



Redland Shire Council | 04 > 05 Annual Report

04 > 05

Annual Report

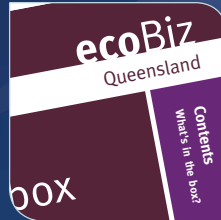


Highlights

Draft Redlands Planning Scheme completed and exhibited; 6,500 submissions



Successful piloting of ecoBiz program encouraging savings in energy, waste and water by businesses



Completion of \$6.5 million road construction program using internal resources



97% completion of biggest capital program in Shire's history



Won state and national Australian Service Excellence awards for best customer service by a government agency



Launched myServices portal to facilitate online customer payments, searches and requests

Rebuilt and recommissioned North Stradbroke Island water treatment plant following a serious fire in 2004



Exceeded all financial targets for maintaining financial health



Conducted a Shire-wide recycling campaign resulting in significant increases in household recycling yield



Provided training and employment skills for more than 300 participants in the Redlands Training Catalyst programs



Conducted community consultation for 30 environmental, infrastructure and development projects



Completed land management plans for Flinders Beach and Orchard Beach

Our Vision

Our vision is to enhance community lifestyle and the natural environment.



Our Mission

Our mission, in partnership with our community, is to provide the best value in:

- Protection and maintenance of lifestyle and natural environment
- Leadership, planning and representation
- Community and regulatory services
- Infrastructure and facilities.

Our Values

We value continuous improvement and ethics and are service-oriented.



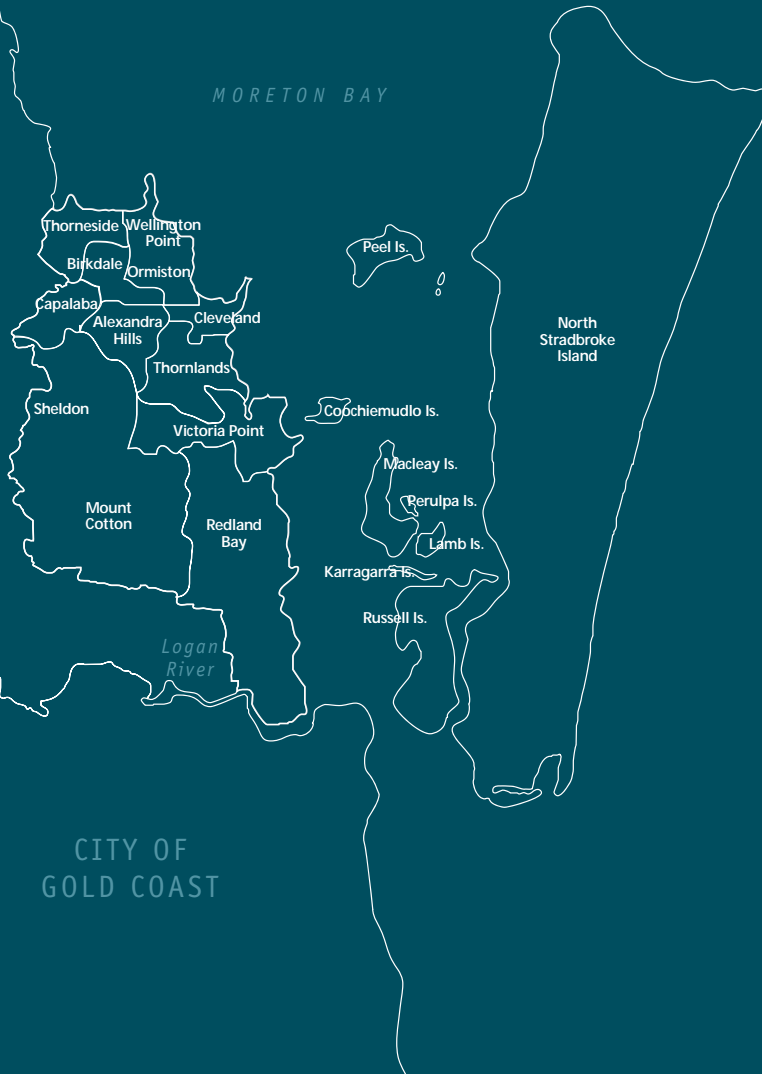


CITY OF
BRISBANE

MORETON BAY

CITY OF
LOGAN

CITY OF
GOLD COAST



Communications Objectives

- To provide a complete and accurate record of Council's performance for the 2004–05 financial year to the Redlands community
- To appeal to all Council's stakeholders including ratepayers, residents, businesses, interest groups, news media, all levels of government, staff and the wider general community.
- To detail in plain language how Council delivered the community's priorities set out in the Corporate Plan 2002–06.
- To show Council's commitment to the highest levels of corporate governance, including Triple Bottom Line reporting, which integrates social, environmental and economic performance.
- To review broadly what Council set out to achieve in the financial year 2004–05 and beyond.

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...more to life, more to explore, more for business.

Redland Shire in south-east Queensland combines quality living and working environments. This is reinforced by a relaxed coastal lifestyle, strong community values, excellent transport links and outstanding cultural and natural attractions in mainland and island locations.

Ongoing population and business growth since the Redland Shire Council was formed in 1949 have not detracted from the Shire's easygoing pace. Likewise with its ready availability of land and water-based recreational opportunities, extensive education offerings, excellent healthcare facilities and a burgeoning tourism industry.

Just south-east of Brisbane, Redland Shire covers 537 square kilometres. It includes Cleveland, the civic centre, Capalaba, the main business/transport hub, hinterland areas such as Mount Cotton, the Southern Moreton Bay islands – Lamb, Karragarra, Macleay, Coochiemudlo and Russell – and the prime visitor drawcard, North Stradbroke Island.

One of the seven fastest growing local government areas in south-east Queensland, the Shire's population in June 2004 was estimated to be 127,777. This is projected to increase at an annual rate of 1.6%, with a population of 176,025 anticipated by 2026.

Council is committed to attracting and supporting businesses that provide sustainable job growth and complement the Redlands lifestyle and environmental advantages.

In line with the new Shire branding, Redlands on **Moreton** Bay continues to offer **More** to life, **More** to explore and **More** for business.

The changing face of Redland Shire

The Redlands has maintained an annual growth rate exceeding 2.3%.

The Shire's demographic profile over the next 10 to 12 years is expected to reflect:

- a higher proportional increase in the 65+ age group, an increase in the 20–40 year age group and a relative status quo in the 0–20 age group
- a decrease in household occupancy
- a decreasing level of household ownership
- an increased number of households with one occupant, single parents and couples without children.

The highest level of population increase is expected in Thornlands, Redland Bay, Wellington Point and Victoria Point.

March 2005 Projections

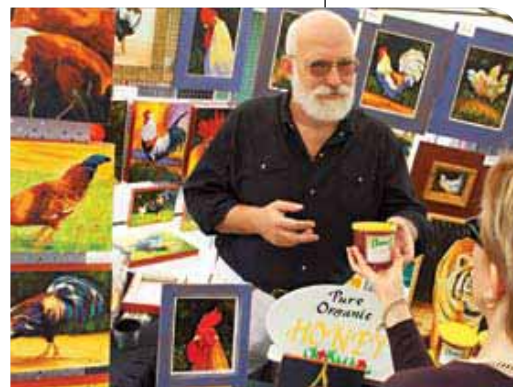
	2001	2006	2011	2016	2021
Alexandra Hills	17,864	17,383	17,355	17,603	17,396
Birkdale	13,734	14,543	15,332	15,988	16,028
Capalaba	17,709	17,526	17,565	17,902	17,824
Cleveland	13,203	14,056	14,732	15,740	16,405
Ormiston	5,209	5,849	6,365	7,074	7,417
Redland Bay	7,093	11,050	13,773	15,611	16,138
Sheldon-Mt Cotton	4,457	5,263	7,620	9,261	10,313
Thorneside	3,488	3,516	3,655	3,920	4,129
Thornlands	7,627	11,285	15,223	20,292	24,158
Victoria Point	12,184	14,107	15,491	16,492	16,851
Wellington Point	8,582	10,569	11,675	12,554	13,060
Redland (S) Bal	6,102	6,953	7,469	8,143	8,715
Total	117,252	132,097	146,259	160,583	168,435

Source – Department of Local Government & Planning, Planning Information & Forecasting Unit (PIFU).
Based on December 2003 revised projections and subject to review by PIFU in 2006.





	2000-01	2001-02	2002-03	2003-04	2004-05
Financial (CPI adjusted to current dollars)					
Total Revenue	123,596,849	136,747,560	142,338,080	157,778,168	168,537,404
Operating Revenue	121,055,563	123,946,526	127,024,215	127,639,879	135,096,659
Operating Expenses	120,430,242	119,398,692	123,047,577	123,214,823	138,476,555
Rates Revenue (after discount)	91,189,181	91,806,123	94,110,379	93,883,920	99,443,558
Rates Revenue as % of Total Revenue	65.78%	61.62%	62.64%	58.02%	59.00%
Total Assets	1,065,452,749	1,073,107,071	1,063,773,802	1,325,216,536	1,499,867,633
Debt/Assets Ratio	9.86%	10.10%	9.88%	8.18%	7.52%
Outstanding Loans Borrowings	105,065,271	108,337,969	105,049,475	108,436,373	112,800,750
Debt Servicing Ratio	15.17%	15.13%	15.57%	13.56%	14.02%
Expected Term of Debt (weighted)	7.2 years	7.6 years	7.5 years	8.7 years	9.3 years
Economic					
Total building applications received (domestic and commercial)	3,104	4,743	5,074	5,053	3669
\$ Redland Shire Council spends in the local postcode area for purchases	18,686,374	18,971,208	21,064,307	17,857,691	21,533,286
Staff					
Number of staff (inc. casual and part time)	820	858	898	921	1106
Breakdown as at 30 June 2005:					
<ul style="list-style-type: none"> • 768 FT permanent staff, • 101 PT permanent, • 21 permanent job share, • 69 contract of service, • 147 casual. 					
Infrastructure					
Land under roads	840km	850km	860km	875km	900.5km



	2000-01	2001-02	2002-03	2003-04	2004-05
Community					
Library membership	64,384	60,202	56,493	55,551	56,744
Number of children in outside school hours care	720	800	860	920	800
Number of hours of respite care delivered	16,700	24,750	30,093	29,717	37,307
Dog registrations	17,245	17,866	18,208	18,902	20,193
\$ value of grants to community from Council	1,582,987	1,077,525	1,265,055	1,550,903	1,375,416
Environment					
Hectares of bushland under conservation	1,712.8	1,724.0	3,155.0	3,165.6	3,165.6
Approximate number of trees planted	23,605	22,830	24,300	40,961	21,196
Area treated for mosquitoes (in hectares)	4,780	5,620	6,347	6,307	6,033
Redland Water and Waste					
Water					
Water treated (ML)	18,053	18,575	17,562	18,120	19,022
Water consumption (ML)					
Residential		14,566	14,007	13,773	15,149
Commercial		1,392	1,463	1,426	1,650
Council		405	361	302	376
Other		214	210	187	214
Total consumption (ML)	15,652	16,567	16,040	15,688	17,389
Number of meters	40,483	41,833	43,327	44,760	46,050
Wastewater					
Wastewater treated (ML)	10,117	9,661	9,595	9,480	9,319
Waste					
Number of kerbside waste (weekly) and recycling (fortnightly) collections	43,179	44,681	46,102	47,381	48,404 (refuse) 48,383 (recycling)
Total recyclables (tonnes)	6,655	7,428	7,494	7,939	8,930





...Key decisions
take into account
long-term sustainability
issues.

Once again it is my pleasure to introduce Redland Shire Council's 2004–05 annual report and invite you to review our performance. This report clearly spells out our achievements for the community during this time – as well as looking ahead at our plan of action for the financial year 2005-06.

Council's focus this year has been to continue building on its sound governance systems to ensure accountability, transparency and sustainability.

This year's figures clearly demonstrate the level of professionalism that has been attained in the financial management of your Council. Every key decision now takes into account long-term sustainability issues, increasing the integrity of financial decisions.

The balance sheet further confirms confidence in accountability with the total community equity rising to \$1,360,574,615, an increase of \$202,605,958 over the previous year.

As well, we made some considered and far-reaching decisions as to the best ways to achieve sustainable growth in the Shire in coming decades.

Council also joined with other south-east Queensland local governments to tackle the serious regional water supply shortages caused by the longest drought in history. While our Shire is fortunate in having its own sources of water, Council believes that by introducing water restrictions along with the rest of south-east Queensland, it is a clear message for all residents and businesses that it must value and use water supplies more wisely.

First Four-year Financial Plan

Council continued to deliver a strong financial performance, meeting all key performance measures set out in our 10 year Financial Strategy. It is an indicator of a healthy financial future for Council in its continuing commitment to deliver cost effective services.

I was particularly proud to introduce a four-year financial management plan to cover the term of this Council. The first of its kind in Council's history, the plan further refined the variable rating system. These changes ensure greater fairness and equity when it comes to ratepayer contributions to community services and capital works in the Shire.

The plan also provided the community with financial certainty and transparency over the longer term, in a climate of dramatically increasing property values.

Balanced Growth Decisions

Planning for balanced, sustainable growth was also an ongoing priority. Council's involvement took place at both regional and local levels. We had input into the State Government's first South-East Queensland Regional Plan which provided a blue print for future growth in the region in terms of where that would happen and the infrastructure that would be needed.

With the bigger picture in mind, Council also refined its own draft Redlands Planning Scheme (RPS). Finding the right balance for development that would house our share of new residents to the region and give the Redlands the best possible future, has been a significant undertaking for Council.

Last financial year Council decided to extend the timeframe of our draft Scheme to 2021 to more closely align with the life and intent of the new Regional Plan. This required changes to the draft Scheme to reflect this new timeline.

Nearly three years in the making, the draft Planning Scheme has been the subject of passionate debate and engagement with residents.

Revisions to the Scheme have been incorporated into the draft Plan and sent to the State Government for final review with adoption and implementation by Council expected for early 2006.

Focus on the Economy

A continuing longer term challenge for Council is to make sure there are suitable employment areas to accommodate needed investment and employment. These must be achieved within the framework and constraints of the SEQ Regional Plan and our own draft Planning Scheme.

While I am delighted that unemployment in the Shire now stands at 3%, well below state and national benchmarks, it is also important to report on our progress towards greater local economic sustainability.

A major marketing program to boost tourism and investment in the Redlands was rolled out this year. Introducing our new Shire brand Redlands on Moreton Bay... **More** to life, **More** to explore, **More** for Business, the campaign was strongly supported by the business community. Complementing the campaign was the appointment of a tourism development coordinator to identify and package new tourism products.

Our popular Business Grow program continued to provide free information and contacts to help local businesses thrive. As well, the Redlands Training Catalyst provided free training opportunities, particularly to those who are often unable to access training. This 'win-win' enterprise, now in its second year, creates a local, qualified workforce for a range of industry sectors including aged care, child care and horticultural operations where job shortages traditionally exist.

Online access to development applications also began this year as part of Council's commitment to improve this service. More work is being carried out to allow for online lodgment of development applications in 2006.

In closing, I would like to thank Councillors and staff for their diligence and hard work on behalf of the Redlands community in the past year.


Mayor Don Seccombe

...Council focuses on customer service and value for money for our community.

I am pleased to report that Redland Shire Council successfully delivered another strong performance for the Redlands community on all fronts during the financial year 2004–05.

This was particularly gratifying as our Council, along with many others in south-east Queensland, continued to experience pressure for increased services because of strong population growth.

Against this background, Council's ongoing focus remains the delivery of improved customer service and value for money for our community. I believe this philosophy is now embedded into the organisation with staff very much aware of the impact each can make on overall efficiency.

Operational Plan Goals Met

We successfully met the objectives and goals set out in the annual operational plan, achieving or bettering financial goals. Budgeted projects and services, within Council's control, were carried out on time and on budget. Over 90% of the record \$58.5 million capital works program was delivered on schedule.

Financial Highlights

Key financial indicators in this report are:

- Net wealth, or the difference between assets and liabilities, increased by \$202.6 million to \$1,361 million
- Ability to repay debts continued to improve, so that for every \$100 of commitments, Council has \$229 in cash
- The cash balance at year-end was \$61.3 million, up \$4.85 million from a year ago
- New loans of \$19.37 million to finance large infrastructure projects, bringing the total debt to \$112.8 million
- Loan repayments as a percentage of revenue increased to 14.0% or 3.0% below the short-term performance indicator.

For the sixth year in a row, the Queensland Audit Office signed off Council's financial statements without qualification.

Governance

For some years, Council has paid particular attention to improving internal systems and processes. Our aim is that our operations both perform and conform to the highest standards of governance in Australia.

With this in mind, we added the Balanced Scorecard management system, which cascades through corporate, departmental and group levels of the organisation. This system measures performance in four strategic business areas: finance, customer, business process and learning at all levels, resulting in continuously improving outcomes.

As well, all management levels now formally present regular compliance certificates about their specific areas of responsibility.

Major Initiatives

Once again, the operational focus of the organisation was the community's five priorities shown in the Corporate Plan 2002-2006. These are natural environment, physical character, essential services, community health and wellbeing, and economic growth.

Some of the key achievements in 2004–05 were:

- Upgraded Victoria Point and Thorneside wastewater treatment plant
- Rebuilt North Stradbroke Island water treatment plant after fire
- Finalised draft Redlands Planning Scheme, which is expected to take effect in the first quarter of 2006
- Continued marketing campaign to boost tourism and investment in the Shire
- Expanded online customer services to include rates payments, water consumption graphs, property searches, animal registration renewals, development application tracking, customer services requests
- Implemented Wellington Point Reserve Masterplan.

Customer Service Excellence

A highlight of the year was Council's Customer Service Unit winning both the state and national Australian Service Excellence awards in the government category. It was a well-deserved honour which recognised Council's customer focus.

Another important milestone was the creation of Council's first Customer Charter. Distributed widely, it commits Council to a series of service standards that customers can expect for personal, telephone, correspondence and email communications.

People Challenges

Council experienced firsthand strong competition in the job market for scarce skills such as planners, engineers and some trades. Expected to be a continuing challenge, these shortages will need innovative approaches to attract and retain staff in a demanding marketplace.

We have also had a close look at the makeup of Council's workforce with an eye on the future. With 40% of current staff reaching 55 years and over in the next decade, we are creating an action plan to capture the wealth of corporate knowledge held, and provide stability and continuity in our future workforce.

Employment equity is also an area Council intends to improve. We want to help women reach supervisory levels in the organisation, where they are under-represented. Currently, women make up 54% of the workforce, but only 28% hold senior positions.

As Chief Executive Officer, I would like to acknowledge and recognise that productive teamwork has brought about the many successes through the year. I look forward to many more in the new financial year 2005-06.

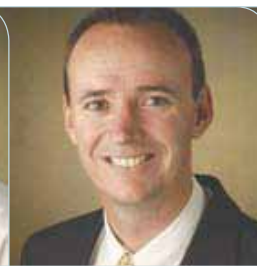
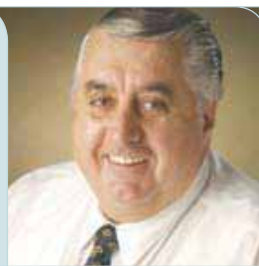


Susan Rankin – Chief Executive Officer



Mayor Redland Shire
Cr Don Seccombe (far left)
Deputy Mayor
Cr Alan Beard (left)

Councillors >

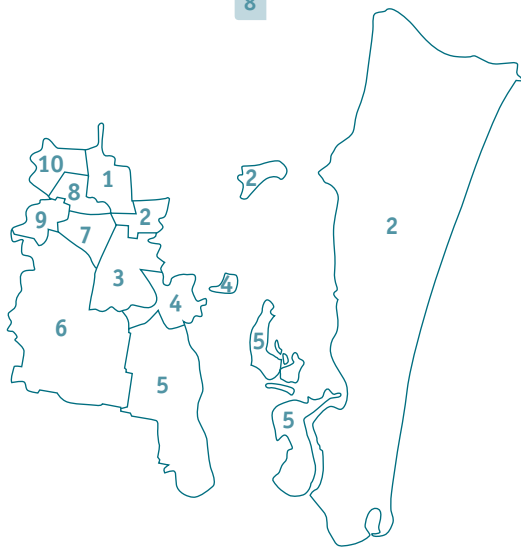


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...serving the
diverse interests of the
Redlands community.

Redland Shire Council is made up of a Mayor and ten Councillors elected by the community to represent the interests of everyone in the Shire. The term of office is four years, which expires in March 2008. Councillors make decisions on facilities and services to be provided for the Redlands. They also make local laws to help provide a safe and orderly community. Redland Shire is divided into ten divisions, with a Councillor representing each one.

2001–2008

Mayor Don Seccombe

Redland Shire Mayor Don Seccombe was elected in June 2001. He is devoted to ensuring the highest levels of professionalism at Council and a sustainable future for the Redlands. Don has had extensive business experience including directorships in three companies and held the post of national sales manager with a major agricultural supply corporation.

A former Queensland Sheffield Shield cricketer and champion tennis player, he has also been active in the local sporting and charitable arena over the past 23 years, including his ongoing role as President of the Redlands Sporting Club.

Born at Goomeri, Queensland, Don was educated at the Queensland Agricultural College, Gatton. He moved to his parents' farm in Wellington Point in 1964 and later built his first home nearby in 1966. Don is patron of many community and charitable organisations. He lives in Cleveland with wife Wendy, and their three children also make their homes in the Shire.

2004–2008

1 Councillor Alan Barker

Cr Alan Barker grew up in the Bayside area of Wynnum–Manly and moved to the Redlands in 1976, where he and his wife Chris built the home that they still live in at Wellington Point.

Alan and his wife have been married for 33 years and have three daughters, all settled within Redland Shire.

Most of Alan's 30-year career was spent at Telstra, beginning as a technician before being selected to become an account/sales manager for many successful years.

After a successful corporate career, Alan decided to take up the challenge of running the local post office at Wellington Point. The family now employs five staff to assist in running the business, allowing Alan the time to focus on his role of Councillor.

He believes he now has the time, business experience and desire to represent the people who live in an area he cares so much about.

2004–2008

2 Councillor Craig Ogilvie

Cr Craig Ogilvie was raised in Sydney but completed his education, including two university degrees, in Canberra.

Craig has been based in the Redlands for the last 15 years. He has worked at the Australian Institute of Sport and at one stage spent three years in Japan running his own business importing Australian made sporting goods. He speaks Japanese and has tourism industry experience.

He became motivated to run for Council out of a love for the area and a belief that he could make a contribution.

Before coming to Council he was a co-organiser of the Redlands Rates Reform Group and was President of the North Stradbroke Island Community Association. He is patron of Redlands United Soccer Club and North Stradbroke Island VMR. He is Vice President of Queensland Cancer Fund Redland Branch.

2004–2008

3 Councillor Debra Henry

Cr Debra Henry has lived in Thornlands with her husband Frank and their family since 1989.

She has a background in tourism, hospitality and small business management. A believer in equity between generations, Debra has firm convictions about appreciating the things that contribute to our lifestyle and the provision of adequate community facilities and infrastructure for a growing population.

Debra was awarded a Centenary Medal for services to the community and contribution to government. She supports the Redlands having a diversity of educational, employment and business opportunities and access to a range of cultural, sporting and recreational facilities.

Her appointments to the Community Safety Committee and the Greenspace Enhancement Advisory Committee have enabled her to continue to work on matters of safety and the environment of which she has special interest.



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2000–2008

4 Councillor Peter Dowling

Councillor Peter Dowling was first elected in 2000 as divisional Councillor for Victoria Point and Coochiemudlo Island. Married with two children, he comes from a background of sales and management which he credits for his strong communication and problem solving skills.

Councillor Dowling is Chairman of the Development Assessment Committee, member of Contiguous Local Advisory Group and the Greenspace Enhancement Group and is involved in several other local area interest groups.

He believes Council faces the challenges of managing development in the areas determined by the south-east Queensland Regional Plan, providing adequate infrastructure within the Shire, enhancing and protecting the environment and fulfilling the expectations of the community.

Councillor Dowling is looking forward to his involvement in these complex issues and is confident the goals of the Council will be achieved.

2004–2008

5 Councillor John Burns

Cr John Burns has been a lifetime resident of the Redlands and had a career in small business for 35 years. Highlights in Cr Burns' life have included his marriage of 40 years, raising three daughters and enjoying four grandchildren.

From 1994–00 he was Councillor for Victoria Point and for three years each was Chair of Engineering Services and Environment and Planning. He was elected in 2004 as the Councillor for Redland Bay/Southern Moreton Bay Islands. He is currently the Chair of the Planning and Policy Committee and a representative on the Contiguous Local Authority Group Management Committee.

He is a member of the Sharks Sporting Club (25 years), a founding and life member of Redland RSL Fishing Club, a member of the Redland Services Club (40 years) and a founding member of APEX Cleveland.

1994–2008

6 Councillor Toni Bowler

Prior to her appointment in 1994, Cr Toni Bowler was active in the family electrical business and an administrator for Life Education. Cr Bowler firmly believes that people choose to live in the Redlands for its unique environment, recreational activities and varied employment opportunities.

She views sustainable tourism as an enormous opportunity for the Shire and its vast array of natural assets.

She has served as Vice President of Australian Local Government Women's Association (Qld) and has been a member of the Police Citizens' Youth Club for 15 years. Cr Bowler is married to husband Paul and they have three children.

1997–2008

7 Councillor Murray Elliott

Cr Murray Elliott has lived in Alexandra Hills for the past 17 years.

He spent many years working throughout the State in the Queensland electricity industry, is a qualified electrician and holds an Associate Diploma in Electrical Engineering (Power Systems). Many residents would know Murray from his days as owner-manager of the Alexandra Hills 7 Day Hardware.

His main interest is for a sustainable future for Redlands with a focus on the natural environment, public transport, road and traffic issues.

He has a strong sense of responsibility to keep residents informed and in line with this distributes regular newsletters and meets with residents at the Alexandra Hills Shopping Centre every second Saturday morning.

He also attends meetings of many local groups including the Alexandra Hills Sports Club and the P&Cs of Alexandra Hills State High School, Vienna Woods State School and Hilliards State School.

1997–2008

8 Councillor Alan Beard

Cr Alan Beard has lived in the Redlands for 20 years. He was elected to Council in 1997, became Deputy Mayor this year and was recently elected as the SouthROC representative on the Regional Landscape and Open Space Advisory Committee. He is also Chairman of the Shire's Green Space Enhancement Advisory Group and the Redlands Spring Festival. Cr Beard describes himself as a 'balanced environmentalist'.

Together with his wife, well known singer Kim Durant, Alan has been heavily involved in charitable work throughout Queensland, raising \$250,000 for the Spina Bifida Association in 1994 and \$150,000 for the Leukaemia Foundation in 1996.

Cr Beard works closely with Council on special events projects and is a Chairman/Producer of

the Mayor's Variety Spectacular, Christmas by Harbourlight and the Redlands Spring Festival.

He is involved with many sporting and community groups including the Birkdale Progress Association, School P&C committees and sporting clubs based at Judy Holt Park.

2004–2008

9 Councillor Karen Williams

Cr Karen Williams has lived the majority of her life in Redland Shire. As a dedicated mother of two daughters, she believes in preserving the sense of community and social justice that she feels privileged to have grown up with.

She has worked in merchant banks in the domestic money market in Brisbane and Sydney and has owned two successful floral studios. A well-respected independent country music singer/songwriter, she has toured Asia, Australia and New Zealand.

Working closely with the community, Cr Williams provides support for several groups including the Lions Club of Capalaba, St Anthony's Parish, Redlands Modern Country Music Club, Police Citizens' Youth Club, and is involved in a variety of local special events.

Cr Williams has been married to her husband Peter for 15 years and enjoys his support in her role in Council.

1997–2008

10 Councillor Helen Murray

Councillor Helen Murray has represented Division 10 since March 1994. She was a Deputy Principal at Cleveland High School (1974–1984) and president of the Division 10 Progress Association (1991–1994). She holds a BA from Queensland University and a Graduate Diploma in Educational Administration. In 1987 she founded the Koala Action Group Qld Inc. to support the local Redlands koala population.

She has a strong belief in community empowerment, environmental sustainability and the great Redlands lifestyle.

Two significant projects in Division 10 have been the upgrade of the Birkdale–Thorneside foreshores and the creation of the Koala Coast Recreation Trail system. Many people have commented that these were "the best things to happen around here for years".

Cr Murray is looking forward to the completion of a new pedestrian/cycle bridge over Tingalpa Creek linking the Redlands with Manly–Lota in 2005.

Councillors' Remuneration as at 30 June 2005

Name	Gross Salary	Electorate Allowance	Telephone Allowance	Home Internet & Allowance	Superannuation Contributions & Allowance	Mobile Telephone	Transport	Conferences	Total
Mayor Seccombe	106,726.07	12,046.19	1,656.32	0.00	12,640.11	596.33	12,733.82*	5,190.09	151,588.93
Div. 1: Cr Barker	64,036.37	1,656.29	1,656.32	301.18	7,590.44	0.00	8,779.69	1,704.55	85,724.84
Div. 2: Cr Ogilvie	63,951.41	1,656.29	1,656.32	301.18	8,518.51	0.00	13,032.74*	204.55	89,321.00
Div. 3: Cr Henry	64,036.37	1,656.29	1,656.32	301.18	7,590.44	0.00	7,090.16	3,950.94	86,281.70
Div. 4: Cr Dowling	64,036.37	1,656.29	1,656.32	0.00	7,590.86	0.00	10,178.86*	3,135.96	88,254.66
Div. 5: Cr Burns	64,036.37	1,656.29	1,656.32	301.18	7,590.44	0.00	12,196.38*	3,876.68	91,313.66
Div. 6: Cr Bowler	64,036.37	1,656.29	1,656.32	0.00	7,069.08	0.00	9,500.24#	1,573.68	85,491.98
<i># An overpayment of vehicle allowance of \$2769.24 was incorrectly paid to Councillor Bowler in the 2003–04 year. This was offset in the 2004–05 year.</i>									
Div. 7: Cr Elliott	64,036.37	1,656.29	1,656.32	301.18	7,573.82	0.00	9,339.29#	5,022.58	89,585.85
<i># An overpayment of vehicle allowance of \$2769.24 was incorrectly paid to Councillor Elliott in the 2003–04 year. This was offset in the 2004–05 year.</i>									
Div. 8: Cr Beard	74,621.31	2,760.60	1,656.32	301.18	9,184.08	389.80	10,872.00	4,752.79	104,538.08
Div. 9: Cr Williams	64,036.37	1,656.29	1,656.32	301.18	7,590.44	0.00	10,345.38	3,613.51	89,199.49
Div. 10: Cr Murray	64,036.37	1,656.29	1,656.32	301.18	7,590.44	0.00	12,644.29	2,677.60	90,562.49
Total	757,589.75	29,713.40	18,219.52	2,409.44	90,528.66	986.13	116,712.85	35,702.93	1,051,862.68
Support Costs									460,711.63
Total Cost									1,512,574.31

* Costs include travel to islands

Councillors' Attendance at Meetings

Meeting Name	1 July 2004 – 30 June 2005												Total number of meetings
	Mayor	Div 1	Div 2	Div 3	Div 4	Div 5	Div 6	Div 7	Div 8	Div 9	Div 10		
	Cr Seccombe	Cr Barker	Cr Ogilvie	Cr Henry	Cr Dowling	Cr Burns	Cr Bowler	Cr Elliott	Cr Beard	Cr Williams	Cr Murray		
General Meeting	23	24	25	24	25	23	24	24	24	24	24	25	
Development Assessment Committee	39	43	43	43	45*	39	41	43	44	42	44	45	
Planning & Policy Committee	17	21	21	22	22	22*	20	23	23	22	22	23	
Finance & Corporate Management Committee	11	12	12	11	10	7	9	11*	11	12	11	12	
Redland Water & Waste Committee	12	12	11	12	11	11	10	12	11	11	12*	12	
Totals	102	112	112	112	113	102	104	113	113	111	113	117	

* Denotes Committee Chair

Council Appointments to Taskforces/External Organisations

External Organisation	Representative/Councillor/s	Assisting Council Officer
Incorporated Board Representation		
Donald Simpson Over 50's Leisure Centre Board of Management	Mayor Don Seccombe, Cr Craig Ogilvie	Leisure & Recreation Services Manager
Advisory Committees/Boards		
Museum Advisory Committee	Mayor Don Seccombe, Cr Alan Barker	Cultural Services Manager
Redlands Bicycle Advisory Committee (REDBAC)	Cr Toni Bowler	Principal Advisor Environment
Redlands Workplace Training Group Committee, Alexandra Hills SHS	Cr Toni Bowler, Cr Debra Henry (alternate)	*
Redlands Community Safety Committee	Cr Peter Dowling, Cr Debra Henry	Community Safety Officer
Management Committees		
Police Citizens Youth Club Management Committee	Mayor Don Seccombe, Cr Karen Williams	Leisure & Recreation Services Manager
Redlands Community Cultural Centre Management Committee	Cr Alan Beard, Cr Craig Ogilvie	Leisure & Recreation Services Manager
Council/State Government Groups		
Redland Transport Implementation Group (RTIG)	Mayor Don Seccombe, Cr Murray Elliott Cr Helen Murray	General Manager Planning & Policy
Redland Shire Council Disaster Management Committee	Cr Karen Williams, Cr Craig Ogilvie (alternate)	General Manager Customer Services
Quandamooka Land Council - Native Title - Committee	Mayor Don Seccombe, Cr Alan Beard, Cr Craig Ogilvie	Chief Executive Officer, General Manager Planning & Policy
Regional Forums and Working Groups		
Contiguous Local Authority Group (CLAG) Management Committee	Cr John Burns, Cr Peter Dowling	Mosquito & Pest Management Coordinator
Regional Arts Development Fund Committee	Cr Alan Beard, Cr Karen Williams	Cultural Development Officer
Southern Regional Organisation Of Councils (SouthROC)	Mayor Don Seccombe, Cr Alan Beard as Proxy	Chief Executive Officer
Southern Regional Roads Group	Mayor Don Seccombe	*
South-East Queensland Regional Organisation of Councils (SEQROC)	Mayor Don Seccombe, Cr Alan Beard as Proxy	Chief Executive Officer
SEQROC Rural Issues Working Group	Cr Toni Bowler	*
SEQROC Waste and Recycling Working Group	Cr Alan Beard, Cr Helen Murray	Coordinator Waste Management
Poultry Industry Task Force	Cr Alan Beard, Cr Toni Bowler	*
Moreton Bay Implementation Group	Mayor Don Seccombe	*
Moreton Bay Task Force	Mayor Don Seccombe	*
Moreton Bay Waterways Catchment Partnership Policy Council	Mayor Don Seccombe	*
Regional Consultative Group (RCG) (Statutory Body with EPA)	Cr Peter Dowling, Cr Craig Ogilvie (alternate) (Council nominee subject to confirmation of Minister, EPA)	*

* No board or committee in operation during this period.



