the coastline
Volunteer Marine Rescue 	• Primary purpose is to save the lives of people in distress in Moreton Bay and surrounding areas • Provide a "first response" emergency service 24 hours a day 7 days a week • Maintain a vessel monitoring service • Provide search and rescue functions for sinking vessels or vessels in distress as well as for persons who may be lost or missing at sea or in other waterways • Provide transport and logistics support as required • Perform Medivac responses to islands and beaches

Authority of Members

The members of the Redland City LDMG and Liaison Officers from each organisation have:

• The authority to commit their respective organisation to the Redland City LDMG's decisions

• The ability to effectively navigate their respective organisations to seek approval for the commitment of their organisation resources

• A sound understanding of the Local Disaster Management Plan

Training and Exercises

In an effort to provide an effective training and exercising program, Redland City Disaster Planning and Operations Unit works closely with QFES, QPS and other government disaster management agencies to provide a coordinated training program which includes:

a) Local Disaster Management Group training

b) Local Disaster Coordination Centre training

c) Exercises to evaluate the capacity of the Local Disaster Management Plan, the Business Continuity Plan, the Local Disaster Management Group, and the Local Disaster Coordination Centre

The Disaster Planning and Operations Unit within Redland City Council maintains a record of training activities and relevant member qualifications as required by audit processes.

Special Projects and Sub-committees

The Chair of the Redland City LDMG may establish Special Projects and/or Sub-Committees where circumstance require to address specific functions within its disaster management arrangements across the four principles of prevention, preparedness response and recovery.

DISASTER RISK MANAGEMENT

Risk Assessment

Risk assessment is a critical element of disaster management planning. While response capacities are vital and require constant monitoring, an understanding of the risks that underline potential hazards enhances the development of robust disaster management plans and thereby reduces the impact of disasters and community vulnerability.

Hazards often faced by communities include natural hazards such as those related to meteorological, geological, geographical/topographic or biological influences, or non-natural hazards caused by technology or those associated with consequence management concerns such as arson or sabotage.

Through the principles of risk management – in which the hazard context is established – risks are identified, analysed and evaluated, treatments are prioritised and management options are developed enabling Redland City Council to address vulnerabilities and build community resilience.

Redland City Characteristics

Location

Redland City is located on the coast of south-east Queensland and shares boarders with Brisbane City Council to the north and west, Logan City Council to the west, and Gold Coast City Council to the south. Access into the city is restricted by the Leslie Harrison Dam to the West, and Moreton Bay to the East. Redland City covers 539 km^2, offering a blend of island and coastal life with urban centres and regional bushland.

The city consists of the suburbs of Thorneside, Birkdale, Wellington Point, Ormiston, Cleveland, Thornlands, Victoria Point, Redland Bay, Mount Cotton, Alexandra Hills, Sheldon and Capalaba. The islands of Moreton Bay include the major tourist destination of North Stradbroke Island as well as Coochiemudlo Island and the Southern Moreton Bay Islands which incorporate Russell, Lamb, Karragarra and Macleay Islands. All of the Moreton Bay islands are serviced by vehicular and passenger ferries from either Toondah Harbour Cleveland, Victoria Point or Weinam Creek Transport Hub Redland Bay.

The following table details the city's land dimensions.

REGION	AREA (sq km)	LENGTH (km)	WIDTH (km)
Mainland	235	28	14
North Stradbroke Island	275	38	11
Coochiemudlo Island	1.58	1.3	1.8
Macleay (Incl. Perulpa) Island	7.82	5.7	2.6
Karragarra Island	0.98	2.3	0.3
Lamb Island	1.57	1.9	0.9
Russell Island	17.6	7	3.2

Disaster Management Plan Regions

Legend

Suburbs

Disaster Management Sub Plan Regions

Islands of Moreton Bay

Mainland Coastal

Mainland Hinterland

Demographics

The total population figure for Redland City as recorded by the 2011 Census is 138,670. This figure represents a population growth of 8.6% (or approximately 11,000 persons) since the previous Census in 2006 which equates to an annual growth figure of about 2,200 persons. The City has experienced consistent population growth relative to South East Queensland (SEQ), with an age profile strongly influenced by young, middle-aged and aged demographics.

Three suburbs each had more than 20% growth across the five year Census period; they were Mt Cotton (53%), Redland Bay (25%) and Thornlands (21%). These three suburbs account for more than 60% of all growth for the city during the census period. The city experienced a population decrease in three suburbs (Alexandra Hills, Capalaba and Sheldon). The total combined population decrease in these three suburbs was approximately 500 persons.

The combined Southern Moreton Bay Islands population grew by 33% or approximately 1,400 persons which accounts for approximately 12% of the total population growth for Redland City. Coochiemudlo Island had a modest growth of approximately 7% or 49 persons and North Stradbroke Island experienced a growth of only 1% or 21 persons during the 2006-2011 Census periods. However, North Stradbroke Island experiences a significant population increase of up to approximately 20,000 persons during summer and Easter holiday periods.

Redland City has a low unemployment rate compared to the rest of the state and a high proportion of middle income earners relative to surrounding areas in SEQ.

The table below highlights the region's key demographic features.

REGION	CENSUS YEAR 2006	CENSUS YEAR 2011
Mainland	120,724	130,302
Alexandra Hills	16,985	16,710
Birkdale	13,461	14,344
Capalaba	17,098	16,918
Cleveland	13,584	14,414
Mt Cotton	3,139	4,804
Ormiston	5.383	5,641
Redland Bay	10,890	13,625
Sheldon	1,733	1,688
Thorneside	3,466	3,548
Thornlands	10,520	12,807
Victoria Point	13,753	14,816
Wellington Point	10,712	10,987
Coochiemudlo Island	659	708
SMBI	4,232	5,630
Karragarra Island	124	160
Lamb Island	372	426
Macleay Island	1,958	2,571
Russell Island	1.778	2,473
NSI Townships	2.009	2,030
Amity	406	349
Dunwich	803	883
Point Lookout	669	678
Balance NSI Area	131	120
Redland City Total	127,624	138,670

Key demographic features

Indicator	Explanation
Population growth	Redland City had an estimated resident population of 143,628 people in the 2011 Census. By 2031 the City's population is expected to grow to 188,471 people. Between 30 June 2010 and 2011, the population growth rate for Redland City Local Government Area (LGA)was 1.3%, compared with 1.4% for SEQ and 1.1% for Queensland.
Low unemployment rates	In the September 2012 quarter, the unemployment rate in the Redlands was 3.7%, compared to 5.6% for Queensland
Employment	Redland City has an estimated resident workforce of 68,000, with 35,500 jobs provided locally
Age profile	In comparison to the Brisbane City LGA, the Redland City LGA comprises a higher proportion of children aged five to 19 years, older adults aged between 45 and 74 years, and elderly people aged greater than 75 years
Middle income earners	In comparison to the Brisbane City LGA, there are a high proportion of middle income earners, with 65% of household incomes ranging from $15,600 to $130,000 per annum

Historic and forecast population growth by age

Redland City Council 1996 – 2031

5 year periods	1996	2001	2006	2011	2016	2021	2026	2031
65+ Years	10.616	13.206	16.659	21.496	29.013	36.898	45.273	52.748
20-64 Years	59,969	68,828	77.393	84,881	88,879	91,428	92,270	93,371
0-19 Years	32,497	35,218	37,158	39,499	40,403	41,281	42,240	42,348
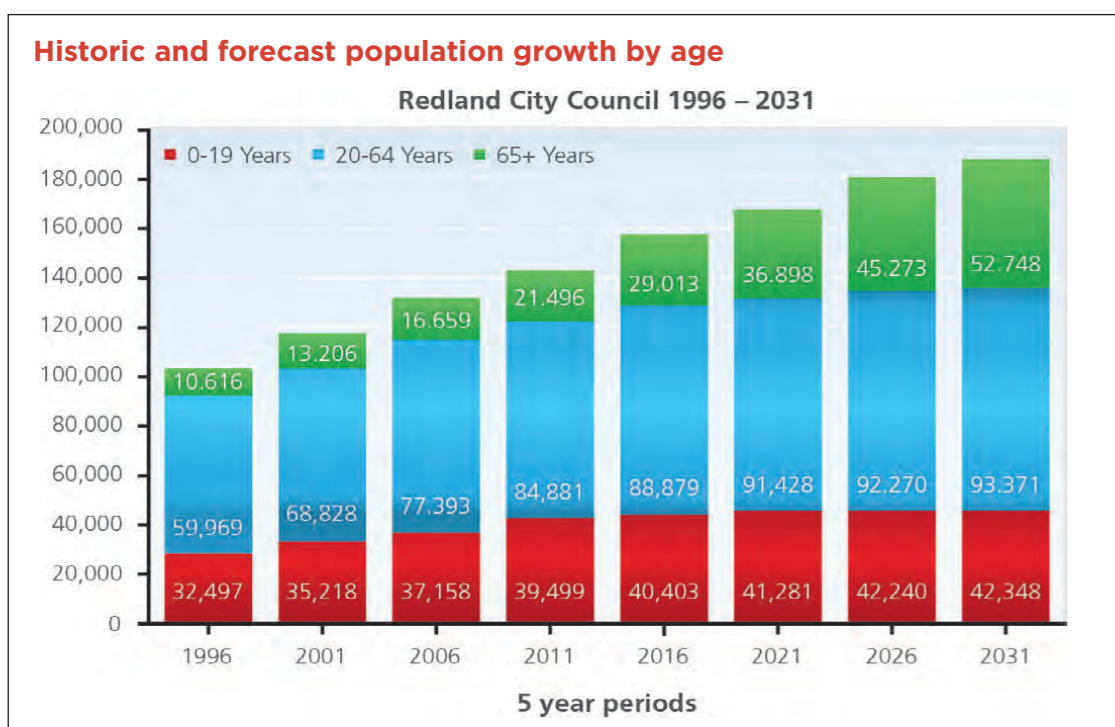
Geography

Redland's mainland eastern suburbs line the shores of Moreton Bay while the greater Redland region lies on the coastal plain north of the Gold Coast and south of the Brisbane River. Topography varies from coastal wetlands and swamps to heavily forested areas. Redland City is 70 percent rural and natural environment, dominated by tall open forest and woodlands.

Redland is located within the Logan-Albert River catchment; however, the only major creek system within Redland City boundaries is Tingalpa Creek. The Leslie Harrison Dam is located on the Tingalpa Creek, within a few kilometres of its mouth in Moreton Bay to form the Tingalpa Reservoir.

Climate and weather

The general climate experienced in Redland City is moist subtropical. Rainfall is seasonal, with the heaviest rain usually occurring during the summer months. Day time temperatures usually do not exceed 35°C or fall below 10°C for extended periods.

Redland City is at risk of severe weather, especially during the summer months, which is characterised by lightning, thunder, severe wind gusts, heavy rain and hail. Redland City is also at risk of East Coast Lows which are low pressure systems that form along the east coast of Australia. The major impact of east coast lows on Redland City is in terms of potential storm surge, severe waves and wind damage. Storm surge is the rise (or fall) of coast water levels relative to the normal water levels.

Industry

The land use of the mainland is split with urban development generally to the northern half and coastal strip, and rural hinterland to the south and southwest. The islands are a mix of developed and undeveloped residential land. Mining leases extent over a significant portion of North Stradbroke Island, with urban development restricted to the townships of Dunwich, Amity Point and Point Lookout.

The top industry sectors by value-add in Redland City are construction, manufacturing, retail, health care and social assistance, wholesale trade as well as education and training. Strong synergies and supply chains exist between these sectors. Health care and social assistance, and education and training, are also emerging industry hubs in the City.

The opening in 2013 of the University of Queensland Mater Clinical School Redlands reinforces these links and highlights the potential for further medical/education partnerships. Health care and social assistance has represented more than 35 per cent of jobs growth within Redland City in the past five years.

Professional, scientific and technical services have also grown significantly in the past five years, as have accommodation and food services. Shopping centres are located at Cleveland, Capalaba and Victoria Point with no major shopping centres on the islands. The city's major mainland industrial areas are located at Cleveland, Capalaba and Redland Bay which contain a variety of manufacturing, processing and general industrial uses.

Key industry factors

Indicator	Explanation
Diverse employment sectors	Redland City has a diverse range of employment across a range of sectors, providing resilience to economic peaks and troughs
Skilled workforce	A high proportion of residents work within the health care and social assistance industry (12%). Other industries that a high proportion of residents work within are: • Retail trade (12%) • Construction (11%) • Manufacturing (11%)
Competitive advantages	Redland City has a competitive advantage across a range of industry sectors including: • Retail trade • Construction • Health care and social assistance • Education and training • Professional, scientific and technical services • Arts and recreation • Information, media and telecommunications • Accommodation and food services • Agriculture, forestry and fishing
Local jobs growth	Local employment is forecast to grow from 35,500 jobs in 2011 to over 49,000 jobs by 2031 – an increase of 38%
Enterprise precincts	Cleveland, Capalaba and Redland Bay industrial enterprise areas cater for diverse industry sectors and provide economic and employment growth in the region
Rural industries	Redland City supports a range of rural industries across a diverse range of sectors from poultry farming and processing to horticulture, livestock and breeding, and lifestyle tourism-based industries
Industry investment	Redland City has the potential to be a magnet for investment. The total investment value for projects in Redland City until 2020 is estimated to be $235 million. In addition, master planning is underway across the city that is expected to significantly swell investment

Redland City Employment by Industry 2006–2011

Horizontal bar chart with legend: ■ 2006 ■ 2011

Industries (top to bottom):
- Retail Trade
- Health Care & Social Assistance
- Education & Training
- Manufacturing
- Construction
- Accommodation & Food Services
- Public Administration & Strategy
- Wholesale Trade
- Other Services
- Professional, Scientific & Technical Services
- Administration & Support Services
- Transport, Postal & Warehouse
- Rental, Hiring & Real Estate Services
- Financial & Insurance Services
- Arts & Recreational Services
- Information Media & Telecommunications
- Agriculture, Forestry & Fishing
- Inadequately Described
- Mining
- Electrical, Gas, Water & Waste Services

X-axis: Number of Jobs (0, 1,000, 2,000, 3,000, 4,000, 5,000, 6,000)

Tourism

More than one million people from around the world choose to relax in the Redlands each year, because of its world-class beaches, beautiful foreshores and picturesque hinterlands and this figure is expected to increase.

Council aims to increase the value of tourism in the Redlands through enhancing the cultural and environmental values of the region, capitalising on our diverse natural surroundings through eco-tourism. Council strongly supports the growth of nature-based development in the Redlands with key goals including environmentally sustainable buildings.

The Redlands is gaining status as a filming location, further boosting its image and appeal to national and international markets. Council most recently worked with Screen Queensland to attract the production of *Pirates of the Caribbean 5: Dead Men Tell No Tales and Unbroken*. Filming for both movies took place in Redlands on Moreton Bay. For *The Chronicles of Narnia: Voyage of the Dawn Treader* much of the water-based filming was done off Cleveland Point as it was considered a perfect and beautiful location for the shoot. The film Salt Maiden was filmed on Coochiemudlo Island. Council expressed interest to Screen Queensland for the City to be considered as a potential location for movies including 20,000 Leagues Under the Sea and other future feature films.

