



ANNUAL REPORT | 2009-2010





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Introduction

Each year, Redland City Council produces an annual report. This is a legal requirement, but we also appreciate the opportunity to provide a report to our community on our performance against our corporate and operational plans. It also gives us a chance to highlight our achievements and outline how we are addressing challenges in the Redlands.

2009-10 saw a number of major activities in Redland City and significant changes within Redland City Council, including:

- development and adoption of the Redlands 2030 Community Plan
- development and adoption of the Redland City Council Corporate Plan 2010-15 (reflecting the visions of the new community plan).
- development and adoption of a new long term financial strategy
- community engagement and planning to enable significant rate reform in the 2010-11 budget
- preparation for the introduction of the new *Local Government Act 2009*.

Our Mayor and Chief Executive Officer report more on these activities in their combined message (see page 9)

Our organisational development plan (ODP)

In 2009-10, we continued with the 47 initiatives of our organisational development plan (adopted in 2008-09). Each initiative provides a stepping stone towards making the organisation more sustainable, effective, clever and caring. The plan does not include every change initiative across the organisation; rather it focuses on the key changes needed to make sure the organisation is equipped to deal with current and future influences and is able to fulfil its community and corporate objectives.

The ODP's objectives are that:

- the organisation, its assets and its activities are sustainable
- the organisation's efforts and outputs are effective
- the organisation and its people are clever
- the organisation and its people are caring.

The ODP complements our corporate and operational plans, and together, the three documents have guided the activities outlined in this annual report, and will continue to do so.



Introduction continued

Redlands 2030 Community Plan adopted

In May 2010, Redland City Council became the first council in Queensland to produce and adopt a new community plan, Redlands 2030, under the forthcoming requirements of the new *Local Government Act 2009*.

Mayor Melva Hobson presented the plan, which captures the community's vision for the Redlands for the next 20 years, to the Minister for Local Government and Aboriginal and Torres Strait Islander Partnerships, Desley Boyle, at a launch event at the Redland Performing Arts Centre.

The Redlands 2030 Community Plan is the product of an unprecedented level of community engagement in the city. It calls on all levels of government and the community to take action to create the kind of future people want in the Redlands. The impacts of population pressures on the environment, lifestyle, land use and infrastructure are addressed throughout the plan.

Redlands 2030 is based around eight vision outcomes:

- Healthy natural environment
- Green living
- Embracing the bay
- Quandamooka Country
- Wise planning and design
- Supportive vibrant economy
- Strong and connected communities
- Inclusive and ethical governance

The plan describes a vision for the Redlands in 2030 as a well-designed, vibrant city of mainland and island communities, each with distinctive character, heritage and lifestyles, with shared values for the care of community members and the protection of the Redlands' land, seas and waters.



About Redland City

Traditional (Aboriginal) Owners

The Quandamooka People are acknowledged as Traditional Owners of most of the lands and waters of the Redlands. The Turrbal and Jagera Peoples also claim connection to a small portion of mainland Redlands.

Location

South-east of Brisbane, Queensland

Area

537 square kilometres

Geography

Island, mainland, coastal and hinterland environments

Economy

Retail, health and community, education, manufacturing and tourism

Population

140,500

Redland City Council is committed to:

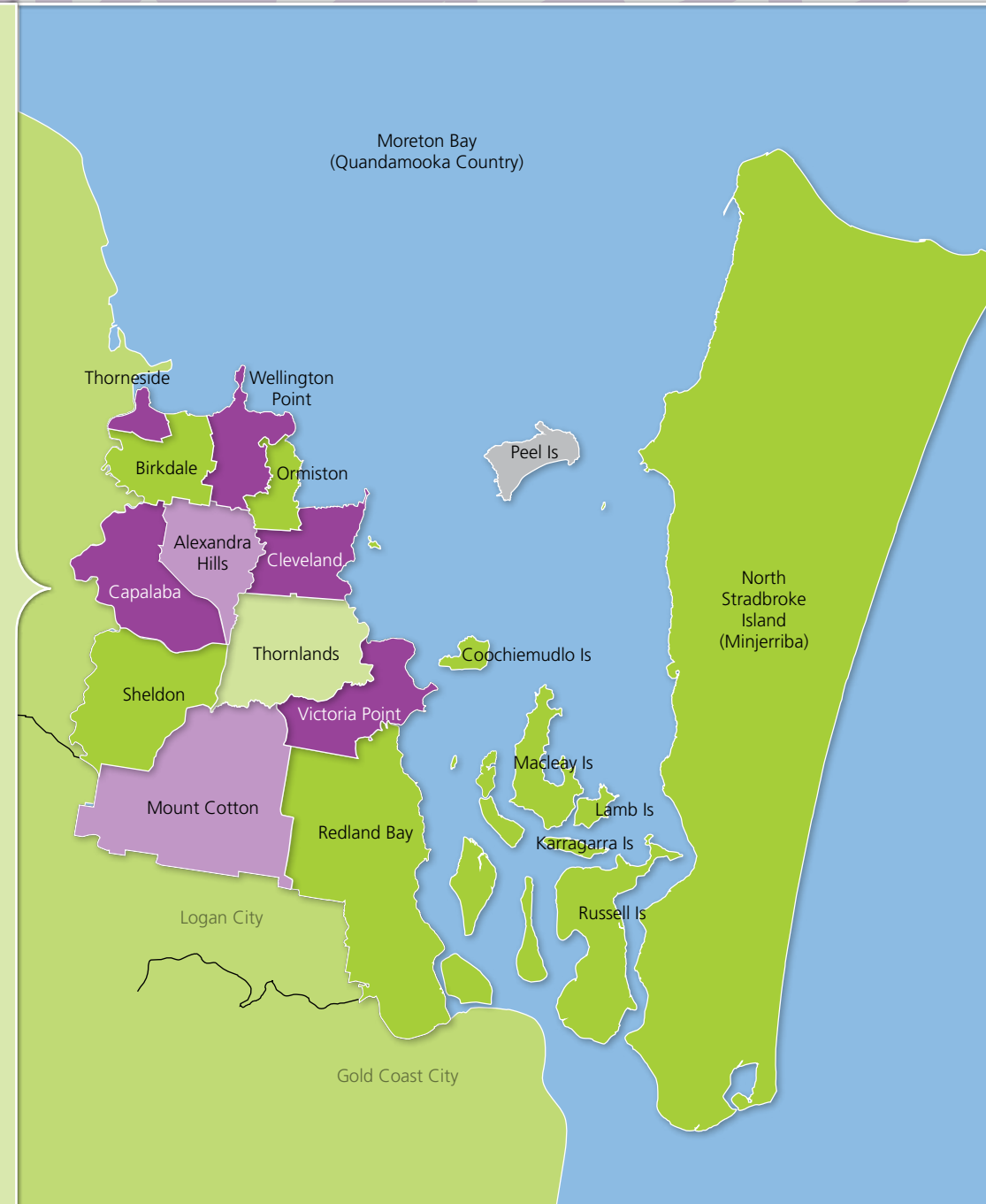
- protecting our diverse natural environment
- maintaining our quality lifestyle
- attracting and supporting businesses that complement our environmental values and lifestyle, while providing sustainable jobs for the community
- thoughtful planning for sustainable population growth.

Our vision

Enhancing community spirit, lifestyle and the natural environment

Our mission

To be a sustainable and effective organisation with clever and caring people



Five years in the Redlands

Financial (CPI adjusted to current dollars)

	2005-06	2006-07	2007-08	2008-09	2009-10
Total revenue	\$182,225,718	\$194,712,580	\$214,490,010	\$223,510,336	\$227,275,348
Operating revenue	\$152,297,950	\$161,384,766	\$172,053,029	\$181,795,320	\$190,182,638
Operating expenses	\$167,347,172	\$191,729,290	\$200,175,843	\$195,414,779	\$205,654,812
Rates revenue (after discount)	\$117,015,407	\$125,260,174	\$130,926,875	\$143,507,716	\$154,750,816
Rates revenue as % of total revenue	64.21%	64.33%	61.04%	64.21%	68.09%
Total assets	\$1,857,768,256	\$2,352,379,198	\$2,288,077,514	\$2,259,597,824	\$2,198,702,326
Debts/assets ratio	7.51%	6.25%	5.98%	1.85%	1.96%
Outstanding loans borrowings	\$139,597,754	\$147,124,024	\$136,876,439	\$41,731,126	\$43,172,435
Debt servicing ratio	15.55%	15.65%	15.87%	51.14%	2.44%

Environment

Bushland under conservation	3,196ha	3,196ha	9,121ha	9,254ha ⁽¹⁾	9,769ha
Approximate number of trees planted	58,772	67,522	80,623	96,865	105,852
Area treated for mosquitos	7,266 ha	4,254 ha	4,334 ha	3,837 ha	6,437 ha
Ecosystem Health Monitoring Program rating for Redland creeks	Fresh water	F	F	F	F
	Estuarine Eprapah	D	D	C	C-
	Estuarine Tingalpa	D	D+	C	C+

Economic

Total building applications received (domestic and commercial)	3,975	3,932	3,891	2,847	3,318
Planning applications	871	1359	967	676	659
Amount Council spent in the city for purchases	\$22,038,265	\$28,286,966	\$39,263,076	\$35,526,383	\$37,779,691

⁽¹⁾ The figure published in last year's annual report was incorrect. The above figure is correct for 2008-09.



Five years in the Redlands continued

	2005-06	2006-07	2007-08	2008-09	2009-10
Staff as of 30 June each year					
Number of staff (including casual and part-time)	1,080	1,027	950	964	1,149*
Community					
Library membership	61,339	72,432	71,429	81,270	70,855**
Number of children in outside school hours care per day	820	830	948	920	860
Number of hours of respite care	40,298	38,890	45,735	49,234	51,150
Dog registrations	20,004	20,317	20,712	22,822	23,073
Value of grants committed to community from Council	\$1,289,111	\$913,4145	\$1,496,557	\$777,561	\$807,365***
Average number of monthly community hall hirers	104	120	121	143	141
Redland Performing Arts Centre community hire (days)	n/a	n/a	27	108	126

* See pages 17-19 for more details on staff

** During 2009-10, 20,879 inactive members were removed from the system (those who had a last check-out greater than three years ago), which included 6,929 borrowers with fee blocks dating back to 1998. New members joining the library remained at an average of 10,000 a year. In 2008-09, fewer inactive members were removed from the system due to software issues, which resulted in a larger number of inactive members being removed in 2009-10.

*** See page 55 for more details on community grants.



Five years in the Redlands continued

Redland Water	2005-06	2006-07	2007-08	2008-09	2009-10
Water					
Water consumption (ML)					
Residential	11,363	10,424	9,399	9,317	9,997
Commercial	1,562	1,454	1,462	1,331	1,345
Council	220	230	185	155	146
Other	159	56	145	167	201
Total consumption (ML)	13,304	12,164	11,191	10,970	11,689
Number of meters	46,657	47,639	48,511	49,233	50,585
Wastewater					
Wastewater treated (ML)	10,588	9,160	9,602	10,796	9,387
Waste					
Number of kerbside waste collections(weekly)	50,131	50,356	51,612	50,464	53,615
Number of kerbside recycling collections (fortnightly)	50,110	50,335	51,660	51,612	53,409
Total recyclables (tonnes)	10,946	11,627	11,960	12,503	12,971



From our Mayor and Chief Executive Officer

It's been another busy year at Redland City Council as we strive to meet the needs and expectations of our communities. To do this, we have continued to work in partnership with our local residents, organisations and businesses, as well as other levels of government, to ensure our decisions and actions truly reflect our shared vision for the Redlands.

As you will see in this annual report, we have been very active in delivering social, economic and environmental programs to the Redlands, and have delivered a number of significant projects to further improve the way we govern the organisation and the city.

As always, we would like to acknowledge the commitment, professionalism and hard work of all our staff and elected members, and thank everyone for their efforts. We encourage you to explore this report to gain an understanding of the scope and breadth of programs delivered by Council. Below is a flavour of some of our major achievements in 2009-10.