Chief Executive Officer
Susan Rankin

(From left)
Michael Goode
Jim Pruss
Ray Turner
Phil Hennessey

1



2



3



4



5

...demonstrating responsibility in leadership.

1 Susan Rankin

B Comm; Dip Ed; CPA; MAICD
Chief Executive Officer

Susan joined Council in November 2001 as General Manager of Client Services before becoming Chief Executive Officer in August 2002.

Susan has over 13 years experience in state government at Deputy Director-General level in the three biggest portfolios of Education, Health and Public Works and Services. Susan has qualifications in commerce and education from the University of Queensland.

She also has extensive experience at senior levels in the private sectors of banking, mining and chartered accounting practices.

Susan is enthusiastic and motivated to provide customer-focused, high-quality, value-for-money services to all Shire residents.

2 Michael Goode

General Manager, Customer Services

Michael joined Council in March 2003 as General Manager, Customer Services, managing a broad range of areas across Council.

Before Council, Michael worked for Queensland Rail for 30 years and has extensive experience across a broad range of disciplines, holding senior positions including Group General Manager, Corporate Services; General Manager Human Services and Manager, Industrial Relations. Michael has also acted as Chief Executive of Queensland Rail.

He project-managed the Award Restructuring process for Queensland Rail and was involved in the company's change management program.

Michael's vision at Council is for each of his areas to operate more commercially without losing that important human touch and customer focus.

3 Jim Pruss

B. Sc. M. Comm.
General Manager,
Redland Water & Waste

Jim Pruss joined Redland Shire Council in June 2005 as General Manager, Redland Water & Waste. He replaced John Graham who left Council in April 2005 to further his interests in the private sector.

Jim came from Sydney Water Corporation having held a number of senior positions over the last 15 years. Jim first joined the water industry as a scientific officer assessing the impact of effluent discharges on the environment. Jim then moved into operations and operations management and developed a strong focus on environment and safety during this time. He holds Bachelor of Science and Master of Commerce degrees.

Jim's major focus for Redland Water & Waste is to introduce and develop a contemporary asset management framework and combine this with the already excellent customer service and business performance.

4 Ray Turner

B Bus (Acctcy); FCPA; MAICD
General Manager, Corporate Services

Ray joined Council in April 2002 as General Manager of Corporate Services.

Before making the move to Redland Shire, Ray held the position of Chief Financial Officer at Maroochy Shire Council. Ray has held senior management positions in both public and private sector organisations over many years, as well as operating his own business for eight years.

He has a Bachelor of Business majoring in accounting, is a Fellow of CPA Australia, and a Member of the Australian Institute of Company Directors.

Ray's aims at Council are to provide the best value-added internal services to create a strong, accountable and sustainable organisation.

5 Phil Hennessey

OAM; BE, DQIT (Env. Eng)
Grad Dip Mgt, MIE
General Manager, Planning and Policy

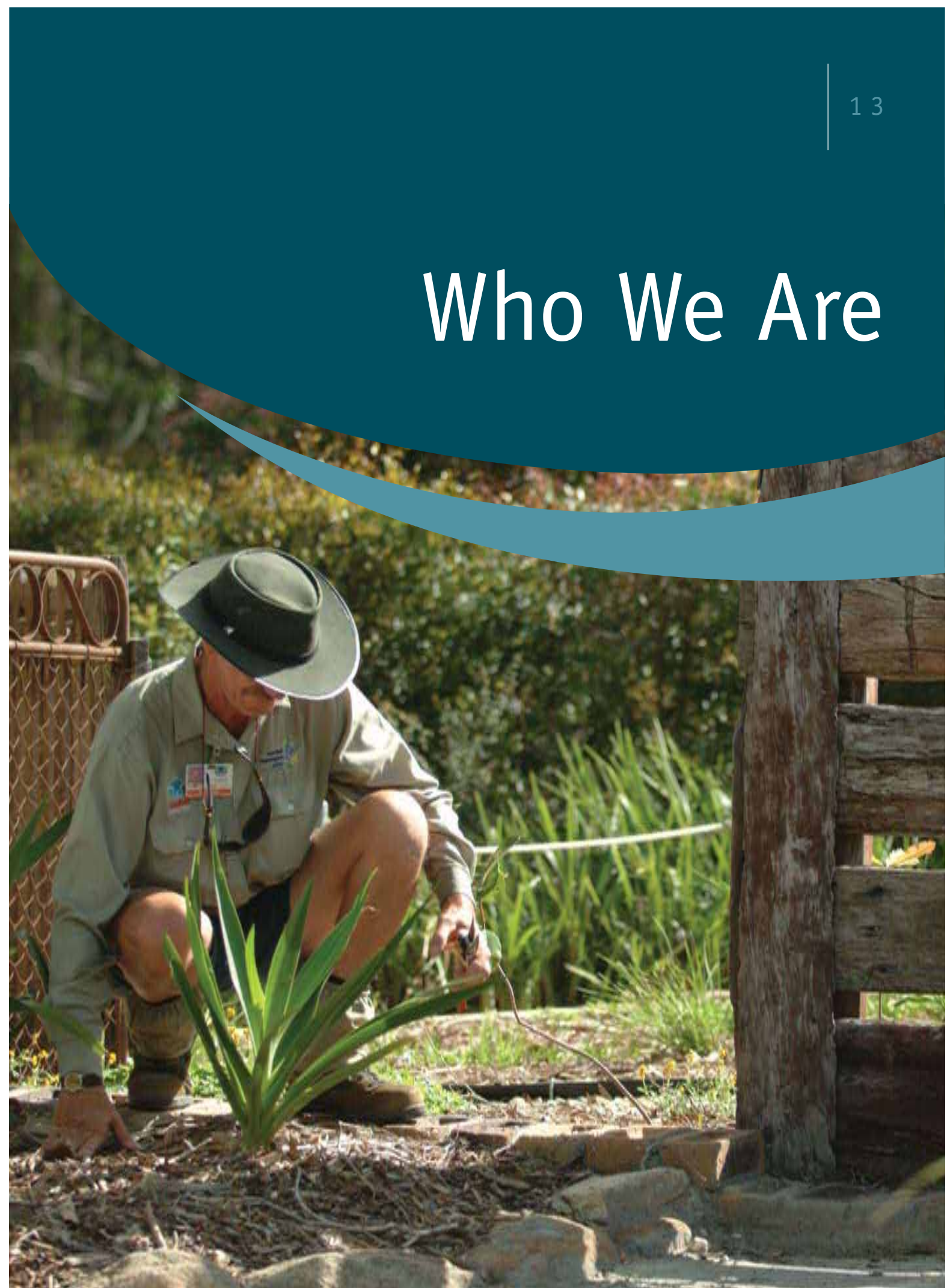
Phil Hennessey is widely recognised in Queensland for his significant contribution to local government engineering. His contribution, especially within Redland Shire, was recognised when he was awarded a medal of the Order of Australia.

Phil commenced employment with engineering consultants undertaking civil engineering projects in Brisbane and surrounding Shires before being appointed Shire Engineer and Building Surveyor at Redland Shire. He now holds the position of General Manager, Planning and Policy.

He also served for five years on the National Executive of the Institute of Municipal Engineers Australia, and is now Chairman of Trustees of the National Foundation for Local Government Engineering. In 1997 he received the national award, the Keith H Wood medal, for Engineering Excellence.

Phil's aims are to provide Council's planning framework and policies to facilitate the services and infrastructure needed to support the Shire's sustainable growth and economic development.

Who We Are



...attracting and retaining effective employees.

Council staff at a glance

Full-time equivalent (FTE) employees (excluding casual)	895.65
New FTE positions in 2004–05	21
Employees recruited:	
- Internal	152 (64.4%)
- External	84 (35.6%)
- Total appointments	236
Employees turnover rate	9.71%
Employee-initiated separation	8.58%
Employees redeployed and/or retrained due to redundancy	12
Union membership	29.4%
Employees covered by Enterprise Bargaining Agreement 5 (until 30 June 2005)	97%

Gender Balance	Female	Male
Gender Executive Leadership Group/Senior Management Group	7 (28%)	18 (72%)
Gender balance elected representatives	4 (36%)	7 (64%)
Gender balance employees	53%	47%

Corporate Full-time Equivalent Staff

Temp contract of service	55.25
Permanent	555
Perm/part-time	63.97
Perm job share	11.38
Fixed term	3.79
Contract of service	2
Casual	125.56

Human Resource Management Plan

The aim of Council's Human Resource Management Plan is to attract and retain effective employees. It also seeks to provide a healthy and safe work environment where employees can develop and fulfil their potential while also effectively achieving their personal goals.

It flows from Council's 10-year human resource strategy, supporting the development of a highly skilled, flexible and motivated workforce.

Policies/EEO

Council's Equity and Diversity Strategy is put into action through policies on Anti-workplace Bullying, Equal Employment Opportunity and Preventing Sexual Harassment.

A team of workplace harassment officers act as a contact point for staff in all departments.

In 2004–05, 18 workplace harassment contact officers received up-to-date training.

Incident reports are maintained and investigations carried out and, where necessary, disciplinary action taken.

Ongoing training in anti-workplace harassment occurs.

Due to Council's Equal Employment Opportunity and Equity and Diversity Strategies, improvements in gender balance across all age groups in Council have occurred.

Values

A value system for all employees is reinforced through various policies, guidelines and training programs.

Targeted training and information sessions, including ones on the Code of Conduct, anti-discrimination, Hooked on Service and workforce development, aim to have all our employees embracing a workplace ethos that enables them to provide the best service to the Redland community.

Employment

Applicants for job vacancies at Redland Shire Council have recognised the progressive work that we do and the diversity of employment choice due to the Shire's unique geography.

The benefits our employees enjoy are among the best in the state and include additional employer payments to superannuation, a wellness program, employee assistance program, further education assistance and one of the highest pay rates of local authorities in Queensland.

Our recruitment is based on the principles of merit and equity that allow fairness to be applied consistently.



Employee development

More than 40 employees are being assisted with studies at university and 22 employees have or are currently undertaking Certificate IV & V courses. A total of 222 employees attended Hooked on Service training, 84 undertook a leadership program and 75 were trained as accredited selectors.

We have selected 17 trainees and nine school-based trainees from the Redlands. These people are gaining worthwhile work experience and skills that create employment opportunities at the end of their traineeships.

Leadership and workforce development

We have continued to implement a program of development and training in leadership development. Participants learn interpersonal skills for leading individuals or groups together with strategies that support the creation and maintenance of high-performance teams.

This year 112 employees were trained in leadership and workforce development modules.

Planning for performance

More than 95% of performance appraisals were completed on time. These appraisals include an optional individual development plan that encourages employees to participate in their own learning and development.

Equity application

Our objective is to eliminate harassment and unfair discrimination in the workplace. An extensive program of training and reinforcing the Harassment Contact Officer Network is conducted with frontline Equity Contact Officers.

Workplace health and safety

Council is committed to providing a safe and healthy workplace, with specialised training aiming to minimise or remove the risk of injury.

All areas of Council have safety representatives who are supported by the Workplace Health and Safety Unit, which continuously monitors the workplace for hazards and risks.

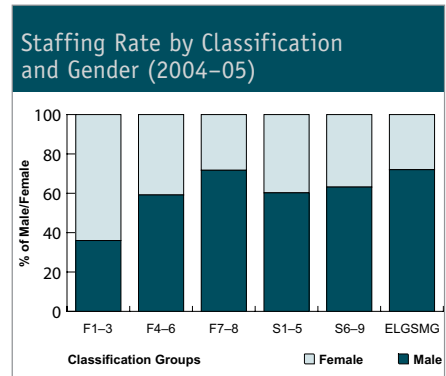
In April 2005 an extensive interim workplace health and safety audit was conducted.

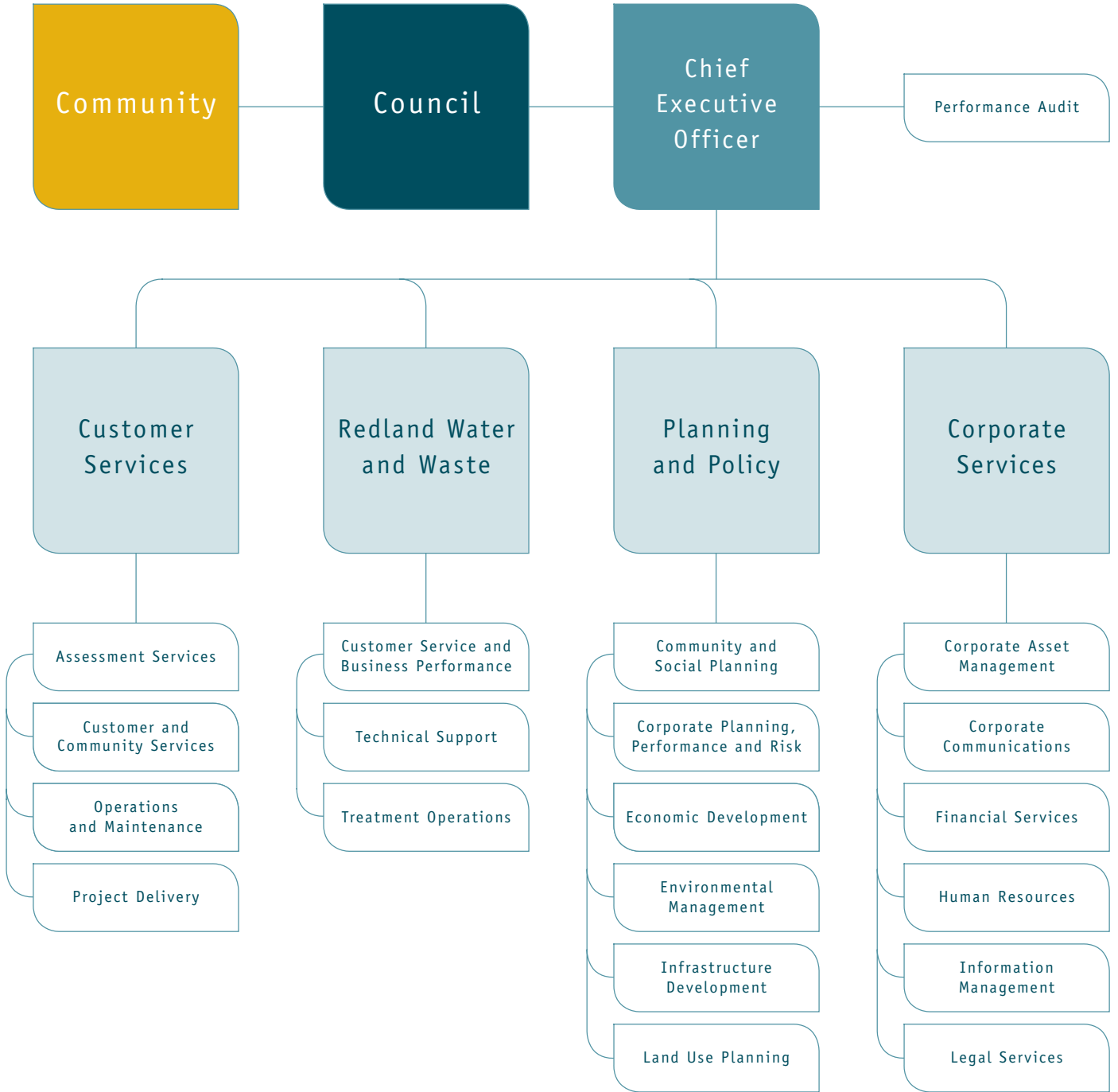
The organisation was found to be 58.5% compliant. Some practices were classed as 'best practice' and several recommendations were made on how to improve safety. Action Plans have been implemented to improve our safety requirements.

The next external audit is scheduled for 2006.

Workers' Compensation Hours Lost		
	2003-04	2004-05
Total Claims	50	66
Lost Time Claims	30	44
Total Hours Lost	2,349	4,481

Staff Injuries Resulting in Claims		
	2003-04	2004-05
Injuries (and number of claims)		
1. Lower back	10	12
2. Ankle	4	10
3. Shoulder	5	9
4. Knee	0	5
5. Wrist	0	4
6. Fingers and elbow	0	3 of each
Most Common Injuries (and number of claims)		
1. Sprains and strains	28	47
2. Contusion and crushing injury	6	5
3. Open wound, no amputation	4	5





Corporate Governance





Executive Overview

Council undertakes executive overview through the use of standing committees.

These committee meetings have defined roles and responsibilities with elected members and senior Council officers contributing to discussion. This enables full exploration of matters relevant to decisions.

The responsibility for making final decisions rests with elected members through an open vote.

Officers do not vote on decisions. Their role is to provide independent advice to the elected members to assist them in decision making.

Committee recommendations form the basis of reports to the fortnightly General Meeting of Council, where collectively Council makes final decisions, except in the case of the Development Assessment Committee, which has delegated authority to make some decisions without going to the General Meeting.

General Meeting of Council

The General Meeting of Council is responsible for managing the business of Council.

Council must ensure decision making that supports the achievement of the community vision and the Corporate Plan in accordance with the *Local Government Act 1993* and other legislation.

The General Meeting:

- Refers matters to relevant committees
- Reviews recommendations made by committees
- Accepts reports from committees and
- Makes decisions on matters before the Council
- Is a forum for members of the community to voice their issues, together with all other committees of Council.

Councillors' Code of Conduct

A voluntary Councillors' Charter was developed in 1996 and updated in 2002 to meet the principles outlined in the *Public Sector Ethics Act 1993*.

In accordance with the *Local Government Legislation Amendment Act 2005*, elected members are required to adopt a Code of Conduct by 1 March 2006 and comply with the obligations stated therein.

Council is reviewing its current Code to fully accord with new legislative requirements.

A register listing Councillors' material personal interests is also maintained.

The Local Government Act requires elected members to declare any material personal interest in matters before Council and to remove themselves from any discussions or decision making on that matter. For a Councillor to have a material personal interest, there must be a personal benefit or gain received by the Councillor or a related person.

Employee Code of Conduct

The Code of Conduct was introduced to assist Council in maintaining public trust and confidence in the integrity and professionalism of its employees 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, respect and with due regard to 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. During this year several allegations have been investigated and, in some cases, disciplinary action was taken against employees.



Awareness and training sessions were conducted throughout the year to ensure employees and management are refreshed and aware of their obligations under the Code of Conduct. Managers and leaders in the organisation were specifically targeted through ongoing leadership training programs designed to support adherence to the code.

Internal Audit

Council's Internal Audit group assists management to effectively discharge its responsibilities.

It actively identifies business process improvements, cost-effective controls and monitors compliance with legislative and policy requirements.

Internal Audit identifies areas where Council may be exposed to risks in business processes and to undertake reviews and recommend management improvements.

In cycles of up to three years, it reviews and appraises all major systems, activities, operations and high-risk areas of Council, with emphasis on compliance, economy, efficiency and effectiveness.

These reviews include asset control, resource use, operational effectiveness, reliability and accuracy of management information systems, computer system development and special reviews at the direction of the Chief Executive Officer or Audit Committee.

In addition, it provides an assurance function to management, and the Audit Committee, on the soundness and adequacy of its control environment.

In 2004–05, 40 audits of varying complexity resulted in 273 recommendations for organisational improvement. This resulted in the development and introduction of improved systems for greater efficiency and effectiveness.

Audit Committee

The structure of the Audit Committee has been realigned to comply with best practice.

The Audit Committee comprises the Mayor, the Deputy Mayor, Chair of the Finance and Corporate Management Committee, and the Chief Executive Officer. It is chaired by an independent external appointee, Len Scanlon, who was formerly Auditor-General of Queensland.

The committee performs an independent overview of the financial and management operations of Council, including the internal and external auditing role.

Its reviews include:

- The financial control environment
- Quarterly end-of-year financial information
- Review of audit reports, findings and risk assessments
- Management response and timeliness of action taken to correct audit findings
- Adequacy of audit scope and coverage
- Adequacy and effectiveness of the internal control system
- Changes in accounting practices and policies.

Under its charter, the committee meets quarterly. The external and internal auditors together with the four General Managers attend each meeting.

Council has also considered the Australian Standard AS 8001–2003 Fraud and Corruption Control and is developing a policy to deal with this issue.

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.

This is the sixth consecutive year that Council has received an unqualified audit report.

...planning, managing, maintaining and effectively operating assets.

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 desire to be a good corporate citizen.

This year Council has been developing practices and systems to align with the Australian Standard 8003–2003 on Corporate Social Responsibility to aid transparency and promote socially responsible decision making. These were implemented in 2004–05.

Full policy development will ensure consideration of all issues and involve people likely to be affected by policy, through extensive consultation, before being adopted by Council.

Policies/EEO

Council's Equity and Diversity Strategy is put into action through policies on Anti-workplace Bullying, Equal Employment Opportunity and Preventing Sexual Harassment. A team of workplace harassment officers act as a contact point for staff in all departments. In 2004–05 17 Workplace Harassment Contact Officers received up-to-date training from the ADCQ. Incident reports are maintained, investigations carried out and where necessary disciplinary action taken. Ongoing training in Anti-workplace Harassment occurs.

Due to Council's Equal Employment Opportunity and Equity and Diversity Strategies, improvements in gender balance across all age groups in Council have occurred.

Asset Management

Council manages a large asset portfolio with a high financial value. It is critical that our assets are planned for, managed, maintained and operated effectively.

Council has formally adopted a Total Asset Management Plan, which provides an overarching framework to facilitate the lifecycle management of assets through the acquisition, maintenance, operations and disposal phases.

Redland is being proactive by developing plans for all asset groups. To achieve this, the asset portfolio has been split into 26 distinct asset groups to maximise the effective management of Council assets. Individual plans are being created for each asset group and 14 individual plans have been completed for the year ending 30 June 2005, with the remaining 12 plans scheduled for completion by 30 June 2006.

The development of two plans (Water and Wastewater) completed this financial year is also a legislative requirement in order to obtain grants from the State Government.

The plan for each group details the methodologies for asset register recording; financial issues including budgeting, grants, and depreciation; service level capabilities; performance monitoring; environmental and risk management. An improvement program is incorporated into individual plans through action items with clear deadlines.

There is a formal process to conduct quarterly reviews on the completion of action items. Annually, each plan will be reviewed and new action items and deliverable dates will assist in further implementing and achieving continuous improvement principles.

Risk Management

Risk management is a key aspect of governance. 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 to which Council is exposed by identifying and addressing priority exposures and incorporating 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.

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.



Performance Management

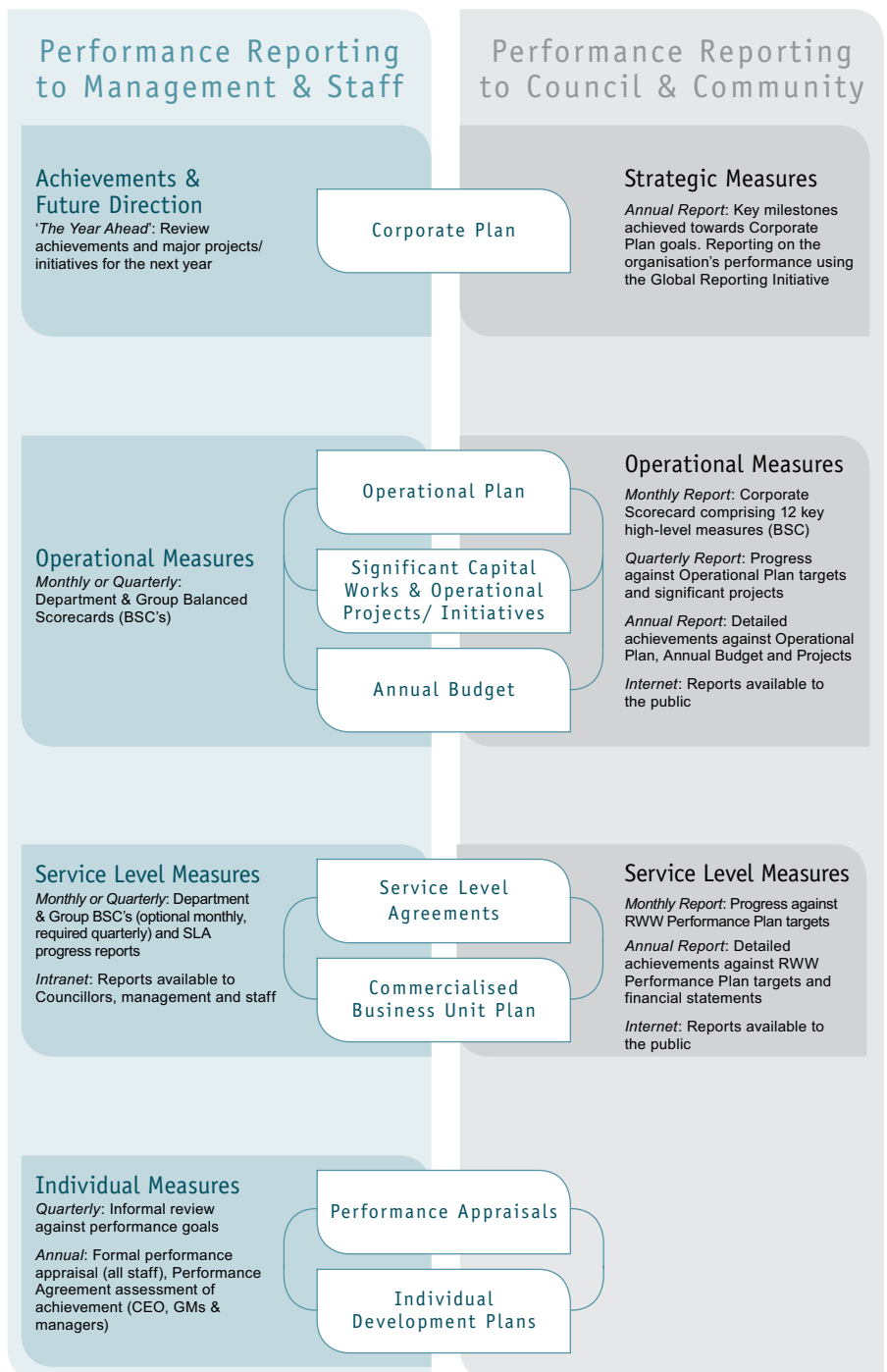
Council adopted a Corporate Performance Management Framework on 17 December 2004. This framework establishes a performance management system which:

- Ensures Council's Corporate and Operational Plans set the strategic direction and contain clear measures of performance to enable an assessment to be made of its progress in achieving the planned outcomes
- Ensures Council exercises its jurisdiction consistently with its Corporate and Operational Plans
- Ensures accountability to the community and other stakeholders through open and transparent reporting
- Creates an organisational environment which is performance-based and embraces continuous improvement at all levels.

This framework ensures that there is a clear link between community needs, corporate strategic direction and priorities, policy, projects and day-to-day activities.

It is designed to promote commitment to our vision by ensuring that all parts of the organisation are working towards clear, measurable targets aligned with the vision and that the roles and responsibilities of all staff, management and Councillors in the process are clearly defined. Thus, it is strongly integrated with our Corporate Plan, Operational Plan and Annual Budget.

The following diagram illustrates Council's Performance Management Framework, viewed through four performance levels, namely corporate, operational, service level and individual.



Councillor and Staff Interaction

The *Local Government Act 1993* defines the roles of elected members and officers of Council.

The Act and Codes of Conduct for Councillors and staff recognise the relationship that exists among staff members and Councillors.

The Codes allow the Mayor to ask for reasonable help from any employee. They may request help through protocols established by the Chief Executive Officer.

Freedom of Information

During 2004–05 there were 49 applications under the *Freedom of Information Act 1992*. A total of 55 applications were processed. Including 6 carried forward from 2003–04.

Of these, 52 were completed in the past year.

There were two external reviews of Council decisions, which were resolved satisfactorily.

Reviews are the appeal mechanism provided by the Act if a person disagrees with a decision to release/exempt a document.

The first review is carried out internally by a senior Council officer. If the person then disagrees with the internal review decision, the Act allows a second, external review. External reviews are conducted by the Information Commissioner (a state government body).

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:

- *Local Government Act 1993*
- *Freedom of Information Act 1992*
- *Crime and Misconduct Act 2001*
- *Judicial Review Act 1991*
- *Public Sector Ethics Act 1994*
- *Trade Practices Act 1974*
- *Environmental Protection Act 1994*.

Standing Committees

1 July 2004 – 30 June 2005

Standing Committee	Charter	Key recommendations put forward to Council
Planning and Policy	Its charter is to provide Council with advice and recommendations where it has considered reports on:	<ul style="list-style-type: none"> • Adoption of the Draft Redlands Planning Scheme for public notification. (Special meeting of Council 22nd November 2004.) • Council submissions to the draft South East Queensland Regional Plan 2005-2026, draft SEQ Regional Coastal management plan & draft Nature Conservation (Koala) Conservation Plan & management program 2005-2015. • Community Facilities and Services Study • Sport and Recreation Facilities and Services Study • Koala Road Mortality Project and Action Plan • Workplace Travel Plan • Cleveland Aquatic Centre Report • Graffiti Management Plan • Island Library Strategic Plan • North Stradbroke Island Fire Management Plan • Proposed Environmental Charge Land Acquisitions • State of Environment Report
	Development and review of corporate policies, including local laws and subordinate local laws.	
	Management plans and strategies prepared to ensure delivery of the Corporate Plan priorities of natural environment, community health and wellbeing and economic growth.	
	Establishment of strategic frameworks and statutory planning instruments to preserve a balance with rural, bushland, village and coastal character of the Redlands by managing urban growth.	
	Submissions prepared on behalf of Council to various bodies on the impact of policies and laws adopted by other governments and organisations on the shire and its community.	
	The provision of roads and drainage systems that facilitate efficient movement and preserve the integrity of the local environment.	
	Infrastructure programs to facilitate the provision of choice of accessible, safe and convenient transport modes and waterways infrastructure.	
	All other matters that by law and policy, including tenders and contracts, relate exclusively to the Planning and Policy Group and require a decision of Council.	
Standing Committee	Charter	Key recommendations put forward to Council
Redland Water & Waste	Its charter is to provide Council with advice and recommendations where it has considered reports on:	<ul style="list-style-type: none"> • Issuing of fluoride tablets to discontinue • Feasibility of landfill gas co-generation facility Birkdale • Coochiemudlo Island wastewater project – award tender • Water Resource Charging submission to State Government • Plan to implement recycled water strategy
	Construction and maintenance of a high-quality water collection, treatment and distribution system.	
	The provision of waste management operations that are economically and environmentally sustainable in the long-term with a focus on customer service delivery, cost effectiveness and quality.	

