

REDLAND CITY COUNCIL  
**Annual Report 2018-2019**



# CONTACTS

**Council website**  
redland.qld.gov.au

**Telephone**  
3829 8999

Monday–Friday, 8am–5pm  
– excluding public holidays

Outside business hours you will  
be connected to our emergency  
messaging service

**Email**  
rcc@redland.qld.gov.au

**Social media**  
facebook.com/RedlandCouncil  
twitter.com/RedlandCouncil  
instagram.com/redlandcity

## Customer Service Centres

**Cleveland**  
Corner Middle and Bloomfield Streets,  
Cleveland QLD 4163  
Monday–Friday, 8.30am–4.30pm  
– excluding public holidays

**Capalaba**  
Noeleen Street (adjacent to Capalaba bus  
station and library), Capalaba QLD 4157  
Monday–Friday, 8.30am–4.30pm  
– excluding public holidays

**Victoria Point**  
7–15 Bunker Rd (inside the library  
building at Victoria Point Lakeside,  
entrance via High Street),  
Victoria Point QLD 4165  
Monday–Friday, 9am–5pm  
– excluding public holidays

## Assisted services

**Interpreter service**  
Call the National Translating and  
Interpreting Service (TIS) on 131 450  
to speak to a Council officer. Free  
service for Council-related business

**National Relay Service**  
**Teletypewriter**  
Phone 133 677 then enter the Redland  
City Council number 3829 8999

**Speak and Listen**  
**(speech-to-speech relay) users**  
Phone 1300 555 727 then ask for  
Redland City Council on 3829 8999

**Internet Relay users**  
Log on to Internet Relay and then  
enter the Redland City Council  
number 3829 8999

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Brown Lake (Bummiera), North Stradbroke Island (Minjerribah)  
Front cover: Deadmans Beach, North Stradbroke Island (Minjerribah)

## HOW TO READ THIS REPORT

In accordance with the *Local Government Act 2009*, Council must publish an annual report, which provides an update to our community about Council's finances, performance and how we have delivered against our plans.

The *Annual Report 2018–2019* reports against our *Corporate Plan 2018–2023*. This report also includes a summary of our performance against Council's *Operational Plan 2018–2019*. The annual report gives our ratepayers and key stakeholders insight into how we invest revenue to provide essential services and infrastructure and promote social, environmental and economic advancements across Redlands Coast.

It is also a chance to share the opportunities and challenges faced during the financial year, and some of the noteworthy achievements during 2018–2019, in our efforts to serve those living and working in, or visiting, Redlands Coast.

The report is divided into sections:

- **An introduction to Redlands Coast and our organisation** – Redlands Coast statistics; our vision, mission and values; messages from the Mayor and CEO; performance overview; Community Financial Report and 2018–2019 challenges (pages 6–25)
- **Our Council** – elected representatives, our leadership, our people, our processes and community engagement (pages 26–57)
- **Progress and Performance** – Vision Outcome scorecards and highlights (pages 58–107)
- **Statements of Operations** – Redland Investment Corporation (RIC), RedWaste and Redland Water (pages 108–125)
- **Governance and Disclosures** – (pages 126–139)
- **Annual Financial Statements** – (pages 140–181)

Legislation also requires particular information be included in a local government's annual report. An index of this statutory information – and where to find it in this report – is on pages 182–185.

Redland City is our Local Government area. Throughout this report Redlands Coast is also used to describe this city. It is the name used in the destination marketing of our area.

## ACKNOWLEDGEMENT OF TRADITIONAL OWNERS AND COUNTRY

Redland City Council is committed to working with Traditional Owners, supporting their role as custodians of their traditional lands and helping ensure the future prosperity and cultural enrichment of the community.

Council recognises that the Quandamooka People are the Traditional Owners of much of Redlands Coast. Council also extends its acknowledgement of Traditional Owners to the Danggan Balun (Five Rivers) People who are currently in the process of Native Title determination for an area that crosses into southern Redlands Coast.

### Native Title on Redlands Coast

The Quandamooka People's 2011 Native Title consent determinations delivered on 4 July 2011, cover North Stradbroke, Peel, Goat, Bird, Stingaree and Crab islands as well as the surrounding waters of Moreton Bay.

On 4 July 2011, Redland City Council and the Quandamooka People signed an Indigenous Land Use Agreement (ILUA), setting out broad principles and mechanisms for how the parties will work together and meet responsibilities for mutual benefits.

The Quandamooka Coast Native Title Claim, currently before the Federal Court, was entered on the Register of Native Title claims in May 2017 and is in the process of determination. This claim covers most of mainland Redlands Coast and part of Brisbane City, as well as Lamb, Macleay, Karragarra, Coochiemudlo, Cassim, Sandy, Garden (Tindappah), Green (Milwarpa), King (Erobin), St Helena (Noongoon) and Mud (Bungumba) islands.

The Danggan Balun (Five Rivers) People (QC2017/007) Claim, currently before the Federal Court, was entered on the Register of Native Title claims in June 2017. It is in the process of determination and crosses several local government areas. It covers an area of approximately 33 km<sup>2</sup> in southern Redlands Coast, bordering the southern boundaries of the Quandamooka Coast claim.

### Quandamooka Country Statement of Recognition

*'The Quandamooka People are a society united in, and by, their continued acknowledgement and observance of traditional laws and customs.*

*Through this, the Quandamooka People maintain an unbroken connection to their country, and, since July 2011, the Australian legal system has recognised them as the Traditional Owners of this area.*

*The Quandamooka People comprise the Nunukul, Ngugi and Goenpul clans. Nunukul and Goenpul belong to the Jandai language group. The Ngugi belong to the language dialect of Gowar. Together they are people of the sand and sea. Council recognises and respects their lands, winds and waters that provide for our community. It also has deep respect for the Quandamooka People's Ancestors who have walked and managed them as the traditional custodians and caretakers for many generations.*

*Council also welcomes and respects its partnership with the Quandamooka People's Elders, who are the knowledge holders, teachers and foundation of their community, and with young people, the future leaders who represent hope for a bright future. Council recognises that, for all time, our community continues to live and prosper on Quandamooka Country.'*

The above statement comes from the Quandamooka Country Statement of Recognition, two sculptural panels unveiled at the front of Council's Cleveland Customer Service Centre during National Reconciliation Week 2015. It was designed by local artist Sandra Delaney, a Quandamooka woman from North Stradbroke Island (Minjerribah).

Its installation at the heart of Redland City Council, where much of the planning for the future of our community takes place, serves as an ongoing public statement of what we hope to achieve in the spirit of reconciliation and mutual respect.



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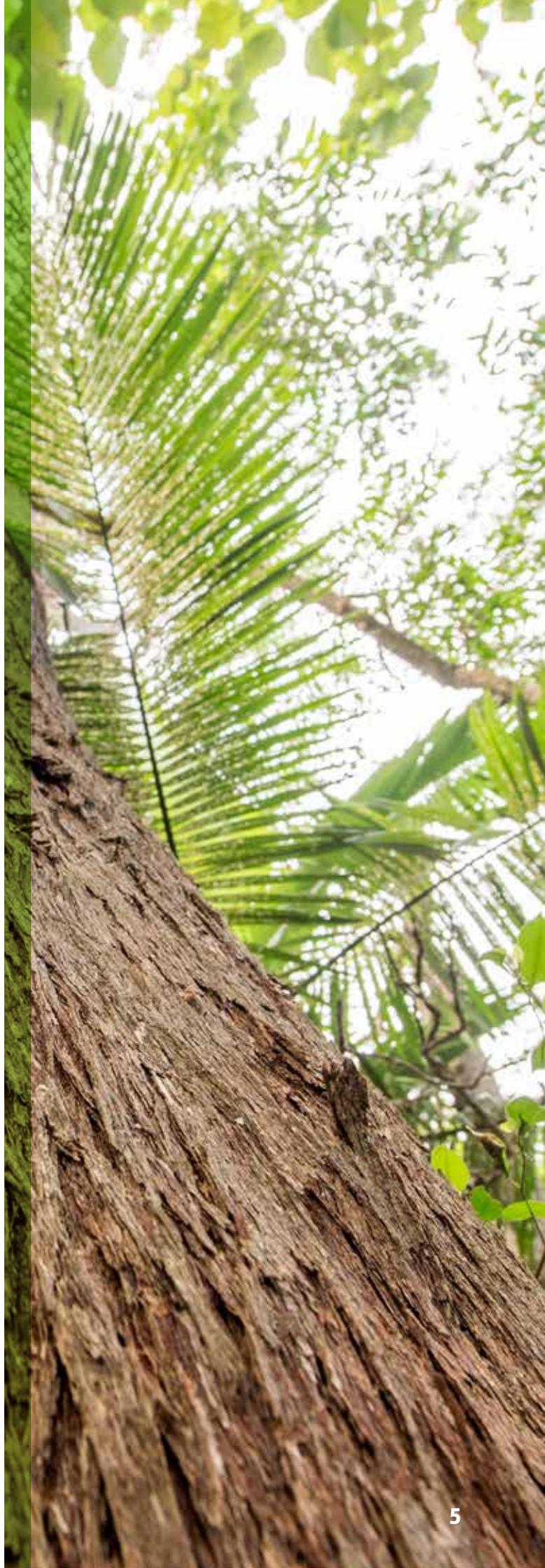
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# ABOUT REDLANDS COAST



**1,700**  
SPECIES OF  
NATIVE PLANTS  
AND ANIMALS



**309**  
RECREATION  
PARKS



**31**  
DOG OFF-LEASH  
AREAS (DOLA)



**70**  
HECTARES  
OF SPORTING  
FIELDS



**58**  
CANOE AND  
KAYAK LAUNCH  
POINTS

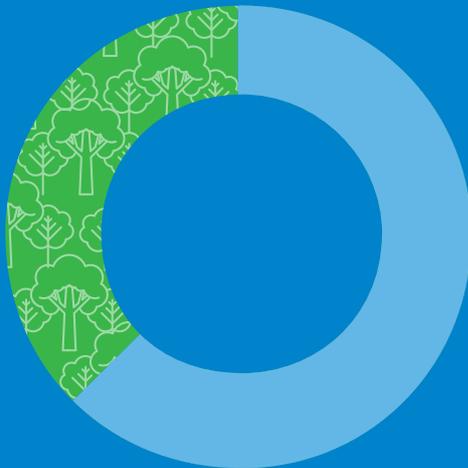


**23**  
BOAT  
RAMPS



**15**  
JETTIES

**40%**  
OF OUR LAND  
IS PROTECTED  
GREEN SPACE



**156,863**  
REDLANDS COAST'S  
ESTIMATED RESIDENT  
POPULATION\*  
INCREASE FROM 154,312  
LAST YEAR



POPULATION  
DENSITY  
**287.8**  
PERSONS  
PER KM<sup>2</sup>\*



GROSS REGIONAL  
PRODUCT  
**\$5.73**  
BILLION\*\*



**12,057**  
BUSINESSES\*\*\*



LARGEST INDUSTRY  
(by employees):  
HEALTHCARE  
AND SOCIAL  
ASSISTANCE  
**8,253\*\***

**2.3%**  
IDENTIFY AS  
ABORIGINAL OR  
TORRES STRAIT  
ISLANDER#

**18.2%**  
OF RESIDENTS  
VOLUNTEER#

\* Estimated Resident Population as at 20 June 2018. Source: Australian Bureau of Statistics, Census of Population and Housing 2011 and 2016.

\*\* Source: National Institute of Economic and Industry Research (NIEIR) ©2018 as compiled by economy.id

\*\*\* Source: Australian Bureau of Statistics, Counts of Australian Businesses, including Entries and Exits, 2016 to 2018 as compiled by economy.id

# Census 2016. Source: Australian Bureau of Statistics.

# OUR VISION, MISSION AND VALUES

## VISION

Forward thinking, engaged and focused on enriching community lifestyles

## MISSION

Make a difference, make it count

## VALUES

5 Core Values

## 5 CORE VALUES

1

### **Customer Service**

We deliver on our commitments and provide excellent customer service.

2

### **One Team**

We cooperate and collaborate within and across teams.

We support our people to perform at their best.

3

### **Accountability**

We take ownership of our responsibilities.

We are professional and ethical in all we do.

4

### **Growth**

We challenge ourselves to deliver better value for money.

We will be better tomorrow than we are today.

5

### **Communication**

We are open, honest and constructive in all communications.

# HIERARCHY OF COUNCIL PLANS

## Community Plan

The *Redlands 2030 Community Plan*, adopted by Council in 2010, was developed with extensive input from our community. The *Redlands 2030 Community Plan* sets out a vision for 2030.



## Corporate Plan

The *Corporate Plan 2018–2023* includes Council’s strategic priorities and sets out how it will deliver the *Redlands 2030 Community Plan* through delivery of the 2023 outcomes, which are structured around the eight outcomes in the Community Plan.

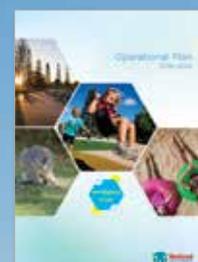


## Operational Plan

Each year, Council develops and adopts an Operational Plan, which sets out what we plan to do during the financial year to deliver the Corporate Plan. Operational planning is closely linked to budget development.

The significant activities in the Operational Plan contribute to the implementation of the Corporate Plan.

A summary of Council’s performance against the *Operational Plan 2018–2019* is outlined in Vision Outcome scorecards on pages 58–107.





## MESSAGE FROM OUR MAYOR

Two initiatives that took shape during the last financial year have the potential to deliver great benefits for Redlands Coast and our residents.

Redlands Coast features strongly in a potential South East Queensland (SEQ) bid to host the 2032 Olympic and Paralympic Games and we will be front and centre of a new tourism strategy aimed at putting Moreton Bay on the world tourism map.

I was able during a meeting with Tourism Minister Kate Jones to convince her of the value of a Moreton Bay tourism strategy, and she has taken up the challenge with gusto. The wheels are already turning with meetings of mayors and Councils organised and I predict big things in the future.

The *North Stradbroke Island Economic Transition Strategy* (NSI ETS) is closely linked to the larger strategy and I have been meeting regularly with Minister Jones, who has ministerial responsibility for delivery of the NSI ETS.

For too long the magnificent Moreton Bay and all it has to offer has been a poor second cousin to the Great Barrier Reef and other popular tourist destinations. In many ways it has been taken for granted by too many people.

We want that to change. Redlands Coast has so much to offer in eco and Indigenous tourism experiences as part of the new strategy and I am excited about the opportunities and jobs that marketing of our naturally wonderful assets, and those of other Councils situated on the bay, will bring.

This is not about turning Moreton Bay into a Gold Coast-type destination, but rather delivering a world-class eco-tourism and Indigenous tourism experience for higher-yield visitors.

The success of the strategy will hinge on collaboration between Councils, the government, the Quandamooka Yoolooburrabee Aboriginal Corporation (QYAC), tourism operators such as Sealink and the industry. I know that cooperation will come.

Councils across the region are collaborating in planning for our future and seeking new opportunities for SEQ, and this approach is producing results.

There is renewed hope and a new-found confidence that we are finally making progress after years of playing catch-up in terms of planning and infrastructure provision. While there has for years been little focus on our city, I am confident we are now on the right track.

The prospect of SEQ being selected to host the 2032 Olympic and Paralympic Games provides an unprecedented opportunity for long overdue investment in infrastructure across the region.

While Redland and other Councils have for years been collectively lobbying Federal and State Governments to fund infrastructure, a successful Games bid is seen as the best way to accelerate the delivery of infrastructure, which is so badly needed to keep pace with growth across Redlands Coast and the region.

A poll commissioned by the Council of Mayors (SEQ) showed strong support for the concept of a SEQ fast rail network, and widespread agreement that the current delivery of transport infrastructure was not keeping up with the growth of the region. They believed a regional fast rail network would significantly reduce travel times for commuters and tourists and 72% said they would support a SEQ Games if it delivered major transport upgrades.

Being able to move between our cities in under 45 minutes, even in peak times, would make SEQ a more liveable region and Redlands Coast even better for residents and a more attractive destination for tourists. The economic uplift generated by the introduction of a SEQ fast rail network would be considerable.

The network would be wonderful news for Redlands Coast. There is a desperate need to duplicate the Cleveland rail line, dubbed the 'misery line' by commuters because of the time it takes to get from here into Brisbane. Investment is needed to upgrade major access roads and to improve public transport options.

The Council of Mayors (SEQ) poll results came off the back of the SEQ People Mass Movement Study, released by the Council of Mayors earlier this year, which showed that all major road corridors in SEQ would be over capacity by 2041 – even if every currently planned and funded project was delivered.

The past financial year was one of consolidation for Council. We were able to maintain our strong financial and low debt position, to keep rates rises to a minimum, to seek further efficiencies in our operations and deliver on our No 1 priority – serving the people of Redlands Coast. We have also invested wisely in our future with strategic land purchases that will provide conservation and other community options for future generations.

Council advocated strongly on a broad front to state and federal politicians in seeking a better deal for our residents, and we will continue to do so. This advocacy is finally paying dividends with belated, but welcome, new interest in Redlands Coast.

Council employees once again displayed exceptional professionalism and commitment during the year and I thank CEO Andrew Chesterman and his executive team for their leadership.

I would also like to acknowledge the work of my fellow Councillors and the residents and volunteers who have helped shape the future and make Redlands Coast the best place to live, work and do business.

**Councillor Karen Williams**  
Mayor of Redland City

# MESSAGE FROM OUR CEO

This past year has been characterised by our efforts to get better at what we do, be more responsive to our community and more efficient in the way we manage our resources. It has also seen us look beyond our boundaries and connect with new ideas and technologies.



Since our new city brand was rolled out in mid-2018, Redlands Coast – ‘Naturally Wonderful’ is giving Redland City a strong identity as a region in its own right. The establishment of the brand is giving us the opportunity to tell our story to the world and position us as a unique and special place in south-east Queensland. Importantly, it also embraces the opportunities brought about by our location on Quandamooka Country.

Council also began the development of our first internal Reconciliation Action Plan, *Kanara Malara – One People*. This document formalises a vision and set of principles to guide the way we work, along with a set of practical actions that will help us advance reconciliation in our organisation. The plan will be a stepping stone to future actions and establishing a framework for our broader external reconciliation activities.

Our improvements over the year have included a strategy to provide greater upfront investment in design to ensure projects are ready for implementation. Our Infrastructure and Operations teams have worked hard towards early completion of the capital design program to ensure we are well placed to seek external grant funding for shovel-ready projects and position us to complete our yearly program of works. More than 95% of the infrastructure capital program was designed before the start of financial year 2019–2020 and it is our intention to maintain this focus of completing the design program well in advance.

Council delivered tangible benefits through its continued strong focus on innovation and continuous improvement. Through smarter ways of working and contracting, we delivered more than \$2 million of additional infrastructure to the community by way of bus stops and roads.

Internally, almost \$90,000 of efficiency savings were reinvested to deliver benefits such as enhancing the digitised customer forms, energy monitoring to identify sustainability solutions at Council’s depot and Capalaba wastewater treatment plant and using smart meters to monitor water quality for public and environmental health and mosquito management.

Improvements in strategic procurement have also delivered savings. Our procurement analysis now allows Council to more closely monitor its categories and location of spend. In 2018–2019, approximately 27% of our annual procurement expenditure was with businesses with a postcode within the city.

Sound financial management has been a hallmark of the period. Our strong balance sheet and low-debt status has allowed the organisation to use its borrowing power to spread the load of spending on major infrastructure, easing the pressure on current ratepayers.

Our quest for improved service delivery also focused on core services – waste and water. During the period, the Queensland Government delivered significant waste reform and Council resolved to participate in a regional Expression of Interest process for new waste and resource recovery services.

The servicing of Council public utilities remains among the single largest spends across Council. Over the past four years – and particularly the last 12 months – Council has responded strategically. The operational spend on water and sewerage services has reduced from approximately \$4.5 million in 2016 to approximately \$3.2 million in 2019 based on leveraging supplier prices and contract arrangements with new smart technology to lower maintenance overheads.

Council also continued its implementation of the 56 recommendations from the *Redland City Council – Fire Management Review Report 2017*, with actions including a significant increase in Council’s fire mitigation program through building more fire trails, slashing more blocks and conducting more hazard reduction burns, as well as initiating a proactive compliance program to encourage land owners to reduce the fire risk on their properties.

Over the year, Council continued to invest in its leaders to ensure contemporary thinking and approaches drive performance improvement and efficiencies. Customer service remains our priority focus and we reviewed our key metrics and processes to ensure a professional, consistent and efficient approach is made with each customer contact.

We remain as committed to meeting our employees’ needs as we are to those of our community and positioning ourselves as an inclusive and diverse employer and one that attracts and retains the very best employees.

I extend my sincere thanks to Mayor Karen Williams and all Councillors for their leadership and vision for Redlands Coast, as well the Executive Leadership Team for its support and commitment. I would especially like to commend all Redland City Council employees who continue to dedicate themselves to providing exceptional service. I am proud to lead an organisation that serves our community so well.

**Andrew Chesterman**  
CEO of Redland City Council



Macleay Island (Jencoomercha)

# PERFORMANCE OVERVIEW

## VISION OUTCOME SUMMARY 2018–2019



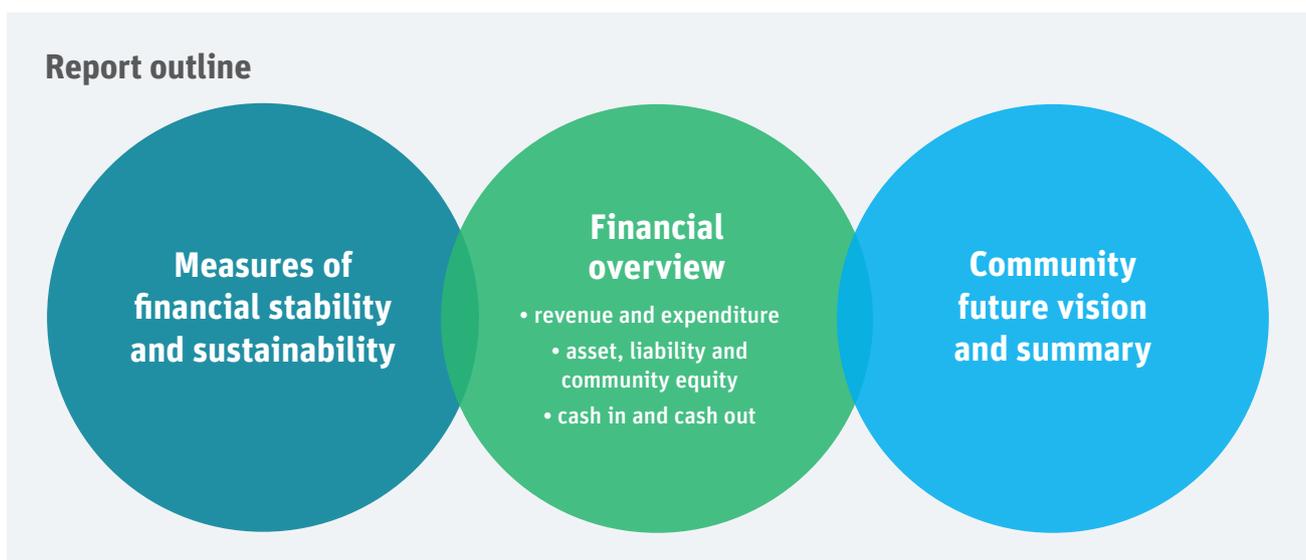
VISION OUTCOMES		<i>Significant activities completed</i>
 1. HEALTHY NATURAL ENVIRONMENT		10/10
 2. GREEN LIVING		7/7
 3. EMBRACING THE BAY		5/5
 4. QUANDAMOOKA COUNTRY		8/8
 5. WISE PLANNING AND DESIGN		8/8
 6. SUPPORTIVE AND VIBRANT ECONOMY		13/13
 7. STRONG AND CONNECTED COMMUNITIES		10/10
 8. INCLUSIVE AND ETHICAL GOVERNANCE		9/9

For detailed Vision Outcome scorecards and highlights, see pages 58–107.

# COMMUNITY FINANCIAL REPORT

This report aims to simplify the consolidated financial statements of Redland City Council (Council) and its controlled entities.

Council and its controlled entities form the economic entity referred to in this report as the Group. The report provides graphical representations of the financial position, financial performance and cash flows, as well as changes in community equity, to provide a simple, comprehensive view of the Group's financial results for the period 1 July 2018 to 30 June 2019.



## Measures of sustainability

Sustainability measures provide evidence of Council's ability to continue operating and to provide an acceptable level of service to the community both currently and in the longer term.

Ratio	Description	Target	Group 2018-2019 Actual	Group 2017-2018 Actual	Change %	Status
Operating surplus ratio	This is an indicator of the extent to which revenues raised cover operational expenses only or are available for capital funding purposes or other purposes.	Between 0% and 10%	-3.68%	-6.06%	39.27%	●
Net financial liabilities ratio*	This is an indicator of the extent to which the net financial liabilities of Council can be serviced by its operating revenues.	Below 60%	-39.83%	-34.62%	15.05%	●
Asset sustainability ratio	This is an approximation of the extent to which the infrastructure assets managed by Council are being replaced as they reach the end of their useful lives.	Greater than 90%	42.35%	53.84%	-21.34%	●

\* This is calculated using net financial liabilities (total liabilities minus current assets) divided by total operating revenue. The negative number indicates that Council's current assets exceed the total liabilities. Therefore, Council has exceeded this target.

The operating surplus ratio, net financial liabilities ratio and asset sustainability ratios have targets to be achieved on average over the long-term (a period of at least 10 years), and are not necessarily expected to be met on a monthly or annual basis. When compared to the 2017-2018 financial year, the operating surplus ratio has improved by 39.27%. This is mainly driven by an increase of operating revenue. Achieving the target for the asset sustainability ratio continues to be a focus area. Council is continuing with its comprehensive Asset Management Project, which will consider the broader principles of asset management and the renewal program and support the capital works prioritisation policy. Council continuously improves asset and service management planning and evidence-based asset consumption assessment. The reduction in the sustainability ratio is due to significant carry over projects mainly in 2018-2019 and the ratio will improve with evidence-based asset consumption.

● Target achieved ● Target not achieved but improved from last financial year ● Target not achieved

### Summary of key financial stability measures (Council)

Ratio	Description	Target	2018–2019 Actual	2017–2018 Actual	Change %	Status
Level of dependence on general rate revenue	This ratio measures Council's reliance on operating revenue from general rates (excludes utility revenues).	Less than 37.5%	35.50%	33.91%	4.69%	●
Ability to pay our bills – current ratio	This measures the extent to which Council has liquid assets available to meet short-term financial obligations.	Between 1.1 and 4.1	3.23	3.44	-6.10%	●
Ability to repay our debt – debt servicing ratio	This indicates Council's ability to meet current debt instalments with recurrent revenue.	Less than or equal to 10%	2.86%	2.97%	-3.70%	●
Cash balances	Cash balance includes cash on hand, cash at bank and other short-term investments.	Greater than or equal to \$50m	162.096	138.562	16.98%	●
Cash balances – cash capacity in months	This provides an indication of the number of months of cash held at period end able to cover operating cash outflows.	Greater than 3 months	8.81	7.43	18.57%	●
Longer-term financial stability – debt to asset ratio	This is total debt as a percentage of total assets, i.e. to what extent will our long-term debt be covered by total assets.	Less than or equal to 10%	1.34%	1.46%	-8.22%	●
Operating performance	This ratio provides an indication of Council's cash flow capabilities.	Greater than or equal to 15%	21.87%	15.76%	38.77%	●
Interest coverage ratio*	This ratio demonstrates the extent to which operating revenues are being used to meet the financing charges.	Less than 5%	-0.87%	-0.63%	38.10%	●

\* This is calculated using net interest expense, i.e. interest expense minus interest revenue. The negative number indicates that Council has earned more interest than it has spent on borrowings. Therefore, Council has exceeded this target.

Council includes the above elective Key Performance Indicators in the budget and reports on these on a monthly basis, as they do not feature in the Annual Financial Statements. Council chooses to retain these indicators to provide more information to the community on how Council is managing community assets, liabilities and cash balances

● Target achieved ● Target not achieved but improved from last financial year ● Target not achieved

## Financial overview

### Overview of consolidated financial results

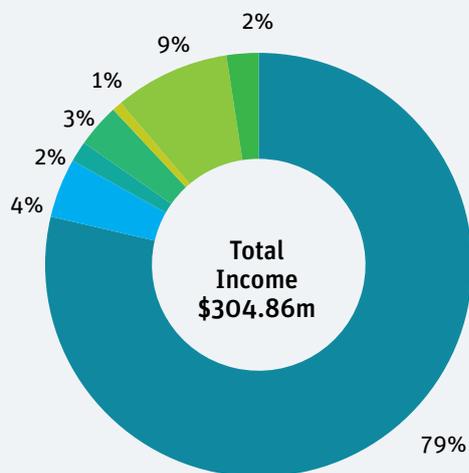
Below are the Group's key financial performance highlights:

Information at a glance	2018–2019 Actual \$ millions	2017–2018 Actual \$ millions	Change %
Operating income	\$281.67m	\$271.63m	3.70%
Capital grants, subsidies and contributions	\$23.19m	\$34.88m	(33.51%)
Total income	\$304.86m	\$306.51m	(0.54%)
Operating expenses	\$(292.04)m	\$(288.10)m	1.37%
Other capital income/(expenditure)	\$(3.80)m	\$(2.20)m	72.73%
Total expenses	\$(295.84)m	\$(290.30)m	(1.91%)
Net result	\$9.02m	\$16.21m	(44.36%)

See Consolidated Statement of Comprehensive Income for more information – refer page 142

## Financial overview (continued)

**Income – where did the money come from?**  
(Consolidated Statement of Comprehensive Income)



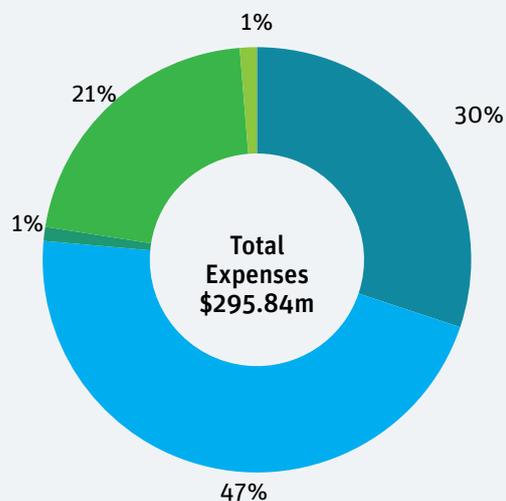
- Rates, levies and charges \$239.77m
- Fees and charges \$13.80m
- Interest received \$4.81m
- Sales revenue \$10.10m
- Other income \$2.34m
- Grants, subsidies and contributions \$26.67m
- Non-cash contributions \$7.37m

The Group's total income decreased by \$1.65m or 0.54% from 2017–2018.