Highlights for 2009-10

Planning ahead

Undoubtedly, our most significant planning achievement in 2009-10 was finalising and adopting the Redlands 2030 Community Plan (see page 4). We also developed and adopted the Redland City Council Corporate Plan 2010-15, in consultation with our community. It was structured to reflect the outcomes in the community plan, and will provide clear direction on what projects will be delivered and how funds will be spent over the next five years. We sincerely thank everyone in our community who contributed to these documents.

Infrastructure planning was also a priority, particularly on the Southern Moreton Bay Islands (SMBI). Significant work began on a review of the SMBI Integrated Local Transport Plan, and more than 500 islanders participated in a SpeakOut on Macleay Island in March, to share their views on island transport challenges and priorities. Council also invited Minister for Infrastructure and Planning, Stirling Hinchliffe, to tour the islands in January. It was the first visit to the islands by a state Minister in many years, and provided the chance for Council and the SMBI Communities Advisory Committee to provide a first-hand briefing on matters ranging from roads, sewerage and transport, to conservation management and economic and community infrastructure.



Planning and research is under way for a broad range of options aimed at addressing the infrastructure and transport issues associated with the islands. As part of this, a State SMBI Senior Officers Working Group was formed in late 2009-10, with its first meeting in July 2010. The group aims to better coordinate planning and funding for SMBI projects, including transport and infrastructure.

Meanwhile, Council set the scene to create a fully planned and sustainable community in South East Thornlands, following adoption of a long-awaited structure plan for the area (required by the state government). The plan was adopted in April, following a final round of negotiation with the state government around concerns raised by Council and the community. It now ensures a coordinated and sustainable approach to the future development of South East Thornlands.

Another major achievement was the development of our new waste management strategy, titled Sustainable Resources and Waste Plan, following broad community engagement on the topic. Viewing the contents of our wheelie bins as a resource, rather than waste, is one of the key elements of the strategy, which takes into account the escalating costs of managing waste in south-east Queensland.

From our Mayor and Chief Executive Officer continued

Listening to and supporting our community

Flowing on from our comprehensive community engagement activities associated with the Redlands 2030 Community Plan, we continued to strengthen and build our online Community Feedback Network (re-named Redlands Pulse). There were also opportunities to provide input into a wide range of decisions, from master planning of local parks, to our new waste strategy, new corporate plan, rating reform and the SMBI Integrated Local Transport Plan (see above). Redland Conversations also started up again (after a hiatus during the intensive Redlands 2030 engagement activities).

We also launched our new Community Grants Program, offering more funding opportunities for individuals and organisations in the Redlands. Our program has now increased the funding available, with clearly defined categories and a streamlined application process.

Strengthening our economy

Here in the Redlands, we encourage development that is innovative and sustainable, and leads to well-designed communities. We know we can only achieve this in partnership with the development industry, so this year (in April) we hosted the first Redlands Development Forum. With a theme of 'Building a sustainable future in the Redlands', it gave developers a chance to speak openly with elected members and key staff about opportunities and challenges in the Redlands. It was attended by industry and key government representatives.

Business Grow, a mentoring program, funded by Council, offered 158 sessions in 2009-10, and Council continued to work in partnership with our local tourism industry to further strengthen this increasingly important sector for the Redlands.

Work also continued on the Capalaba Centre Master Plan and Cleveland CBD revitalisation, with community input into both. These areas will play an increasingly important role in the Redlands' economy as sustainable master plans – reflecting the vision of our community – are finalised.

Caring for our environment

We know from the Redlands 2030 process that protecting our natural environment continues to be a priority for our community, so this year we acquired further conservation land, introduced new programs to improve the quality of waterways, and developed a new 10-year sustainable waste strategy.

We continued to deliver projects and programs through our Koala and Biodiversity Strategies, and further developed our Climate Change Strategy. Our use of new media and online tools to increase awareness about the plight of Redland koalas continued, although we were sad to lose the face of our campaign, Pan Da Koala (see separate story on page 12).



From our Mayor and Chief Executive Officer continued

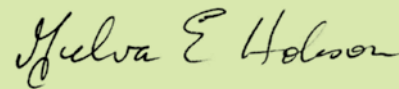
Providing leadership

We represented our community's priorities within the region, with formal responses to the South East Queensland Regional Plan, campaigning for the extension of the Eastern Busway, contributing to the population debate at state and national level, and providing input into state legislation. We also protected our community's interests by negotiating for a fair and equitable return for our water assets, in the creation of the new Allconnex Water business (of which we are a shareholder with Gold Coast and Logan City Councils).

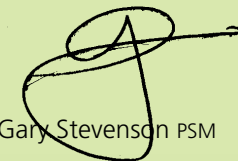
Hundreds of hours were spent developing a new long term financial strategy for Council, including significant rating reform (which was used in determining the 2010-11 budget), and we continued to roll out projects within our Organisational Development Plan. We reviewed the operation of Council's committees and implemented a new committee structure aligned to the organisational structure.

We have also continued to develop asset management plans to protect our community's investment in Council-funded infrastructure. We successfully applied for federal and state government funding for key infrastructure projects, and continued to maintain and improve community and sporting facilities across the city.

All in all, it's been another landmark year in the Redlands. We are continuing to provide the services, facilities and programs our community wants and expects, while also planning for a sustainable future. The Redlands community can be assured it is in good hands.



Melva E Hobson PSM
Mayor



Gary Stevenson PSM
Chief Executive Officer





Sadly, in June 2010 we said goodbye to Pan Da our facebook koala. Pan Da, so named because he was rescued as a youngster and delivered to his carer Deidre De Villier on the eve of the 2008 Beijing Olympics, achieved public recognition as the face of Redlands' koalas.

Pan Da was taken to the Australia Zoo Wildlife Hospital after being found in very poor health, resulting in him having to be euthanised. At the time of his death, Pan Da had 13,000 facebook fans, who continue to follow news and information online about koalas in the Redlands. A commemorative tree planting was also held in his honour.

Farewell Pan Da Koala

www.koalacentral.com.au

Council continues to urge all people in south-east Queensland to take individual action to help koalas - simple things like making our backyards koala friendly, confining or restraining our dogs at night, driving carefully and retaining and planting trees for koalas to live in and feed from.

We have also directly lobbied the Federal Minister for Environment Protection, Heritage and the Arts for a declaration of the koala population in south-east Queensland as threatened and endangered under the **Environment Protection and Biodiversity Conservation Act 1999** (the EPBC Act) (a call already made by the Australian Koala Foundation).

Redland City Council



Mayor and Councillors

The map shows the following divisions and their corresponding councillors:

- Division 1:** Wellington Point/Ormiston - Cr Wendy Boglary
- Division 2:** Cleveland/North Stradbroke Island - Cr Craig Ogilvie
- Division 3:** Cleveland South/Thornlands - Cr Debra Henry
- Division 4:** Victoria Point/Coochiemudlo Island - Cr John Burns
- Division 5:** Redland Bay/Bay Islands - Cr Barbara Townsend
- Division 6:** Mt Cotton/Sheldon/Capalaba/Thornlands/Victoria Point/Redland Bay - Cr Toni Bowler
- Division 7:** Alexandra Hills/Capalaba - Cr Murray Elliott (Deputy Mayor)
- Division 8:** Birkdale South/Alexandra Hills - Cr Kathy Reimers
- Division 9:** Capalaba - Cr Karen Williams
- Division 10:** Birkdale/Thornside - Cr Helen Murray

Mayor: Melva E Hobson (PSM)

Executive Leadership Group profile

Gary Stevenson PSM – Chief Executive Officer
FLGMA (Life)

Nick Clarke – General Manager Governance
MSc ; MLGMA

- Acting General Manager Governance
July to August 2009
Kylie Fernon and Luke Wallace shared this role

Martin Drydale – General Manager Corporate Services
MLGMA, MNIA, Grad Cert (Professional Accounting)

Mike Hyde – General Manager Customer Services
MLGMA, B Econ (Uni Qld), Assoc Diploma Civil Engineering (RMIT)

Greg Underwood – General Manager Planning & Policy
B.E. (Hons); F.I.E. Aust; RPEQ

Toni Averay – General Manager Development &
Community Standards
M. Pol&Admin; BA; Grad Dip Ed; Grad Dip Ind Rel;
GAICD; AFAIM; JP(Qual)

Gary Soutar – General Manager Redland Water Business Unit
B.Eng (Civil) RPEQ



Mike Hyde

Nick Clarke

Toni Averay

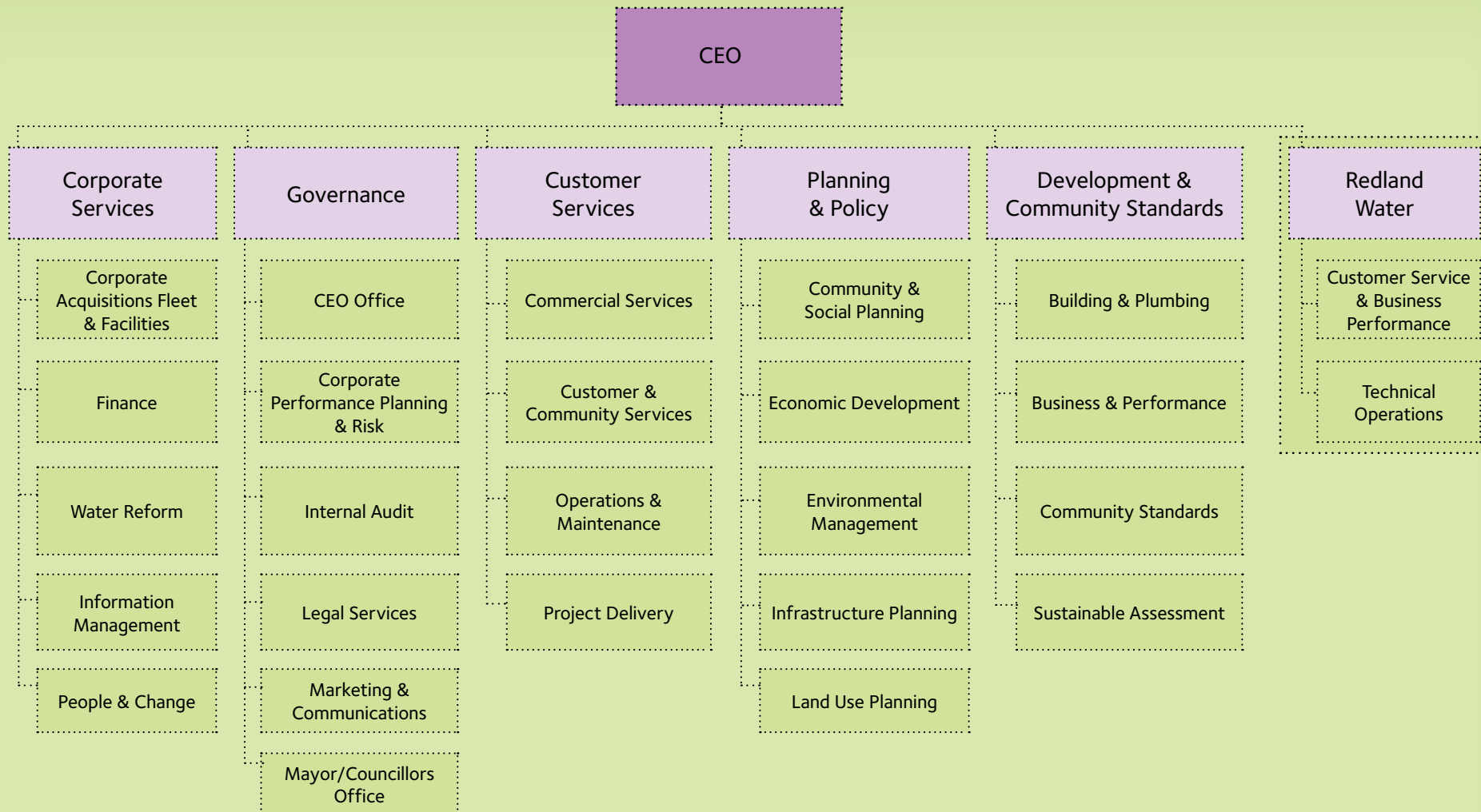
CEO
Gary Stevenson

Martin Drydale

Gary Soutar

Greg Underwood

Organisational structure



Our people

Human Resource Management Plan

Council's People and Change team is undergoing a review of its structure. The aim is to continue providing the important and in-demand operational aspects of the service delivery, while building tools and management skills to reduce the time taken on these activities in the future. Additionally, the structure separates the strategy and key project work to ensure the organisation is well equipped to manage its people into the future. This development of strategic initiatives will better enable leaders to manage their people in a clever, caring, effective and sustainable way.