Standing Committees

1 July 2004 – 30 June 2005

Standing Committee	Charter	Key recommendations put forward to Council
Redland Water & Waste (continued)	The business unit's performance, practices and processes to make sure they continually improve the way they operate.	<ul style="list-style-type: none"> • Management of Leslie Harrison Dam land • Planning for new waste facility • Russell Island Water reticulation – award tender • Point Lookout Wastewater Project Planning Report • Operation of waste handling facilities – award tender • Water meter checking and replacement program • Total Management Plan water and waste services submission to DNRM
	Financial planning to ensure the business unit has the financial capacity to deliver ongoing services with minimal risk exposure.	
	Financially relevant, reliable and timely information on a monthly, quarterly and annual basis to enable the effective evaluation of the business unit's past performance.	
	All other matters that by law and policy, including tenders and contracts, relate exclusively to the Redland Water and Waste Business Unit and require a decision of Council.	
Standing Committee	Charter	Key decisions made/approval given
Development Assessment	Its charter is to determine, under delegated authority: <ul style="list-style-type: none"> • development applications under the Integrated Planning Act 1997 • applications under Redland Shire Transitional Planning Scheme. 	<ul style="list-style-type: none"> • Sheldon – extractive industry • Thornlands – aged care facilities and retirement village • North Stradbroke Island – Point Lookout Hotel development • Capalaba – rezoning MCU to residential A • Mt Cotton – infrastructure agreement for Bayview Village
	This delegation is subject to the condition that where the committee chair is required to use his/her casting vote to determine a decision, this decision is to be deferred and referred to the full Council for decision.	
Standing Committee	Charter	Key recommendations put forward to Council
Finance and Corporate Management Committee	The charter of this committee is to provide Council with advice and recommendations where it has considered reports on:	<ul style="list-style-type: none"> • Adoption of Audit Committee charter and Internal Audit charter • Internal Audit Plan 2004–05 • Total Asset Management Plan • Corporate performance management framework • Memorandum of understanding between Redland Shire Council and Energex • Adoption of 2005–06 Operational Plan • Fees and Charges 2005–06 • Type 3 Business Activities Code of Competitive Conduct for 2005–06 • Creation of Energy Savings Reinvestment Plan • Entertainment and Hospitality Policy • Purchase of Property – South Street Depot • Tender for electricity supply services • Financial Report • Corporate Scorecard • Operational Plan Performance Report
	Adoption of the Corporate and Operational Plans.	
	Major tenders and contracts which have organisation- wide implications.	
	Land resumptions.	
	Adoption of organisational leadership initiatives.	
The organisation's performance, practices and processes to ensure continued improvement.		

General Meeting of Council

1 July 2004 – 30 June 2005

Charter	Key decisions adopted by Council
The General Meeting of Council is responsible for managing the business of Council. Council must ensure decision making that supports the achievement of the community vision and the Corporate Plan in accordance with the Local Government Act and other legislation.	<ul style="list-style-type: none"> • Audit Committee Charter and Internal Audit Charter • Internal Audit Plan 2004–05 • Draft Redlands Planning Scheme for public notification • Total Asset Management Plan • The 2003–04 Annual Report • Operational Plan for 2005–06 • Schedule of Fees and Charges for 2005–06 • Budget Estimates and Fixing of Rates and Charges for 2005–06 • Flinders Beach Land Management Plan 2005–09
The General Meeting: <ul style="list-style-type: none"> • refers matters to relevant committees • reviews recommendations made by committees • makes decisions on matters before the Council • is a forum for members of the community to voice their issues. 	

Redland Shire Council’s Corporate Plan sets the strategic direction for the organisation. It is a high-level document that provides a clear focus for Council and the organisation and ensures that we respond proactively to the present and future needs of the community. The Corporate Plan also responds to regional challenges and opportunities and reflects the interrelationships between Council and other levels of government.

All other plans, strategies, policies and processes take their lead from the Corporate Plan, as can be seen from the strategic planning framework below.

The Corporate Plan is the primary instrument for directing how resources will be used and sets out a clear vision for the delivery of all of our services and the underlying values.

This report continues our practice of reporting against the nine strategic priorities in the Corporate Plan 2002–2006.

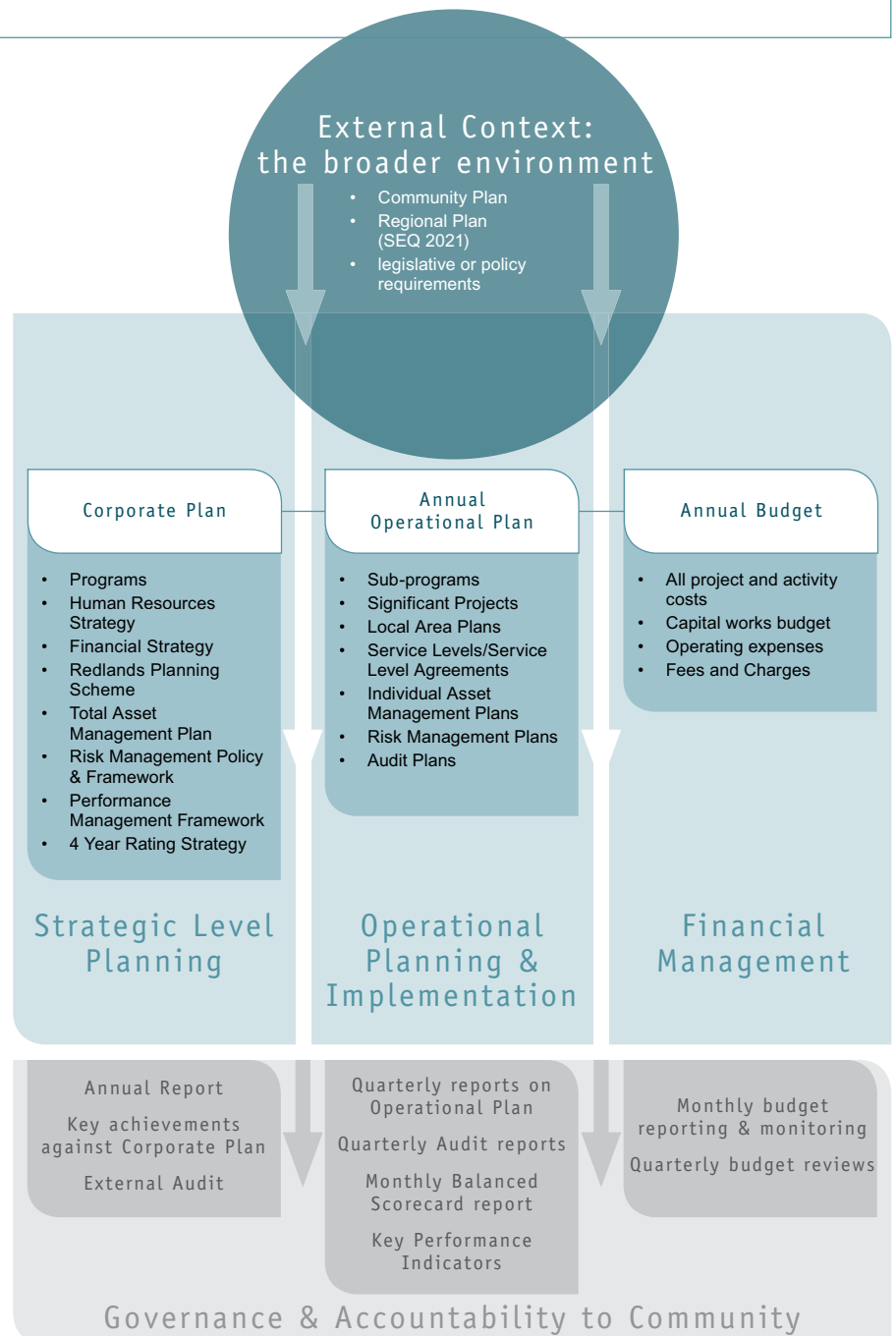
External Priorities

- Natural Environment
- Physical Character
- Essential Services
- Community Health and Wellbeing
- Economic Growth.

Internal Priorities

- Organisational Leadership
- Financial Management
- Knowledge Management
- People Management.

A range of ongoing activities and short, medium and long-term projects will meet these priorities. Our Budget directly aligns all projects and activities with these Corporate Plan’s programs. The following pages detail some of these.



Council is a major purchaser of goods and services, spending almost \$120 million in the financial year 2004–05.

Purchases by Location	
Redland Shire	\$21,489,019
Rest of south-east Queensland	\$83,180,979
Rest of Queensland	\$258,900
Rest of Australia	\$13,585,312
Other	\$1,295,638

% of Suppliers by Location	
Redland Shire	32.5%
Rest of south-east Queensland	49%
Rest of Queensland	1.1%
Rest of Australia	16.8%
Other	0.6%

Corporate Purchasing Policy

All Council's purchasing activities, tenders and quotations are governed by Council's Purchasing Policy, the Local Government Act 1993, Local Government Finance Standard 1994, the State Purchasing Policy (where appropriate) and the Trade Practices Act 1974.

Council must follow the Local Government Act for all purchases over \$10,000 and provide a policy for purchases under \$10,000.

This policy governs all Council purchasing activities, including business units, irrespective of value.

The following principles must be considered in all purchases:

- Open and effective competition
- Value for money
- Enhancement of the capabilities of local business and industry
- Environmental protection
- Ethical behaviour and fair dealing.

Registers kept by Council

The following registers are available for public inspection:

- Register of Councillors' Interests, S.247 of the Local Government Act 1993
- Register of Electoral Gifts, S.433 of the Local Government Act 1993
- Minutes of Local Government Meetings, S.448 of the Local Government Act 1993
- Register of Delegations under S.472 of the Local Government Act 1993 to the Mayor, Chief Executive Officer, Standing Committee or Committee Chair
- Register of Local Laws and Subordinate Local Laws, S.894 and S.895 of the Local Government Act 1993
- Register of Authorised Persons, S.1084 of the Local Government Act 1993
- Register of Delegation by CEO to Employees of Council, S.1132 of the Local Government Act 1993
- Register of Council Policies
- Register of Adopted Committee and Council Meeting Dates
- Register of Regulatory Fees, S.1071A(1)
- Register of Roads in its Area, S.921 of the Local Government Act 1993.

Change to Tenders

Tender PDG-0132 – Preferred Suppliers for Tendering and Contract Preparation.

Expressions of Interest

Under S.489 (1) of the Local Government Act 1993, the following expressions of interest (EOIs) were called during the 2004–05 financial year:

- RSC-0030 – Cleveland Aquatic Centre Lease
- RSC-0022 – Weinam Creek Ferry Terminal Building
- RSC-0015 – Cleveland Multi-storey Carpark
- PDOG-0039 – RPAC Construction (called before 2004–05 FY, but closed during 2004–05 FY).

National Competition Policy

Under section 846 of the Local Government Act 1993, Council must report on Local Government Business Entities where competitive neutrality principles apply.

Council has reviewed the application of the reforms and anticipated industry activity in each of the activities for the 2005–06 period. At the Finance and Corporate Management meeting of 24 May 2005, Council resolved to continue to apply the code of competitive conduct to the following business activities:

- Cemeteries
- Child Care
- Caravan Parks and Camping.

These activities will continue to apply the code as they are expected to meet revenue threshold requirements and operate within industries that remain openly competitive.





Report Cards



Economic & Financial



Growing the economy

Growth in the Redlands is based on:

- Maintaining the area's lifestyle
- Innovation in existing industries
- Developing greater economic diversity
- Sensitive tourism development

Local employment generation and the provision of land to accommodate industry growth that complements environmental and lifestyle attributes is of paramount importance to Council.

The promotion of economic and tourism development has highlighted the Redlands':

- Prime position in booming south-east Queensland and easy access to Brisbane and the Gold Coast
- Close proximity to domestic and international airports and Brisbane's seaport
- Readily available workforce
- Supportive business programs
- Relaxed coastal lifestyle
- Dynamic sense of community
- First-class education and aged care
- Excellent public and private health facilities
- Secure and stable environment
- Mainland and island visitor attractions and services.

CASE STUDY

ecoBiz...resource efficiency

New ground has been broken in business eco-efficiency in the Redlands, the first Queensland community to implement ecoBiz...an innovative program that is benefiting the environment as well as participating businesses.

A partnership between Redland Shire Council and the program's initiator, Queensland's Environmental Protection Agency, ecoBiz focuses on improving eco-efficiency outcomes in energy, water, waste, resources and greenhouse gas emissions by encouraging resource-efficient practices.

The initial participating businesses were Alchemy Cordial Company, Darwalla Milling, Redland Nursery, Sheldon College, Sirromet Wines, Stradbroke Ferries and The Good Guys. Council's Building Management Group also joined the program to experience the ecoBiz process first hand.

They received six months of consultancy support from Energetics, an energy and environmental consultancy employed by Council to deliver the project.

Specific improvements include:

- Alchemy Cordial diverting 12 bins of waste from landfill each year
- Redland Nursery saving approximately 20,000kWh of energy annually through pump upgrades
- Stradbroke Ferries reducing its water use by 50% in 3 months
- Darwalla Milling upgrading sheds to reduce energy
- The Good Guys recycling 90% of its office waste and developing an eco-efficient appliance customer awareness program
- Sirromet Wines installing variable speed drives in its glycol system to reduce energy
- Sheldon College conducting an energy efficiency awareness program for staff and students
- Redland Shire Council achieving 18% per annum energy cost reduction through energy efficiency and lighting systems upgrades.

Due to the success of the six-month pilot, the Southern Regional Organisation of Councils (SouthROC) and a number of other Queensland local government organisations have expressed interest in using the EPA program in coming years, based on the success of the Redland pilot.



New Shire branding

Redlands on **Moreton Bay...More** to life, **More** to explore, **More** for business, the catchy promotional slogan for the Shire, is gathering momentum as it is adopted by pride-generating businesses and community organisations.

The theme underpins the goal of further developing the Redlands' economy while maintaining the quality of life that is the primary draw for residents, businesses and visitors.

This 'branding' of the Shire involves:

- political leadership with an emphasis on a balanced approach to development
- community understanding, acceptance and support for the economic vision for the Redlands
- infrastructure improvements
- more sophisticated product and service offerings
- sustained and improved marketing inside and outside the region.

A new development, Council's second website, more2redlands.com.au, is a key element of the economic and tourism development thrust. It complements the Council website whilst focusing on information, activities and opportunities for people living, working and visiting the Shire.

Redlands on **Moreton Bay** – boosting business development, employment opportunity and visitor expenditure.

Marketing plan

The Redlands Economic and Tourism Development Marketing Plan 2004-2007 addresses challenges and provides an 'umbrella' for repositioning the Shire, enhancing the business and tourism image of the region, achieving 'buy in' from local community members, building tourism product and marketing major developments.

Of a total program allocation of \$1.7 million, approximately \$450,000 was spent in the first year on Shire marketing, service improvement, product development, business retention and attraction and visitor attraction.

Highlights included the development and launch of the:

- Redlands Visitor Guide
- Redlands Business Opportunities Guide
- Cleveland and Ormiston Heritage Trail
- Redlands Garden Trail
- Suite of Redlands on Moreton Bay products, such as displays, promotional materials and stationery.

Redlands Training Catalyst

A \$200,000 grant from the State Government enabled the Redlands Training Catalyst to extend to a second year. This capitalised on its success in the first 12 months when it provided opportunities for 209 Redland residents to improve their career prospects.

Of the 2004 participants, 80% of participants who completed their course went on to gain employment or to undertake further training or education.

An employability skills program forms part of phase 2, which also includes training in the aged care, automotive, horticulture, hospitality and manufacturing industries.

Green Globe 21

Council passed Green Globe 21 benchmarking for the second year in a row. This involved benchmarking the Shire against other parts of Australia for a range of sustainability indicators.

Business Grow

Sponsored by Council, Business Grow is a confidential and free visitation service that assists businesses in accessing services, agencies and information.

The program, which is contracted out, also supports local businesses to create a greater awareness of local products and services.

Activities have included business planning, workshops and seminars, networking, general business assistance and referrals to a wide range of experts.

Investment profiling

The production of the new Business Opportunities Guide promotes the Shire as a good place to do business. Its professional presentation will appeal to investors considering locations for their business in south-east Queensland. The guide is also available in Chinese and Japanese.

Other projects have included the development of a Capalaba Business Centre Investment Profile and a Tourism Investment Profile.

The Capalaba research is focused on investors in the knowledge-based economy and professional services sector, while the tourism study is aimed at business investment and highlights opportunities.

Environment



Introduction

Local government has extensive powers and responsibilities and plays an important role in assisting communities achieve many environmental outcomes.

Not only do we provide water, sewerage and waste management services, but we are also the planners, educators, researchers and communicators for projects ranging from protecting vulnerable wildlife species to establishing planning controls for future population.

The 'environment' is not restricted to flora and fauna but encompasses every aspect of how we live in the Redlands.

It includes our history and cultural heritage, our indigenous relationships, the way we travel, our use of energy, environmental health and how we deal with pollution.

Our staff are dedicated professionals with a passion and a commitment to our environment. They are continually consulting and seeking participation from the community, industry and governments to plan, develop policy and implement actions. This Council is being recognised nationally and internationally for its innovative response to environmental planning and solution development.

A glance at the highlights from this reporting period gives only a brief indication of the diversity of work being achieved for the Redlands environment.



CASE STUDY

Your Backyard Garden Program

Council achieved outstanding success with its on-site advisory and extension service for urban gardeners, which is believed to be a 'first' for Australia.

Your Backyard Garden Program assists in ensuring our backyards remain homes for our wildlife and the spread of weeds and feral pests into our conservation reserves is minimised.

Advice is provided on maintaining and enhancing biodiversity in backyards, retaining food and habitat trees, waterwise gardening, weeds, pet management and the use of local native plants.

More than 153 houses were visited since the program began in January 2004 with 57 sets of free plant vouchers redeemed at the Redlands IndigiScapes Centre. Participants also receive a copy of the 'Backyard Garden Guide'.

Gardeners are encouraged to grow local native plants, but the program accommodates all garden styles, from formal to natural bush.

Tips on practical ways to reduce water use in the garden are also helping residents to lower their water bills and contribute to saving this valuable resource.

'We were so glad to be invited to participate. It's nice to know we are not alone in trying to keep wildlife in our garden' is typical of the comments received about the program.



Redlands Cycling and Pedestrian Strategy and TravelSmart

TravelSmart programs are funded by the Australian Greenhouse Gas Office as a way to reduce the greenhouse gas emissions from vehicles around Australia.

Redland Shire secured Queensland's largest TravelSmart community program (10,000 households).

This was a large scale behaviour change program that was undertaken through individualised marketing of environmentally sustainable travel modes.

The results from the evaluation showed an 11% reduction in car and driver trips and significant relative increases in public transport of 27%, walking 55% and cycling 29%.

A Workplace Travel Plan for Council employees was developed. This document has 50 actions to be implemented gradually that will reduce the number of vehicle trips and, therefore greenhouse gas emissions, to and from work and during business hours.

To ensure the Redlands Cycling and Pedestrian Strategy continues to make walking and cycling easier for everyone, a full-time Cycling and Public Transport Coordinator was appointed.

Bike Week 2005 was celebrated in the Redlands in March 2005. Council sponsored a Ride-to-Work Day and an evening class in bicycle maintenance in conjunction with a local bicycle retailer.

2004-05 Environmental highlights

- Finalised the Bushland Habitat and Corridor Plan.
- Completed the Eprapah Creek Waterway Management Plan.
- Introduced a Voluntary Conservation Agreement Program to reward landholders for maintaining significant habitat on private property.
- Completed land management plans for Flinders Beach and Orchard Beach.
- Redland Shire Pest Management Plan developed to final stage approval by the state government
- Developed an action plan to reduce koala deaths on roads.
- Reviewed the Vegetation Enhancement Strategy.
- Investigated greater gliders within the Greater Glider Conservation area.

Cities for Climate Protection

The Cities for Climate Protection Program continues to go from strength to strength.

In July 2004, the Local Greenhouse Action Plan (LGAP) was approved allowing Council to achieve milestone three.

Implementation of the LGAP commenced and several actions were achieved:

- Building energy audits of major buildings were completed in June 2004 and an energy improvement program established.
- Redland Shire Council purchased 5% green energy for all contestable electricity site resulting in a reduction of over 700 tonnes environmental carbon dioxide (eCO₂).
- A trial began to evaluate diesel and LPG direct injection into the heavy vehicles used by Council.
- Trees and shrubs were planted in Fellmonger Park in May 2005 to offset greenhouse gas emissions from the Council fleet. Over 100 tonnes of eCO₂ has been offset.
- An energy efficiency education program was developed for implementation in 2005-06.
- A successful ecoBiz pilot program involving seven businesses.



...encouraging recycling and environmental enhancement.



Recycling

Redland Water and Waste undertook a major recycling awareness campaign throughout the Shire, including distribution of an easy recycling guide. This project was funded under the National Packaging Covenant.

For the first time, Council is recycling glass fines (small broken glass pieces), which has increased the household recycling yield from 3.22kg per week to approximately 3.88kg weekly – a 20.5% increase.

During 2004–05 the following wastes were recycled:

- 8,928 tonnes of kerbside co-mingled recyclables through the Materials Recovery Facility
- 25,310 tonnes of green waste were sent to create green energy
- 64 tonnes of tyres
- 63 tonnes of oil
- 2,362 tonnes of bulky scrap metal
- 140 tonnes of car batteries
- 232 tonnes of cardboard
- 282 tonnes of re-useable products were sold through the recycle market
- 52,019 tonnes of domestic waste were sent to landfill
- 35,641 tonnes of construction and demolition waste were sent to landfill
- 16,082 tonnes of commercial and industrial waste were sent to landfill
- 917 tonnes of special waste, such as asbestos/contaminated soil were sent to landfill.

The 20,687 tonnes of biosolids produced in 2004–05 were used beneficially at Swanbank for mine site rehabilitation.

Parks and Reserves

Council looks after 557 parks and reserves – a total area of 733.8 hectares.

Over 40,000 local native plants, including 5,269 koala food trees, were planted throughout the year.

Community Bushcare groups made up of about 400 volunteers continue to provide invaluable assistance on projects throughout the Shire.

Environmental Education

The Redlands IndigiScapes Centre experienced an increase in visitor numbers. Two highlights this year included the re-opening of the Tea Garden Cafe in April and a weekend expo in May which attracted nearly 2000 visitors.



Greenspace Enhancement Advisory Group

The Greenspace Enhancement Advisory Group was established to provide advice and input to Council on matters related to the management and enhancement of greenspace within the Shire, in particular:

- The community's aspirations and vision for greenspace planning and enhancement strategies within the framework of Regional Plan 2021 and the Regional Landscape Strategy.
- Appropriate initiatives or courses of action that relate to greenspace enhancement initiatives within the Regional Plan and the special protection areas of the Redlands Planning Scheme.
- Potential projects, programs or activities to facilitate the sustainable preservation and enhancement of fauna within the Shire.
- Developing an effective communication link between Council, the community, groups and organisations and to act as a sounding board for community and Council ideas.

The group has a membership of seven including four councillors and three members of local, external interest groups.

Victoria Point Reserve Masterplan

A land management and masterplan for Victoria Point was developed with community consultation.

The plan includes improvements and development of this popular bayside recreation area including:

- Wheelchair accessibility
- Enhancement of visual amenity
- Protection of the endangered regional ecosystem
- Heritage information
- Improved parking
- Upgrading the recreational facilities to a regional level.

Envirofund Grant for Whale Rock Headland

The Australian Government Envirofund is the local action component of the Australian Government's \$3 billion Natural Heritage Trust.

It helps communities undertake local projects aimed at conserving biodiversity and promoting sustainable resource use.

Community groups and individuals can apply for grants of up to \$30,000 (GST inclusive) to carry out on-ground and other actions to target local problems.

The Point Lookout Bushcare Group and Council combined to eradicate weeds at the Whale Rock Headland with the help of an Envirofund grant.

Funds were used to remove asparagus fern, revegetate the area with native plants and install interpretive signage.



Social



Introduction

Council's strategic priority for the Redlands community is to 'provide a range of community services to support basic qualities of community life and maximise opportunities for community participation and development'.

We not only plan and deliver services, but work with the community to build their capacity to initiate services, seek funding, develop partnerships and strengthen the community life of the Shire.

The promotion of long-term good health and wellbeing in the community through services that help older residents enjoy independence and ongoing quality of life as valued members of our community is becoming more important.

We believe in assisting families and young people through education, direct services and self-help as well as providing a variety of recreation and leisure activities to promote good health and wellbeing.

Council has increased community involvement in the arts and undertaken initiatives to improve and encourage access to arts and culture. This has strengthened partnerships with the community and cultural organisations, businesses, other councils and the state government.

Community Health and Wellbeing

Cemeteries

The highlight of the year was the official opening of the extension to Dunwich Cemetery. This new area provides North Stradbroke Island with an estimated further 20 years of burial facilities. The opening was celebrated with a consecration and blessing ceremony.

CASE STUDY

The HUB of children's services

The philosophy of the HUB is – 'Happy Homes make Happy Communities'.

The aptly named 'HUB' is the centre of knowledge when it comes to children's services in the Redlands. Those who work at the HUB are passionate about connecting families with services that help them boost their confidence, support parents, help kids and unite the community.

Successful programs such as the Hubba Cuppa Friendship Groups, 'Power of One' for single parents and the New Babies and Mothers Groups have been growing in popularity. The local community is being strengthened by the establishment of individual support networks.

These groups encourage parents to share experiences and the joys of parenthood.

In 2004 a new project, Child and Parent Focus Group, was introduced to the HUB program. The project consists of different activities, one of which is Butterfly Wings, a numeracy and literacy early intervention strategy using rhymes and singing through social interaction between children and parents.

All the activities and projects conducted by the HUB target special needs families, isolated parents or families with different ethnic backgrounds.

The Child and Parent Focus Group program delivers programs that provide parents with strategies for diffusing difficult situations and to help prepare children for school.

The main focus is positive reinforcement delivered through positive interaction.

All the groups are free.



Immunisation services

Around 21 000 children and young people were immunised in a rolling three-year program to protect every person in the Shire born since 1984 against Meningococcal C meningitis.

Community Development

The function of Community Development is to foster independence and innovation within the community and encourage group participation.

Harmony Day

Around 200 people celebrated Harmony Day in March 2005 at the Alexandra Hills Community Hall. *Welcome to Country* was performed by Aunty Margaret Iselin, a spiritual blessing was performed by Aunty Delma Barton. Filipino, Danish, Torres Strait Islanders and Aboriginal dance groups provided much entertainment. A large calico sheet was spread out for participants to write and draw messages on to promote the Redlands multicultural community.

Women's Expo 2005

The Redlands Women's Expo was held in April to celebrate Seasons of Women's Lives – Let's get Active! Community organisations displayed their information and various speakers presented topics including women's health, getting active in business and actively creating your career. Around 400 people attended this event.

Red-e-Community Directory

The Red-e-Community Directory lists over 50 community facilities and services including education, employment, health, housing, accommodation, law and transport.

The directory is suitable for students, residents, community groups, special interest groups, and planners and policy makers in all levels of government.

Community Grants

\$1,550,903.20 in grants was provided to the local community to support sporting, community and cultural activities.

Community Safety

Graffiti management and prevention

Council adopted a zero tolerance Graffiti Policy. Brochures were produced to inform residents and business operators about how to remove and prevent graffiti on their property.

Graffiti prevention murals

Murals were completed in pedestrian underpasses at Wellington Point, Ormiston and Cleveland. An artist worked with a group of local young people to remove existing graffiti and apply bright, modern images to tunnel walls which will be enjoyed by people of all ages.

Teak Lane safety improvement project

A collaborative approach by local residents, Town Centre management at Victoria Point, the police and Council was used to improve the safety of a public pathway at Sycamore Parade, Victoria Point, by installing 'window art' and tree planting.

John Fredericks Park garden and mural

Young people from Cooee Youth and Family Support and the Breakthrough Project completed a memorial garden and mural at John Fredericks Park, Capalaba. The project not only beautified a public amenity block, it also fostered positive links between Council, young people and youth service providers.

The Redlands Community Safety Committee

The Redlands Community Safety Committee meets bi-monthly to discuss issues of safety and security. The committee is involved in projects aimed at improving safety issues including personal safety, theft from vehicles, graffiti, domestic violence and sexual assault (drink spiking).

Aged Care and Disability Services

RAGOSI

The Redlands Advisory Group on Seniors' Issues (RAGOSI) was established as part of the Council's response to the report 'Tackling Social Isolation in the Redlands Senior's Community'.

The role of RAGOSI is to provide strategic advice, practical support, effective advocacy and direction to the Council on a broad range of community, social, cultural, recreational, economic, environmental and personal issues that impact upon senior residents of the Shire. The group's work is directed to enable older people to maintain and enhance their quality of life and to further their active participation in their community.

Appointment of the Community Development Officer for Seniors

A Community Development Officer for Seniors was appointed following a proposal submitted by the Redlands Social Isolation Advisory Group. The officer will assist in ensuring appropriate services and facilities are available to Redlands' seniors.

Respite Services

Respite Services provided 37,307 hours of care for 7,362 people during the year with three programs specifically designed to meet the needs of frail, aged clients and two programs for young adults with a disability. The disability programs provided 8,318 hours of care and had 1,671 people attend during the year.

A new program was introduced in October 2004 for people living in the Redlands with Alzheimer's disease or a dementia-related illness.

Home Assist Secure

Home Assist Secure (HAS) has 9,500 registered clients and is dedicated to older people, and people with a disability in their own homes in the community as long as possible. The clients are assisted by HAS attending to their minor maintenance and safety needs. The service also installs smoke alarms for free, supplied to Council by Emergency Services.

HAS is fully government-funded by the Department of Housing and Department of Health. Clients range in age from 15 to 97 years. HAS assists any person over the age of 60 or with a disability of any age.



Recreation and Leisure

Sport and Recreation

The Sport and Recreation Unit within Community and Social Planning is responsible for the planning, policy development and capital works program for sport and recreation facilities in the Redlands. Highlights for the year included:

- Over \$2.2m in grants approved for upgrades and new sport and recreation facilities. Two projects of significance were the Cleveland Aquatic Centre and the Redland Softball Centre.
- A project to build a public swimming pool on Russell Island was progressed to a detailed design stage and a partnership agreement was put in place with the Department of Education.
- A draft report for the Cleveland Showgrounds Masterplan was completed following extensive community and stakeholder consultation.

Leisure and Recreation

The Leisure and Recreation Unit is responsible for maintaining and improving our parks, reserves and community leisure facilities including:

- Playgrounds
- Sporting grounds and facilities
- Swimming pools
- Walking trails
- Bike tracks
- Skate parks
- Picnic and barbecue areas
- Beaches.

Each summer and winter school holidays there is the very popular **Fun in the Parks**, with free entertainment for children between the ages of four and 12 at local parks.

Libraries, Galleries and Heritage

Our Libraries

Redland Shire has two main libraries at Cleveland and Capalaba as well as small branch libraries at Dunwich, Amity Point, Point Lookout and Russell Island. There are community libraries at Coochiemudlo Island and Macleay Island.

In 2004–05 the libraries had:

- A membership of 56,744 people
- 634,599 visitors
- 1,355,795 items borrowed.

The excellent service would not be possible without the support of the Department of Local Government, Planning, Sport and Recreation for its contribution to library services under the Local Governing Bodies' Capital Works Subsidy Scheme. Also, the State Library of Queensland, for a grant of \$555,490 towards the purchase of library materials.

...working with the community, for the community.



Around the galleries

There were 35 290 visitors to the Redland Art Gallery during the year. Sixty-two people participated in the Redland Art Gallery Volunteer Program.

Highlights of the 24 exhibitions include:

- **Sleight**, presented in association with the Queensland Centre for Photography.
- This exhibition provided opportunity, support and exposure for talented and emerging Queensland photographers. It was made accessible through an extensive website documenting each of the artists and their work.
- **Blur**, featuring artists Madeleine Kelly, Julie Reeves, Anne Wallace, Jenny Watson and Paul Wrigley, was an exhibition inspired by the blurring of reality and the escapism of film. This exhibition was supported by Museum and Gallery Services Queensland through the touring exhibition program.
- **The Local Landscape** looked at places in the Redlands that engage and constitute artists' practice. Sixteen Redlands artists presented works that were representations of places in the Redlands and also of places that exist in abstract thought on reflection of the landscape.

Youth Development

Working together

Council is a key member of a *September on Stradbroke* taskforce led by the Queensland Department of Communities, with other members including Queensland Police Service, Queensland Health and representatives of Catholic, state and independent schools.

This taskforce has developed strategies to counter potential antisocial behaviour by young people visiting North Stradbroke Island during the September school holidays.

Presentations to secondary students and public meetings on the island were among activities in the lead-up to the holiday period, all of which are aimed at responding to community concerns and ensuring the wellbeing of local community members and visitors.

YTalk – Youth Forum

Providing an informal way for youth to provide feedback to Council, YTalk, the Redlands Youth Forum, was established early in 2005. Young people aged between 13 and 18 years meet regularly to decide on the forum's direction and goals, including how the group works and how it will be led.

Young Citizens Program

In 2004–05 10,700 students participated in the Young Citizens Program (YCP) which was developed in 1998 to teach young people about their community and the role of local government.

The program's primary objective is to provide classroom talks, field trips and information on Council services in a way that complements the school curriculum.

By taking part in the Young Citizens Program, students see their local government in action in a way that empowers them to 'have a say' in their own community.



Children's Services

School Age Care

School Age Care Service provides before school, after school and vacation care for up to 850 children each day. A special project this year was the introduction of the Australian Sports Commission's *'Active After School Care Communities'* program. The program provides fun, safe and inclusive physical activities to children so they develop essential motor skills and an enthusiasm for being active.

Family Day Care

Family Day Care in the Redlands celebrated 30 years of providing quality, home-based child care services. During 2004–05 the two schemes, Redlands East and Redlands West, coordinated 95 carers and 550 children.

Degen Road Child Care Centre

The Degen Road Child Care Centre has an exceptional standard of social, emotional, physical and intellectual development programs offered in a safe and hygienic environment.

The qualified and experienced staff pride themselves on developing trust with parents, children and caregivers.

Degen Road operates three children's groups, providing care for children from six weeks old to school age.