There is potential for growth in the variety of accommodation options across the Redlands. Opportunities exist for luxury accommodation and 4 star conference and accommodation facilities, caravan parks, unique and world class eco-accommodation and luxury camping, waterfront accommodation, backpackers and school or education camp facilities. Redland City is establishing its place on the map as a destination of choice for businesses, investors and holiday makers.

Infrastructure

There are approximately 42,000 dwellings in the mainland area of the city, 3,500 businesses, 15 shopping centres, 106 educational institutions and child care facilities. There are no public airports in the area, however there is a private airstrip on North Stradbroke Island outside Dunwich. Situated on top of Mt Hargraves on North Stradbroke Island is the aeronautical radar for Brisbane Airport. Redland City is serviced by one railway line from Cleveland to Brisbane, with Stations located at Thorneside, Birkdale, Wellington Point, Ormiston and terminating at Cleveland.

Redland City Council operates Redland City's wastewater collection and treatment system consisting of: 1029.1 km of pipeline; 103 pump stations and 7 waste treatment plants. There are also wastewater collection services in parts of Point Lookout and Dunwich on North Stradbroke Island.

Fresh/drinking water distribution within Redland City is the responsibility of SEQ Water and Redland City Council. SEQ Water is responsible for the operation of the Leslie Harrison Dam and North Stradbroke Island bore fields along with the reservoirs at Mount Cotton and Alexandra Hills and all major transport (trunk) mains that service the city. Redland City Council is responsible for the distribution pipeline network running off the trunk mains and the water pump stations.

There is no domestic reticulated gas service within Redland City. There is a 63PEmm gas main which runs to Toondah Harbour and the Redlands Hospital. There is also a 100mm HP transmission steel pipeline that runs close to 1 Enterprise Street, Cleveland and services multiple commercial and unit blocks throughout Redland City from Capalaba to Cleveland. Telstra is the main supplier of telecommunication services to the region; other major suppliers include Optus, Virgin and Vodafone. There are some radio and telecommunications black spots within the Redland City area, namely Mount Cotton, the southern end of Redland Bay, Southern Moreton Bay Islands and parts of North Stradbroke Island. There is a community radio outlet run by local radio station Bay FM 100.3 located in Thornlands.
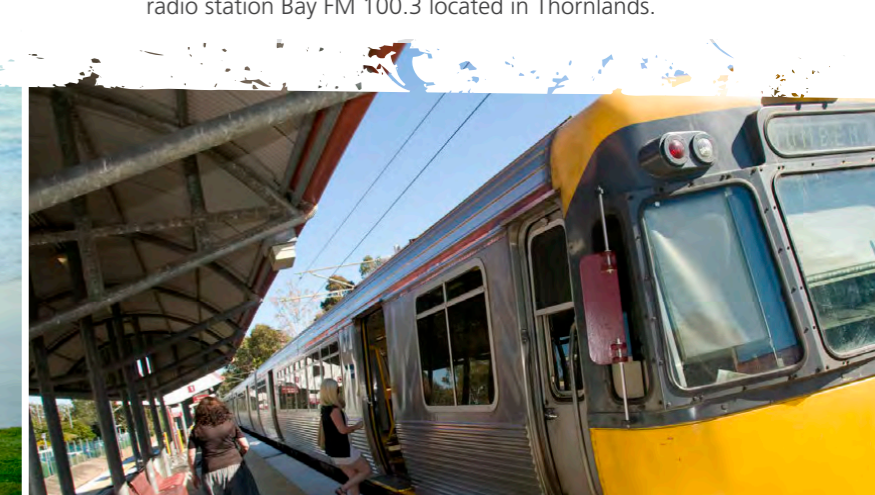
Transport

Redland City has an integrated transport network servicing all major mainland residential and activity precincts, as well as North Stradbroke Island, Coochiemudlo Island and the Southern Moreton Bay Islands. This not only ensures ease of movement around the City but also links us with the Greater Brisbane area and its world-class air, sea and rail infrastructure.

The network provides:

- Direct access to the Gateway Motorway and the Australia Trade Coast hub, as well as multiple connections into and out of the City

- Connectivity to key trunk routes, including the Carindale-Brisbane bus corridor, South Eastern Busway corridor and Cleveland rail line corridor

- Direct rail access from Cleveland to Brisbane Central, with a consistent 30-minute train frequency in the off-peak from 9am–3pm, and an increase in services during peak periods. Redland City has five stations on the 35.9km Cleveland line servicing established communities. Cleveland and Birkdale are supported by integrated bus-to-train transfers.

- Improved freight movement efficiencies through the consolidation of heavy vehicle routes to more effectively prioritise investment and maintenance

As a designated high-growth SEQ council, Redland City continues to preserve transport corridors for potential sub-arterial, east-west connections.

Education

Redland City has a number of world-class educational facilities. Education services include the Metropolitan South Institute of TAFE and the Nazarene Theological College.

The University of Queensland operates a Centre for Marine Science located by the water at Dunwich, North Stradbroke Island. In addition, the University of Queensland and the Mater Hospital have recently opened a nurse training centre in Cleveland, capitalising on the City's strength in health.

There are 11 high schools, of which five are private. There are 26 primary schools, eight of them private. In total, there are 22,983 school students enrolled in the Redlands in 2013.

Health

The Redland Hospital located in Cleveland is the major health centre for Redland City and Brisbane's southern bayside suburbs. The hospital provides care in a number of specialties including general medicine and surgery, cardiology, emergency medicine, obstetrics and gynaecology, orthopaedics, renal dialysis and paediatrics as well as a range of allied health and support services such as pharmacy, pathology and medical imaging.

The Redland Hospital is collocated with the 60-bed Mater Private Hospital Redland, the Redland Health Service Centre and Redland Residential Care.

Redland Health Service Centre provides a range of community and primary health services including child health, BreastScreen, chronic disease management, Aboriginal and Torres Strait Islander liaison, palliative care and a public dental clinic.

Redland Residential Care is a 126-bed high care residential aged care facility. It includes eight residential transition care beds.

The Wynnum Health Service is a 21 bed sub acute facility that has a Primary Care Clinic that operates between 8:00am – 10:00pm, 7 days a week. The Clinic is available to treat the needs of walk in patients with minor injury or illness. The facility also includes the Wynnum Health Service Centre which offers a range of primary health services including a dental clinic, child health, school health, Aboriginal and Torres Strait Islander health, community aged care services, chronic disease management and allied health services.

Future planning will see this location transformed into a health, wellness and education hub, supporting even more medical-aligned industries and support services. A multi-purpose health hub is also proposed for the Southern Redlands to address the growing health needs of our island communities and those of the Southern Redlands communities.

Redland City
Proximity to Brisbane, Airport, Port of Brisbane and Gold Coast

REDLANDS LOCATION

C	Key Centre
	Redland City
●	Queensland Capital
◆	Major Ports
	Surrounding Cities/Areas
—	Major Road Network
----	Ferry Route

Emergency Services

There is a range of emergency services that exist throughout Redland City which are important to community safety and wellbeing before, during and after any disaster event. The loss or disablement of these critical facilities would greatly exacerbate the impact on the community:

• Redland Public Hospital and Redland Mater Private Hospital located in Cleveland

• Police Stations located in Capalaba, Cleveland, Redland Bay and Dunwich (North Stradbroke Island) and a Police Beat is located at Capalaba Park Shopping Centre

• Ambulance Stations located in Capalaba, Cleveland, Redland Bay and Dunwich (North Stradbroke Island)

• Fire Stations located in Capalaba, Cleveland, Redland Bay and North Stradbroke Island, Dunwich, Amity Point and Point Lookout

• Rural Fire Service located on Karragarra Island, Russell Island, Macleay Island, Lamb Island and North Stradbroke Island

• Auxiliary Fire Service located on Coochiemudlo Island and North Stradbroke Island

• State Emergency Service has branches located at Cleveland, Redland Bay, the Southern Moreton Bay Islands (which includes a team on both Russell Island and Macleay Island) and North Stradbroke Island located at Dunwich

• Volunteer Marine Rescue located at Raby Bay, Victoria Point and Dunwich (North Stradbroke Island)

• Coastguard QF7 located at Redland Bay

• St John Ambulance is based in Cleveland

Sensitive Facilities

Within the Redland City area there are a range of facilities at which people, especially children, the elderly and people with a disability may congregate or be concentrated and may require priority assistance in disaster events:

• Schools, kindergartens and child care facilities

• Redland Public Hospital and Redland Mater Private Hospital

• Alexandra Hills College of TAFE

• Accommodation outlets (hotels, motels, caravan parks, etc)

• Nursing homes, retirement villages, aged care and respite facilities

• Churches and community centres

• Shopping centres

• Social and recreational facilities such as clubs and sporting venues

• Raby Bay Marina

• Priority Development Areas at Toondah Harbour in Cleveland the Weinam Creek Transport Hub in Redland Bay

Priority Development Areas

The Queensland State Government has granted Priority Development Area (PDA) status to two sites within Redland City, those being Toondah Harbour in Cleveland and the Weinam Creek Transport Hub in Redland Bay. Both of these precincts will incorporate residential, retail and tourist facilities and will be the gateway to North Stradbroke Island and the Southern Moreton Bay Islands.
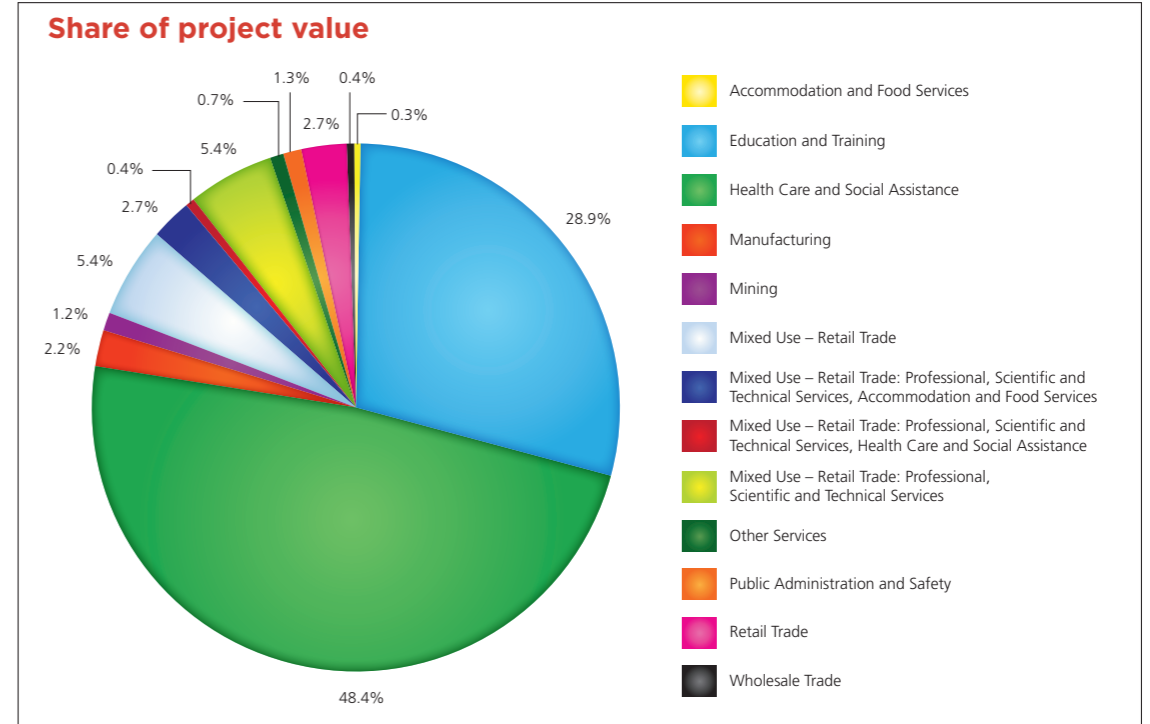
Toondah Harbour

Located on the southern shores of Moreton Bay in Cleveland, Toondah Harbour is the principal point of departure and arrival for vehicular ferry and water taxi services between the mainland and North Stradbroke Island. The harbour is also used to launch recreational craft and comprises residential and open space lands.

Continuing growth of user numbers at Toondah Harbour will place increased demand on the existing small-scale harbour facilities, which may impact the natural environment.

Aspirations for Toondah Harbour include:

• Establishing new water transport services and support facilities including a commercial ferry terminal, a marina, and boat and marine industries

• Improving access to the waterfront through the consolidation of facilities and making improvements to public open spaces to encourage marine-based activities

• Providing an accessible and connected place with boardwalks, cycling paths and a bus terminal

• Offering a sense of place with communal areas to provide opportunities for social interaction and recreation activities, such as parks

• Creating opportunities for mixed-use and medium density residential development including apartments, commercial offices, and tourist accommodation including a boutique hotel, restaurants, cafes and shops

Share of project value

- Accommodation and Food Services
- Education and Training
- Health Care and Social Assistance
- Manufacturing
- Mining
- Mixed Use – Retail Trade
- Mixed Use – Retail Trade: Professional, Scientific and Technical Services, Accommodation and Food Services
- Mixed Use – Retail Trade: Professional, Scientific and Technical Services, Health Care and Social Assistance
- Mixed Use – Retail Trade: Professional, Scientific and Technical Services
- Other Services
- Public Administration and Safety
- Retail Trade
- Wholesale Trade

Weinam Creek

Located at the intersection of Banana Street and Meissner Street, Redland Bay, the Weinam Creek Marina facility includes a jetty used by commercial ferry operators servicing the Southern Moreton Bay Islands, recreational boat ramp facilities and car parking for residents of, and visitors to, the Southern Moreton Bay Islands.

The bus stop and ferry interchange provide an integral link between the mainland, Southern Moreton Bay Islands (Macleay, Lamb, Karragarra and Russell) and Greater Brisbane area.

The area surrounding the marina features a mix of urban development with significant areas of open space along the foreshore. These areas vary from walkway corridors and small picnic areas to large sporting areas.

Aspirations for Weinam Creek include:

• Establishing new water transport services and support facilities, including a commercial ferry terminal and marina

• Providing greater access to the waterfront through the consolidation of facilities and improving public open spaces to encourage marine-based activities

• Providing an accessible and connected place with boardwalks, cycling paths and a bus terminal

• Offering a sense of place with communal areas for social interaction and recreation activities, such as parks and a village green

• Creating opportunities for mixed-use and medium density residential development including a neighbourhood shopping centre comprising a full-line supermarket and speciality retail, commercial offices, cafes, medium density residential apartments and a public car parking facility

Projected investment trends in Redlands

Of the top 10 projects by value within Redland City boundaries, 60 per cent fall within the health care and social assistance industry classification and are generally retirement village dwellings or aged care facilities.