Values

Council's People and Change team will partner business to achieve its people goals by integrating the key organisation objectives – caring, effective, sustainable and clever.

Council's 4-way test will be incorporated in all that People and Change do:

1. That the organisation, its assets, and its activities will be sustainable. (Will it last?)
2. That the organisation's efforts and outputs will be effective. (Will it serve its purpose?)
3. That the organisation and its people are clever. (Is there a better way?)
4. That the organisation and its people are caring. (Is it reasonable?)

Opportunities

A wide variety of career opportunities is available at Council, ranging from engineering surveyors and business support administration officers to animal management officers and loader operators. Information on all vacant positions can be accessed on Council's e-recruitment page on our website. Recruitment and selection is a merit-based process, which ensures consistency, impartiality and provides all applicants with equal opportunity. Our employees enjoy work benefits which include a generous local government superannuation scheme, education assistance, staff development and training, an employee wellness program and flexible working arrangements.

Employee development in 2009-10

- 65 employees were approved for assistance with tertiary studies (with 37 claiming reimbursements)
- 13 participants graduated in Certificate IV Recordkeeping
- 13 staff members enrolled in Certificate IV in Occupational Health & Safety

Council has a strong commitment to ongoing staff development and had a total of 4,371 attendances registered for personal and e-learning training.

Traineeships

- 15 full-time trainees graduated in February 2010, with 10 gaining ongoing work within Council.
- A further 25 full-time trainees were recruited in February in administration, theatre and live production, hospitality, horticulture and record-keeping.

These traineeships are state and federal government funded, and provide opportunities to gain work experience while undertaking certificate level studies.

Three school-based trainees worked in Council over the financial year, and are on track to successfully complete their courses by the end of 2010.



Our people continued

Skills matrix

- 85% of Council staff have undergone a training needs analysis (TNA) process and now have a skill set/competency set attached to their position. The TNA process was staged; currently the workplace health and safety, environmental, licence/tickets, professional association and memberships and behavioural competencies have been entered into competency sets and matched to positions. Council will continue work in assigning competency sets to all positions, which will help with succession planning and creating employee career paths.

2009 – Employee Pulse Survey

The 2009, My Voice, the employee 'pulse' survey was constructed around the key elements of Council's Organisational Development Plan (ODP) and recent local government reform. The survey was a 'temperature' check, distributed in August 2009 to provide a broader view of how employees were supporting and coping with recent changes. Views were captured about work environment, employment conditions and leadership.

In November, the survey results were posted and supported with a communications plan, which was delivered across all groups and teams. Throughout February 2010, employee focus groups provided essential qualitative context to the top five reported strengths and opportunities. The focus group findings were mapped to existing ODP projects and highlighted other recommendations. In March 2010, the summary was presented to the Executive Leadership Group to help determine the priority of targeted activities to improve organisational effectiveness.

Equity and diversity

Council is committed to creating an inclusive culture that does not tolerate harassment and unfair discrimination in the workplace. Diversity Challenge training was rolled out across the organisation in 2009-10 as a major part of that commitment. The majority of Council staff attended these highly interactive awareness-raising sessions. Acting on feedback from the Diversity Challenge sessions, 20 Diversity Contact Officers (DCOs) were recruited and trained. These DCOs are frontline employees who are readily available for employees to contact for information and advice, and who are committed to creating an inclusive culture.

Leadership and workforce development

People and Change is developing a leadership competency framework to clearly outline what is expected of leaders within the organisation. These competencies will form the basis of leadership programs, the performance appraisal process and our position description responsibilities. Additionally, Council has tendered for a workforce planning program which will begin in 2010-11.

Workplace health and safety

The Workplace Health and Safety (WHS) Unit has continued to develop and implement new processes in line with the WHS Management System and Management Plan.

In February 2010, Council was subject to a major audit as part of its self-insurance licensing requirements under the Workers' Compensation and Rehabilitation Act 2003. Being a self insurer offers financial and service benefits to both Council and its employees. Since 1998, Council has been able to build a reserve which, at 30 June 2010, stood at \$6.05m (these are funds set aside for Workers' Compensation claims that otherwise would have been paid as premiums to WorkCover Queensland). The benefit to employees is that Council can act immediately to respond to claims and rehabilitation needs as they arise. (Note: Council's rehabilitation intervention procedures and practices made the top five in the Q-COMP-sponsored 2009 Return to Work Awards.)

Council is committed to ensuring a safe work environment, and launched its 'Safety First' symbol during the year. Workplace health and safety Training has been highlighted over the past year through staff courses including incident investigation awareness, snakebite awareness, asbestos, noise and dust awareness, and wood-chipper and hedger training.



Our people continued

Staff at a glance

Staff (total number of staff)

Permanent	766
Permanent part-time	123
Temporary contact of service	111
Contract of service (executive)	25
Casual (based on hours worked)	124
Total	1,149

Corporate profile (full time equivalents)

Permanent	766
Permanent part-time	80
Temporary contact of service	100
Contract of service (executive)	25
Casual (based on hours worked)	33
Total	1,004

Full time equivalent employees (excluding casuals) 970

New full time equivalent positions in 2009-10 budget 9

Employees recruited

Internal	110
External	61
Total	171

Employee turnover rate 13.9%

Employee initiated separation 126

Employees redeployed/retrained due to redundancy 2

Gender balance

Executive/Senior Management Group	Female 7 (22.6%) Male 24 (77.4%)
Elected representatives	Female 8 (72.7%) Male 3 (27.3%)
Total employees	Female 55.8% Male 44.1%



Redland City Council



Performance report

This will be our last annual report in response to the Redland City Council Corporate Plan 2006-2010. (A new corporate plan for 2010-2015 was adopted in May 2010).

Strategic direction

Our corporate plan 2006-2010 – and the operational plan it directs – is centred around seven strategic priorities:

- natural environment
- land use
- essential services
- community health and wellbeing
- economic prosperity
- governance
- corporate services.

The following performance report reflects our operational plan for 2009-10, which outlines the projects undertaken during the year to address our key priorities.




Symbol key:

- ✓ Completed
- In progress
- 🔄 Delayed
- ✗ Cancelled



Performance report continued






Operational plan report card

Project	Description	Budget	To date	Comments	
1. Natural environment					
1.1 Coastal and waterways					
1.1.1	Complete Integrated Waterway Plan	Complete plan in two catchments including developing a new planning approach.	n/a	n/a	This project was removed from the operational plan 2009-10 as the project will be reported by the Infrastructure Planning Group - refer to initiative 3.4.1: Complete waterways and drainage management plans. 
1.1.2	Develop a functional waterways extension program	Develop the program and the role of the Waterway Extension Officer position, aimed at environmental education.	\$46,600	\$48,410	The on-ground works component of Waterways Extension Program (WEP) was completed. Other completed projects included septic inspection, faster pasture work, the first round of microbial source tracking tracer study, and revegetation and rehabilitation projects. The development of a work agreement and WEP review was delayed due to the time required to recruit the new Waterways Extension Officer, which has been postponed to the first quarter 2010-11. 
1.2 Biodiversity					
1.2.1	Determine annual koala population estimates in Cleveland, Ormiston and Thorneside	Provide annual updates on koala population in these suburbs as indicators of whole population across the city.	\$65,178	\$53,582	The mainland urban koala count and population estimate is undertaken every second year by the Department of Environment Management officers. This year, Council analysed koala deaths from November 2008 to date, which showed that in Thorneside, two koalas died within the survey area and 15 died overall. In Ormiston, 22 koalas died within the survey area and 43 in total from whole of suburb. In Cleveland, eight died within the survey area, six of these specifically in the William Ross Park, and 23 in total for whole of suburb. In Capalaba, there were no recorded koala deaths within the survey area but we have not been able to calculate the total killed within whole of suburb at this stage. This is a significant mortality rate within these four suburbs. The indication for the rest of the city is concerning and indicative that the koala population is continuing its decline. 



Performance report continued

Completed  Delayed  In progress  Cancelled 

Project	Description	Budget	To date	Comments	
1.2.2 Environmental Inventory Mapping Version 5	The Biodiversity and Koala Strategy identified the need for a review of the current environmental inventory with recent aerial photography. This project worked off current regional ecosystem mapping using state biodiversity assessment mapping.	\$163,000	\$134,451	The literature review of previous methodologies was completed, and project briefs for the next few stages were developed and will go out for tender in July 2010.	
1.2.3 Acquisition of environmentally significant land	Acquire properties in accordance with the 10 year acquisition strategy and program.	\$3,694,920	\$3,170,894	Council is developing a new list to present to Council in August 2010 and is in negotiations to acquire two more properties to purchase next financial year.	
1.3 Environmental performance					
1.3.1 Complete remediation of Judy Holt Park (western cricket field)	Deliver the remediation program for closed landfills	n/a	n/a	Completed in the second quarter of 2009-10.	
1.3.2 Prepare Climate Change Adaption Plan and implementation schedule	Develop a step-wise planning process to prepare for the impacts of climate change.	n/a	n/a	The final report on Climate Change Strategy, Confronting Our Climate Future, was completed and was expected to be considered by Council for adoption in August 2010. The document will guide Council in its response to climate change up to 2030, and includes an action plan for the next five years. It will be published and distributed in the first quarter of 2010-11.	
1.3.3 Reduce environmental greenhouse emissions by Council's fleet	Investigate the merit of adopting compressed natural gas into the vehicle fleet via replacement or conversion.	n/a	n/a	A briefing was prepared and provided for consideration, recommending implementation of compressed natural gas for fleet use within Council (and potentially a wider audience), in line with the business case and budget approved by Council for 2010-11.	



Performance report continued

Project	Description	Budget	To date	Comments	
2. Land use					
2.1 Integrated planning					
2.1.1 Redlands Planning Scheme amendments	Complete amendment 2A and start amendment 3A. Incorporate the Priority Infrastructure Plan (PIP) into amendments.	n/a	n/a	The 2A amendment package was presented to Council for adoption for first state interest review at the Planning & Policy Committee meeting on 7 July 2010.	→
2.1.2 Sustainable Redlands and future scenario planning	Conduct future scenario planning to provide an ultimate growth scenario for a sustainable city, based on the vision and values of the Redlands 2030 Community Plan and a defined set of liveability/sustainability indicators.	n/a	n/a	A draft corporate policy for population growth management was prepared for the Planning & Policy Committee in July 2010. Council met with the Head of Griffith University's Department of Environmental Planning to discuss study methodology and headline indicators. The opportunity exists for partnering with the university.	→
2.2 Local area planning					
2.2.1 Complete the South East Thornlands Structure Plan and planning scheme amendment	Complete the preparation of the structure plan and planning scheme amendment.	n/a	n/a	Project completed.	✓
2.2.2 Complete Kinross Road Structure Plan and planning scheme amendment	Complete preparation of a structure plan and planning scheme amendment.	n/a	n/a	Delays were experienced in finalising technical studies. A Council report was prepared to adopt the amended draft structure plan and planning scheme amendments for referral to Department of Infrastructure and Planning in July 2010.	→
2.2.3 Start Thornlands Integrated Enterprise Area Planning Study	Prepare a planning study and structure plan consistent with the recommendations of the SEQ Regional Plan 2009-2031 and the local growth management strategy (2009).	n/a	n/a	Project cancelled, as resolved by Council.	✗
2.2.4 Complete master plan for Cleveland Principal Activity Centre	Prepare the master plan, start drafting an amendment to the Redlands Planning Scheme, and initiate actions on identified catalyst sites.	n/a	n/a	The master plan is being revised to reflect the outcomes of further studies completed. Forums with local businesses were held in June to discuss revitalisation of the Cleveland CBD. This project is scheduled for reporting to Council in 2010-11 for adoption and public release.	→

Completed ✓ Delayed ⌚ In progress → Cancelled ✗



Performance report continued

Completed  Delayed  In progress  Cancelled 

Project	Description	Budget	To date	Comments	
2.2.5 Complete master plan for the Capalaba Principal Activity Centre	Prepare the master plan, start drafting an amendment to the Redlands Planning Scheme and initiate actions on identified catalyst sites.	n/a	n/a	The community engagement program started at the end of April.	
2.2.6 Start the local area/master plan for Dunwich and Amity Township	Prepare local area plans for both townships, with one of the outcomes being the amendment of the Redlands Planning Scheme as necessary.	n/a	n/a	The project has been delayed until next financial year due to consideration of implications of the recent state government decision regarding its future vision for North Stradbroke Island / Minjerriba.	
2.3 Rural landscape and green space					
2.3.1 Complete rural futures strategy	Prepare a strategy document for the future sustainable management of the rural non-urban areas of the city, providing a strong robust rural-based economy for protecting and enhancing the landscape and the environmental and social values of these areas. This strategy will build on the regional level strategy and actions of the SEQ Rural Futures Strategy (2009).	n/a	n/a	Council is seeking to appoint consultants to undertake the Rural Futures Strategy. A consultant's brief has been prepared for release which is currently under review.	