Community Celebration

The Council held four major events during 2004–05:

- Christmas by Harbourside Concert
- Australia Day Awards
- Dunwich Cemetery Consecration
- Mayor's Over 90s luncheon.

Five citizenship ceremonies were conducted, including a special Australia Day event, with more than 500 people becoming Australian citizens.

Community Consultation

The Redlands community was engaged in diverse issues and topics during 2004–05.

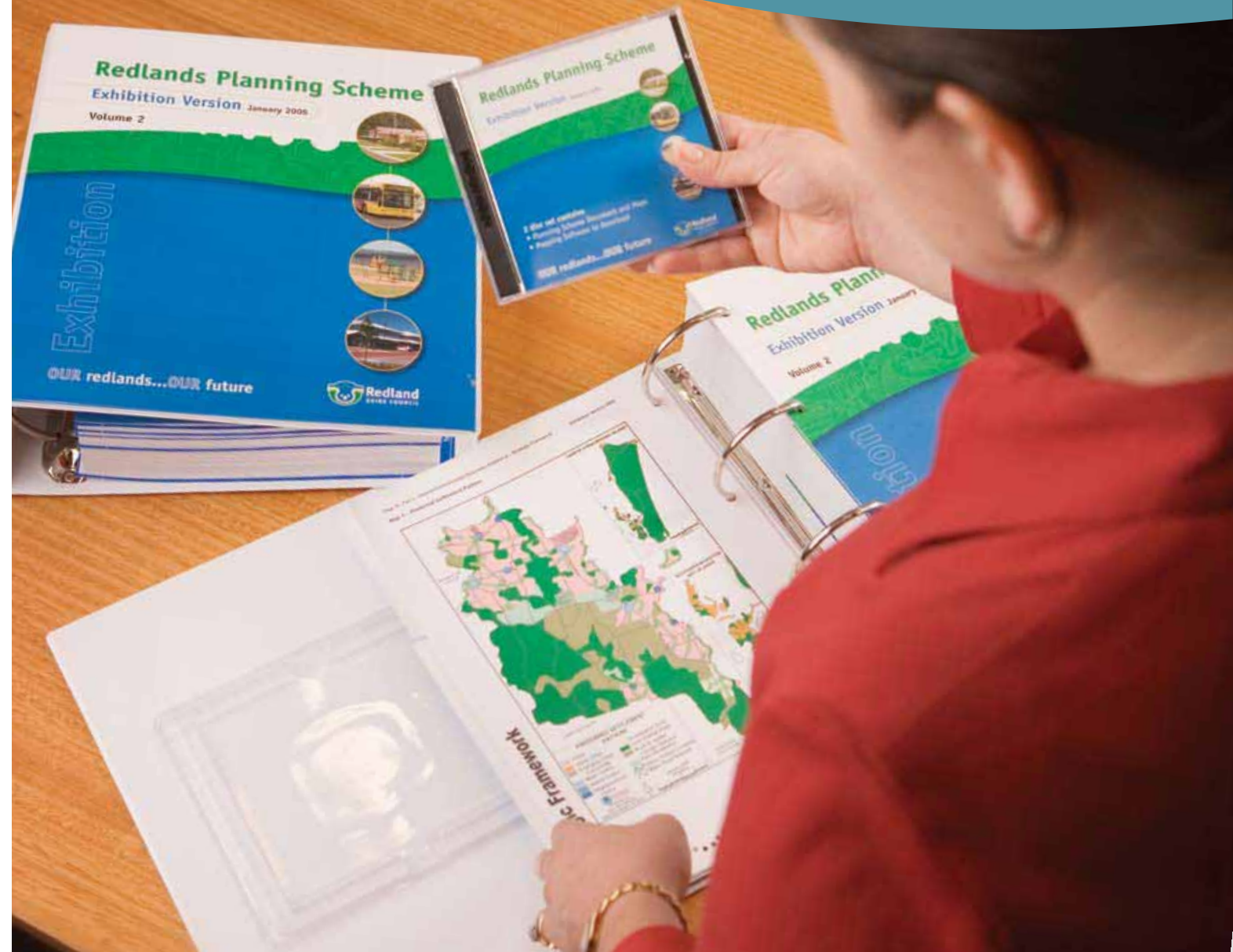
Some consultations have been about analysing need and recommendations on how to meet the need. Others involve community and local area planning matters.

During this financial year, views were canvassed on the following topics:

- Cleveland Aquatic Centre Masterplan
- Cleveland CBD parking
- Cleveland Point Reserve Masterplan
- Cleveland Showground Masterplan
- Community gardens
- Community safety projects
- Crystal Water Park Masterplan
- Dog off leash areas for Lachlan St Park and Aquatic Paradise Park East
- Doug Tiler Reserve Masterplan
- Dunwich Cemetery upgrade
- Erubin Street footpath.
- Flinders Beach Management Plan
- GJ Walter Park Masterplan
- Graffiti Policy and Management Plan
- Greater Glider study
- Hilliards Creek Waterways Management Plan
- Island Library Strategic Plan
- Koala Action Plan

- Orchard Beach Management Plan
- Pest Management Plan
- Point Lookout Movement Study
- Redevelopment of Amity Point and Adder Rock Caravan Parks
- Redland Performing Arts Complex
- Redlands Planning Scheme
- Redlands' Play Strategy
- Redlands' Shade Report
- Redlands' Skate Park Strategy
- Road name change – Redland Bay Road to Cleveland Redland Bay Road
- Russell Island Swim Centre
- Shared Beaches Report
- Traffic calming devices – Cumberland Drive and Devonshire Drive
- Traffic Islands – Marlborough Rd and Bayfields Ave, Coburg and Wellington Streets intersection
- TravelSmart Suburbs
- Valentine Park Masterplan
- Victoria Point land management plan/landscape Masterplan
- Weinam Creek Car Park upgrade.




Our Achievements















Each year we report on our key projects, as outlined in our 2002–06 Corporate Plan Strategic Priorities, as a snapshot of our performance.

The following tables show how projects we identified in our 2003–04 Annual Report 'Looking Forward' section have progressed. We also show whether they are environmental, economic or social initiatives through symbols.

Each project is classified as:











	Ongoing Budget Item: this is a yearly budget item, but has been successfully completed for the 2004–05 financial year
	In Progress: project is still under way
	Complete: project is finished.

External Priorities – Our Achievements

Natural Environment			
Project/Activity	Objective	Status	Budget
Waterways infrastructure	Sediment basins 1 and 5 were constructed at EGW Wood Reserve.		230,000
Conservation land acquisitions	Four hectares was purchased forming part of the open space system that runs through Thornlands. This land is being replanted and improved to provide play areas for children. Signs were erected in the areas that have been bought with the environment charge to explain why the land was bought, what makes it environmentally important and how it will be used. A purchasing program was approved on 27 April 2005 and negotiations with land owners have commenced.		165,393
Landfill remediation planning	Continued to implement actions and recommendations from the Closed Landfill Scoping Project completed in 2004. Commenced remediation projects at higher risk sites and developed plans, procedures and guidelines for the future management of closed landfill sites.		88,000
Bushland Management Plan implementation funding	Undertook bushland management works at Sleath Street Foreshore, Orchard Beach, McMillan Road, Black Swamp, Scribbly Gums Conservation Area, Greater Glider Conservation Area, Coochiemudlo Island and Flinders Beach, NSI.		85,000
Waterways Management Plans	Development and implementation of waterways management plans for waterway catchments. Implementation of the Urban Stormwater Management Plan, including Hilliards Creek, Tarradarrapin Creek and the restoration plan for Coolnwynpin Creek.		75,000
Flinders Beach	Design and installation of interpretive signage for Flinders Beach camping areas and other implementation activities required from recommendations in the Flinders Beach Land Management Plan.		60,000
Litter Prevention Strategy	Commenced implementation of actions identified in the Litter Prevention Strategy.		35,000
Land Management Plan	Development of land management plans for the Eastern Escarpment Conservation Area and Burnett Conservation Area and Ford Road Reserve.		34,200
Point Lookout trails	Construction of trails within the Point Lookout Headland Reserve has been completed. Design and installation of interpretive and trail network signs is ongoing.		31,150
Black Swamp	Seeking approval from the Commonwealth government for creation of a permanent waterhole at Black Swamp. Project is continuing.		30,000
State of the Environment	The State of Environment Reporting project commenced in 2004. Data has continued to be collected for the development of a baseline report that will be the inaugural State of Environment Report for Redlands.		27,000
Cities for Climate Protection	Implementation of the Cities for Climate Protection (CCP) Plan greenhouse gas reduction actions. Milestone 3 of the CCP program was achieved in 2004 by the development of a Local Greenhouse Action Plan (LGAP). It is anticipated that Milestone 4 will be achieved in 2005.		21,000

Natural Environment (continued)			
Project/Activity	Objective	Status	Budget
North Stradbroke Island (NSI) Fire Management Plan	A fire management plan for NSI in conjunction with QFRS, QPWS, NR&M, CRL and Quandamooka Land Council was completed.	✓	20,000
Reduce deaths on roads plan	Design and installation of signage throughout the Shire increasing awareness of koalas on roads is ongoing.	→	20,000
Interpretive Signage	Design and installation of interpretive signage at Terra Bulla Leumeah and Empire Point is ongoing.	→	20,000


Physical Character			
Project/Activity	Objective	Status	Budget
Infrastructure Charges Plan	Preparation of the Priority Infrastructure Plan (PIP) and Infrastructure Charges Schedules (ICS) commenced with a program for completion in mid 2006. The PIP and ICSs provided identification of, and the timing for, the development of infrastructure items, funding/costing and contributions allocation to new development.	→	200,000
Redlands Planning Scheme (RPS)	Completed the first State Interest review and finalised the preparation of the exhibition version of the draft Redlands Planning Scheme. Public notification of draft RPS from 12 January through to 13 April. Commenced submission review process following close of public exhibition period.	→	118,282
Local Area Plans (LAPs)	LAPs are statutory land use control plans prepared to meet the requirements of the Integrated Planning Act. Completed review of existing LAPs (DCPs 1-5) and incorporated these planning controls into the draft RPS. Ongoing delivery of LAPs as part of a five year rollout program including structure plans for identified areas under the draft RPS.	↻	98,000
Streetscape program development	Commencement of planning and design work for: Cleveland Town Centre – Middle Street West streetscape. Finalisation of works associated with the Capalaba Bus Station and streetscape inclusive of providing a public toilet facility.	↻	50,000
Regional Framework for Growth Management	Facilitated active Council participation in the South-East Queensland 2026 Regional Plan and cover Council's monetary contribution, through SEQROC, to the regional planning process. The SEQ Regional Plan was adopted and released in June, 2005.	↻	35,000
Landslip Study	Undertake a study to review landslip risk. This will identify landslide prone areas on an overlay map and through an overlay code, as part of the Redlands Planning Scheme which will prevent potential risk to life, property, infrastructure and the environment.	→	30,000
NSI/Minjerribah Planning	This study, currently in its final stage, will provide strategies for service delivery and budget programs on NSI and the preparation of local area plans for the local townships.	→	28,000
TravelSmart Suburbs Redlands	Influenced travel behaviour in favour of sustainable modes of transport by using individualised marketing techniques in selected suburbs.	→	25,000
Visual Amenity Study and Strategy	Participated in the south-east Queensland regional scenic amenity assessment. This work was completed and provided a framework for the Council to analyse local visual amenity values with some confidence to a common or consistent relationship to regional values.	✓	24,000
Aerial photography	Council has a rolling program of maintaining updated aerial photography across the whole of the Shire. The mainland, southern Moreton Bay islands and North Stradbroke Island are flown on a four-year cycle. This year the southern Moreton Bay islands were photographed.	✓	20,000


Economic Growth			
Project/Activity	Objective	Status	Budget
Tourism development and marketing	Initiatives will be based on marketing plan recommendations. The focus is to attract increased visitations, encourage repeat visitations and promote visitations during off-peak periods.		251,400
Redland Visitor Information Centre (VIC)	Provided VIC services for the Shire in Cleveland including a customer satisfaction survey and the operation of the 1300 VIC telephone number.		124,000
Investment attraction	Developed and implemented a campaign to market the Shire as a competitive and attractive location for business development based on recommendations from the Shire Marketing Plan.		91,000
Redlands Training Catalyst	Coordinated a steering committee and funded training places relating to the tourism, horticulture and aged care sectors.		72,519
Business Grow	Ensured that local business reached full potential by providing a means of accessing information and service providers, through a free and confidential business visitation service.		70,000
Innovation and entrepreneurship	This project incorporates two components – business incubator/accelerator network establishment and youth enterprise initiatives. These projects aim to enhance the Shire's innovation culture, and provide mechanisms that encourage new business establishment.		35,000
Business sustainability initiatives	Facilitated environmentally, socially and economically sustainable business in the Redlands, through a pilot of the EPAs ecoBiz Program.		30,000
Business sector development	Supported the development of a horticultural business network through the provision of facilitation services and developed the potential of the Shire as a film location.		27,000
Economic development partnerships	A range of economic development initiatives which include Chamber of Commerce Business Award sponsorship, Southside Export Network involvement and support for Redland Pride.		21,200
Job Grow Fund	Encourage business and employment development in the Shire by providing financial assistance to businesses to relocate to the Shire or wishing to undertake substantial development expansion in the Shire.		15,000



Essential Services			
Project/Activity	Objective	Status	Budget
Victoria Point treatment upgrade	Augmentation of Victoria Point WWTP to cater for additional growth in the catchment. New plant commissioned for service February 2005.	✓	10,000,000
Construction of roads and drainage infrastructure	105 construction projects were completed in 2004–05.	↻	9,000,000
Road resurfacing and rehabilitation	Includes pavement rehabilitation, slurry reseals, bitumen chip reseals and asphalt overlays. All 2004–05 projects 100% completed.	↻	2,500,000
Sewerage reticulation to Coochiemudlo Island	Tender for design and construction works was awarded. Construction works planned to commence August 2005.	➔	700,000
Point Lookout sewerage reticulation	Reticulation design completed. Construction works to be staged over five years.	➔	230,000
Point Lookout sewerage	Upgrade the WWTP to BNR standard to minimise the environmental impact. Tenders called for construction of the plant. Construction works expected to commence end of 2005.	➔	160,500
Access channel to the Williams St boat ramp at Raby Bay	The sediment sampling and planning for the dredging has been carried out. Dredging of the access channel and harbour basin is scheduled to take place during 2005–06 once environmental approval is obtained.	➔	45,000








Community Health and Wellbeing			
Project/Activity	Objective	Status	Budget
Redland Performing Arts Complex	The cost will be offset by a state government grant of \$2.350 million. The design and costing for the Performing Arts Complex has been progressed by external consultants. Construction expected 2005–06.	➔	411,500
Wellington Point Reserve improvement works	Improvements completed in the eastern area of the reserve included: pathways, picnic shelters, playground, fitness equipment and a refurbishment of the main shelter.	➔	382,000
Extension of the Dunwich Cemetery	Extension to cemetery completed and a consecration ceremony was held involving the Mayor, councillors, Indigenous elders and members of the NSI Indigenous community.	✓	226,644
Library Management System	Red-e-Cat, the new library management system was launched in August 2004. It allows customers access to library services online via the internet.	↻	104,550
Eddie Santagiuliana Way	Cleveland Railway Station to Henry Ziegenfusz Sportsfield – linking Stages 1 and 2 to the central business district in Cleveland.	✓	94,807
Parks land acquisitions	The purchase of land, identified in the Open Space Plan, Planning Scheme and SMBI Strategy, when they become available or when necessary due to impending development.	↻	71,500
myServices e-services	myServices is Council's e-services program, providing a range of online services for residents.	↻	40,000
Cleveland Showground Masterplan	Draft Cleveland Showground Masterplan was completed which included consultation with community, current tenants, schools and other interested parties.	➔	35,820
Russell Island Swim Centre	The design and costing for the Russell Island pool has progressed. Agreement reached with Education Queensland on use and management of the pool. Construction expected 2005–06.	➔	31,348
Community Engagement	Harmony Festival, Women's Expo, Disability Network, Safety Committee, YTalk Redlands Youth Forum, Redlands Advisory Group on Seniors Issues (RAGOSI)	↻	20,595
Fit out and stock a new library at Victoria Point.	Acquisition of stock for new library undertaken. Building under construction and design and fit out of leased space has progressed for opening in early 2006.	➔	16,000
Cleveland Aquatic Centre Masterplan	Masterplan for the Cleveland Aquatic Centre was completed. \$760,000 funding secured from the state government. Upgrade of the Aquatic Centre in line with the Masterplan to be completed by the end of 2006	✓	15,568

Internal Priorities

Organisational Leadership			
Project/Activity	Objective	Status	Budget
Information Technology Security Review	A Network Security Administrator was appointed. A comprehensive review of security systems was completed.		60,346

Financial Management			
Project/Activity	Objective	Status	Budget
Master Accommodation Plan	Finalised the Master Accommodation Plan to enable maximum use of Council's facilities.		25,000

Knowledge Management			
Project/Activity	Objective	Status	Budget
BCP and Risk Assessment Review	The IT Business Continuity Plan was reviewed and an updated risk register compiled.		25,000
Mobile computing	Using technology to capture information in the field is being used successfully in several areas.		20,000

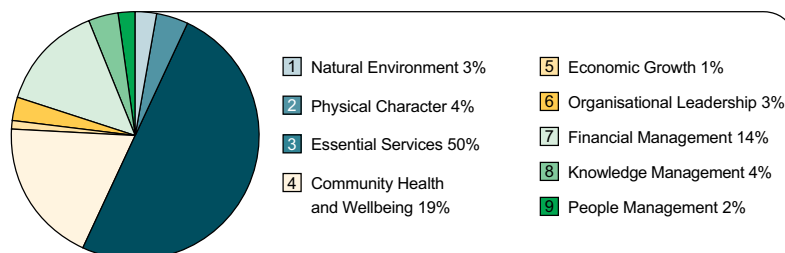
People Management			
Project/Activity	Objective	Status	Budget
Payroll Automation of Timesheets	Continued program involving automation of time sheet recording across Council.		134,266
Leadership Development	119 people completed the DDI leadership training program in 2004–05.		113,966
Application Deployment Server	Acquisition and implementation of ADS software has been completed and the product has been used successfully in a number of desktop software upgrades.		50,000
WHS Statutory Requirement Training	Involved staff in statutory training required in such areas as 'Confined Space Entry'.		36,800
Windows XP Pro Migration	Preparatory work has been completed for a scheduled rollout of Windows XP Pro to desktops.		36,800
Windows 2003 Server Migration	This project has been successfully completed and provides RSC with the up-to-date server operating system base.		32,466
Creating a customer focus	Continued project to create an improved corporate customer focus using the popular 'Hooked on Service' program.		23,533

Looking Forward 2005–06



Corporate Plan Strategic Priorities Budget Expenditure

The budgeted expenditure of \$243.5M, including depreciation and contributed assets, is allocated to the following strategic priorities as identified in the Corporate Plan.



External Priorities

Natural Environment - \$7.2M		
Project/Activity	Objective	Budget
Bushland and vegetation maintenance	Protection, maintenance and enhancement of the health of bushland and vegetation through Community Bushcare Program, bushcare grants, fire management, grass cutting and general maintenance; largely funded from the environment charge reserve.	2,217,000
Conservation land acquisitions	Purchase of environmentally significant land with environment charge funds. Council is committed to protecting significant land across the Shire.	1,683,000
Coolnwynpin Creek energy dissipater	Construction of an energy dissipater at Coolnwynpin Creek to reduce soil erosion.	109,000
Capalaba riparian restoration stage 1	Restoration works including weed removal and the revegetation of the riparian corridor for Coolnwynpin Creek.	68,000
Coochiemudlo Island trail	Construction of a 300m long, 2.54m wide concrete path to link from Victoria Parade through the existing quarry, completing the final linkage around the island.	62,000
Macleay Island heritage trail	Construction of a boardwalk along Charles Terrace through the Tim O'Shea Wetland.	50,000
Litter Strategy	Development of a marketing plan including implementation of targeted anti-littering programs.	45,000
Fellmonger Park trail	Construction of a 219m long, 2.5m wide concrete path to improve the heavily used track running parallel to the creek.	33,000
State of Environment reporting	Continuation of State of Environment reporting, with proposed completion of stages 3, 4 and 5. Stage 5 involves preparation of RSC's inaugural State of Environment Report.	27,000
Cities for Climate Protection	Attainment in early 2005-06 of milestone 4 in the CCP Program, including implementation of Local Greenhouse Action Plan (LGAP).	21,000
Reduce koala traffic deaths	Implementation of the Koala Action Plan adopted by Council in 2004.	20,000

Physical Character - \$9.4M		
Project/Activity	Objective	Budget
Infrastructure Charges Schedules	Integrated Planning Act requires Council to have an Infrastructure Charges Schedule (ICS) in place by June 2006 as part of its Planning Scheme. ICS are required to identify the development of infrastructure items to be funded and the estimated timing of provisions.	357,000
Local Area Plans	Completion of structure planning and preparation of statutory land use control provisions for inclusion within the Redlands Planning Scheme.	252,000
Swimming pool inspection project 1991-1998	Undertake a systematic swimming and spa pool inspection program to target pools approved by Council between 1991 and 1998 that do not have final recorded reports. Approximately 3,000 to 4,000 pools will be inspected over a 2-year period.	158,200
Shire entry signs	Improve the entry to the Shire at Rickertt Rd, Old Cleveland Rd and Moreton Bay Rd, through signage, lighting, soft landscaping and irrigation.	110,000
Redlands Planning Scheme	Finalising the Draft Redlands Planning Scheme (RPS).	103,000

Physical Character - \$9.4M (continued)		
Project/Activity	Objective	Budget
Certificate of Classification Audits on Commercial Buildings	Undertake a systematic commercial building inspection program to target commercial developments approved by Council from 1992 to present. An estimated 300 to 400 commercial developments are to be inspected in a 12-18 month period.	100,000
Integrated Local Transport Plan implementation	Includes administering costs of convening the Redlands Transport Implementation Group (RTIG) and the Redlands Transport Working Group (RTWG), plus administering and reviewing implementation of the Shire's Integrated Local Transport Plan, Transport 2016.	90,000
Plumbing connections to sewer on Coochiemudlo Island	Approximately 548 existing dwellings need to be connected to the sewer as soon as the sewer installation is complete.	50,000

Essential Services - \$121.5M		
Project/Activity	Objective	Budget
Roads and drainage infrastructure development	Maintenance of roads and drainage infrastructure including bikeways, footpaths, street-lighting, kerb and channelling and the maintenance of gravel roads.	21,264,000
Southern Moreton Bay Islands water reticulation	Extend water reticulation to the Bay Islands to meet demand.	4,700,000
Coochiemudlo Island sewerage	Improve sewerage reticulation to Coochiemudlo Island. Tender for design and construction awarded. Works planned to commence August 2005.	4,000,000
Road resurfacing and rehabilitation	Pavement rehabilitation and resealing of existing roads within the Shire.	2,400,000
Seal gravel roads	Sealing of existing gravel roads across various locations.	2,233,000
Residential streets	Improvements to the Shire's existing road network including kerb and channel, bitumen widening and edge restraints.	1,794,000
Heinemann Rd Reservoir	A new 22.3ML reservoir will provide additional potable water storage for existing and future water supply demands.	1,449,000
Water supply reservoirs	Construct new water supply reservoirs at Heinemann Road, Redland Bay, Alexandra Hills and Dunwich. Explore option to refurbish Dunwich. The new reservoirs will provide additional bulk storage of potable water for existing and future Shire water demands.	1,400,000
Fire detection and suppression upgrade – water and wastewater treatment plants	Installation of fire monitoring and suppression system for North Stradbroke Island WTP and Dunwich WWTP. Installation of monitoring system for all other mainland wastewater treatment plants.	1,075,000
Bikeways	New bikeways including construction of new paths, extension of existing paths or the widening of existing paths.	1,031,000
Point Lookout sewerage	Upgrade the WWTP to BNR standard to minimise the environmental impact. Tenders called for construction of the plant. Construction works expected to commence end of 2005.	848,284
Intersections	Improving existing intersections including signals, installation of splitter islands, line marking, additional turning lanes and service vehicle turnarounds. Major projects include new traffic signals at the corner of Mt Cotton Road and Holland Crescent and at Riverton Drive and Old Cleveland Road East.	838,000
Point Lookout sewerage reticulation	Complete the reticulation of Point Lookout township. Reticulation design completed. Construction works will be staged over five years.	837,752
Water conservation and Re-use	Undertake initiatives to promote water conservation and re-use within the Shire.	700,000
Footpaths	The provision of additional concrete footpaths.	673,000
Capalaba Water Treatment Plant – Powder Activated Carbon Plant	Investigate and install new Powder Activated Carbon Plant to ensure effective toxin removal from raw water taken from Leslie Harrison Dam.	600,000

Essential Services - \$121.5M (continued)		
Project/Activity	Objective	Budget
Wastewater SCADA system	Continued connection of sewer pump stations to Redland Water & Waste's telemetry system, to improve fault finding and quick response to rectify problems in the system such as overflows.	530,000
Bitumen widening	Widening of bitumen on existing roads and, in some instances, providing kerb and channel.	400,000
School Safe	Safety improvements to local schools including car parking provisions at Cleveland State High School and relocation of traffic signals and parking improvements at Wellington Point State School.	385,000
Water meter replacements	Meter replacement strategy – undertake water meter checks and meter replacements across the Shire.	337,000
Cleveland Town Centre, Middle St West	Establishment of an attractive, functional streetscape adjacent to the Redlands Community Cultural Centre, linking to existing streetscape on the northern side of Middle Street.	278,000
Drainage	Drainage improvements including completion of works at Valley Road, Wellington Point.	190,000
Dunwich main street environments	Stage 1 development of an attractive functional streetscape in Main Street, Dunwich, including a footpath and kerb and channel improvements.	150,000
Sewer infiltration and management	Carrying out the study to provide an overview of Redland Water & Waste's current sewer infiltration/inflow (I/I) management practices and direction for its future initiatives in sewerage system management.	145,000
Local area traffic management	Installation of local area traffic management devices at various locations including entry statements in the Whepstead precinct, Wellington Point.	135,000
Planning and upgrading Toondah Harbour passenger terminal	Planning and design work to continue.	120,000
Foreshore protection	Construction of rock revetment walls to control erosion at Commodore Drive Park and Sleath Street.	100,000

Community Health and Wellbeing - \$46.8M		
Project/Activity	Objective	Budget
Redlands Performing Arts Complex	Construction of the Performing Arts Complex in Cleveland; cost to be offset by a state government grant of \$2.285 million.	2,109,270
Upgrade of caravan parks	Upgrade caravan parks and camping grounds including cabin installation, road improvements, landscaping and drainage, as well as infrastructure upgrades, such as amenities, power, water and sullage.	1,360,000
Victoria Pt Library fitout	Fitout, including IT infrastructure, of a new library at Victoria Point.	1,219,065
Russell Island Swim Centre	Council's contribution (including a 2004–05 special levy fund held in reserve) towards the construction of a new swimming pool and amenity block at Russell Island.	660,000
Cleveland Aquatic Centre improvements	Upgrade and modernise Cleveland Aquatic Centre and provide additional leisure opportunities. This includes refurbishment and remodelling of existing amenities, development of a new leisure and toddlers' pool, BBQ and eating area and a double-storey building housing a gym, consultation and meetings rooms, plus provision of shade structures, a terraced grandstand and a new entry.	650,000
Dunwich Museum extension	Extension of the Dunwich Museum to provide a larger display area, workshop area for research and collection management, a reading room and public access areas.	247,000
District parks improvements	Improvements to Three Paddocks Park, Les Moore Park, Windemere Rd Park and Lions Park.	225,000
Redlands softball complex carpark	Sealing of Redlands softball complex carpark, east of the recently constructed causeway and culverts, following upgrade of the complex as the State Softball Centre.	124,000
William Taylor Sportsfields	Replacement of existing facilities with new disability access facility for tennis players and other members of the public.	100,000

Community Health and Wellbeing - \$46.8M (continued)		
Project/Activity	Objective	Budget
Lighting upgrade to Bloomfield Street area	Improvements to lighting levels in Cleveland CBD area as part of improved public security and safety.	60,000
Master Plans – regional sportsfields	Develop master plans for the John Fredericks and Pinklands sporting facilities to improve community use, safety and amenity.	50,000
Donald Simpson Centre Improvements	Implementation of urgent and planned refurbishment following the Facility and Asset Management Plan, including climate control, lighting improvements and noise reduction.	50,000
Animal Management community education	A community education strategy to educate pet owners about responsible pet ownership and how they can reduce the adverse impacts of dogs on koalas and the environment.	45,000
BMX Track – Three Paddocks Park, Wellington Point	Construction of a new BMX track in Three Paddocks Park, Wellington Point.	40,000
Community Grants writing assistance	A 12-month trial to implement a community grants writing assistance program to provide community groups with access to professional grant writers to help build the community group's capacity to produce competitive funding applications.	38,000
Point Lookout Hall consultation and design	Undertake consultation to review current and potential uses of the hall to ensure maximum usage; includes detailed design of future hall extensions.	30,000
Dog off-leash area – Hanover Drive, Alexandra Hills	Trial and construction of a dog off-leash area at Hanover Drive, Alexandra Hills.	30,000
Disaster Communications Strategy	Development of Council's Disaster Communications Strategy to support the Local Disaster Management Plan, development of which is required under the <i>Disaster Management Act 2003</i> .	25,000
Redland Shire Community Readiness Plan	The Community Readiness Plan, which will form part of the Local Disaster Management Plan, will focus on an understanding of the community, likely needs during a disaster and appropriate Council services.	20,000

Economic Growth - \$1.4M		
Project/Activity	Objective	Budget
Tourism development and marketing	Further development and marketing of the Shire as a quality visitor destination, with initiatives based on the Economic and Tourism Development Marketing Plan 2004-07.	385,000
Investment attraction	Marketing the Shire as a competitive and attractive location for business development, based on marketing plan recommendations.	131,000
Business Grow	Continued support for Business Grow, a contracted business expansion and retention visitation service that assists businesses in accessing services, agencies and information.	77,000
Business sustainability initiatives	Fostering ecoBiz, a program that encourages a range of sustainable business management practices.	30,000

Organisational Leadership - \$8.6M		
Project/Activity	Objective	Budget
Community engagement standards	Review delivery of policies, processes and training to ensure implementation of corporate standards for community engagement.	60,000
Document and information disclosure review	Review current practices in providing information and copies of documents to the public in line with legislative and other legal requirements for disclosure.	30,000
Development of Corporate Plan 2006-2010	Develop a new Corporate Plan to replace the current plan that expires in June 2006, providing a clear strategic direction for the organisation for the next 4 years.	28,150

Internal Priorities

Financial Management (internal priority – includes debt servicing payment) - \$35.4M

Project/Activity	Objective	Budget
Purchase of South Street depot	Purchase of the depot site from the state government to optimise future space utilisation for improved operations.	3,433,395

Knowledge Management (internal priority) - \$8.7M

Project/Activity	Objective	Budget
Server replacement program	Cyclic replacement and upgrade of computer server hardware that supports corporate applications throughout Council and remote sites.	620,640
E-learning and information technology training	Commissioning online training modules.	130,000
Operational Record Keeping Plan	Audit approximately 9,000 archive boxes and back scan hard copy plans into DataWorks for electronic storage.	60,000
Application workflow software	Purchase and implement Teamplate product to enable non-Information Management staff to visually define workgroup/corporate tasks that interact with existing systems.	50,000

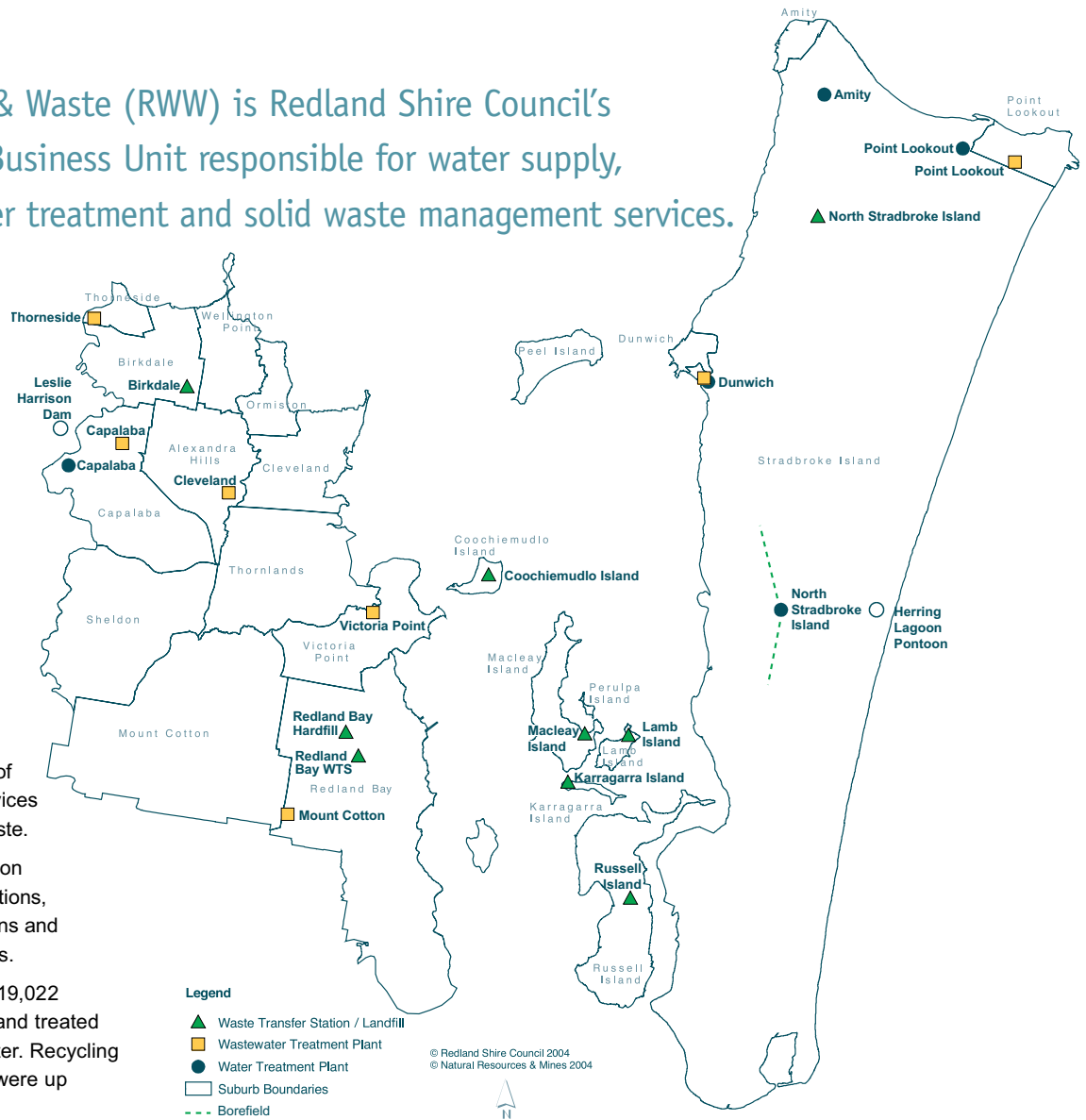
People Management (internal priority) - \$4.5M

Project/Activity	Objective	Budget
Auto timesheets	Implement an automatic timekeeping system.	150,000
Training facility – South Street depot	Erection of a demountable building to cater for training and staff relocation and to improve the work environment.	100,000
Staff accommodation at Animal Pound	Refurbishment of a house located on the pound site to accommodate staff, providing improved staff amenity and enhancing operations.	75,000
Workplace health and safety statutory requirement training	Statutory training of staff involved in such areas as 'confined space entry'.	70,800

Redland Water & Waste Highlights



...Redland Water & Waste (RWW) is Redland Shire Council's Commercial Business Unit responsible for water supply, wastewater treatment and solid waste management services.