Education and training industries comprise 20 per cent of the top 10, while mixed-use projects also make up 20 per cent of the top 10 projects by value.

The health care and social assistance as well as the education and training industries are expected to provide the majority of investment activity in the near future, around $198.4 million (or 48 per cent of total investment) and $118.5 million of investment (or 29 per cent of total investment) respectively.

The health care sector in Queensland has a multiplier effect of 1.62, whereby every dollar invested generates $1.62 in additional spending in the economy, while the state's education and training sector has a multiplier effect of 1.66.

Risk Assessment Methodology

Risk assessment is a process of evaluating the source and possible consequence of the risk, and the likelihood that those consequences will occur. This is achieved through the Risk Rating Matrix below, where the consequence of the risk is mapped against the likelihood that the risk will occur, which provides a risk rating level – low, medium, high or extreme. An explanation of the criteria for risk likelihood descriptors and risk consequence descriptors appears in the following tables. The risk assessment of the potential for disaster informs Council's disaster management arrangements. Council's risk management processes are based on Australian Standard AS/NZS ISO 31000:2009.

The following risk assessment tables for natural and non-natural disasters takes a city wide approach toward risks and considers both the mainland areas of the city along with the islands of Moreton Bay. These risks, both natural and non-natural are discussed in further detail in Parts 2, 3 and 4 of the Plan based on geographic location. It is recognised that Redland City is a community of communities, and the risks facing mainland hinterland regions will differ in severity from those of mainland coastal regions which will differ again from those facing the islands of Moreton Bay. To view Parts 2, 3 and 4 of the Redland Disaster Plan go to (W) www.redlanddisasterplan.com.au

Risk Rating Matrix

CONSEQUENCE					
	Insignificant	**Low**	**Medium**	**Major**	**Severe**
Almost certain	M-10	H-20	H-30	E-40	E-50
Likely	M-8	M-16	H-24	E-32	E-40
Possible	L-6	M-12	M-18	H-24	E-30
Unlikely	L-4	L-8	M-12	M-16	H-20
Rare	L-2	L-4	L-6	M-8	M-10

E	Extreme risk	H	High risk	M	Medium risk	L	Low risk

Risk Methodology - Likelihood Descriptors

LIKELIHOOD	QUANTIFICATION	% PROBABILITY	DESCRIPTION
Almost Certain	0 - 12 months	95% - 100%	The event is expected to occur
Likely	1 - 3 years	65% - 95%	The event will probably occur
Possible	3 - 6 years	35% - 65%	The event might occur at some time
Unlikely	6 - 10 years	5% - 35%	The event could occur at some time but is improbable
Rare	Beyond 10 years	< 5%	The event may occur only in exceptional circumstances

Risk Methodology – Consequence Descriptors

RISK	SOCIAL/ COMMUNITY	INFRASTRUCTURE	ENVIRONMENTAL	ECONOMIC
Insignificant	Inconsequential short term reduction of services, no damages to objects of cultural significance, no adverse emotional and psychological impacts. No known injuries or illnesses.	Inconsequential short term failure of infrastructure and service delivery, no disruption to the public services and utilities	No or minimal impact on the environment –- very limited direct damage to ecosystems or elements of place	Minor financial loss that can be managed within standard financial provisions (e.g. insurance), inconsequential disruptions at business level
Low	Isolated and temporary cases of reduced services within community, repairable damage to objects of cultural significance, impacts within emotional and psychological capacity of the community. Minor injury/illness managed within existing resources (first aid personnel and readily available equipment).	Isolated cases of short-to mid-term failure of infrastructure and service delivery, localised inconvenience to the community and business anticipated to extend up to 72 hours. No long term impact on integrity or operation of the infrastructure.	Limited and/or localised impact on the environment that can be readily rectified but effort is still required to minimise. One off recovery effort is required.	Financial loss requiring activation of reserves to cover loss, disruptions at business level leading to isolated cases of loss of employment
Medium	Ongoing reduced services within community, permanent damage to objects of cultural significance, impacts beyond emotional and psychological capacity in some parts of the community. Single fatality or permanent incapacity. Multiple serious injury/illnesses requiring professional medical care and/or hospitalisation. Small number of people displaced for <24 hrs.	Mid-term failure of (significant) infrastructure and service delivery affecting some parts of the community, widespread inconveniences. Repair/replacement expected to take greater than 72 hours.	Isolated but significant cases of impairment or loss of ecosystem functions, intensive efforts for recovery required. Event can be managed under normal procedures.	Direct moderate financial loss in the region requiring adjustments to business strategy to cover loss, disruptions to selected industry sectors leading to isolated cases of business failure and multiple loss of employment

Risk Methodology – Likelihood Descriptors

RISK	SOCIAL/ COMMUNITY	INFRASTRUCTURE	ENVIRONMENTAL	ECONOMIC
Major	Reduced quality of life within community, significant loss or damage to objects of cultural significance, impacts beyond emotional and psychological capacity in large parts of the community. Majority of services unavailable to community. Multiple fatalities or permanent incapacities (up to 1 per 100 000). Regional health care system stressed. External resources required to contain and resolve the incident. Large number of people displaced for >24 hours.	Mid to long term failure of significant infrastructure and service delivery affecting large parts of the community, external support required	Severe impairment or loss of ecosystem functions affecting many species or landscapes, progressive environmental damage	Significant financial loss requiring major changes in business strategy to (partly) cover loss, significant disruptions across industry sectors leading to multiple business failures and loss of employment
Severe	Community unable to support itself, widespread loss of objects of cultural significance, impacts beyond emotional and psychological capacity in all parts of the community, long term denial of basic community services. Widespread loss of lives (at least 1 per 10 000), regional health care system unable to cope, large displacement of people beyond regional capacity to manage.	Long term failure of significant infrastructure and service delivery affecting all parts of the community, ongoing external support at large scale required	Widespread severe impairment or loss of ecosystem functions across species and landscapes, irrecoverable environmental damage. Total incongruence with preferred elements of place.	Unrecoverable financial losses. Multiple major industries in the region seriously threatened or disrupted for foreseeable future. Asset destruction across industry sectors leading to widespread business failures and loss of employment.

Risk Assessment for Natural Disasters

EVENT	CONSEQUENCE	LIKELIHOOD	RISK RATING
Bushfire	Medium	Almost Certain	**High (H-30)**
Severe Storms	Medium	Almost Certain	**High (H-30)**
East Coast/Tropical Low	Medium	Likely	**High (H-24)**
Cyclone	Major	Possible	**High (H-24)**
Earthquake	Major	Possible	**High (H-24)**
Storm Surge	Medium	Possible	**Medium (M-18)**
Dam Release– Leslie Harrison Dam	Low	Likely	**Medium (M-16)**
Heat Wave	Low	Possible	**Medium (M-12)**
Prolonged Flooding	Medium	Unlikely	**Medium (M-12)**
Tsunami	Major	Rare	**Medium (M-8)**
Dam Failure – Leslie Harrison Dam	Major	Rare	**Medium (M-8)**
Landslip	Low	Unlikely	**Low (L-8)**

Risk Assessment for Non-natural Disasters

EVENT	CONSEQUENCE	LIKELIHOOD	RISK RATING
Marine Oil Spill	Major	Possible	**High (H-24)**
Pandemic	Major	Possible	**High (H-24)**
Major Industrial Accident	Medium	Possible	**Medium (M-18)**
Major Utilities/Infrastructure Failure	Medium	Possible	**Medium (M-18)**
Major Ground Transport Accident	Medium	Possible	**Medium (M-18)**
Major Commercial Shipping Accident	Medium	Possible	**Medium (M-18)**
Aircraft Crash	Major	Unlikely	**Medium (M-16)**
Hazardous Material Accident (HAZMAT)	Major	Unlikely	**Medium (M-16)**
Building Collapse	Major	Rare	**Medium (M-8)**
Terrorist Incident (chemical, biological and radiological)	Medium	Rare	**Low (L-6)**
Terrorist Incident (siege or hostage)	Medium	Rare	**Low (L-6)**
Terrorist Incident (bombing)	Medium	Rare	**Low (L-6)**

COMMUNITY RESILIENCE

Building capacity is a combination of the capability and the resources available to the Redland City Local Disaster Management Group that can reduce the level of risk, or the effects of a disaster on the community. Capacity can be built through a combination of training and exercise programs targeted to specific local requirements as well as building the local community's awareness and resilience.

The practice of continuous improvement involves disaster management processes and arrangements being regularly evaluated and improved to ensure they remain relevant, efficient, effective and flexible. The implementation and delivery of training and exercises are critical elements in the continuous improvement of disaster management capacity building. Capacity Building occurs across the phases of Prevention and Preparedness.

Prevention

Prevention includes those measures to eliminate, mitigate or reduce the incidence or severity of emergencies. "Hazard mitigation is the means taken in advance of, or after, a disaster aimed at decreasing or eliminating the impact on communities, the economy, buildings, roads and transport and the environment. The implementation of appropriate and targeted mitigation initiatives can offer more sustainable cost savings to communities and government in the event of a disaster. They should be subject to rational cost/benefit and social investment decisions, with special considerations for remote, indigenous and other vulnerable communities." (Queensland State Disaster Management Plan, 2015)

Mitigation strategies can include:

- Design improvements to provide more resilient new infrastructure, update or to harden existing infrastructure or services

- Land use planning that recognises the potential hazard-scape

- Prepared communities and response agencies and arrangements in place and exercised

- Resilience activities including partnerships between sectors and the community and

- A clear understanding of hazards, their behaviour and interaction with vulnerable elements

(Queensland State Disaster Management Plan, 2015)

Community Awareness and Education Program

The Redland City Local Disaster Management Group takes a coordinated approach to community awareness programs, recognising that when it comes to disaster preparedness, response and recovery "we're all in this together". The National Strategy for Disaster Resilience discusses a shared responsibility between government and the community for being prepared for disaster events. In line with the national strategy, Redland City Council, in partnership with members of the Redland City LDMG deliver community engagement programs that are aimed at empowering individuals and the community to understand their local risks and take pre-emptive action to prepare themselves, their families, homes and businesses in the event of disaster. You can view the National Strategy for Disaster Resilience at (W) www.coag.gov.au

Redland City Council's communication strategy provides an overarching framework for communicating with the community and stakeholder groups. The strategy has a key focus on pre-impact activities in line with Council's responsibility as outlined in the *Disaster Management Act 2003*.

The pre-impact activities relate to developing awareness levels, attitudes and behaviour toward disaster preparedness. An engagement approach has been adopted which recognises that people view risk and disaster preparedness differently and that community engagement and education are critical to influence appropriate disaster awareness – people listen to other people around them and to people they trust. The vision is to create a new community norm within the Redlands region where disaster preparedness becomes a standard part of 'what is done in Redlands'.

Redland City Council has initiated a community engagement process to build community resilience on the islands of Moreton Bay in the preparation for seasonal hazards (e.g. east coast lows, severe storms). Redland City Council, in partnership with LDMG members has undertaken a series of community forums, presentations, displays and community awareness days. As part of the 'Get Ready Program' Council partners with QFES, the Australian Red Cross and the Church of the Latter Day Saints to hand deliver up to 10,000 booklets and brochures on disaster preparedness to residents within Redland City that are most vulnerable to natural disasters.

Council also makes available to the public numerous pamphlets produced by Redland City Council, Bureau of Meteorology, Department of Community Safety and QFES, State authorities, and the Australian Red Cross. Distribution of this information is through a number of channels including electronic media, web services, and door knocking. Printed copies can be accesses through all Council Customer Service outlets or by contacting Council.

Redland City Council has create a Disaster Hub portal which brings together information, brochures and planning instruments relating to disaster management and community safety in Redlands. The Disaster Hub portal can be accessed via
(w) www.redland.qld.gov.au/AboutRedlands/Emergency

A range of brochures and information are also available from the following websites:
- (w) www.disaster.qld.gov.au
- (w) www.qfes.qld.gov.au
- (w) www.ema.gov.au

Land-Use Planning

Managing land use is a key strategy to reducing risks within the Redlands. Effective land-use planning will reduce damage and disruption to the community.

The Redland Planning Scheme provides a framework under the Sustainable Planning Act 2009 for managing development within Redland City. The Redland Planning Scheme uses a series of overlays as a means of influencing development to mitigate or reduce the affects of the following hazards:
- Bushfire hazard
- Flood prone, storm tide and drainage constrained land
- Landslide hazard

Building Codes, Regulations and Legislation

The application of building codes and building use regulations aims to ensure that buildings and infrastructure are designed and constructed to standards that minimise damage and injury in an event and that the building or infrastructure is used for the purpose in which was intended. Standards and codes should be referred to and enforced particularly for the design and construction of major infrastructure and components of essential services.

Hazard Reduction

Each threat-specific lead agency (e.g. QFES) is responsible for implementing an appropriate hazard reduction program for hazards under their control. RCC maintains a Conservation Fire Management unit which is resourced with 6 light attack appliances and 1 medium appliance to respond to wildfires on Council owned land, assist QFES to combat wildfires and conduct bushfire fuel reduction, through a program of back-burning, maintenance and development of fire breaks. RCC plays an active role on the North Stradbroke Island and Southern Moreton Bay Islands Fire Management Committees which provides strategic fire mitigation programs, operational preparedness and response, risk identification and hazard reduction burning

Insurance

Through community awareness and education programs, the Redland City Local Disaster Management Group and the Redland City Council encourage all property owners to purchase appropriate insurance as a risk reduction strategy. It is recommended that all policy holders read their policy disclosure statements or contact their insurer to clarify their policies to ensure that they have the appropriate level of insurance cover in the event of disaster. Please note: NOT ALL insurance companies will provide flood insurance, or insurance cover provided may be subject to conditions.

Preparedness

Preparedness is having arrangements to ensure that, should an emergency occur, all those resources and services which are needed to cope with the effects can be efficiently mobilised and deployed *(Australian Emergency Management Glossary, Manual 3)*. Effective disaster management and response activities begin with preparedness and awareness raising activities conducted on an ongoing basis, in advance of any potential incident.

Redland City Council will ensure disaster management resources and arrangements are in a state of readiness to deal with any threat as well as pursue strategies to increase community resilience to disasters. To achieve this Redland City Council and the Redland City LDMG will:

a) Develop and maintain an Local Disaster Coordination Centre for the effective coordination of disasters

b) Ensure the Local Disaster Coordination Centre staff are provided training pursuant to their role

c) Develop and maintain a disaster management plan and associated plans and standard operating procedures to address operational requirements during disaster events

d) Establish and maintain relationships with lead and support agencies, local community groups, the District Disaster Management Group, and the State Emergency Service to build a culture of partnership with the local group to increase its overall disaster management capability

e) Encourage an all-agency, all-hazard ethos within Redland City LDMG members by encouraging members to provide advice and guidance to the group on specific hazards

f) Establish and maintain emergency evacuation centres, places of refuge and community support and welfare centres

g) Establish an emergency communications capability

Coordination

In accordance with Section 30 of the *Disaster Management Act 2003*, the Redland City LDMG is responsible for the following specific functions in relation to the coordination of disaster events:

f) To manage disaster operations in the area under policies and procedures decided by the State group

g) To provide reports and making recommendations to the relevant district group about matters relating to disaster operations

h) To identify and coordinate the use of resources that may be used for disaster operations in the area

i) To establish and review communications systems in the group, and with the relevant district group and other local groups in the disaster district, for use when a disaster happens

Overall management of a coordinated response is the responsibility of the Local Disaster Coordinator of the Redland City LDMG. Operational priorities set by the Redland City LDMG are actioned through the Redland City Local Disaster Coordination Centre.