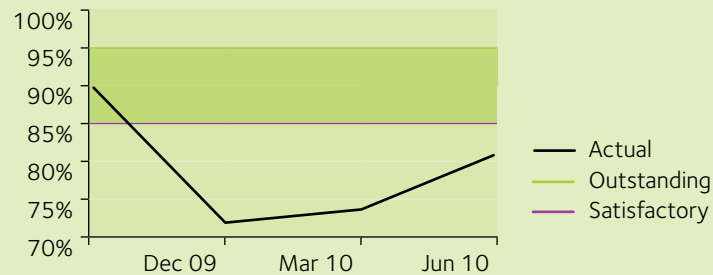


Performance report continued

2.4 Development assessment

Process development applications on time

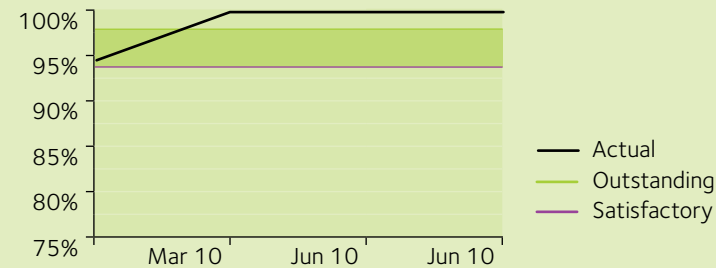
Process applications in compliance with Integrated Planning Act (IPA) timeframes and building code requirements for approvals.



Comment: 573 development applications were processed in 2009-10; 80 % of these were processed within the statutory timeframes. More than 50% of the applications completed outside of the timeframe were extended with the agreement of the applicant pending further information. The trend in 09-10 has been an increase in operational works applications over applications for material changes of use and reconfiguring a lot.

Process building applications on time

Process building applications within IPA timeframes.



Comment: Council exceeded the target number.

Project	Description	Budget	To date	Comments
2.4.3 Housing Affordability Fund (HAF)	Delivery of three HAF projects – well made applications, applicant and assessor – in accordance with the agreed schedule (to be completed by the end of June 2010).	n/a	n/a	The projects are being finalised with live software still to be installed. Testing will continue to ensure the integrity and sustainability of the software. (The applicant and assessor models to be implemented in early 2010-11).
2.4.4 Pro-active compliance achievements	Review outcomes from the Development Assessment/Compliance Working Groups and develop an action plan/report for Council detailing proposed changes to current processes.	n/a	n/a	The outcome from the CEO's Working Group Action Plan has not been finalised.



Performance report continued

Project	Description	Budget	To date	Comments																					
3. Essential services																									
3.1 Water supply																									
3.1.1	Complete annual water meter replacement program	Replace 7,000 to 9,000 water meters as part of annual rolling replacement program.	\$521,000	\$531,216	8,776 water meters were replaced.	✓																			
3.2 Waste management																									
3.2.1	Progress Sustainable Resource Waste Facility	Finalise development approval process, evaluate the tender and appoint contractor to design, build and operate the new facility at Redland Bay.	\$577,900	\$52,4461	The design, construct and operate contract has not been awarded, due to a longer than anticipated time required for the tender evaluation and the potential for Council's new waste strategy to alter the desired option.	→																			
3.2.2	Review Council's waste strategy	Review the Redland City Council Waste Management Strategy, ensuring incorporation of best contemporary practice and appropriate regional issues including interaction with adjoining local authorities.	\$232,094	\$195,600	Public consultation was completed in March and the focus group activities ended in April. The draft strategy was adopted by Council at a Special Meeting on 23 June 2010. The strategy has been sent to Department of Environment and Resource Management, as required under the Waste Protection (Waste Management) Policy 2000.	✓																			
3.3 Wastewater																									
3.3.1	Uncover and raise sewer maintenance holes Uncover and raise sewer maintenance holes to ensure access and operability Comment: Council exceeded the target number.																								
<table border="1"> <caption>Graph Data: Sewer Maintenance Holes Progress</caption> <thead> <tr> <th>Date</th> <th>Actual (%)</th> <th>Outstanding (%)</th> <th>Satisfactory (%)</th> </tr> </thead> <tbody> <tr> <td>Sep 09</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Dec 09</td> <td>0</td> <td>30</td> <td>25</td> </tr> <tr> <td>Mar 10</td> <td>60</td> <td>90</td> <td>60</td> </tr> <tr> <td>Jun 10</td> <td>100</td> <td>90</td> <td>80</td> </tr> </tbody> </table>						Date	Actual (%)	Outstanding (%)	Satisfactory (%)	Sep 09	0	0	0	Dec 09	0	30	25	Mar 10	60	90	60	Jun 10	100	90	80
Date	Actual (%)	Outstanding (%)	Satisfactory (%)																						
Sep 09	0	0	0																						
Dec 09	0	30	25																						
Mar 10	60	90	60																						
Jun 10	100	90	80																						
3.3.2	Develop site-based environmental management plans for water pump stations	Prepare detailed plans for all pump stations to prevent environmental damage and comply with Environmental Protection Agency and occupational health and safety requirements.	n/a	n/a	Site-based plans have been completed for all significant pump stations.	✓																			



Performance report continued







Project	Description	Budget	To date	Comments		
3.3.3	Complete feasibility requirements at Capalaba wastewater treatment plant	Identify the most appropriate sludge de-watering machinery to provide much-needed back-up and reduce the risk of non Environment Protection Agency compliance.	\$50,000	\$40,602	The feasibility requirements at the Capalaba wastewater treatment plant have been completed and the facility is now ready for a new sludge centrifuge to be installed.	✓
3.4 Roads and drainage						
3.4.1	Complete waterways and drainage management plans	Complete catchment management studies in identified locations to enable action plans to be identified for flood mitigation and improved water quality.	\$89,828	\$46,137	Coolnwynpin Creek and Eprapah Creek projects are on hold as a result of water studies for the South East Thornlands and Kinross Road Structure Plans. These will be reviewed in 2010-11.	→
3.4.2	Complete North Stradbroke Island and Coochiemudlo Island Road signage audit	Collect existing road sign data and upload into asset register.	\$136,510	\$136,261	Data analysis completed.	✓
3.4.3	Priority infrastructure planning for roads and drainage	Complete Priority Infrastructure Plan.	n/a	n/a	Draft Priority Infrastructure Plan lodged with state for first interest check.	✓
3.4.4	Trunk roads forward planning	Complete concept planning layouts and scoping for trunk roads identified for construction in years 6-10 of the Priority Infrastructure Plan schedule.	n/a	n/a	Future work requirements have been defined.	✓
3.4.5	Trunk infrastructure forward planning	Finish identifying and scoping priority projects for trunk stormwater in years 6-10 of the Priority Infrastructure Plan schedule.	n/a	n/a	Future work requirements have been defined.	✓
3.4.6	Energy infrastructure planning	Develop the strategy for a 10 year energy infrastructure plan incorporating the need to underground, bundle or cable powerlines in identified areas to enhance community, vegetation and environmental needs.	n/a	n/a	Project cancelled, as approved by Council.	✗

Completed ✓ Delayed ⚙ In progress → Cancelled ✗








Performance report continued

Completed  Delayed  In progress  Cancelled 

Project	Description	Budget	To date	Comments	
3.5 Transport					
3.5.1 Southern Moreton Bay transport planning	Undertake an update of the 2002 Southern Moreton Bay Island Integrated (SMBI) Local Transport Plan.	n/a	n/a	This was delayed due to the need for additional community engagement and research (including a community SpeakOut event, barge study, social and economic impact assessment and social data travel survey). The draft SMBI Integrated Local Transport Plan is expected to be presented to Council in late 2010.	
3.5.2 Trunk cycleway forward planning	Develop concept planning lay-outs and scoping for trunk cycleway projects identified for construction in years 11-16 of the Priority Infrastructure Plan schedule.	\$54,300	\$34,615	Project deferred to 2010-11. Current funding redirected to Path and Trail Strategic Plan.	
3.5.3 Transport planning	Develop a strategic transport plan.	n/a	n/a	Delayed to 2010-11, pending SMBI Integrated Local Transport Plan review.	
3.6 Marine facilities					
3.6.1 Long term strategic planning for canals	Undertake priority planning for the long term management of revetment walls.	-\$1,344,529	-\$1,587,350	Council approved the implementation of geotech investigation in 2010-11 budget. Tender process will commence early 2010-11.	
3.6.2 Shoreline management	Develop a shoreline erosion management strategy plan.	\$77,000	\$82,642	A consultant was engaged and 40% of works was completed towards the draft report. To be continued in 2010-11.	
3.6.3 Toondah Harbour master planning	Review concept plans for reconsideration by Council. Commission the preparation of a master plan for the precinct.	\$50,000	\$0	A consultant was engaged to review all previous planning studies. To be continued in 2010-11.	



Performance report continued

Project	Description	Budget	To date	Comments		
4. Community health and wellbeing						
4.1 Sport and recreation						
4.1.1	Complete review of Open Space Plan (including sporting fields)	Undertake scope of works, background research and data collection, and establish a working group.	\$30,000	\$21,500	Development of the open space plan has been extended as it has been re-scoped to ensure it meets requirements for the Redlands Planning Scheme review, starting in 2012.	
4.1.2	Develop Physical Activity Strategy	Identify programming, policy and future activity needs, to be measured by joint steering committee endorsement on behalf of funding organisations (this is a joint project between Queensland Health, Sport and Recreation Queensland and Council).	\$43,025	\$39,724	The draft key strategy themes were ratified with internal/external steering group. A Councillor workshop was postponed due to other priorities. Finalisation of the strategy has been carried forward to 2010-11.	
4.1.3	Enhance community access to school facilities	Establish a strategy and negotiate protocols with local school facilities, such as Dunwich Primary, Macleay Island State School and Cleveland State High.	n/a	n/a	Project completed and individual Councillors briefed.	
4.1.4	Complete Judy Holt Sport and Recreation Facility Master Plan review	Review master plan, based on remediation program outcomes and involving the end use strategy for Birkdale Landfill (incorporating any waterway rehabilitation works and revisiting the conservation management intents of the balance of the area).	n/a	n/a	The review of the master plan was completed. The plan is due to go to the community stakeholders in July 2010 for feedback prior to going out to the wider community for its input.	
4.2 Arts and culture						
4.2.1	Implement and deliver the Redland City Cultural Plan	Strengthen focus on arts-led community development, especially through new grants programs including Regional Arts Development Fund (RADF).	\$111,594	\$108,216	All RADF applications were assessed by the RADF committee; 19 applications were successful to a total value of \$104,374. Successful RADF applicants received funding in December and June. A series of meetings was held with the arts community to coordinate the Redlands Creative Alliance Postcard booklet, culminating in the launch of the booklet in June (20,000 copies were distributed in the community).	