RWW is a major player in preserving Redland's quality of life by providing effective services for water, wastewater and waste.

The unit services the population through 46,050 water connections, 42,830 wastewater connections and 48,404 weekly refuse services.

In 2004–05, RWW supplied 19,022 megalitres of drinking water and treated 9,319 megalitres of wastewater. Recycling rates for kerbside collection were up significantly by 2% to 19%.

Water	
Water Sources:	
Leslie Harrison Dam (Capalaba), Herring Lagoon, borefield and township bores on North Stradbroke Island.	
Treatment Plants:	5
Reservoirs	20
Length of water main	1,166km
Water Meters	46,050
Water Treated	19,022ML
Water billed	17,389ML
Total assets	190.4M

Wastewater	
Treatment Plants	7
Pumping Stations	125
Length of sewer main	975km
Active Services	42,830
Wastewater Treated	9,319ML
Sludge for re-use	100%
Recycled effluent for re-use	94ML
Trade waste generators	568
Trade waste discharged to sewer	568ML
Total assets	245.3M

Waste Management	
Households with a waste and recycling service	48,404
Landfill sites	1
Hardfill (construction and demolition sites)	2
Transfer stations	8
Total kilos of waste recycled per capita	203kg
Total kilos of domestic waste landfilled per capita	445kg
Total assets	4.9M



Statutory Obligations

The *Water Act 2000* requires water and wastewater service providers to prepare an annual report on their approved Strategic Asset Management Plan (SAMP) and their submitted Customer Service Standards (CSS) each financial year.

This annual report provides customers and the regulator, the Department of Natural Resources and Mines, with information on:

- Actual performance against targets set in the SAMPs and CSS (including deficiencies)
- Key actions taken to implement the SAMP including funding
- Results of reviews and audits of our SAMP
- Results of review of our CSS.

Apart from water and wastewater, RWW also undertakes a third important activity for the Shire, waste management services.

Whilst waste has no reporting obligations under the *Water Act 2000*, RWW has a requirement to publicly report on the unit's performance. This meets the requirements of the *Local Government Act 1993*.

This report details RWW's performance for 2004–05 and fulfils the business unit's obligations under the *Local Government Act 2003* and the *Water Act 2000*.

Operational Performance 2004–05

Operations and Performance with Annual Performance Plan

- In fulfilling the obligations of its performance plan, RWW provided all stated services and functions for:
 - Water harvesting, treatment and supply
 - Wastewater collection and treatment
 - Kerbside waste and recycling collection and disposal, and waste management.
- ✓ Supplied 19,022ML of drinking water that complied with tested bacterial and physical-chemical criteria in the

Australian Drinking Water Guidelines (1996) as published by the National Health & Medical Research Council.

- ✓ Collected and treated 9,319ML of wastewater to a high quality complying with Environmental Protection Agency (EPA) licence standards.
- ✓ Provided a total of 48,404 weekly waste collection and 48,303 fortnightly kerbside recycling services from domestic, business and multiple dwelling premises.
- ✓ Operated 9 waste handling facilities covering the Bay Islands, North Stradbroke Island and the mainland.
- ✓ Reported monthly to Council on water and effluent quality, solid waste activities, customer service statistics, financial and capital project status.
- ✓ Provided Community Service Obligations as requested by Council.
- ✓ Complied with Council's Corporate Plan, policies and procedures and Integrated Environmental Management System.





Major Activities and Capital Works Achieved 2004-05

Water Supply

- ✓ Achieved and exceeded annual targets for drinking water quality.
- ✓ Rebuilt and recommissioned the North Stradbroke Island water treatment plant following a serious fire in June 2004. In 2005-06 fire detection equipment will be upgraded at all treatment plants with automatic fire suppression equipment to be installed at the NSI water treatment plant. Project cost is \$1,075M.
- ✓ Completed Stage 1 of a major program to install water mains on Russell Island. This included approximately 5.9km of water main.
- ✓ Replaced hardwired system with computer control system (SCADA) at Capalaba Water Treatment Plant.
- ✓ Commenced installation of a flood warning system for Leslie Harrison Dam.
- ✓ Commenced replacement of high lift pump and switchboards at Capalaba Water Treatment Plant.
- ✓ Investigated land management of Leslie Harrison Dam surrounds.
- ✓ Dealt effectively with the impacts of ongoing outbreaks of blue-green algae in Leslie Harrison Dam.

- ✓ Participated in a study undertaken by Griffith University of seven dams within south-east Queensland. The university sought to determine differences between the dams and any common contributors to the rise of blue-green algae. The university has proposed further studies and is seeking funding for this research.
- ✓ Increased chemical testing of raw and treated water quality. Additional testing covered pesticides, organics and some metals. All results were well within guidelines.
- ✓ Participated in the SEQ drought management strategy and introduced, in conjunction with Council, Level 1 water restrictions.
- ✓ Read 46,050 metered water services per quarter with only 39 incorrect readings detected for the year. This represents 0.02% of our customer base and is well within the performance target of 92 per annum.
- ✓ Continued our annual program of replacing unlined water fittings throughout the Shire spending \$500,000 on this program. The new fittings will maintain flow and pressure within the reticulation system.
- ✓ Continued our program of replacing older style water supply stop valves with new ball valves in the areas of Capalaba, Birkdale, Alexandra Hills and a small section of Mount Cotton. The newer type valves reduce maintenance costs and are easier for customers to use.
- ✓ Commenced installing additional fire hydrants in the Shire's rural areas in order to address growing bush fire threats following extended dry weather.

- ✓ Commenced a program of cleaning bay islands' fire hydrant boxes to ensure easy access during a fire emergency.
- ✓ Prepared a submission in response to the State Government's discussion paper on water resource charging.
- ✓ Submitted a total management plan for water and wastewater activities to the Department of Natural Resources and Mines.

Wastewater

- ✓ Achieved and exceeded annual targets for wastewater compliance.
- ✓ Commissioned a major upgrade of Victoria Point wastewater treatment plant reducing effluent nitrogen and phosphorus entering Moreton Bay by up to 75% and 45% respectively.
- ✓ Called tenders for construction works of Point Lookout wastewater treatment plant. The major upgrade will increase plant capacity allowing completion of wastewater reticulation in the Point Lookout township. Construction works are expected to commence in 2006.
- ✓ Called tenders for detailed design of Point Lookout wastewater reticulation system. Works will be staged over five years.



- ✓ Awarded tender for design and construction of Coochiemudlo Island wastewater scheme. The scheme provides for sewerage of Coochiemudlo Island properties. Wastewater will be pumped from the island to the mainland for treatment at Victoria Point wastewater treatment plant. Construction works are planned to commence August 2005.
- ✓ Completed upgrade of Thorneside wastewater treatment plant to increase inlet and outfall capacity and overcome odour concerns as well as service the equivalent of 45,000 people.
- ✓ Connected 35 wastewater pump stations to RWW's telemetry system allowing improved fault finding and quick response to rectify problems. This is part of a program to connect all wastewater pump stations.
- ✓ Replaced pumping equipment at 32 sewage pump stations.
- ✓ Completed a condition audit of all wastewater pump stations and commenced priority remedial works.
- ✓ Completed a system upgrade to allow further computerised control of Capalaba wastewater treatment plant.
- ✓ Continued a wastewater maintenance hole project to identify maintenance holes not at surface level. This project will ensure reliable access to the sewer system and reduce the potential for sewer overflows.
- ✓ Implemented new trade waste system for recording and processing of contractor billing, trade waste agreements and trade waste servicing.

- ✓ Processed 208 new trade waste agreements due to the rapid development of Capalaba's industrial estates, the new shopping centres at Victoria Point and previously unlicensed trade waste generators identified through an audit program.

Waste

- ✓ Closed, and substantially remediated the former NSI landfill station addressing groundwater quality issues.
- ✓ Substantially completed an Environmental Management Program for Birkdale landfill stormwater.
- ✓ Completed modelling for a gas extraction system at Birkdale landfill prior to calling tenders in 2005–06.
- ✓ Awarded tender for the operation of Council's waste handling facilities at Birkdale landfill, Giles Road hardfill and Redland Bay waste transfer station.
- ✓ Continued a free disposal facility for Shire residents to safely surrender household hazardous waste products from domestic sources.
- ✓ Successfully secured an EPA grant for public place recycling in areas such as sporting fields and parks. Thirteen public waste and recycling stations will be completed in 2005–06.
- ✓ Distributed an Easy Recycling Guide to Shire households to promote current and new materials for recycling in Redland Shire.
- ✓ Conducted a successful Straddie Plastic Bag Swap Campaign with the support of NSI Sustainable Tourism. The plastic bags are being recycled to make public bench seats on the island.

Environment

- ✓ Provided 94ML of treated effluent for re-use on local golf courses.
- ✓ Prepared a forward plan for implementing a recycled water strategy.
- ✓ Commenced recycling of glass fines following a breakthrough in locating a market for this glass saving around 1500 tones of landfill each year.
- ✓ Undertook quarterly environmental monitoring at Birkdale Landfill and North Stradbroke Island sites. Half-yearly monitoring was also undertaken at the Giles Road waste disposal facility. The program involved monitoring groundwater, surface water, storm-water discharges, dust and landfill gas emissions.

Our SAMP Performance

Asset Management

SAMPs ensure continuity of supply of services for customers. They also help RWW maintain their assets and plan future needs to meet customer demand. SAMPs provide performance indicators and targets for service standards. This annual report compares those targets with actual performance.

A summary of our performance indicators, targets, actual performance and confidence gradings is outlined below. Where performance has not met the minimum targets set, comments qualifying the data are provided, including action to be taken.

Confidence Gradings

The Department of Natural Resources and Mines (DNRM) guidelines for preparing SAMPs require service providers to indicate confidence grading for the data in the annual report (including an explanation of low confidence levels).

The confidence levels (reliability and accuracy bands) used are consistent with DNRM guidelines.

Water Supply Services

Performance Indicator	Measure	Target	Actual	Satisfactory	Reliability	Accuracy
<i>Quality of supply</i>						
Drinking water compliance with National Health & Medical Research Council guidelines	% compliance					
	Coliforms	Min 95.0	98.5	✓	A	1
	E Coli	Min 100.0	100	✓	A	1
	Manganese <2 mg/litre	Min 95.0	99.5	✓	A	2
	Chlorine	Min 99.0	100.0	✓	B	2
pH	Min 98.0	99.2	✓	A	2	
<i>Supply pressure and or flow</i>						
Minimum flow rate from meter during normal operating conditions except in areas designated as 'low pressure'	Litres per minute	30.0	30 (1)	✓	B	1
<i>Reliability of service</i>						
Restoration of unplanned interruptions	% restored within 5 hours	Min 97.0	98.0	✓	A	1
Connections with deficient flow except in areas designated as 'low pressure'	% of connection	Max 2	1.3 (1)	✓	A	1
Water main events/incidents causing unplanned interruption	No. per 100km of main	Max 14.5	14.2	✓	A	2
<i>Reliability of service</i>						
Relative incidence of planned and unplanned interruptions	Ratio – not greater than	4:1	1.7:1	✓	A	1
Overall average duration of service interruption	hours	Max 3	2.3	✓	A	1
Water main breaks	No. per 100km of main	Max 4.0	6.47 (2)	✗	A	1
System water loss	litres per connection per day	Max 150.0	97.2	✓	A	2
<i>Customer Satisfaction</i>						
Water quality incidents	No. per 1000 properties	Max 3.71	1.8	✓	A	2
Water quality complaints	No. per 1000 properties	Max 9.0	2.1	✓	A	2



Wastewater						
Performance Indicator	Measure	Target	Actual	Satisfactory	Reliability	Accuracy
<i>Reliability of service</i>						
Wastewater overflows affecting customer properties	No. per 1000 properties	Max 5.0	1.92	✓	A	2
Restoration of wastewater interruptions within 5 hours	% within 5 hours	Min 99	99.0	✓	A	1
Wastewater main chokes and breaks	No. per 100km main	Max 20.0	14.3	✓	A	1
<i>Customer satisfaction</i>						
Odour complaint numbers	No. per 1000 properties	Max 1.5	0.6	✓	A	1
Wastewater overflows	No. per 100km of sewer and rising main	Max 1.92	8.09	X (3)	A	1

- (1) Out of 150 requests to check pressure and flow only two properties failed to meet both flow and pressure. All others met the standard at testing or after improvement work were completed.
- (2) Extended drought conditions contributed to expansive soil movement resulting in a high number of main breaks.
- (3) Performance for wastewater overflows did not meet target for 2004–05. This was due to a large number of wastewater overflows that resulted from heavy rainfall experienced in south-east Queensland in June 2005. Overflows were experienced from 22 reticulation maintenance holes or private drains and 38 from sewer pump stations
- (4) Some targets shown have increased from when the SAMP was approved in 2002 to align with targets set in Redland Water & Waste's 2004–05 Performance Plan.

Key:

Reliability Bands											
A			B			C			D		
Highly reliable			Reliable			Unreliable			Highly unreliable		
Data is based on sound records, procedures, investigations or analyses that are properly documented and recognised as the best available assessment methods.			Generally as in "A", but with minor shortcomings, for example, some documentation is missing, assessment is old; or some reliance on unconfirmed reports; or there are extrapolations made from records of more than 50%.			Generally as in "A" or "B" but data is based on extrapolations from records covering more than 30% but less than 50%.			Data is based on unconfirmed verbal reports or cursory inspections or analysis, including extrapolations from such reports/inspections/analysis.		
Accuracy Bands											
1	+/- 1%		2	+/- 5%		3	+/- 10%		4	+/- 25%	
5	+/- 50%		6	+/-							



Other Key Performance Indicators

The following table provides additional key performance indicators not contained within the SAMP or CSS but form part of RWW's Performance Plan 2004–05.

Water Supply	Compliance	Actual	Target
Operating, maintenance and admin costs per property serviced	✓	\$179.71	\$194.03
Wastewater	Compliance	Actual	Target
Operating, maintenance and admin costs per property serviced	✓	\$209.52	≤ \$206.01
Overall % Compliance with EPA Licence	✓	99.6%	≥ 97%
Waste Management	Compliance	Actual	Target
% recyclable material, from mobile garbage bins, diverted from waste stream	✓	19%	≥ 16%
No. missed wheelie bin services collected outside 24 working hours per annum	✓	4	≤ 9
% Compliance with EPA requirements	✓	98.1	≥ 97%
Total kilos of domestic waste landfilled per capita	✓	445kg	≤ .470kg
Total kilos of waste recycled per capita	✓	203kg	≥ .200kg

Overall the unit performed well in relation to the key performance indicators.

Our Customers

Community consultation and education

During the year, RWW:

- ✓ Conducted a public information session for Coochiemudlo Island wastewater scheme.
- ✓ Held open days at our Materials Recovery Facility (MRF) at South Street, Thornlands, and Cleveland wastewater treatment plant.

Our Customers (continued)

- ✓ Introduced tours of the Birkdale landfill. Students touring the site left with a better understanding of the magnitude of rubbish landfilled each day and how they can assist in reducing this volume.
- ✓ Conducted organics and recycling workshops on home composting, worm farming and recycling.
- ✓ Prepared media campaigns on 'Using Water Wisely', recycling and upcoming waste activities
- ✓ Distributed newsletters to 3,000 residents and community groups surrounding Birkdale landfill on progress and future operations at the site.
- ✓ Provided tours for school students of water and wastewater treatment plants (470 and 59 students respectively), materials recycling facility (595), the new landfill tour at Birkdale (24). RWW officers also gave talks on recycling to 1,139 students at local schools.
- ✓ Introduced a water consumption graph on quarterly rates notices for residential customers. The graph allows residents to review their household water usage and compare this against the Shire's average.
- ✓ Planned for a new customer request management system to be introduced in 2005-06. The system records all customer requests for water and wastewater activities.
- ✓ Participated in the 'Indigi Day Out Weekend Expo' held in May. The expo held at the Redlands Indigiscapes Centre attracted over 4,000 visitors. RWW provided information on water wise gardening.

Customer Service Survey

During the year, Council surveyed Shire customers on Redland Water & Waste's performance in a number of areas. The ranking was scaled from 1 to 5, with 1 = poor performance, 3 = reasonable performance and 5 = very good performance.

For water, there was a 3.7 rating for investing in and maintaining high-quality water supply and water treatment services and a 3.5 rating for supplying water in an environmentally sustainable way.

For wastewater, the rating for investing in and maintaining high-quality sewerage systems was 3.7, while the rating for investment and maintenance of waste collection and management services was 3.9.



Customer Service Standards

Customer Service Standards (CSS) describe and define the levels of service that RWW has committed to provide its customers for water and wastewater services.

This annual report compares those targets in service with performance. A summary of performance indicators, targets, actual performance and confidence gradings is outlined below. Where performance has not met the target set, comments are provided qualifying the data, including action to be taken to achieve our target values.

Water Services						
Performance Indicator	Measure	Target	Actual % Compliance	Satisfactory	Confidence grading	
					Reliability	Accuracy
Provide 48 hours notice for interruptions (except emergencies)	hours	48	100.0	✓	B	2
Response time to reported no water and main breaks	hours	< 1	100.0	✓	A	1
Improved pressure and flow within 28 days of test	days	max 28	97.4	✓	A	1
Response to discoloured water	hours	max 4	100.0	✓	B	1
Installation of new water services	days	max 10	73.6 (1)	✓	B	2
Response to non-urgent general requests	days	max 5	79.0 (2)	✓	B	2
Customers experiencing discontinuity of supply for more than a 5-hour period in a year.	% of customers affected	max 5	14.6	✗ (3)	A	1
Accuracy of water meter	Tolerance range	-5 to +2	97.6 (4)	✓	A	2

Wastewater						
Performance Indicator	Measure	Target	Actual % Compliance	Satisfactory	Confidence grading	
					Reliability	Accuracy
Customers experiencing sewage overflow on their land	% of customers affected	max 1	0.19	✓	A	2
Response to odour complaints	hours	min 5	100.0	✓	B	2
Response to non-urgent requests	hours	max 5	62 (2)	✓	B	2

(1) Does not include applications for Russell Island which generally require a main extension before connection. Includes delays attributed to customer.

(2) Represents non-urgent jobs completed within 5 days. Response time is more favourable but is not recorded consistently. Changes are being made in 2005–06 to capture response times to non-urgent requests.

(3) Unlined fittings represent 8.4% with 4.5% due to trunk water main breaks.

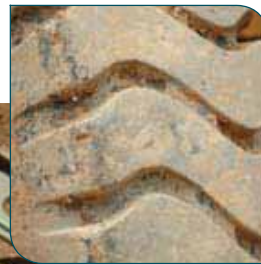
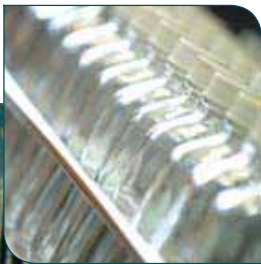
(4) 97.6% within tolerance (1,104 faulty meters replaced in 2004–05).

Snapshot of Financial Performance

Water and Wastewater Services		
Financial Performance	2004–05 \$million	2003–04 \$million
Revenue from ordinary activities	47	41
Expenses from ordinary activities	38	28
Borrowing costs	2	1
Result from ordinary activities (before tax and dividend)	7	12
Total assets	469	461
Debt outstanding	141	32
Dividend and tax to Redland Shire Council	7	12

Waste Management		
Financial Performance in brief	2004–05 \$million	2003–04 \$million
Revenue from ordinary activities	11	11
Expenses from ordinary activities	9	8
Borrowing costs	0	0
Result from ordinary activities (before tax and dividend)	2	3
Total assets	13	12
Debt outstanding	1	1
Dividend and tax to Redland Shire Council	1	3

Financial Performance						
	Water Supply and Wastewater Services			Waste Management		
	Actual 2003–04	Actual 2004–05	Variance	Actual 2003–04	Actual 2004–05	Variance
Operating revenue	41,314,000	46,531,000	5,217,000	11,227,000	11,012,000	-215,000
Operating expenses	29,492,000	39,622,000	10,130,000	8,232,000	9,024,000	792,000
Operating surplus/(deficit)	11,822,000	6,909,000	-4,913,000	2,995,000	1,988,000	-1,007,000
Capital Works Program	15,508,000	20,465,000	4,957,000	274,000	176,000	-98,000
Financial Ratios						
Economic rate of return	11.40%	9.39%	-2.01%	11.13%	11.38%	0.25%
Rate of return on operating assets	2.55%	1.47%	-1.08%	31.25%	17.27%	-13.98%
Debt to total equity	7.45%	44.09%	36.64%	12.44%	7.35%	-5.09%



Changes to Annual Performance Plan

There were no changes to the Annual Performance Plan for RWW in the 2004–05 financial year.

Cross-subsidies

The 'Guidelines for Identification and Measurement of Cross-Subsidies' issued by the Department of Natural Resources & Mines were applied to determine any cross-subsidies for water and wastewater services for 2004–05. The assessment found there were no subsidies between users within the water supply or wastewater service sectors of the business. Overall the business revenue is short of full cost pricing (after normalisation of infrastructure charges and subsidies for wastewater services). This is related to water pricing which is being addressed through a long-term pricing strategy.

Redland Water & Waste 2004–05 Full Cost Pricing (FCP) and Cross-subsidy Model

Full Cost Pricing	Water	Wastewater
Admin/Ops/Overheads	12,231,044	15,524,643
Depreciation	6,126,367	7,516,575
Competitive Neutrality	335,252	199,827
Return on Assets (includes tax and dividend)	12,971,361	14,192,047
Total FCP	31,664,024	37,433,092
Water delivered to Customers KL	17,389,000	9,339,000
Average cost per kilolitre (FCP)	1.821	4.008

Table 1. Cross-subsidy Reflecting Revenue-cost Divergence Water Supply 2004–05

Revenue Sources	Domestic	Commercial	Other Consumers	Total
Water charges	17,676,663	1,066,884	132,494	18,876,041
Other revenues	3,918,422	440,569	46,700	4,405,692
CSO	33,460	11,657	76,821	121,938
Headworks	2,111,617	151,947	4,309	2,267,873
Total Revenue	23,740,162	1,671,058	260,324	25,671,544
Kilolitres used	16,254,108	982,836	152,056	17,389,000
\$/KL contribution	1.461	1.700	1.712	1.476
Difference per KL from FCP \$1.82	0.359	0.120	0.108	0.344
Cross-subsidy Received	nil	nil	nil	nil

Table 2. Cross-subsidy Reflecting Revenue-cost Divergence Wastewater Supply 2004–05

Revenue Sources	Domestic	Commercial	Other Consumers	Total
Wastewater Charges	18,251,415	1,811,894	317,948	20,381,256
Other Revenues	263,516	388,008	6,116	657,640
CSO	-	-	90,121	90,121
Headworks	4,000,605	546,779	9,108	4,556,492
Total Revenue	22,515,536	2,746,680	423,293	25,685,509
Kilolitres used	8,031,540	1,120,680	186,780	9,339,000
\$/KL contribution	2.803	2.451	2.266	2.750
Difference per KL from FCP \$4.01	1.207	1.559	1.744	1.260
Cross-subsidy Received	nil	nil	nil	nil



Community Service Obligations

As required by Council, RWW provided a number of services to the community – see table following for details. Council reimbursed RWW the cost of providing these services known as Community Service Obligations.

Water and Wastewater	Solid Waste
<ul style="list-style-type: none"> • Reduced water and pedestal charges for 'not for profit' sporting and community organisations • Subsidy for home dialysis machine users. 	<p>Waste disposal concessions to schools and non-profit organisations:</p> <ul style="list-style-type: none"> • Conduct of Clean up Australia Day • Free disposal to Home Assist/Secure activity • Provision of waste management services to six bay islands • Free disposal of builders' waste and car bodies from the bay islands • Stage 2 of North Stradbroke Island landfill capping system • Environmental monitoring and remedial work at Redland Bay closed landfill • Assessing integrity of capping, environmental monitoring and extent of burial area at former sanitary depot at Thornlands • Environmental and waste composition audits of North Stradbroke Island landfill • Environmental monitoring at Judy Holt Park • Minor upgrade of infrastructure at Recycleland.



Actions Taken to Implement the SAMP

To review progress, actions taken to implement the SAMP are detailed below. Comments are provided where proposed actions have not been taken.

Action Plan Title: Business Management Plan	
Overview of plan:	High-level document providing overview of all SAMPs and outlines RWW service delivery strategy

Action Plan Title: Service Standards Plan – SAMP 02-03-01	
Overview of plan:	Provides minimum service standards and mechanism for reviewing standards.
Main Actions	Status as at 30 June 2005
Upgrade customer action request system	Completed. New Customer Request Management module to 'go live' Aug 05.
Develop customer service training	Completed. Training provided – Hooked on Service, Dataworks, cross training of customer service activities.
Implement new marketing and communication plan	Delayed due to resourcing and budget issues. Preparation of plan out for quoting Aug 05.
Investigate integration of systems, i.e. Maximo and Finance One.	In progress. Dedicated asset management group formed by RSC. RWW reviewing asset management practices including integration potential.
Develop quality mapping and review process	Passive wastewater assets updated on Red-E-Map. Passive water assets lagging. To be addressed 2005–06.

Action Plan Title: Financial Management Plan – SAMP 02-03-02	
Overview of plan:	<ul style="list-style-type: none"> • Sets out financial strategy to ensure the business remains viable in the short and long term • Customers are provided with value-for-money services • Statutory requirements are met as well as financial information is available for RWW management and Council.
Main Actions	Status as at 30 June 2005
Perform a range analyses to gauge potential revenue variance using daily bulk water consumption.	Water pricing models created with impact analysis of variation in consumption as part of annual pricing.


Action Plan Title: Performance Assessment (Management) Plan – SAMP 02-03-03

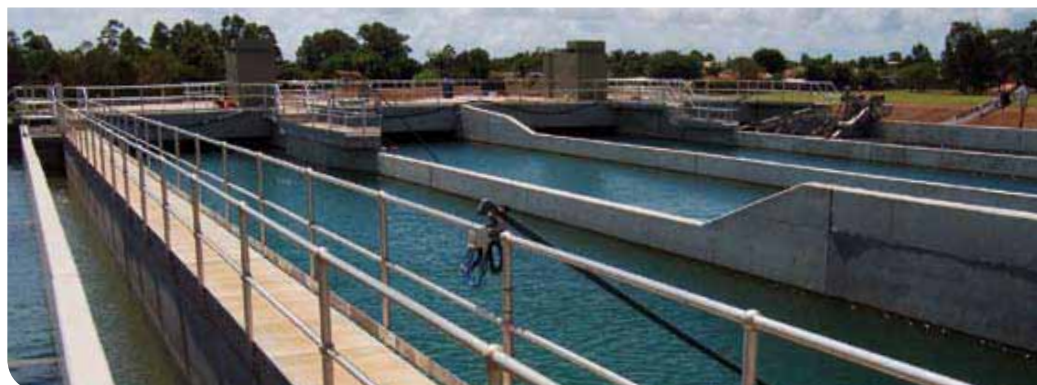
Overview of plan: Describes RWW performance standards practices and direction for its future initiatives. Covers monitoring, reporting, reviewing of the unit's performance.

Main Actions	Status as at 30 June 2005
Convert telemetry system from DOS to Windows	New system commissioned. Refinement ongoing 2005–06.
Improve hardness of drinking water	Equipment installed. Operational changes to be implemented 2005–06.
Automate plants	Capalaba water treatment plant to be completed Aug 05.
Secure land tenure and licences – NSI borefields	Continued collection of information and discussion with DNRM.
Continue smoke testing and flow measurement activities to reduce wastewater spills and treatment costs.	Commenced undertaking scoping study to determine extent of inflow and infiltration as well as priority areas.
Implement maintenance hole raising plan	Raised approximately 200 wastewater maintenance holes to surface level.
Remaining wastewater treatment plants to be rebuilt to BNR standards where effluent is not reused.	Victoria Point wastewater treatment plant reached practical completion. Re-use opportunities being reviewed at all plants. Point Lookout wastewater treatment plant upgrade now scheduled for completion 2007.

Action Plan Title: Infrastructure Management Plan – SAMP 02-03-04

Overview of plan: Details RWW infrastructure planning practices and future direction including a cost-effective infrastructure investment program, protection of the environment, integration into regional infrastructure planning studies.

Main Actions	Status as at 30 June 2005
Upgrade telemetry system to supply better data	Conversion to Windows completed. Telemetry update for water delayed in 2004–05 due to major fire at NSI water treatment plant. Some work performed for NSI borefields – see SAMP 02-03-07.



Action Plan Title: Asset Evaluation and Renewal Plan – SAMP 02-03-05	
Overview of plan:	Details RWW infrastructure planning practices and future direction including assets location, value, condition, life.
Main Actions	Status as at 30 June 2005
Improve reporting process for condition reporting	RWW invited proposal from consultant to review asset management practices including condition and performance information collection and reporting.
Develop procedures for reviewing and assessing condition and class of assets	Active asset condition evaluations undertaken in conjunction with revaluation in 2004.
Investigate and develop functional specification to link Maximo with GIS	Integration between Maximo and GIS commenced. GIS utilised to create new passive assets in Maximo and edit some Maximo data.
Develop a replacement plan and investigate renewals annuity methodology	Asset replacement costs developed through Asset Management (AM) system. RWW improving accuracy of information in AM system allowing improvement in replacement profiles. Discussion paper on renewals annuity completed by RSC.
Treat water to make it less corrosive	See SAMP 02-03-03 for details.
Upgrade telemetry/SCADA systems for monitoring of all sites on performance and conditioning.	Transferred 58% of existing telemetered wastewater pump stations to new SCADA system.
Integrate Hunter system into water treatment plant SCADA	WWTPs integrated to new SCADA system with additional functionality.
Replace unlined fittings in reticulation	Completed fifth year of eight year program.

Action Plan Title: Asset Procurement Plan – SAMP 02-03-06	
Overview of plan:	Details infrastructure project delivery and covers design, construction and asset handover phases of the asset life cycle.
All items completed in 2003–04	

Action Plan Title: Operations Maintenance Plan – SAMP 02-03-07	
Overview of plan:	Outlines strategies for establishing and managing appropriate operations for standards for services.
Main Actions	Status as at 30 June 2005
Finalise odour monitoring report on pump station 33	Completed. Implemented measures to reduce odour found to be effective.
Calibrate network modelling software for water supply	See SAMP 02-03-01 for details.
Calibrate network modelling software for wastewater	See SAMP 02-03-01 for details.
Upgrade telemetry system	Improved communications of NSI water supply borefields and functionality of water transfer system to mainland.
Implement SCADA system at Capalaba water treatment plant	Completed August 2005.