Movements in income were mainly driven by:

- growth in rates, levies and charges due to an increase in the number of rated properties and bulk water charges increase; and
- property developments moderating resulting in a significant reduction in both developer cash and non-cash contributions.

**Expense – where was the money spent?**  
(Consolidated Statement of Comprehensive Income)



- Employee benefits \$89.14m
- Materials and services \$136.94m
- Finance costs \$3.13m
- Depreciation and amortisation \$62.83m
- Loss on disposal of non-current assets \$3.80m

The Group incurred \$295.84m in expenses during the financial year, which is an increase of \$5.54m or 1.91% higher than last year.

This increase was primarily driven by:

- increase in materials and services expenditure mainly due to an increase in bulk water charges; and
- increase in employee benefits resulting from increased salary and wages and leave entitlements. This increase is due in part to Council signing a new enterprise bargaining agreement during the year.

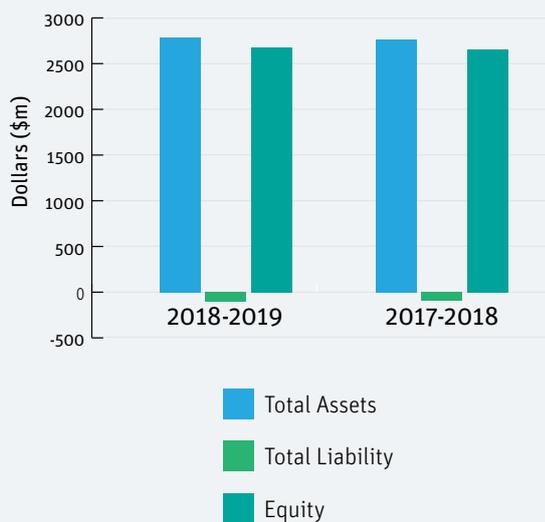
### What is the value of the net community assets in our care?

(Consolidated Statement of Financial Position)

Information at a glance	2018–2019 Actual \$ millions	2017–2018 Actual \$ millions	Change %
Total assets	\$2,771.49m	\$2,750.11m	0.78%
Total liability	\$(110.47)m	\$(103.06)m	7.19%
Total community equity	\$2,661.02m	\$2,647.05m	0.53%

See Consolidated Statement of Financial Position for more information – refer page 143

### Community equity (\$m)

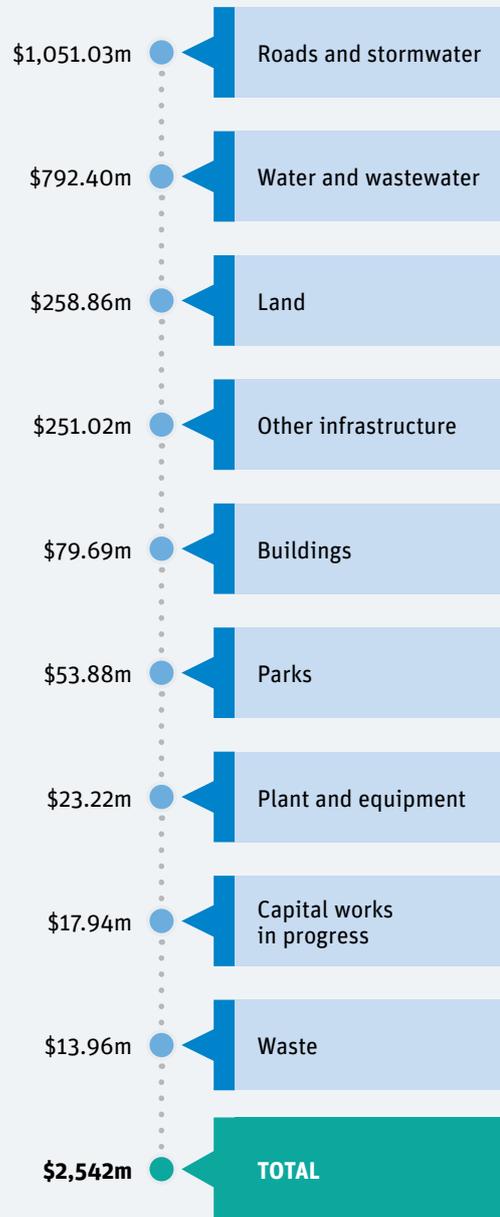


Total community equity includes cash reserves which represent funding that Council has restricted for current or future expenditure. Council's view is to ensure funds held in reserves are restricted to deliverables consistent with the long-term financial strategy, long-term asset management plan, corporate plan, annual operational plan and budget.

Council is committed to achieving this goal by:

- reporting on constrained cash reserves on a monthly basis as part of the monthly financial reports to Council as well as a subset of cash balances in the annual financial statements for accountability and transparency; and
- conducting an annual review of all constrained cash reserves for relevance and future requirements; and
- reviewing forecast reserve movements as an integral part of the annual budget development process.

### Property, plant and equipment 2018–2019 – what do we own?



The total value of all assets at 30 June 2019 was \$2,771.49m, of which \$2,542m (91.72%) relates to property, plant and equipment. The value of total assets increased by \$21.38m during the year.

During 2018–2019, a comprehensive valuation of the other infrastructure assets (marine infrastructure) was completed and the remaining one third of the sewerage pump stations were condition assessed. An increase of \$4.95m in net asset value resulted from the revaluation.

A desktop valuation was applied to land assets.

## Financial overview (continued)

### Liabilities – why did we borrow when we have cash in the bank?



The annual investment by Council in infrastructure is substantial and is a major component of capital expenditure.

The bulk of Council's liabilities are in the form of loans, which represent 34% of Council's total liabilities. Certain projects are financed through loan borrowing in order to ensure intergenerational equity in the allocation of cost. This concept flows through to Council's long-term financing strategy, where borrowed funds are used to partially finance infrastructure renewals that will benefit current and future communities.

Council's long-term financial strategy includes an assessment of Council's ability to borrow funds and gain access to grants, subsidies and future development contributions, which are used to finance the infrastructure required to support development in the city.

### What were the major sources of cash in and cash out?

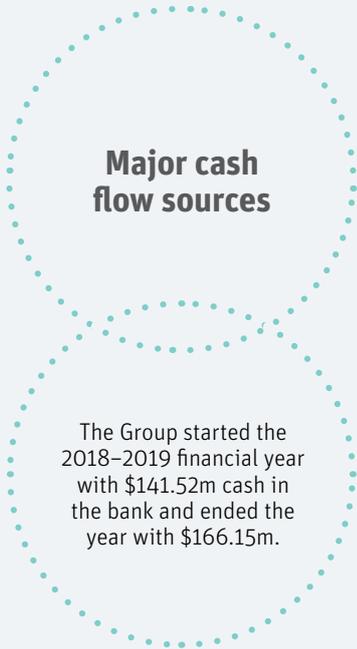
(Consolidated Statement of Cash Flows)

The table below compares the main sources of cash receipts and cash payments during the financial years ended 30 June 2018 and 30 June 2019.

<i>Main sources of cash in and out</i>	<i>2018–2019 \$ millions</i>	<i>2017–2018 \$ millions</i>	<i>Change %</i>
Net cash received from operations (excluding interest, borrowing costs and waste levy)	\$59.80m	\$43.53m	37.38%
Cash received for 2019–2020 waste levy	\$4.62m	\$0m	100%
Purchases and construction of Council assets	\$(59.13)m	\$(70.17)m	(15.73%)
Asset purchases of subsidiary	\$(0.05)m	\$0m	100%
Payment for investment property	\$0m	\$(4.47)m	(100%)
Proceeds from sale of assets	\$2.79m	\$1.15m	142.61%
Capital grants, subsidies and contributions	\$17.14m	\$17.48m	(1.95%)
New borrowings	\$2.50m	\$0m	100%
Repayment of debt	\$(5.04)m	\$(4.66)m	8.15%

See Consolidated Statement of Cash Flows for more information – refer page 145

**Major cash flow sources are explained below:**



- Net cash received from operations:**  
Includes receipts of rates, fees and charges and operating grants, offset by payments for employee costs and materials and services.
- Cash received for 2019–2020 waste levy:**  
The State Government paid \$4.62m in advance to mitigate the direct impacts on households of the State Waste Levy.
- Purchases and construction of Council assets:**  
Includes payments for the purchase and construction of property, plant and equipment. The major purchases are for land, roads, park assets and other infrastructure assets.
- Asset purchases of subsidiary:**  
Payments made by subsidiary for purchase of assets.
- Payment for investment property:**  
Includes payments for the purchase of investment property by Redland Investment Corporation (RIC).
- Proceeds from sale of assets:**  
Includes proceeds from sale of property, plant and equipment.
- Capital grants, subsidies and contributions:**  
Includes cash contributions from developers to pay for infrastructure Council needs to build to provide services to new developments.
- New borrowings:**  
Additional loan drawdown with Queensland Treasury Corporation to fund Council's Capital Works Plan.
- Repayment of debt:**  
Repayments of principal on Council's loans with Queensland Treasury Corporation.

**Community future vision and summary**

In May 2018, Council adopted its revised Corporate Plan for the five-year period 2018–2023. The Corporate Plan contains the themes or 'vision outcomes' as communicated by our community in the *Redlands 2030 Community Plan*.

<div style="background-color: #2e8b57; color: white; padding: 10px; margin-bottom: 5px;"> <p><b>1. Healthy natural environment</b></p> </div> <div style="background-color: #76c73a; color: white; padding: 10px; margin-bottom: 5px;"> <p><b>2. Green living</b></p> </div> <div style="background-color: #4682b4; color: white; padding: 10px; margin-bottom: 5px;"> <p><b>3. Embracing the bay</b></p> </div> <div style="background-color: #8b0000; color: white; padding: 10px;"> <p><b>4. Quandamooka Country</b></p> </div>	<div style="background-color: #556b2f; color: white; padding: 10px; margin-bottom: 5px;"> <p><b>5. Wise planning and design</b></p> </div> <div style="background-color: #40e0d0; color: white; padding: 10px; margin-bottom: 5px;"> <p><b>6. Supportive and vibrant economy</b></p> </div> <div style="background-color: #ffa500; color: white; padding: 10px; margin-bottom: 5px;"> <p><b>7. Strong and connected communities</b></p> </div> <div style="background-color: #0000cd; color: white; padding: 10px;"> <p><b>8. Inclusive and ethical governance</b></p> </div>
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Other than the day-to-day operational needs to keep Council's services running, there have been improvements to help expand services, bringing Council closer to the 'vision outcome' goals outlined in the *Redlands 2030 Community Plan*, such as:

- Koala conservation program which aims to retain and sustain a viable koala population
- Traffic safety improvement program which aims to increase safety for all traffic across the Redlands
- Road resurfacing program continues resurfacing of roads to avoid pavement failure and to prolong the overall pavement life
- Additional borrowing with Queensland Treasury Corporation to fund Council's *Capital Works Plan* and ensure intergenerational works and initiatives are funded by both current and future generations

### Strategic priorities

Council has six strategic priorities that form the guiding principles to shape and achieve the strategic vision for the current local government term. These priorities are integrated with the Corporate Plan.

The following strategic priorities are considered the main drivers of Redlands Coast growth and development:

#### 1. TRANSPORT

Creating more travel options and continuing to tackle urban congestion



#### 2. SPORT, EDUCATION AND THE ARTS

Creating active, healthy lifestyle and learning opportunities



#### 3. ECONOMIC DEVELOPMENT

Building a strong, connected economy while creating more jobs



#### 4. CITY PLANNING

Planning for future growth and change to improve liveability



#### 5. BRANDING IDENTITY

Creating a shared identity for the city



#### 6. A SMART CITY

Positioning Redlands Coast as a smart innovative city



Cleveland Point, Cleveland (Nandeebie/Indillie)

## Summary

Maintaining Council's financial position to support long-term financial sustainability remains a priority for Council. We are embracing innovation and collaboration to continue to deliver projects and services while maintaining community assets and financial capital. Our current position provides the stability that our long-term financial strategy provides for and allows Council to meet its future obligations and demands of our community in the foreseeable future.

### Key 2018–2019 highlights

Council undertook a Procurement Transformation Project with the aim to understand Council's procurement capability and where improvement can be made to ensure the best value for the community is provided as part of procurement practices.

Council delivered a capital program during the year amounting to \$59.13m.

The Asset Management Project continued during 2018–2019 to ensure Council is an Asset Smart organisation that uses best practice asset management in managing and maintaining community assets with a replacement cost of more than \$3.7b.

Council engaged Redland Investment Corporation (RIC) to undertake development of Weinam Creek Development Area to transform the waterfront of Redland Bay, improve usability of the transport hub, attract visitors, create jobs and drive economic development in the area.

More than 55 parks having renewals or upgrades and 25 bus stops/shelters/seats renewed or upgraded.

Community Infrastructure Program delivered more than \$1.1m in community initiatives.

Resurfacing/rehabilitation of the equivalent of more than 35 km of road network length, rehabilitation of four highly trafficked intersections/roundabouts.

Sealing of more than 6 km of roads across Southern Moreton Bay Islands, including 15 individual roads at both Macleay Island and Russell Island (30 roads in total).

Acquisition and fitout of a new mobile library vehicle enabling decommissioning of the older vehicle.

Renovation of the Station Master's Cottage now located at Little Shore Street, Cleveland.

Introduction of a new library management system with associated refurbishment of library spaces throughout the mainland city libraries.

Business process improvement projects continued to be initiated across Council to encourage effective use of available resources and cut out non-value adding activity.

Council acquired a strategic parcel of prime waterfront land adjacent to one of the city's most popular landmarks, Cleveland Point Recreation Reserve, which includes the historic Cleveland lighthouse built in 1865. Council purchased the freehold undeveloped land to improve access to the bay and coastline, providing residents with the chance to enjoy what they love most about Redlands Coast.

## Looking ahead

Council will be required to account for some revenues and leases differently from 1 July 2019, to comply with the Australian Accounting Standard Board's Accounting Standards. Details are contained in the notes to the Financial Statements but changes will be seen on most statements moving forward in future years.

The 2019–2020 budget development process will see a continued focus on prioritisation guidelines to approve new operational and capital expenditure.

# 2018–2019 CHALLENGES

This section highlights some of the social, environmental, economic, planning and governance opportunities and challenges from the 2018–2019 financial year. More detailed information on significant activities and project highlights can be found in the Vision Outcome scorecards on pages 58–107.

## Social challenges

<p><b>Challenge</b> Reducing the risk and preparing the community for potential fire and disaster</p>	<p><b>Redlands Coast’s naturally wonderful coastal and hinterland setting and lifestyle brings with it substantial challenges – among them the need to be prepared for potential fire and other disasters.</b></p> <p>Council has taken significant steps in educating the community on the need to be prepared for the unexpected, at the same time reducing the risk of fire across Redlands Coast.</p> <p>Council continued to implement recommendations from the initial <i>Redland City Council – Fire Management Review Report</i> received in June 2017, which was commissioned following fires on Macleay and Russell islands in late 2016. The report identified parts of Redlands Coast as being among the highest fire risks in south-east Queensland.</p> <p>During 2018–2019 Council officers conducted an assessment of mainland fuel load and fire risk in Redland Bay, Mount Cotton, Birkdale, Alexandra Hills, Cleveland and Sheldon. Controlled burns and other management practices were undertaken to reduce fuel load and fire risk across all of Redlands Coast.</p> <p>In May 2019 Council commissioned an independent review of the fire risk for Redlands Coast. Engagement of the consultant followed Council undertaking significant fire risk mapping and planning on the Southern Moreton Bay Islands as part of the Russell Island Fire Review.</p>
<p><b>Challenge</b> Planning for ageing population of Redlands Coast</p>	<p><b>Most older Queenslanders live in south-east Queensland, and like many other localities, Redlands Coast has an increasing ageing population. This highlights the need to plan for the future of our older residents.</b></p> <p>Council moved a step closer to having an <i>Age-Friendly City Strategy</i> in August 2018 with the completion of a survey of seniors that sought to understand their experience of living and ageing in Redlands Coast.</p> <p>The survey, conducted by Redland District Committee on the Ageing (RDCOTA) on behalf of Council, helped to identify the city’s strengths and any barriers to healthy and active ageing. This information will help shape development of Council’s <i>Age-Friendly City Strategy</i>.</p>

## Governance challenges

<p><b>Challenge</b> Managing community assets to prioritise projects/programs</p>	<p><b>Council’s <i>Strategic Asset Management Plan (SAMP)</i> provides a clear process for determining the future of Council assets.</b></p> <p>The current level of asset management practice, as determined from recent independent and internal assessments of practice maturity, shows that there are opportunities for improvement. The current level of practice is considered operational. Council’s aspiration is to optimise its asset management practices and ensure compliance with the International Standard ISO 55000 through an organisationally integrated Asset Management System.</p> <p>The SAMP is a tool that establishes clear alignment between Council’s Asset Management System (AMS) and organisational objectives. It details the portfolio-wide asset planning and investment process that considers performance, risk and cost, to assist the business in the paradigm shift required in the Asset Management space.</p> <p>A dedicated Asset Management Unit has been established and tasked with asset management improvement at a corporate strategic level.</p>
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## Environmental challenges

<p><b>Challenge</b> Working with the community to provide a safer environment for Redlands Coast wildlife</p>	<p><b>Enhancing bush habitats across Council reserves to create strategic corridors and safe spaces for wildlife is a priority.</b></p> <p>Council undertakes programs in partnership with the community to plant native plants and trees to enhance existing, and create new, wildlife corridors for koalas and other native species.</p> <p>A Council initiative to plant one million native plants across Redlands Coast by 2026 reached an important project milestone, its 250,000 mark, in April 2019.</p> <p>The 250,000 + plants planted to date are providing shelter for wildlife, helping reduce erosion along local waterways and providing a greener city for residents to enjoy.</p>
<p><b>Challenge</b> Future planning and regional collaboration on waste management</p>	<p><b>Waste management is an essential service for our community, and one of our biggest social, environmental and economic challenges.</b></p> <p>With the State Government introducing a waste levy from 1 July 2019 the focus on recycling and reduction of waste going to landfill has strengthened.</p> <p>A key policy objective of Council is responding to the challenges that lie ahead in managing waste in a way that strongly aligns with the principles of environmental sustainability and sound financial planning.</p> <p>Community involvement in both reducing waste generation and correctly using the various services available is critical for success, as is regional collaboration.</p> <p>Council continued to work collaboratively with other local governments to find better methods of resource recovery and waste disposal and to reduce costs of waste management.</p> <p>Redland, Ipswich and Logan City Councils and Lockyer Valley and Somerset regional Councils have sought expressions of interest for the delivery of services that benefit residents and the environment by maximising the diversion of waste from landfill.</p>
<p><b>Challenge</b> Conservation of Redlands Coast koalas</p>	<p><b>Redlands Coast's native wildlife is a major attraction for local residents and visitors and Council places a high priority on protecting its fauna and flora.</b></p> <p>Council rolled out a raft of programs during the year under its <i>Koala Conservation Action Plan 2016–2021</i>, including a koala safe neighbourhood precinct.</p> <p>The five-year Action Plan is being implemented in partnership with research agencies to deliver a multi-layered approach to koala conservation. It includes habitat and conservation planning, koala threat mitigation activities, koala monitoring, a koala education campaign and science-based road signage trial to study the most effective signage to increase driver vigilance and increase awareness of koalas.</p> <p>In addition to the Action Plan, Council continues koala conservation programs such as koala habitat and native plantings, surveys and Redlands Wildlife Ambulance.</p>

## Economic challenges

<p><b>Challenge</b> Delivering for the local community during times of fiscal restraint</p>	<p><b>Council remains committed to putting our people first and continuing to deliver the services expected by the community.</b></p> <p>This has necessitated doing more with less as funding from other government sources continues to shrink and local government is asked to shoulder more responsibility. Another challenge is Redlands Coast's small rates base in comparison to neighbouring local government areas. By adopting financially responsible policies, Council has been able to continue to deliver responsive and responsible budgets, while keeping rate rises to a minimum and without adversely impacting on service delivery. Investment in capital programs across Redlands Coast has continued, despite the unique challenges and extra costs of delivering island projects.</p>
<p><b>Challenge</b> Creating local jobs for the future: supporting local business</p>	<p><b>Council is committed to providing an environment that encourages business prosperity and jobs growth.</b></p> <p>Council's economic development team worked closely with local businesses to build innovative ideas that will help grow their businesses and benefit the broader Redlands Coast community by creating local jobs for the future. Council's commitment included supporting a group to attend Australasia's leading global forum for innovation and technology.</p> <p>Council gave the next wave of innovative entrepreneurs a flying start through a series of start-up and innovation initiatives.</p> <p>In collaboration with Council, Startup Redlands opens its doors monthly to start-ups for them to pitch services or products to entrepreneurial enthusiasts and local angel investors.</p>
<p><b>Challenge</b> Growing the tourism sector and attracting more visitors to Redlands Coast</p>	<p><b>Tourism has been identified as a key industry sector under <i>Redland City Economic Development Framework 2014–2041</i> and one with the potential for significant growth.</b></p> <p>Council continues to implement the <i>Redland City Tourism Strategy and Action Plan 2015–2020</i>, which includes Redlands Coast rebranding. The new Redlands Coast tourism website <a href="http://visitredlandscost.com.au">visitredlandscost.com.au</a> promotes Redlands Coast to visitors and an accompanying information website tells the story behind the brand and provides brand information for locals, businesses and visitors.</p> <p>The hidden treasures and little adventures of Redlands Coast have been charted to provide adventure seekers, nature lovers and those who just want to relax with a detailed map of one of Queensland's most diverse and exciting regions. The site also incorporates dual naming to celebrate and promote Quandamooka Country and cultural tourism opportunities.</p>
<p><b>Challenge</b> Revitalising Capalaba CBD</p>	<p><b>Capalaba has long been recognised as a key commercial and retail centre of Redland City. It has also been recognised as needing a major facelift.</b></p> <p>In December 2018 Council unveiled its vision to breathe new life into Capalaba's town centre.</p> <p>The project is to improve public transport access, provide new library and community facilities and transform the precinct into a new town square environment that is safe, activated, innovative and environmentally sustainable.</p> <p>Council launched an Expression of Interest campaign seeking a development partner to deliver a landmark development and is currently assessing the respondents.</p>
<p><b>Challenge</b> Impacts on the North Stradbroke Island economy and community from end of sandmining</p>	<p><b>In late 2019 sandmining on North Stradbroke Island (Minjerribah) will cease. Sandmining has been a key source of employment and economic activity on the island. An economic transition strategy funded by the State Government has been developed to aid the community and local economy through the transition process.</b></p> <p>Council continued to work with State Government, Quandamooka Yoolooburrabee Aboriginal Corporation (QYAC) and other key stakeholders on collaborative projects under the <i>North Stradbroke Island Economic Transition Strategy (NSI ETS)</i>, such as Project 13 Place Markers Project.</p> <p>Council has continued to advocate for increased funding from the Queensland and Australian governments as the island community prepares for the end of mining in late 2019.</p>

## Planning for tomorrow

<p><b>Challenge</b> Acquisition of strategically important land for future community use</p>	<p><b>To preserve Redlands Coast’s lifestyle, Council is planning well into the future by ensuring it has access to land for community use.</b></p> <p>During the year Council secured two strategically important parcels of land. In April 2019 Council signed a heads of agreement with the Australian Government to pay \$4.1 million for 61.78 hectares of Commonwealth land at Birkdale.</p> <p>In May 2019 Council acquired prime waterfront land at Cleveland Point for \$3.6 million. The three adjoining blocks, covering 1859m<sup>2</sup> and with panoramic views across Moreton Bay, were considered of real historical and community value.</p> <p>Council will consult the community about the preferred future use of both parcels of land.</p>
<p><b>Challenge</b> Increasing pressure on transport infrastructure with population growth</p>	<p><b>Population growth on Redlands Coast highlights the urgent need for significant investment by all levels of government in transport and other infrastructure.</b></p> <p>Council during the year continued to lobby strenuously for fast-tracking of much-needed transport infrastructure.</p> <p>A regional blueprint for transport in south-east Queensland released in January 2019 identified the Cleveland rail duplication and Eastern Busway extension as critical for the future of Redlands Coast. The <i>Council of Mayors (SEQ) People Mass Movement Study</i> showed state and federal government investment in transport needed to be increased to accommodate growth in SEQ and Redlands Coast.</p> <p>In February 2019 Council called on the State Government to prioritise major projects such as the busway and rail duplication. In its formal submission Council asked for a commitment to delivering the crucial projects and others of importance to Redlands Coast, including upgrading state-owned roads such as Cleveland-Redland Bay Road, and providing better island transport. Council has lobbied consistently in recent years for the state to invest in transport infrastructure.</p>
<p><b>Challenge</b> Creating new sporting and recreational opportunities</p>	<p><b>Population growth on Redlands Coast highlights the need for planning around community open spaces and amenities such as sporting fields.</b></p> <p>In June 2019 Council commenced master planning for Redlands Coast Regional Sport and Recreation Precinct at Mount Cotton. The site, acquired by Council in 2017, will provide the city with more sporting fields and community amenities to enjoy, while also protecting a significant area of natural habitat close to existing Council-owned conservation land. Master planning will ensure a unique parcel of land will complement existing sports and recreation facilities and provide more opportunity for locals to enjoy the great outdoors.</p>
<p><b>Challenge</b> Southern Moreton Bay Islands isolation and infrastructure</p>	<p><b>The Southern Moreton Bay Islands (SMBI) – Macleay, Russell, Karragarra and Lamb islands – have a complex history in regard to urban infrastructure and their geographic isolation.</b></p> <p>When responsibility for the islands was transferred from the State Government to the then Redland Shire in 1973, existing infrastructure on the islands was inadequate.</p> <p>Since then, successive Councils have worked, from a relatively small, city-wide rates base, to improve infrastructure on SMBI. Council continues to advocate to state and federal governments to have the regional challenges of SMBI acknowledged and for the islands to be eligible for regional funding, due to their unique needs.</p> <p>As part of its commitment to progressing infrastructure, in 2018–2019 Council appointed a dedicated coordinator for works on SMBI. Council also continued its ongoing green seal road sealing program, which in the last five years has invested \$12.3 million in sealing 45 km of island roads.</p> <p>Council also undertook work with the State Government to plan the multi-million-dollar upgrade of the ferry terminals at the four islands.</p> <p>Recognising the unique logistical access issues that come with the geographic isolation of the islands, Council continued its program of disaster preparedness for SMBI through actions including community education, fire management planning and its SMBI Community Champions Program (see page 36).</p>



# REDLAND CITY COUNCIL

91-93



**Quandamooka Country**

Redland City Council recognises the traditional Quandamooka People as the traditional owners of the Narranjo Bay area, descendants of those who lived here prior to British arrival in 1788. The Quandamooka People are a worthy and proud, and by their continued acknowledgment and observance of traditional laws and customs. Through this Quandamooka People website an on-again off-again connection is their country, and since July 2011, the Queensland legal system has recognised them as the Traditional Owners of this area.

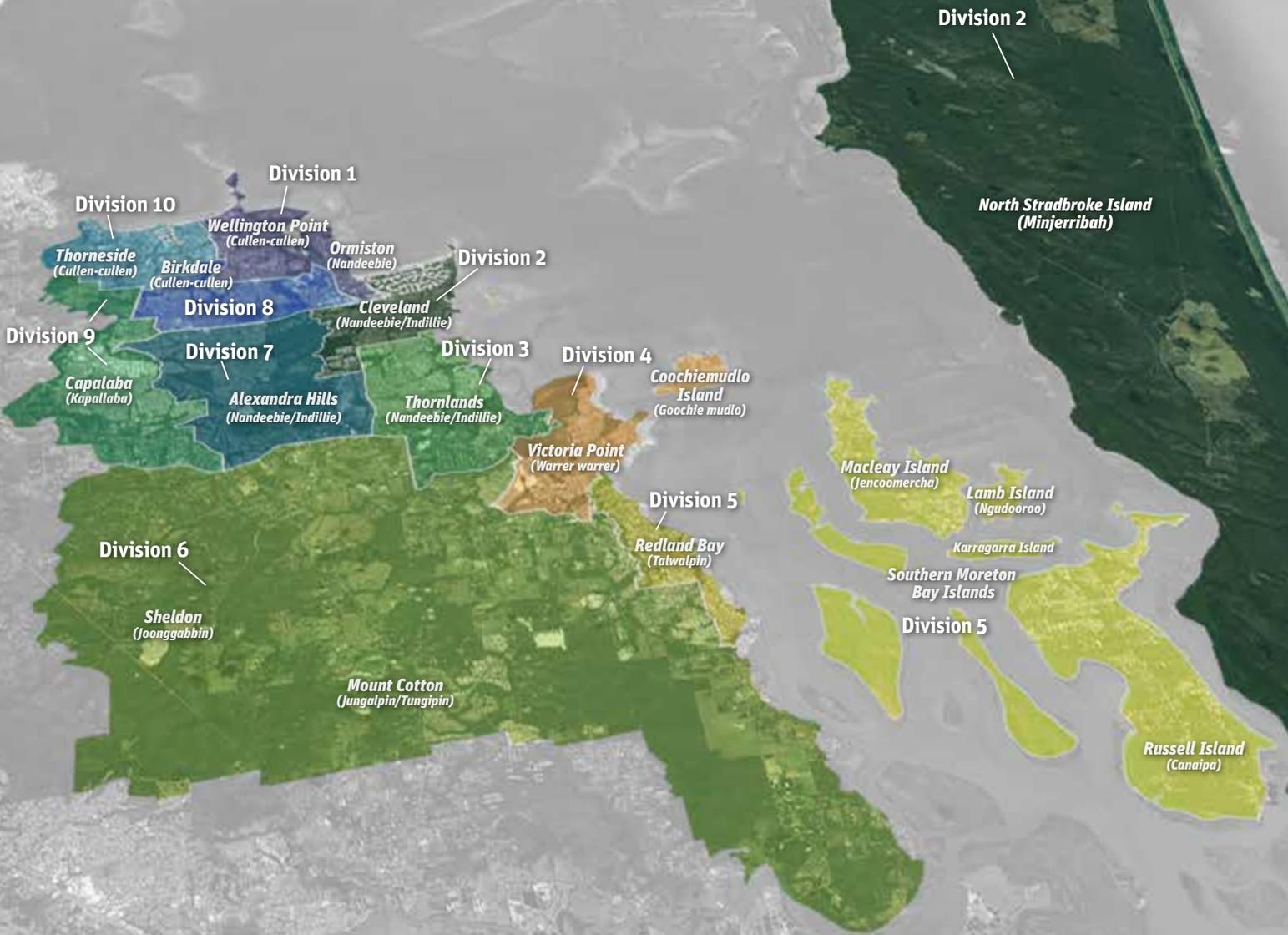
The Quandamooka People comprise the Narranjo, Agpal and Gwagal clans. Narranjo and Gwagal belong to the central language group, and Agpal belong to the language island of Gweal. Together they are people of the sand and sea. Council recognises and respects their lands, which are waters that provide for our community. It also has deep respect for the Quandamooka People's ancestors who have worked and shaped them as the traditional custodians and caretakers for many generations.