The Redland City Local Disaster Coordination Centre is established to provide a facility to coordinate resources and manage information to support all agencies (Council and external organisations) during a disaster event. The Redland City Local Disaster Coordination Centre is equipped and resourced to coordinate multiple activities undertaken by the Redland City LDMG when an event occurs. The Redland City Local Disaster Coordination Centre provides a focal point for Council's response activities and provides support to the relevant Incident Control Centres.

Training

The provision of and attendance at education and training for those involved in disaster and emergency management work is a key preparedness and capability building activity.

QFES has a responsibility identified in The Act and State Plan to ensure that persons performing functions under The Act in relation to disaster operations are appropriately trained. QFES have developed the Queensland Disaster Management Training Framework identifying courses that are to be undertaken by those persons. In addition, RCC conducts ongoing training courses for the Redland City LDMG and Local Disaster Coordination Centre to improve operational readiness and situational awareness within Redland City.

Each member agency of the Redland City LDMG is responsible for ensuring that staff undertaking disaster and emergency management work have or plan to have received appropriate training for their roles, in particular those courses identified in the training framework. Redland City Council's Disaster Planning and Operations Unit is responsible for facilitating attendance at relevant training for Redland City LDMG members and the Redland City Local Disaster Coordination Centre Emergency Operations Team. In an effort to provide an effective training and exercising program, Redland City Disaster Planning and Operations Unit works closely with QFES and other local government disaster management units to provide a coordinated training program. Redland City Council has partnered with QFES Emergency Management to provide regular awareness programs at each meeting of the Redland City LDMG to enhance the LDMG members' understanding of disaster management processes, policies, practices and legislation.

Exercises

An exercise is a controlled objective based activity used to practice, evaluate or test plans or procedures and resources. The purpose of an exercise is to practice/test the knowledge and ability of the agencies of the disaster management system to coordinate disaster operations for a potential disaster or emergency scenario. Exercises can enhance capacity and confidence of the people that participate in them. The conduct of an exercise is one way in which the Redland City LDMG can undertake a review of the Local Disaster Management Plan.

Prior to participating in disaster and emergency exercises it is preferred that participants have received training as outlined in the section above. This is so that participants have a basic understanding of the policies and procedures that apply to working in a disaster management environment and that the experience and learning's from the exercise can be maximised.

Exercises can be small scale one to two hour activities through to a three day event. More frequent smaller exercises can be an effective alternative to a single large scale activity. Each year, Redland City Council will hold one or more of the following exercises, to improve the Redland City LDMG capacity across preparedness, prevention, response and recovery:

a) A table top discussion, the focus of the exercise to be determined by the DDMG or LDMG

b) A Redland City Local Disaster Coordination Centre activation to test staffing requirements, set up of the facility, communications and IT infrastructure and standard operating procedures

c) An exercise involving the testing of the capacity of the Redland City Local Disaster Coordination Centre, the Disaster Management Plan and the Business Continuity Plan

d) An exercise involving the testing of Emergency Alert procedures

e) An exercise to test the establishment and operation of an Evacuation Centre

f) A joint Redland City Local Disaster Coordination Centre / DDCC exercise to test the local disaster management system and capacity

An exercise is to be followed by a debrief process. A hot debrief is to be conducted immediately following the conclusion of the exercise and a cold debrief conducted not longer than 2 weeks following the exercise. The cold debrief allows participants time to provide a more considered view of the exercise outcomes. Learnings from the exercise are to be consolidated into a plan for action.

Connection between Council's Disaster Management Plan and Business Continuity Plan (BCP)

Where damage/loss is sustained to Council infrastructure during a disaster event, giving rise to the activation of the Local Disaster Management Plan and BCP, it is critical for Council to be able to quickly recover its ability to perform its functions to adequately fulfil its role in the response to the disaster event. The Local Disaster Management Plan details Council's responsibilities to the community during a disaster event and provides for a coordinated approach to disaster management.

Business continuity planning is about Council's 'internal' responses to challenges that restrict its ability to provide services. The BCP is a resource to the whole of Council and contains a series of individual business recovery plans specifically designed to ensure that critical business functions resume within specified time frames.

Redland Weather Station

The Redland Weather Station was built at the Cleveland Wastewater Treatment Plant with the express purpose of monitoring local weather conditions more accurately by providing regular and real time weather observations of temperature, humidity, rainfall and wind speed and direction.

The data obtained from the Redland Weather Station forms part of the BoM National Weather Network and provides data for the Bureau's forecasting, warning and information services as well as providing data for the Bureau's climate database. The Redland Weather Station provides the following information to the BoM every minute and to the website on a thirty (30) minute basis:

- Temperature
- Humidity
- Wind Direction
- Wind Speed
- Wind Gust
- Rainfall

This weather station is an important tool for the Redland City Local Disaster Management Group because it provides a local forecasts and weather conditions. This allows emergency services and other disaster management agencies to have timely, accurate information during disasters and severe weather events to aid in planning response operations.

Redland CITY COUNCIL

RESPONSE STRATEGY

Activation of Response Arrangements

Activation of the Redland City LDMG will be as a response to any event that has a significant community consequence. Section 30 of the Act prescribes a range of functions that the Redland City LDMG is responsible for, including:

f) To manage disaster operations in the area under policies and procedures decided by the state group

g) To provide reports and make recommendations to the relevant district group about matters relating to disaster management

h) To identify and coordinate the use of, resources that may be used in disaster operations in the area

i) To establish and review communications systems in the group, and with the relevant district group and other local groups in the disaster district of the relevant district group, for use when disaster happens

j) To ensure information about a disaster in the area is promptly given to the relevant district group

Timely activation of the Redland City LDMG is critical for an effective response to an event. The decision to activate is dependent upon a number of factors including the perceived level of threat. The activation of the Queensland's Disaster Management Arrangements (QDMA) may result from the Redland City LDMG requiring support from DDMG or from the State Disaster Management Group (SDMG) where the threat has a broader implication across the State.

Authority to activate the Redland City LDMG and this plan is vested in the chairperson of the Redland City LDMG or their delegate. Activation does not necessarily mean the convening of the Redland City LDMG, rather the provision of information to group members regarding the risks associated with a pending hazard impact.

The QDMA are activated using an escalation model shown in the following table, which describes the activation levels, their associated triggers and actions taken by Redland City Council.

Levels of Activation

	DESCRIPTION	TRIGGERS	ACTIONS
Alert	• A heightened level of vigilance due to the possibility of an event in the area of responsibility • Situational reports to be discussed with the DDC • No further action is required, however the situation should be monitored by someone capable of assessing the potential of the threat	• Awareness of a hazard that has the potential to affect Redland City	• Hazard & risks identified • Information sharing with warning agency • LDMG, DDC and QFES advised of local situation • Initial advice to all stakeholders
Lean Forward	• An operational state characterised by a heightened level of situational awareness of a disaster event (either current or impending) and a state of operational readiness • Disaster coordination centres are on standby and prepared but not activated • Situational reports to DDC should continue as arranged	• There is a likelihood that threat may affect Redland City • Threat is quantified but may not yet be imminent • Need for public awareness • LDMG is now to manage the event	• QFES and LDC conduct analysis of predictions • Chair and LDC on watching brief • Confirm level & potential of threat • Council staff prepare for operations • Determine trigger point to stand up • Prepare Local Disaster Coordination Centre for operations • Establish regular communications with warning agency • Members of LDMG briefed • LDC advises DDC of lean forward & establishes regular contact • Warning orders to response agencies • Public information & warning initiated
Stand Up	• An operational state where resources are mobilised, personnel are activated and operational activities commenced • Disaster coordination centres are activated • Situational reports to DDMG continue according to agreed time-lines	• Threat is imminent • Community will be or has been impacted • Need for coordination in Local Disaster Coordination Centre • Requests for support received by LDMG agencies or to the Local Disaster Coordination Centre • The response requires coordination	• LDMG meets • LDCC activated • Commence operational plans • Redland City Council shifts to disaster operations • LDMG takes full control • SOPs activated • Commence SITREPs to DDMG • DDMG advised of potential requests for support

	DESCRIPTION	TRIGGERS	ACTIONS
Stand Down	• Transition from responding to an event back to normal core business and/or continuance of recovery operations • There is no longer a requirement to respond to the event and the threat is no longer present	• No requirement for coordinated response • Community has returned to normal function • Recovery taking place	• Final checks for outstanding requests • Implement plan to transition to recovery • Debrief of staff in Local Disaster Coordination Centre • Debrief with LDMG members • Consolidate financial records • Hand over to Recovery Coordinator • Return to local government core business • Final situation report sent to DDMG

Local Disaster Coordination Centre (LDCC)

The Redland City Local Disaster Coordination Centre, located at Council's South Street Depot Cleveland, has the responsibility for coordination of disaster operations, providing a response capability on behalf of the Redland City LDMG. The main aim of the Redland City Local Disaster Coordination Centre is to coordinate resources, information and assistance in support of local agencies and stakeholders who are engaged in disaster operations. The Redland City Local Disaster Coordination Centre also provides forward planning which requires consideration of the unfolding event and its likely impacts on the Redlands community. The Redland City Local Disaster Coordination Centre operates under the Australasian Inter-agency Incident Management System (AIIMS) to ensure effective coordination of disaster response operations.

Primary responsibilities of the Redland City Local Disaster Coordination Centre include:

• Analysis of probable future requirements and forward planning including preliminary investigations to aid the response to potential requests for assistance

• Implementation of operational decisions of the local disaster coordinator (LDC)

• Advice of additional resources required to the DDMG

• Provision of prompt and relevant information to the DDMG concerning any disaster event occurring within their district

Warning Notification and Dissemination

The Chair of the Redland City Local Disaster Management Group, or delegate, is responsible for the dissemination of public warnings and information and is the official source of public and media information. The Chair of the Redland City Local Disaster Management Group, or delegate, is the chief media spokesperson.

During an event, the release of public information on aspects such as road closures, traffic routes, advice on evacuation procedures and centres will be coordinated through the Redland City Local Disaster Coordination Centre. Such information and warnings will be provided to the community via a number of communications sources including: electronic media, such as Council's website, Twitter and Facebook; broadcast media such as ABC612 and Bay FM 100.3 and TV; and press releases in local newspapers and on their respective websites. Redland City Council Customer Contact Centres will also be used to support and relay public warnings and information. When appropriate and as resources permit, emergency messages and information will also be provided via community meetings, door knocking by emergency services and Public Announcement systems attached to emergency vehicles.

Other alerts or warnings such as those delivered through the use of SEWS (Standard Emergency Warning System) or the national Emergency Alert (EA) telephone and SMS messaging system will be used to support and reinforce the warning messages provided through broadcast media.

Additionally, prior to, during and following an event, relevant government agencies (such as the Bureau of Meteorology) will provide updated information and warnings to the community through a network of media outlets.

Leslie Harrison Dam

The following information is taken from the Leslie Harrison Dam Emergency Action Plan produced by SEQ Water and outlines warning notification and emergency messaging in relation to dam releases or failure and the downstream impact of such events.

1. Dam Overflow Notifications

Leslie Harrison Dam operates as an uncontrolled spillway dam. Accordingly, Seqwater currently does not have any scope for modifying the outflow from Leslie Harrison Dam once the Dam fills and overflows. Seqwater offers free Dam Overflow Notifications to residents living downstream of Leslie Harrison Dam and for other interested parties. This free notification service provides subscribers with notifications by their choice of email, SMS/text messages to mobile phones, or recorded messages to telephone landlines.

These notifications are issued to inform the subscriber that an overflow from Leslie Harrison Dam is commencing or about to commence; or that overflows have reached a level where they may pose a hazard to the safety of persons or property downstream of the Dam (downstream release hazard). Details of this service are available on Seqwater's website (w) www.seqwater.com.au

It is important to understand that when receiving Dam Overflow Notifications from Seqwater, that overflows from Leslie Harrison Dam are only one source of water contributing to flows in rivers or watercourses downstream of the Dam.

It is also important to be aware that these notifications are not indicating that there is a definite downstream release hazard or a dam failure hazard, but rather that the Dam is overflowing and operating normally and that safety hazards downstream of the dam are possible because the dam is spilling.

Dam Overflow Notifications do not provide information on river levels, or predictions about areas that may be inundated by flood waters in a flood event. After receiving these notifications, subscribers to the service should consider information available from other sources which may include:

- Details of road closures, inundation flood mapping and information regarding any evacuation arrangements, from Local Councils and Disaster Management Groups
- Weather forecasts and information on changes in river levels from the Bureau of Meteorology
- Emergency services warnings, including from Police and Queensland Fire and Emergency Services

2. Local Disaster Management Group Overflow Notifications

Seqwater monitors dam outflows and advises impacted Local Councils of dam levels and predicted peak height levels in accordance with pre-agreed protocols and the Contact Register.

3. Notifications Associated with a Potential Dam Failure

If a situation is identified that has the potential to cause or contribute to a dam failure emergency condition at the Dam, Seqwater will provide appropriate notifications to Local Councils and Disaster Management Stakeholders. Seqwater will provide these notifications in accordance the Bulk Authority Emergency Response Plan. Triggers for these notifications are contained in Section 7.

If a situation arises where the failure of the Dam is considered possible, Seqwater or the Agency managing the overall emergency response will liaise directly with Queensland Fire and Emergency Services (QFES) to issue appropriate notifications to persons located downstream of Leslie Harrison Dams using the National Emergency Alert System. This system is the national telephone based emergency warning system that sends messages to a nominated area:

- Via landlines based on the location of the handset
- Via mobile phones based on an individual's billing address
- For Telstra mobile account holders based on the device's location

Further details of the National Emergency Alert System can be found at (w) www.disaster.qld.gov.au

Once a notification is initiated from National Emergency Alert System, consequent management measures undertaken by QFES will be event-dependent but will normally include:

- Informing others of the notification, with primary considerations being:
  - Media (particularly local radio), through DCS Media and Corporate Communications
  - CEOs of Local Government
  - Minister's Office
- Ensuring, together with Telstra, that the Campaign does not adversely affect the telecommunications network
- Ensuring pre-prepared websites have relevant information
- Establishment of a system to measure the effectiveness of the Campaign and other messages on the ground

Concept of Operations

Document Management

Document Management throughout the disaster response and recovery will be achieved through the Guardian software. The software provides the ability to capture all decisions, actions and information related to an event including the maintaining of activity logs, public information and all expenditure in order to provide clear and reasonable accountability and justifications for future audit and potential reimbursement purposes. Once the Redland City Local Disaster Coordination Centre has been stood down, all records related to the disaster event will be recorded into Redland City Council's records management system.