Action Plan Title: Maintenance Management Plan – SAMP 02-03-08

Overview of plan: Details how RWW will ensure availability, reliability, economic and environmental performance of its assets.

Main Actions	Status as at 30 June 2005
Electronic communication capacity of treatment plants to be confirmed re Maximo	RSC upgraded communication with faster link.
Develop and implement rolling maintenance plan on each class of assets	See SAMP 02-03-05 for details.
Develop maintenance management plan for below-ground (passive) assets	No further progress. Condition and performance information will determine ultimate maintenance strategy.
Investigate need for water mains cleaning program	No further progress. Condition and performance information will determine ultimate maintenance strategy.
Input detailed procedures into Maximo for water and wastewater.	90% completed for active assets. Victoria Point upgraded wastewater treatment plant still to be completed. Passive assets yet to commence – delayed due to resourcing issues.
Input data into Maximo and rollout training program to support treatment plants.	Commenced Maximo training.
Integrate systems – GIS, Maximo and financial systems.	Ongoing. This is a corporate project. See SAMP 02-03-05 for details.

Action Plan Title: Sewer infiltration and inflow management – SAMP 02-03-09

Overview of plan: Details sources of potential inflow and infiltration (I/I) in sewer system; details actions for reducing I/I.

Main Actions	Status as at 30 June 2005
Prepare and identify rehabilitation program to meet Environmental Protection Policy requirements.	Undertaking scoping study to determine extent of inflow and infiltration and priority areas. Findings will identify rehabilitation requirements.
Implement new telemetry system.	No funding available in 2004–05. Funds allocated for 2005-06 to continue phase 2 – expected to complete October 2006.
Conduct assessment of investigation results and prioritise reticulation program.	Project deferred due to resourcing issues.

Action Plan Title: Water Source Management Plan – SAMP 02-03-10	
Overview of plan:	Details RWW's water source management standards
Main Actions	Status as at 30 June 2005
Develop Committee report on status of NSI resource and develop drought management plan	RWW involved in regional drought strategy. Development of drought management strategy in accordance with DNRM guidelines is programmed for completion within 12 months of legislation being enacted.
Follow up State Government re securing land titles on North Stradbroke Island.	Some discussions with State Government. Matter not finalised.
Upgrade Leslie Harrison Dam as determined from the reviews 2005–06	Gates modified. GHD report 'Leslie Harrison Dam – Report on Risk Assessment, August 2002' recommends interim upgrade works to spillway retaining wall to achieve compliance with Water Act 2000. These works included construction of a retaining wall on either side of spillway and around control building to match dam crest level of RL 22.25m. This was completed. Work is part of project to reduce risk of flood failure to a 1 in 400,000 year event.
Further develop relations with CRL Mining Co	Ongoing. Meeting held between RWW and CRL management but, process has slowed due to changes in CRL & RWW personnel.

Action Plan Title: Risk Management Plan – SAMP 02-03-11	
Overview of plan:	Provides an overview of risks, consequences and means by which RWW manages risk for water supply and wastewater services.
Main Actions	Status as at 30 June 2005
Implement Risk Management system	Commenced building comprehensive risk register for all aspects of RWW business. Register will include finding of external review of risk conducted in 2004–05.
Identify major events for contingency and develop supporting documentation	NSI contingency report completed. In progress of being reviewed with regard to operationalising the recommendations.
Upgrade Business Continuity Plan	Contacts updated in plan. This is an RSC corporate document.
Upgrade Leslie Harrison Dam as determined in review 2005–06	See SAMP 02-03-10 for details.

Full details of RWW's performance against the SAMP can be obtained from Redland Water & Waste.

Reviews

Reviews of SAMPS

RWW is required to regularly review its SAMP to make sure it remains relevant. Reviews must take place at time intervals stipulated by the regulator. Generally speaking, reviews are required at intervals ranging from 2 to 5 years.

During the year RWW substantially reviewed its SAMPS to take into account revised DNRM SAMP requirements.

Additionally, RWW addressed the aligning of budget to specific action plans.

The review was carried out internally with the assistance of an external consultant. The revised SAMP was approved by Council on 22 June 2005 and comes into effect on 1 July 2005.

The next review required by DNRM must be completed in 2008–09.

Review of CSS

Legislation requires RWW to review its Customer Service Standards every year and to state the outcome of the review (including how matters raised in the review will be addressed) in the annual report.

During 2004–05 an internal review was undertaken of the current service standards by the Manager Customer Service & Business Performance. No changes were made to the service standard. Another review is scheduled for early 2005–06.

Audits

Legislation requires that RWW undertake regular audits of its SAMP. Generally, audits are required at intervals ranging from two to five years. DNRM sets the time intervals for audits. Additionally DNRM can arrange for spot audits of a SAMP in certain circumstances.

The findings and recommendations of any audit report must be summarised in the annual report.

No audits on the SAMP were undertaken this year. An audit is scheduled to be undertaken by 30 June 2006.

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; and
- the exercise of concession powers in relation to rates and charges.

Policy Statement

The Making of Rates and Charges

Council makes rates and charges to fund the provision of valuable services to our community. In adopting its annual Budget, Council may make rates and charges at a level that will provide for both current and future community requirements. Council will apply the principle of transparency in making rates and charges so the community understands the relationship between rates and charges and the services Council provides.

General Rates

General Rates revenue provides essential whole-of-community services not funded through subsidies, grants, contributions or donations received from other entities, or not provided for by other levies or charges. Council will consider all full cost recovery options before calculating the general rate. Although the Unimproved Capital Valuation for each property largely determines the amount of the general rate levied, Council recognises that significant valuation increases can have an adverse effect on ratepayers. In making general rates, Council will be guided by the principles of:

- equity by limiting the impact of high valuation increases; and
- transparency by identifying properties with insurmountable drainage constraints and placing them in a different category to all other land for rating purposes so the rate burden is not as great on those properties.

Other Charges

In general, Council will be guided by the principle of user pays in making all other charges.

The Levying of Rates

In levying rates, Council will apply the principles of:

- consistency by scheduling the issue of rate notices on a quarterly basis;
- communication by advising ratepayers about rate notice issue dates and discount dates and by providing meaningful information on rate notices so that ratepayers clearly understand their responsibilities; and
- flexibility by providing payment arrangements to ratepayers in financial difficulty.

The Recovery of Rates and Charges

Council will exercise its rate recovery powers in order to reduce the overall rate burden on ratepayers and will be guided by the principles of:

- transparency by making clear the responsibility of ratepayers and the processes used by Council in assisting them to meet their financial obligations; and
- flexibility by accommodating ratepayers' needs through short-term payment arrangements.

The Exercise of Concession Powers in Relation to Rates and Charges

Council has determined that pensioners as defined by the *Local Government Act 1993* are entitled to receive concessions on rates and various other services that Council provides to the community. Other charitable organisations, community groups, sporting associations, and owners of heritage protected properties may also be entitled to concessions. In exercising these concession powers, Council will be guided by the principles of:

- transparency by making clear the requirements necessary to receive concessions; and
- communication by raising the awareness of target groups that may qualify for these concessions.

Borrowing Policy

Head of Power

Section 3(d) of the *Local Government Finance Standard 1994* states that a local government must develop a policy about borrowings. Furthermore, Council's borrowing activities are governed by the *Statutory Bodies Financial Arrangements Act 1982* and Section 525 of the *Local Government Act 1993*.

Objectives

The objective of the policy is to ensure the sound management of Council's existing and future debt.

Policy Statement

Borrowing Purposes

- When seeking long-term funding for the construction of infrastructure assets, Council will, wherever possible, avail itself of its own internal reserves (where such utilisation would not cause any financial impediment to the reserves' requirements).
- Borrowings will be undertaken for capital projects where the interest and debt principal repayments can be serviced from available cash.
- Borrowings will not be used to fund recurrent expenditure and operational activities of the Council.

Repayments and Repayment Ability

- The existing debt will be repaid to the Queensland Treasury Corporation Debt Pool on a quarterly basis in accordance with the weighted term of the loan.
- The debt service payments will be made during the first month of the quarter instead of the last month, in order to minimise the interest expense, providing sufficient cash resources are available to Council. Council will continue the discharging of this debt within the shortest possible time subject to overall budgetary constraints.
- New loans will be taken up only if the subsequent increase in debt servicing payments allows the total debt servicing ratio to remain within corporate targets.

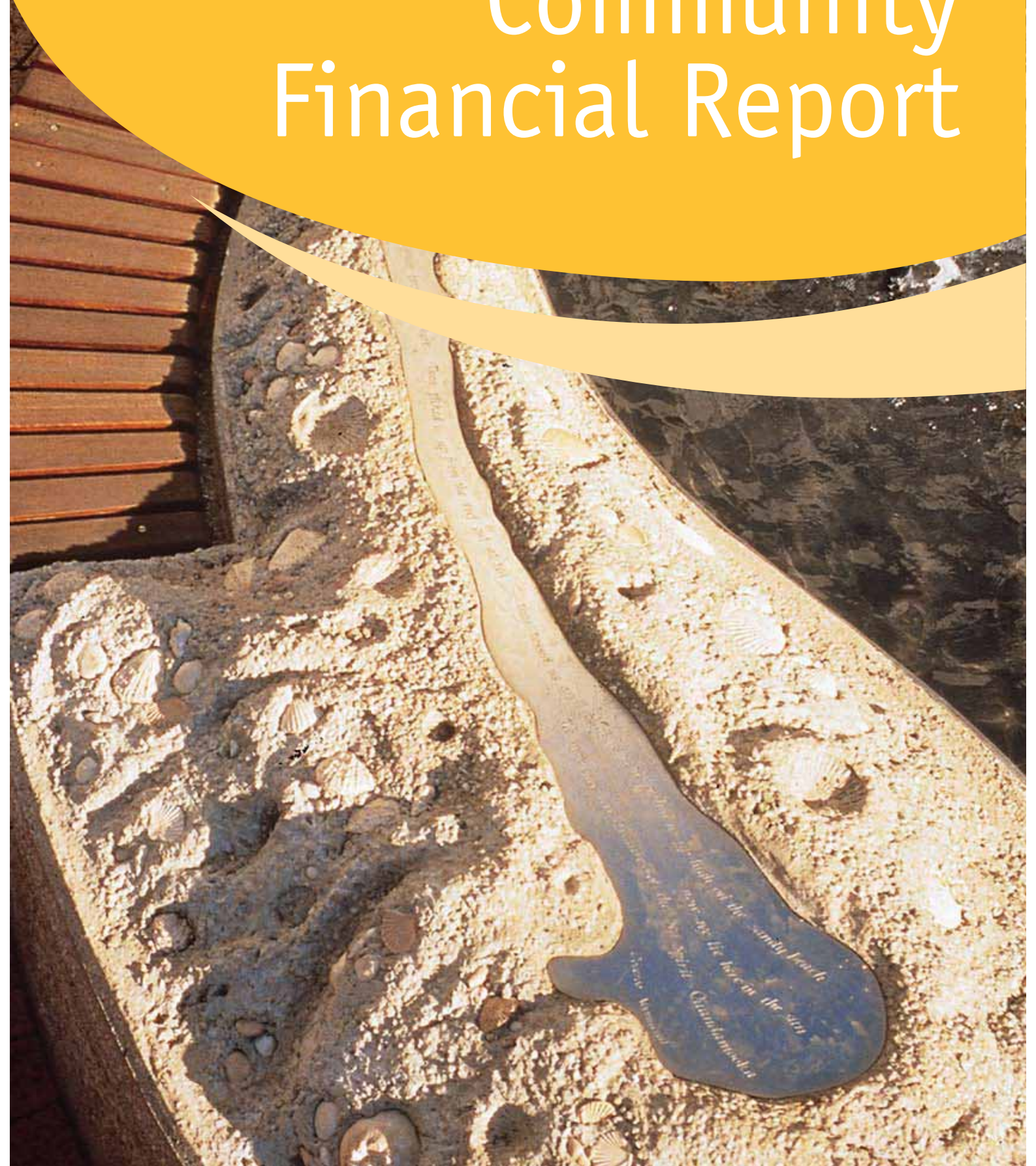
Debt Term

The term of new loans will be a maximum of 20 years for Water and Sewerage borrowings and a maximum of 15 years for all other requirements. The debt term shall not exceed the finite life of the related asset.

Borrowing Sources

- Council shall raise all external borrowings at the most competitive rates available and from sources as defined by legislation.

Community Financial Report



The Community Financial Report aims to give the community a better understanding of the financial performance and position of their council. It is a report for the whole community, customers, business partners, employees and other stakeholders, which gives a simple overview of Council's financial performance and position for the 2004–05 Financial Year. It aims to 'keep it simple' and speak in financial language everyone can understand.

During the 2004–05 financial year your Council exceeded all financial targets established in order to maintain the financial health of the organisation. These financial health indicators show Council maintains sufficient cash to pay bills and keep loans to manageable levels. In summary Council performed strongly in its ability to generate cash from day to day operations, meeting all financial commitments in the financial year and keeping debt at very manageable levels. This was achieved whilst maintaining the investment in community infrastructure.

The following series of tables and graphs show Council's major sources of revenue and expenses in addition to the value of Council's assets and liabilities. Comparisons are made between the 2004–05 year and 2003–04 years. The 2003–04 years figures have been adjusted up to take account of price changes (CPI – Consumer Price Index).

Financial Health Indicator	Target	Actual Performance	Rating
Level of dependence on rate revenue	<80%	74.9%	✓
Ability to pay our bills – current ratio	>=1.1	2.29	✓✓
Ability to repay our debt – debt servicing ratio	<=17%	14.0%	✓✓
Cash Balance	\$25–\$32 million	\$61.3 million	✓
Cash balances – cash capacity in months	3–4 months	7.4 months	✓
Longer term debt management – debt to assets	<=15%	7.5%	✓✓✓
Operating Performance	>=15%	29.9%	✓✓✓

Key: ✓ – Satisfactory ✓✓ – Very Good ✓✓✓ – Outstanding

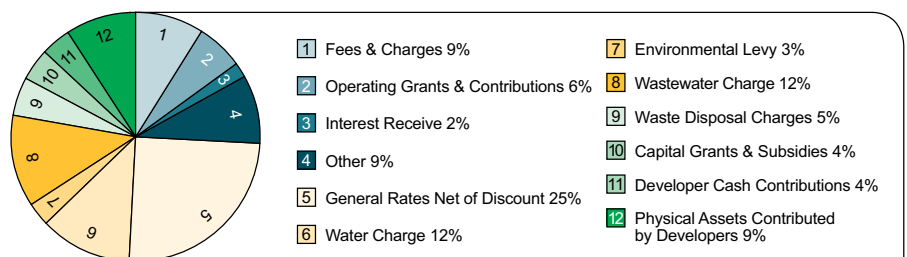
Information at a glance

	2004–05 \$ Millions	2003–04 \$ Millions
Total Revenue	168.54	161.81*
Total Operating (Day to Day) Revenue	135.10	127.64*
Total Expenses	146.17	125.75*
Borrowing Costs	6.31	6.41*
Net Increase in Assets	202.61	280.47*

See Financial Statements 'Statement of Financial Performance' page 75 for more information.

* CPI adjustment included to ensure comparison of like with like.

What were the major sources of income to Council? (Statement of Financial Performance)



Total income received from rates was \$99.4 million (M), or 59% of total revenue.

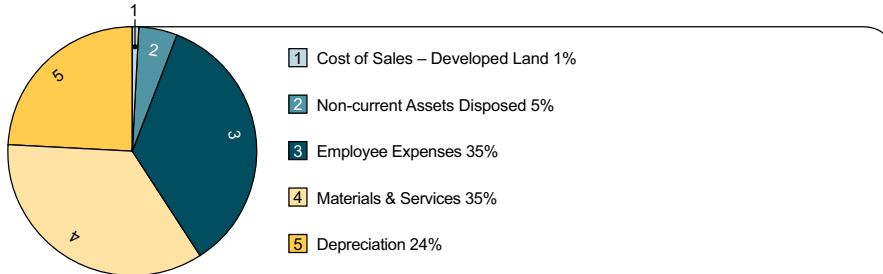
The major sources of rate income include general rates and charges for wastewater, water access, water consumption and waste disposal. This compares to total rate income of \$93.9M or 58% of total revenue for the 2003–04 year.

Total fees and charges dropped from \$16.1M or 10% of total revenue in 2003–04 to \$14.6M or 9% of total revenue in 2004–05. The major reason for the decline in fees and charges was due to the drop off in building and development activity – this led to reduced income from application fees.

Council earned \$3.4M or 2% of total revenue from interest on investments and overdue rates. This compares to \$2.8M or 2% of total revenue earned in 2003–04.

Council received \$2.7M in insurance proceeds in the 2004–05 year as a result of the fire at the North Stradbroke Island water treatment plant. The value of the assets destroyed in the fire is included as an expense.

**What expenses did Council have to meet?
(Statement of Financial Performance)**



Day to day operating employee costs were \$50.6M, an increase of \$1.2M or 2.4% from 2003–04. This item includes wages and salaries, annual leave, long service leave, superannuation and allowances. The increase on last year’s employee costs is mainly due to the increase approved in the enterprise bargaining agreement.

Total cost for materials and services was \$50.6M – a 2.7% increase from the \$49.3M spent in 2003–04. Material and service costs is a very large category of expenses including consultancy, contractor and materials used in meeting all activities in the operational plan for the community.

Depreciation on all Council assets rose by \$6.1M or 17.3 % to \$35.4M. Depreciation is the estimated run down in the value of assets usually due to wear and tear or becoming out of date technically. The reason for the increase is due to a revaluation of Council’s infrastructure assets which happened in the 2003–04 year.

**What is the value of the community’s assets in Council’s care?
How much does Council owe in loan borrowings for purchases
of assets? (Statement of Financial Position)**

Information	2004–05 \$ Millions	2003–04 \$ Millions
Total Assets	1499.87	1,325.22*
Total Liabilities	139.29	137.66*
Cash Held	61.30	57.90*
Loan Borrowings	112.80	108.44*

See Financial Statements ‘Statement of Financial Position’ page 76 for more information
* CPI adjustment included to ensure comparison of like with like

At the end of the financial year Council had total assets of \$1.5 billion, made up of current assets of \$74M and non-current assets of \$1.4 billion.

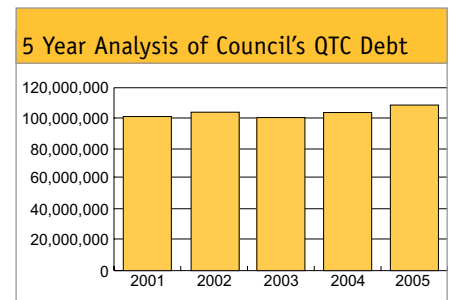
Current assets are those that are readily available to meet expenses and include mainly cash and amounts owed from customers. Cash assets were \$61.3M and receivables \$11.2M at the end of the 2004–05 financial year.

Council’s property plant and equipment assets of \$1.4 billion include freehold land, roadworks, stormwater drainage, water, wastewater, park, plant, equipment and other infrastructure assets.

Council is required under legislation to revalue its assets at least every 3 years to show the cost to replace these assets. This year’s revaluation added \$149.7M to the overall value of Council’s assets. The infrastructure asset categories included in this increase were Buildings (\$12M) and Land and Improvements (\$151.2M), and decrease adjustment to Roadworks (\$11.8M) and Parks (\$1.7M).

Liabilities or amounts owing at 30 June 2005 totalled \$139.3M, \$32.3M of which is due for payment during 2005–06, and \$107M payable after that. The largest single debt that Council owed at 30 June 2005 was to Queensland Treasury Corporation (QTC), the state government owned lending agency from which most local governments and state authorities source funding to finance their large scale infrastructure projects. At the end of the financial year Council owed QTC a total of \$112.8M.

The graph below shows total Council debt to QTC over the past 5 years. In 2004–05 Council borrowed a further \$19.4M in new loans to fund major infrastructure projects. It also repaid \$12.3M in principal off the total loan balance in addition to \$6.3M in interest costs.



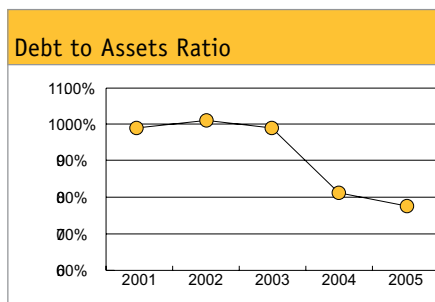
To decide an appropriate level of debt, Council must consider:

- the total value of its assets and
- its ability to meet repayments of interest and principal.

Statement of Financial Position (continued from page 72)

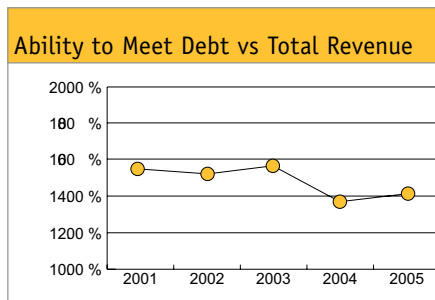
The following two graphs show how Council has managed to keep its borrowings to a very manageable size. Corporations with large asset bases and capital works programs have to borrow proportionately more than smaller corporations in order to finance construction and replacement of essential infrastructure.

The first graph illustrates total loans compared to total assets over the past 5 years.



Debt as a percentage of total assets has dropped from a steady 10% to just over 7.5% this year. This is a very low level of debt compared to the size of Council's asset base.

The second graph shows Council's ability to meet repayments of interest and principal from revenues raised.



Approximately 14% of Council revenue is being spent each year repaying interest and principal on its borrowings. This is a very acceptable and manageable level considering the size of Council's asset base.

What were the major sources of cash in and cash out (Statement of Cash Flows)?

Information	2004-05 \$ Millions	2003-04 \$ Millions
Net cash received from operations (excluding interest)	44.32	52.17*
Purchases of assets	48.65	45.53*
New loans taken out	19.37	17.26*
Repayment of debt	12.42	10.90*

See Financial Statements 'Statement of Cash Flows' page 77 for more information.

* CPI adjustment included to ensure comparison of like with like.

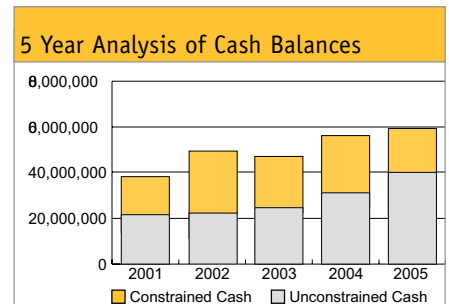
The Statement of Cash Flows measures the inflows and outflows of cash to and from Council in the financial year. It also summarises this information for three types of activities:

- **Operating activities** – are normal day to day functions of Council. These include receipts of rates, fees and charges and interest received on investments and payments of employees wages, materials and services and interest costs.
- **Investing activities** – include payments for the purchase and construction of property plant and equipment and proceeds for the sale of surplus assets.
- **Financing activities** – are repayments of principal on Council's loans, as well as the inflows from new loans drawn down in the year.

Council started the financial year with total cash at bank of \$56.4M and ended the year with \$61.3M. The graph below shows Council's total cash holdings for the past five years.

The yellow section of the bars shows the amount of cash earmarked to meet specific costs, e.g. water and wastewater upgrades, canal maintenance and purchase and maintenance of environmental land.

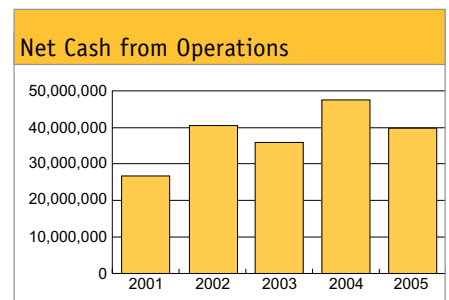
Council has an obligation to spend this constrained money only on these purposes. The grey section shows free cash to meet Council's day to day running costs and purchases of assets.



To maintain its strong financial position on the Shire's behalf, Council must make enough cash from its day to day operations to fund purchases of property, plant and equipment; repay interest and principal payments on loans; and leave enough in reserve for future requirements.

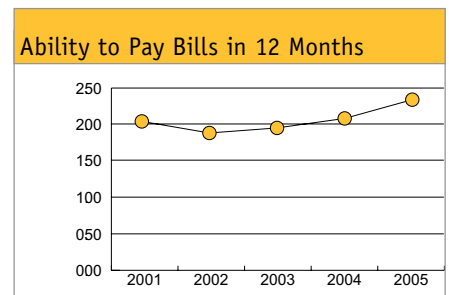
The graph (right) shows the level of net cash Council has been making from normal operations over the past five years.

Looking forward, Council's short and medium term cash flow estimates also show Council will be able to make enough cash from its ordinary activities to fund anticipated expenditure.



An important yardstick in measuring the financial health of any organisation is its ability to meet its commitments as and when they are due for payment. The graph (right) shows Council has approximately twice the amount of current assets to its current liabilities and has kept this ratio over the past five years.

This means that for every \$100 of commitments Council has to meet in the next 12 months it has \$229 in cash and other current assets to meet them.



Financial Statements



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Statement of Financial Performance

For the Year Ended 30 June 2005

	Note	2005 \$	2004 \$
Revenue from Ordinary Activities	3	168,537,404	157,778,168
Expenses from Ordinary Activities	4	(146,177,369)	(122,612,952)
Borrowing Costs	5	(6,308,221)	(6,249,277)
Result from Ordinary Activities		16,051,813	28,915,939
Net Result		16,051,813	28,915,939
Increase in Asset Revaluation Reserve	22	149,745,633	238,322,440
Capital Adjustments	9	36,808,512	6,239,836
Total Change in Community Equity		202,605,959	273,478,215

The above statement should be read in conjunction with the accompanying notes.

Statement of Financial Position

For the Year Ended 30 June 2005

	<i>Note</i>	2005 \$	2004 \$
Current Assets			
Cash Assets	13	61,301,572	56,454,893
Receivables	14	11,161,358	11,527,337
Inventories	15	658,159	1,825,150
Other	16	834,010	687,166
Total Current Assets		73,955,099	70,494,546
Non-current Assets			
Property, Plant and Equipment	17a	1,394,727,890	1,203,524,102
Capital Work in Progress	18	31,184,645	18,182,157
Total Non-current Assets		1,425,912,535	1,221,706,259
Total Assets		1,499,867,633	1,292,200,805
Current Liabilities			
Payables	19	14,319,833	17,192,125
Interest Bearing Liabilities	20	14,162,545	12,217,854
Provisions	21	3,813,058	3,567,300
Total Current Liabilities		32,295,436	32,977,279
Non-current Liabilities			
Interest Bearing Liabilities	20	98,638,206	93,516,994
Provisions	21	8,359,377	7,737,874
Total Non-current Liabilities		106,997,582	101,254,868
Total Liabilities		139,293,018	134,232,147
Net Community Assets		1,360,574,615	1,157,968,658
Community Equity			
Asset Revaluation Reserve	22	567,754,043	418,008,410
Retained Surplus		764,104,313	708,168,024
Other Reserves	23	28,716,259	31,792,223
Total Community Equity		1,360,574,615	1,157,968,657

The above statement should be read in conjunction with the accompanying notes.

Statement of Cash Flows

For the Year Ended 30 June 2005

	<i>Note</i>	2005 \$	2004 \$
Cash Flows from Operating Activities			
Receipts from Customers		144,861,567	142,852,640
Payments to Suppliers and Employees		(100,544,967)	(91,980,845)
		44,316,600	50,871,795
Interest Received		3,413,383	2,757,423
Borrowing Costs		(6,308,221)	(6,249,277)
Net Cash Inflow from Operating Activities	31	41,421,762	47,379,941
Cash Flows from Investing Activities			
Payment for Property, Plant and Equipment		(48,650,950)	(44,395,205)
Proceeds from sale of Property, Plant & Equipment		5,126,318	1,354,853
Net Cash Outflow from Investing Activities		(43,524,631)	(43,040,352)
Cash Flows from Financing Activities			
Proceeds of Borrowings		19,374,000	16,833,000
Repayment of Borrowings		(12,424,452)	(10,629,603)
Net Cash Inflow from Financing Activities		6,949,548	6,203,397
Net Increase in Cash Held		4,846,678	10,542,986
Cash at Beginning of Financial Year		56,454,893	45,911,907
Cash at End of Financial Year	13	61,301,571	56,454,893

The above statement should be read in conjunction with the accompanying notes.

Statement of Changes in Equity

For the Year Ended 30 June 2005

	Total		Retained Surplus		Asset Revaluation Reserve (note 22)		Other Reserves (note 23)	
	2005 \$	2004 \$	2005 \$	2004 \$	2005 \$	2004 \$	2005 \$	2004 \$
Balance at beginning of period	1,157,968,656	884,490,441	708,168,024	676,685,755	418,008,410	179,685,970	31,792,223	28,118,716
Net result for the period	16,051,813	28,915,939	16,051,813	28,915,939	-	-	-	-
Transfers to reserves	-	-	(14,851,776)	(20,359,233)	-	-	14,851,776	20,359,233
Transfers from reserves	-	-	17,927,739	16,685,727	-	-	(17,927,739)	(16,685,726)
Asset revaluation adjustments	149,745,633	238,322,440	-	-	149,745,633	238,322,440	-	-
Assets not previously recognised	36,808,512	6,239,836	36,808,512	6,239,836	-	-	-	-
Balance at end of period	1,360,574,615	1,157,968,656	764,104,313	708,168,024	567,754,043	418,008,410	28,716,259	31,792,223

The above statement should be read in conjunction with the accompanying notes.

Notes to the Financial Statements

For the Year Ended 30 June 2005

1 Statement of Significant Accounting Policies

The following is a summary of the significant accounting policies adopted by Redland Shire Council in the preparation of these financial statements.

(a) Basis of Preparation

These financial statements, which are general purpose financial statements, have been drawn up in accordance with Australian Accounting Standards, Urgent Issues Group Consensus Views, the *Local Government Act 1993*, and the *Local Government Finance Standard 1994*. The accrual basis of accounting has been applied in accordance with the convention of historical cost accounting and does not take into account changing money values, or except where stated, current valuations of non-current assets.

Accounting policies adopted are consistent with those of previous years.

The Local Government Reporting Entity

Financial Reports

All resources which Redland Shire Council controls in order to carry on its functions have been included in this financial report.

Redheart Pty Ltd (ACN 050 409 624)

At 30 June 2005 the Council had control over Redheart Pty Ltd a company whose principal activity was to act as the holder of the mining lease pursuant to the *Mineral Resources Act* in respect of the Council's German Church Road quarry operations. As at 30 June 2005 the company had net assets of \$2 and remained dormant throughout the financial year.

Trust Funds

Funds held in the separate Trust Account on behalf of outside parties includes proceeds in excess of rates and charges recovered through sale of land for overdue rates and various security deposits lodged to guarantee performance. The Council performs a custodial role in respect of these monies and because they cannot be used for Council purposes, they are not considered to be revenue nor brought to account in the Financial Statements. They are disclosed in Note 30 to the financial statements for information purposes only.

(b) Taxation

Income of local authorities and public authorities is exempt from Commonwealth taxation except for Fringe Benefits Tax and Goods and Services Tax ('GST'). As such, input tax credits receivable and GST payable from/to the Australian Tax Office are recognised and accrued.

(c) Acquisitions of Assets

Acquisitions of assets are initially recorded at cost. Cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition, including all costs incurred in preparing the assets for use.

Non-monetary assets received in the form of grants or contributions are recognised as assets and revenues at fair value by Council valuation

The cost of non-current assets constructed within the Local Government includes the cost of materials, direct labour and an appropriate proportion of fixed and variable overheads. Maintenance and repair costs are charged as expenses as incurred.

Non-current asset thresholds for recognition purposes are as follows:

Office equipment and furniture	\$200
Plant and equipment	\$500
Infrastructure	\$5,000

(d) Property, Plant and Equipment

(i) Land and Improvements

All Council freehold land was revalued at fair value at 30 June 2005 by external valuers, Rushton Group (registered valuers - since 1835).

Land under roads and land controlled for reserve purposes has not been valued which is in accordance with the Local Government Finance Standard 1994.

(ii) Buildings

Buildings include main administration buildings, depots, public amenities, showgrounds, public halls, cultural centres, libraries, transfer stations, residences and various other structures.

All buildings were revalued at fair value as at 30 June 2005 by external valuers, Rushton Group (registered valuers since 1835).

(iii) Plant and Equipment

Plant and equipment acquisitions are measured at cost.

(iv) Roadworks and Stormwater Drainage Infrastructure Assets

Road infrastructure assets include road pavements, footpaths, kerb and channelling and roundabouts. Road traffic ways have been stratified between pavement and seals. Each component is individually valued and depreciated. Stormwater drainage assets include drainage pipes, box culverts, headwalls, open drains, catchpits and manholes. Roads and Stormwater drainage assets were revalued at fair value as at 30 June 2004 by qualified engineers of Redland Shire Council.

(v) Water/Wastewater Infrastructure Assets

Water and wastewater infrastructure assets include all underground mains, treatment plants, pumping stations, telemetry equipment, dams, reservoirs, filters and mechanical equipment. All assets were revalued at fair value as at 30 June 2004 by external valuers, Cardno MBK.