Council also welcomes and respects its partnerships with the Quandamooka People's Elders, who are the knowledge holders, teachers and foundation of their community, and with its young people, the future leaders who represent hope for a bright future. Council recognises that, for all time, our community continues to live and prosper on Quandamooka Country.



## OUR COUNCIL

# REDLAND CITY DIVISIONAL BOUNDARIES



## Redland City Council is the elected body responsible for the good governance of Redlands Coast.

Comprising the Mayor and 10 Councillors, the elected body has legal obligations requiring members to represent the current and future interests of Redlands Coast residents.

The Mayor and Councillors are democratically elected and accountable to their communities for the decisions they make and the services they provide. Their role also includes other responsibilities such as providing high-quality leadership to the community, participating in Council meetings, developing policy and making decisions that are in the interests of the whole community.

The Mayor and Councillors are bound by a Code of Conduct, which is their public commitment to open, accountable and ethical standards of behaviour. The community also plays an important role in contributing to good democratic governance by participating in Council elections, being actively involved in community engagement programs and providing feedback on current issues and the services provided.

Division 1	Cr Wendy Boglary
Division 2	Cr Peter Mitchell
Division 3	Cr Paul Gollè
Division 4	Cr Lance Hewlett
Division 5	Cr Mark Edwards
Division 6	Cr Julie Talty
Division 7	Cr Murray Elliott
Division 8	Cr Tracey Huges
Division 9	Cr Paul Gleeson
Division 10	Cr Paul Bishop

# MAYOR AND COUNCILLORS



## Mayor of Redland City Councillor Karen Williams

**Elected: 2004**  
**Mayor since 2012**

Karen was born in Redlands Coast, raised her family here and has lived in the city for most of her life. She was elected Mayor in April 2012 after serving as the Divisional Councillor for Division 9 (Capalaba) from 2004. Before joining Council, Karen worked for 10 years in the domestic money market in Sydney and Brisbane and also owned and operated two successful retail floral studios in Brisbane.

Karen is involved with a large number of community organisations and local government bodies. She is Director Treasurer of the Council of Mayors (SEQ), board member of the Australian Local Government Association (ALGA), Local Government Association of Queensland Policy Executive Committee, Healthy Land and Water, Local Government Mutual Services and the Economic Development Advisory Board. Karen is a member of South East Queensland Regional Planning Committee and Council of Mayors (SEQ) Resilient Rivers Taskforce, a Trustee of the Committee for Economic Development for Australia (CEDA), Chair of the Local Disaster Management Group, Deputy Chair of the Council of Mayors (SEQ) Waste Working Group and a member of the Australian Government Local Government Domestic, Family and Sexual Violence Prevention Project Reference Committee.

Karen is a graduate of and holds a Diploma with the Australian Institute of Company Directors.

**Phone: (07) 3829 8623**  
**Mobile: 0416 123 588**  
**Email: [mayor@redland.qld.gov.au](mailto:mayor@redland.qld.gov.au)**



## Division 1 Councillor Wendy Boglary

Wellington Point (part) and Ormiston  
**Elected: 2008**  
**Deputy Mayor: April 2016 – April 2018**

*Enrolled voters as at January 2019: 10,590*

Wendy's initial career path in banking was followed by two decades of small business success on Redlands Coast, where she ran with her family two successful businesses, including the Ormiston Foodstore. First elected in 2008, Wendy held the position of Deputy Mayor from April 2016 to April 2018 and has held a variety of committee positions. Currently Wendy is Deputy Chair of the Local Disaster Management Group.

Wendy has raised her family in the division she now represents and continues to be involved in a large number of school, sporting and community organisations. She is a graduate of and holds a Diploma with the Australian Institute of Company Directors, a Certificate IV in Workplace Health and Safety, a Certificate IV in Train the Trainer, a Diploma of Project Management and is currently completing a Diploma in Local Government.

Wendy has a strong commitment to Council policies reflecting community expectations and has worked to ensure both economic development and safety policies have been implemented this term.

**Phone: (07) 3829 8619**  
**Mobile: 0408 543 583**  
**Email: [wendy.boglary@redland.qld.gov.au](mailto:wendy.boglary@redland.qld.gov.au)**



## Division 2 Councillor Peter Mitchell

Cleveland and North Stradbroke Island  
**Elected: 2016**

*Enrolled voters as at January 2019: 10,408*

Peter is a married father and grandfather of two. He has called Redlands Coast home since 1990.

He obtained a Bachelor of Physiotherapy at the University of Queensland in 1985 and a Master in Sports Physiotherapy at Griffith University in 1999. He was the owner of a physiotherapy practice in Cleveland for 25 years.

He understands small business and grass roots involvement, having employed local staff, sponsoring events and helping many thousands of people.

Peter is a keen local triathlete, active volunteer and leads by example with an optimism and enthusiasm for life. His grass roots experience has shaped a strong work ethic and great appreciation for cooperation, tolerance and teamwork.

Peter is currently Council's representative on the Donald Simpson Community Centre Board of Management and the North Stradbroke Island Historical Museum Inc.

**Phone: (07) 3829 8607**  
**Mobile: 0412 638 368**  
**Email: [peter.mitchell@redland.qld.gov.au](mailto:peter.mitchell@redland.qld.gov.au)**



**Division 3  
Councillor  
Paul Gollé**

Cleveland South and Thornlands  
**Elected: 2016**

*Enrolled voters as at January 2019: 12,098*

Paul is a professional with tertiary education and a proven track record in management and customer service spanning more than 30 years. With a strong strategic focus, Paul values efficiency and offers combined experience from the private business sector, specialist international government project management and the Australian Defence Force.

Paul's academic credentials include a Diploma in Security Risk Management, Diploma of Legal Services, Graduate Diploma of Strategic Leadership, Diploma of Security and Risk Management, Certificate III in Government, Certificate in Human and Physical Resource Supervision and Certificate III in Resource Operations.

Paul is currently Chair of the Regional Mosquito Management group which encompasses key regional stakeholders. Other community positions include Redland City Museum Advisory Committee. One of Paul's priorities in Division 3 is construction of a multi-use destination park worth more than \$7 million.

**Phone: (07) 3829 8618**  
**Email: paul.golle@redland.qld.gov.au**



**Division 4  
Councillor  
Lance Hewlett**

Victoria Point, Coochiemudlo Island and Redland Bay (part)  
**Elected: 2012, Deputy Mayor: April 2018 – current**

*Enrolled voters as at January 2019: 10,793*

Lance has experience across a range of sectors, including the Queensland Government, where he was the Procurement Officer/Manager of the then State Stores Board. He then moved into sales and marketing in the private sector, with positions including National Sales Manager of one of Australia's leading paper merchants/importers and Queensland State Manager of a major distributor in the graphic and signage industry.

Lance is actively involved with and supports many of Redlands Coast's community organisations. Lance is Patron of Meals On Wheels Victoria Point, Coochiemudlo Surf Life Saving Club, Victoria Point Volunteer Marine Rescue, Victoria Point Seniors, Koala Action Group and Redlands Netball Association. He is also a member of Redland Bay and Victoria Point Lions Club, Coochiemudlo Island Coastcare and honorary member of Rotary Club of Redland Sunrise, Thornlands.

Lance was appointed Deputy Mayor in April 2018 and is currently appointed to Council's Regional Arts Development Fund Committee (RADF).

**Phone: (07) 3829 8603**  
**Mobile: 0421 880 371**  
**Email: lance.hewlett@redland.qld.gov.au**



**Division 5  
Councillor  
Mark Edwards**

Redland Bay (part) and Southern Moreton Bay Islands  
**Elected: 2012**

*Enrolled voters as at January 2019: 11,164*

Mark has an association with Redlands Coast spanning more than 40 years. He started his working life at a bank in Cleveland, a career which spanned 20 years and saw him climb the ranks through various accountancy and manager positions, culminating in a regional management position in Brisbane. He is also engaged in a number of small business activities outside banking, on the islands and the mainland.

With his work history and experience providing an understanding of financial management and the needs of business, Mark has a focus on delivering value-driven outcomes for the community and local industry. Mark is determined to enhance the value of Council for the residents of Division 5 and the whole of the city.

Mark has a deep understanding of the needs and aspirations of his community and is focused on achieving tangible outcomes for residents on the Southern Moreton Bay Islands and all those living and working on Redlands Coast.

**Phone: (07) 3829 8604**  
**Mobile: 0407 695 667**  
**Email: mark.edwards@redland.qld.gov.au**



**Division 6  
Councillor  
Julie Talty**

Mount Cotton, Sheldon, Thornlands (part), Victoria Point (part) and Redland Bay (part)  
**Elected: 2012**

*Enrolled voters as at January 2019: 12,371*

Councillor Julie Talty is a fifth-generation Redlander, she has completed three higher education qualifications and was a teacher at a local school before being elected to serve at Council.

She has also owned and operated small businesses and worked for large corporate entities in publishing and the beauty industry. Julie lives in Division 6 with her family and is involved in many local community organisations.

Having grown up on Redlands Coast, Julie is dedicated to ensuring a continuance of those qualities of lifestyle and community that have made the region such a desirable place to live and raise a family. In her role as local Councillor for Division 6, Julie takes every opportunity to support and further local community initiatives while enjoying the opportunity to continue a family legacy of service to the community.

**Phone: (07) 3829 8606**  
**Mobile: 0418 218 847**  
**Email: julie.talty@redland.qld.gov.au**



### Division 7 Councillor Murray Elliott

Alexandra Hills (part),  
Capalaba (part)  
and Thornlands (part)  
**Elected: 1997**

*Enrolled voters as at  
January 2019: 10,336*

Murray was elected to Council in 1997 and is the longest-serving Councillor of the current Council. Murray has lived in Alexandra Hills for 31 years. During his time in Council he has held many chair of committee positions, was Deputy Mayor, 2010–2012 and continues to represent his community and support numerous community and sporting groups. He is the longest-serving member of three local school P&C groups.

Murray is passionate about Redlands Coast younger residents and the year under review saw the development of the O’Gorman Street Alexandra Hills Park, of which he is particularly proud. The concept of the redevelopment was to provide a colourful, imaginative and interactive area designed to engage children’s minds and bodies by providing a space where children can experience a sense of freedom and the park has been recognised as one of Queensland’s best following the makeover.

**Phone: (07) 3829 8732**  
**Mobile: 0418 780 824**  
**Email: murray.elliott@redland.qld.gov.au**



### Division 8 Councillor Tracey Huges

Birkdale (part), Alexandra Hills (part), Ormiston (part), Wellington Point (part) and Cleveland (part)  
**Elected: 2016**

*Enrolled voters as at  
January 2019: 10,313*

Tracey is a long-term resident of Redlands Coast and lived in Victoria Point for nine years before moving to Wellington Point in 1999. Tracey has always been a committed volunteer within Redlands Coast community, being involved in many church, school, sporting and community groups and events. She thrives on helping others and supporting and promoting our city. This dedication, combined with her strong organisational skills and empathy, drives her ongoing passion as a Councillor.

Recognising the most vulnerable in the community are our aged residents, Tracey’s continued priorities include her interest and focus on engaging with the frail and aged support networks and supporting these organisations.

Since being elected as Councillor for Division 8, Tracey has also dedicated herself to helping strengthen and protect community values.

**Phone: (07) 3829 8600**  
**Mobile: 0427 734 214**  
**Email: tracey.huges@redland.qld.gov.au**



### Division 9 Councillor Paul Gleeson

Capalaba (part)  
and Birkdale (part)  
**Elected: 2012**

*Enrolled voters as at  
January 2019: 10,102*

A Redlands Coast resident for 27 years, Paul has held senior retail management positions and successfully ran his own small-medium business for 15 years, employing many locals. A single father, Paul has two children at local schools.

With a focus on revitalising Capalaba, he has successfully achieved positive outcomes for his community. Paul supports many community and sporting groups. He created the Bayside Blues Festival and remains on the management committee, with the Rotary Club of Capalaba. Paul was elected chairman of Redland City Council’s Audit Committee in 2016 and continues in this position.

He instigated the improvement works on Moreton Bay Road, including the entrance statement, and also supported an accelerated roads (reseal) program throughout Redlands Coast. Paul has overseen many playground upgrades across Capalaba’s parks. He continues to lobby the State Government and fight for the best outcomes for Division 9 and Redlands Coast.

**Phone: (07) 3829 8620**  
**Mobile: 0488 714 030**  
**Email: paul.gleeson@redland.qld.gov.au**



### Division 10 Councillor Paul Bishop

Birkdale North  
and Thorneside  
**Elected: 2012**

*Enrolled voters as at  
January 2019: 10,232*

Paul Bishop is company director of Arts Evolution Pty Ltd and an award-winning actor, having performed on stage, television and in feature films.

A husband and father of four, Paul has served residents of Division 10 and Redland City Council since 2012. He is a facilitator and advocate for community engagement, social cohesion, economic resilience, ecological sustainability and cultural capacity building. He was involved in consultation processes for *Our City Our Culture, Redland City’s Cultural Plan 2008–2018* and remains aligned with values expressed in Council’s *Redland 2030 Community Plan*.

Paul is currently Council’s delegate on SEQ Council of Mayors Economic Development Working Group, Chair of Redlands Regional Arts Development Fund (RADF) and Patron of Wynnum Redlands Canoe Club and MATES Theatre Genesis.

Paul regularly attends local school, community organisation and sporting group meetings and advocates on behalf of local residents.

Paul is pleased Council has secured the heritage-listed Willard Farm and believes it will become a city-defining legacy project.

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**Mobile: 0478 836 286**  
**Email: paul.bishop@redland.qld.gov.au**

# EXECUTIVE LEADERSHIP TEAM (ELT)



Chief Executive Officer  
**Andrew Chesterman**

- Bachelor of Applied Science (Environmental Assessment & Land Use Policy);
- Graduate Diploma of Education;
- Graduate Australian Institute of Company Directors (GAICD);
- Certificate of Organisational Coaching (Level 1 IECL);
- Member Local Government Managers Australia (MLGMA).

Andrew joined Redland City Council in April 2017. He has an extensive background in strategic leadership and public administration, bringing a wealth of state and local government experience to his role as Chief Executive Officer and head of Council's Executive Leadership Team. Andrew has held various senior executive and CEO positions within the public sector, including Chief Executive of the Queensland Public Service Commission, Director-General of the Department of Environment and Heritage Protection, and Divisional Manager, City Planning and Sustainability with Brisbane City Council.

Andrew's wide-ranging background also includes local government experience in the United Kingdom and a number of Victorian local Councils. He has also worked in management consulting and secondary school teaching. Until April 2019, Andrew was also a member and Chairperson of the CSIRO Land and Water Advisory Committee.



General Manager Organisational Services  
**John Oberhardt**

- Bachelor of Commerce;
- Master of Public Administration;
- Certified Practising Accountant (CPA);
- Queensland Local Government Clerk's Certificate;
- Fellow of Local Government Managers Australia (LGMA);
- LGMA Queensland past president
- Local Government Professionals Australia National Audit Committee Chair;
- Fellow and Graduate Member of the Australian Institute of Company Directors (GAICD);
- Justice of the Peace (Qualified);
- Member International City/County Management Association.

John joined Redland City Council in April 2017 after working as a senior executive in local government for more than 30 years. During that time, he has worked in all areas of local government, particularly specialising in finance, governance, strategic planning, human resource management, corporate services and general administration.

He has also participated in and worked with many industry and community groups, intergovernmental working parties and local communities. John has held various public and private board and director positions.

Prior to commencing his local government career he worked in the Commonwealth Bank. He is committed to the outstanding performance and reputation of Council, its employees, the local government industry and our communities.



General Manager Infrastructure & Operations  
**Peter Best**

- Bachelor of Mechanical Engineering;
- Graduate Australian Institute of Company Directors (GAICD);
- Member Australian Institute of Project Management;
- Member Institution of Engineers Australia.

Peter joined Council in January 2017. He is an experienced executive who, during his career, has led and managed large multidisciplinary project management, operations, maintenance, engineering and service delivery teams across a range of industry sectors.

He is a former General Manager Infrastructure Maintenance at Queensland Urban Utilities, Executive Director Infrastructure Programs with the Queensland State Government, Group Program Director with Boeing Australia Limited and has held command and senior leadership roles in the Royal Australian Air Force.

A Redlander, Peter has broad experience in project management, operations, asset maintenance, engineering and service delivery in both the private and public sectors, in Australia and overseas.



General Manager Community & Customer Services  
**Louise Rusan**

- Bachelor of Business;
- Graduate Australian Institute of Company Directors (GAICD);
- Member of Local Government Managers Australia (MLGMA);
- Certificate of Organisational Coaching (Level 1 IECL);

Louise joined Redland City Council in January 2011. She brings to Council more than 20 years' experience in a diverse range of private and public sector industries, working in partnership with stakeholders to deliver quality outcomes.

Prior to joining Council, Louise was the Chief Operating Officer for Queensland Motorways, responsible for customer services, engineering services and tolling operations for the Gateway and Logan Motorways and the Sir Leo Hielischer Bridges.

Louise has previously worked in executive-level roles at WorkCover Queensland, has been an Associate Director for a leading Queensland engineering consultancy and has worked in a not-for-profit organisation and in corporate consultancy.



Head of People & Culture

### **Amanda Daly**

- Bachelor of Commerce;
- Graduate Australian Institute of Company Directors (GAICD);
- Certified Member of Australian Human Resources Institute (CAHRI);
- Life Styles Inventory TM (LSI) Accredited Practitioner;
- Myers-Briggs Type Indicator (MBTI) Certified Practitioner;
- DISC Accredited Practitioner;
- Certificate of Organisational Coaching (Level 1 IECL);
- Change Style Inventory (CSI) Certified Practitioner.

Amanda has been with Council for more than 20 years holding various leadership positions.

Amanda manages Workplace Health, Safety and Wellbeing, People Development (which includes talent acquisition and engagement, onboarding, learning and development, recruitment and selection and organisational development) and People Solutions (which includes payroll and data analytics and industrial relations), across a diverse workforce.

Amanda has experience in the development and delivery of People Strategies and the delivery of complex payroll and contemporary HR system implementation.

Amanda has previously held leadership positions in customer and community service delivery.



Chief Financial Officer

### **Deborah Corbett-Hall**

- Master of Mathematics (Honours);
- Master of Business (Professional Accounting);
- Fellow of Certified Practising Accountants (FCPA) Australia;
- Certificate of Organisational Coaching (Level 1 IECL).

Deborah joined Redland City Council in 2006. As Chief Financial Officer, Deborah is responsible for providing leadership and influence across internal and external customer-facing finance functions. Deborah leads a diverse finance function and provides Council with support to manage in excess of \$2.5 billion of community assets within an annual budget of \$300 million. Deborah is the Project Sponsor for Council's transformational Asset Management Project.

Deborah has held leadership positions at Council since 2009, including overseeing the Corporate Finance portfolio and leading Council through the annual budget, long-term forecasting and strategy development in financial planning. Deborah has also led the Commercial Business portfolio and Business Partnering service delivery within the Financial Services Group. Prior to joining Redland City Council, Deborah held several leadership positions in the United Kingdom within Jobcentre Plus, after serving in the Armed Forces.



General Counsel

### **Andrew Ross**

- Bachelor of Law;
- Bachelor of Theology;
- Master's in Health Science.

Andrew has been with Redland City Council for over 15 years as city solicitor, Chairperson of the Operational Risk Management Committee, liaison to the Crime and Corruption Commission and member of the Queensland Environmental Law Association.

Andrew has an extensive background in social services and public health and worked in private legal practices in Brisbane, Byron Bay and the Commonwealth Law Reform Commission.

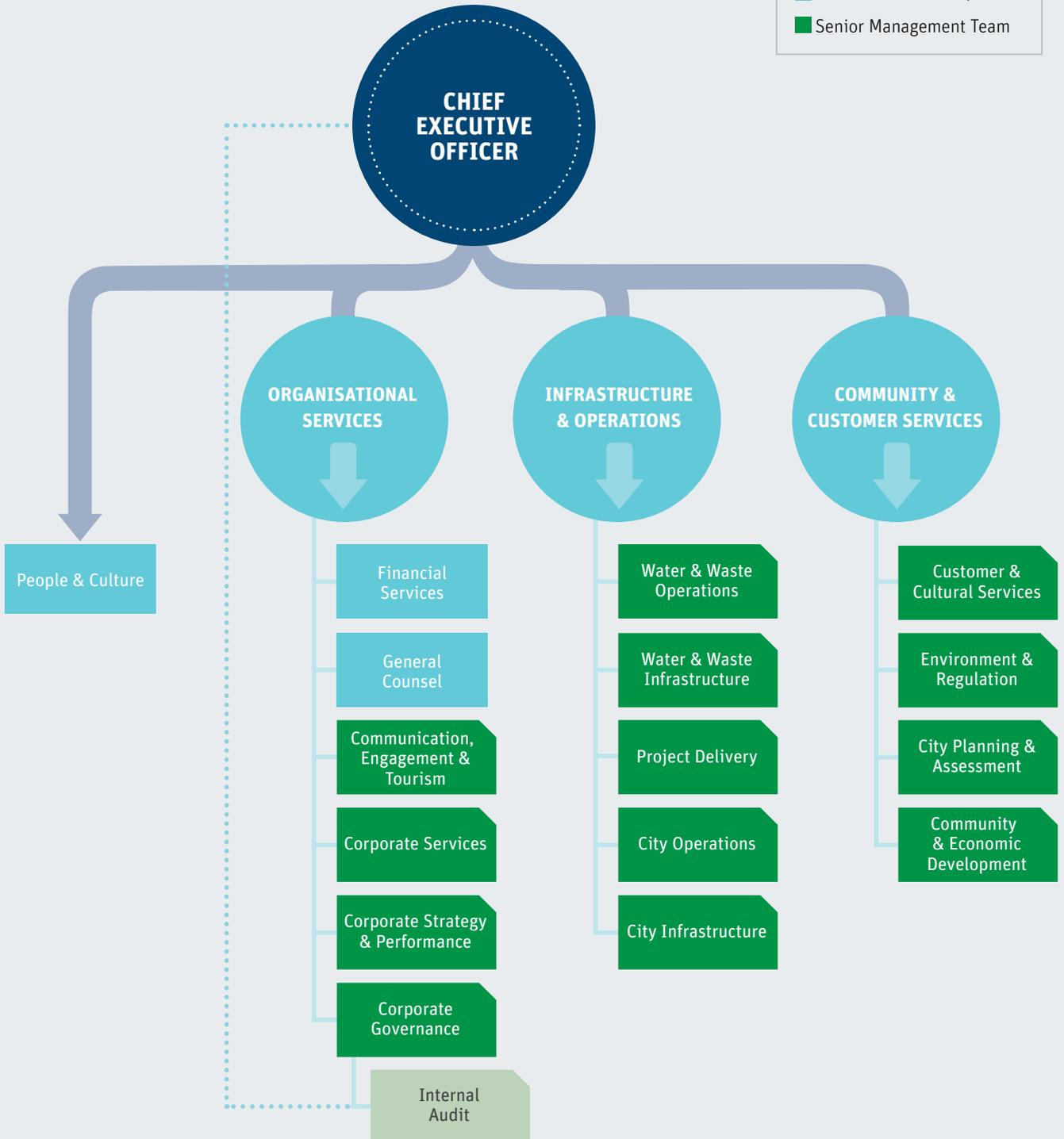
Andrew continues to lead multi-year projects including the enhancement of Council's Enterprise Risk Management Framework aligned to international standards for managing risk in existing Council operations and future strategic plans. He sponsors the Procurement Transformation Program to deliver better value, sustainability and efficiency across public spending on goods and services. Andrew chairs a multi-disciplinary team to review and plan Council's strategic response to fire mitigation across the city and is proud to call Redlands Coast home with his family, friends and colleagues.



# ORGANISATION STRUCTURE

**Legend:**

- Executive Leadership Team
- Senior Management Team



# DEPARTMENT OVERVIEWS

Department	Highlights in 2018–2019
<p><b>Organisational Services</b></p> <p><b>Groups</b></p> <ul style="list-style-type: none"> <li>• Financial Services</li> <li>• General Counsel</li> <li>• Communication, Engagement and Tourism</li> <li>• Corporate Services</li> <li>• Corporate Governance</li> <li>• Corporate Strategy and Performance</li> </ul> <p><b>Services delivered</b></p> <ul style="list-style-type: none"> <li>• Offices of Mayor and Councillors' operations</li> <li>• Asset accounting</li> <li>• Budgeting, financial planning and financial modelling</li> <li>• Investment, borrowings and tax returns</li> <li>• Financial reporting</li> <li>• Payments to suppliers</li> <li>• Rating, water meter reading and billing</li> <li>• Legal services</li> <li>• Contracts and procurement</li> <li>• Risk and liability services – including Work Cover</li> <li>• Media and communications</li> <li>• Issues management</li> <li>• Community engagement</li> <li>• Marketing, digital media and design services</li> <li>• Tourism and events</li> <li>• Fleet, small plant and equipment</li> <li>• Information and communication technology service and support</li> <li>• Data management</li> <li>• Business innovation and technical development</li> <li>• Business transformation</li> <li>• Indigenous partnerships and programs</li> <li>• Corporate Meetings, Registers and Complaints Management</li> <li>• Strategy and governance – including Right to Information requests</li> <li>• Internal audit</li> <li>• Disaster Management</li> <li>• Corporate planning and performance management</li> <li>• External funding coordination</li> <li>• Portfolio management</li> <li>• Strategic Asset Management</li> <li>• Strategies management</li> </ul>	<p><b>Community Champions help Queensland communities</b></p> <p>In 2018–2019 Council continued to roll-out its highly successful Community Champions Program. In February 2019, Redlands Coast community champions were deployed to assist at evacuation centres as part of the Townsville flooding response.</p> <p>The Southern Moreton Bay Islands (SMBI) Community Champions program began as a joint initiative with SMBI community volunteers in partnership with Red Cross, Queensland Fire and Emergency Services and Volunteering Queensland. It has developed into a remarkable example of Council helping communities to care for themselves.</p> <p>The first of its kind in Queensland, it involves residents in the planning, preparation, response and recovery within their own communities during times of emergency. Community Champions become registered volunteers and received training including psychological first aid and evacuation, volunteer management and Queensland Disaster Management Arrangements.</p> <p><b>Managing community assets</b></p> <p>Council is the proud custodian of assets with a replacement value of \$3.7 billion and a written-down value of \$2.5 billion, which we manage and maintain on behalf of the community governed by our Asset Management Framework.</p> <p>In 2018–2019 Council developed its <i>Strategic Asset Management Plan</i> (SAMP), which supports the organisation in the journey of Asset Management maturity, towards compliance with the international standard ISO 55001. Council's SAMP aligns the organisational objectives to Asset Management objectives; the approach to developing our Asset and Service Management Plans and the role of the Asset Management System.</p> <p>Council is committed to delivering reliable services to facilitate sustainable growth through inspired leadership, community engagement and sound financial management, to meet the needs and values of our community. This means the right systems and processes, working with the right people to ensure the right decisions.</p> <p>An Asset Management Team Steering Committee (AMTSC) has been established to lead the maturity journey of our Asset Management practice and via this leadership group an initial review of the internal asset custodianship has been completed to ensure there are clearly defined roles and responsibilities for all assets across the city.</p> <p><b>Redlands Coast brought to life</b></p> <p>Redlands Coast, Redland City's unique destination brand, was endorsed in June 2018 and rolled out in 2018–2019. The new place brand is designed to support business, attract trade and investment, open up tourism opportunities and build on the region's already strong community pride. It does not replace the Redland City Council logo or change the official name of the city.</p> <p>The brand has adopted significant integration with Quandamooka culture through partnerships with Elders, Quandamooka artists and dual naming on all communications with local Aboriginal Quandamooka language Jandai.</p> <p><b>Redlands Coast roll-out</b></p> <ul style="list-style-type: none"> <li>• Two new websites to support Redlands Coast             <ul style="list-style-type: none"> <li>– redlandscoast.com.au: the educational site and portal for locals and businesses</li> <li>– visitredlandscoast.com.au: the tourism destination marketing website</li> </ul> </li> <li>• Integrated marketing campaigns including online, billboards, bus backs and bus shelters.</li> </ul> <p><b>Achievements</b></p> <ul style="list-style-type: none"> <li>• 55% awareness of the new brand within four months of the first marketing campaign, which is a significant achievement as brands take years to develop</li> <li>• Tourism operators reporting increases in numbers of people using their services due to the new brand and campaign</li> <li>• More than 45,000 page views on Redlands Coast tourism website</li> <li>• More than 1,800 Facebook followers and 1,590 Instagram followers</li> <li>• Digital advertisements viewed by around 20,000 people</li> <li>• More than 12,900 posts on Instagram using the hashtag #RedlandsCoast</li> <li>• Redlands Coast on the Channel 7 weather map and promoting the area through the media</li> </ul>