Operational Reporting

Situation Report (SITREP)

Situation reports (SITREP) capture accurate information from the day's operations by detailing current and forecast situation during a disaster event. The LDC, through the operation of the Redland City Local Disaster Coordination Centre, is responsible for the preparation of the SITREP. The SITREP will be distributed at intervals as requested by the DDMG.

Tasking Log (Guardian)

Redland City Local Disaster Coordination Centre uses the Guardian software during activations to record actions taken and the responsible agency or officer. The Guardian System functionality as a tasking log and mapping system records the specific operational task to be undertaken; the date and time of commencement and completion of the task; the responsible agency/officer; the actions taken and contextual comments; and plots all tasks on reference mapping. Various operational reports, including the SITREP can be generated based on taskings and/or location.

Logistics Support

Where the Redland City LDMG has exhausted it capacity and requires additional logistics support and/or resources to meet operational requirements that are beyond local capacity and capability, the Redland City LDMG will formally seek assistance through a Request for Assistance forwarded to the DDCC via the Redland City Local Disaster Coordination Centre.

Resupply for Isolated Communities

Disaster events have a potential to create isolated communities within Redland City, particularly in relation to the Moreton Bay Islands. The Redland City LDMG is responsible for supporting communities within Redland City to prepare for the possibility of temporary isolation and ensuring resupply of food and other essentials during times of isolation.

Most events that isolate communities occur on a seasonal basis and communities which are likely to be affected by such events are expected to prepare well in advance for both the event and the expected period of isolation. If an event does isolate a community within Redland City, all resupply requirements will be addressed in accordance with the Queensland Resupply Guidelines which can be obtained from the Queensland Disaster Management website (W) www.disaster.qld.gov.au

Post Disaster Operational Assessment

The review of operational activities undertaken during a disaster is a key component of developing capacity and improving disaster management arrangements. Post-disaster assessments are held to:

- Assess disaster operations including actions, decisions or processes

- Document those processes that worked well and identify a course of action to ensure that they are captured and updated in relevant plans for use in the next operation

- Assess capability and consider where additional planning, training and/or exercises may enhance capability

The review of operations is conducted through two forms of debrief:

- **Hot debrief**, undertaken immediately after operations are complete, giving participants the opportunity to share learning points while the experience is still very fresh in their minds. Multiple hot debriefs during protracted operations may be appropriate to identify significant issues and provide prompt solutions for immediate implementation.

- **Cold debrief**, undertaken no more than 2 weeks after an operation, when participants have had an opportunity to take a considered view of the effectiveness of the operation. A post disaster assessment report is to be completed to provide an overview of the lessons identified following an event and importantly recommendations for improving disaster management.

Following a post disaster assessment the Redland City LDMG may need to consider issues for resolution or may need to refer an issue to the District Disaster Management Group (DDMG) for advice or resolution.

Evacuation Centres

The responsibility for establishing evacuation centres rests with Redland City LDMG. The establishment and location of Evacuation Centres will be dependent on the complexities of the disaster event and the location of the affected community. Facilities that could be used as evacuation centres have been identified for each suburb and island within Redland City and are listed in Parts 2, 3 and 4 of this Plan and at (W) www.redlanddisasterplan.com.au under each suburb and island.

The Redlands community will be notified of the establishment and operation of an Evacuation Centre via a number of communications sources including: electronic media, such as Council's website, Twitter and Facebook; broadcast media (Radio and TV); press releases; via Redland City Council Customer Contact Centres and emergency alert messaging if activated.

The Redland City Council Evacuation Team is responsible for opening and initial management of Evacuation Centres. The Australian Red Cross will assist Council in the management of evacuation centres and provide personal support and psychological first aid at evacuation and recovery centres. Other services such as material aid, temporary housing and counselling services will be established at the Evacuation Centres as determined necessary based on the complexity of the event.

Further Information regarding Evacuation Centres can be found at (W) www.redlanddisasterplan.com.au

Impact Assessment

Impact assessment is the organised and coordinated process of collecting and analysing information after a disaster, to estimate casualties, damage and immediate needs of the impacted community.

The purpose of conducting an impact assessment is to provide planning groups with a comprehensive situational awareness of what has occurred and what is required to address the problems in the response and recovery stages.

Under this Plan, Redland City Council supported by other agencies is the lead agency for conducting impact assessments within its community. The Redland City Local Disaster Coordination Centre is responsible for coordinating the collection of this information.
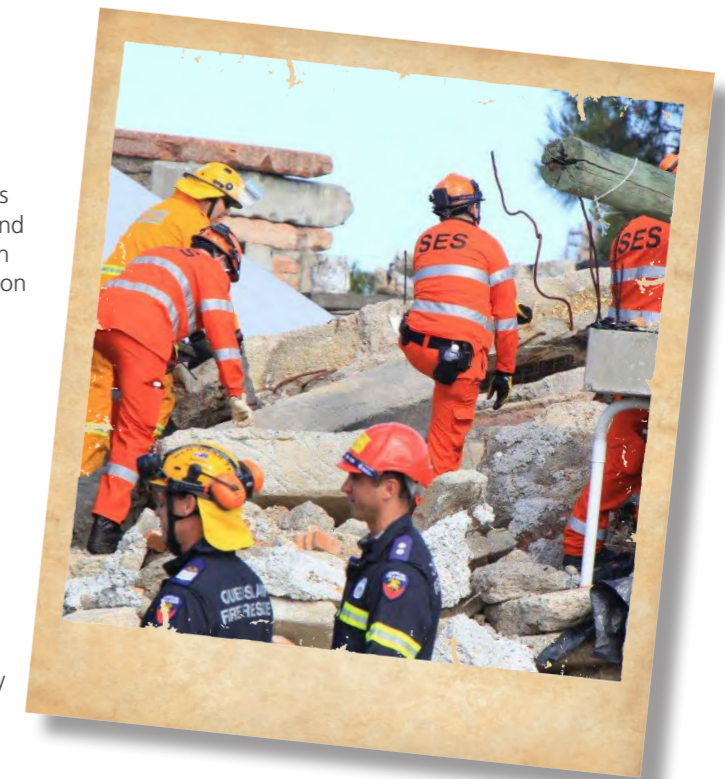
There are two types of assessment:

a) **Rapid Damage Assessment** is undertaken immediately following an event to gather an overview of the impact. Information is gathered through the following sources:

- Information received from the public

- Call for assistance recorded by emergency services and the Redland City Local Disaster Coordination Centre

- Tasking of Redland City Council and emergency service assets

- Information provided by Redland City LDMG members

- Reconnaissance by Council and emergency services

b) **Comprehensive Damage Assessment** will start as soon as practical after the event, to accurately establish the impact of the event. Response and recovery agencies and organisations with a role under this plan will undertake a Comprehensive Damage Assessment relating to their area of control and will submit reports to the Redland City Local Disaster Coordination Centre.

Disaster Declaration

In accordance with Section 64(1) of the Act, the District Disaster Coordinator for a disaster district may, with the approval of the Minister, declare a disaster situation for the district, or a part of it, if satisfied:

a) A disaster has happened, is happening or is likely to happen, in the disaster district and

b) It is necessary, or reasonably likely to be necessary, for the district disaster coordinator or a declared disaster officer to exercise declared disaster powers to prevent or minimise any of the following:

(i) Loss of human life

(ii) Illness or injury to humans

(iii) Property loss or damage

(iv) Damage to the environment

Before declaring a disaster situation the DDC is to take reasonable steps to consult with each local government in, or partly in, the proposed declared area. As outlined in Section 75 to 78 of the Act, the declaration confers extra powers on particular groups to perform actions, give directions and control movements within the declared area.

It is important to note that the declaration of a disaster situation relates to the situational requirement for additional powers and is not linked to the activation of particular disaster management groups under the QDMA or the activation of disaster financial assistance arrangements. All three actions are independent processes and are not interlinked or conditional. The declaration of a disaster situation does not impact the requirements of a local government under the Act to manage disaster operations in their area.

Disaster Financial Assistance Arrangements

There are two sets of financial arrangements which, if activated by the Minister, provide financial support to Queensland communities impacted by a disaster event through the reimbursement of eligible expenditure.

State Disaster Relief Arrangements (SDRA)

The intent of the SDRA is to assist in the relief of communities whose social wellbeing has been severely affected by a disaster event (natural or non-natural). The SDRA is State funded, and therefore not subject to the Australian government imposed event eligibility provisions or activation threshold. As a consequence, SDRA is able to address a wider range of disaster events and circumstances where personal hardship exists. There are two relief measures available for activation under the SDRA:

Personal Hardship Assistance Scheme

Personal hardship and distress grants for individuals may be available for immediate needs, essential household contents and structural assistance.

Counter Disaster Operations

Eligible extraordinary operational costs incurred as a direct result of the event or impending event.

As a personal hardship program the SDRA may be activated when advice is received from the Department of Communities, Child Safety and Disability Services, as the administering authority, to activate the Personal Hardship Assistance Scheme. The advice must stipulate that local service providers have reached their capacity to provide a service to people identified as experiencing personal hardship as a direct result of a disaster event, or that there are no local service providers to assist in the event of a disaster.

Natural Disaster Relief and Recovery Arrangements (NDRRA)

The intent of the NDRRA is to assist the relief and recovery of communities whose social, financial and economic wellbeing has been severely affected by a disaster event. The arrangements provide a cost sharing formula between the State and Australian Government and include a range of pre-agreed relief measures.

Eligible disasters under NDRRA include: Cyclone, Flood, Landslide, Meteor Strike, Storm, Bushfire, Storm Surge, Terrorist Event, Tsunami, Tornado and Earthquake. Drought, frost, heatwave, epidemic events relating from poor environmental planning, commercial development or personal intervention are not eligible events under NDRRA.

RECOVERY STRATEGY

Recovery from a disaster is defined by the Australian Emergency Management Glossary (1998) as *"the coordinated process of supporting emergency affected communities in reconstruction of physical infrastructure and restoration of emotional, social, economic and physical wellbeing."*

The Act stipulates that **recovering from a disaster** includes, for example, the following:

• Providing relief measures to assist persons affected by the disaster who do not have the resources to provide for their own financial and economic wellbeing

• Restoring essential infrastructure in the area or areas affected by the disaster

• Restoring the environment in areas affected by the disaster

• Providing health care to persons affected by the disaster, including temporary hospital accommodation, emergency medical supplies and counselling services

The recovery phase of a disaster event encompasses disaster relief through the provision of immediate shelter, life support and basic human needs to people affected by a disaster event. Recovery also extends to be a coordinated process of supporting affected communities in the reconstruction of the physical infrastructure, restoration of the economy and environment and support for the emotional, social and physical wellbeing of those affected.

Functions of Recovery

In a disaster event, the Redland City LDMG will address the following four functions of recovery:

• Recovery of human-social aspects

• Recovery of infrastructure and essential services

• Recovery of economic and financial aspects

• Recovery of the natural environment

Depending on the nature of the disaster, one or more of these functions may be the focus of recovery operations. Often a disaster will be of such a scale that all functions need to be addressed to affect recovery. During the response phase to a disaster, the Redland City LDMG will consider the impact of the disaster event and may decide to activate the Redland City Local Recovery Group to coordinate recovery activities based on priorities set by the Redland City LDMG.

Human-Social Recovery

Human-social recovery is the coordinated process of supporting disaster-affected individuals, families and communities towards the restoration of emotional, social, economic and physical well-being. Services typically include the provision of information, payment of financial assistance, and provision of personal and psychosocial support. Community Recovery Centres may be established by the Department of Communities, Child Safety and Disability Services, in partnership with the Redland City Local Recovery Group to enable delivery of recovery services by multiple agencies from a single location, a '**One-Stop-Shop**'. The Community Recovery Centre may be supported by the deployment of 'outreach teams' to assess the needs of disaster affected individuals and families and to advise on information, resources and services available. Primary human-social considerations resulting from a disaster include:

1. Community characteristics

2. Psychosocial impacts on the community, families and individuals

3. Number of people affected

4. Resources required to aid in recovery

5. Government and non-government organisations that could assist in recovery

6. Financial assistance available to the community and how can people access it

7. Communication with the community and recovery support organisations

Infrastructure recovery

Large-scale disruption to or loss of infrastructure may cause severe hardships for the Redlands community and significantly affect the management and delivery of recovery services. Infrastructure for which Redland City Council is responsible will be restored in accordance with the Redland City Council Business Continuity Plan. The following priorities have been identified for infrastructure recovery:

1. Identification of the extent of the damage

2. Restoration of essential services as quickly as possible

3. Restoration of people's living conditions and security

4. Prioritising the rebuilding community infrastructure

5. Integration of recovery arrangements with other agencies

Economic recovery

The immediate priorities for Redland City Council will be focused on restoring common and essential services necessary for a viable community. While social recovery and welfare services provide immediate relief and support, a comprehensive assessment of the economic impacts of the disaster is the first step in developing long-term economic recovery plans. The Redland City LDMG, in conjunction with local business groups and other government entities will assess the following:

1. Impacts the disaster will have on business continuity and job security

2. Identification of who should be involved in rebuilding economic viability

3. Resources required to aid the economic recovery of the community

4. Management of damaged reputation regionally, nationally and internationally
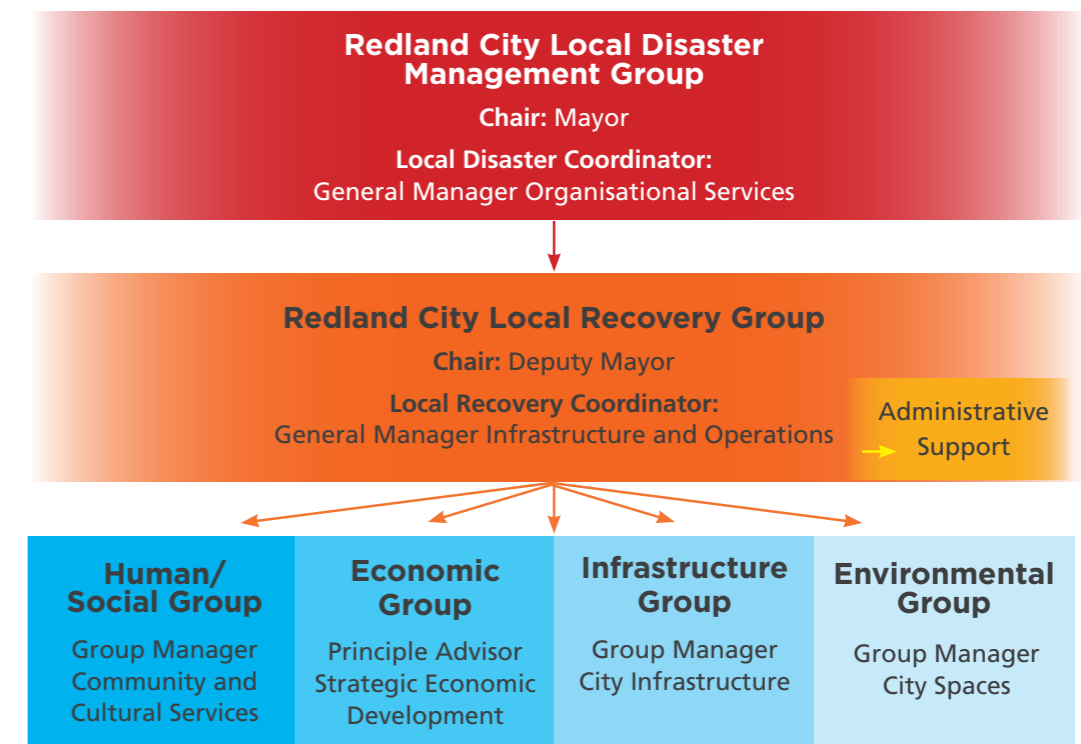
Environmental recovery

As soon as practically possible after a disaster event, the Redland City LDMG will organise an environmental assessment that will form the basis for determining environmental recovery priorities. Where there has been widespread or long-term environmental damage, the Redland City LDMG, through the Disaster District structure, may seek the support of appropriate state and commonwealth government agencies. Major environmental considerations resulting from a disaster event include:

1. Environmental uniqueness of Moreton Bay and the islands

2. Identification of contamination/hazards resulting from the event

3. Scientific assessment of the short and long term environmental impacts of the event

4. Strategies to rectify the damage and rehabilitate the natural environment

5. Identification of who should be involved in this process

Activation of Recovery Arrangements

The Local Recovery Group will be activated by the Chair of the Redland City LDMG when a community has been impacted by a disaster to provide and coordinate recovery services. The Redland City Local Recovery Group may establish separate recovery committees for each of the four functions as required. The Redland City Local Recovery Group will activate Part 5: Redland City Disaster Recovery Plan to provide a coordinated approach to the provision of recovery services to the community. For further information regarding recovery operations and processes, please refer to Part 5: Redland City Disaster Recovery Plan or visit (w) www.redlanddisasterplan.com.au

The diagram below depicts the structure of the Redland City Local Recovery Group.