Notes to the Financial Statements

For the Year Ended 30 June 2005

(d) Property, Plant and Equipment (continued)

(vi) Parks Infrastructure Assets

Parks infrastructure assets include concrete pathways, shelter sheds, fencing, seats, tables, barbecues, car parks, playground equipment, cricket pitches, half court basketball courts, tennis courts and swimming pools.

All parks infrastructure assets were revalued at fair value as at 30 June 2004 by external valuers, Rushton Group (registered valuers - since 1835).

(vii) Depreciation of Non-current Assets

All non-current assets, having a limited useful life, are systematically depreciated over their useful lives in a manner which reflects the consumption of the service potential embodied in those assets. The estimated useful life of each depreciable asset is reviewed annually. Land is not a depreciating asset.

Assets are depreciated from the date of acquisition, or in respect of internally constructed assets, from the time an asset is commissioned and ready for use.

Where assets have separately identifiable components that are subject to regular replacement, these components are assigned useful lives distinct from the asset to which they relate. Any expenditure that increases the originally assessed capacity or service potential of an asset is capitalised and the new depreciable amount is depreciated over the remaining useful life of the asset to the Council.

Depreciation has been calculated on all assets using the straight line method. Major depreciation periods are:

Road Seal	10 to 20 years
Buildings	50 years
Road Pavement	80 years
Infrastructure	5 to 150 years
Plant and Equipment	3 to 20 years
Other Non-current Assets	5 to 20 years

(viii) Gain or Loss on Disposal of Non-current Assets

The gain or loss on disposal of all non-current assets, including revalued assets, is determined as the difference between the carrying amount of the asset at the time of disposal and the proceeds of disposal, and is included in the increase in operating capability of Council in the year of disposal.

(ix) Leased Plant and Equipment

As at 30 June 2005 Council has no finance leases. All leases are operating leases. Payments made under operating leases are expensed in equal instalments over the accounting periods covered by the lease term, except where an alternative basis is more representative of the pattern of benefits to be derived from the leased property.

(e) Capital Work in Progress

The cost of property, plant and equipment being constructed by the Council includes the cost of materials and direct labour and an appropriate proportion of labour overheads.

(f) Inventories

Stores and raw materials are valued at the lower of cost and net realisable value and include, where applicable, direct material, direct labour and an appropriate portion of variable and fixed overheads. Costs are assigned on the basis of weighted average cost.

(g) Land Held as an Inventory Asset

Land approved by Council for resale and classified as inventory is valued at cost or net realisable value where that is lower. At 30 June 2005 Council had no plans to develop or sell land.

(h) Rates, Grants, Donations and Other Contributions

Rates, grants, donations and other contributions are recognised as revenues when Council obtains control over the assets comprising the contribution. Control over assets acquired from levying rates is obtained at the date of the levy or earlier if rates are paid in advance. Control over grant assets is normally obtained upon their receipt, or upon prior notification that a grant has been secured.

(i) Cash Assets

For the purposes of the Statement of Financial Position and Statement of Cash Flows, cash assets includes all cash and cheques received but not banked as well as cash deposits at call with financial institutions that are readily convertible to cash and which are used in the cash management function on a day to day basis.

(j) Interest Bearing Liabilities

Loans payable are recognised at the principal amount outstanding.

Notes to the Financial Statements

For the Year Ended 30 June 2005

(k) Employee Benefits

Employee benefits are accrued for such items as wages and salaries, annual leave and long service leave in respect of services provided by the employees up to the reporting date. Liabilities for employee entitlements are assessed at each reporting date. Sick leave taken in the future will be met by future entitlements and hence no recognition of sick leave has been made in these financial statements. Where it is expected that the leave will be taken in the next twelve months the liability is treated as a current liability. Otherwise the liability is treated as non-current.

(i) Salaries and Wages

A liability for salaries and wages is recognised and measured as the amount unpaid at the reporting date at current pay rates in respect of employees' services up to that date. This liability is treated as a creditor of the Council and not as an employee benefit.

(ii) Annual Leave

A liability for annual leave is recognised and based on current wage and salary levels and includes related employee on-costs.

(iii) Superannuation

The superannuation expense for the reporting period is the amount of the contribution the local government makes to the superannuation plan which provides benefits to its employees. Details of those arrangements are set out in Note 28.

(iv) Long Service Leave

A liability for long service leave is measured as the present value of the estimated future cash outflows to be made in respect of services provided by employees up to the reporting date. The interest rates attaching as at the reporting date, to Commonwealth Government guaranteed securities are used to discount the estimated future cash outflows to their present value. The value of the liability was calculated using current pay rates and includes related employee on-costs.

(l) Components of Equity

(i) Asset Revaluation Reserve

This reserve is comprised of adjustments relating to changes in the fair value of non-current assets which arise primarily from changes in the purchasing power of money, including restatements of non-monetary assets. Net incremental changes in the carrying value of classes of non-current assets, since their initial recognition, are accumulated in this reserve.

(ii) Other Reserves

These reserves represent wealth which is accumulated within the Council to meet specific anticipated future needs. In each case the amount relates to a perceived future requirement which is not currently a liability.

(a) Reserves held for future capital expenditure

The following reserves are cash backed reserves and represent funds that are accumulated within the Council to meet anticipated future capital assets needs. In each case the amount relates to a perceived future requirement which is not currently a liability.

(i) Constrained Works Reserves

This reserve has all grants, subsidies and contributions of monetary revenue received during the reported and previous periods which are constrained for the purpose of funding specific capital expenditure.

As the expenditure is incurred on specified capital assets, the equivalent amounts are transferred to Retained Surplus. The closing balance reported at the period end represents amounts not yet expended and must be retained until expended in the manner specified by the contributor or relevant legislation.

(ii) Special Projects Reserve

Amounts are set aside in this reserve to meet specific projects.

(iii) Cleansing Reserve

This reserve was created to provide funding for the reinstatement of the current Birkdale landfill site and the Giles Road landfill site.

(iv) Environment Reserve

This reserve was created to hold funds collected from the Environment Levies for environmental land acquisition, conservation maintenance, and landfill remediation.

(b) Reserves held for future recurrent expenditure

These are cash backed reserves and represent amounts that are accumulated within the Council to meet anticipated future recurrent or operating expenditure needs. In each case the amount relates to a perceived future requirement which is not currently a liability.

(i) Special Separate Charges Reserve

This reserve hold funds collected from the Rural Fire Levy Special Charge and the Russell Island Swimming Pool Levy. The funds collected from the Rural Fire Levy Special Charge are distributed to the respective Southern Moreton Bay Island Rural Fire Brigades. The funds collected from the Russell Island Swimming Pool Levy will be allocated to the set-up and construction of the Russell Island Community/School Pool.

(ii) Canal Maintenance Reserve

This reserve was created to hold funds collected from the Shire Canal Special Charge and the Sovereign Waters Lake Special Charge for ongoing and future maintenance.

(iii) Constrained Recurrent Reserve

This reserve holds any unexpended constrained operating grants remaining at the end of the financial year.

Notes to the Financial Statements

For the Year Ended 30 June 2005

(l) Components of Equity (continued)

(iii) Retained Surplus

This represents the amount of Council's net worth not set aside in reserves to meet specific future needs. The main part of this amount is not available for Council to spend as it has already been invested in assets used to provide services.

(m) Payables

Accounts payable are recognised as a liability where an obligation to pay for goods and services received can be reliably measured and it is probable the account will be paid. This usually occurs at the time of the goods being received or the service being performed. The amount recognised for each creditor is based on purchase or contract costs. These amounts are unsecured and normally settled within 30 working days from the end of the invoiced month.

(n) Receivables

Receivables are due and payable within 30 days and are carried at amounts due.

The collectability of debts is assessed periodically with a provision being made for doubtful accounts where it is no longer probable that the amount owing will be collected.

(o) National Competition Policy

Council has reviewed its activities and has identified activities that are business activities. Details of these activities can be found in the Statement of Activities to which the Code of Competitive Conduct Applies.

(p) Adoption of International Financial Reporting Standards (IFRS)

The Financial Reporting Council has determined that all entities preparing general purpose financial statements will apply the Australian Equivalents to International Financial Reporting Standards (IFRS) for reporting periods beginning on or after 1 January 2005.

Details of the effects of the change to the International Financial Reporting Standards are reported in note 33.

Notes to the Financial Statements

For the Year Ended 30 June 2005

2 Statement of Functions and Activities

2(a) Analysis of Results by Function

Revenue, expenses and assets have been attributed to the following functions:

Functions	Revenue		Total Revenue 2005 \$	Total Expenses 2005 \$	Net Result 2005 \$	Assets 2005 \$
	Grants	Other				
	2005 \$	2005 \$				
Chief Executive Office Department	-	6,827	6,827	3,607,555	(3,600,728)	9,864
Customer Services Department	4,636,242	12,435,796	17,072,037	59,682,482	(42,610,445)	72,943,880
Redland Water & Waste Department	3,870,615	62,612,385	66,483,000	47,981,490	18,501,510	490,317,506
Planning and Policy Department	2,909,632	14,418,913	17,328,544	27,956,451	(10,627,907)	854,469,903
Corporate Services Department	3,633,588	64,013,407	67,646,995	13,257,612	54,389,383	82,126,481
Total	15,050,076	153,487,327	168,537,404	152,485,590	16,051,813	1,499,867,633

Prior Year

Functions	Revenue		Total Revenue 2004 \$	Total Expenses 2004 \$	Net Result 2004 \$	Assets 2004 \$
	Grants	Other				
	2004 \$	2004 \$				
Chief Executive Office Department	-	4,313	4,313	3,462,819	(3,458,506)	8,543
Customer Services Department	7,961,636	12,838,831	20,800,467	44,693,368	(23,892,901)	7,687,389
Redland Water & Waste Department	3,717,421	64,788,501	68,505,922	36,589,926	31,915,996	457,226,804
Planning and Policy Department	624,013	10,807,992	11,432,005	22,553,189	(11,121,184)	756,698,122
Corporate Services Department	3,843,265	53,192,197	57,035,461	21,562,928	35,472,534	70,579,947
Total	16,146,335	141,631,834	157,778,168	128,862,230	28,915,939	1,292,200,805

Notes to the Financial Statements

For the Year Ended 30 June 2005

2 Statement of Functions and Activities

2(b) Component Programs/Functions

The activities relating to Council's components reported on in Note 2(a) are as follows:

Chief Executive Office

The Chief Executive Officer (CEO) is responsible for the overall management of the organisation. The CEO is the link between the elected Council and the organisation and is responsible for ensuring that Council decisions are implemented.

Customer Services

Customer Services is responsible for responding to areas of Council in relation to operational support. It comprises five Groups: Assessment Services, Customer & Community Services, Operations and Maintenance, Project Delivery Group, and the Office of the General Manager.

Planning and Policy

Planning and Policy is responsible for developing medium and long term tactical plans of 5 - 10 years to address Council's corporate outcomes through capital works programs and financial projections. The Planning and Policy Groups also develop more specific capital works and services programs to achieve outcomes identified in the Corporate Plan through three-year operational plans and budget projections and a comprehensive annual program of capital works.

Corporate Services

Corporate Services is responsible for delivery of the following services: - Corporate Communications, Financial Services, Human Resources, Information Management, Corporate Acquisitions Fleet and Facilities, Legal Services, and Corporate Planning and Performance.

Redland Water

This is a Type II business unit responsible for the provision of quality and environmentally sensitive water and wastewater infrastructure and services. It also incorporates all waste management functions including quality and environmentally sensitive waste collection, recycling and disposal infrastructure and services.

Notes to the Financial Statements

For the Year Ended 30 June 2005

	<i>Note</i>	2005 \$	2004 \$
3 Revenue from Ordinary Activities Comprises			
Operating Income			
General Rates		51,220,608	48,331,394
Special Charges		1,541,986	778,070
Environment Levy		4,289,622	3,626,280
Water Access		10,440,603	10,379,453
Water Consumption		9,065,536	7,062,032
Wastewater		20,964,670	19,841,629
Trade Waste		724,414	484,285
Waste Disposal		8,434,180	7,864,328
Total rates and utility charges		106,681,619	98,367,471
Less Discounts given and Pensioner Remissions		(7,238,061)	(6,822,524)
Net Rates and Utility Charges		99,443,558	91,544,947
Fees and Charges		14,601,795	15,680,913
Contributions and Government Grants	6	10,313,883	11,644,311
Proceeds on Sale of Developed Land	7	2,289,237	-
Interest Received from Investments		2,768,656	2,308,656
Interest from Rates and Utility Charges		644,727	448,767
Recoverable works		825,183	1,534,084
Insurance Proceeds		2,679,479	-
Other Revenue		1,530,141	1,298,250
Total Operating Income		135,096,659	124,459,928
Capital Income			
Contributions and Government Grants	6	28,314,426	31,963,388
Proceeds on Sale of Capital Assets	8	5,126,318	1,354,852
Total Capital Income		33,440,745	33,318,240
Revenue from Ordinary Activities		168,537,404	157,778,168

Notes to the Financial Statements

For the Year Ended 30 June 2005

	Note	2005 \$	2004 \$
4 Expenses from Ordinary Activities Comprises			
Operating Expenses			
Employee Costs	10	50,569,202	48,120,989
Materials and Services		50,620,426	48,038,924
Cost of sales - developed land	7	1,181,607	-
Depreciation and amortisation	11	35,417,707	28,573,538
Bank Charges		485,143	524,169
Bad and Doubtful Debts		96,471	(5,221,504)
Other Expenses	12	106,000	109,000
Total Operating Expenses before Interest		138,476,555	120,145,116
Capital Expenses			
Non-current Assets Disposed - Net book value		7,700,814	2,467,837
Expenses from Ordinary Activities		146,177,369	122,612,953

*Comments on significant variances between years

Depreciation and amortisation

A revaluation was performed effective 30 June 2004 on roads, water and wastewater, parks and other infrastructure assets, the resulting increment in assets being \$238.3 million. The substantial increase in valuation of Council's asset base has resulted in a corresponding increase in the depreciation charge in the 2004-05 financial year.

Bad and Doubtful Debts

Council's provision for doubtful debts for rate arrears was revised in 2004 to include only those properties identified as having Insurmountable Drainage Constraints with arrears greater than one year. The previous provision included all bay island properties with arrears greater than one year. The change in policy for estimating doubtful debts reflects the substantial valuation increases on land situated on the Southern Moreton Bay Islands and the increase in payments received from owners of this land.

5 Borrowing Costs

Finance costs charged by the Queensland Treasury Corporation		6,308,221	6,249,277
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Notes to the Financial Statements

For the Year Ended 30 June 2005

<i>Note</i>	2005 \$	2004 \$
6 Grants, Subsidies and Contributions		
(i) Recurrent – Government Grants and subsidies, and other contributions are analysed as follows:		
Contributions	2,186,392	2,716,592
State Government Subsidies and Grants	4,672,931	5,590,008
General Purpose Government Grants	3,454,560	3,337,711
Total Recurrent Revenue	10,313,883	11,644,311
(ii) Capital – Government Grants and subsidies, other contributions and donations are analysed as follows:		
(a) Monetary Revenue Constrained for Capital Funding Purposes		
State Government Subsidies and Grants	6,922,585	7,218,615
Contributions	5,936,808	12,230,960
Total Constrained Revenue	12,859,393	19,449,575
(b) Non-Monetary Revenue Received is Analysed as follows:		
Infrastructure from Developers at Fair Value	15,455,033	12,513,813
Total Non-Monetary Assets	15,455,033	12,513,813
Total Capital Revenue	28,314,426	31,963,388
Conditions Over Contributions and Grants		
Contributions and Grants which were recognised as revenues during the current reporting period and which were obtained on the condition that they be expended in a manner specified by the contributor but had not been expended at the reporting date:		
Road Infrastructure	534,033	2,479,873
Parks	1,029,441	429,005
Water & Wastewater	4,191,518	8,427,607
Unexpended Operating Grants	315,005	296,426
Unexpended Capital Grants	-	-
	6,069,997	11,632,911
Contributions and Grants which have been recognised as revenue in a previous reporting period and were expended during the current reporting period in accordance with Council's obligations.		
Road Infrastructure	3,719,227	539,431
Parks	146,028	511,130
Water & Wastewater	7,758,530	7,005,392
Unexpended Operating Grants	244,823	212,348
Unexpended Capital Grants	-	27,825
Net increase (decrease) in restricted asset (cash) at period end.	11,868,608	8,296,126
7 Gain on Disposal of Developed Land (Inventory Asset)		
Proceeds from Sale of Land Developed for Resale	2,289,237	-
Less: Current Cost of Developed Land Sold	(1,181,607)	-
	1,107,630	-

Notes to the Financial Statements

For the Year Ended 30 June 2005

	<i>Note</i>	2005 \$	2004 \$
8 Loss on Disposal of Capital Assets			
(i) Proceeds from the Sale of Property, Plant and Equipment		1,720,640	1,340,487
Less: Book Value of Property, Plant and Equipment Disposed		(5,964,928)	(2,089,869)
		(4,244,288)	(749,382)
(ii) Proceeds from Sale of Land		3,405,679	14,365
Less: Book Value of Land Disposed		(1,735,886)	(377,969)
		1,669,793	(363,604)
		(2,574,495)	(1,112,986)

During the 2004–05 financial year a full stocktake of buildings was carried out in order to confirm physical existence and legal ownership. As a result of this review it was determined that a number of community buildings such as sport clubhouses were not in fact owned by Council. These have been written off.

Notes to the Financial Statements

For the Year Ended 30 June 2005

	Note	2005 \$	2004 \$
9 Capital Adjustments to Equity			
Capital adjustments recognised during the period arose from the following areas. These adjustments do not give rise to a material misstatement of the prior financial statements. Adjustments were made directly to equity.			
Net adjustments for assets not recognised in previous years:			
Buildings		1,262,600	259,157
Plant and Equipment		72,038	743
Road Infrastructure and stormwater assets		16,542,369	-
Water Infrastructure		9,412,455	3,025,456
Wastewater Infrastructure		5,281,818	34,522
Parks Infrastructure		-	1,469,958
Other Infrastructure		4,237,232	1,450,000
		36,808,512	6,239,836
Buildings			
Assets not previously recognised		2,759,500	259,157
Accumulated depreciation		(1,496,900)	-
Net Adjustment		1,262,600	259,157
Plant and Equipment			
Assets not previously recognised		72,038	743
Accumulated depreciation		-	-
Net Adjustment		72,038	743
Road Infrastructure			
Assets not previously recognised		18,548,189	-
Accumulated depreciation		(2,005,819)	-
Net Adjustment		16,542,369	-
Water Infrastructure			
Assets not previously recognised		10,550,327	3,149,274
Accumulated depreciation		(1,137,872)	(123,818)
Net Adjustment		9,412,455	3,025,456
Wastewater Infrastructure			
Assets not previously recognised		5,718,865	(53,572)
Accumulated depreciation		(437,047)	88,094
Net Adjustment		5,281,818	34,522
Parks Infrastructure			
Assets not previously recognised		-	2,648,044
Accumulated depreciation		-	(1,178,086)
Net Adjustment		-	1,469,958
Other Infrastructure			
Assets not previously recognised		7,372,391	1,648,000
Accumulated depreciation		(3,135,159)	(198,000)
Net Adjustment		4,237,232	1,450,000
Total assets not previously recognised	17a	45,021,309	7,651,645
Total accumulated depreciation	17a	(8,212,797)	(1,411,810)
Net adjustments for assets not recognised in previous years		36,808,512	6,239,836

Notes to the Financial Statements

For the Year Ended 30 June 2005

	<i>Note</i>	2005 \$	2004 \$
10 Employee Expenses			
Total staff wages and salaries		39,756,675	37,846,929
Annual leave and long service leave entitlements		4,996,474	4,570,952
Superannuation	28	4,766,681	4,460,381
		49,519,830	46,878,262
Other Employee related expenses		4,397,053	3,676,187
		53,916,883	50,554,449
Less: Capitalised employee costs		(4,276,781)	(3,241,115)
		49,640,102	47,313,334
Councillors' Remuneration		929,100	807,655
		50,569,202	48,120,989

Councillor remuneration represents salary, and other allowances paid in respect of carrying out their duties.

11 Depreciation of Non-current Assets

Buildings		1,908,902	1,937,153
Plant and Equipment		4,159,352	3,762,452
Other Assets		722,226	720,726
Road and Stormwater Drainage		9,857,013	8,432,522
Water		6,079,303	6,574,217
Wastewater		7,471,647	4,961,284
Parks		3,380,260	1,139,428
Other Infrastructure Assets		1,839,002	1,045,756
		35,417,707	28,573,538

12 Other Expenses

Included in Other Expenses are the following:

Audit Services		106,000	109,000
		106,000	109,000

Notes to the Financial Statements

For the Year Ended 30 June 2005

	Note	2005 \$	2004 \$
13 Cash Assets			
Cash at Bank		2,257,019	3,051,729
Cash On Hand		15,855	15,905
Deposits at Call		59,028,698	53,387,259
		61,301,572	56,454,893
Reconciliation to the Statement of Cashflows			
Cash at the end of the period as shown in the statement of cash flows is reconciled to the statement of financial position as follows:			
Balance as above		61,301,572	56,454,893
Balance as per Statement of Cashflows		61,301,572	56,454,893
Cash Assets subject to a Restriction			
Externally imposed expenditure restrictions at the reporting date relate to the following cash assets:			
Unspent Developers Contributions		12,860,658	18,730,399
Total Unspent Restricted Cash for Capital Projects		12,860,658	18,730,399
Deposits at Call are held with Queensland Treasury Corporation.			
14 Receivables			
Rates and Utility Charges		7,258,823	6,868,565
Less Provision for Doubtful Debts		(274,731)	(232,356)
		6,984,092	6,636,209
Other Debtors		2,697,505	3,178,601
Less Provision for Doubtful Debts		(36,596)	(3,737)
		2,660,909	3,174,864
Net GST recoverable		1,516,357	1,716,265
		11,161,358	11,527,338
Interest is charged on outstanding rates at 11% per annum. No interest is charged on other debtors. There is no concentration of credit risk for rates and utility charges, fees and other debtors receivable.			
	29		
15 Inventories			
Stores and raw materials		467,240	526,526
Land Held for Development and Sale	27	-	1,102,064
Gravel Stockpile		190,919	196,560
		658,159	1,825,150
16 Other Current Assets			
Prepayments		834,010	687,166

Notes to the Financial Statements

For the Year Ended 30 June 2005

17a Property, Plant and Equipment

	Land and Improvements	Buildings	Plant and Equipment	Road and Stormwater Drainage	Water	Wastewater	Parks	Infrastructure Assets	Other Assets	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Asset Values										
Opening Balance at Cost	20,095,130	4,539,570	29,563,252	-	-	-	-	-	8,265,866	62,463,818
Opening Balance at Valuation	153,158,617	69,218,316	30,010	633,932,085	335,126,233	375,463,143	60,918,063	86,025,441	-	1,713,871,908
Additions at Cost	2,038,684	1,439,183	6,458,101	13,208,813	4,400,074	4,549,322	1,268,065	973,648	1,233,030	35,568,920
Contributed Assets at Valuation	347,202	-	-	10,733,782	1,475,664	1,514,697	1,383,687	-	-	15,455,033
Disposals	(4,991,676)	(5,775,208)	(4,255,207)	(464,464)	(1,300,339)	(1,001,363)	(161,393)	(24,629)	(249,177)	(18,223,456)
Revaluations in Period	151,251,976	17,148,356	-	(12,239,758)	-	-	(3,181,988)	-	-	152,978,586
Internal Transfers	(3,466,331)	425,889	(1,030,298)	3,466,331	42,110	49,546	-	1,166,105	(653,352)	-
Not Previously Recognised Assets*	-	2,759,500	72,038	18,548,189	10,550,327	5,718,865	-	7,372,391	-	45,021,309
Closing Balance at Cost	-	-	30,807,887	-	4,400,074	4,549,322	1,268,065	973,648	8,596,366	50,595,362
Closing balance at Valuation	318,433,602	89,755,606	30,010	667,184,978	345,893,995	381,744,888	58,958,370	94,539,308	-	1,956,540,756
Total Asset Value	318,433,602	89,755,606	30,837,897	667,184,978	350,294,069	386,294,211	60,226,434	95,512,955	8,596,366	2,007,136,118
Accumulated Depreciation										
Opening Balance	-	26,457,925	15,096,665	194,403,635	153,309,677	133,570,247	29,409,380	16,559,000	4,005,096	572,811,626
Depreciation provided in period	-	1,908,902	4,159,352	9,857,013	6,079,303	7,471,647	3,380,260	1,839,002	722,226	35,417,707
Written off on Disposal	-	(2,771,014)	(2,795,269)	(95,500)	(684,266)	(554,545)	(100,169)	(16,913)	(249,177)	(7,266,853)
Adjustment on Asset revaluation	-	5,135,621	-	(402,619)	-	-	(1,500,049)	-	-	3,232,953
Internal Transfers	-	421,386	(692,371)	-	41,758	48,500	-	533,006	(352,278)	-
Not Previously Recognised Assets*	-	1,496,900	-	2,005,819	1,137,872	437,047	-	3,135,159	-	8,212,797
Closing Balance of Accumulated Depreciation	-	32,649,720	15,768,377	205,768,349	159,884,343	140,972,896	31,189,423	22,049,255	4,125,867	612,408,230
Written Down Value at 30 June 2005	318,433,602	57,105,885	15,069,520	461,416,629	190,409,726	245,321,315	29,037,011	73,463,701	4,470,499	1,394,727,889
Written Down Value at 30 June 2004	173,253,747	47,299,960	14,496,598	439,528,450	181,816,556	241,892,896	31,508,683	69,466,441	4,260,770	1,203,524,101

* These figures represent assets owned by the Council that were not previously recognised and have been valued and brought to account.

Notes to the Financial Statements

For the Year Ended 30 June 2005

17b Property, Plant and Equipment Valuations

Property, Plant and Equipment valuations were determined by reference to the following:

(i) Land and Improvements

All Council freehold land was revalued at fair value as at 30 June 2005 by external valuers, Rushton Group (registered valuers since 1835).

(ii) Buildings

All buildings were revalued at fair value as at 30 June 2005 by external valuers, Rushton Group (registered valuers since 1835).

(iii) Plant and Equipment

Plant and equipment acquisitions are measured at cost. Items that have a useful life of ten years or more have been revalued at fair value as at 30 June 2004 by Rushton Group (registered valuers since 1835), which is in accordance with Section 42 of the Local Government Finance Standard 1994.

(iv) Road and Stormwater Drainage Infrastructure Assets

Road and stormwater drainage assets were revalued at fair value as at 30 June 2004 by qualified engineers of Redland Shire Council. The revaluation decrement is due to adjusting historical cost to standard replacement costs in the year of acquisition.

(v) Water/Wastewater Infrastructure Assets

Water and wastewater assets were revalued at fair value as at 30 June 2004 by external valuers, Cardno MBK.

(vi) Parks Infrastructure Assets

All parks infrastructure assets were revalued at fair value as at 30 June 2004 by external valuers, Rushton Group (registered valuers since 1835).

(vii) Other Infrastructure Assets

These assets include Bus Sheds, Carparks, Bikeways, Streetscapes, Bridges, Pedestrian Underpasses, Swimming Pools, Marine and Jetty Facilities, and Seawalls. Bridges, Marine and Jetty Facilities, and Seawalls were revalued at 30 June 2004 by qualified engineers of Redland Shire Council. The remaining assets were revalued at 30 June 2004 in accordance with the Australian Bureau of Statistics Engineering Construction Index.

(viii) Other Assets

These assets, which include library books, heritage and art assets, are valued at cost.

	Note	2005 \$	2004 \$
18 Capital Work in Progress			
Water		2,581,785	306,373
Wastewater		19,604,418	9,606,101
Roads		5,993,185	5,909,283
Parks		825,920	37,827
Other Infrastructure		2,179,338	2,322,574
At Cost		31,184,645	18,182,158
19 Payables			
Current			
Creditors and Accruals		12,941,492	15,952,705
Unearned Revenue		1,378,342	1,239,420
		14,319,833	17,192,125
20 Interest Bearing Liabilities			
Current			
Loans	24	14,162,545	12,217,854
Non-current			
Loans	24	98,638,206	93,516,994
The Local Government's global borrowing limit is approved by the State Government on an annual basis. The carrying value of the Loan with the Queensland Treasury Corporation as at 30 June 2005 was:		112,800,750	105,734,848

Notes to the Financial Statements

For the Year Ended 30 June 2005

	Note	2005 \$	2004 \$
21 Provisions			
Current			
Employee Entitlements:			
Annual Leave		3,260,711	3,043,715
Long Service Leave		552,346	523,585
		3,813,058	3,567,300
Non-current			
Employee Entitlements:			
Annual Leave		1,825,212	1,704,953
Long Service Leave		6,534,165	6,032,921
		8,359,377	7,737,874

22 Movements in Reserves**(i) Asset Revaluation Reserve***Movements in Asset Revaluation Reserve were as follows:*

Balance at Beginning of Year		418,008,410	179,685,971
Net adjustment to capital non-current assets at end of period to reflect a change in current fair value:			
Buildings		12,012,735	-
Parks		(1,681,939)	17,632,008
Roadworks		(11,837,139)	59,443,920
Wastewater		-	97,024,650
Water		-	41,474,808
Other Infrastructure		-	22,747,054
Land and Improvements		151,251,976	-
		149,745,633	238,322,440
Balance at End of Year		567,754,043	418,008,410

(ii) Asset Revaluation Reserve

The closing balance of the asset revaluation reserve is comprised of the following asset categories:

Buildings		19,514,705	7,501,970
Parks		17,153,596	18,835,535
Roadworks		129,024,300	140,861,439
Wastewater		128,229,631	128,229,631
Water		63,855,384	63,855,384
Other Infrastructure		22,747,054	22,747,054
Land and Improvements		187,229,373	35,977,397
Balance at End of Year		567,754,043	418,008,410

Notes to the Financial Statements

For the Year Ended 30 June 2005

	Note	2005 \$	2004 \$
23 Other Reserves			
(a) Reserves Held for Future Capital Expenditure:			
(i) Constrained Works Reserve		12,860,658	18,730,399
(ii) Special Projects Reserve		6,289,956	5,479,536
(iii) Cleansing Reserve		2,395,690	2,747,790
(iv) Environment Reserve		4,710,571	3,035,423
(b) Reserves Held for Future Recurrent Expenditure			
(v) Special Separate Charges Reserve		483,574	-
(vi) Canal Maintenance Reserve		1,551,089	1,440,168
(vii) Constrained Recurrent Reserve		424,721	358,907
		28,716,259	31,792,223
(c) Movements in capital reserves are analysed as follows:			
(i) Constrained Works Reserve			
Balance at Beginning of Year		18,730,399	15,477,693
Transfers from retained surplus, grant, subsidies and contributions, constrained for capital purposes, received during the year		5,974,369	11,856,213
Transfers to retained surplus, funds expended in the year		(11,844,110)	(8,603,507)
Balance at End of Year		12,860,658	18,730,399
(ii) Special Projects Reserve			
Balance at Beginning of Year		5,479,536	5,331,304
Transfers from retained surplus, fund for future expenditure		2,059,106	2,930,054
Transfers to retained surplus, funds expended in the year		(1,248,686)	(2,781,822)
Balance at End of Year		6,289,956	5,479,536
(iii) Cleansing Reserve			
Balance at Beginning of Year		2,747,790	1,809,790
Transfers from retained surplus, fund for future expenditure		860,000	943,000
Transfers to retained surplus, funds expended in the year		(1,212,100)	(5,000)
Balance at End of Year		2,395,690	2,747,790
(iv) Environment Reserve			
Balance at Beginning of Year		3,035,423	3,982,232
Transfers from retained surplus, fund for future expenditure		4,032,828	3,410,614
Transfers to retained surplus, funds expended in the year		(2,357,680)	(4,357,423)
Balance at End of Year		4,710,571	3,035,423
(d) Movements in recurrent reserves are analysed as follows:			
(v) Special Separate Charge Reserve			
Balance at Beginning of Year		-	17,781
Transfers from retained surplus, fund for future expenditure		792,557	122,571
Transfers to retained surplus, funds expended in the year		(308,984)	(140,352)
Balance at End of Year		483,574	-

Notes to the Financial Statements

For the Year Ended 30 June 2005

	Note	2005 \$	2004 \$
23 Other Reserves (continued)			
(vi) Canal Maintenance Reserve			
Balance at Beginning of Year		1,440,168	1,201,720
Transfers from retained surplus, fund for future expenditure		822,278	803,856
Transfers to retained surplus, funds expended in the year		(711,357)	(565,408)
Balance at End of Year		1,551,089	1,440,168
(vii) Constrained Recurrent Reserve			
Balance at Beginning of Year		358,907	298,196
Transfers from retained surplus, fund for future expenditure		310,637	292,924
Transfers to retained surplus, funds expended in the year		(244,823)	(232,213)
Balance at End of Year		424,721	358,907
24 Loans			
Queensland Treasury Corporation		112,800,750	105,734,848
		112,800,750	105,734,848
Classified as:			
Current		14,162,545	12,217,854
Non-current		98,638,206	93,516,994
	20	112,800,750	105,734,848
Queensland Treasury Corporation			
Opening Balance		105,734,848	99,531,451
Loans Raised		19,374,000	16,833,000
Principal Repayments		(12,308,098)	(10,629,603)
Book Value at period end	20	112,800,750	105,734,848
	20	112,800,750	105,734,848

The loan market value at the reporting date was \$115,529,523. This represents the value of the debt if the Council repaid it at that date. As it is the intention of the Council to hold the debt for its term, no adjustment is required to be made in these financial statements.