### Key projects for the next 12–18 months

- Reconciliation Action Plan *Kanara Malara – One People* launch and organisational roll-out
- *Way-finding Strategy* for Redland City
- *Disaster Management Plan* update
- Continued roll-out of Community Champions program
- Roll-out of OURspace system for human resource management
- Implementing Asset Management software – including migration of data and end user training
- Delivering Procurement Transformation Plan
- Developing a long-term enterprise portfolio pipeline
- Delivering Council's *Enterprise Risk Management Framework*
- Continued roll-out of Council's strategic planning and advocacy to fire mitigation across the city
- New city entry signs
- Policy on Quandamooka place names for city locations
- Customer service program for city's tourism operators
- Volunteers/greeters program to assist at the new Visitor Information Centre
- Quandamooka-designed public art place markers completed at Pulan (Amity Point) and Mulumba (Point Lookout)
- Redlands Coast digital app to promote local business deals
- Partnering with other tourism organisations to jointly promote Moreton Bay
- Integrated marketing campaign with Brisbane Marketing to promote Redlands Coast to visitors
- Supporting SEQ 2032 Olympic bid
- Oversight of 2020 Redland City Local Government Elections



Southern Moreton Bay Island Community Champions with Emergency Services representatives

Department	Highlights in 2018–2019
<p><b>Infrastructure and Operations</b></p> <p><b>Groups</b></p> <ul style="list-style-type: none"> <li>• Project Delivery Group</li> <li>• City Operations</li> <li>• Water and Waste Infrastructure</li> <li>• Water and Waste Operations</li> <li>• City Infrastructure</li> </ul> <p><b>Services delivered</b></p> <ul style="list-style-type: none"> <li>• Tenders and contracts for Council projects</li> <li>• Survey services for Council</li> <li>• Projects and contractor management</li> <li>• Council construction projects</li> <li>• Distribution of potable water supply</li> <li>• Collection, treatment and disposal of wastewater</li> <li>• Water quality monitoring and environmental compliance and reporting</li> <li>• Waste collection services and operation of waste transfer stations</li> <li>• Closed landfill management</li> <li>• Long-term planning, design and construction of new water and wastewater infrastructure</li> <li>• Asset management and maintenance for all water and wastewater network assets</li> <li>• Sport and recreation</li> <li>• Aquatic centres</li> <li>• Halls and venue hire</li> <li>• Community leasing</li> <li>• Cemetery services</li> <li>• Permits</li> <li>• Secure parking</li> <li>• Natural areas</li> <li>• Built assets open space</li> <li>• Vegetation</li> <li>• Streetscapes</li> <li>• Mowing</li> <li>• Road maintenance</li> <li>• Signage</li> <li>• Car parks</li> <li>• Footpaths</li> <li>• Bus shelters</li> <li>• Marine maintenance</li> <li>• Boat ramps</li> <li>• Jetties and pontoons</li> <li>• Swimming enclosures</li> <li>• Drainage</li> <li>• Footbridges</li> </ul>	<p><b>Recycling bonus</b></p> <p>Council's National Recycling Week free bin swap offer in late 2018 was a resounding success, with more than 1,100 households signing up for a larger recycling bin, well beyond expectations.</p> <p>Residents were invited to upgrade their regular 240 litre recycling bin to a 340 litre recycling bin with no upfront establishment fee, with the result allowing Council to potentially collect an extra 110,000 litres of material for recycling.</p> <p>The promotion followed waste audits which showed that, by weight, an average of 15.7% of what went into household waste bins was in fact recyclable and belonged in yellow-top bins.</p> <p><b>Road upgrade – School of Arts Road and Collins Street</b></p> <p>Work began on the major upgrade of the existing sections of School of Arts Road and Collins Street, Redland Bay, to meet traffic growth for the area.</p> <p>The completion of this substantial project, which continues into 2019–2020, will allow Council to achieve the level of services expected from the community including improved traffic flow, amenity and accessibility following the significant growth in new housing in the area.</p> <p>The first stage of construction, which began in early 2018–2019, included upgrading drainage and sewerage infrastructure, relocation of services as well as the construction of the retaining wall for the proposed road corridor. The second stage will include the widening of the northern side of School of Arts Road and Collins Street, between Penzance Drive and Queen Street, Redland Bay.</p> <p><b>Reusing roads</b></p> <p>Council started a new program to utilise the old asphalt profiled off the surface of sealed roads when they are resealed. This material has previously been stockpiled and used periodically as fill or to provide all-weather access to construction sites.</p> <p>From July 2018, this material was stockpiled in the German Church Road Quarry with the intention of putting it through screening plant and trialling it as a substitute for normal crushed rock product. The trial showed the material (referred to as profilings) had a strength approaching that of our standard crushed rock road base and that its use in road maintenance was actually superior and produced significantly less dust on unsealed roads.</p> <p>Approximately 18,000 tonnes of screened profilings were produced in December 2018. The production cost of profilings is approximately \$3.70/tonne compared with \$12.90/tonne using traditional rock materials. The savings for 2018–2019 were \$165,600. The new product has become the first choice for most applications.</p> <p>Council is building up a stockpile in readiness for screening plant in late 2019 to produce another 20,000 tonnes. Council anticipates savings in 2019–2020 in line with those of 2018–2019, with these savings built into the 2019–2020 budget.</p> <p><b>O’Gorman Street Park high commendation</b></p> <p>Upgrades to O’Gorman Street Park, Alexandra Hills, achieved a high commendation at the 2019 Queensland Parks and Leisure Awards of Excellence, which showcase outstanding and innovative efforts in the parks and leisure industry. The park facelift involved upgrading existing facilities as well as installing new features such as a multi-purpose court, 5 m jelly fish slide, multi-spinner carousel, embankment slide, forest house and funky play xylophone. The design also incorporated pathways, plants, sandstone blocks and boulders, natural timber features, turf and soft-fall areas, new seating, shelter and a BBQ. O’Gorman Street Park was recognised for its inclusiveness, imagination and the opportunities it created for interaction with the natural wonders of Redlands Coast.</p>

### Key priorities for the next 12–18 months

- Point Lookout Sewerage Extension Project
- Supporting Seqwater’s drought management program as part of Council’s membership of the south-east Queensland water service providers network
- Option planning for the management of wastewater in the Capalaba catchment
- Regional collaboration and progression of the Expressions of Interest process for the delivery of resource recovery and waste disposal services
- Ongoing education program – preventing wastewater blockages
- Moreton Bay Cycleway Victoria Point stages 1 and 2
- William Street breakwater extension (100 m of Rock Wall to protect William Street boat ramp users entering and leaving Moreton Bay)
- Repairs to rock groynes at Raby Bay
- Stage 2A of Thornlands Community Park, Thornlands – establishing an all-abilities playground to complement the initial works completed in 2018–2019
- Continued upgrade and renewal of bus shelters, seats and boarding points
- Transport connectivity Southern Moreton Bay Islands (SMBI) – negotiate an agreement with the State Government on design of four ferry terminal pontoons at Karragarra, Lamb, Russell and Macleay islands
- Finalisation of revetment wall upgrades to 21–25 Mainroyal Court and Binnacle Court
- Revetment wall stabilisation at Seacrest Court
- Collins Street and School of Arts Road upgrade Stage 2, Redland Bay
- Online Venue Management System (Datascape) deployment
- Tracks and Trails – linkages, fire access and recreational use
- Comprehensive maintenance and inspection program covering all footbridges across Redlands Coast
- Aquatic Paradise canal trench blocks, Birkdale
- Weinam Creek parking and development project, Redland Bay



O'Gorman Street Park, Alexandra Hills (Nandeebie/Indillie)

Department	Highlights in 2018–2019
<p><b>Community and Customer Services</b></p> <p><b>Groups</b></p> <ul style="list-style-type: none"> <li>• City Planning and Assessment</li> <li>• Community and Economic Development</li> <li>• Customer and Cultural Services</li> <li>• Environment and Regulation</li> </ul> <p><b>Services delivered</b></p> <ul style="list-style-type: none"> <li>• Strategic planning</li> <li>• Infrastructure planning and charging</li> <li>• Transport planning</li> <li>• Planning assessment</li> <li>• Engineering and environmental assessment</li> <li>• Planning and development searches</li> <li>• Regulatory functions associated with private building certification services and administering the <i>Building Act</i></li> <li>• Social infrastructure planning</li> <li>• Community safety</li> <li>• Community development planning</li> <li>• Grants and sponsorship</li> <li>• Screen industry liaison</li> <li>• Lead Council's involvement in the State Government's <i>North Stradbroke Island Economic Transition Strategy</i></li> <li>• Implementation of the <i>Redland City Economic Development Framework 2014–2041</i></li> <li>• Strategic framework for Redlands Economic Development Advisory Board</li> <li>• Economic development and investment attraction</li> <li>• Economic analysis</li> <li>• International relations</li> <li>• Advancing Regional Innovation Program</li> <li>• Smart Cities</li> <li>• Integrated Customer Contact Centre</li> <li>• Library Services</li> <li>• Creative arts</li> <li>• Redland Performing Arts Centre (RPAC)</li> <li>• Redland Art Gallery (RAG)</li> <li>• Redland Animal Shelter</li> <li>• Animal management</li> <li>• Local laws</li> <li>• Regulated parking</li> <li>• Development control</li> <li>• Plumbing and drainage assessment</li> <li>• Erosion and sediment control</li> <li>• Environmental health</li> <li>• Environmental compliance</li> <li>• Pest management</li> <li>• IndigiScapes Centre</li> <li>• Environmental policy and planning</li> <li>• Environmental delivery and partnerships</li> <li>• Environmental education</li> <li>• Property services</li> <li>• Advertising signs regulation</li> </ul>	<p><b>New library technology</b></p> <p>During 2018–2019 Council installed Radio Frequency Identification (RFID) technology in Council's three largest library branches – Cleveland, Capalaba and Victoria Point. Unlike barcodes that have to be scanned individually, the new RFID tags on all library items allow five to eight books to be scanned at once.</p> <p>New check-in bookshelves were installed that allow customers to return books as they enter the library, with the books being immediately available for others to borrow. Aside from easier checkouts and returns, the removal of borrowing counters has created more public space for community use. The technology has allowed these libraries to improve workflows.</p> <p>Library employees continue to help customers with their needs, along with new reference pods to assist with enquiries. The technology is a key step towards delivering our <i>Library Services Strategy 2017–2022</i>.</p> <p><b>Delivering the Koala Conservation Action Plan</b></p> <p>In August 2018 Ormiston was announced as Redlands Coast's first koala safe neighbourhood precinct. The initiative, run in conjunction with a number of research institutions, including Griffith University and University of the Sunshine Coast, was created to aid koala conservation.</p> <p>The Ormiston koala safe neighbourhood precinct project includes a community koala monitoring program as well as a science-based road signage trial, conducted by Griffith University, that would study the most effective signage to increase driver vigilance.</p> <p>A raft of programs have been rolled out under Council's <i>Koala Conservation Action Plan 2016–2021</i> with activities including habitat and conservation planning, koala threat mitigation initiatives and a multi-faceted koala education campaign.</p> <p>Council's environment and education team have developed education campaigns to raise community awareness of the importance of restraining dogs at night, being aware of koalas roaming during their breeding season from July to November and being vigilant when driving.</p> <p>In addition to the new work being undertaken, Council also continued facilitating koala conservation programs such as koala habitat plantings, Redlands Wildlife Ambulance, the One Million Native Plants initiative and the annual North Stradbroke Island Koala Survey.</p> <p><b>Film-friendly Redlands Coast continues to gain international recognition</b></p> <p>The 'naturally wonderful' locations of film-friendly Redlands Coast were showcased to audiences in more than 190 countries when <i>Tidelands</i> – the first Netflix original drama series to be commissioned and made completely in Australia – streamed globally on 14 December 2018.</p> <p><i>Tidelands</i> filmed throughout Redlands Coast for more than 20 days between April and July 2018, providing an economic boost for our local accommodation providers, restaurants, cafés, boating companies and community groups. This included 11 nights spent on North Stradbroke Island. Redlands Coast locations featured in <i>Tidelands</i> include Cleveland, Victoria Point and Redland Bay on the mainland; Dunwich, Amity, Home Beach and Adder Rock on North Stradbroke Island and the spectacular southern Moreton Bay.</p> <p>December 2018 also saw the international release of box-office-breaking Warner Bros. blockbuster <i>Aquaman</i>, topping more than US\$1.14b in ticket sales. Redlands Coast locations featured include South Gorge, North Stradbroke Island and southern Moreton Bay.</p> <p>In January 2019 production company Hoodlum Entertainment returned to Redlands Coast to film <i>Harrow Season 2</i>. Cast members as well as 55 crew were on location filming for a day. Redlands Coast community groups that benefited from the filming included the Australian Volunteer Coast Guard Association Redland Bay and Redland Bay Amateur Fishing Club.</p> <p>In February and March 2019, Disney television crime drama <i>Reef Break</i> filmed on location in southern Moreton Bay. The series, featuring Poppy Montgomery (<i>Unforgettable, Without A Trace</i>), premiered on ABC USA on 20 June 2019.</p> <p>In April 2019, Redlands Coast welcomed more than 150 cast and crew of Hollywood feature film <i>Monster Problems</i> from Paramount Players, a division of Paramount Pictures. A tourism operator from Mount Cotton and a home owner from Alexandra Hills benefited from filming. <i>Monster Problems</i> stars Dylan O'Brien (<i>Bumblebee, Maze Runner</i>), Jessica Henwick (<i>Iron Fist, Game of Thrones</i>), Michael Rooker (<i>The Walking Dead, Guardians of the Galaxy</i>) and Ariana Greenblatt (<i>Avengers: Infinity War, Stuck in the Middle</i>).</p>

### Key projects for the next 12–18 months

- Make amendments to *Redland City Plan* as required
- Progress the local *European Heritage City Plan* amendment package
- Finalise the *Redlands Coast Transport Strategy* for implementation
- Implement an autonomous vehicle trial on Karragarra Island
- Implement the *Cleveland Centre Traffic and Transport Action Plan 2019–2020*
- Deliver the interactive planning scheme project with funding approved by the State Government
- Develop an *Age-Friendly City Strategy*
- Review the *Redland Youth Strategy 2015–2020*
- Ongoing delivery of grants and sponsorship program
- Delivery of *Education and Training Industry Sector Plan 2018–2023*, *Health Care and Social Assistance Industry Sector Plan 2018–2023* and *Rural Enterprises Industry Sector Plan 2019–2024*
- Develop a *Manufacturing Industry Sector Plan*
- Develop an *Investment Attraction Plan* including a concierge model
- Development of a *Smart and Connected City Strategy*
- Ongoing delivery of *Advancing Regional Innovation Program*
- Ongoing delivery of the *Library Services Strategy 2017–2022*
- Delivery of Customer Experience Business Improvement Project
- Deliver climate control project for Redland Art Gallery (RAG) collection storage
- Ongoing delivery of environmental and land management strategies
- Development of *Redlands Coast Bay and Creeks Plan*
- Completion of Redlands IndigiScapes centre expansion project (stages 2 and 3) redevelopment
- Delivery of the fire risk reduction compliance program
- Pilot in-ground sensors for regulated parking management
- Development of *Strategic Property Framework*
- Plan for future use of strategic and operational land parcels including Birkdale and Cleveland Point
- Ongoing delivery of *Koala Conservation Action Plan 2016–2021*
- Providing a performing and visual arts program



Filming of *Tidelands*, North Stradbroke Island (Minjerribah)

# OUR PEOPLE

## People and Culture (P&C)

### Groups

- Safety and Wellbeing
- People Development
- HRIS (OURspace) Program
- People Solutions

### Services delivered

- Recruitment
- Onboarding
- Pay and benefits management
- Learning and development
- Leadership and culture management
- Change management
- Industrial and employee relations
- Safety and wellbeing

## People Strategy 2017–2020

The purpose of the People Strategy is to drive significantly better outcomes for our Redlands Coast community by supporting and investing in our people. We are a people-focused organisation that understands it is through our people that we produce great results and an ability to attract, retain and grow our capability to achieve what our Corporate Plan sets out to do.

The *People Strategy 2017–2020* was supported by an annual action plan, which in 2018–2019 focused on:

- Negotiating a new Officers' Certified Agreement and Employees' Certified Agreement
- Introducing a new People and Culture business people partnering model to better support the organisation on people management matters
- Preparing for implementation of Council's new Human Resource Information System OURspace that delivers online timesheeting,

dashboard reporting and cascading performance goals – all available for the first time on both PC and mobile phone

- Delivering leadership development on topics of change management sponsorship, innovation and diversity and inclusion
- Continuing to deliver mentoring and coaching programs to assist career development
- Implementing actions from the May 2018 MySay employee engagement survey relating to team effectiveness, leadership visibility, career progression and cross-Council communication
- Driving a safety and wellbeing culture through delivery of continued and new programs
- Piloting a new talent management identification process and assessment

## Teams

As the internal service provider for and about people, Council's People and Culture cycle – recruiting, onboarding, developing, retaining and offboarding – focuses on creating customised solutions that fit the needs of the organisation. This is underpinned by a safe and healthy workplace and environment. The P&C structure and service delivery model aligns with the *People Strategy 2017–2020* and is reflective of this approach.

## Office of People and Culture

Led by the Head of People and Culture, this group's focus is driving the delivery of the People Strategy and key strategic projects and initiatives.

## People Solutions

The People Solutions group's focus is on delivering tactical and strategic advice and assistance in the areas of industrial and employee relations; payroll and workforce data analytics; individual and collective case management; grievance and dispute resolution; people performance and policy and procedure development.



## People Development

The People Development team's focus is talent engagement and organisational development encompassing recruitment and selection, learning and development, reward and recognition, talent and succession management, leadership and culture and change management.

## Safety and Wellbeing

Council's Safety First Redland agenda continued to grow and develop in 2018–2019 with a major focus on mental health and wellbeing of officers and addressing the challenges of an ageing workforce. Our *Safety Management Plan* continued to provide direction for Council to work towards its vision of preventing all work-related injuries and illnesses.

Council undertook a series of Self Assurance Audits to determine compliance with ISO 45001 Occupational Health and Safety management systems within business units. The audits were to assess the management system for compliance to the standard and the effectiveness of their implementation in operational areas. Positive results were received in the annual external audit of our Safety Management System.

Respirable dust risk controls were developed to a level seen as best practice by Workplace Health and Safety Queensland (WHSQ).

Council's Wellbeing program was showcased by WHSQ at the launch of its Health and Wellbeing Toolkit.

Our focus on the health and wellbeing of our people increased and we delivered improved services including:

- A program of risk controls being developed to address the hazards that Q fever brings to our workplace
- Highlighting health and fitness levels and developing supports for our workers who have to enter confined spaces
- Introducing the Redland City Council Fitness Passport
- Introducing Mental Health Training for all managers, supervisors and workers
- Continuing to prepare its workforce to better deal with situations of occupational violence

Council has led the re-establishment of the quarterly meeting of Workplace Health and Safety professionals from all local governments in south-east Queensland. This network allows the sharing of learnings and collaboration on issues.

We continued work on a Hazards of Work project, involving hazard identification and risk control development for workers across Council.

Council continued to approach Health and Safety by aligning to Safety Differently principles. Our frontline leaders continued to work to embed safety culture, refine safety systems and demonstrate safety leadership.

## Recruitment and Selection

Council introduced a centralised approach to the management of its temporary agency workers, by appointing Comensura, a sole, vendor-neutral, managed service provider in July 2018. The Recruitment and Selection Team managed the process of engaging temporary agency workers, with Comensura providing a single online system for managing and extending temporary agency

worker contracts and timesheets and negotiating best value agreements with agencies and suppliers.

The Recruitment and Selection Team also managed the Casual Administration Resource Pool, which was established in 2014. There are approximately 30 employees currently in the pool. They are in high demand across the organisation due to the diverse range of Council-specific skills they possess. These workers provided assistance across all Council departments during periods of high workload and/or relieving employees on leave.

During 2018–2019, Council participated in three careers exhibitions hosted by Cleveland District State High School, QUT University and Redlands College. QUT students were particularly interested in learning about Council's information management, engineering, environmental science, business, construction and water and waste, while Redlands College year 11 students learned about the diverse range of career options that Council has to offer, in addition to our work experience and traineeship programs. Council is scheduled to attend further career expos in 2019–2020 to continue to engage and educate the community about careers available at Council.

## Diversity and Inclusion

Council partnered with Emberin to launch our new Inclusion Story, helping our leaders to think bigger about inclusion and develop new leadership habits. This CEO-led program was rolled out to Council's 60-strong Operational Leadership Group (OLG) and involved workshops, intensive e-learning modules and peer learning groups. Participants learned that inclusive leadership increases employee productivity and performance, generates greater engagement and loyalty, improves innovation and creativity and promotes greater collaboration. The program concludes in 2019–2020 and our leaders will be supported in their continued journey to embed these new behaviours in their everyday jobs.

## Leadership and corporate employee development

During 2018–2019 Council's LEAP (Lead, Engage, Adapt, Perform) program continued to be offered to all employees to help build capability at three levels – foundational, practice and mastery. The program, which is directly aligned to Council's values, also linked content across modules (e.g. innovation courses aligned with change management courses) and provided opportunities for collaboration of our internal and external trainers.

The Mate to Manager Program, founded in 2017 for employees who step into team leader roles on a regular basis, continued to help build capability to lead and manage teams. Since its introduction, 68 emerging leaders have graduated from the program with another 34 currently engaged.

The mentoring program continued into its third year with 13 trained mentors assisting their respective mentees to navigate through industry and speciality-based knowledge and be a sounding board for their many questions. This program continued to grow and flourish as mentees became more confident and mentors enhanced their own leadership skills.

The inaugural Outdoor Mentoring Program was rolled out to support our outdoor workforce. Seven mentors and mentees participated in the pilot program.



The internal Coaching Bench continued to be a centrepiece for individuals seeking to develop, grow or stretch into current or future roles. The coaching provided an opportunity for individuals to gain deeper insights, resolve challenges and progress professional goals.

Employees were invited to nominate for a fully-funded Diploma of Local Government Administration, with 16 placements being filled by a diverse group of participants. The program was delivered by PEAK Services (a business arm of the Local Government Association of Queensland) over an eight-month period with participants graduating with a qualification aligned to work required as part of their role with Council, such as budgeting and policy development.

### **Trainee and apprenticeship program**

Council had seven trainees and apprentices across business administration, sport and recreation, waste management, pest management and automotive mechanics work areas. Maxima was retained as the Group Training Organisation to ensure we offered a sustainable and improved experience for trainees, apprentices and supervisors. Council's program supported school-leavers, youth at risk, Indigenous and mature-aged people looking to re-enter the workforce and other applicants who faced barriers to employment. The placement of trainees and apprentices within Council is instrumental in our succession planning for a changing and ageing workforce.

### **Employee capability programs 2019**

The CEO's Global Coastal Cities program continued to develop emerging leaders and bring a global view to their thinking.

This program was an internal forum to explore global trends, innovation and best practice to local government. It brought together a group of employees from across Council – each passionate and excited by the way they work, interact and care about their communities – to investigate and share thoughts and ideas from other cities with the CEO and like-minded colleagues.

Participants developed new concepts for sharing in an informal and collegiate manner, creating virtual new teams and building stronger alliances across Council.

The Strong Teams program was introduced to extend team performance, as indicated by team results in the May 2018 MySay employee engagement survey. The program was rolled out to four teams, assisting with building accountability, trust, communication skills and higher performance and was supported by a team diagnostic survey, individual and team coaching, a masterclass on team effectiveness and action interventions. The program will continue to build and strengthen in 2019–2020.

Cultural awareness information is included in all employee inductions and monthly Quandamooka Cultural Day training sessions at North Stradbroke Island (Minjerribah) were attended by 125 employees during the year. The Quandamooka Yoolooburrabee Aboriginal Corporation (QYAC) continued to offer Aboriginal cultural heritage training to Council employees throughout the year.

### **Change Management Capability 2019**

Change Management Capability was further developed through Executive training on project sponsorship, development of new Leading Change and Change Fitness courses and training for Project Managers.

An organisational view of change was created using a Change Impact Heat Map. Significant projects overseen by the change portfolio included the new HRIS development and implementation, Asset Management System implementation, Procurement Transformation, Windows 10 roll-out, Libraries RFID technology roll-out and the Redlands IndigiScapes centre expansion project.

### **Developing capable leaders**

Council's Learning and Development Programs were nominated for an LGMA Queensland Award for Excellence in 2019 for the People Development group's work in developing new and innovative programs for managers and employees, drawing on internal and external talent.

The Mate to Manager Program has seen 68 emerging leaders graduate since its introduction in 2017, with outcomes for some participants including internal promotions, taking on mentoring roles and becoming formal influencers on corporate-wide projects.

### **Key priorities/projects for next 12–18 months**

- Embed OURspace
- Implementing actions from the 2019 MySay employee engagement survey
- Implementing new *Talent Management Framework*
- Develop Diversity and Inclusion Action plans and deliver on those commitments
- Develop Employee Value Proposition (EVP) and undertake Employer Branding (EB)

# EMPLOYEES AT A GLANCE



## Employees (total number of employees)

Permanent full-time	748	Contract of service (executive)	19
Permanent part-time	97	Casual	81
Temporary contract of service full-time	105	Elected members	11
Temporary contract of service part-time	18	Total employees	1,079

## Employees recruited



## Corporate profile

The corporate profile captures positions and varies from employee figures for a number of reasons such as vacancies, job shares, flexible working arrangements and partial filling of roles.



Full-time equivalent (FTE) employees	958.60
Full-time permanent positions	880
Part-time permanent positions	39
Full-time temporary positions	71
Part-time temporary positions	10
New full-time permanent positions	16
New part-time permanent positions	1
New full-time temporary positions	36
New part-time temporary positions	5
New casual positions	34

## Employee departures

Employee-initiated turnover rate  
**10.14%**

Employer-initiated turnover rate  
**0.65%**

Employees made redundant  
**2**

Employees re-deployed/retrained due to redundancy  
**0**

## Gender balance

	Female	Male
Executive Leadership Team (ELT)	43%	57%
Senior Management Team (including ELT)	30%	70%
Total employees	53.48%	46.43%

# AWARDS AND RECOGNITION

## Mayor Employee Excellence Award (internal)

The Mayor Award is the highest formal recognition an employee at Redland City Council can receive. This prestigious award recognises an individual's outstanding commitment to enriching community lifestyles through the promotion and delivery of the *Corporate Plan 2018–2023*. The winner of the 2018 Mayor Award was Melissa Brooks.

### Melissa Brooks

*Communication, Engagement and Tourism Group*

Melissa went above and beyond to roll-out the new city brand Redlands Coast – 'Naturally Wonderful'. The brand was built by community, business and visitors through a consultation process managed by Melissa that is one of the largest undertaken by a local government, engaging more than 5,000 locals, businesses and visitors for their views.

Melissa also led the development of two new websites as part of the branding project.

The new brand promotes what is wonderful about our Redlands Coast and why people come and stay here – the coast, the water, nature and the people.

The brand is squarely aimed at developing economic opportunities through promotion of what is the essence of our city and then using that to attract investment, business and visitors into the area.



## INTERNAL AWARDS

### CEO Employee Excellence Awards

Formally recognising individuals and teams who have demonstrated an above and beyond commitment to Council's five core organisational values: Customer Service, One Team, Accountability, Growth and Communication.

Award category	Winner	Achievement acknowledged
<b>Customer Service</b> (three winners)	<b>Byron Shreeve</b> <i>Strengthening Communities Team</i>	Helping to make Redlands Coast a safer place
	<b>Deborah May</b> <i>Facilities Services Team</i>	Prompt and efficient customer service
	<b>John Dujmovic</b> <i>Communication, Engagement and Tourism Group</i>	His calm and empathic manner in which he impressively deals with the community
<b>One Team</b> (three winners)	<b>Pippa Donaldson</b> <i>Environment and Education Unit</i>	Improving team collaboration
	<b>Janelle Arcon</b> <i>Integrated Customer Contact Centre Unit (ICCC)</i>	Always exceeding fellow employees' expectations with her assistance
	<b>Tracy Carrick</b> <i>City Operations Team</i>	Taking on board tasks across teams with a positive approach
<b>Accountability</b>	<b>Tim Mitchell</b> <i>City Planning and Assessment Group for Transport Planning</i>	His outstanding delivery of the new transport strategy for the city
<b>Growth</b>	<b>Dale Watson</b> <i>Environment and Education Unit</i>	Consistently delivering better outcomes for Council, employees and the community

Award category	Winner	Achievement acknowledged
<b>Communication</b> (two winners)	<b>Crystal Byth</b> <i>Corporate Strategy and Performance Group</i>	Providing an exceptional level of internal communication
	<b>Janelle Piscopo</b> <i>Workplace Relations Team</i>	Communicating in a manner that people clearly understand
<b>Team Award</b>	<b>Bushfire Volunteers from various Council areas</b> – Adam Pearce, Angela Ritchie, Bo McIlwain, Col Rackham, Dane Green, Daniel Potent, Daryl Jack, Glen Turner, Glenn McCarthy, Greg Whiles, Ian Heath, Joshua Nothling, Justin Schreiweis, Laksen Bandaranayake, Liam Redman, Luke Duncomb, Luke James, Michael Goode, Neal Hewson, Robert Cowan, Robert McGimpsey, Rory House, Sam Heath, Shane Stevenson, Stevo Rudez and Wayne Bailey	During extreme conditions each member volunteers to be part of an after-hours response standby team which is often called out at night and weekends  The team members choose to volunteer to protect their community and Council's assets which includes large areas of Council conservation land

## Employee Safety Awards

<b>Safety First Award</b>	<b>Dean Rousell</b> <i>Water and Waste Operations Group</i>	Awarded for his solution for a workplace hazard for wastewater treatment plant operators
<b>Safety First Team Award</b>	<b>Conservation Services Team</b>	Awarded for their contribution to improving health and safety

## EXTERNAL AWARDS AND COMMENDATIONS

### Winner – MAGNA (Museums Australia Publication Design Awards)

Information Brochure (Redland Art Gallery 2019 Exhibitions and Events booklet)

### Bronze Award – 2019 Australasian Reporting Awards (ARA)

Redland City Council Annual Report 2017–2018

### High Commendation – Best Play Space under \$500,000, Queensland Parks & Leisure Conference Awards of Excellence

Awarded for the play design of the O’Gorman Street Park.