Completed  Delayed  In progress  Cancelled 

Performance report continued

Project	Description	Budget	To date	Comments		
4.2.2	Develop partnerships established through Redlands 2030 Community Plan	Complete the creative program and corporate planning processes to ensure ongoing integration of partnerships established during the community planning process.	n/a	n/a	Program completed.	✓
4.2.3	Complete a feasibility study for Minjerribah Knowledge Centre	Feasibility study to include concept, partnerships, funding options, community use and tourism value. Create a set of actions and timeframes for completing the centre.	\$38,500	\$35,674	The consultant's report was received but the report to Council was deferred due to deferral of Councillor workshops.	→
4.2.4	Redland Performing Arts Centre attendance	Achieve an overall attendance figure of at least 28,000 people during the year.	-\$490,627	-\$403,279	Total attendance at the Redland Performing Arts Centre during 2009-10 was 39,944, exceeding the expected target of 28,000. Performance highlights included The Gruffalo, Coral Sea Dreaming, Dirty Dusting, Puppetry of the Penis, and David Campbell. The centre was again popular with commercial hirers and secondary schools (for musical productions). It was also used for immunisation clinics, author visits and Redlands On Stage.	✓
4.2.5	Implement the 10 Year Library Plan	Identify measures for the second year of the plan, including the Indigenous Library Services project and the refurbishment of the Cleveland Library.	n/a	n/a	The 'Welcoming Place' project for Dunwich Library has been delayed in order to establish an Indigenous Reference Group for library services and undertake community engagement on this project.	→
4.2.6	Integrate Indigenous cultural protocols and priorities across Council	Ensure Indigenous cultural protocol priorities are aligned with the Quandamooka Aboriginal Community Plan 2007. This will require cross-Council projects delivered through budgets and business plans.	\$5,839	\$5,838	A partnership has been established with the Quandamooka Forum to complete documentation of cultural projects on film.	→
4.3 Community health and safety						
4.3.1	Develop a new community health and safety policy	Draw on existing strategies across the organisation for review and consolidation into a new health framework and review the Community Safety Strategy.	n/a	n/a	The strategic workshop was completed. A combined policy and strategy is now the preferred approach.	→

Completed ✓ Delayed ⚠ In progress → Cancelled ✗

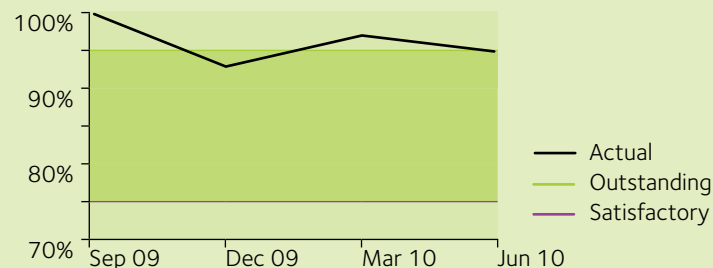
Performance report continued

Completed Delayed In progress Cancelled

Project	Description	Budget	To date	Comments		
4.3.2	Deliver two community safety forums	Determine community needs through stakeholder forums.	\$15,000	\$15,000	Two Community Safety Forums (Managing Challenging Behaviours in Public Spaces) were held in October; one for Council staff and one for key community stakeholders (with 60 people attending the latter). In June, around 350 people attended the Community Safety Expo held in Victoria Point. It involved guest speakers and provided an opportunity for community groups and organisations to promote the value of their programs, and promote safety messages to the community.	
4.3.3	Deliver the Eat Well & Be Active Community Education Program	Implement the requirements of the state government-funded program for 2009-10.	\$32,000	\$30,655	Program evaluation and financial reports have been completed and submitted to the funding body. The final, collated data indicates 907 participants were involved in this project.	
4.3.4	Redlands Youth Plaza Activation Program	Support a range of community and Council events to encourage the use of the Redlands Youth Plaza.	\$15,000	\$13,538	Around 400 young people attended the Youth Week 2010 event at Thornlands Skatepark in April, delivered in partnership with the Redlands Youth Network. An additional event was held at Redlands Youth Plaza in June, in partnership with The Cage Youth Foundation, attended by more than 500 young people.	

Provide effective mosquito treatments

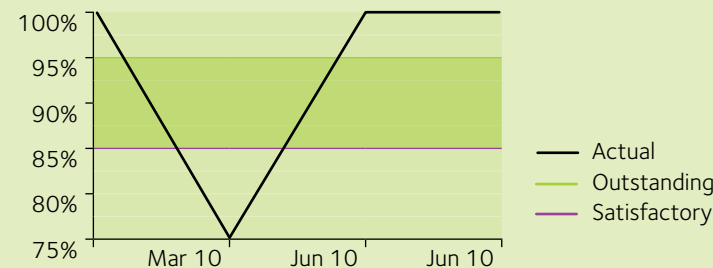
Verify the effectiveness of aerial mosquito treatment using biological or chemical larvicide. Mosquito management field officers conduct a post treatment survey within two days of an aerial treatment to determine whether public health outcomes have been met, i.e. an 80% reduction in mosquito larvae in salt marsh or fresh water breeding sites.



Comment: 11 aerial treatments were conducted in 2009-10; 6,542.08 hectares were treated, with average mosquito mortality rates at 94.2%

Successful Regulatory & Health Unit prosecutions

Obtain successful and expected results.



Comment: 13 matters proceeded to court; eight were successful and one was withdrawn; four have been adjourned and are still ongoing.



Project	Description	Budget	To date	Comments
Environmental licensing				
	Assess licensed premises in accordance with relevant schedules (environmentally relevant activities, food premises, industrially licensed premises etc.).			
	Comment: 217 environmental licence inspections were conducted in 2009-10; eight were not completed within the timeframes (meaning 96.3% of environmental licence inspections were assessed to schedule).			







4.4 Strong communities

4.4.1	Identify priority community strategies in response to Redlands 2030 Community Plan	Ensure the community plan informs Council's corporate planning process.	\$152,050	\$166,977	Council's new corporate plan (2010-2015) incorporates priorities in response to Redlands 2030.	
4.4.2	Social Infrastructure Plan prioritisation and implementation planning	Finalise implementation plan.	\$3,804	\$2,390	The Social Infrastructure Strategy was published. The implementation plan is subject to finalisation of the 10 year capital works program.	
4.4.3	Develop Community Gardens Policy and guidelines	Develop a Community Gardens Policy and guidelines to help make decisions regarding community garden applications.	n/a	n/a	A discussion paper was finalised for a Council workshop to be held in August 2010.	



Performance report continued

Completed  Delayed  In progress  Cancelled 


Project	Description	Budget	To date	Comments	
4.4.4 Respond to the Quandamooka Aboriginal Community Plan 2007	Work with the Indigenous Development Officer and deliver priorities with government, community and service providers.	\$18,077	\$17,746	Work undertaken with Quandamooka Forum to review and deliver priorities.	
4.4.5 Review community halls lifecycle and usage	Complete first stage of community facilities lifestyle management.	\$100,000	\$90,830	The report, implementation plans, and a briefing note for a Councillor workshop (in August 2010) have been completed.	
4.4.6 Deliver new Community Grants Program	Deliver a new community grants program in line with Council-approved corporate strategies and priorities.	\$660,000	\$590,000	Council provided \$660,000 in grants to 206 projects (not including Regional Arts Development Fund). For full details on grants funding go to page 55.	
4.5 Disaster management					
4.5.1 Develop an emergency coordination centre	Create an effective coordination capability and capacity to respond to a disaster event in the Redlands by developing a state-of-the-art coordination centre.	n/a	n/a	Project completed.	
4.5.2 Complete disaster management evaluation exercise	Plan and conduct a scenario-based desktop exercise to examine Redland City Council's current preparedness, response and recovery arrangements in the event of an emergency or disaster situation.	n/a	n/a	An exercise was completed in December, as per the Disaster Management Operational Plan.	
4.5.3 Develop a disaster awareness program for seniors	Develop a seniors information pack and distribute through Home Assist Secure.	n/a	n/a	REDiPlan was adopted as the disaster awareness information pack and is now being distributed by Home Assist Secure and Redland Aged Care Providers Group.	



Project	Description	Budget	To date	Comments		
5. Economic prosperity						
5.1 Business retention and expansion						
5.1.1	Deliver business sustainability workshops	Deliver two workshops to support and encourage local businesses.	\$8,100	\$6,896	10 workshops were held. All were well attended.	
5.1.2	Support delivery of industry ventures	In conjunction with Redland Chamber of Commerce, support business initiatives including the Business Futures Forum, Redland Retail Awards, and Business Achievement Awards. In conjunction with community partnerships, support the local Careers Expo.	\$38,000	\$37,962	All events were well supported and strong relationships have been formed with all committees.	
5.1.3	Deliver Business Grow program	Monitor the ongoing delivery of the program.	\$129,500	\$128,605	Strong support continued for local business, with 158 business activities.	
5.2 Business attraction						
5.2.1	Implement the Economic Development and Tourism Marketing Plan	Deliver priority economic development marketing initiatives in line with the Economic Development and Tourism Marketing Plan as approved by Council.	n/a	n/a	A tourism marketing plan is being developed by a contractor, with a Council workshop planned for July/August 2010.	
5.2.2	Continue developing and providing trade investment	Monitor operation of the Trade and Investment Office in China.	\$55,000	\$42,866	All reports have been received and the program is being well supported by local business operators.	
5.2.3	Deliver EcoMan Program	Deliver three EcoMan Business Simulation Programs to secondary schools.	\$6,000	\$5,735	Survey results confirmed the program is beneficial to local schools and will continue to be supported.	
5.3 Tourism development						
5.3.1	Deliver tourism marketing initiatives	Deliver priority tourism marketing initiatives in partnership with the Tourism Advisory Forum and Redlands Tourism and in line with Redlands Economic Development and Tourism Marketing Plan, as approved by Council.	\$127,200	\$115,278	The campaign is well supported by the industry and is in the market place.	
5.3.2	Develop the Tourism Strategic Plan	Identify tourism development and destination market goals and objectives, including an annual action plan.	\$196,799	\$185,786	This project will be completed July 2010.	
5.3.3	Deliver a tourism-based business development program	Continue delivery of business development programs for tourism operators.	\$25,200	\$23,444	The first bed and breakfast cluster meeting was held in June, with further clusters scheduled in early 2010-11.	

Performance report continued






Completed  Delayed  In progress  Cancelled 

Project	Description	Budget	To date	Comments
6. Governance				
6.1 Governance				
6.1.1	Review the enterprise risk management framework	n/a	n/a	A consultant was engaged to do the gap analysis. A final draft report of the findings has been received and is awaiting adoption. 
6.1.2	Research and analyse the corporate governance framework	n/a	n/a	The Audit Committee agreed in principle to develop a corporate governance framework. Background research and project planning has been completed to allow development of the framework in 2010-11. 
6.1.3	Develop a performance management framework	n/a	n/a	Development of the performance management framework started, and will continue in 2010-11, with the project expected to be completed by December 2010. 



Performance report continued

Completed  Delayed  In progress  Cancelled 

Project	Description	Budget	To date	Comments	
6.2 Strategic planning					
6.2.1	Finalise and launch Redlands 2030 Community Plan	\$152,050	\$166,9778	The plan was adopted at Council's General Meeting in April and officially launched in May 2010.	
6.2.2	Corporate Plan 2010-2015	n/a	n/a	The final Corporate Plan 2010-15 was adopted by Council in May 2010.	
6.3 Financial planning and disclosure					
6.3.1	Complete new financial model	n/a	n/a	The new Financial Strategy was adopted at the special budget meeting in June 2010.	
6.3.2	Complete upgrade of Finance One	n/a	n/a	This project was delayed. Financial Services determined a Version 11.5 upgrade was not in the best interests of Council, given Version 11.8 offered better functionality for more areas of the organisation, and better value for money in the medium to long term. Research is now under way into timing an upgrade from 11.4 to 11.8, as part of the full review of the budget process.	
6.3.3	Implement revenue collection strategy	n/a	n/a	There were delays in management reporting due to difficulties with data capture. All other milestones were completed.	