Redland City Local Disaster Management Group
Chair: Mayor
Local Disaster Coordinator:
General Manager Organisational Services

Redland City Local Recovery Group
Chair: Deputy Mayor
Local Recovery Coordinator:
General Manager Infrastructure and Operations

Administrative Support

Human/ Social Group	Economic Group	Infrastructure Group	Environmental Group
Group Manager Community and Cultural Services	Principle Advisor Strategic Economic Development	Group Manager City Infrastructure	Group Manager City Spaces

Membership of the Redland City Local Recovery Group may include representatives from all levels of government and community-based agencies with the capability of contributing to the community recovery process.

Redland
CITY COUNCIL

Redland City Local Recovery Group Activation Levels

The Redland City Local Recovery Group (LRG) will be activated by the Chair of the Redland City LDMG to coordinate the recovery process when communities have been impacted by disaster events. The activation of the LRG is based on the escalation model shown in the table, which describes the Recovery activation levels in comparison with the Response activation levels.

Note that the Recovery activation levels follow closely behind the Response activation levels and therefore the Local Recovery Group actions are triggered early in the event cycle, before the disaster has occurred. Depending on the nature, location and size of the event, recovery operations may be managed either at the local level, or through a combination of local and district arrangements, enabling Redland City Council to address community vulnerability and build community resilience.

Response level	Recovery level	DESCRIPTION	TRIGGERS	ACTIONS
RESPONSE ALERT				
RESPONSE LEAN FORWARD	RESPONSE ALERT	• A heightened level of vigilance due to the possibility of an event • The situation will be closely monitored, but no further action is required	• Response phase at 'lean forward' level of activation	• Information sharing commences • LRC in contact with Local Disaster Coordination Centre/LDC • Potential actions and risks identified • Initial advice to all recovery stakeholders
RECOVERY STAND DOWN	RECOVERY LEAN FORWARD	• A heightened level of situational awareness of a disaster event (either current or impending) and a state of operational readiness • Local Recovery Group is on standby and prepared but not activated	• Response phase at 'stand up' level of activation • Immediate relief arrangements are required during response phase	• Monitoring of response arrangements • Analysis of hazard impact or potential impact • Relief and recovery planning commences • Deployments for immediate relief commenced by recovery functional agencies
	RECOVERY STAND UP	• An operational state where resources are mobilised, personnel are activated and operational activities commenced • Community Recovery Centres are activated	• Immediate relief arrangements continue • Response phase moves to 'stand down' • Medium term recovery commences	• LRG activated at Local Disaster Coordination Centre or alternate location • Recovery plan activated • Deployments for immediate relief response • Action plans for four functions of recovery activated as required • Community information strategy employed • Participate in response debrief • Transition arrangements from 'response and recovery' to 'recovery' activated including handover from LDC to LRC
RECOVERY STAND DOWN	RECOVERY STAND DOWN	• Recovery operations have been finalised and the social and economic well-being, environment and infrastructure has been restored • Transition from recovery operations for the event back to normal business	• LRG arrangements are finalised • Community returns to normal activities with ongoing support as required	• Consolidate financial records • Reporting requirements finalised • Participate in recovery debrief • Participate in post event debrief • Post event review and evaluation • Long term recovery arrangements transferred to functional lead agencies • Return to core business

Queensland State Government Responsibilities

The State Recovery Group reports to the SDMC. The functional lead agencies for each of the four functions of recovery are represented on the Group. At the decision of the Chair, other agencies may be invited to become members of the group. Each designated functional lead agency has responsibility for the performance of a function of recovery which has a direct correlation to their core business. Functional lead agencies will require the assistance of supporting agencies to effectively perform their function.

The Redland City LDMG and Redland City Local Recovery Group will work closely with the State Government functional lead agencies to ensure effective disaster recovery efforts. The table below identifies the roles and responsibilities of the State Government functional lead agencies during disaster recovery efforts.

Recovery Coordination

Functional lead agency	Department of Infrastructure, Local Government and Planning
Role	Lead Agency for recovery coordination and monitoring, including developing event-specific recovery plans and reporting to government and the community on recovery progress.
Responsibilities	• Support disaster mitigation considerations in development planning, built environment and infrastructure design • Support compliance of State Planning Policies for development and community infrastructure • Provide infrastructure programming expertise to assist delivery agencies to plan, sequence and prioritise work • Share knowledge and innovative solutions to build resilience, sustainability and self-reliance across governments, industry and communities • Drive the enhancement of disaster resilience throughout Queensland, ensuring that the State's resilience goals and objectives are achieved, including implementation of the Queensland Strategy for Disaster Resilience and the RACQ Get Ready Queensland program • Coordinate and monitor the State's disaster resilience portfolio • Facilitate activities that assist in the coordination of offers of goods and services through its partnership with the not for profit organisation, GIVIT

Economic Recovery

Functional lead agency	Department of State Development
Role	Functional lead agency for the Economic Recovery Group
Responsibilities	• Assist business and industry in business resilience and recovery strategies (in conjunction with Department of Tourism, Major Events, Small Business and the Commonwealth Games (DTESB)

Human-social Recovery

Functional lead agency	Department of Communities, Child Safety and Disability Services
Role	Functional lead agency for the Human and Social Recovery Group
Responsibilities	• Coordinate provision of Human and Social recovery services during recovery operations in partnership with local, State, federal and non-government agencies • Work with affected individuals and communities to support their own recovery activities • Maintain linkages with local, State, federal and non-government agencies and committees • Maintain a register of State government officers available to assist in Human and Social recovery when required • Administer relevant human and social recovery SDRA and NDRRA relief measures • Manage and direct offers of volunteering through Volunteering Queensland

Environmental Recovery

Functional lead agency	Department of Environment and Heritage Protection
Role	Functional lead agency for the Environment Recovery Group
Responsibilities	• Provide oiled wildlife response, traditional owner liaison, environmental and shoreline assessments and waste management advice and approvals for ship-sourced pollution at sea • Provide information and advice with respect to regulated (tailings, contaminated water) dam locations, and coordinate expert advice on regulated dam safety and integrity • Provide expert environmental advice in disasters

Infrastructure Recovery

Functional lead agency	Department of Transport and Main Roads
Role	Functional Lead Agency for transport systems Functional Lead Agency of the Roads and Transport Recovery Group
Responsibilities	• Primary Agency for ship-sourced pollution where it impacts, or is likely to impact, on Queensland Coastal Waters • Provide information and advice on the impact of disruptive events on road, rail, aviation and maritime infrastructure as it affects the transport system • Enable an accessible transport system through reinstating road, rail and maritime infrastructure • Assist with the safe movement of people as a result of mass evacuation of a disaster affected community • Ensure the capability of logistics related industries are appropriately applied to disaster response and recovery activities

Functional lead agency	Department of Housing and Public Works
Role	Functional Lead Agency for Building and Engineering Services Functional Lead Agency of the Building Recovery Group
Responsibilities	• Maintain contact registers for: • Professional service providers e.g. engineers (geotechnical, structural, civil) heritage architects, other professional officers and consultants • Specialist building contractors; service providers; and suppliers • Building services and trade personnel to support regional based disaster response or recovery operations • Coordinate structural assistance grant assessments (excluding caravans and vessels) on behalf of Department of Communities, Child Safety and Disability Services • Provide temporary accommodation solutions and services for impacted members of a community – non-social housing clients and/or response/recovery teams • Coordinate temporary office type accommodation for use by State government agencies and departments as forward command posts, recovery centres, local disease control centres, storage facilities and ablution facilities, including connection of building services • Coordinate temporary leased accommodation for State government agencies and departments • Coordinate technical advice on the structural suitability of buildings for use as community evacuation centres, places of refuge or cyclone shelters • Other building and engineering services tasks requested by a District Disaster Coordinator or the State Disaster Coordination Centre within the scope of the building and engineering Services function • Coordinate emergency fleet vehicles • The Building Recovery Group coordinates the efficient and effective information exchange, issues identification and resolution between government agencies, local government, building industry and insurance providers to ensure efficient and prioritised use of available resources in rebuilding dwellings following a disaster

Community Recovery

Community Recovery Services aim to assist communities to recover from the effects of disasters. It is recognised that where a community experiences a significant natural disaster there is a need to supplement the personal, family and community structures, which have been disrupted by the disaster. The need for specific services, the service provided and the duration of the operation will be dictated by the type, size and effect of the particular disaster.

Financial Assistance

Once a Disaster Declaration has been approved, the following grant assistance can be accessed by eligible recipients under the Natural Disaster Relief and Recovery Arrangements (NDRRA) or Disaster Relief Funding Schemes administered by the Department of Communities:

1. Immediate Hardship Assistance Grant

2. Immediate Hardship Assistance – Essential Services Grant

3. Essential Household Contents Grant

4. Structural Assistance Grant Grant

5. Essential Services Safety and Reconnection Scheme Grant

Commonwealth Government assistance, administered by Centrelink, may be provided to recipients who meet eligibility requirements in regards to:
- Disaster Relief Payments
- Special Benefit
- Crisis Payment

Material Aid

Material aid involves the provision of basic personal and household items where such items have been lost or made inaccessible as a result of a disaster. Such items include clothing, bedding, toiletries, basic furniture, cooking equipment, toys and specialised goods for the care of infants and the aged.

Food and Meals

Meals and refreshments will need to be provided to people impacted by the disaster, in addition to staff and volunteers involved in the recovery effort. The Redland City Local Recovery Group will assist with arranging additional catering resources as required.

Personal Support Services

Personal support services are most often provided on a one-to-one basis and comprise the full range of immediate needs following the provision of shelter, food and clothing.

The services that might be provided at evacuation and recovery centres include:
- Child/aged care
- Transportation
- Practical assistance
- Tracing relatives and friends

Crisis Counselling and Support

Crisis counselling and support services are available to community members suffering emotional reactions to a disaster. These services are delivered by a counselling team coordinated by the Department of Communities. Members of the counselling team may be deployed to evacuation centres and community recovery centres.

Critical Incident Stress Management (CISM)

CISM aims at relieving immediate stress and/or minimising the long-term effect of disasters. In the event of a disaster it is expected that the reactions of people will need to be managed including the need to counsel and support emergency service workers. Effective management and coordination of recovery teams will be essential to maximise availability of counsellors to the disaster area.

Information Services

Recovery information management requires timely, effective communication together with a process to disseminate information relevant to the recovery of the affected community. Information should be provided as early as possible and repeated through a range of information means such as leaflets, posters, newsletters, information centres, recovery centres, community agencies, radio, television, print media (newspapers), Redland City Council news site, Twitter and Facebook, outreach visitation and public meetings. The information provided should advise:
- The support and resource services available
- Where, when and how to access those services
- The psychological reactions commonly experienced by disaster-affected people

Emergency and Longer-term Accommodation

Assistance provided will include:
- Emergency and medium- to long-term housing to address the immediate and longer-term accommodation needs of disaster-affected persons
- Bond loan assistance
- Negotiations/assistance with rental moratoriums

Human and Social Welfare

Recovery Hubs are established by the Department of Communities, Child Safety and Disability Services (DCCSDS) as a one-stop shop where all recovery agencies are represented at a single location. It is normal for this to occur in larger disasters or in isolated locations where not all agencies are permanently located. Other organisations that might be represented at a CRC include: Department of Housing, QBuild, local authorities, mental health services, Centrelink, Insurance Council of Australia, Lifeline counselling services, Australian Red Cross, philanthropic and community-based organisations with capacity to support the recovery effort.

The primary function of the Recovery Hubs is the delivery of services by individual agencies. The secondary function is the coordination of human and social recovery services across agencies and organisations.

The services provided may include:
- Registration
- Information and referral service
- Financial assistance
- Commonwealth pensions and benefits
- Crisis and personal counselling services
- Mental health services
- Housing and accommodation – medium and long term
- Insurance advice and services
- Legal services
- Building repairs
- Physical assistance with clean up and debris and rubbish removal
- Employment advice and referral
- Interpreter services
- Housekeeper services, referral staff/volunteer help including child care services
- Transport

In establishing a Recovery Hub, the centre will be:
1. Well advertised
2. Accessible
3. Well equipped with communication equipment
4. Sufficiently large
5. Well serviced with toilet and catering facilities
6. Properly staffed

Coping with Stress

Disasters can be stressful and frightening, placing strain on household and family relationships and you may see behavioural changes in adults and children. Most people involved in a traumatic incident or disaster will experience some kind of emotional reaction. It is reassuring to know that, even though these feelings can be very unpleasant, they are normal reactions in a normal person to an abnormal event. It is important to remain calm during and after the disaster event.

Remember that you, your family and your community are not alone. Support is available through a number of Queensland Government agencies and community organisations.