### Finalist – Local Government Managers Australia (LGMA) Queensland Awards for Excellence

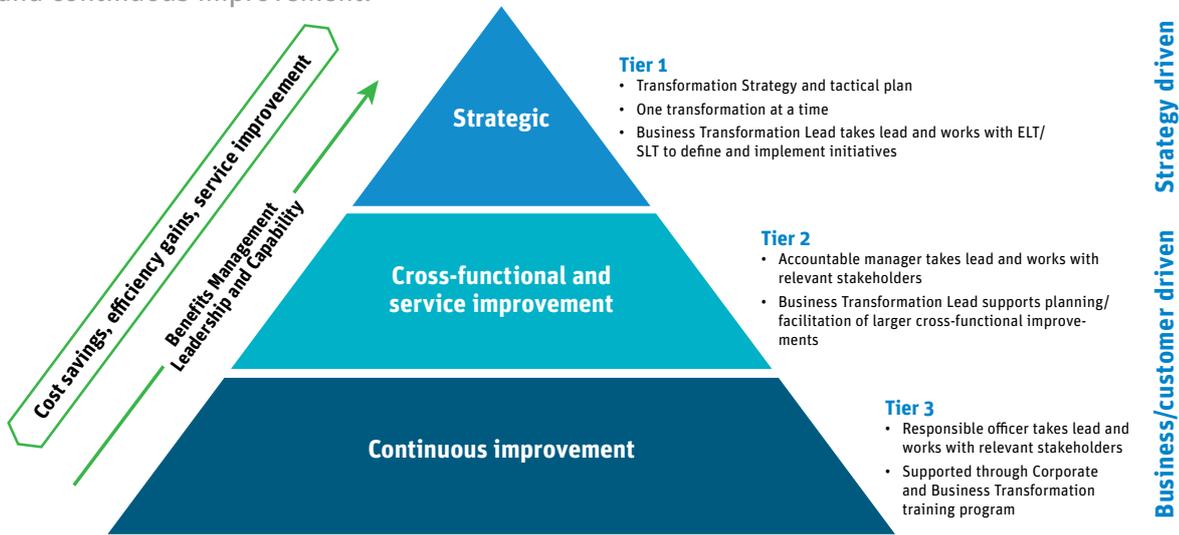
Redland Local Disaster Coordination Centre (LDCC) and Bushfire Response



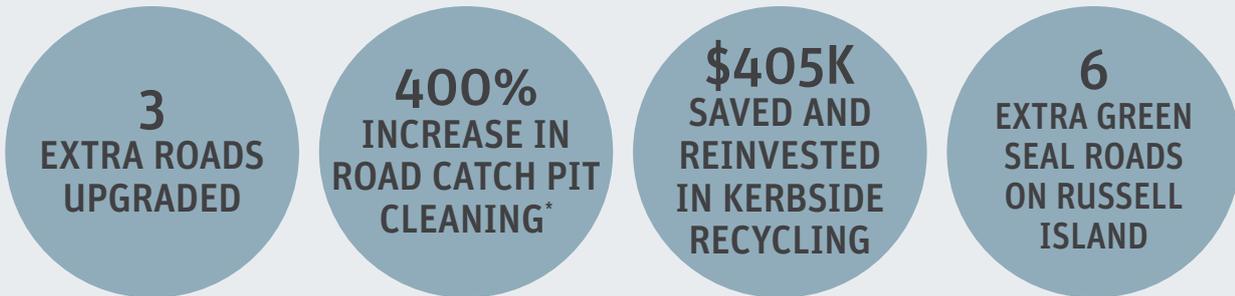
Mayor and CEO Employee Excellence Award winners

# BUSINESS TRANSFORMATION

Council’s Business Transformation Program has been developed and delivered to support the organisation in undertaking strategic transformation, cross-functional service improvements and continuous improvement.



## Community benefits delivered



*\* Catch pits in kerbsides are used to minimise debris reaching waterways. A trial to use a modified street sweeper to vacuum clean pits led to the increase in productivity.*

## BUSINESS TRANSFORMATION IN ACTION – INNOVATION IN TECHNOLOGY

Use of innovative and emerging technologies is one way Council’s Business Transformation Program is changing its operations to provide streamlining and time-saving opportunities and new capabilities.

The Internet of Things (IoT) is a rapidly growing and expanding technology arena with a large array of sensors and devices that can be used to accurately and efficiently gather data for analytics.

Taking advantage of innovations greatly enhances the ability for Council to provide a real-time digital link to vital community services, such as vehicle parking, rubbish collection, water quality and more. Sensors communicate wirelessly with their gateways anywhere up to within a 10 km radius.

In 2018–2019 Council has been working with the QUT Capstone program to deliver a small-scale smart parking solution, with 10 sensors being installed in the Cleveland area to gather park utilisation data, as well as displaying current parking availability using a map-overlay interface.

Another example is the important, yet often labour intensive, parameter of water quality monitoring. Council now has sensors available to monitor temperature, dissolved oxygen levels, pH and particulate levels and much more. Sensors have the ability to be quickly deployed in both salt and fresh waters, are solar powered and require infrequent calibration – meaning employees spend less time calibrating equipment and more time collecting and analysing data.

Other sensors in use, or being trialled, include a Netvox sensor which contains the ability to monitor air quality, humidity and temperature changes in areas where it is placed and bin sensors, which wirelessly monitor the level or density of a rubbish bin’s contents, ensuring bins are emptied only when needed.

Use of these sensors has become a staple of Council’s ‘smart city’ capabilities to the benefit of all of Redlands Coast.

## 2018–2019 Achievements

### Continued roll-out of strategic projects

- Asset Management
- Procurement Transformation
- Strategic Service Planning
- Customer Experience and Business Improvement

### Cross-functional service improvements

- Two new training courses being rolled out, reaching 51 attendees
- Eight business transformation workshops to foster innovation and business improvement were held, reaching 116 participants

### Continuous improvement

- A comprehensive business transformation toolkit supporting innovation and business improvement was developed, released and further refined
- A process was implemented for capturing and reporting benefits via a monthly organisational scorecard and a quarterly report to the Chief Executive Officer

### Reinvesting for future benefits and driving future innovation within Redland City Council

- Pilot energy monitoring to identify sustainability solutions
- Smart meters monitoring water quality for public and environmental health
- Investigation of opportunities to digitise forms

### Process efficiencies

- Digitised record request time reduced by 2.5 business days

Business Transformation delivered more than **\$2 million** of additional infrastructure to the community

**400%**  
INCREASE IN  
ROAD SHOULDER  
MAINTENANCE  
PRODUCTIVITY

**5**  
EXTRA  
BUS STOP  
UPGRADES

**\$152K**  
EXTRA FUNDING  
FOR COASTAL  
ADAPTATION  
STRATEGY

**\$40K**  
INTO ENERGY  
COST-SAVING  
MEASURES

**AIR CIRCUIT  
BREAKER WORK  
AT WASTEWATER  
TREATMENT PLANT  
COMPLETED**



Sensors in use



Road improvements

# COUNCIL'S COMMUNITY ENGAGEMENT

Council believes that effective community engagement delivers genuine benefits by ensuring our residents are properly informed and their views, needs and concerns are understood when decisions are made.

Council engages with stakeholders on a wide range of works and community issues and projects.

This contact with our community is part of our business as usual and is part of our everyday efforts to serve those on Redlands Coast.

At times, we will conduct specific engagements. These vary in size and scale, from localised engagements on projects such as water main repairs to city-wide engagements on strategies and plans.

Council's community engagement is guided by the International Association for Public Participations (IAP2) Code of Ethics, an independent membership-based peak body. Broadly, the IAP2 defines different levels of community engagement – Inform, Consult, Involve, Collaborate and Empower – and provides Council with a blueprint for determining which is most appropriate for specific issues.

Residents are advised of community engagements through a range of ways, depending on the size and scope of engagement.

Consultation could include digital platforms, community reference groups, local meetings, media and advertising, social media, pop-ups at community events, flyers, posters and direct mail.

People are also able to subscribe to Council's social media services to be informed, or visit [yoursay.redland.qld.gov.au](http://yoursay.redland.qld.gov.au), where they can find information about Council's latest engagements, as well as project updates.



## Who we engage with and how

Major stakeholder groups	Ways we engage
Businesses	<ul style="list-style-type: none"> <li>• Business e-newsletters</li> <li>• Business forums and breakfasts</li> <li>• Business training events</li> <li>• Industry round tables</li> <li>• Tourism sub-committee</li> <li>• Meetings</li> <li>• Joint projects</li> </ul>
Community groups, special interest groups and resident and ratepayer associations	<ul style="list-style-type: none"> <li>• Forums</li> <li>• Committees</li> <li>• Joint Projects</li> <li>• Meetings</li> <li>• Website</li> <li>• Community reference groups</li> </ul>
Customers, ratepayers and residents	<ul style="list-style-type: none"> <li>• Customer service</li> <li>• Community forums and meetings</li> <li>• 'Open House' community engagement days</li> <li>• Council's 'Your Say' interactive website page</li> <li>• Pop-up community engagement booths at events, shopping centres and parks</li> <li>• Focus groups</li> <li>• Direct mail</li> <li>• Council general meetings</li> <li>• Publications and newsletters including:                             <ul style="list-style-type: none"> <li>– Council's <i>Our Redlands Coast</i> magazine to all residents and ratepayers</li> <li>– e-newsletters</li> <li>– Councillor newsletters</li> </ul> </li> <li>• Social media</li> <li>• Display and public notice advertising</li> <li>• Rates notice inserts</li> <li>• Website</li> <li>• Surveys (telephone, online and hard copy)</li> <li>• Media</li> <li>• Annual report</li> <li>• Annual budget</li> <li>• Financial reporting</li> </ul>
Emergency services and support agencies	<ul style="list-style-type: none"> <li>• Local Disaster Management Group membership</li> <li>• Joint training</li> <li>• Meetings</li> <li>• Email updates</li> <li>• Website</li> <li>• Social media</li> </ul>

Major stakeholder groups	Ways we engage
Government agencies – federal and state	<ul style="list-style-type: none"> <li>• Committee memberships</li> <li>• Formal meetings</li> <li>• Stakeholder briefings</li> <li>• Correspondence</li> <li>• Events</li> </ul>
Media	<ul style="list-style-type: none"> <li>• Media releases</li> <li>• Briefings</li> <li>• Interviews</li> <li>• Familiarisations</li> </ul>
Neighbours affected by Council projects	<ul style="list-style-type: none"> <li>• Direct mail</li> <li>• Stakeholder notices</li> <li>• Meetings</li> <li>• Forums</li> </ul>
Partners and collaborators	<ul style="list-style-type: none"> <li>• Stakeholder groups</li> <li>• Forums</li> <li>• Meetings</li> <li>• Joint projects</li> </ul>
Quandamooka People, Traditional Owners of much of Redlands Coast	<ul style="list-style-type: none"> <li>• Scheduled business days with Quandamooka Yoolooburrabee Aboriginal Corporation (QYAC)</li> <li>• Partnership projects</li> <li>• Tourism Subcommittee</li> <li>• Meetings</li> <li>• Cultural training for Council employees</li> </ul>
Tourism and event specialists	<ul style="list-style-type: none"> <li>• Tourism sub-committee</li> <li>• Specialist training sessions</li> <li>• Annual tourism and events forum</li> <li>• Meetings with community event organisers</li> <li>• Tourism and Events newsletters</li> <li>• Redlands Coast website</li> <li>• Social media</li> <li>• Familiarisations</li> </ul>
Visitors and tourists	<ul style="list-style-type: none"> <li>• Visitor Information Centre</li> <li>• Events</li> <li>• e-newsletters</li> <li>• Redlands Coast destination website</li> <li>• Social media</li> <li>• Media</li> </ul>
Volunteers	<ul style="list-style-type: none"> <li>• Stakeholder Committees</li> <li>• Joint programs and events</li> <li>• Annual volunteer thank you event</li> <li>• Redland Art Gallery Volunteers’ meetings and training</li> <li>• Newsletters</li> <li>• Website</li> <li>• Social media</li> <li>• Familiarisations</li> </ul>

## Some 2018–2019 engagements

- Biennial Customer Satisfaction Survey
- Draft Redlands Coast Transport Strategy
- Disaster preparedness
- Amity Point Shoreline Erosion Management Planning
- Animal Management Local Law Amendments
- Canoe and kayak launch pontoon
- Cascades Gardens Playground and Water Feature Makeovers
- Community Gardens
- Cleveland Markets – Animal management
- Local Law amendments for safe use of kayak and canoe pontoons
- Proposed Community Garden at Fielding Park, Redland Bay
- Proposed Local Law amendments for Wellington Point Bathing Reserve
- Proposed New Waste Management Local Law
- Raby Esplanade Park Upgrade
- Redland IndigiScapes Centre Expansion project
- Redlands Coast Regional Sport and Recreation Precinct
- School of Arts Road and Collins Street Roadworks
- Snapper Street Pedestrian Link
- Station Master’s Cottage relocation and use
- Temporary Parklet Trial



# COUNCIL EVENTS ON REDLANDS COAST

In 2018–2019 Council delivered more than 80 community and corporate events from charity fundraisers to citizenship ceremonies and industry forums to Christmas concerts.

**Highlights from Council's calendar of events are featured below. For more information on Council's events see pages 96–99.**

## **Redland City Australian Citizenship Ceremonies – July 2018 to June 2019**

In 2018–2019 Council conducted five Citizenship Ceremonies to formally welcome new citizens as full members of the Australian and Redlands Coast community. At these ceremonies Redlands Coast welcomed 634 citizens from 55 countries of birth.

Australian Citizenship is an important common bond for all Australians (whether Australians by birth or by choice) and lies at the heart of a unified, cohesive and inclusive Australia.

## **Redland City Mayoral Prayer Breakfast – August 2018**

The annual Mayoral Prayer Breakfast held in August 2018 raised more than \$20,000 for state school chaplaincy programs across Redlands Coast. 280 people, including school chaplains, church and school leaders, government representatives, business people and community members attended the breakfast, which was held at the Alexandra Hills Hotel Conference Centre. School chaplaincy programs deliver vital support and guidance for Redlands Coast students with programs run by chaplains making a positive contribution to our state schools and the funds at this event helped that work continue.

## **Lighting of the Christmas Tree – November 2018**

The festive season was welcomed in style on Friday 30 November 2018 with Lightup Your Christmas – the annual lighting of Redlands Coast's Christmas tree in Cleveland's Library Square. The free event, attended by 3,000 people, included free stage and roaming entertainment, children's craft activities and writing a letter to Santa in the Redland Libraries, Christmas Markets with local traders and restaurants spreading the Christmas spirit.



## **Christmas by Starlight – December 2018**

Christmas by Starlight, Council's largest free community event was held on 15 December 2018 at Norm Price Park, Redland Showgrounds and attended by more than 10,000 people. The star-studded lineup included Casey Donovan, Carmen Monarcha, Luke Antony, Emma Pask, Ellen Reed, Renae Suttie, Skye Parker and local talent including Redlands Coast's Alexa Curtis, Leah Lever, Scott Muller, Craig Martin, Jacqueline Duckworth, Redland Dance, ROCKIT productions, Vocal Manoeuvres Academy, Redland City Bands and the Yulu-Burri-Ba Dancers. Christmas by Starlight has the reputation as one of the best free family Christmas event in south-east Queensland.

## **Volunteers' Thank You Function – December 2018**

Council recognised and thanked more than 150 community members at its annual volunteers' brunch on Saturday 2 December. Volunteers from community programs including the arts, sports, cultural and environmental groups, as well as emergency services, were acknowledged at the event held at the Myhorizon Function Centre, Runnymede Road, Capalaba.

## **Redlands Coast Australia Day Awards – January 2019**

Each year, Redland City Council recognises outstanding residents and community organisations through our annual Australia Day Awards.

On 22 January 2019, Council named the recipients of the Redlands Coast Australia Day Awards 2019. These included Citizen of the Year – Maryann Talia Pau, Young Citizen of the Year – Madina Mohmood and Senior Citizen of the Year – Rita Morris.



**Candle Lighting Vigil – May 2019**

To mark the start of Domestic and Family Violence Prevention Month on 1 May, Council – in partnership with Centre for Women & Co and the Red Rose Foundation – hosted a special Candle Lighting Vigil at Raby Bay Harbour Park. The Candle Lighting Vigil was an opportunity for Redlanders to gather to reflect on the lives lost each year as a result of domestic and family violence. The community event was attended by more than 80 people including elected members, community leaders, Domestic Violence Support Services, Emergency Service personnel and community members.

**Dîner en Rouge – May 2019**

Dîner en Rouge gala banquet, held during Domestic and Family Violence prevention month in May 2019, was attended by more than 250 people at the Redland Showgrounds Plaza. The location was again kept secret until the night to reflect the often secretive nature of domestic and family violence starting at Redland Museum and then on to The Redlands Showgrounds Plaza. The event, run by Council in conjunction with Zonta Clubs, Soroptimist International, Rotary Club of Cleveland, the Redland Foundation and domestic and family violence support service has raised more than \$300,000 since its inception in 2014 with another generous donation of \$50,000 provided by Redlands Coast resident Dan Holzapfel. Redland's Coast's Maybanke Accommodation and Crisis Support service was presented with a cheque for \$250,000 to support the much-needed crisis accommodation. This was in addition to the \$10,000 donated in 2017.

**Tourism and Events Forum 2019**

Redlands Coast Tourism and Events Forum, run by Council, is an annual industry event that provides invaluable networking opportunities and professional development training for local Redlands Coast tourism and event operators on current trends, best practice and innovations across the local, state and national tourism and event industry. The forum was attended by more than 170 industry representatives from Redlands Coast.



Candle Lighting Vigil 2019



Tourism and Events Forum 2019



Christmas by Starlight 2018

# WORKING TOGETHER ON QUANDAMOOKA COUNTRY

## 2018–2019 PROJECTS AND INITIATIVES

As part of its business as usual, Council continues to work with the Quandamooka People, Traditional Owners of much of Redlands Coast, to advance projects relating to cultural tourism, cultural heritage protection, land management, wildlife and animal management, economic development, disaster management, arts and community education. Council also recognises that Redlands Coast is the home, or the place of work, for Aboriginal and Torres Strait Islander Peoples from other areas of Australia and undertakes initiatives to advance reconciliation within Redland City Council and across the local community. See pages 78–83 for more Quandamooka Country reporting.

### 2018–2019 HIGHLIGHTS

#### Redlands Coast on Quandamooka Country

With the launch of Redland City's destination brand Redlands Coast – 'Naturally Wonderful' in mid-2018, work continued integrating Quandamooka culture into collateral and campaigns.

Ngugi Elder of Quandamooka Dr Robert Anderson OAM 'Uncle Bob', is a brand ambassador and added his voice to the first official Redlands Coast video.

Dual naming including Jandai, a primary dialect of the Quandamooka People, has been integrated into media campaigns, postcards, websites and social media to bring use of traditional language into the everyday.

Campaigns included a winter warmers campaign, encouraging residents and visitors to experience Quandamooka cultural tours and experiences including the Quandamooka Festival and the new Yalingbila whale watching tour.

#### Cultural Tourism

During 2018–2019 a key focus was promoting cultural tourism on Redlands Coast in the lead-up to the end of sandmining on North Stradbroke Island (Minjerribah) in late 2019.

Council partnered with Channel Seven to film the Welcome the Whales event on North Stradbroke Island (Minjerribah) as part of the Quandamooka Festival and included interviews with Traditional Owners, as well as supporting Brisbane Marketing to host a Channel

Seven Sunrise live weather cross on North Stradbroke Island (Minjerribah).

Council assisted with the printed boat wrap design that incorporates Redlands Coast brand on the new Yalingbila whale watching cruise boat run by Quandamooka Yoolooburrabee Aboriginal Corporation (QYAC).

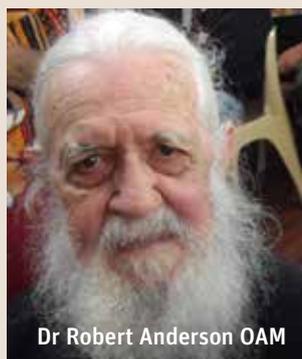
Christmas 2018 on Redlands Coast also had a new Quandamooka touch, with banners across the city using stunning artwork by artist Delvene Cockatoo-Collins. Digital Christmas card versions of the artwork also promoted awareness and encouraged visitation to Redlands Coast.

#### Community exhibitions

Council continued to observe Acknowledgement of Country at its events, as well as engaging Quandamooka Elders to share Welcome to Country at public and community celebrations such as the Christmas by Starlight concert.

Redland Art Gallery (RAG) featured art exhibitions featuring Aboriginal artists including *Gadal Gajal Bujongja Quandamookajen: Salt Water Murris Quandamooka Inc* (July 2018), *#LUVREDLANDS* (July 2018) and *Tidal* (June 2019).

In honour of the 2018 NAIDOC theme 'Because of Her, We Can' RAG and Redland Performing Arts Centre (RPAC) also combined to display *'Because of Her': Works by Aboriginal and Torres Strait Islander Women from the Redland Art Gallery Collection* on RPAC's Community Art Wall.



Dr Robert Anderson OAM



Sunrise on location



Yalingbila whale watching vessel



Place markers



Josh Walker with Mayor



Intrust Super Cup

RPAC and RAG also combined with Quandamooka Festival to promote *Already Occupied: Libby Harward*, through a series of public art banners at RAG Cleveland, RPAC and Harold Walker Jetty, Dunwich (Goompi) installed in May 2019.

## RPAC events

Redland Performing Arts Centre (RPAC) also continued its program on Aboriginal and Torres Strait Islander cultural events. RPAC again held its annual NAIDOC Showcase, a free day of cultural entertainment and activities that in 2018 featured Isaiah Firebrace. During 2018–2019, RPAC also featured Balka Bitni (August 2018) and Dan Sultan (April 2019).

## Library events

Our libraries also held events to share culture. Examples included a talk with Quandamooka author and language researcher Sandra Delaney (March 2019), children's 'Clapping Sticks' musical mornings and a cultural talk during National Reconciliation Week (May 2019).

The libraries also promoted Indigenous literacy through their Deadly Digital workshop series and also donated proceeds of their Big Book sale to the Indigenous Literacy Foundation.

## Recognising a leader in reconciliation

Council continued recognising significant community achievements in reconciliation. Quandamooka cultural tourism ambassador, storyteller and dancer Joshua Walker received the Reconciliation Award and was also a finalist in the Cultural Award category at Council's Australia Day Awards 2019.

## Strategic Planning

Council continued to work with Quandamooka Yoolooburrabee Aboriginal Corporation (QYAC) and the Queensland Government to progress the *North Stradbroke Island Economic Transition Strategy* Project 13, which will see the installation of two Quandamooka-inspired Place Markers at Point Lookout and Amity Point on North Stradbroke Island (Minjerribah).

Designed by two Quandamooka artists, Belinda Close and Delvene Cockatoo-Collins the project is due for completion in late 2019.

Council contributed to the *Gudjundabu Marumba Gudiyiyana Tourism for a Glad Tomorrow*, a five-year strategy for sustainable

tourism on Quandamooka Country, developed by QYAC in consultation with the Queensland Government.

## Sponsorship and supporting community goals

Through the Community Grants, Regional Arts Development Fund and Sponsorship Programs and ongoing partnerships, Council supported a number of community-led initiatives to bring Quandamooka culture to the wider community.

Council again partnered with Quandamooka Yoolooburrabee Aboriginal Corporation (QYAC) to bring the Quandamooka Festival to the community. QYAC and Council also worked on extension programs of the festival, such as a Queensland Rail Train carriage featuring artwork designed by local Quandamooka artist Elisa Carmichael with Redlands Coast co-branding.

Intrust Super Cup Indigenous Recognition match held on Ron Stark Oval, Dunwich (Goompi) also received sponsorship and in-kind support from Council. The match was broadcast live on Channel Nine and included Redlands Coast promotion, Welcome to Country, dance and a smoking ceremony as well as promoting North Stradbroke Island (Minjerribah) as an eco-cultural tourism destination.

Council also provided funding to community groups to include Quandamooka culture into their events through Welcome to Country or dance. See page 134.

In addition, Council provided in-kind support for community-organised events such as Goompi NAIDOC 2018 Community Day.

## Land management and Cultural Heritage

Council continued to work in partnership with landholders on North Stradbroke Island (Minjerribah) to progress cultural heritage, animal management, fire and vegetation management, land tenure and other Native Title initiatives. Quandamooka cultural heritage advisors continue to be engaged to provide expertise on infrastructure, environmental and disaster management programs.

# INTERNAL PROGRAMS

Council also continues progress with internal reconciliation efforts.

In late 2018 Council announced its first Reconciliation Action Plan Steering Committee, an internal group tasked with developing our first Reconciliation Action Plan (RAP). The RAP will be endorsed in the second half of 2019.

As part of this process, during National Reconciliation Week 2019, Council unveiled *Kanara Malara – One People*, an artwork created by Quandamooka man Joshua Walker which then became the visual centrepiece of Council's first RAP.

July 2018 and June 2019 saw 26 employees named National Aborigines and Islanders Day Observance Committee (NAIDOC) ambassadors as part of the Council's internal reconciliation programs. Recognised for bringing reconciliation to their working lives, 127 Council employees have been named as NAIDOC Ambassadors in the past five years.

Regular Quandamooka Cultural Days and Cultural Heritage Training are now part of Council's ongoing employee learning opportunities to build knowledge within our organisation.

In partnership with the community, Council continued to manage the Indigenous Land Use Agreement (ILUA) sub-committees and their meetings and monitor progress on ILUA activities.



2019 internal NAIDOC ambassadors



Reconciliation Action Plan Steering Committee



Reconciliation Action Plan Steering Committee



*Kanara Malara – One People, a reconciliation artwork created by Quandamooka artist Joshua Walker, was unveiled in May 2019 and tells a story of coming together, shared empathy, open discussion, commitment and moving forward. It is the centrepiece of Council's inaugural Reconciliation Action Plan (RAP), being released in late 2019.*

## ARTIST JOSH WALKER



Creator of the reconciliation artwork, *Kanara Malara – One People*, Quandamooka Traditional Owner and recipient of 2019 Redlands Coast Australia Day Reconciliation Award.

Unveiled during National Reconciliation Week in May 2019, *Kanara Malara* is a specially commissioned artwork, created to symbolise Council's reconciliation journey with Traditional Owners who live and work in Redlands Coast on Quandamooka Country and the wider local community.

### **Kanara Malara story – supplied by artist**

*'The red triangle line work on the outside of the canvas represents the red earth, while the yellow circle patterns represent the sand and waters.*

*The serpents in the middle of the emu and kangaroo tracks represent wisdom.*

*The emu and kangaroo tracks represent the Australian Coat of Arms that Indigenous and non-Indigenous brothers-in-arms fought under, not forgetting the women who served also in the defence of our nation.*

*The emu and kangaroo also represent the Indigenous marriage system, Emu People marry Kangaroo People and create a sacred relationship and are forbidden to fight or swear at one another and can't say no to one another, keeping in mind that this relationship is reciprocal.*

*The concentric circles on either side of the canvas that are surrounded by the "U" shapes represent the Indigenous and non-Indigenous people sitting in their camps discussing reconciliation, and sending three delegates from each side to sit in the middle and talk about reconciliation and how they can move forward together in harmony like the Emu and Kangaroo families that marry into one another.*

*The red "U" shapes represent the Indigenous people of Australia.*

*The yellow "U" shapes represent the non-Indigenous people of Australia.*

*The large semi-circle shapes on either side of the canvas, one yellow, the other red, represent the people having empathy for the other side while discussing reconciliation and moving forward for a better future for all.'*



King Island (Erobin), Wellington Point (Cullen-cullen)

# VISION OUTCOME SCORECARDS



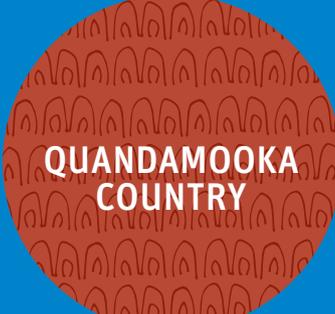
**HEALTHY NATURAL ENVIRONMENT**



**GREEN LIVING**



**EMBRACING THE BAY**



**QUANDAMOOKA COUNTRY**



**WISE PLANNING AND DESIGN**



**SUPPORTIVE AND VIBRANT ECONOMY**



**STRONG AND CONNECTED COMMUNITIES**



**INCLUSIVE AND ETHICAL GOVERNANCE**



IndigiScapes, Capalaba (Kapallaba)

# 01

## HEALTHY NATURAL ENVIRONMENT

### Overview

*Corporate Plan 2018-2023*



DELIVERED VIA  
*Operational Plan 2018-2019*



# HEALTHY NATURAL ENVIRONMENT

A diverse and healthy natural environment, with an abundance of native flora and fauna and rich ecosystems, will thrive through our awareness, commitment and action in caring for the environment.

## Corporate Plan 2018–2023 scorecard

Council's *Corporate Plan 2018–2023* sets five-year Performance Indicators for each Vision Outcome. Progress against these is measured annually, as below.