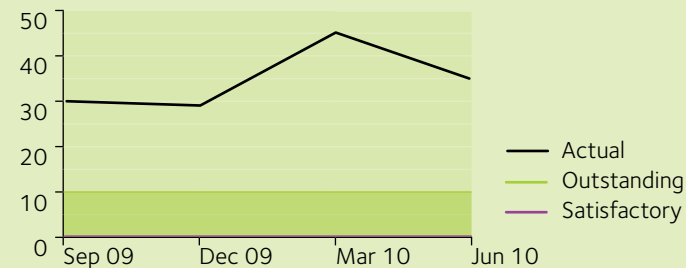
Project	Description	Budget	To date	Comments		
7. Corporate services						
7.1 Asset management						
7.1.1	Develop an asset enterprise management framework	Develop a framework to drive and transition process and enterprise improvement to fully comply with the <i>Local Government Act (2009)</i> .	n/a	n/a	The National Asset Management System template has been purchased from the Institute of Public Works Engineering Australia and key staff members have attended training in the use of the template. Drafting of the core plans is due to start in early 2010-11, with a completion deadline of December 2010. The framework is under development and work on this will continue while the plans are being drafted.	
7.1.2	Reduce energy consumption across Council facilities	Deliver projects across built assets to reduce energy consumption by 5% in line with the Carbon Pollution Reduction Scheme.	\$415,000	\$361,535	This project was completed, with sites upgraded with voltage reduction: <ul style="list-style-type: none"> • depot: 27% reduction in kilowatt consumption on lighting • administration building: 28% • Capalaba Place: 25% for in April, May and June. This equates to around 9% consumption on the building load for kilowatt consumption at the three sites. Sites completed in June: <ul style="list-style-type: none"> • Oakland Street; Killara Place; Victoria Point Library and Animal Pound; between 24% and 33% saving on lighting. 	

7.2 Treasury

Ensure investment returns from all corporate cash holdings meet the benchmark

The benchmark is the UBS Bank Bill Index and our performance is measured against this benchmark. The target result should equal the benchmark return i.e. a 0% variance.

Comment: In 2009-10, the return of our investment of surplus funds outperformed the UBSWA Bank Bill Index (our benchmark) by an average 32 basis points per month for the full year.












7.3 Marketing and communications

7.3.1	Consolidate the Community Feedback Network	Maintain a core group of 300 community representatives from all demographic profiles and promote an open portal encouraging wide community input.	n/a	n/a	Membership has been reviewed, with around 480 members at 30 June. The network members participated in seven engagement activities in first half of 2010. These activities included surveys on major planning activities and e-newsletters.	
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Performance report continued

Completed  Delayed  In progress  Cancelled 

Project	Description	Budget	To date	Comments		
7.3.2	Redevelop the corporate website	Enhance navigation and design of the corporate website to improve interactivity and user friendliness.	\$50,000	\$50,596	This project has completed apart from the launch, which was scheduled for July 2010. Delays were due to design fixes by the external contractor, with the launch to occur in August 2010.	
7.3.3	Implement Corporate Sponsorship Policy	Implement new Corporate Sponsorship Program to ensure equity, accountability and transparency.	n/a	n/a	Project completed.	
7.4 Information management						
7.4.1	Support transfer of Council's water business to new south-east Queensland water authorities.	Extract, transfer and share data, files and assets to support transfer of Council's water business to the new authorities.	n/a	n/a	The Allconnex Water Service Level Agreement for Information & Communications Technology was completed. (The new service was operational on 1 July 2010.)	
7.4.2	Review enterprise information architecture	Review infrastructure components of the enterprise information architecture, to include hardware replacement programs and to consider implications of green information technology initiatives.	n/a	n/a	This project has been delayed due to resources being diverted to other higher priority projects.	
7.4.3	Implement digital signature software	Enhance integrity and electronic transaction capability to improve document workflow (100 licences for 2009-10).	\$60,000	\$60,355	The software was tested and implemented.	
7.4.4	Support ongoing implementation of eDA activities	Continue to participate in pilot programs with Smart eDA, Housing Affordability Fund and RiskSmart Program.	\$20,000	\$3,360	Current projects completed on time.	
7.5 Learning						
7.5.1	Implement Leadership Strategy Phase 1	Design and deliver a tiered series of leadership development programs and activities in accordance with the Leadership Development Strategy.	\$51,000	\$16,842	The project has started. A framework was delivered to Council in July 2010. The leadership development program will be tendered in October, with a start date January 2011.	
7.5.2	Delivery of a fleet driver education and risk program	Provide driver training for both internal and external staff, with at least 100 officers to undertake the training. Identify further opportunities for improvement.	\$20,000	\$20,000	All milestones were achieved for Fleet Services. All planned driver education courses were conducted as scheduled including two additional driver training courses.	
7.6 Organisational improvement						
7.6.1	Complete staff attitude/culture survey	Develop and implement an agreed survey with external benchmarks, analyse results, develop priorities and implement an action plan.	\$40,000	\$12,309	The full employee satisfaction survey is currently in development, with an expected launch in October 2010.	

Performance report continued

Completed Delayed In progress Cancelled

Project	Description	Budget	To date	Comments
7.7 Human resource management				
7.7.1	Ensure safety-related corrective/preventative actions completed on time	n/a	n/a	41 hazard inspections were undertaken by workplace health and safety representatives during the year. Further work is planned to fully integrate processes in 2010-11 and increase inspections to further minimise risk.
7.7.2	Manage safety inspections	n/a	n/a	In 2009-10, 94 corrective action reports were created. Staff across the organisation started working through these with all scheduled to be closed off in 2010-11, according to strict time frames

Ensure safety-related corrective/preventative actions completed on time

Promote integration of the corrective action system and ensure action items are addressed in accordance with level of risk

Comment: In 2009-10, 94 corrective actions reports were opened. A number of the actions are longer term corrective action improvements. These require analysis of the site, policy or process in some cases. Any changes required thorough consideration in terms of impacts in other areas on Council or the community, as well as consideration of budgetary constraints.



7.7.4	Performance management improvement	Design and deliver a new recognition and development (performance management) process aligned with the Organisational Development Plan.	\$5,000	\$170	Minor enhancements to the performance management system are currently being scoped. A full project scope and redesign of Council's performance management system is anticipated for 2010-11.
7.7.5	Implement Attraction and Retention Factor Monitoring Strategy	Design and deliver an ongoing process to identify, benchmark and monitor key factors in attracting and retaining valued employees.	n/a	n/a	The project scoping is still being defined. This project has been prioritised for 2010-11 as part of the Organisational Development Plan ('valuing employees' project).

Looking ahead

Council's priorities and budget allocations for key projects in 2010-11 can be found in our 2010-11 Operational Plan and Budget book, available online at www.redland.qld.gov.au



Performance report continued

Waste Management Services Business Unit

Annual operations report

In 2009-10, the Waste Management Services Business Unit (WMSBU) provided services to Council and the community in accordance with the WMSBU Annual Performance Plan 2009-10. The annual performance plan was not changed during 2009-10.

The Sustainable Resources and Waste Plan (Waste Management Strategy) was finalised and adopted by Council in June 2010. It includes an implementation

plan, which will be rolled out over the coming months and years. The plan has been developed to be flexible, as the state and federal governments' waste management strategies are being developed. The Sustainable Resources and Waste Plan may require amendments based on the strategies approved by other tiers of government.

The WMSBU provided quarterly reports to Council on its performance against key performance indicators (KPIs) outlined in the annual performance plan 2009-10. The KPIs achieved as at 30 June 2010 are outlined below.

	KPI	Key performance indicator	Frequency	APP yearly target	Yearly KPI achieved	
Community and customers	1	Total kgs of domestic waste landfilled per capita/year	Monthly	Max 480	447.5	✓
	2	% recyclable material diverted from kerbside collection (recycling bin only)	Monthly	Min 25	23.8	✗
	3	Waste education – number of activities (events, tours, visits)	Monthly	Min 96	135	✓
Financial	4	Cost per tonne of waste (waste)	Monthly	Max \$105.76	\$81	✓
	5	Operating performance (actual to budget operating expenditure)	Monthly	+/- 5%	4.8%	✓
	6	Earnings before interest, tax and depreciation (EBITD)	Monthly	+/- 5%	13.5%	✗
Internal processes	7	% compliance with EPA licence - waste management	Qtrly	Min 98%	99%	✓
	8	Number of missed wheelie bin services each year (refuse and recycling)	Monthly	Max 504	305	✓
	9	% of capital works program practical completion - % of planned project milestones achieved monthly	Monthly	-	-	-
People and learning	10	LTIF (lost time injury frequency)	Monthly	-	-	✓

The KPI for the percentage of recyclable material diverted from the kerbside collection of waste and recycling did not meet the target and it will be a goal of the WMSBU in 2010-11 to increase this percentage through communications and promotion.

The other KPI not achieved was the target for earnings before interest, tax and depreciation (EBITD). The result to 30 June 2010 was 13.5 per cent, which is actually a positive result for Council as it means that the WMSBU paid more dividend to Council than what was budgeted, due to savings in operational expenses and better than expected revenue. This KPI for the 2010-11 year will be reviewed to ensure it is aligned with Council's financial strategy.

Redland City Council



Statutory information

The following information is required under the *Local Government Act 1993* to be included in the annual report.

The new *Local Government Act 2009* commenced on 1 July 2010, and while all of its regulations are not required to be met for the 2009-10 annual report, we have – where possible – attempted to report against them in addition to the requirements of the 1993 Act.

Executive overview

Council undertakes executive overview through the use of standing committees. These are committee meetings that have defined roles and responsibilities and where elected members and senior Council officers contribute to discussion. Final decisions are made by elected members through an open vote. Officers provide independent advice to elected members to assist their decision-making, but do not vote on decisions.

Committee recommendations are reported to the monthly General Meeting of Council, where Council collectively makes final decisions.

The exception is with the Development and Community Standards Committee, which has delegated authority to make some decisions regarding development applications without going to the General Meeting.

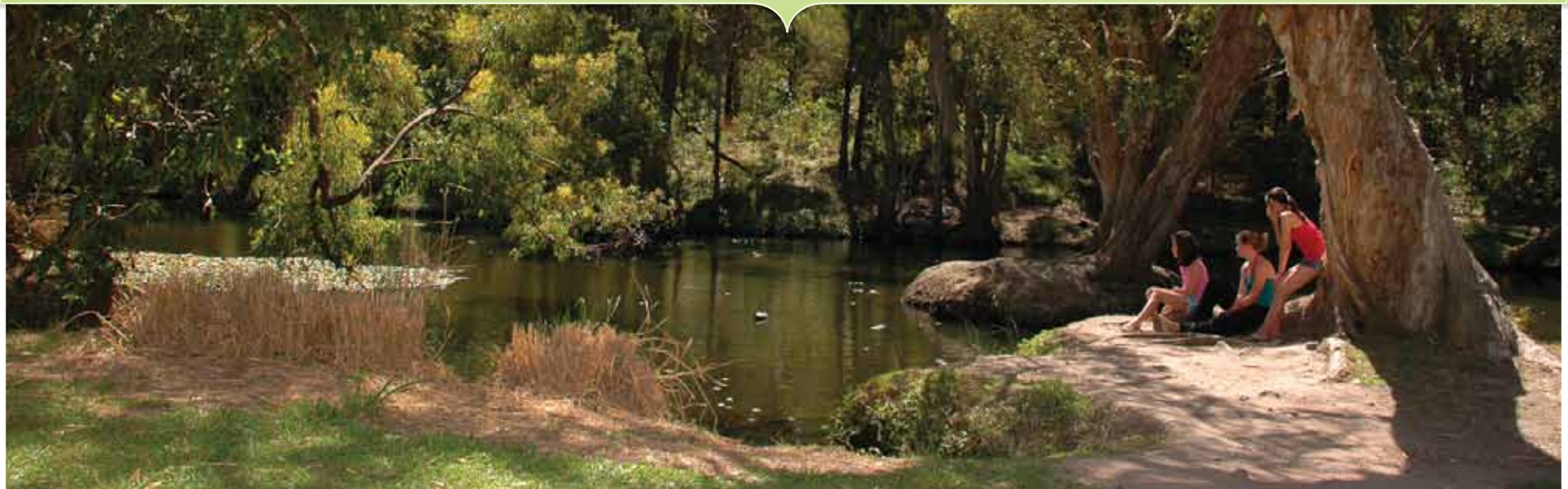
General Meeting of Council

The General Meeting:

- refers matters to relevant committees
- reviews recommendations made by committees
- accepts reports from committees and makes decisions on matters before Council
- is a forum for members of the community to voice their issues.