Lifeline Australia ✆ Call 13 11 14	Lifeline Australia provides a telephone counselling service in addition to providing information, referral and associated services from local service centres
Australian Red Cross ✆ Call 1800 811 700	The Australian Red Cross has two publications; *Coping with a major personal crisis* and *After the emergency for children*, which provide tips on dealing with stress during and after an emergency. Download a copy from ⓦ www.redcross.org.au and print it out to keep in your Emergency Kit.
Additional help and information	Can be obtained from your general practitioner, local Community Health Centre or local Mental Health Service. Please refer to the White Pages telephone directory.

Public Health and Safety

Following the initial damage to property and infrastructure caused by the disaster – sickness and injury can still occur. Water can become contaminated from the breakdown in utilities, such as power, sewerage and water supply. This can increase the risk of disease during clean up and recovery operations.

For further information about public health contact the Department of Health at (W) www.health.qld.gov.au/disaster or phone (C) 13 HEALTH (13 43 25 84).

The main health risks in natural disaster areas include:

- Injuries such as, falls, skin lacerations and exposure to fallen electricity wires
- Carbon monoxide poisoning from using petrol powered generators and pumps in confined spaces
- Skin infections which, if not treated, can develop into blood infection
- Snake and spider bites
- Sunburn
- Mosquito-borne infections
- Illness from eating or drinking contaminated foods or liquids

Don't walk or wade through flood water, if you can avoid it

- There is an increased risk of wound infections, diarrhoea, conjunctivitis, and ear, nose and throat infections from polluted waters. Leptospirosis can also be contracted from flood water.
- Young children, the elderly, pregnant women, people with chronic diseases – such as diabetes and kidney disease – and people who abuse alcohol or other drugs are more prone to infections and should consider avoiding flood water and mud due to hidden physical hazards and snakes

Watch out for snakes, spiders and mossies

- Watch out for snakes and spiders that may have hidden inside houses or debris
- If bitten by a spider or snake apply immediate first aid and seek medical attention
- Sandflies and mosquitoes may become a real nuisance following storms, floods and other natural disasters. There are several measures that can be taken to prevent mosquito-borne diseases from occurring. Personal protection measures can reduce the risk of you and your family getting bitten by mosquitoes:
  - Use insect repellent (in accordance with manufacturer's instructions), especially when outside at dawn or dusk
  - In dengue receptive areas protect against mosquito bites during the day as the dengue mosquito bites during the day and likes to rest indoors
  - Wear long, loose, light-coloured clothing
  - Use flying insect spray, mosquito coils or plug-in insecticide devices to kill mosquitoes in-doors
  - Use bed nets, if available
  - Repair defective insect screens or fit new screens, if possible
- The best way to prevent mosquito-borne diseases is to prevent mosquitoes from breeding. There are a number of measures you can take around the home to prevent breeding:
  - Remove debris and vegetation from storm drains and ditches
  - Drain areas in and around yards and workplaces where water has accumulated
  - Empty all containers including buckets, tyres, bird baths and palm fronds weekly to reduce mosquito breeding
  - Mosquitoes can breed in domestic water tanks, so checking the integrity of water tank screens and replacing damaged screens is a sound prevention measure

Wash your hands and keep wounds covered

Wash your hands with soap and water or a hand sanitiser after:

- Contact with damaged materials, flood water or mud
- Going to the toilet
- Before preparing or consuming food or drink

Protect your skin from cuts that could become infected

- Clean and disinfect all wounds and keep them covered. Avoid flood water and mud if you have broken skin or wounds, especially if you have diabetes or other chronic diseases. Wounds heal most quickly if the limbs are rested and elevated.
- See a health professional or your doctor early for severe wounds, especially if the wound is dirty or becomes red, sore, swollen or painful

Food Safety in an Emergency

Following an emergency such as a flood, storm or cyclone, there is a danger that some food in your house may not be safe to eat, especially if power has been cut or if food has been in contact with contaminated floodwater.

After an emergency, it is recommended that you dispose of the following:

- Food that has been in contact with floodwater
- Food that has an unusual odour, colour or texture
- Refrigerated food that has been left unrefrigerated or above 5 °C for more than four hours

- Frozen food after 48 hours (if the freezer is full) or after 24 hours (if the freezer is only half full). If frozen food has partially thawed, the food should be eaten as soon as possible.
- Canned food where the can is open, swollen or damaged, or has a missing or damaged label
- Food containers with screw or twist caps, snap-lids, crimped caps (soft drink bottles) and flip tops

Commercially canned foods that are sealed, not bulging or dented, may be safe. It is recommended that you:

- Remove the label since it could harbour dirt and bacteria
- Thoroughly wash the outside of the can with drinking quality water (hot if possible)
- Sanitise the can by dipping it in a solution of 1.5 Cups of household chlorine bleach in 10 litres of warm water for two minutes and then rinsing it in drinking quality water
- Re-label the can with a waterproof marker pen, including the expiry date. Use the product as soon as possible.

If in doubt, throw it out!

If your vegetable garden has been in contact with floodwater, the food may be contaminated and unsafe to eat. Contaminants may persist in the soil after flooding. Depending of the type of contamination, it may take at least a month before your home garden is suitable for replanting and/or harvesting of any produce.
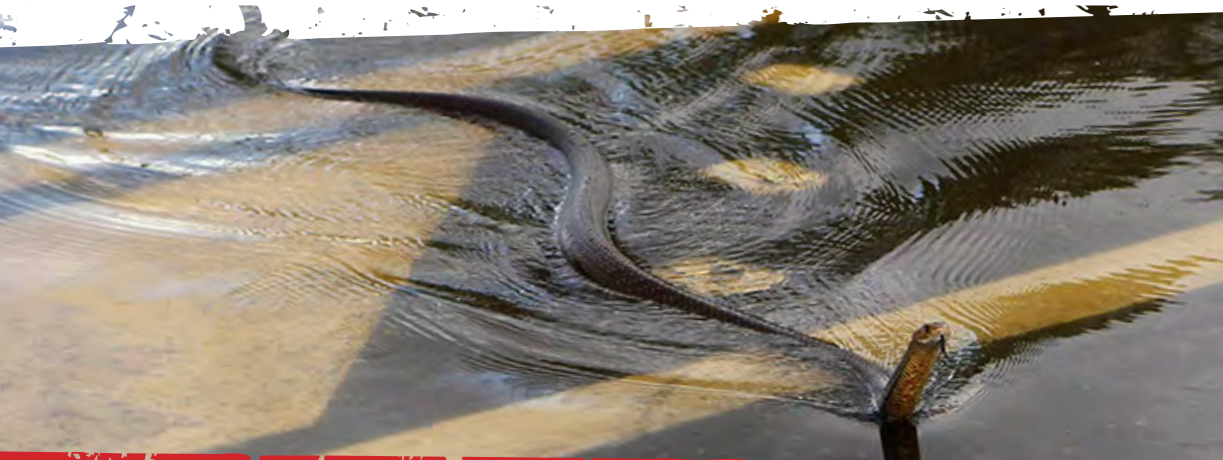
Water for drinking

During a disaster, tap water and private water supplies from tanks, wells and bores may be contaminated and unsafe to drink. Redland City Council will advise if you need to take precautions before drinking water in your area. Listen to ABC 612 and Bay FM 100.3 for public announcements about the safety of your water supply, or check with Redland City Council. Private water supplies should be tested before use.

If you are concerned that your water may be contaminated, treat it before drinking. Use only bottled, boiled or treated water for: drinking, cooking or preparing food, washing utensils and surfaces, brushing teeth, hand washing, making ice and bathing. Thoroughly clean any containers used to store water with hot, soapy drinking quality water and then rinse with a bleach solution of one tablespoon of bleach per two litres of warm water. Rinse thoroughly with drinking quality water before use.

Treating drinking water

1. Use a kettle OR fill a pot with water (keep handles away from young children)
2. Boil water
3. Let water cool
4. Store in a clean, covered container

After a power failure

When disasters hit, power failures are likely to occur and the food in your fridge may be unsafe to eat. It is useful to make a note of the time the power failed.

Keep cold food COLD:
- Keep the refrigerator door closed as much as possible while the power is off. A closed refrigerator should keep food cold for four hours.
- Refrigerated food will spoil sooner than frozen food, so eat any perishable foods in your fridge first, such as dairy products and meat
- Freezers will usually not defrost and spoil food for at least 24 hours, provided the door has been kept shut. If frozen foods have thawed, they should not be refrozen but should be kept cold and eaten as soon as possible. What can't be eaten should be thrown out. Throw out any food that has started to spoil, especially if it smells bad, tastes strange or is slimy.
- If you have access to ice, pack your refrigerator and freezer to help maintain a cool temperature

Keep hot food HOT:
- Throw out food that was being cooked when the power failed, if the cooking cannot be completed within two hours
- If food is already properly cooked, eat it within two hours or throw it out

Cleaning and Sanitising

If bench tops, food utensils and kitchen equipment have been in contact with floodwater, please take the following action:
- Throw away damaged or cracked items, and items made from porous material such as wood, plastic or rubber (including wooden chopping boards) as these items cannot be adequately sanitised
- Wash utensils and surfaces in hot soapy drinking quality water
- Take apart and clean the non-electrical pieces of kitchen equipment and rinse in clean hot water
- Sanitise silverware, metal utensils, pots, pans and kitchen equipment in pieces by placing them in boiling water for at least three minutes
- Dishes and utensils that cannot be safely placed in boiling water (certain glassware, porcelain, china and enamelware) should be sanitised by immersing it in a disinfecting solution of one tablespoon of chlorine bleach per two litres of warm water, then rinsed with drinking quality water
- Clean cupboards and counters with hot soapy water, then rinse with a chlorine bleach solution of one tablespoon of chlorine bleach per two litres of warm water. Rinse thoroughly with drinking quality water.
- Don't use tea towels that might have been splashed with contaminated water

LOCAL COMMUNITY DISASTER PLANS

This plan is Part 1 of the four part Redland City Local Disaster Management Plan. Part 1 outlines the role of Redland City Council and its partners in the establishment of the Redland City Local Disaster Management Group and its capacity to prepare for, respond to and recover from disaster events within Redland City.

The Local Community Disaster Plans form the additional parts of the Redland City Local Disaster Management Plan and include:

- Part 2 – Islands of Moreton Bay
    i.   North Stradbroke Island
    ii. Coochiemudlo Island
    iii. The Southern Moreton Bay Islands
        1. Macleay Island
        2. Russell Island
        3. Karragarra Island
        4. Lamb Island

- Part 3 – Redland City Mainland Coastal Regions

- Part 4 – Redland City Mainland Hinterland Regions

The above Parts 2, 3 and 4, are designed to be read in conjunction with this Part 1. These additional parts of the plan provide the community with information about the hazards and risks in their specific geographic location along with strategies to build community resilience before, during and after a disaster event. The Redland City Local Disaster Management Plan has been designed this way to recognise the complexities that communities across Redland City face through the prevention, preparedness, response and recovery from disaster events.

- Part 5 – Redland City Disaster Recovery Plan details the recovery arrangements that have been established to support the community through the recovery phase. The plan considers the human/social, infrastructure, economic and environmental elements and their interrelationship to ensure a holistic approach is taken to supporting the community in its recovery efforts.

To download copies of the Redland City Disaster Management Plan, or for further information about your suburb or island, and what you can to do for your family, home or business before, during and after a disaster, please visit: Ⓦ www.redlanddisasterplan.com.au and select your suburb or island.

Emergency Contacts

CALL ENQUIRY	CONTACT
Life-Threatening Emergencies or Report a Fire	Triple Zero (000) for Police, Fire or Ambulance services
Non-Emergency Situations	QLD Police on 131 444
	QLD Ambulance on 13 12 33
Flood or Storm Damage	State Emergency Service (SES) on 132 500
Council related Emergencies	Redland City Council on 3829 8999 (24 hours)
Water Supply Emergencies	Redland City Council on 1300 015 561
Fallen Powerlines	Energex on 13 19 62. Stay away from fallen power lines and alert people of any dangers. Visit Energex website at www.energex.com.au to find out more about staying safe during emergencies
Power Outages	Energex on 13 62 62
Telecommunication Problems	For Telstra visit www.telstra.com.au/ or call 132 203 for faults/damage to Telstra property or call 132 299 for business only technical support
	For Optus visit www.optus.com.au/ or call 1300 307 937
	For Vodafone visit www.vodafone.com.au/ or call 1300 650 410
Gas Emergencies	Gas Emergency QLD on 1300 763 106
Health and Hospital Information	Queensland Health on 13 HEALTH (13 43 25 84)
School Closures	Visit the following website for the list of school closures. www.qld.gov.au/education/schools/information/pages/closure.html
Road and Traffic Conditions	Transport and Main Roads on 13 19 40 or visit 131940.qld.gov.au/
Support and Financial Assistance	Community Recovery Hotline on 1800 173 349 or visit www.qld.gov.au/community/disasters-emergencies

Redland
CITY COUNCIL

10276 11/15

07 3829 8999 | emergency@redland.qld.gov.au
www.redlanddisasterplan.com.au

12   MAYORAL MINUTE

12.1   ROAD AND TRANSPORT INFRASTRUCTURE

Moved by: **Cr K Williams**

That Council resolves that:

1. **Officers consider options for market-led proposals for the delivery of road and transport infrastructure that is the State Government's responsibility within Redland City, as recognised in the draft Queensland Infrastructure Plan;**

2. **A report identifying potential projects be brought back to Council in late January 2016; and**

3. **The report is to be prepared within current budgets.**

CARRIED   9/2

Crs Boglary, Hardman, Hewlett, Edwards, Elliott, Talty, Beard, Gleeson and Williams voted FOR the motion.

Crs Ogilvie and Bishop voted AGAINST the motion.

12.2   TRANSFER OF LAND TO REDLAND INVESTMENT CORPORATION

Moved by: **Cr K Williams**

That Council resolves as follows:

1. **At the stage of reviewing submissions, to amend the proposed planning scheme by declaring that the proposed zoning changes for land currently identified as surplus to Redland City Council requirements which falls within land currently zoned 'environmental protection', 'conservation' and 'open space' (or part thereof), and currently intended to be transferred to the Redland Investment Corporation, not be progressed; and**

2. **To cease the transfer of Council owned land, zoned 'environmental protection', 'conservation' and 'open space' (or part thereof) to the Redland Investment Corporation.**

CARRIED   11/0

Crs Boglary, Ogilvie, Hardman, Hewlett, Edwards, Elliott, Talty, Beard, Gleeson, Bishop and Williams voted FOR the motion.

The Mayor ruled that comments made by Cr Ogilvie were inappropriate and requested that in accordance with s.181(5)(a) of the *Local Government Act 2009* his inappropriate conduct be noted in the minutes.