Based on the current level of repayments the expected term of total debt is 9.32 years (Actual - 9.46 years). Borrowings are all in Australian dollars and are guaranteed by the Queensland State Government.

Notes to the Financial Statements

For the Year Ended 30 June 2005

	<i>Note</i>	2005 \$	2004 \$
25 Commitments for expenditure			
(a) Operating Leases			
Commitments for minimum lease payments in relation to non-cancellable operating leases are payable as follows:			
Within one year		844,194	951,917
Later than 1 year but not later than 5 years		247,606	645,111
Later than 5 years		-	-
		1,091,800	1,597,028
(b) Contractual Commitments			
Contractual commitments at reporting date but not recognised in the Financial Statements are as follows:			
Refuse Disposal Contract - (expiring 30 June 2006)		3,752,179	6,713,916
Other		5,962,826	3,110,470
		9,715,005	9,824,386
(c) Capital Commitments			
Commitments for the construction of the following assets contracted for at year end but not recognised as liabilities:			
Water & wastewater infrastructure		8,597,926	10,487,657
Roadworks		1,372,998	242,734
Other		3,078,215	1,051,871
		13,049,139	11,782,262
These Expenditures are Payable:			
Within One Year		13,049,139	11,782,262
Later than 1 year but no Later than 5 Years		-	-
Later than 5 Years		-	-
		13,049,139	11,782,262

26 Contingent Liabilities

Details and estimates of maximum amounts of contingent liabilities are as follows:

(a) WorkCover Self-Insurer Liability

The estimated claims liability for the Council as a self-insurer under the WorkCover Queensland Act 1996 ('the Act') as at 30 June 2005 is \$898,000, where estimated claims liability as defined in Section 84 of the Act is \$5,000,000. This has been guaranteed by the ANZ Banking Group Ltd.

(b) Other claims

Council has reviewed outstanding insurance claims and has identified no material exposures. Negotiations are currently underway regarding a land resumption. Values to be brought to account for the asset and liability cannot be ascertained at this time in the negotiations.

Notes to the Financial Statements

For the Year Ended 30 June 2005

	<i>Note</i>	2005 \$	2004 \$
27 Land held for development and sale			
Opening Balance		1,102,064	847,026
Capital Land Transferred to this Classification for Development		-	-
Land Acquired for Development		-	-
Development Costs		79,543	255,038
Less: Cost of Developed Land Sold		(1,181,607)	-
		-	1,102,064

28 Superannuation

The Redland Shire Council contributes to the Local Government Superannuation Scheme (the scheme). The scheme has both defined benefits and accumulation arrangements, provided for in accordance with statutory requirements. Assets accumulate in the fund to meet member's benefits as they accrue. If that portion of the assets of the plan, intended to support employees' defined benefits, is insufficient to satisfy such entitlements payable to scheme beneficiaries, then the level and form of such benefits would need to be revised. All persons becoming permanent employees as from 1 July 1998 contribute to the scheme for defined contribution entitlements; the defined benefit section of the scheme having been closed to new entrants from that date.

The Redland Shire Council's liability in respect of defined contribution superannuation arrangements is the amount of contribution that, under the terms of the scheme, is payable to the fund as at the reporting date.

The audited general purpose financial report of the scheme as at 30 June 2003 (the most recent available) which were not subject to any audit qualification, indicates that the assets of the scheme are sufficient to meet the accrued benefits. No liability for the Council has been recognised as at the reporting date in respect of superannuation benefits for its employees.

The general purpose financial statements disclose that the most recent actuarial assessment of the scheme was undertaken as at 30 June 2004. The actuary indicated that without improvements to benefit conditions, or other unanticipated events, current contribution rates would be sufficient to meet members benefits as they accrue.

	<i>Note</i>	2005 \$	2004 \$
The amount of superannuation contributions paid by Redland Shire Council to the superannuation scheme during the reporting period for the benefit of employees was :		4,766,681	4,460,381
The amount of superannuation contributions paid by Redland Shire Council to the superannuation scheme during the reporting period for the benefit of councillors was :		90,529	59,687

Notes to the Financial Statements

For the Year Ended 30 June 2005

29 Financial Instruments

(a) Credit risk exposure

The credit risk on financial assets of the Council which have been recognised on the statement of financial position is generally the carrying amount, net of provision for doubtful debts. The Council has no major concentration of credit risk to any single debtor or group of debtors.

(b) Interest rate risk

The Council's exposure to interest rate risk, which is the risk that the value of a financial instrument will fluctuate as a result of changes in market rates and the weighted average interest rate by maturity periods is set out in the table below. For interest rates applicable to each class of asset or liability refer to individual notes to the financial statements set out below.

Financial Instruments	Note	Floating interest rate		Fixed interest rate		Non-interest bearing		Total	Total
		2005 \$000	2004 \$000	2005 \$000	2004 \$000	2005 \$000	2004 \$000	2005 \$000	2004 \$000
Financial assets									
Cash assets	13	59,029	53,387	2,257	3,051	16	16	61,302	56,454
Receivables	14	-	-	7,259	6,868	4,214	4,895	11,473	11,763
		59,029	53,387	9,516	9,919	4,230	4,911	72,775	68,217
Weighted average interest rate		5.76%	5.31%	11.00%	11.00%	0.00%	0.00%		
Financial liabilities									
Payables	19	-	-	-	-	12,941	15,953	12,941	15,953
Loans – QTC*	24	-	-	112,800	105,735	-	-	112,800	105,735
		-	-	112,800	105,735	12,941	15,953	125,741	121,688
Weighted average interest rate		0.00%	0.00%	6.23%	6.50%	0.00%	0.00%		
Net financial assets		59,029	53,387	(103,284)	(95,816)	(8,711)	(11,042)	(52,966)	(53,471)

*QTC – denotes Queensland Treasury Corporation

(c) Net fair value of financial assets and liabilities

The net fair value of cash, cash equivalents and non-interest bearing monetary financial assets and liabilities of the Council approximates their carrying amounts.

The net fair value of other monetary financial assets and liabilities is based upon market prices where a market exists or by discounting the expected future cash flows by the current interest rates for assets and liabilities with similar risk profiles.

Notes to the Financial Statements

For the Year Ended 30 June 2005

	Note	2005 \$	2004 \$
30 Trust Funds			
Monies collected or held on behalf of another entity, yet to be paid out to or on behalf of that entity.		4,194,946	4,719,305
The Redland Shire Council Performs only a custodial role in respect of these monies and because the monies cannot be used for Council purposes, they are not brought to account in the Financial Statements. They are shown here for information purposes only.			
31 Reconciliation of result from ordinary activities to net cash inflow (outflow) from operating activities			
Result from Ordinary activities		16,051,813	28,915,939
Non-Cash Items included in Change to Net Assets:			
Depreciation and Amortisation	11	35,417,707	28,573,538
Non-Cash Donation, Subsidies and Contributions	6	(15,455,033)	(12,513,813)
Provision for Doubtful Debts		75,233	(5,472,324)
Write off Non-current Asset - Land Improvement		3,255,789	-
		23,293,696	10,587,402
Investing and development activities:			
Net (profit) loss on Disposal of Non-current Assets	8	2,574,495	1,112,985
Changes in Operating Assets and Liabilities:			
(Increase) decrease in Rates and Utility Charges Receivable		(390,258)	2,751,849
(Increase) decrease in Other Receivables		681,004	(1,165,338)
(Increase) decrease in Land Held for Resale		1,181,607	(255,038)
(Increase) decrease in Other Assets		(81,917)	808,993
Increase (decrease) in Creditors		(2,755,938)	3,972,223
Increase (decrease) in Provisions		867,260	650,925
		(498,243)	6,763,614
Net Cash Inflow from Operating Activities		41,421,761	47,379,940

32 Statement of activities to which the Code of Competitive Conduct Applies

Definitions of Activities

Before the end of each financial year, the Minister must decide for the financial year, the expenditure amounts (the "threshold amounts") for identifying a "significant business activity" that should be a type 1 or 2 activity.

Significant business activities where the threshold expenditure has been set by the Minister for the current period are as follows:

Type 1

- (a) for water and wastewater combined activities - \$34.2 million
- (b) for other activities - \$20.5 million

Type 2

- (a) for water and wastewater combined activities - \$10.3 million
- (b) for other activities - \$6.8 million

The Council has resolved to commercialise the following activities which fall into the expenditure guidelines above:

- Redland Water
- Redland Waste

Notes to the Financial Statements

For the Year Ended 30 June 2005

32 Statement of activities to which the Code of Competitive Conduct Applies (continued)

Description of CSO's provided to business activities:

The Community Service Obligations (CSO) value is determined by Council and represents an activity's cost(s) which would not be incurred if the activities primary objective were to make a profit. The Council provides funding from general revenue to the business activity to cover the cost of providing non-commercial community services or costs deemed to be CSOs by the Council.

Details of CSO's for Type 2 activities are:

CSO Description	Actual \$	Budget \$
Redland Water		
Community/Sporting Group Concessions - Water	121,938	78,412
Community/Sporting Group Concessions - Wastewater	90,121	83,644
	212,059	162,056
Redland Waste		
Sanitary Land Fill - Waste Disposal and Handling	462,013	582,334
Other	20,826	19,698
	482,839	602,032

Type 3

Business activities of a local government are divided into two categories:

- (a) **Business Activities** – trading in goods and services to clients in competition with the private sector, or the submission of a competitive tender in the local government's own tendering process in competition with others for the provision of goods and services to itself. Excluded activities are library services or an activity or part thereof prescribed by legislation.
- (b) **Roads Business Activities** – the construction or maintenance of State controlled roads for which the local government submits an offer to carry out work in response to a tender invitation other than through a sole supplier arrangement, submission of a competitive tender for construction or road maintenance on local government roads which the local government has put out to tender, or called for by another local government.

Local governments may elect to apply a Code of Competitive Conduct (CCC) to their identified type 3(a) business activities. This requires the application of full cost pricing, identifying the cost of community service obligations (CSO) and eliminating the advantages and disadvantages of public ownership within that activity. The application of the CCC to the roads business activity is mandatory.

The CSO value is determined by Council, and represents an activities cost(s) which would not have been incurred if the activities primary objective was to make a profit. The Council provides funding from general revenue to the business activity to cover the cost of providing non-commercial community services or costs deemed to be CSO's by the Council.

The Council has resolved to apply the code to the following Type 3 activities for the current period:

	Caravan Parks 2005 \$	Cemetries 2005 \$	Child Care 2005 \$
Revenue for services provided to Council	-	-	-
Revenue for services provided to External Clients	1,483,914	249,534	450,001
Community Service Obligations	-	-	-
	1,483,914	249,534	450,001
Less: Expenditure	1,713,376	256,295	483,904
Surplus (deficit)	(229,462)	(6,761)	(33,903)

(c) Description of CSO's provided to business activities:

The Community Service Obligations (CSO) value is determined by Council and represents an activity's cost(s) which would not be incurred if the activities primary objective were to make a profit. The Council provides funding from general revenue to the business activity to cover the cost of providing non-commercial community services or costs deemed to be CSOs by the Council.

Type 3 CSO Description	Actual \$	Budget \$
Caravan Parks	-	-
Cemetries	-	-
Child Care	-	-
	-	-

Notes to the Financial Statements

For the Year Ended 30 June 2005

33 Transition to Australian Equivalents of International Financial Reporting Standards

The Financial Reporting Council has determined that all entities preparing general purpose financial statements will apply the Australian Equivalents to International Financial Reporting Standards (AEIFRSs) for reporting periods commencing on or after 1 January 2005.

In order to meet the requirements of the new reporting framework Redland Shire Council established a Steering Group to manage the implementation of the AEIFRS. The Steering Group effectively interpreted the requirements of the new legislation, communicated the impacts to the rest of the organisation and implemented the systems and procedures necessary to ensure compliance.

The approach that Council has taken with respect to the implementation of IFRS can be described in the following 3 phases of implementation.

Phase 1 Scoping and Impact analysis	Phase 2 Evaluation and design	Phase 3 Implementation & review
<ul style="list-style-type: none"> • Establish high level picture of IFRS impacts • Enrol key staff in professional IFRS training and development courses • Establish timetable • Identify stakeholders • Resource requirements • Establish processes and controls. 	<ul style="list-style-type: none"> • Review impacts with other local governments • Draft policy & procedural changes • Review of systems controls • Consideration of operational improvements • Determine financial impact • Brief senior management and council of the impacts. 	<ul style="list-style-type: none"> • Changes to financial reports • Training program • Post implementation review.

The Steering Group has reviewed all AEIFRS for possible implications on policies, procedures, systems and financial impacts arising from such changes.

The key differences in accounting policies that Council has identified in the transition to AEIFRS are described below.

(i) Provision for restoration costs - landfill sites and quarries

Landfill sites

Council owns and manages approximately 25 closed landfill sites. Many of these are now public open space used for a variety of activities ranging from sporting fields to passive recreation purposes. Some of the sites continue to exist as operational sites under the control of Redland Water and Waste (RWW) with facilities such as transfer stations occupying part or all of these sites.

Some of the closed landfill sites are more than 30 years old and the common operating practises used to landfill waste in the 1960's, 70's, and 80's were a reflection of the accepted practises of the time. However landfilling methods began to improve in order to reach standards required under statutory obligations laid out in the Environmental Protection Act introduced in 1994.

Council has decided to take an active role in assessing the environmental performance of these old landfill sites to ensure they are remediated to maintain the shire's environmental values for future generations. In an effort to bring all this information together a Closed Landfill Remediation Scoping Project was commissioned in March 2004.

The overall objective of the project was to develop a remediation strategy for Council's former landfill sites by identifying the level of risk to public health and safety and the environment and establishing a priority of actions (including costing estimates) to address this risk. The project concluded that the upper limit of total costs to remediate closed landfill sites would be \$8,613,000.

In addition to the cost of remediating closed landfill sites is the future cost of remediating currently operating landfill site at Birkdale estimated to be \$5.2 million. The Birkdale landfill site is scheduled for closure in 2009. Birkdale remediation will take place over the 2009/2010 years with the remaining closed landfills scheduled to be remediated from 2008 to 2021.

Total landfill remediation costs are estimated to be \$13.8 million.

Quarry

The German Church Road Quarry is the main source of road gravel for Council's activities. The quarry is blasted approximately once per year with the blasted rock transported to a crusher.

Discussions have taken place with technical officers from the engineering and environmental departments of Council to determine the future use and remediation program for the quarry. Some of the alternative uses for the quarry when closed include residential development, commercial development, landfill, regenerated bush and parkland.

Using the proposed future site operational plan the future rock reserve has been estimated to be 1.87 million cubic metres in 1998 giving the quarry a life expectancy of 23 years.

A detailed costing of remediation works prepared as part of the operational plan of the quarry reveals that remediation costs will approximate to \$16,424 per hectare. At 30 June 2005 approximately 9 hectares of land in the quarry had been disturbed by operations giving a total remediation cost of \$147,816.

Notes to the Financial Statements

For the Year Ended 30 June 2005

33 Transition to Australian Equivalents of International Financial Reporting Standards (continued)

(ii) Non-current assets held for sale

AASB5 Non-current assets held for sale requires an entity to classify a non-current asset as held for sale if its carrying amount will be recovered principally through a sale transaction rather than through continued use. AASB5 requires non-current assets held for sale to be presented separately from other assets on the balance sheet. At 30 June 2005 there were no assets in a state ready for sale.

(iii) Employee Benefits

Australian Accounting Standards Board, AASB119 Employee Benefits requires entitlements for annual and other leave, not expected to be taken within 12 months of the reporting date, to be calculated at the discounted present value of the projected amount. Council has always discounted future long service payments under AAS30. The effects of discounting back annual leave entitlements has also been measured the effects of which are immaterial to include in the statements.

(iv) Intangible assets

AASB138 Intangible Assets defines an intangible asset as an identifiable non-monetary asset without physical substance. Council has reviewed its database of assets. There are no internally developed assets to reclassify.

If the above financial statements prepared on the current basis had been prepared on the AEIFRS the following differences would apply:

	Year ended 30 June 2005	Year ended 30 June 2004
(a) Result from ordinary activities (on current basis)	19,307,603	28,915,939
Adjustments based on reliable estimates	-	-
Landfill remediation costs	(13,841,948)	-
Quarry remediation costs	-	(147,816)
Result from ordinary activities (on AEIFRS)	5,465,655	28,915,939
(b) Net Assets (on current basis)	1,343,100,043	1,157,968,658
Adjustments based on reliable estimates		
Provisions - Remediation Landfill sites & quarries	(13,841,948)	(147,816)
Net Assets (on AEIFRS)	1,329,258,095	1,157,820,842
(c) Equity (on current basis)	1,343,100,043	1,157,968,658
Adjustments based on reliable estimates		
Retained earnings	(13,841,948)	(147,816)
(c) Equity (on AEIFRS basis)	1,329,258,095	1,157,820,842

Management Certificate

For the Year Ended 30 June 2005


This general purpose financial report has been prepared pursuant to Section 532 of the *Local Government Act 1993*, the *Local Government Finance Standard 1994* (the Standard) and other prescribed requirements.

In accordance with Section 54 of the Standard we certify:

- (i) the requirements under the *Local Government Act 1993* for the keeping of the accounts have been complied with in all material respects; and
- (ii) the financial statements for the year ended 30 June 2005 and supporting notes presents the Council's operating results, cash flows and financial position as required by the *Local Government Act 1993*.



Mayor



Chief Executive Officer

27/10/2005

Date

27/10/2005

Date

INDEPENDENT AUDIT REPORT

To the Mayor of Redland Shire Council

Scope

Matters Relating to the Electronic Presentation of the Audited Financial Report

The audit report relates to the financial report of Redland Shire Council for the financial year ended 30 June 2005 included on Redland Shire Council's web site. The Council is responsible for the integrity of the Redland Shire Council's web site. We have not been engaged to report on the integrity of the Redland Shire Council's web site. The audit report refers only to the statements named below. It does not provide an opinion on any other information which may have been hyperlinked to/from these statements. If users of the financial report are concerned with the inherent risks arising from electronic data communications they are advised to refer to the hard copy of the audited financial report, available from Redland Shire Council, to confirm the information included in the audited financial report presented on this web site.

The Financial Report

The financial report of Redland Shire Council consists of the statement of financial performance, statement of financial position, statement of changes in equity, statement of cash flows, statement to which the code of competitive conduct applies, notes to and forming part of the financial report and certificates given by the Mayor and the Chief Executive Officer for the year ended 30 June 2005.

Council's Responsibility

The Council is responsible for the preparation and true and fair presentation of the financial report, the maintenance of adequate accounting records and internal controls that are designed to prevent and detect fraud and error, and for the accounting policies and accounting estimates inherent in the financial report.

Audit Approach

As required by law, an independent audit was conducted in accordance with *QAO Auditing Standards* to enable me to provide an independent opinion whether in all material respects the financial report is presented fairly, in accordance with the prescribed requirements.

Audit procedures included -

- examining information on a test/sample basis to provide evidence supporting the amounts and disclosures in the financial report;
- assessing the appropriateness of the accounting policies and disclosures used and the reasonableness of significant accounting estimates made by the Council;
- obtaining written confirmation regarding the material representations made in conjunction with the audit; and
- reviewing the overall presentation of information in the financial report.

Independence

The *Financial Administration and Audit Act 1977* promotes the independence of the Auditor-General and QAO authorised auditors.

The Auditor-General is the auditor of all public sector entities and can only be removed by Parliament.

The Auditor-General may conduct an audit in any way considered appropriate and is not subject to direction by any person about the way in which audit powers are to be exercised.

The Auditor-General has for the purposes of conducting an audit, access to all documents and property and can report to Parliament matters which in the Auditor-General's opinion are significant. Audit Opinion.

In accordance with s.532 of the *Local Government Act 1993* I have audited the Council's financial report, and -

- (a) I have received all the information and explanations which I have required; and
- (b) in my opinion -
 - (i) the prescribed requirements in respect of the establishment and keeping of accounts have been complied with in all material respects; and
 - (ii) the financial report has been drawn up so as to present a true and fair view in accordance with the prescribed accounting standards of the transactions of the Redland Shire Council for the financial year 1 July 2004 to 30 June 2005 and of the financial position as at the end of that year.

E A MUIR, FCPA
(as Delegate of the Auditor-General)

Queensland Audit Office
Brisbane

Council has almost doubled the number of performance indicators reported in 2003–04. It is Council’s aim to continue to increase the number of GRI reference numbers it reports on to produce a more complete sustainability report in future years.

GRI Report Content

GRI Reference Number		Page in Annual Report
Vision and Strategy		
1.1	Organisation’s vision relating to sustainability.	IFC
1.2	Statement from the CEO describing key elements of the report.	7

Profile		
2.1	Organisation’s name.	FC
2.3	Operational structure of the organisation.	16
2.4	Major divisions, operating companies, subsidiaries and joint ventures.	46
2.5	Countries of operation.	2
2.7	Nature of markets served.	2
2.8	Scale of the reporting organisation.	5
2.11	Reporting period.	FCF
2.12	Date of most recent previous report.	FCF
2.17	Decisions why not to apply all GRI principles.	FCF
2.18	Criteria used for reporting social, environmental and economic results.	FCF
2.19	Significant changes to reporting mechanisms from last year’s report.	FCF
2.20	Policies and internal practices Council relies on.	14–16

Governance Structure and Management Systems		
3.1	Governance structure of Council.	8–12
3.4	Board-level process for overseeing organisation’s identification and management of economic, environmental and social risks and opportunities.	15, 17–20
3.6	Organisational structure and key staff.	16
3.7	Mission, vision, values.	1–2

Stakeholder Engagement		
3.10	Approaches to stakeholder consultation.	38
3.11	Type of information generated by stakeholder consultations and indicators developed as a result of stakeholder communication.	38
3.12	Use of information resulting from stakeholder engagements.	38

Overarching Policies and Management Systems		
3.14	Externally developed, voluntary set of principles that organisation endorses.	IFC
3.17	Approach to reporting social, economic and environmental performance.	28–38
3.18	Major decisions during the reporting period regarding the location of, or changes in operations, such as facility openings, expansions and contractions.	39–44
3.19	Programmes and procedures pertaining to economic, environmental and social performance, such as target setting, internal communication and training, performance monitoring.	28–38

Key:			
IBC	Inside Back Cover	IFC	Inside Front Cover
FCF	Front Cover Flap	FC	Front Cover

GRI Measures Table

Core Indicator	Add’al Indicator		Page in Annual Report
Environmental Indicators			
EN: Environmental Performance Indicators			
Energy Use			
	EN17	Initiatives to use renewable energy sources and to increase energy efficiency.	31
Water			
EN5		Total water use.	5
Biodiversity			
	EN7 EN27	Objectives, programs and targets for protecting and re- storing native ecosystems and species in degraded areas.	30–33
Emissions, Effluent and Waste			
EN8		Greenhouse gas emissions.	31
EN11		Total amount of waste by type and destination.	5, 52
EN12		Significant discharges to water by type.	52
Overall			
	EN35	Total environmental expenditures.	30
Economic Indicators			
EC: Economic Performance Indicators			
Customers			
EC1		Net sales.	70
Suppliers			
EC3		Cost of all goods, materials and services purchased (by region).	25
	EC11	Supplier breakdown by organisation and country.	25
Employees			
EC5		Total payroll and benefits (including wages, pension, other benefits, and redundancy payments).	90
Providers of Capital			
EC7		Increase/decrease in retained earnings at end of period.	70
Social Indicators			
LA: Labour Practices Indicators			
Employment			
LA1		Breakdown of workforce.	4
	LA12	Employee benefits beyond those legally mandated.	90
LA2		Net employment increase/decrease and average turnover.	14
Labour/Management Relations			
LA3		Percentage of employees represented by trade union organisations or collective bargaining agreements.	14
LA4	–	Employee Consultation.	15
Workplace Health and Safety			
LA5	–	Practices on recording and notification of occupational accidents and diseases.	15
LA6	–	Description of health and safety committees.	15
LA7	–	Standard injury, lost day, and absentee rates and number of work-related fatalities (including sub-contracted workers).	15
Training and Education			
	LA16	Programs to support the continued employability of employees and to manage career endings.	15
	LA17	Specific policies for skills management or for lifelong learning.	15
Diversity and Opportunity			
LA10	–	Description of EEO policies.	14
LA11	–	Composition of senior management corporate governance bodies (including Council).	12
HR: Human Rights			
Non-discrimination			
HR4	–	Description of policies and preventing discrimination.	14, 15
HR10		Description of non-retaliation policy and effective, confidential employee grievance system.	15
S0: Social Performance Indicators			
Bribery and Corruption			
S02	–	Policies addressing bribery and corruption.	18
PR: Product Responsibility Indicators			
Community Health and Safety			
PR1		Description of policy for preserving customer health and safety during use of products and services.	56

Advisory Committee

The main function of an advisory committee is to assist Council in the consultative process and provide valuable information to support the decision making of Council. From time to time Council appoints elected representatives and community members with specialist knowledge to advisory committees. Their role in relation to these committees is representation, advocacy and consultation.

Biosolids

Solid, semi-solid, or liquid residue generated during the treatment of domestic sewerage in a treatment facility.

Capital Works

Work undertaken on Council owned assets including new, expansion, upgrade, renewal or disposal.

Cities for Climate Protection

A campaign of the International Council for Local Environmental Initiatives that offers a framework for local governments to develop a strategic agenda to reduce global warming and air pollution emissions with the benefit of improving community liveability.

Community Grants

Council funding made available to local community organisations to provide activities and service not available through State, Federal and private resources.

Community Plan

The Redland Shire Community Plan - **Vision 2005 and Beyond** - is a long-term social, environmental and economic plan for the Redlands. It outlines the sort of community we want to see developing to 2005 and in the decades beyond.

Corporate Governance

Taking responsibility for the economic and ethical performance of the Shire, the underlying principles of which are openness, inclusion, integrity and accountability. Governance differs from the everyday management of affairs, in that it identifies the strategic directions for the organisation and implements the controls and checks, which enable the governing body to measure management's performance.

Corporate Plan

The Corporate Plan is Redland Shire Council's strategic compass. It was borne from the Community Plan and translates the community's needs and expectations into visible action from 2002-06.

Effluent

The treated wastewater discharged by wastewater treatment plants.

Financial Year

The period of 12 months beginning on 1 July and ending on 30 June the following year.

Indigenous

Originating in a particular region or country, native to an area.

Infrastructure

The physical "skeleton" required to enable the community to be connected and operational. This includes roads, drains, footpaths and public open spaces as well as public facilities and buildings.

Key Performance Indicators

A set of indicators that assist in measuring overall performance and reflect the health of the organisation.

Leachate

A liquid generated in landfills as result of water seeping through the waste. If uncontrolled, leachate can contaminate both groundwater and surface water.

Lost-time Incident

An incident which has resulted in time off work greater than or equal to one full shift.

Redlands Planning Scheme

This scheme sets the direction for the use, development and protection of land within the Shire.

Risk Management

A discipline for developing appropriate procedures to reduce the possibility of adverse effects from future events.

Stakeholder

Any individual or group who has a particular interest in a project or action being undertaken by Council.

Standing Committee

Council conducts its affairs by using standing committees made up all councillors, who consider matters and make recommendations to meetings of the full Council at General Meetings. Redland Shire Council has four standing committees.

Sustainability

Meeting the needs of the present community without compromising the ability of future generations to meet their own needs. A sustainable community seeks to protect and enhance the environment, meet social needs and promote economic success. A sustainable organisation integrates economic, environmental and social considerations into the very heart and soul of its business.

Triple Bottom Line

An expanded concept for measuring performance, by not just considering the economic value of something but also how it impacts society and the environment.

Trunk Water Main

Large pipe for conveying water.

APEX	Australian Service Club for Young Women and Men	LTI	Lost Time Incident
BCP	Business continuity Plan	MGL	Megalitre
BNR (standard)	Biological Nutrient Removal	MRF	Materials Recovery Facility
CCP	Cities for Climate Protection	NR&M	Natural Resources and Mines
CEO	Chief Executive Officer	NSI	North Stradbroke Island
CLAG	Contiguous Local Authority Management Committee	OAM	Order of Australia Medal
CLIB	Community Library	P&C	Parent and Child
CO2	Carbon Dioxide	PT	Part Time
CPA	Certified Practising Accountant	QFRS	Queensland Fire and Rescue Service
CPI	Consumer Price Index	QPWS	Queensland Parks and Wildlife Service
CRL	Consolidated Rutile Limited	QR	Queensland Rail
DDI	(Leadership training program)	QTC	Queensland Treasury Corporation
EDMS	Electronic Data Management System	QUT	Queensland University of Technology
EEO	Equal Employment Opportunity	RCPS	Redland Cycling and Pedestrian Strategy
ELG	Executive Leadership Group	REDBAC	Redlands Bicycle Advisory Committee
EMS	Environmental Management System	RSC	Redland Shire Council
EOI	Expression of Interest	RSL	Returned & Services League
EPA	Environmental Protection Agency	SCADA	Sewerage Supervisory Control and Date System
FOI	Freedom of Information	SEQ	South-East Queensland
FT	Full Time	SEQROC	South-East Queensland Regional Organisation of Councils
FTE	Full Time Equivalent	SMBI	Southern Moreton Bay Islands
GM	General Meeting	SOUTHROC	Southern Regional Organisation of Councils
GRI	Global Reporting Initiative	TAFE	Technical and Further Education
IAC	Institute Advisory Committee	TBL	Triple Bottom Line
ICS	Infrastructure Charges Schedules	ULP	Unleaded Petrol
IPA	(Indigenous cult heritage)	UQ	University of Queensland
KPI	Key Performance Indicator	VIC	Visitor Information Centre
LACP	Local Area Community Plan	WHS	Workplace Health and Safety
LAP	Local Area Plan	WWTP	Wastewater Treatment Plant
LPG	Liquid Petroleum Gas		

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Contact Us

For more information about Council or copies of the Annual Report or Corporate Plan 2002-06 please contact one of our Customer Service offices (see addresses below) between 8.30am and 4.30pm Monday to Friday:

Cleveland Council Chambers

Corner Bloomfield and Middle Streets
Cleveland QLD

Capalaba Place

Noeleen Street
Capalaba QLD

Useful numbers

Council (Business hours)	3829 8999
Council (After hours)	
Emergency Services	3829 8633
State Emergency Services Redlands (office hours)	3829 8999
Animal shelter	3829 8663
Animal Mgt – complaints/dog regist.	3829 8665
Building certification	
Commercial assessments & inspections	3829 8541/3829 8546
Domestic assessments & inspections	3829 8548/3829 8543
Bay Island property assessment	3829 8559
Building & land searches	3829 8573/3829 8558
Plumbing/drainage/design & inspections	3829 8706

Child care

Degen Road, Capalaba	3245 2685
After/Before School Age & Vacation Care	3383 7090
Family Day Care - East 11 Oaklands St, Alexandra Hills	3383 7070
West 11 Oaklands St, Alexandra Hills	3383 7083
Oaklands Street Hub	3383 7080

Cleveland Aquatic Centre

3821 5188

Disability support/day respite centres

Killara Place 71 Wynyard St, Cleveland	
Centre-based respite care	3829 8100

Declared plants

/overgrown land	3829 8588/3829 8831
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Development coordination

Development applications & certificates	3829 8713
Subdivision applications	3829 8785

Finance creditors/debtors

Pensioner rate inquiries	3829 8674
	3829 8676

Human resources

3829 8406

IndigiScapes Centre

17 Runnymede Rd, Capalaba	3824 8611
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Libraries

Cleveland: General inquiries	3829 8576
Information desk	3829 8770
Computer bookings	3829 8390
Local History Room	3829 8311

Libraries (continued)

Capalaba: General Inquiries	3843 8012
Information desk	3843 8010
Computer bookings	3843 8003
Mobile Library Service	0427 115 202
Amity Point Library	3409 7029
Dunwich Library	3409 9529
Point Lookout Library	3409 8036
Russell Island Library	3409 1684

North Stradbroke Is. camping caravan reserves

Central booking office	1300 551 253
Amity Point	3409 7228
Dunwich	0438 104 057
Point Lookout – Adder Rock	3409 8125
Cylinder Beach	3409 8240
Thankful Rest	3409 8192

Redland Art Gallery

3829 8899

Redland Community Cultural Centre

3829 8471

Redland Water & Waste

3829 8539

Sprinkler Information Recording	3829 8637
Waste & Recycling	3829 8539

Regulated parking

3829 8502

Roads & footpaths maintenance

3829 8528

Weinam Ck marina/car compounds

3829 8537

Mayor's office

3829 8623

Councillors' office

3829 8629/8758

Visitor Information Centre

1300 667 386







Visit Redlands

3829 8962





Saving all round

This report is printed on 100% recycled paper. Certified by the Green Seal and the Forest Stewardship Council, it was manufactured using wind-generated energy and is chlorine-free.

As a result of not using virgin fibre in this report, we have achieved the following:

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-  40,945 litres water/wastewater flow saved
-  520kg solid waste not generated
-  1,017kg atmospheric emissions eliminated
-  14,657,608 BTUs energy not consumed

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