Council must make sure decision-making supports the community vision and corporate plan in accordance with the *Local Government Act 1993* and other legislation.

The *Local Government Act 1993* required elected members to declare any material personal interest in matters before Council and to remove themselves from any discussions and decision-making on that matter. For a Councillor to have a material personal interest, there must be an expectation of personal benefit, gain or loss for the Councillor or an associate. A register listing Councillors' material personal interests is maintained.



Statutory information continued

Councillor meeting attendance

Total meetings attended July 2009 – June 2010

Meeting	Mayor Cr Hobson	Division 1 Cr Boglary	Division 2 Cr Ogilvie	Division 3 Cr Henry	Division 4 Cr Burns	Division 5 Cr Townsend	Division 6 Cr Bowler	Division 7 Cr Elliott	Division 8 Cr Reimers	Division 9 Cr Williams	Division 10 Cr Murray	Total meetings
General meeting	14	16	15	15	15	16	16	16	16	15	16	16
Development Assessment (to 31 March 2010)	15	16	16	16	16	16	14	16	16	15	16	16
Development & Community Standards (from 1 April 2010)	5	6	6	6	5	6	5	6	6	6	6	6
Planning & Policy	17	17	18	18	17	18	16	16	18	16	18	18
Finance & Corporate Management Committee (to 31 March 2010)	7	6	8	7	5	8	7	7	8	7	7	8
Corporate Services and Governance Committee* (from 1 April 2010)	2	3	3	3	1	3	3	3	3	3	3	3
Customer Services Committee* (from 1 April 2010)	2	3	3	3	2	3	3	3	3	2	3	3
Redland Water Committee	9	11	10	11	9	10	9	11	11	10	11	11
SMBI Communities Advisory Committee	6					7	2					7
Total	71	78	79	79	70	80	73	78	81	74	80	81

Council undertook a review of its committee structure in 2009-10. A new structure was presented and adopted, and came into effect on 1 April 2010.

* The maximum number of meetings for this committee was three.



Statutory information continued

Councillor remuneration

Councillors' remuneration and associated business support costs for 2009-10

Name	Gross salary	Superannuation contributions	*Transport	**Discretionary training and discretionary conference registration	@@Delegations and conference related exps	Mandatory training	Telephone, mobile and blackberries	##Hospitality	Total
Mayor Hobson	\$146,103	\$17,532	\$975	\$806	\$4,649	\$1,205	\$1,531	\$1,183	\$173,985
Div 1: Cr Boglary	\$88,933	\$10,672	\$75	\$880	\$1,256	\$246	\$2,929	\$366	\$105,356
Div. 2: Cr Ogilvie	\$88,933	\$10,672	\$3,210	\$1,275	\$1,785	\$246	\$1,718	\$82	\$107,920
Div. 3: Cr Henry	\$88,933	\$10,672	\$96	\$1,239	\$3,332	\$246	\$1,959	\$140	\$106,617
Div 4: Cr Burns	\$88,933	\$10,672	\$215	\$803	\$1,113	\$246	\$1,894	\$120	\$103,995
Div 5: Cr Townsend	\$88,933	\$10,672	\$1,348	\$80	\$0	\$246	\$1,921	\$70	\$103,269
Div. 6: Cr Bowler +	\$96,088	\$11,531	\$156	\$1,594	\$7,199	\$246	\$5,671	\$170	\$122,655
Div. 7: Cr Elliott ++	\$91,306	\$10,957	\$56	\$0	\$0	\$246	\$2,524	\$0	\$105,089
Div 8: Cr Reimers	\$88,933	\$10,672	\$45	\$80	\$4,988	\$246	\$1,562	\$0	\$106,526
Div. 9: Cr Williams	\$88,933	\$10,672	\$14	\$785	\$0	\$246	\$1,877	\$0	\$102,526
Div. 10: Cr Murray	\$88,933	\$10,672	\$0	\$80	\$4,950	\$246	\$1,408	\$27	\$106,316
Total	\$1,044,958	\$125,396	\$6,191	\$7,621	\$29,273	\$3,662	\$24,994	\$2,157	\$1,244,253
								Support costs	\$514,822
								Total cost	\$1,759,075

+ Cr Bowler's last day as Deputy Mayor 31/03/2010

++ Cr Elliott's first day as Deputy Mayor 01/04/2010

* Costs include travel to islands

** \$5000 allowance per term (provides for registration and training fees)

\$6,000 per annum Mayor or delegate, \$500 per annum per Councillor

@@Includes travel costs associated with events whether attended in a discretionary capacity or as a delegate (on behalf of Council)

As required by the *Local Government Act 2009*, Council's Expenses Reimbursement and Provision of Facilities for Councillors Policy is published in this report as an appendix, on page 134

Senior officer remuneration

- 6 senior contract employees with a total remuneration package in the range of \$200,000 – \$220,000
- 1 senior contract employee with a total remuneration package in the range of \$350,000 – \$380,000

(Packages include salary, superannuation, leave loading and vehicles.)

Statutory information continued

Councillors Code of Conduct and general complaints process

Amendments to the *Local Government Act 1993* (the Act), which became law in May 2005 provide a regulatory framework for the adoption and enforcement of Councillor codes of conduct in Queensland.

On 1 February 2006, Redland City Council adopted the Councillor Code of Conduct in accordance with the procedures set down in the Act. The code replaced the Councillors' Charter adopted by Council 18 December 2002. The code provides Councillors with a frame of reference about their roles, obligations and standards of acceptable behaviour. On 16 September 2008, Council adopted the Model Councillor Code of Conduct in accordance with section 250C of the Act.

On 1 February 2006, Council also adopted the general complaints process in accordance with Section 501D and requirements set out in Section 501E of the Act. The general complaints process provides the procedural framework for resolving complaints about administrative action, minor breaches of the code of conduct by a Councillor and complaints concerning officers of Council.

During 2009–10 the following statistics are reported in accordance with the requirements of Section 534(1)(n) of the Act, for the Councillors' Code of Conduct, and Section 501E(1)(j) of the Act for general complaints process:

- There were 468 complaints made, of which 31 were resolved under Council's general complaints process; 437 complaints were still under investigation at 30 June 2010.

- Of the 468 complaints, 11 related to Councillor matters. Six of these complaints were still under investigation at 30 June 2010.
 - Four of these complaints regarding alleged code of conduct breaches by Councillors were referred to the Conduct Review Panel during the year. Three of these complaints were still under investigation at 30 June 2010.
 - Two of these complaints (including the completed Conduct Review Panel complaint above) were referred to the Minister for Local Government and Aboriginal and Torres Strait Islander Partnerships given that Council could not achieve a quorum to determine the matters and was unable to delegate the matters. The Minister advised that there is no provision under the Act to allow the provision of relief to the affected Councillors when considering these matters and recommended that no further action be taken.
 - One of these complaints has been referred to the Department of Infrastructure and Planning as required by Section 177(6) of the *Local Government Act 2009*. This matter is still in progress.
 - Two of these complaints could not be substantiated and were subsequently closed.
 - One of these complaints was terminated at the request of the complainant.
- There were no adverse findings by the Conduct Review Panel in 2009-10.



Statutory information continued

Employee Code of Conduct

The Employee Code of Conduct assists Council in maintaining public trust and confidence in the integrity and professionalism of its staff by ensuring all employees maintain and enhance Council's reputation.

Employees are required to display the personal and professional behaviours that could be reasonably expected from persons holding positions that serve the community. More specifically, it requires employees to perform professional duties with care, skill, fairness and diligence. Employees are required to engage in ethical conduct, treat all others with courtesy and respect the rights of others. The code of conduct is taken into account in the development and preparation of Council's policies and guidelines. All new employees are provided with training regarding their obligations under the code of conduct. Any alleged breaches of the code are investigated in accordance with Council's guidelines.

Internal Audit

Internal Audit provides the CEO and senior management with assurance that internal control systems are efficient, effective and economically viable, and that risk is appropriately addressed so objectives can be met.

Internal Audit operates as an independent function within Council, reporting directly to the CEO and the Audit Committee with respect to audit/investigation findings. For administrative/financial/employee management, Internal Audit reports to the General Manager Governance.

Internal Audit reviews and advises on:

- legislative and policy compliance
- operational cost-effectiveness and efficiency
- reliability of financial and related management information
- use of public funds and assets under Council's control
- adequacy and accuracy of accounting and computing systems.

Internal Audit also:

- conducts investigations requested by the CEO
- provides an advisory function concerning business improvement processes and systems of internal controls
- manages and co-ordinates the general complaints process for resolving administrative action complaints and complaints about the conduct and performance of Councillors.
- In 2009–10, its findings confirmed satisfactory internal controls exist within Council.

Major achievements:

- Completed all major tasks included in the 2009–10 Annual Audit Plan
- Released 16 audit reports
- Released 33 investigation reports
- Strengthened relationships by providing advisory services to committees and user groups within Council
- Continued to improve professionalism by reviewing and updating procedures and operating manuals for quality control

Audit Committee

The Audit Committee comprised the Mayor, the Deputy Mayor, Chair of the Corporate Services and Governance Committee, and two independent external members. It was chaired by one of the independent external appointees, Mr Len Scanlan, the former Auditor-General of Queensland. The second independent member, Mr Virendra Dua, was appointed in July 2009.

The primary objective of the Audit Committee is to assist Council in fulfilling its corporate governance role and oversight of financial management and reporting responsibilities imposed under the *Local Government Act 1993* and other relevant legislation. The Audit Committee performs an independent overview of the financial and management operations of Council, including the internal and external auditing role.



Statutory information continued

Major achievements:

- Endorsed the risk-based 2009–10 Internal Audit Plan
- Reviewed quarterly end-of-year financial information
- Reviewed audit reports and action taken to address recommendations
- Monitored Internal Audit performance against the approved 2009–10 Audit Plan targets
- Checked the resolution of prior-period Queensland Audit Office audit issues
- Reviewed changes in accounting practices and policies

Under its charter, the committee meets quarterly. The external and internal auditors, the CEO and six General Managers attend each meeting.

External audit

Council is audited annually by the state government's Queensland Audit Office. This provides a statutory mechanism for external review of Council's financial operations and other corporate matters affecting the sound management of the organisation.

Complaints made to Queensland Ombudsman's Office

Category	08/09	09/10*
Development and building controls	11	16
Land use and planning	8	15
Water supply	6	8
Rates and valuations	12	7
Laws and enforcement	20	6
Complaint handling	2	4
Environmental management	7	4
Customer service		3
Parks and reserves	4	3
Financial management		2
Sewerage and drainage	3	2
Community services	2	1
Council properties	1	1
Information management	1	1
Legal services		1
Personnel	3	1
Risk management		1
Roads	3	1
Commercial activities	1	
Investigation	1	
Plant, equipment and stores	1	
Public health	1	
Traffic and transport	1	
Waste management	1	
Total	89	77

*The 08/09 annual report incorrectly stated there had been no complaints to the Ombudsman.

Statutory information continued

The role of policy

Council is committed to being a policy-driven organisation. It has many practices and systems in place dealing with staff, community, suppliers and other stakeholders as part of its commitment to good governance.