### Performance Indicators and progress scorecard

2018–2023 Performance Indicator	2018–2019 progress	Status
Redlands Coast Waterways Recovery Report	<p>The <i>Redlands Coast Waterways Recovery Report 2018</i> was released in November 2018 and can be viewed at Council's website. This report outlined that the overall water quality in Upper Tingalpa Creek remained in good condition, however a gradual decline in the condition of Coolnwynpin Creek and the island wetlands was apparent. Dry climatic conditions were observed across Redlands Coast for the 2017–2018 monitoring period, which may impact water quality results.</p> <p>During 2018–2019, actions were undertaken to:</p> <ul style="list-style-type: none"> <li>improve the native vegetation around waterways through Council land management programs (waterweed removal and riparian planting) and landholder extension programs</li> <li>collaborate with industry professionals to facilitate workshops and directly engage with the construction industry on erosion and sediment control best practice.</li> </ul> <p>Work is currently underway for the 2019 waterways reporting, which is due to be released in October for 2018–2019.</p>	✓
Numbers of volunteers and hours spent caring for natural assets	<p>Volunteers continued to engage with the Community Bushcare Program during 2018–2019 conducting three major community plantings, in addition to monthly maintenance and planting of established bushcare sites, and one corporate planting. This involved a community investment of more than 5,426 hours, provided by 772 program volunteers.</p>	✓
Participation in fauna monitoring, protection, rescue and recovery programs	<p>The Redlands Wildlife Ambulance is staffed after-hours by two volunteers, 15 hours per day, 365 days per year equating to 10,950 volunteer hours per year, with a rotating roster of 12 volunteers for 2018–2019. In addition, the <i>North Stradbroke Island Urban Koala Survey</i>, the <i>Coochie Curlew Count</i> and <i>Glossy Black Cockatoo Survey</i> were undertaken with the support of over 80 volunteers. This is up from 8,820 volunteer hours in 2017–2018.</p>	✓
Number of enhancement projects completed each year to improve access, safety and comfort for visitors	<p>Eleven projects were completed in 2018–2019:</p> <ul style="list-style-type: none"> <li>Construction of a shared-use trail as part of trailcare for the Bayview Conservation Area (BCA)</li> <li>Construction of a shared-use trail as part of trailcare for the Redland Track Park</li> <li>Installation of culvert over Native Dog Creek to connect multi-use Gramzow Road Regional Trail-Hardwood Drive and Peart Parade section, Mount Cotton</li> <li>Construction and upgrades of multi-use trails, installation of new horse stiles and entrances</li> <li>Delivery of 18 formal and 12 informal trail care days at Bayview Conservation Area (BCA) and Redlands Track Park</li> <li>BCA hosted the Bayview Blast as a combined national series and national championships event. BCA also hosted the SEQ trail runner series</li> <li>Redland Track Park hosted Chicks in the Sticks women-only mountain bike event</li> <li>Redland City Council facilitated RATS Cycling Club Summer Sprints at a new temporary event area behind Redland Animal Shelter, Cleveland</li> <li>Installation of canoe launch points, furniture and markers</li> <li>Development and installation of new path way finding markings on the Cleveland to Capalaba Cycleway</li> <li>Installation of half of Kidd Street, Redland Bay fencing to reduce unlawful use of reserves to protect the safety of visitors and environment</li> </ul>	✓

## Operational Plan 2018–2019 scorecard

In addition to Performance Indicators (previous page), the *Corporate Plan 2018–2023* sets more specific five-year outcomes. These outcomes highlight key areas of focus. They are delivered through significant activities identified in Council's annual Operational Plan.

Additional information on each of the 2018–2019 significant activities is on the following pages.

### Targeted outcomes and significant activities scorecard

2018–2023 Targeted outcomes	2018–2019 Significant activities	Status
<b>1.1</b> Redlands Coast's natural assets including flora, fauna, habitats, biodiversity, ecosystems and waterways are managed, maintained and monitored	1.1.1 Plan and implement a program of works to restore native vegetation	★
	1.1.2 Plan and deliver conservation restoration activities	★
	1.1.3 Engage and deliver restoration through partnership with community and external groups	★
	1.1.4 Implement programs to monitor sediments and nutrients and enforce the requirements of the <i>Environmental Protection Act 1994</i>	★
	1.1.5 Continue implementing a program to plant one million native plants in Redlands Coast by 2026	★
<b>1.2</b> Threatened species are maintained and protected, including the vulnerable koala species	1.2.1 Implement the Natural Environment Policy	★
	1.2.2 Enhance community understanding of wildlife management issues	★
<b>1.3</b> Community and private landholder stewardship of natural assets increases	1.3.1 Achieve improved environmental outcomes through extension programs	★
<b>1.4</b> Visitors experience our natural assets through high standard facilities, trails, interpretation and low-impact commercial ventures	1.4.1 Enhance the visitor experience of Redlands Coast's natural assets	★
	1.4.2 Continue to improve the customer experience at IndigiScapes	★



Mount Cotton (Jungalpin/Tungipin)

These scorecards summarise progress in achieving the outcomes of the *Corporate Plan 2018–2023*. This is central to achieving Council's long-term community plan. Performance is determined by measuring our annual progress against Performance Indicators and significant activities.

- ★ Delivered
- ✓ On track
- ⊕ Monitor

## 2018–2019 significant activity highlights



### 1.1.1 Restoring native vegetation

Weed control, revegetation, fire management and erosion control works were completed across the mainland and Southern Moreton Bay Islands to restore native vegetation.



### 1.1.2 Delivering conservation activities

Works including targeted weed control and revegetation works were completed across priority catchment areas on the Southern Moreton Bay Islands and mainland including Hilliards.



### 1.1.3 Restoration through partnerships

More than 10,000 native plants were planted across the city in partnership with bushcare volunteers. Two new groups were also established at Thornlands and Victoria Point. Implementation of *Redlands Coast Biosecurity Plan* continued.



### 1.1.4 Monitoring sediment

In October 2018 Council endorsed the final *Lower Brisbane – Redlands Coastal Catchment Action Plan* prepared under the Resilient Rivers program, coordinated by the Council of Mayors (SEQ).

Council continued to work with the construction industry to minimise the release of sediment through compliance action and education. This included responding to 132 customer requests and conducting more than 1,000 development site inspections.



### 1.1.5 One million native plants

The One Million Plants project for 2018–2019 has resulted in 103,069 plants being planted across the city by Council and volunteers. This contributed to the 250,000 plants milestone being reached in 2018–2019.



### 1.2.1 Natural Environment Policy

*Wildlife Connection Plan 2018* implementation advanced with additional mapping available to assist in city-wide environmental planning. Under the *Koala Conservation Action Plan 2016–2021*, monitoring programs have been established to continue the baseline work undertaken on North Stradbroke Island and in Ormiston. Extensive community engagement campaigns also commenced.



### 1.2.2 Community environmental education

Six dog training companies participated in and continued to implement the 'Leave It' practices for denning and wildlife aversion.

More than 5,000 calls were received by the Redlands Wildlife Rescue Service, with approximately 8,000 volunteer hours to the Redlands Wildlife Ambulance and Redlands Wildlife Call Network. The North Stradbroke Island annual koala count sighted 63 koalas in one day.

A Koala Safe Neighbourhood Community event in Ormiston was attended by approximately 100 people.



### 1.3.1 Extension program success

Approximately 500 properties are enrolled in environmental extension programs. More than 12,000 plants were planted during the year through the environmental partnership programs. Free environmental workshops including Fire Management, Native Bees, Native Botanical Artwork and Plant Identification, Floating Wetland Construction and Wildlife in your Backyard were well attended.



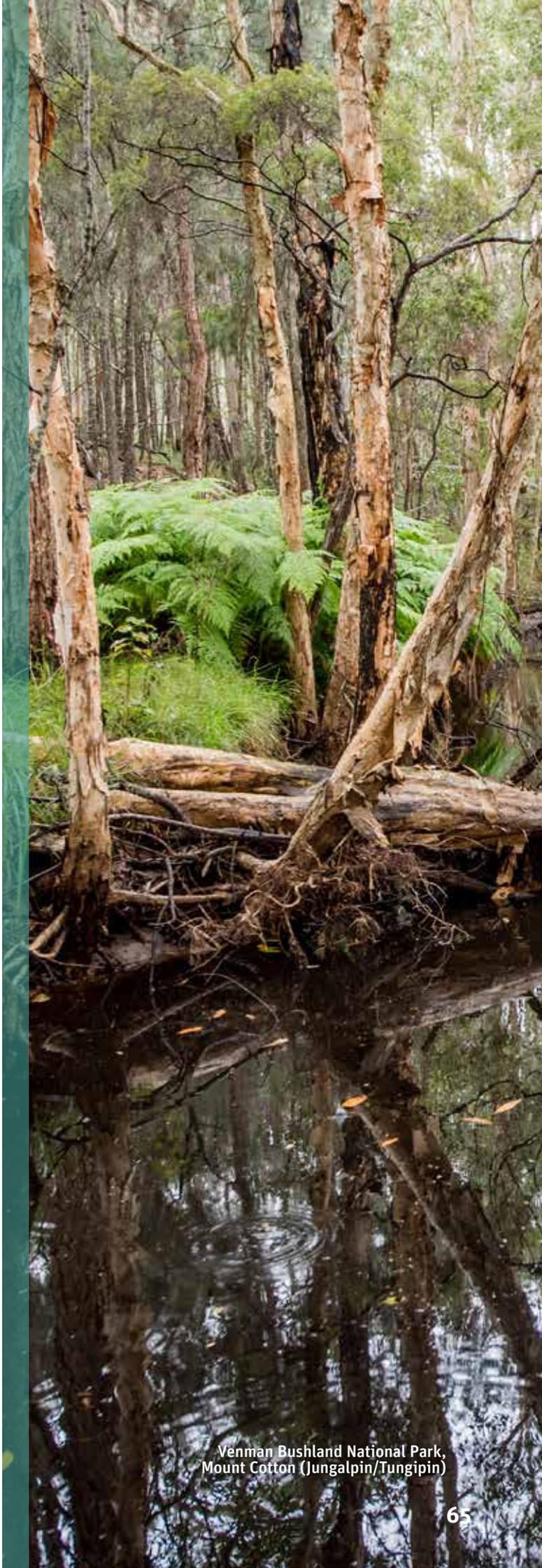
### 1.4.1 Enhancing natural visitor experiences

Council invested in enhancing the visitor experience on Redlands Coast by improvements to facilities and trails. These included the installation of aquatic safety signage on North Stradbroke Island, fencing at key conservation areas and installing canoe trail markers along our foreshore. Council adopted the Enhancing Visitor Experience Program.



### 1.4.2 IndigiScapes customer experience

During the closure of the IndigiScapes centre for construction, extension programs, external bushland maintenance, weed management works and improvement to the gardens continued.



Venman Bushland National Park, Mount Cotton (Jungalpin/Tungipin)



Vision Outcome 2 

## GREEN LIVING

### Overview

*Corporate Plan 2018-2023*

**4/4**

PERFORMANCE  
INDICATORS  
ON TRACK

**5/5**

TARGETED  
OUTCOMES  
DELIVERED

DELIVERED VIA

*Operational Plan 2018-2019*

**7/7**

SIGNIFICANT  
ACTIVITIES  
COMPLETED

## GREEN LIVING

Our green living choices will improve our quality of life and our children’s lives, through our sustainable and energy-efficient use of resources, transport and infrastructure and our well-informed responses to risks such as climate change.

### Corporate Plan 2018–2023 scorecard

Council’s *Corporate Plan 2018–2023* sets five-year Performance Indicators for each Vision Outcome. Progress against these is measured annually, as below.

#### Performance Indicators and progress scorecard

2018–2023 Performance Indicator	2018–2019 progress	Status
Annual corporate greenhouse emissions	In 2018–2019 Council reduced the overall kilowatt per hour consumption and greenhouse gas emissions by 0.66% at the Cleveland Administration Building, Cleveland Library, Capalaba Place and South Street Depot. Greenhouse emissions totalled 1,649 tonnes of CO <sub>2</sub> e (Carbon Dioxide equivalent) at these facilities for 2018–2019. Through the development and continual improvement of the Carbon and Energy Dashboard, Council is able to monitor and report on emissions from a much wider scope of sources. Council will be able to measure its total carbon footprint, which includes all Council-operated activities, including wastewater treatment plants and community facilities (such as barbecues) and fleet fuel consumption. For 2018–2019, this footprint was 13,578 tonnes of CO <sub>2</sub> e, reflecting an increase due to an expansion in the breadth of monitoring and clarifying Council’s carbon footprint.	✓
Number of activities that educate, provide information and advocate sustainable building design for the community	In 2018–2019 Council laid the groundwork for consideration of the next phase of energy efficiency and generation projects. A feasibility study for a 300kW ground-mounted solar panel system at the Cleveland Wastewater Treatment Plant was completed to enable further assessment. Council commissioned an <i>Integrated Energy Management Plan</i> which is Council’s first energy efficiency evaluation in nearly a decade. This will provide insight into potential long-term cost savings through modification of existing Council buildings and energy supply options.	✓
Council’s resource recovery rate (percentage recycled)	The domestic resource recovery rate (total domestic waste recovered or recycled) for 2018–2019 was 44.9% against a target of 45.8%. This was an increase in the recovery rate of 44.7% in 2017–2018. In 2018–2019 there was a reduction in the total amount of waste presented at our waste transfer stations and collected kerbside. This may be due to the year being a dry one, with less green waste, which is recycled into compost for the landscaping industry. Specifically there were 100,840 tonnes of total landfill and recycled waste handled in 2018–2019. This represents a reduction of 6.2% or 6,741 tonnes compared with the 107,581 tonnes handled in 2017–2018.	✓
Kilometres of pedestrian pathways and cycleways	In 2018–2019 Council constructed 783 m (total length) of pedestrian pathways and cycleways (1,302 m <sup>2</sup> total area).	✓



## Operational Plan 2018–2019 scorecard

In addition to Performance Indicators (previous page), the *Corporate Plan 2018–2023* sets more specific five-year outcomes. These outcomes highlight key areas of focus. They are delivered through significant activities identified in Council's annual Operational Plan.

Additional information on each of the 2018–2019 significant activities is on the following pages.

### Targeted outcomes and significant activities scorecard

2018–2023 Targeted outcomes	2018–2019 Significant activities	Status
<b>2.1</b> Council's policies and plans support ecologically sustainable development and respond to climate change issues	2.1.1 Continue to reduce Council emissions and carbon footprint	★
<b>2.2</b> Sustainable building design (for example, solar panels and water tanks) is supported through education and advocacy	2.2.1 Provide information to raise community awareness and education	★
<b>2.3</b> Council's waste management plans address current and future needs and include plans for closed landfills and regional collaboration	2.3.1 Plan and deliver waste management services to meet current and future needs of the city	★
<b>2.4</b> Council and the community actively recycle and reduce waste	2.4.1 Provide kerbside recycling bins and encourage the community to increase their recycling	★
<b>2.5</b> Transport planning reflects a desire to maximise economic, environmental and liveability outcomes through quality road design, public transport, pedestrian and cycling strategies	2.5.1 Manage planning for transport initiatives and services across the city	★
	2.5.2 Manage planning for transport connectivity for the Southern Moreton Bay Islands (SMBI)	★
	2.5.3 Expand the footpath and cycle network	★

These scorecards summarise progress in achieving the outcomes of the *Corporate Plan 2018–2023*. This is central to achieving Council's long-term community plan. Performance is determined by measuring our annual progress against Performance Indicators and significant activities.

- ★ Delivered
- ✓ On track
- ⊕ Monitor

## 2018–2019 significant activity highlights



### 2.1.1 Monitoring energy

The Carbon Energy Monitoring Dashboard continued to be implemented across Council's business units. Monitoring of Council's large, small and remote sites continued, enabling consideration of energy consumption and reduction methods. A review was completed of fuel and energy consumption reduction opportunities at large sites.



### 2.3.1 Waste management planning

Council participated in working groups to identify operational requirements in preparation for the introduction of a new waste disposal levy. Council resolved to participate in a regional Expression of Interest (EOI) process for new waste and resource recovery services as part of identifying future opportunities to align with a new direction from the Queensland Government.

Environmental monitoring, leachate collection and site maintenance works were undertaken across 11 closed landfill sites to ensure compliance with environmental and safety compliance requirements.



### 2.5.1 Transport initiatives

The *Draft Redlands Coast Transport Strategy* continued to be prepared and is in the final stages of review. During the 2018–2019 year, Council endorsed the *Cleveland Centre Traffic and Transport Action Plan*.



### 2.2.1 Community awareness

Opportunities for green living via sustainable building design and waste reduction were included in IndigiScapes' popular event and workshop program.



### 2.5.2 SMBI connectivity

Council secured a permit to operate an extended trial of an autonomous vehicle on the Southern Moreton Bay Island of Karragarra and engagement with the local community and other key stakeholders commenced.



### 2.4.1 Recycling increases

In 2018–2019 Council managed 100,840 tonnes of waste and recyclable material. Of this 44.9% was recovered for recycling or reuse. Total household waste sent to landfill decreased by 2,508 tonnes from 2017–2018. Individual waste to landfill decreased from 377 kg per capita in 2017–2018 to 355 kg per capita in 2018–2019. This trend continued across all waste streams. Council expanded the kerbside green waste collection service by an additional 2,356 services.



### 2.5.3 Pathways and cycleways

All footpaths in the 2018–2019 financial year footpath program planned for construction have been completed.



Autonomous bus event, Cleveland (Nandeebie/Indillie)



Cleveland Point, Cleveland (Nandeebie/Indillie)

# 03

## EMBRACING THE BAY

### Overview

*Corporate Plan 2018-2023*

**4/4**

PERFORMANCE  
INDICATORS  
ON TRACK

**5/5**

TARGETED  
OUTCOMES  
DELIVERED

DELIVERED VIA

*Operational Plan 2018-2019*

**5/5**

SIGNIFICANT  
ACTIVITIES  
COMPLETED

## EMBRACING THE BAY

The benefits of the unique ecosystems, visual beauty, spiritual nourishment and coastal lifestyle provided by the islands, beaches, foreshores and water catchments of Moreton Bay will be valued, protected and celebrated.

### Corporate Plan 2018–2023 scorecard

Council's *Corporate Plan 2018–2023* sets five-year Performance Indicators for each Vision Outcome. Progress against these is measured annually, as below.

#### Performance Indicators and progress scorecard

2018–2023 Performance Indicator	2018–2019 progress	Status
Annual Healthy Land and Water Report Card rating	In 2019 Redland Catchment achieved an overall C+ rating and a waterways benefit rating of 3½ stars. This compares to an overall C rating in 2018 and a waterways benefits rating of 3½ stars.	✓
Implementation of the <i>Redland City Disaster Management Plan</i>	The focus in 2018–2019 was on the development of island-based disaster management plan information to complement existing disaster management planning. Information flyers were developed to better inform the island communities of processes to prepare for disaster events and evacuation. The plan was assessed against the <i>Emergency Management Assurance Framework</i> standards as outlined by the Office of the Inspector General Emergency Management and was found to perform to a strong level.	✓
Number of new bay access points for low impact recreational activities	Projects completed during 2018–2019 included: <ul style="list-style-type: none"> <li>• A new boat ramp at Brighton Road, Macleay Island</li> <li>• Three combined barge/boat ramp renewals at Karragarra and Coochiemudlo islands and Masters Avenue, Victoria Point</li> <li>• A boat ramp renewal at Banana Street, Redland Bay</li> <li>• A kayak ramp at Raby Esplanade, Ormiston.</li> </ul>	✓
Implementation of Priority Development Areas (PDAs)	In July 2018 the Australian Government made the decision that the proposed Toondah Harbour Priority Development Area project was a 'controlled action', allowing the project to proceed to the Environmental Impact Statement (EIS) stage.  Walker Group updated the proposed master plan, incorporating a number of initiatives that had considered feedback from leading environmental and wetland experts, public submissions and the Australian Government.  In April 2019 the Minister for the federal Department of Environment and Energy issued the final guidelines for the EIS. Preparation of the EIS has started and is expected to take 12 to 18 months.  Planning of Stage 1 of the Weinam Creek PDA commenced. A parcel of land on Moores Road was subdivided into a one hectare lot and nine residential lots. Redland Investment Corporation (RIC) settled on the sale of the one hectare lot and the nine residential lots were released for sale. Planning for the car park and footbridge commenced.	✓

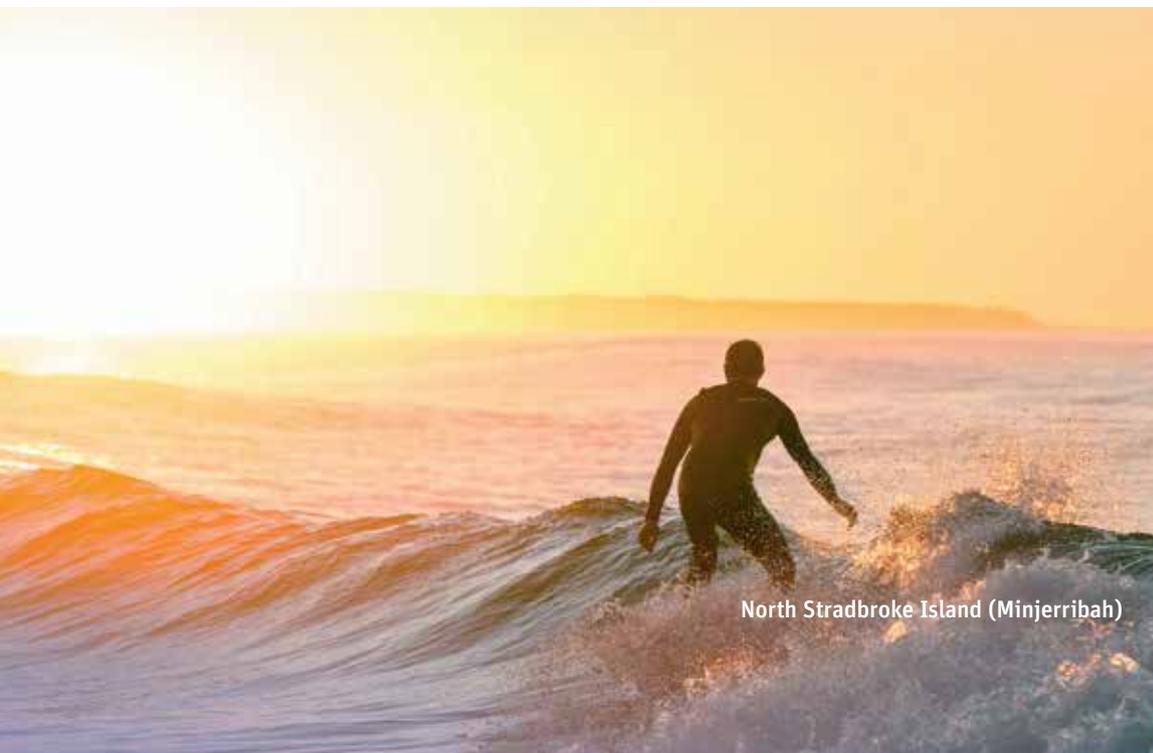
## Operational Plan 2018–2019 scorecard

In addition to Performance Indicators (previous page), the *Corporate Plan 2018–2023* sets more specific five-year outcomes. These outcomes highlight key areas of focus. They are delivered through significant activities identified in Council's annual Operational Plan.

Additional information on each of the significant activities is on the following pages.

### Targeted outcomes and significant activities scorecard

2018–2023 Targeted outcomes	2018–2019 Significant activities	Status
<b>3.1</b> Council collaborates with partners to understand, nurture and protect Moreton Bay's marine health and values.	3.1.1 Partner with Healthy Land and Water to monitor and improve the values of waterways and the bay and enhance the community's experience of the bay	★
<b>3.2</b> Communities on the islands and foreshores enjoy equitable access to development opportunities and community services.	3.2.1 Partner with Education Queensland in activating the community use of schools for sport and recreation purposes	★
<b>3.3</b> Our community is ready for and adapting to changing coastlines, storm tide and severe weather.	3.3.1 Continue to develop and implement the <i>Redland City Council Coastal Adaptation Strategy</i>	★
<b>3.4</b> Redland City's residents and visitors can easily access the foreshore and use recreation infrastructure for boating and non-boating activities.	3.4.1 Improve access provisions to Moreton Bay	★
<b>3.5</b> Priority Development Areas (PDAs) support equitable outcomes for island residents, such as access to transport and facilities.	3.5.1 Progress development of Priority Development Area (PDAs) activities with a focus on ensuring island residents have equal access to transport and community facilities	★



North Stradbroke Island (Minjerribah)

These scorecards summarise progress in achieving the outcomes of the *Corporate Plan 2018–2023*. This is central to achieving Council's long-term community plan. Performance is determined by measuring our annual progress against Performance Indicators and significant activities.

- ★ Delivered
- ✓ On track
- ⊕ Monitor

## 2018–2019 significant activity highlights



### 3.1.1 Water quality monitoring

Council continued to partner with Healthy Land and Water for the annual Water Quality Monitoring Program and supported the *Lower Brisbane and Redlands Catchment Action Plan 2018–2021* in partnership with Brisbane City Council and the Resilient Rivers program. The internal Redland City Council Ambient Water Quality Monitoring program continued.



### 3.2.1 Shared community resources

In 2018–2019 Council and Education Queensland continued discussions regarding the community use of school facilities, with Council communicating directly with individual school principals regarding the use of facilities. One arrangement has been made between a community Rugby League Club and Victoria Point State High School. Each request for activity space will be discussed and negotiated with the schools.



### 3.3.1 Coastal hazards

Work continued on the development of the eight-phase *Coastal Hazard Adaptation Strategy* with Phase 1 (*Communication and Engagement Plan*) and Phase 2 (Scoping Study) completed. Significant work was also undertaken to refine the future erosion-prone area mapping for the city. Council secured funding of \$238,603 from the Local Government Association of Queensland under the QCoast 2100 program to support these activities.





**3.4.1 Water access**

The 2018–2019 year saw the renewal of the barge ramp, seawall and foreshore access ramp at Masters Avenue, Victoria Point, completed. It is now fully operational.



**3.5.1 Priority Development Areas**

The Toondah Harbour Priority Development Area project progressed to the Environmental Impact Statement (EIS) phase. The federal government issued EIS assessment guidelines for public comment, which closed 6 March 2019. The EIS phase will take approximately 12 to 18 months. Redland Investment Corporation (RIC) continued to work with Walker Group and Economic Development Queensland to progress the project.

Stage 1 of the Weinam Creek Priority Development Area project, which comprises a car park, residential lots and the footbridge commenced. RIC continued to progress the master plan in preparation for submission to the Queensland Government.





Quandamooka Dancers, North Stradbroke Island (Minjerribah)

# 04

## QUANDAMOOKA COUNTRY

### Overview

*Corporate Plan 2018-2023*

**3/3**

**PERFORMANCE  
INDICATORS  
ON TRACK**

**4/4**

**TARGETED  
OUTCOMES  
DELIVERED**

**DELIVERED VIA**

*Operational Plan 2018-2019*

**8/8**

**SIGNIFICANT  
ACTIVITIES  
COMPLETED**



## QUANDAMOOKA COUNTRY

The rich Aboriginal heritage of the Redlands (Quandamooka) and the Traditional Owners' ongoing custodianship of Quandamooka land and waters will be widely understood and respected and we will work together for the future of Quandamooka Country.

### Corporate Plan 2018–2023 scorecard

Council's *Corporate Plan 2018–2023* sets five-year Performance Indicators for each Vision Outcome. Progress against these is measured annually, as below.

#### Performance Indicators and progress scorecard

2018–2023 Performance Indicator	2018–2019 progress	Status
Attendance at Council's cultural awareness and heritage training	Cultural awareness information was included in all employee inductions. A total of 125 employees attended training at the monthly Quandamooka Cultural Day sessions. The Quandamooka Yoolooburrabee Aboriginal Corporation (QYAC) continued to offer Aboriginal cultural heritage training to Council employees throughout the year.	✓
Community understanding of the Quandamooka People's relationship with their traditional land and waters	<p>Council's biennial Customer Satisfaction Survey undertaken in February and March 2019 showed that 83% of Redlands Coast community had strong knowledge (16%) or were aware (67%) of the local Aboriginal community, the Quandamooka People. This is a significant improvement on the previous survey results and continues to show a trend towards increased knowledge of Quandamooka People since 2010. In comparison, in 2016 a total of 76% of Redlands Coast community had a strong level of knowledge (6%) or were aware (70%) of the Aboriginal community. In 2014 a total of 77% had strong knowledge or were aware. In 2012 a total of 72% had strong knowledge or were aware, while in 2010 a total of 60% had strong knowledge or were aware.</p> <p>In 2018–2019 Council promoted Quandamooka culture to the public through inclusion of acknowledgement on all pages of Council's website, all Council events and weekly 'Snapshot' advertisements in the Redland City Bulletin. Quandamooka articles were included in editions of Council's <i>Our Redlands Coast</i> magazine, Council arranged promotion of the Quandamooka Festival including television coverage and promoted Yalingbila Tours – Australia's first Aboriginal-owned whale watching cruise. Council managed a project to develop Quandamooka public art-style place markers at Point Lookout and Amity Point on North Stradbroke Island as part of the Minjerribah Futures program, funded by the Queensland Government, with the artwork set to be in place in late 2019. Council also funded community groups to include Quandamooka cultural dance at events.</p>	✓
Council's progress with implementing the Indigenous Land Use Agreement (ILUA)	The Indigenous Land Use Agreement (ILUA) Capital Works Forum met in December 2018. The Indigenous Land Use Agreement Consultative Committee met in June 2019. Internal sub-committees met quarterly during 2018–2019 to progress the ILUA commitments and other related Aboriginal projects and activities and reports were presented on the activities. Council held three Business Day meetings with Quandamooka Yoolooburrabee Aboriginal Corporation (QYAC) to progress commitments and projects.	✓

## Operational Plan 2018–2019 scorecard

In addition to Performance Indicators (previous page), the *Corporate Plan 2018–2023* sets more specific five-year outcomes. These outcomes highlight key areas of focus. They are delivered through significant activities identified in Council's annual Operational Plan.

Additional information on each of the significant activities is on the following pages.

Highlights of Council's collaborations with Traditional Owners and projects undertaken in Redlands Coast on Quandamooka Country are also featured on pages 54–57.

### Targeted outcomes and significant activities scorecard

2018–2023 Targeted outcomes	2018–2019 Significant activities	Status
<b>4.1</b> Council's organisational and employees' capacity to deliver positive outcomes for Aboriginal communities, including the Quandamooka People, is improved through policy, cultural awareness training and cultural heritage training for elected members and Council employees	4.1.1 Council is committed to continuing its collaborative work with Quandamooka Yoolooburrabee Aboriginal Corporation (QYAC)  In Council's <i>Operational Plan 2019–2020</i> , this activity will be re-aligned to sit as a significant activity under outcome 4.3	★
	4.1.2 Implement culturally appropriate protocols	★
<b>4.2</b> Council's and the community's respect and understanding of the Quandamooka People's relationship with their traditional land and waters continue to improve.	4.2.1 Promote awareness and understanding of Quandamooka culture	★
	4.2.2 Promote traditional knowledge	★
	4.2.3 Maintain and further develop partnerships with the Quandamooka People	★
<b>4.3</b> Council continues to support and resource the delivery of commitments under the Indigenous Land Use Agreement (ILUA) with the Quandamooka People	4.3.1 Support delivery of Indigenous Land Use Agreement (ILUA) commitments	★
<b>4.4</b> Council works with the Quandamooka Traditional Owners to help them achieve their goal of establishing North Stradbroke Island (Minjerrabah) as a global eco-cultural tourism destination	4.4.1 Contribution to implementation of <i>North Stradbroke Island Economic Transition Strategy</i> (NSI ETS)	★
	4.4.2 Promote Quandamooka tourism initiatives	★

These scorecards summarise progress in achieving the outcomes of the *Corporate Plan 2018–2023*. This is central to achieving Council's long-term community plan. Performance is determined by measuring our annual progress against Performance Indicators and significant activities.