12.3   REDLAND INVESTMENT CORPORATION – REVISED BUSINESS PLAN AND STATEMENT OF CORPORATE INTENT

Moved by: **Cr K Williams**

That Council resolves to instruct the Redland Investment Corporation to submit to Council, at its meeting on 27 January 2016, a revised business plan and a revised statement of corporate intent that:

1. **Place an onus on funding to balance the long-term impacts of investment decisions with financial returns;**

2.   **Take into account the broader community needs, including social and environmental impacts;**

3.   **Investigate deploying capital responsibly to stimulate the local Redlands' economy and create jobs; and**

4.   **Consider the above with a focus on inter-generational equity.**

CARRIED   10/0

Crs Boglary, Ogilvie, Hardman, Hewlett, Edwards, Elliott, Talty, Beard, Bishop and Williams voted FOR the motion.

Cr Gleeson was not present when this motion was put.

12.4   INTEGRATED EMPLOYMENT AREA – THORNLANDS

Moved by: Cr K Williams

That Council resolves to investigate the area at Thornlands identified as a possible option for longer term, future urban growth to further consider its suitability as an integrated employment area, before the adoption of the City Plan:

1.   **Reviewing the scope and outcomes of previous studies for the area formerly known as the Thornlands Integrated Employment Area;**

2.   **Considering emerging opportunities for employment embracing new technology, innovation, transport and logistics in this area;**

3.   **Identifying opportunities for high speed internet infrastructure, strategic transport corridors connecting the area with the Gateway Arterial Road and Australia Trade Coast as well as other regionally significant employment areas to strengthen economic supply chains; and**

4.   **Achieved initially through current budgets.   Any further funding requirements will come back to Council.**

CARRIED   10/1

Crs Boglary, Ogilvie, Hardman, Hewlett, Edwards, Elliott, Talty, Beard, Gleeson and Williams voted FOR the motion.

Cr Bishop voted AGAINST the motion.

13   NOTICES OF MOTION TO REPEAL OR AMEND RESOLUTIONS

Nil

14   NOTICES OF MOTION

14.1   NOTICE OF MOTION – CR TALTY

14.1.1 GCCC MCU201501403 69&109 LOVES ROAD ALBERTON

In accordance with notice given on 26 November 2015, Councillor Talty moved the following motion as amended:

Moved by: Cr J Talty

That Council resolves as follows:

1. **To commission an independent peer review of the noise impacts and, if required, a noise assessment and assessment of proposed mitigation measures on residents of Redland City from the development proposed under application GCCC Reference MCU201401403 at 69 & 109 Loves Road, Alberton, Gold Coast City, Lots 23 & 25 on W3113;**

2. **That the Chief Executive Officer is delegated power under s.257(1)(b) of the *Local Government Act 2009* to make a submission on behalf of Council to Gold Coast City Council during the public notification period under the *Sustainable Planning Act 2009*, based upon the independent peer review;**

3. **That the Mayor write to the Mayor of Logan City requesting an opportunity to partner in the peer review and a joint submission to the City of Gold Coast; and**

4. **That the Mayor write to the Mayor of the Gold Coast articulating the concerns of residents and peer review concerns.**

CARRIED   10/0

Crs Boglary, Ogilvie, Hardman, Hewlett, Edwards, Talty, Beard, Gleeson, Bishop and Williams voted FOR the motion.

Cr Elliott was not present when the motion was put.

15   URGENT BUSINESS WITHOUT NOTICE

Nil

MOTION TO ADJOURN MEETING AT 2.33PM

Moved by: Cr P Bishop

That the meeting stands adjourned until 3.00pm.

CARRIED   11/0

Crs Boglary, Ogilvie, Hardman, Hewlett, Edwards, Elliott, Talty, Beard, Gleeson, Bishop and Williams voted FOR the motion.

MOTION TO RESUME MEETING AT 3.02PM

Moved by: Cr A Beard

That the meeting resume.

CARRIED   10/0

Crs Boglary, Ogilvie, Hardman, Hewlett, Edwards, Talty, Beard, Gleeson, Bishop and Williams voted FOR the motion.

Cr Elliott was not present when the motion was put.

16   CLOSED SESSION

MOTION TO CLOSE THE MEETING AT 3.03PM

Moved by: Cr M Edwards
Seconded by: Cr P Gleeson

That the meeting be closed to the public pursuant to Section 275(1) of the *Local Government Regulation 2012*, to discuss the following items:

16.1.1 Without Prejudice – Appeal 795 of 2015 – MCU013316 18-20 Waterloo Street & 22 Taylor Road, Cleveland

16.1.2 Without Prejudice – Appeal 3703 of 2015 – MCU013447 41-45 Benfer Road, Victoria Point – Multiple Dwellings

The reason that is applicable is as follows:

> *(f)   starting or defending legal proceedings involving it (Council)*

16.1.3 Environmental Separate Charge Land Acquisitions List Additions

The reason that is applicable is as follows:

> *(h)   other business for which a public discussion would be likely to prejudice the interests of the local government or someone else, or enable a person to gain a financial advantage*

16.2.1 Telecommunications Contract Tender Report

The reason that is applicable is as follows:

> *(e) contracts proposed to be made by it (Council)*

16.2.2 General Rates Exemption for Land Transferred from Redland City Council to Redland Investment Corporation Pty Ltd

16.3.1 Funding Agreement for Ferry Operations to Southern Moreton Bay Islands

16.3.2 Surf Lifesaving Centre of Excellence

The reason that is applicable is as follows:

> *(h) other business for which a public discussion would be likely to prejudice the interests of the local government or someone else, or enable a person to gain a financial advantage*

CARRIED   10/0

Crs Boglary, Ogilvie, Hardman, Hewlett, Edwards, Talty, Beard, Gleeson, Bishop and Williams voted FOR the motion.

Cr Elliott was not present when the motion was put.

MOTION TO REOPEN MEETING AT 4.01PM

Moved by: Cr P Bishop
Seconded by: Cr M Elliott

That the meeting be again opened to the public.

CARRIED 11/0

Crs Boglary, Ogilvie, Hardman, Hewlett, Edwards, Elliott, Talty, Beard, Gleeson, Bishop and Williams voted FOR the motion.

16.1 COMMUNITY & CUSTOMER SERVICES

16.1.1 WITHOUT PREJUDICE - APPEAL 795 OF 2015 - MCU013316 18-20 WATERLOO STREET & 22 TAYLOR ROAD, CLEVELAND

Objective Reference:	**A678525** **Reports and Attachments (Archives)**
Authorising Officer:	**Louise Rusan** **General Manager Community and Customer Services**
Responsible Officer:	**David Jeanes** **Group Manager City Planning and Assessment**
Report Author:	**Eskinder Ukubamichael** **Senior Planner PA**

EXECUTIVE SUMMARY

A confidential report from General Manager Community & Customer Services was discussed in closed session in accordance with s.275(1) of the *Local Government Regulation 2012*.

**OFFICER'S RECOMMENDATION/
COUNCIL RESOLUTION**

Moved by: Cr M Edwards
Seconded by: Cr M Elliott

That Council resolves to:

1. Adopt Option 1 presented in this report.

2. Maintain this report and recommendation as confidential until conclusion of the appeal.

CARRIED 11/0

Crs Boglary, Ogilvie, Hardman, Hewlett, Edwards, Elliott, Talty, Beard, Gleeson, Bishop and Williams voted FOR the motion.

16.1.2 APPEAL 3703 OF 2015 – MCU013447 41-45 BENFER ROAD, VICTORIA POINT – MULTIPLE DWELLINGS

Objective Reference: A759678
                             Reports and Attachments (Archives)

Authorising Officer:

Louise Rusan
General Manager Community and Customer Services

Responsible Officer: **David Jeanes**
                             Group Manager City Planning and Assessment

Report Author: **Chris Vize**
                             Service Manager Planning Assessment

EXECUTIVE SUMMARY

A confidential report from General Manager Community & Customer Services was discussed in closed session in accordance with s.275(1) of the *Local Government Regulation 2012.*

OFFICER'S RECOMMENDATION/
COUNCIL RESOLUTION

Moved by: **Cr M Edwards**
Seconded by: **Cr A Beard**

That Council resolves to:

1. **Adopt Option 1 presented in this report.**

2. **Maintain this report and recommendation as confidential until the conclusion of this appeal.**

CARRIED   8/3

Crs Boglary, Hardman, Edwards, Elliott, Talty, Beard, Gleeson and Williams voted FOR the motion.

Crs Ogivlie, Hewlett and Bishop voted AGAINST the motion.

16.1.3 ENVIRONMENTAL SEPARATE CHARGE LAND ACQUISITIONS LIST ADDITIONS

Objective Reference:	**A605836** **Reports and Attachments (Archives)**
Authorising Officer:	**Louise Rusan** **General Manager Community & Customer Services**
Responsible Officer:	**Gary Photinos** **Group Manager Environment & Regulation**
Report Author:	**Candy Daunt** **Senior Environmental Advisor**

EXECUTIVE SUMMARY

A confidential report from General Manager Community & Customer Services was discussed in closed session in accordance with s.275(1) of the *Local Government Regulation 2012*.

**OFFICER'S RECOMMENDATION/
COUNCIL RESOLUTION**

Moved by: **Cr J Talty**
Seconded by: **Cr M Edwards**

That Council resolves as follows:

1. **Enter into a Resumption Agreement under section 15 of the *Acquisition of Land Act 1967* to acquire a portion of the land described in the Environment Separate Charge Acquisition List Addition - December 2015, and**

2. **Delegate to the Chief Executive Officer, under s.257 (1)(b) of the *Local Government Act 2009,* the authority to acquire this additional property for fair compensation and to negotiate, make, vary and discharge any associated documentation; and**

3. **That the Environmental Separate Charge Acquisitions List December 2015 remains confidential and details of individual acquisitions will become publicly available once each has been successfully completed.**

CARRIED   11/0

Crs Boglary, Ogilvie, Hardman, Hewlett, Edwards, Elliott, Talty, Beard, Gleeson, Bishop and Williams voted FOR the motion.

16.2   ORGANISATIONAL SERVICES

16.2.1 TELECOMMUNICATIONS CONTRACT TENDER REPORT

Objective Reference:	**A709146** **Reports and Attachments (Archives)**
Authorising Officer:	**Nick Clarke** **General Manager Organisational Services**
Responsible Officer:	**Andrew Ross** **General Counsel**
Report Author:	**Glynn Henderson** **Chief Information Officer**

EXECUTIVE SUMMARY

A confidential report from General Manager Organisational Services was discussed in closed session in accordance with s.275(1) of the *Local Government Regulation 2012.*

OFFICER'S RECOMMENDATION/
COUNCIL RESOLUTION

Moved by: **Cr M Edwards**
Seconded by: **Cr P Gleeson**

That Council resolves as follows:

1. **To delegate authority to the Chief Executive Officer (under s.257(1)(b) of the** *Local Government Act 2009***) to negotiate, make, vary, discharge and sign all associated documentation with regard to the supply of Telecommunications and Networking services to Redland City Council; and**

2. **That the attachment to this report remains confidential as commercial in Confidence.**

CARRIED   11/0

Crs Boglary, Ogilvie, Hardman, Hewlett, Edwards, Elliott, Talty, Beard, Gleeson, Bishop and Williams voted FOR the motion.

16.2.2 GENERAL RATES EXEMPTION FOR LAND TRANSFERRED FROM REDLAND CITY COUNCIL TO REDLAND INVESTMENT CORPORATION PTY LTD

Objective Reference: A741948
Reports and Attachments (Archives)

Authorising Officer:

Nick Clarke
General Manager Organisational Services

Responsible Officer: Peter Kelley
Chief Executive Officer, RIC

Report Author: Grant Tanham-Kelly
Chief Finance Officer, RIC

EXECUTIVE SUMMARY

A confidential report from General Manager Organisational Services was discussed in closed session in accordance with s.275(1) of the *Local Government Regulation 2012.*

**OFFICER'S RECOMMENDATION/
COUNCIL RESOLUTION**

Moved by: Cr M Elliott
Seconded by: Cr M Edwards

That Council resolves to exempt both Redland Investment Corporation Pty Ltd and RIC Toondah Pty Ltd from rates and charges on land transferred to them from Council.

CARRIED 10/1

Crs Boglary, Ogilvie, Hardman, Hewlett, Edwards, Elliott, Talty, Beard, Gleeson, Bishop and Williams voted FOR the motion.

Cr Bishop voted AGAINST the motion.

16.3   INFRASTRUCTURE & OPERATIONS

16.3.1 FUNDING AGREEMENT FOR FERRY OPERATIONS TO SOUTHERN MORETON BAY ISLANDS (SMBI)

Objective Reference: A723469
                                  Reports and Attachments (Archives)

Authorising Officer:

                                  Gary Soutar
                                  General Manager Infrastructure & Operations

Responsible Officer: **Murray Erbs**
                                  Group Manager City Infrastructure

Report Author: **Christine Cartwright**
                                  Adviser Infrastructure Projects

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EXECUTIVE SUMMARY

A confidential report from General Manager Infrastructure & Operations was discussed in closed session in accordance with s.275(1) of the *Local Government Regulation 2012.*

OFFICER'S RECOMMENDATION/
COUNCIL RESOLUTION

Moved by: **Cr M Edwards**
Seconded by: **Cr J Talty**

That Council resolves as follows:

1. **To delegate authority to the Chief Executive Officer, under s257(1)(b) of the *Local Government Act 2009* to execute agreement as attached; and**

2. **That the report and attachments remain confidential until a formal announcement relating to this agreement has been made by the State Government.**

CARRIED   10/1

Crs Boglary, Ogilvie, Hardman, Hewlett, Edwards, Talty, Beard, Gleeson, Bishop and Williams voted FOR the motion.

Cr Elliott voted AGAINST the motion.

16.3.2 SURF LIFESAVING CENTRE OF EXCELLENCE

Objective Reference: A769258
                                  Reports and Attachments (Archives)

Authorising Officer:

                                  Gary Soutar
                                  General Manager Infrastructure & Operations

Responsible Officer: **David Katavic**
                                  Acting Group Manager City Spaces

Report Author: **Tim Goward**
                                  Service Manager City Sport & Venues

EXECUTIVE SUMMARY

A confidential report from General Manager Infrastructure & Operations was discussed in closed session in accordance with s.275(1) of the *Local Government Regulation 2012.*

OFFICER'S RECOMMENDATION/ COUNCIL RESOLUTION

Moved by: **Cr M Elliott**
Seconded by: **Cr A Beard**

That Council resolves to:

1. **Approve expenditure to commence project planning including a joint feasibility study with Surf Life Saving Queensland;**

2. **Enter into discussions with the State on acquiring the current site in freehold either through sale or land transfer;**

3. **Enter into a Memorandum of Understanding with Surf Life Saving Queensland to enable the Board of Surf Life Saving Queensland to jointly explore their investment options; and**

4. **Establish a stakeholder working group with project partners.**

CARRIED   11/0

Crs Boglary, Ogilvie, Hardman, Hewlett, Edwards, Elliott, Talty, Beard, Gleeson, Bishop and Williams voted FOR the motion.

17   MEETING CLOSURE

There being no further business, the Mayor declared the meeting closed at 4.04pm

Signature of Chairperson: _____

Confirmation date: _____