Policies/equal employment opportunity

Council values diversity and has zero tolerance for workplace bullying and harassment (supported by Council policy). To complement the policies, a pool of diversity contact officers has been established to ensure all employees have access to appropriately trained contact officers to address any workplace issues or concerns.

Asset management

Council manages a large and diverse asset portfolio ranging from roads and water to parks, marine and waste assets. These diverse assets allow Council to provide services to the community and their long term sustainability is imperative to Council. In recognition that strong asset management is the key to sustainability, Council has adopted an Enterprise Asset Management approach and is currently developing 13 'core' asset management plans for our key infrastructure assets.

These plans will build on the already existing suite of plans and will provide a greater connection to Council's long term financial planning. Each plan will incorporate continuous improvement principles with achievement being reported via Council's balanced scorecard program. A lifecycle approach is embedded in the plans to ensure consideration of all phases of the asset's life from acquisition to maintenance, operation, renewal and disposal.

Compliance

Council is committed to ensuring compliance with legislation, standards and policies. To provide assurance that compliance requirements are being met, a questionnaire is distributed quarterly to identify non-compliances, which are provided to the Audit Committee for consideration.

Risk management

Council has endorsed and implemented a risk management framework and process based on the Australian Standard for Risk Management, AS/NZS 4360:2004. The Risk Management Policy and Strategy aims to achieve best practice in managing the risks Council is exposed to.

It identifies and addresses priority exposures and incorporates risk management strategies, risk improvements and contingency planning into Council's business. Ongoing risk is monitored and reviewed to account for changes in Council's operations and to enable well-informed decisions on risk controls.

Strategic, operational and activity risks across Council have been identified and assessed as to likelihood and consequence. Current and future treatments and control measures have also been established.

Risk registers for all activity-level risks across Council were reviewed and updated using AS/NZS 4360:2004. This ensures effective management of risks to project delivery, initiatives and activities.

Available risk management control measures include insurance. In accordance with the *Local Government Act 1993*, Council holds public liability, professional indemnity and fidelity guarantee insurances and also insures its property assets and other major risks such as personal accident.

Council is a licensed Workers' Compensation self-insurer. Successive independent audits have highlighted Council's commitment to best practice, legislative compliance and continuous improvement.

During the year, Council received a Commendation Award in the Queensland Local Government Mutual Risk Management Excellence competition. These awards recognise innovation and initiatives in risk management.



Statutory information continued

Performance management

Council has adopted a performance management framework, to ensure our annual program is driven by our corporate plan and to monitor progress on the delivery of our commitments. This framework includes assessing the progress of implementing Council's

1. Monthly Council Performance Report

The Corporate Balanced Scorecard reports to Council the organisation's overall performance outcomes. It comprises a set of high level KPIs developed to reflect financial, customer service and business process performance. This report provides Council with a progressive snapshot on how the organisation is performing during the year and is tabled at each General Meeting. The reports are available for public access on Council's website as part of the meeting minutes.

2. Quarterly Operational Plan Report

The quarterly report to Council provides an assessment of progress against the performance targets and initiatives identified in the Operational Plan. This more comprehensive report shows progress against key indicators and on significant projects and initiatives. It is available to the public as part of the agenda and minutes for each General Meeting.

3. Business plan and service level agreement (SLA) reports

Business units report regularly to senior managers on significant activities and their achievement against service level agreement targets. This report focuses on performance at a major activity or project level and is regularly used by management to monitor planned progress in regular service delivery areas.

Right to Information and Information Privacy

During 2009-10, 60 applications were received requesting access to Council documents. Of these, 42 were made under the *Right to Information Act 2009 (RTI)* and 18 applications were made under the *Information Privacy Act 2009 (IP)*. The total number of applications was the same as the applications received in 2008-09 under the *Freedom of Information Act 1992*.

Of the 42 *RTI* applications, two were withdrawn, 38 proceeded to decision and two remaining outstanding at 30 June 2010. Of the *IP* applications, 17 of the 18 applications proceeded to decision, with one remaining outstanding at 30 June 2010.

Of the 60 applications received, 56 (93%) were either dealt with within 25 business days, or by the extended deadline agreed by the applicant. Four applications (7%) were completed outside the required timeframes.

A total of 10,747 pages were considered for release, 7,190 were released in full, 2,797 in part and 760 pages refused access. On average 94.5% of pages were released to applicants in full or in part.

Applicants who are dissatisfied with a decision under *RTI* or *IP* can request an internal or external review. In 2009-10, six requests were received for internal review. Four of those internal reviews resulted in a change to the original decision (additional documents provided), one review upheld the original decision and one review remained outstanding at the end of the financial year.

A total of four applicants requested external reviews on their application decisions (three following internal reviews). Three of these are still awaiting a decision by the Office of the Information Commissioner. One decision was varied (more documents supplied).



Statutory information continued

Key corporate governance legislation in local government

Council must comply with a great deal of legislation, all aimed at better corporate governance outcomes for the community. The most important, from a corporate governance perspective, are:

- *Crime and Misconduct Act 2001*
- *Information Privacy Act 2009*
- *Judicial Review Act 1991*
- *Local Government Act 1993*
- *Public Sector Ethics Act 1994*
- *Right to Information Act 2009*
- *Workplace Relations Act 1996*.

Council also has policies that help to guide its activities and programs. At regular intervals, compliance with the above legislation, policies and related corporate governance requirements are assessed and reports of any non compliance and remedial action to address any issues are provided to the Audit Committee.

Shareholder's delegates

Council was not part of any local government-owned corporations as defined in s.59(1) of the *Local Government Act 1993* in 2009-10.

Cooperation between councils

Council has no formal arrangements under s.59(1) of the *Local Government Act 1993*.

Public Sectors Ethics Act 1994 – implementation statement

Redland City Council has in place an Employee Code of Conduct and a Councillor Code of Conduct. All staff and Councillors have free and open access to the codes. The codes are also published on Council's website (www.redland.qld.gov.au) and are available to all members of the public for inspection.

Council has a range of education and training programs that include specific training on public sector ethics and our codes of conduct. Council's procedures and practices have been developed with proper regard for the ethical obligations of staff and Councillors and compliance with the codes of conduct.



Statutory information continued

Registers kept by Council

- Register of Councillors' Interests and register of Council officer interests
- Minutes of Local Government Meetings
- Register of Delegations, to the Mayor, Chief Executive Officer, Standing Committee or Committee Chair
- Register of Local Laws and Subordinate Local Laws
- Register of Authorised Persons
- Register of Delegation by CEO to Employees of Council
- Register of Council Policies
- Register of Adopted Committee and Council
- Meeting Dates
- Register of Regulatory Fees
- Business Activities Register
- Register of Electoral Gifts
- Register of Roads in its Area

Details of overseas travel

Mayor and Councillors

Name	Position	Destination	Purpose	Cost
Councillor Melva Hobson	Mayor	Korea/China	Asia Pacific Cities Summit and meetings with businesses, Mayors and other officials	\$3,664

Staff

Alan Burgess	Manager, Economic Development	Korea China	Asia Pacific Cities Summit and meetings with businesses, Mayors and other officials	\$4,179
Paula Kemplay	Senior Advisor Waste Planning	UK	UKTI Trade Mission to examine the UK waste industry's future challenges and latest technological innovations in resource and energy recovery from municipal waste.	\$4,271
Total				\$12,114



Statutory information continued

Revenue Policy

Head of Power

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

Policy objective

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

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

Visit www.redland.qld.gov.au for the complete Revenue Policy in the Operational Plan and Budget book for 2009-10.

The exercise of concession powers in relation to rates and charges

Chapter 14, part 6 of the *Local Government Act 1993 (the Act)* provides Council with the powers to grant concessions to individuals and classes of land owners. Council has determined that pensioners, as defined by the *Act*, are entitled to receive concessions on rates and various other services that Council provides to the community. Other charitable organisations, community groups, sporting associations, independent schools, and owners of heritage-protected properties may also be entitled to concessions.

In exercising these concession powers, Council is guided by the principles of:

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

Rebates and concessions

Pensioner concessions on general rates provided to eligible pensioner ratepayers in 2009-10:

For ratepayers in receipt of a maximum pension	\$324 per financial year
For ratepayers NOT in receipt of maximum pension	\$162 per financial year

A pensioner concession on separate and special charges (canal, lake, environment, landfill remediation and rural fire charges) was available to eligible pensioners.

Farming concessions

Council provides a concession to property owners whose land is being used for the business of farming (primary production).

Special rate or charge

Council applied a City Canals Special Charge, a Lake Levy and a Rural Fire Levy. The canal and lake estates of Raby Bay, Aquatic Paradise and Sovereign Waters required ongoing capital renewal, maintenance, dredging and cleaning of waterways. These costs were recovered from their respective reserves, which were funded via a special canal and lake levy charge. Funds raised from the Rural Fire Levy were contributed to the rural fire brigades on the Southern Moreton Bay Islands to purchase and maintain equipment and provide a fire service to properties in the benefited area.

Borrowing Policy

Head of power

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

Policy objective

The objective of the policy is to ensure the sound management of Council's existing and future debt. This policy is reviewed annually and amended as and when required to meet prevailing circumstances. Visit www.redland.qld.gov.au for the complete Borrowing Policy in the budget.

Statutory information continued

Services rendered by a consultant

Waste Management Strategy	\$177,666
IM Business Improvement	\$77,830
SHP Land Management Plan	\$50,754
Commercial Use – NSI Open Space	\$50,000
Corporate Project Management System	\$30,000
Tourism Development Administration	\$18,500
Other	\$64,510
Total	\$469,260

Total entertainment and hospitality services

Special events	\$232,386
Catering	\$235,746
Meetings and seminars	\$30,287
Awards	\$29,608
Other	\$19,088
Total	\$547,115

Advertising

Advertising	\$612,179
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Business activities

Type 3 businesses in 2009 –10

- School aged care
- Caravan parks
- Redland Performing Arts Centre
- Building certification

Type 2 businesses in 2009 –10

- Waste Operations
- Redland Water

Funds from another government

\$50,000 – Arts Queensland (Regional Arts Development Fund)

Community service obligations

See pages 63, 67, 131, 132

Corporate Purchasing Policy

All Council's purchasing activities, tenders and quotations were governed by Council's Purchasing Policy, the *Local Government Act 1993*, *Local Government Finance Standard 2005*, the State Procurement Policy (where appropriate) and the *Trade Practices Act 1974*. Council must follow the *Local Government Act* for all purchases over \$15,000 and up to \$150,000 by way of competitive quotation. For purchases greater than \$150,000, Council had to invite public tenders. For purchases less than \$15,000 Council could provide its own policy:

This policy governs all Council purchasing activities, including business units, irrespective of value. The following principles are considered in all purchases:

- open and effective competition
- value for money
- advancement of government priorities
- enhancement of the capabilities of local business and industry
- environmental protection
- ethical behaviour and fair dealing

Council purchase by location

Redland City	\$37,779,691 (32% of total spend)
Outside Redland City	\$115,689,027

Tenders and expressions of interest

There were no changes to tenders.

There were no expressions of interest called under s.489(1) of the *Local Government Act 1993*.

Statutory information continued

Grants to community organisations

In 2009-10, Council committed \$807,365 to 225 organisations and individuals through its Community Grants Program and the Regional Arts Development Fund. Highlights include:

Program	Value of grants provided	Number of recipient organisations/individuals
Organisation Support Grants	\$85,476	31
Project Support Grants	\$251,975	37
Capital Infrastructure Support Grants	\$317,355	9
Mayor's Small Grants	\$48,185	129
Regional Arts Development Fund (in partnership with the Queensland Government)	\$104,374	19

For full details on Council's Community Grants Program, go to www.redland.qld.gov.au

Length of roads within the Redlands

	2005-06	2006-07	2007-08	2008-09	2009-10
Land under roads	991 km	1,001 km	1,001 km	1,014 km	1026 km
Length of roads owned by Council	912 km	922 km	930 km	935 km	947 km
Length of roads owned by other entities	79 km	79 km	79 km	79 km	79 km