- ★ Delivered
- ✓ On track
- ⊕ Monitor

## 2018–2019 significant activity highlights



### 4.1.1 Collaboration in training

Planning for Council's first internal Reconciliation Action Plan (endorsed August 2019) included creating specific actions under the plan relating to employment opportunities and fostering a culturally inclusive workplace. Council engaged Quandamooka providers for internal training. This saw 125 employees attending Quandamooka Cultural Awareness training days during 2018–2019. Council continued promoting Quandamooka Yoolooburrabee Aboriginal Corporation (QYAC) Cultural Heritage training.



### 4.1.2 Promoting cultural protocols

Council continued to observe Welcome to Country and Acknowledgement of Country as per Council's *Indigenous Community Policy*. Employees were offered information sessions during National Reconciliation Week.

Council held public reconciliation events such as the annual NAIDOC showcase at Redland Performing Arts Centre (RPAC) in celebration of NAIDOC Week 2018.



### 4.2.1 Promoting Quandamooka Country

Council promoted Quandamooka culture through *Our Redlands Coast* magazine, media releases, street banners and tourism promotion. Council's new city brand 'Redlands Coast' video featured Quandamooka Elder Dr Robert Anderson OAM 'Uncle Bob' (pictured above). A range of events were delivered through libraries, Redland Performing Arts Centre (RPAC) and Redland Art Gallery (RAG).

Welcome to Country was held at official events. Council continued to pay respect to Quandamooka Country and Elders on regular print advertising and also provided funding for community events to include Quandamooka culture.



### 4.2.2 Cultural awareness

Council continued to promote cultural awareness. Uncle Norm Enoch presented the Welcome to Country at the Redland City Council National Reconciliation Week launch where Joshua Walker's artwork *Kanara Malara – One People* was unveiled. International Women's Day and other public events including authors' talks, children's activities and public information sessions were held.



### 4.2.3 Promoting arts

Council partnered with Quandamooka artists to develop quality exhibitions, programs and performances for inclusion in Redland Art Gallery (RAG) and Redland Performing Arts Centre (RPAC) programs. Public art banners at two mainland and one island location were installed in May 2019 exhibiting works from *Libby Harward: Seeing Country*. Filming was undertaken in April for the *Place of Abundance 2019* video. The RAG-edited film features contributions from Sandra Delaney, Sonja Carmichael, Joshua Walker and Keiron Anderson.

The *Seeing Country* exhibition, curated by Freja Carmichael, officially opened in June 2019 at RAG Cleveland. Dr Robert Anderson OAM 'Uncle Bob' presented the Welcome to Country and the Yulu-Burri-Ba Dancers performed.

Council received financial assistance from the Queensland Government through Arts Queensland's Backing Indigenous Arts initiative to support this exhibition.



#### 4.3.1 ILUA progress

Council continued to manage the Indigenous Land Use Agreement (ILUA) sub-committees and their meetings and monitor progress on ILUA activities. Three Business Day meetings were held in 2018–2019. The ILUA Consultative Committee Meeting was held in June 2019. The quarter three ILUA report was presented to the Executive Leadership Team in April 2019 and the quarter four report prepared for presentation to ELT.



#### 4.4.1 Place markers tell cultural story

Council is lead for *Project 13: Location and Interpretive Signage* in the Minjerribah Futures program under the *North Stradbroke Island Economic Transition Strategy* (NSI ETS) and worked in support of a further 17 of 23 projects under the Queensland Government's NSI ETS. Council contracted the Quandamooka Yoolooburrabee Aboriginal Corporation (QYAC) to deliver two Quandamooka-inspired place markers designed by Quandamooka artists. Council undertook community engagement to inform the artists' concepts for the place markers at Point Lookout (Mulumba) and Amity Point (Pulan).



#### 4.4.2 Cultural tourism

Council worked with the Quandamooka Traditional Owners to develop the new Redlands Coast website that includes promotion of Quandamooka cultural experiences. Council developed marketing campaigns to support tourism on North Stradbroke Island including promotion of Quandamooka cultural tours, the Quandamooka Festival and the new Yalingbila whale watching tour. Council continued to incorporate Quandamooka Jandai dual place naming on all Redlands Coast communications.



Quandamooka man Matthew Burns conducting a cultural awareness session



Wellington Point Farm, Wellington Point (Cullen-cullen)

# 05

## WISE PLANNING AND DESIGN

### Overview

*Corporate Plan 2018-2023*

**4/4**

PERFORMANCE  
INDICATORS  
ON TRACK

**4/4**

TARGETED  
OUTCOMES  
DELIVERED

DELIVERED VIA

*Operational Plan 2018-2019*

**8/8**

SIGNIFICANT  
ACTIVITIES  
COMPLETED

## WISE PLANNING AND DESIGN

We will carefully manage population pressures and use land sustainably while advocating and taking steps to determine the limits of growth and carrying capacity on a local and national basis, recognising environmental sensitivities and the distinctive character, heritage and atmosphere of local communities. A well-planned network of urban, rural and bushland areas and responsive infrastructure and transport systems will support strong, healthy communities.

### Corporate Plan 2018–2023 scorecard

Council's *Corporate Plan 2018–2023* sets five-year Performance Indicators for each Vision Outcome. Progress against these is measured annually, as below.

#### Performance Indicators and progress scorecard

2018–2023 Performance Indicator	2018–2019 progress	Status
Implementation of the <i>Redland City Plan</i> and Local Government Infrastructure Plan (and subsequent twice-year reviews)	<i>Redland City Plan</i> and <i>Local Government Infrastructure Plan</i> commenced on 8 October 2018. Council also commenced an ongoing program of major and minor amendments to the <i>Redland City Plan</i> .	✓
Development consistent with legislation, best practice and community expectations, guided by relevant plans and strategies	All development applications were assessed in accordance with the <i>Planning Act</i> and associated regulation and measured against relevant assessment benchmarks, including the <i>Redland City Plan</i> .	✓
Council meets or improves on Integrated Development Assessment System timeframes	Council achieved 99% compliance for determining development applications within legislative timeframes.	✓
Levels of participation in regional collaboration and advisory groups	Council was represented on the following groups: <ul style="list-style-type: none"> <li>• South East Queensland Development Assessment Managers Group</li> <li>• Urban Development Institute of Australia Redlands Advisory Panel working group</li> <li>• Local Government Association of Queensland working groups – Planning and Development Advisory Group and Regional Economic Development Advisory Group</li> <li>• Logan Redlands Regional Development Australia Committee</li> <li>• Queensland Government steering committees and working groups (various).</li> </ul>	✓

## Operational Plan 2018–2019 scorecard

In addition to Performance Indicators (previous page), the *Corporate Plan 2018–2023* sets more specific five-year outcomes. These outcomes highlight key areas of focus. They are delivered through significant activities identified in Council's annual Operational Plan.

Additional information on each of the significant activities is on the following pages.

### Targeted outcomes and significant activities scorecard

2018–2023 Targeted outcomes	2018–2019 Significant activities	Status
<b>5.1</b> Growth and development in the city is sustainably managed through the adoption and implementation of the <i>Redland City Plan</i> and <i>Local Government Infrastructure Plan</i>	5.1.1 Commence the <i>Redland City Plan</i>	★
	5.1.2 Ensure that infrastructure necessary to support growth in the city is provided through the development assessment process and capital works program	★
<b>5.2</b> Redland City's character and liveability are enhanced through a program of master planning, place-making and centre improvement strategies, including maximising opportunities through the catalyst Toondah Harbour Priority Development Area (PDA) and Redlands Health and Wellbeing Precinct projects to build a strong and connected Cleveland	5.2.1 Coordinate a place management program for key activity centres in Redland City and contribute to master planning for precincts in Redland City	★
	5.2.2 Coordinate planning and guidance for future development and infrastructure delivery for local areas in the city	★
	5.2.3 Identify and protect places of European heritage significance	★
	5.2.4 Develop master plan for Redland Aquatic Redevelopment	★
<b>5.3</b> An effective and efficient development assessment process delivers quality development that is consistent with legislation, best practice and community expectations	5.3.1 Maintain effective systems and processes that underpin quality and timely decision making for development applications	★
<b>5.4</b> Regional collaboration and targeted advocacy drives external funding for key infrastructure upgrades and enhanced community outcomes	5.4.1 Contribute to establishing a South East Queensland City Deal	★

These scorecards summarise progress in achieving the outcomes of the *Corporate Plan 2018–2023*. This is central to achieving Council's long-term community plan. Performance is determined by measuring our annual progress against Performance Indicators and significant activities.

- ★ Delivered
- ✓ On track
- ⊕ Monitor

\* All targeted outcome significant activities in the 2018–2019 Operational Plan were completed. A carry-over project from the 2017–2018 Operational Plan (significant activity 5.2.3 in 2017–2018) remains a monitor. During 2018–2019 purchase negotiations for the acquisition of surplus land owned by the Australian Communications and Media Authority at Birkdale continued. Negotiations with Air Services Australia regarding potential surplus land continued.

## 2018–2019 significant activity highlights



### 5.1.1 City Plan

*Redland City Plan* sets the planning direction of Redlands Coast until 2041, guiding decisions on land use and development. Version 1 of the *Redland City Plan* came into effect on 8 October 2018. Two version updates were also approved during 2018–2019, with Version 3 adopted by Council on 5 June 2019 to come into effect on 17 July 2019.



### 5.1.2 Infrastructure plan projects

Projects identified in Council's *Local Government Infrastructure Plan* have been delivered by Council as part of the annual capital works program or through infrastructure agreements and conditions of development permit approvals for developer-contributed assets.



### 5.2.1 Planning and place-making

Preliminary work to scope the investment attraction plan continued, including liaison with key stakeholders to explore centre improvement initiatives.

Council endorsed the *Cleveland Centre Traffic and Transport Action Plan* that outlines short-term low-cost actions to improve walkability, connectivity and pedestrian safety within the Cleveland Centre.

The *Redlands Health and Wellness Precinct Stage 3 Conceptual Land Use Plan and Strategy* was presented to project partners and stakeholders.



### 5.2.2 Planning for growth

Work was undertaken to prepare the draft *Victoria Point Structure Plan*. The proposed structure plan and consequential amendment will remain confidential until approved for public consultation by the Minister for State Development, Manufacturing, Infrastructure and Planning.

The planning investigation over the Southern Thornlands area, identified in the *South East Queensland Regional Plan* as a Potential Future Growth Area, was deferred to allow consideration of the outcomes of the *Rural Enterprise Industry Sector Strategy and Action Plan 2019–2024*.

Council continued to progress with an Expression of Interest process for the proposed redevelopment of Capalaba Place in partnership with Redland Investment Corporation (RIC).



### 5.2.3 European heritage

A proposed major amendment to the *Redland City Plan* to address local European heritage protection in the city has been prepared and is awaiting finalisation of state interest review, a formal process to ensure the proposed changes are in State Government's interests. When the state interest review has been completed, Council will consider when public consultation on the amendment should commence, subject to budget allocation.



### 5.2.4 Redland Aquatic Redevelopment

The preliminary master plan for the Redland Aquatic Redevelopment was completed.



### 5.3.1 Development assessment

Council's systems and processes continued to be further improved and amended to ensure effective implementation of planning instruments. Council responded to more than 4,000 general planning and development enquiries and assessed and decided more than 900 development applications.



### 5.4.1 South East Queensland City Deal

Council contributed to the joint pitch by the Queensland Government and the Council of Mayors (SEQ) to the Commonwealth Government for a SEQ City Deal. The *SEQ City Deal Proposition: Transforming SEQ* was released on 12 February 2019 .





# SUPPORTIVE AND VIBRANT ECONOMY

## Overview

*Corporate Plan 2018-2023*

**4/4**

PERFORMANCE  
INDICATORS  
ON TRACK

**6/6**

TARGETED  
OUTCOMES  
DELIVERED

DELIVERED VIA

*Operational Plan 2018-2019*

**13/13**

SIGNIFICANT  
ACTIVITIES  
COMPLETED

## SUPPORTIVE AND VIBRANT ECONOMY

Businesses will thrive and jobs will grow from opportunities generated by low-impact industries, cultural and outdoor lifestyle activities, eco-tourism and quality educational experiences. Transport systems will support strong, healthy communities.

### Corporate Plan 2018–2023 scorecard

Council's *Corporate Plan 2018–2023* sets five-year Performance Indicators for each Vision Outcome. Progress against these is measured annually, as below.

#### Performance Indicators and progress scorecard

2018–2023 Performance Indicator	2018–2019 progress	Status
<p>Successful implementation of the <i>Redland City Economic Development Framework 2014–2041</i>.</p> <p>Monitor growth targets: population growth, Gross Regional Product growth, job growth and tourism growth</p>	<p>The <i>Redland City Economic Development Framework 2014–2041</i> identified eight key industry sectors as drivers of future economic growth. In 2018–2019 Council endorsed two industry sector plans that will enhance the local economic capacity of the city, namely:</p> <ul style="list-style-type: none"> <li>• <i>Education and Training Industry Sector Plan 2018–2023</i>; and</li> <li>• <i>Health Care and Social Assistance Industry Sector Plan 2018–2023</i>.</li> </ul> <p>Implementation of the industry sector plans commenced with six of the key initiatives and actions completed.</p> <p>The draft <i>Rural Enterprise Industry Sector Plan 2019–2024</i> was also completed.</p> <p>Redlands Coast's unemployment rate slightly increased from 5.3% (March quarter 2018) to 5.8% (March quarter 2019) (<i>Source: Department of Employment, Skills, Small and Family Business</i>).</p> <p>The headline Gross Regional Product (GRP) of the city was valued at \$5.7 billion (as of 30 June 2018), which was slightly higher than previous year's GRP valued at \$5.5 billion (<i>Source: National Institute of Economic and Industry Research as compiled by economy id</i>).</p> <p>Total tourism employment in 2017–2018 was 2,175, or 5.1% of the city's total employment. In 2017–2018 tourism accounted for 3.3% of the city's total output, or \$408 million. In terms of value, tourism output increased compared to the previous year (from \$382 million to \$408 million). In terms of share with city total output, tourism's contribution remained the same (3.3%) (<i>Source: REMPLAN Economy generated data sourced from ABS June 2017 GSP and ABS 2014/ 2015 National Input Output Tables</i>).</p>	✓
<p>Number of sites developed by Redland Investment Corporation (RIC) for commercial and community benefits</p>	<p>In 2018–2019 Redland Investment Corporation (RIC) commenced work on the Weinam Creek Priority Development Area. The carpark and footbridge application for stage 1 was lodged and work commenced on the Moores Road subdivision. An Expression of Interest campaign was held for the Capalaba Town Centre Revitalisation Project and development approval was lodged for a 13-townhouse development, located at 521 Old Cleveland Road East, Birkdale.</p>	✓
<p>Support negotiations with stakeholders on environment and development approvals for PDAs</p>	<p>In April 2019 the federal Minister for the Department of the Environment and Energy issued the final guidelines for the preparation of extensive environmental impact studies called an Environmental Impact Statement (EIS) for the Toondah Harbour Priority Development Area. The preparation of the EIS started and is expected to take 12 to 18 months (July 2019–December 2020).</p> <p>Redland Investment Corporation (RIC) continued to liaise and negotiate with stakeholders for the Weinam Creek PDA development project. In 2018–2019 RIC negotiated the purchase of a parcel of land on Auster Street, Redland Bay, required for the future boat ramp. Liaison with community groups commenced in 2018–2019 and is ongoing.</p> <p>During 2018–2019 RIC continued to work closely with Redland City Council to ensure population and servicing provisioning is planned for the Weinam Creek PDA. This work will be included in the master plan and assist in infrastructure upgrades.</p>	✓
<p>Finalise the development program for Weinam Creek PDA</p>	<p>The master plan for the Weinam Creek Priority Development Area development was finalised in 2018–2019 with construction sequencing, timeframes and estimates prepared.</p> <p>RIC also progressed private work within the area at the residential lots on Moores Road, Redland Bay. Civil works and construction commenced in 2018–2019, as did the sale of the balance lot on Moores Road. Meissner Street, Redland Bay, development approval also commenced.</p>	✓

## Operational Plan 2018–2019 scorecard

In addition to Performance Indicators (previous page), the *Corporate Plan 2018–2023* sets more specific five-year outcomes. These outcomes highlight key areas of focus. They are delivered through significant activities identified in Council's annual Operational Plan.

Additional information on each of the significant activities is on the following pages.

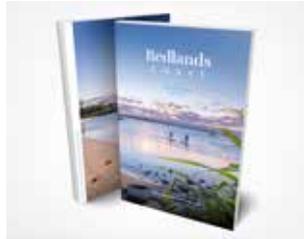
### Targeted outcomes and significant activities scorecard

2018–2023 Targeted outcomes	2018–2019 Significant activities	Status
<b>6.1</b> Council supports infrastructure that encourages business and tourism growth	6.1.1 Lead the implementation of actions in the <i>Redland City Tourism Strategy and Action Plan 2015–2020</i>	★
	6.1.2 Contribute to potential development of a Smart and Connected Cities Framework	★
<b>6.2</b> Redland City delivers events, activities and performances that bring economic and social benefits to the community	6.2.1 Lead the implementation of actions in the <i>Redland City Events Strategy and Action Plan 2017–2022</i>	★
	6.2.2 Deliver events, activities and workshops that contribute to bringing economic and social benefits to the community	★
	6.2.3 Contribute to economic and social impacts across the city	★
	6.2.4 Deliver a destination brand for Redland City	★
<b>6.3</b> Council's involvement in the State Government's North Stradbroke Island Economic Transition Committee supports and aligns with Council's strategic objectives, which help deliver long-term economic sustainability for North Stradbroke Island (Minjerribah)	6.3.1 Coordination of Council's involvement in the <i>North Stradbroke Island Economic Transition Strategy (NSI ETS)</i>	★
<b>6.4</b> Council receives a return on the community's investment in land to enhance economic and community outcomes	6.4.1 Identify and develop strategic opportunities for Redland City Council landholdings	★
<b>6.5</b> Growth in key sectors identified in Council's Economic Development Framework is supported through the development and implementation of action plans by the Industry Economic Development Advisory Board	6.5.1 Provide secretariat support to the Redlands Economic Development Advisory Board	★
	6.5.2 Deliver industry-enabling action plans and a targeted investment attraction strategy	★
<b>6.6</b> Development will be facilitated specifically in the Toondah Harbour Priority Development Area and Weinam Creek Priority Development Area with a focus on economic growth	6.6.1 Facilitate the development of the Toondah Harbour Priority Development Area in partnership with Economic Development Queensland	★
	6.6.2 Facilitate the development of the Weinam Creek Priority Development Area in partnership with Economic Development Queensland	★
	6.6.3 Collaborate with stakeholders on planning for Priority Development Areas (PDAs)	★

These scorecards summarise progress in achieving the outcomes of the *Corporate Plan 2018–2023*. This is central to achieving Council's long-term community plan. Performance is determined by measuring our annual progress against Performance Indicators and significant activities.

- ★ Delivered
- ✓ On track
- ⬇ Monitor

## 2018–2019 significant activity highlights



### 6.1.1 Tourism Strategy

Council continued to complete actions of the *Tourism Strategy and Action Plan 2015–2020*. Council launched two Redlands Coast websites, new Redlands Coast Facebook and Instagram accounts, Redlands Coast tourism videos and the new Redlands Coast holiday guide. Council relocated the Visitor Information Centre from the IndigiScapes Centre at Capalaba to Cleveland town centre, Raby Bay, to better serve visitors and locals.

Council assisted the Queensland Tourism Industry to deliver two digital-ready programs that focused on building the capability of the local tourism industry. The Redlands Coast tourism sub-committee, chaired by Council and comprising tourism industry representatives and Council, met five times.



### 6.1.2 Smart Cities progress

Council continued to lead the delivery of the Advancing Regional Innovation Program in partnership with Logan City Council and Griffith University. The program enhances the innovation and entrepreneurial ecosystem across the region and builds connections to create a smart city into the future.

Activities and initiatives targeted business start-ups, young people, seniors, established businesses, schools and universities.

Activities included delivery of Startup Redlands, monthly pitch nights, business mentoring, workshops for senior entrepreneurs and businesses and an 'Innovation in Aged Care' Summit.



### 6.2.1 Implementing events strategy

Council continued to complete the actions of the *Redland City Events Strategy and Action Plan 2017–2022*.

Council delivered an online events portal on Council's website and established a pool of event equipment available at no charge to event organisers.

Council delivered industry development events, including the annual Redlands Coast Tourism and Events Forum attended by more than 170 people and an event management masterclass attended by more than 40 people.

Council delivered 23 events and supported 84 community events.



### 6.2.2 Delivering events

Council delivered events, activities, workshops and community safety initiatives throughout the year targeting young people, seniors, people with disabilities, the community services sector, schools and the business community across Redlands Coast. Highlights included the Redlands Coast Innovation and Aged Care Summit, Seniors Week and Youth Week celebrations, Redlands Coast Amazing Race and a number of Youth Adventure Day Out events. These events have contributed positively to community wellbeing and delivered social, economic and community safety outcomes.



### 6.2.3 Creating social impacts

Redland Performing Arts Centre (RPAC) and Redland Art Gallery (RAG) presented a program of performances, exhibitions, arts workshops and community arts events that attracted an audience of more than 115,000 people to the Cleveland central business district.

Artworks and performances, including national touring theatre, contemporary and classical music, comedy, children's theatre, physical theatre and circus activities were programmed to offer diversity and quality to the Redlands Coast community. A program of Public Artworks was installed across the city including works at Cleveland, Wellington Point, Coochiemudlo Island and North Stradbroke Island.



## Redlands coast

**6.2.4 Destination Redlands Coast**  
The new city brand, Redlands Coast, was rolled out. Council delivered two websites, 10 Redlands Coast videos, social media platforms and four marketing campaigns. These included a launch campaign that resulted in 55% awareness of the brand after four months in market, a campaign focused on encouraging locals to explore their own backyards, a shop local campaign and a winter campaign to increase visitation during the low season.



### 6.3.1 NSI ETS collaboration

The North Stradbroke Island Economic Transition Strategy (NSI ETS) working group, established by Council, includes representatives from the Department of Innovation, Tourism Industry Development and the Commonwealth Games. The NSI ETS working group continued to meet throughout the year. Council also attended bi-monthly NSI ETS Implementation Committee meetings.



### 6.4.1 Strategic land opportunities

Redland Investment Corporation (RIC) in partnership with Redland City Council held an Expression of Interest campaign to source proponents to deliver an innovative and landmark development to support the revitalisation of Capalaba.



### 6.5.1 Economic development support

The Redlands Economic Development Advisory Board met quarterly throughout the year. The Board provided strategic advice to Council on implementation of the *Redland City Economic Development Framework 2014–2041* and the development and implementation of industry sector plans, with all performance measures for economic growth on target.



### 6.5.2 Action plan delivery

Implementation continued on the 2018–2019 actions under the *Education and Training Industry Sector Plan 2018–2023*. The second Education Roundtable was successfully

held. Council participated in a Redlands Youth Jobs Festival event that highlighted training and career pathways for young people. Engagement with key stakeholders on the findings of the *Redlands Health and Wellness Precinct Master Plan* project continued as part of the *Health Care and Social Assistance Industry Sector Plan 2018–2023*. Work continued on the development of the investment attraction plan aligned to the key industry sectors.



### 6.6.1 Toondah Harbour PDA

Redland Investment Corporation (RIC) and Walker Group continued to work closely in consultation with Economic Development Queensland. The Toondah Harbour Priority Development Area project has progressed to the Environmental Impact Statement (EIS) phase. This phase will take approximately 12 to 18 months.



### 6.6.2 Weinam Creek PDA

Redland Investment Corporation (RIC) continued to work closely with Redland City Council to progress the Weinam Creek Priority Development Area project. Civil and earthworks commenced on stage one of the project, which includes the car park and residential lots on Moores Road. Development of the master plan commenced.



### 6.6.3 PDA planning

Council-appointed representatives attended Local Representative Committee meetings and made decisions on applications relating to the Toondah Harbour and Weinam Creek Priority Development Areas under delegation of, and on behalf of, the Minister for Economic Development Queensland.



Raby Bay Foreshore Park, Cleveland (Nandeebie/Indillie)

# 07

## STRONG AND CONNECTED COMMUNITIES

### Overview

*Corporate Plan 2018-2023*

**5/5**  
PERFORMANCE  
INDICATORS  
ON TRACK



**5/5**  
TARGETED  
OUTCOMES  
DELIVERED



**DELIVERED VIA**  
*Operational Plan 2018-2019*

**10/10**  
SIGNIFICANT  
ACTIVITIES  
COMPLETED

## STRONG AND CONNECTED COMMUNITIES

Our health, wellbeing and strong community spirit will be supported by a full range of services, programs, organisations and facilities and our values of caring and respect will extend to people of all ages, cultures, abilities and needs.

### Corporate Plan 2018–2023 scorecard

Council's *Corporate Plan 2018–2023* sets five-year Performance Indicators for each Vision Outcome. Progress against these is measured annually, as below.

#### Performance Indicators and progress scorecard

2018–2023 Performance Indicator	2018–2019 progress	Status
Number of community activities delivered	<p>Council's Communication, Engagement and Tourism Group delivered 23 community and corporate events attended by approximately 26,600 people, including Christmas By Starlight that attracted approximately 10,000 people. Council also assisted groups to deliver 84 community events attended by approximately 237,000 people. In addition, the Redland Art Gallery (RAG) delivered a total of 122 activities, including 23 exhibitions, seven exhibition openings, 64 workshops, 14 gallery tours, 10 floor talks and four volunteer events with total overall attendances of 46,451 patrons.</p> <p>The Redland Performing Arts Centre (RPAC) delivered 318 activities including 53 entrepreneurial, 23 commercial, 26 internal and 216 community events with 34,059 tickets sold and overall attendances of 55,745 patrons.</p> <p>Redland Libraries delivered a total of 1,478 events and activities engaging 41,702 attendees. The overall attendance for Redland libraries was 539,484.</p> <p>The Strengthening Communities Unit delivered Redlands Coast Amazing Race attended by 160 people and seniors events attended by more than 400 people.</p>	✓
Number of community groups with leases/permits for Council facilities	<p>There are 125 existing tenure arrangements (Leases and Licences to Occupy). These arrangements cover both freehold (Council-owned) and Trust (state-owned) properties. Of these, 88 are on freehold land and the remaining 37 on Trust land.</p>	✓
Number of volunteers and hours donated towards Council projects	<p>During 2018–2019, around 1,034 volunteers contributed approximately 27,860 hours of service across various Council programs. Volunteers participated in restoring conservation areas by planting local native species, removing weeds and rubbish and monitoring flora, fauna and water quality as part of Council's bushcare programs. Volunteers also rescued and cared for native wildlife through the Wildlife Care Network and Wildlife Rescue Ambulance as well as helping out at the Animal Shelter.</p> <p>Volunteers were involved in environmental planning research programs, assisting in the nursery, café and events at IndigiScapes Centre along with involvement in the glossy black cockatoo survey and Coochiemudlo Island curlew count. Volunteers also complemented the adult literacy program at Redland libraries, provided assistance at the Redland Art Gallery (RAG) and contributed community support through the strengthening communities program.</p>	✓
Implementation of <i>Redland City Disaster Management Plan</i>	<p>Council's focus in 2018–2019 was on the development of island-based disaster management plan information to complement existing disaster management planning. The plan was assessed against the <i>Emergency Management Assurance Framework</i> standards as outlined by the Office of the Inspector-General Emergency Management and was found to perform to a strong level.</p> <p>Council's community education program continued, with focus on bushfire-prone areas and isolated communities. Information flyers were developed and distributed to better inform island communities of disaster preparedness actions residents should undertake.</p>	✓
Amount of land that is available for sport to meet current and future needs	<p>Master planning commenced on Redlands Coast Regional Sport and Recreation Precinct at Heinemann Road, Mount Cotton. Initial studies indicated that this site could provide up to 25 hectares of future sporting land.</p>	✓

## Operational Plan 2018–2019 scorecard

In addition to Performance Indicators (previous page), the *Corporate Plan 2018–2023* sets more specific five-year outcomes. These outcomes highlight key areas of focus. They are delivered through significant activities identified in Council's annual Operational Plan.

Additional information on each of the significant activities is on the following pages.

### Targeted outcomes and significant activities scorecard

2018–2023 Targeted outcomes	2018–2019 Significant activities	Status
<b>7.1</b> Festivals, events and activities bring together and support greater connectivity between cross-sections of the community.	7.1.1 Celebrate the cultural life of the region	★
<b>7.2</b> Council maximises community benefit from the use of its parklands and facilities by improving access to, and the quality and shared use of, public spaces and facilities by groups for sporting, recreational and community activities	7.2.1 Plan, provide and advocate for essential social infrastructure for community activities	★
	7.2.2 Develop innovative and accessible library services as part of the implementation of the <i>Library Services Strategy 2017–2022</i>	★
	7.2.3 Plan for effective sport and recreation at Heinemann Road, Redland Bay	★
	7.2.4 Manage community access of Council sport and recreation facilities	★
	7.2.5 Encourage community use and participation	★
<b>7.3</b> Council's assessment of community issues and needs provides timely opportunities to pursue grants and partnerships that realise long-term benefits	7.3.1 Deliver Council's Grants and Sponsorship Program	★
	7.3.2 Develop programs to encourage reading and all forms of literacy as part of the implementation of the <i>Library Services Strategy 2017–2022</i>	★
<b>7.4</b> Council supports volunteerism and participation in civic projects through clear and supportive Council processes to reduce red-tape and engage and recruit volunteers for Council projects	7.4.1 Provide volunteering and work experience opportunities for the community	★
<b>7.5</b> The community's preparedness for disasters is improved through community education, training and strong partnerships between Council and other agencies	7.5.1 Improve disaster preparedness	★

These scorecards summarise progress in achieving the outcomes of the *Corporate Plan 2018–2023*. This is central to achieving Council's long-term community plan. Performance is determined by measuring our annual progress against Performance Indicators and significant activities.

- ★ Delivered
- ✓ On track
- ⊕ Monitor

## 2018–2019 significant activity highlights



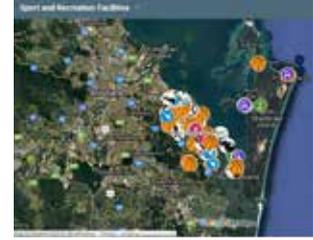
### 7.1.1 Celebrating cultural life

Council assisted the delivery of more than 84 community-organised events attended by approximately 237,000 people. Council also delivered 23 community or corporate events, attended by 26,600 people. These events included Christmas by Starlight, Redlands Coast Australia Day Awards, five citizenship ceremonies, Lighting of the Christmas Tree, Dîner en Rouge, Redlands Coast Volunteers' celebration and the Redland City Mayoral Prayer Breakfast.



### 7.2.2 Accessible library services

Redland Libraries successfully implemented radio frequency identification (RFID) technology across three of its libraries. This involved tagging every item and adding self-service check in and check out equipment. The new system provides a user-friendly customer experience, reduced manual handling for employees and has created additional space for customers within each library. The team continued to support customers to use the new system and is continuing to review processes.



### 7.2.4 Sport and recreation facilities

To streamline existing arrangements and provide clarity to sports and recreation clubs, Council has reviewed a number of arrangements when clubs seek to undertake work or projects on Council facilities. This includes a review of land owners' consent and the process for implementing sports field lighting. Council's website has been updated with improved mapping of sport and recreation facilities, sport and recreation clubs, popular parks and exercise equipment and playgrounds to provide visibility and information on the available facilities for the community.



### 7.2.1 Advocating for social infrastructure

Council undertook planning and advocacy activities to address community needs. A review of the Social Infrastructure Strategy 2009 was completed and research and consultation was undertaken to inform the development of the *Age Friendly City Strategy* in 2019–2020. Council adopted the homelessness policy and advocacy continued to address the homelessness service response in the city. A range of potential options for a community hub were explored, with a viable outcome still to be identified. A concentrated advocacy and collaboration approach on the Southern Moreton Bay Islands (SMBI) focused on addressing service gaps and resulted in improved community service delivery to the island communities.



### 7.2.3 Sports planning

The master planning process for Redlands Coast Regional Sport and Recreation Precinct is well underway, with assistance from the Queensland Government and in consultation with the community. Initial technical studies on cultural heritage and the environment were completed. Needs analysis to understand trends and emerging issues, as well as supply and demand investigations and detailed site planning studies, commenced. In 2018–2019 Council also commenced geo-technical studies for the precinct and developed a project plan which will inform and guide future delivery.



### 7.2.5 Encouraging community participation

The Redlands Healthy and Active Program (RHAP) provided 115 programs over the year. Council partnered with local health and fitness providers to deliver low-cost activities to more than 9,500 attendees, which was an average participation rate of eight people per session. Council also supported community organised events such as Redlands Coast Fun Run, a new event to Redlands Coast, which attracted more than 1,100 participants. Other community events such as RedFest and the Cleveland Caravan, Camping, Boating and 4x4 Expo attracted significant interest.



### 7.3.1 Grants and sponsorship

Council successfully administered the Grants and Sponsorship Program in 2018–2019 providing financial assistance to individuals and organisations to support the delivery of projects that benefit the local community. During the year, Council awarded 69 grants and sponsorships totalling \$560,059.



### 7.3.2 Creating a love of reading

A wide range of programs and events to encourage reading and all forms of literacy have been delivered. In 2018–2019 the adult literacy program supported 16 adult learners by matching them with volunteer tutors. A total of 683 individual digital literacy sessions ('Ask IT') have been delivered. The home delivery service made 2604 deliveries of library resources, including books, magazines, CDs and videos to housebound clients. First 5 Forever, a program to support early literacy for children aged 0–5 years, continued to be delivered across Redlands Coast as well as other children's programs to encourage literacy.



### 7.4.1 Volunteer on Redlands Coast

Council continued to provide volunteering and work experience opportunities to the community across a range of business units. A volunteer management project team delivered a recommendations report following a review of Council's governance and compliance requirements.



### 7.5.1 Disaster preparedness

Council undertook seven separate community engagement events in collaboration with the member agencies of the Redland City Local Disaster Management Group. The community engagements included presentations to primary schools, information displays at the Amazing Race, Seniors Expo, Aged Care Forum and Easter Fest events. Planning commenced for the 2019 Disaster Management Exercise which will continue to strengthen partnerships with the agencies of the Local Disaster Management Group as we work together to keep the community safe during disaster events.





Cleveland (Nandeebie/Indillie)

# INCLUSIVE AND ETHICAL GOVERNANCE

## Overview

*Corporate Plan 2018-2023*

**6/6**

PERFORMANCE  
INDICATORS  
ON TRACK



**5/5**

TARGETED  
OUTCOMES  
DELIVERED



**DELIVERED VIA**

*Operational Plan 2018-2019*

**9/9**

SIGNIFICANT  
ACTIVITIES  
COMPLETED

## INCLUSIVE AND ETHICAL GOVERNANCE

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

### Corporate Plan 2018–2023 scorecard

Council's *Corporate Plan 2018–2023* sets five-year Performance Indicators for each Vision Outcome. Progress against these is measured annually, as below.

#### Performance Indicators and progress scorecard

2018–2023 Performance Indicator	2018–2019 progress	Status
Financial Strategy Key Performance Indicators including measures of sustainability	Performance on these indicators can be found in the Community Financial Report on pages 14–21.	✓
Effective implementation and performance reporting on the Corporate Plan	The annual <i>Operational Plan 2018–2019</i> identifies the 70 significant activities that Council planned to undertake to progress the eight Vision Outcomes articulated in the <i>Corporate Plan 2018–2023</i> . Progress of the significant activities was reported on a quarterly basis in the Operational Plan Performance Reports. In 2018–2019 Council completed all 70 significant activities identified in the <i>Operational Plan 2018–2019</i> . Council also progressed four carried forward activities from the <i>Operational Plan 2017–2018</i> . Three of the four carried forward activities were completed in 2018–2019 and the progress of one carried forward activity is being monitored. Council's annual performance of significant activities is published in this annual report.	✓
All Council employees have clear, achievable goals aligned to corporate objectives and managed via the <i>MyGoals Performance Framework</i>	MyGoals performance management conversations occurred between July and September 2018, cascading through the organisation from executive and senior leaders to employees. Overall, 695 MyGoals conversations were recorded (an increase from 548 completed in 2017) to improve line of sight between individual and Council performance.	✓
Community satisfaction with engagement activities	Council's biennial Customer Satisfaction Survey tested community perception of importance and performance in 37 Council activity areas. Undertaken in February and March 2019, it showed that 84% of Redlands Coast community believed Council did a very good, good or fair job of informing the community, while 64% of respondents thought Council did a very good, good or fair job of consulting with the community.  Overall participation by community members on Council's 'Your Say' digital community engagement site increased by 64% to 1,800 active participants. This improvement aligns with changes made to participation requirements that allow those interested in having their say to do so without first having to register. There were around 33,600 visits to Council's 'Your Say' page.  Community engagement projects used innovative feedback methods. The draft <i>Redlands Coast Transport Strategy</i> used interactive mapping that allowed participants to drop virtual pins onto a map and upload commentary, photos or video. This project also saw our first delivery of engagement activities through Instagram. Conducting engagement activities on digital platforms also encouraged participation by younger demographics. Social media continued to grow in importance as both engagement and awareness mechanisms.	✓
Monitor and govern asset management maturity and capacity	Council adopted the <i>Strategic Asset Management Plan (SAMP)</i> in compliance with the ISO 55001 standard. The SAMP specifies how organisational objectives are converted into asset management objectives, the approach for developing <i>Asset and Service Management Plans (ASMPs)</i> and the role of the Asset Management System (AMS). Council completed an update of all ASMPs and planned the 10-year capital portfolio, which was prioritised for the annual budget.	✓
Strategic alignment and delivery of Council's project portfolio	Council's financial year 2018–2019 program and project portfolio was defined through a structured prioritisation process, with alignment to strategic objectives and incorporating the outcomes of comprehensive Strategic Asset Planning. Delivery of the portfolio has been undertaken through service units and delivery teams, with the Portfolio Management Office providing governance oversight.	✓

## Operational Plan 2018–2019 scorecard

In addition to Performance Indicators (previous page), the *Corporate Plan 2018–2023* sets more specific five-year outcomes. These outcomes highlight key areas of focus. They are delivered through significant activities identified in Council's annual Operational Plan.

Additional information on each of the significant activities is on the following pages.

### Targeted outcomes and significant activities scorecard

2018–2023 Targeted outcomes	2018–2019 Significant activities	Status
<b>8.1</b> Council's Information Management Strategy and technology systems are engineered to increase efficiency and provide excellent customer service outcomes	8.1.1 Transition hardware to a new data centre	★
	8.1.2 Transition hardware to a new disaster recovery site	★
<b>8.2</b> Council produces and delivers against sustainable financial forecasts as a result of best practice capital and asset management plans that guide project planning and service delivery across the city	8.2.1 Improve whole-of-Council asset management	★
<b>8.3</b> Implementation of the Corporate Plan is well coordinated across Council and through a delivery mechanism that provides clear line of sight, accountability and performance measurement for all employees	8.3.1 Improve strategic alignment	★
	8.3.2 Prioritise Council's portfolio of projects	★
	8.3.3 Improve alignment between individual and Council performance	★
<b>8.4</b> A continuous improvement focus underpins the organisation, creating a supportive environment for ideas and positive, well-managed change that enhances internal and external outcomes	8.4.1 Continue to build change management capability	★
	8.4.2 Drive improvements in efficiency and effectiveness	★
<b>8.5</b> Council uses meaningful tools to engage with the community on diverse issues so that the community is well informed and can contribute to decision making	8.5.1 Conduct community engagement on a diverse range of issues	★

These scorecards summarise progress in achieving the outcomes of the *Corporate Plan 2018–2023*. This is central to achieving Council's long-term community plan. Performance is determined by measuring our annual progress against Performance Indicators and significant activities.

- ★ Delivered
- ✓ On track
- ⊕ Monitor

## 2018–2019 significant activity highlights



### 8.1.1 Data centre hardware migration

Council progressed transition of hardware to the new data centre, delivered in 2017, that houses Council's data. Technical components were completed. The data centre contains hardware module racks, a new server program and contains environmental controls including integral inhalation and fire protection systems. The new data centre has been built to accommodate rapid growth in technology and to ensure Council stores its data in a safe and efficient way.



### 8.2.1 Strategic Asset Management Plan (SAMP)

Council developed the *Strategic Asset Management Plan (SAMP)*. The SAMP was developed through engagement with internal stakeholders and Council's Capital and Operational Advisory Board. Council completed the annual ASMPs update and planned 10-year capital portfolio investment, which was prioritised for the annual budget. The Asset Management Project has procured asset management technology, which will support our asset management maturity.



### 8.3.1 Improving strategic alignment

Council has seen an improvement in strategic alignment through the implementation of the *Integrated Strategic Planning Framework*. The framework, along with supporting tools and templates, has reinforced a consistent approach to our strategic planning governance processes. An internal integrated planning working group has helped strengthen the connections through the annual planning cycle to ensure planning processes are connected and there is a strong line of sight between strategic, tactical and operational planning.



### 8.1.2 New disaster recovery site

Council has refurbished an existing data centre facility that is now fully functional to ensure when disasters hit the city, systems and communication will keep running to support the community. Council has been able to retire ageing information technology infrastructure and implement a resilient facility to house critical information technology disaster recovery infrastructure. Utilising modern power and cooling technology, Council has lowered the carbon footprint and provided significant reduction in operational costs.



### 8.3.2 Prioritising projects

Prioritisation of Council's capital investment portfolio was completed. The Executive Leadership Team endorsed the prioritised capital portfolio, which Council adopted at Council's Special Budget Meeting on 27 June 2019.



### 8.3.3 Aligning performance

Executive and senior management performance agreements were aligned to the Council's MyGoals annual performance appraisals used for all employees, with a stronger focus this year on leaders coaching individuals. Management performance conversations occurred during July 2018 and were cascaded throughout the organisation through MyGoals conversations with all employees.



### 8.4.1 Change management capability

This year change management was implemented in Council's practice through delivery of a structured centre-led methodology, employee training and alignment with the Portfolio Management Office. A key achievement was the formation of a change management portfolio and 'heat map', promoting a Council view of the people-related changes taking place and their impact on employees. This view informed decisions about the timing of organisation-wide projects to maximise adoption and use of the projects' change outcomes. Change management training was also delivered to support projects enhancing internal and external outcomes.



### 8.4.2 Driving efficiencies

The Business Transformation Program was defined, and the framework tested to support the organisation to undertake strategic transformation, cross-functional service improvements and continuous improvement. Two new training courses were rolled out over four sessions with 51 attendees to boost innovative thinking for business improvement. A toolkit to support the innovation process across the organisation was developed, released and further refined. See page 48 for more on the Business Transformation Program.



### 8.5.1 Engaging with our community

Community consultation activities utilised a range of methods including information-rich 'Talk to a Planner' activities, user intercept surveys and digital tools including Council's 'Your Say' platform and social media. See page 50 for more details on Council's community engagement.







# STATEMENTS OF OPERATIONS

COUNCIL-OWNED COMPANY:

- Redland Investment Corporation

BUSINESS UNITS:

- RedWaste
- Redland Water



Weinam Creek concept artist's impression

# REDLAND INVESTMENT CORPORATION BUSINESS UNIT STATEMENT OF OPERATIONS AND ANNUAL REPORT

## Beneficial enterprise statement of operations

Redland Investment Corporation (RIC) was established by Redland City Council in 2014 to identify alternate revenue sources, new business opportunities and realise value for Council and the Redlands Coast community.

## Key Projects 2018–2019

In the 2018–2019 financial year, RIC continued to focus on unlocking value from Council assets, to generate value and benefit the Redlands Coast community.

One of RIC's key achievements included the sale and settlement of 13 townhouses at Ava Terraces, located at 9–11 Oaklands Street in Alexandra Hills. A Development Approval was also received for 13 townhouses at 521 Old Cleveland Road East, Birkdale.

RIC provided property project management and professional and administration services for the Capalaba Town Centre Revitalisation Project and Toondah Harbour and Weinam Creek Priority Development Areas (PDAs). This included facilitating the sub-division of 3–11 Moores Road, Redland Bay within the Weinam Creek PDA. The land was sub-divided into a one hectare lot and nine improved residential land parcels. RIC settled on the sale of the one hectare lot and embarked on selling the residential lots in 2018–2019.

Additionally, RIC also managed an Expression of Interest Campaign to source proponents to deliver the Capalaba Town Centre Revitalisation Project, which has since progressed to the Request for Detailed Proposal stage.

## Vision

RIC strives to be an innovative, responsible and financially sustainable company that achieves its business objectives and creates value for the Redlands Coast community and Council.

## Mission

- Grow the economy through facilitating development and business opportunities, while supporting local jobs.
- Deliver high-quality, exemplary projects that consider the environment, community and best practice industry principles.
- Balance the long-term impacts of investment decisions with financial returns and consideration of the community's broader needs, including social and environmental aspects.
- Manage and achieve Council outcomes.
- Negotiate nominated commercial negotiations on behalf of Council and provide a better financial return for the Redlands Coast community.
- Focus on delivering place-making and city building projects providing economic growth and community benefit for Redlands Coast.
- Build profitable, successful projects and respected relationships with business groups and the community.

## Our Values

- **Safety first** – we ensure our own safety and the safety of others.
- **Ethical and responsible decision making** – we honour our commitments and are open, honest and transparent.
- **Safeguard perpetual financial success** – we maintain profitability and control costs and pursue innovation and revenue diversification.
- **Earn the trust and respect of the customers and the community** – we are customer service-oriented and take care to understand Council's and the community's needs.
- **Promote a positive workplace** – we encourage engagement, creativity and acknowledge achievements.

RIC produces its own annual report which can be found on Council's website.





JJ Richards  
& Sons Pty Ltd

Thanks for  
**RECYCLING**

J.J. RICHARDS  
WASTE SERVICE

# REDWASTE STATEMENT OF OPERATIONS

## Business Unit Statement of Operations and Annual Report

RedWaste, a commercial business unit of Redland City Council, is Council's waste management unit. It is responsible for:

- collecting kerbside waste, recycling and green waste bins
- collecting waste and recycling from park and street bins
- reducing waste to landfill through recycling and resource recovery activities
- operating two mainland and six island waste handling facilities including Council's reuse shop RecycleWorld
- maintaining existing and planning for future waste and recycling infrastructure
- providing waste and recycling education and extension programs
- delivering programs and initiatives to meet Council's waste strategy targets for waste reduction and resource recovery.

RedWaste provided services to Council and the community in accordance with the *RedWaste Annual Performance Plan (APP) 2018–2019*. In 2018–2019 RedWaste provided essential waste and recycling collection services to 61,204 households and managed 100,840 tonnes of solid waste from domestic sources. Of this amount, 44.9% was recycled or recovered, which was an increase of 0.2% from the previous financial year.

## Our statutory duties

This annual report has been provided to meet the requirements of the *Local Government Act 2009* and the *Local Government Regulation 2012*. This legislation requires RedWaste to report annually on its operations and performance and includes information on:

- changes made to the annual performance plan during the year
- impacts of the annual performance plan, including:
  - financial position
  - operating surplus or deficit
  - prospects
- details of Council's direction to the unit.

## Redland City Council's Waste Strategy

Council's waste management strategy, the *Waste Reduction and Recycling Plan 2015–2020*, was adopted in December 2015. The plan sets the direction for increasing recycling and resource recovery and builds on the previous 10-year waste plan. It sets objectives and targets and an implementation plan for 2015 to 2020. A review of this Plan did not occur in 2018–2019 as the Queensland Government delivered significant waste reform by drafting a new *Waste Strategy to 2050* and introducing a waste disposal levy. Council's waste strategy will be reviewed in 2019–2020.

## Highlights and achievements delivered under the *Waste Reduction and Recycling Plan 2015–2020*

- Council continued to plan its waste and recycling services and identify regional collaboration initiatives by participating in working groups with key partners across south-east Queensland and the Local Government Association of Queensland (LGAQ).

- A Council response was prepared in response to the draft *Queensland Waste Management and Resource Recovery Strategy*. Stronger targets and a new direction were set to increase resource recovery and reduce waste to landfill which will require greater action by local government and the Redlands Coast community over the next few decades.
- Council resolved to participate in a regional Expression of Interest (EOI) process for new waste and resource recovery services as part of identifying future opportunities to align with new direction from the Queensland Government. Progress was made in scoping the specification for a new interim waste disposal tender until the EOI outcomes are known.
- Council participated in working groups to identify operational requirements in preparation for the introduction of a new State Government waste disposal levy. Communication about the levy was published on Council's website.

## Specific highlights for 2018–2019

- Domestic kerbside recycling performance increased slightly by 0.9% to 26.9% in 2018–2019 compared to 2017–2018.
- Diversion of domestic waste to recycling, resource recovery or reuse at Council's eight waste transfer stations declined by 1% to 66.7% in 2018–2019 compared to 2017–2018.
- Total domestic waste diverted from landfill (resource recovery) was 44.9% in 2018–2019, a decrease of 0.2% from 2017–2018.
- The kerbside green organics wheelie bin collection service continued to grow and was accessed by 13,874 households, or 23% of eligible (mainland) properties, in 2018–2019. This compares to 11,518 households in 2017–2018 and 10,348 households in 2016–2017.
- 4,207 tonnes of scrap metal and 258 tonnes of e-waste were recovered at Council waste transfer stations in 2018–2019. This is less than the 4,648 tonnes of scrap metal recovered in 2017–2018 and the 4,382 tonnes recovered in 2016–2017.
- The gas extraction system was expanded to install more wells and 25,959 tonnes of carbon dioxide (CO<sub>2</sub>e) emissions were reduced through Council's landfill gas renewable energy facility at the Birkdale closed landfill. This is less than the reduction of 30,140 tonnes equivalent in 2017–2018 and 30,734 tonnes equivalent in 2016–2017 at the facility. The decrease in landfill gas extraction reflects the ageing nature of the waste deposited in the landfill and the decline in landfill gas production over time.
- Redlands Coast residents participated in Garage Sale Trail 2018 with a total of 50 garage sales held across the weekend of 20–21 October 2018, resulting in approximately 18 tonnes of waste diverted from landfill.
- Three contracts commenced in 2018–2019 including a new 12-year Waste, Recycling and Green Waste Collection Services contract awarded to JJ Richards & Sons Pty Ltd; Collection, Transport and Processing of Green Waste and Timber awarded to Wood Mulching Industries and the Home Assist Bulky Waste Collection Service awarded to STAR Community Services.
- The Queensland Government introduced the Container Refund Scheme on 1 November 2018. There are nine drop off points in Redlands Coast including Capalaba, Cleveland, Victoria Point and Mount Cotton.
- A recycling bin promotion for National Recycling Week 2018 resulted in more than 1,100 larger 340L recycling bins being issued to Redlands Coast households.

## What we did

	2015–2016	2016–2017	2017–2018	2018–2019
<b>Number of domestic waste collections</b>				
Waste and recycling	57,080	57,669	59,843	<b>61,204</b>
Green waste	9,361	10,348	11,518	<b>13,874</b>
<b>Recyclable material diverted from kerbside waste stream</b>				
Total kerbside domestic waste (tonnes)	56,243	59,098	60,679	<b>57,569</b>
Total kerbside co-mingled recycling (tonnes)	11,814	12,176	12,136	<b>11,223</b>
Total kerbside green waste (tonnes)	2,677	3,072	3,654	<b>3,985</b>
Percentage of kerbside material diverted from landfill (%)	25.8%	25.9%	26.0%	<b>26.9%</b>
<b>Recoverable material diverted from landfill at waste transfer stations</b>				
Total domestic waste received at transfer stations (tonnes)	47,650	46,395	47,010	<b>45,948</b>
Materials diverted for recycling/reuse at transfer stations (tonnes)	34,687	33,140	32,553	<b>30,658</b>
Material diverted from landfill at transfer stations (%)	73%	71%	67.7%	<b>66.7%</b>
<b>Kilograms per household per week</b>				
Kerbside domestic collection (waste, recycling and green waste)	18.9	19.7	19.5	<b>18.1</b>
Kerbside waste collection	13.8	14.6	14.4	<b>13.3</b>
Kerbside recycling collection (recycling and green waste)	4.9	5.1	5.1	<b>5.2</b>
<b>Resource recovery rate – total domestic waste material diverted for reuse and recycling</b>				
Total domestic waste handled (tonnes)	103,893	104,363	107,581	<b>100,840</b>
Total waste diverted from landfill (tonnes)	49,178	48,135	48,089	<b>45,322</b>
Waste recycled (% of total waste)	47.3%	46.1%	44.7%	<b>44.9%</b>
<b>Complaints and compliments</b>				
Percentage of missed service complaints (%)	0.028%	0.024%	0.029%	<b>0.022%</b>
Percentage of other complaints (%)	0.003%	0.002%	0.002%	<b>0.001%</b>
Number of compliments	24	24	42	<b>30</b>

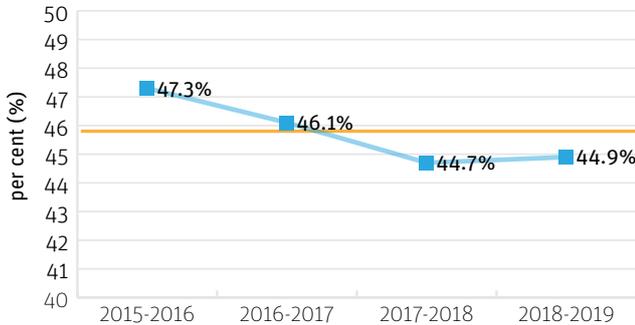
## Annual Performance Plan (APP) – Key Performance Indicators (KPIs)

	<i>Key Performance Indicator</i>	<i>APP yearly target</i>	<i>Actual</i>	<i>Achieved</i>
<b>Green living</b>	Municipal solid waste resource recovery rate	Min 45.8%	44.9%	●
<b>Healthy and natural environment</b>	% compliance with Department of Environment and Science waste licence requirements for waste management facilities	Min 98%	99%	●
<b>An efficient and effective organisation</b>	Waste operating revenue	+/- 5%	1.98%	●
	Waste operating goods and services	+/- 5%	.32%	●
	Waste capital expenditure	+/- 5%	-13%	●
	Lost time injury*	Max 20	0	●
	Missed service complaints	<0.035%	0.022%	●

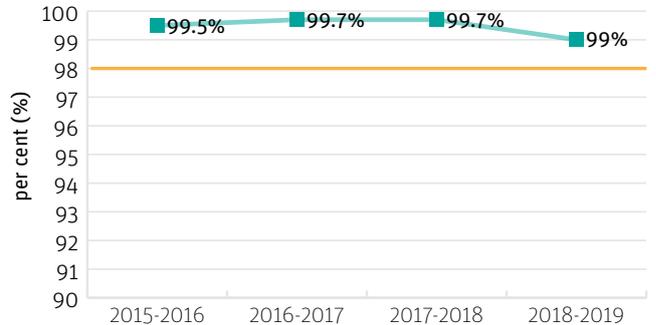
● Target achieved ● Target not achieved

### Four-year trends

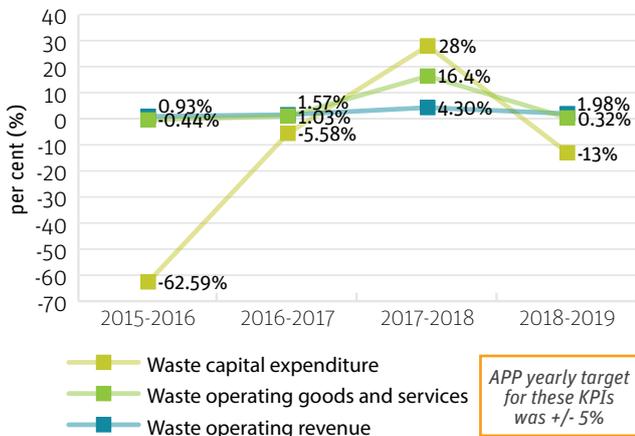
#### Municipal solid waste resource recovery rate



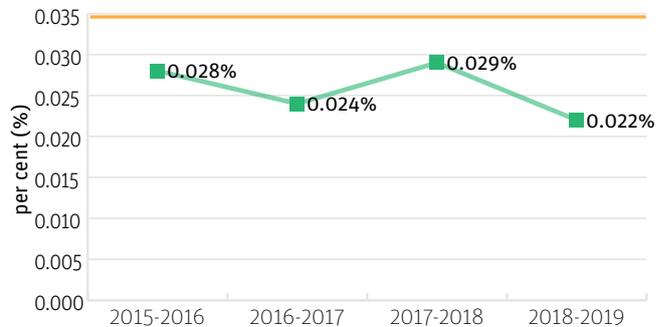
#### % compliance with Department of Environment and Science (DES) waste licence requirements for waste management facilities



#### RedWaste Financial Performance



#### Missed service complaints



\*Lost time injuries were zero over the four-year period.

### Explanation of trends

#### Municipal solid waste resource recovery rate

The municipal solid waste resource recovery rate has steadily declined from 47.3% in 2015–2016 to 44.9% in 2018–2019 primarily due to the reduction in green waste and recyclable materials being received at Council’s waste transfer stations as a proportion of the total waste managed.

#### Missed Services

Complaints for missed waste, recycling and green waste collection services have steadily decreased due to the utilisation of GPS and CCTV fitted to the collection vehicles. This data allows Council customer service officers to determine whether the service was missed due to the contractor or the resident. Missed services complaints spiked in 2017–2018 due to the commencement of the new waste, recycling and green waste collection contract which saw some changes to collection times catching residents who had not placed their bins out by 6am as required.

#### Waste Capital Expenditure

Capital expenditure for RedWaste is determined by the need to maintain or replace assets at the waste transfer stations, or through the provision of Mobile Garbage Bins (MGBs) to householders.

#### Waste Operating Revenue

Waste operating revenue spiked in 2017–2018 due to an increase in scrap metal sale prices and total volume of scrap metal recovered at waste transfer stations.

#### Waste Operating Goods and Services

Waste operating goods and services were higher than the KPI in 2017–2018 due to expenditure higher than budgeted for expanded services including kerbside green waste collection, waste transfer station waste transport and timber disposal.



# REDLAND WATER STATEMENT OF OPERATIONS

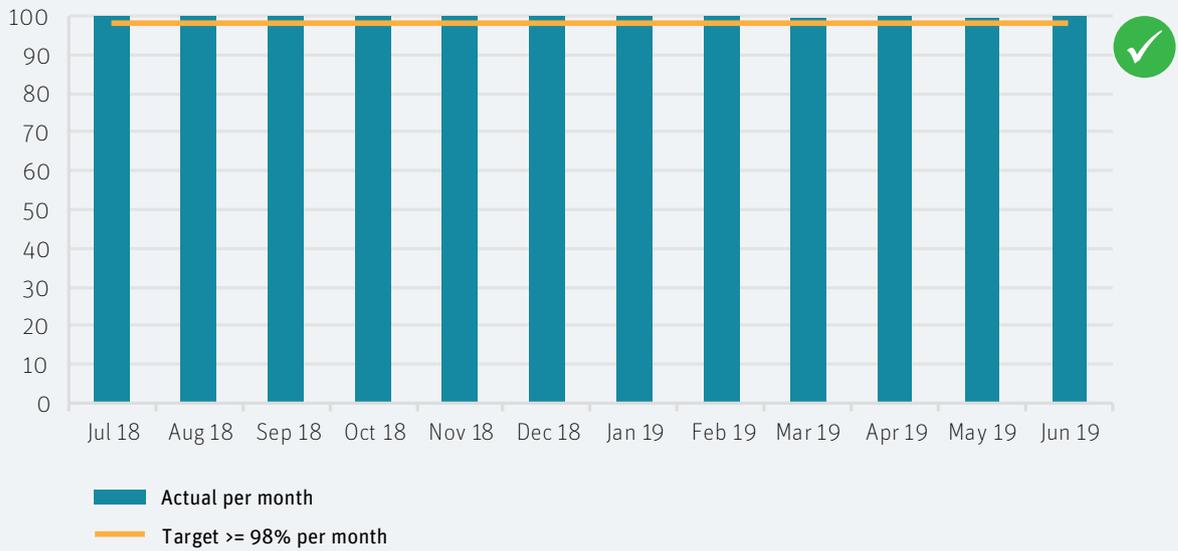
## Redland Water highlights

Redland Water is a commercial business unit of Redland City Council, responsible for water supply and wastewater collection and treatment. Redland Water’s mission is to meet or exceed agreed standards of water and wastewater services while managing the business for long-term success.

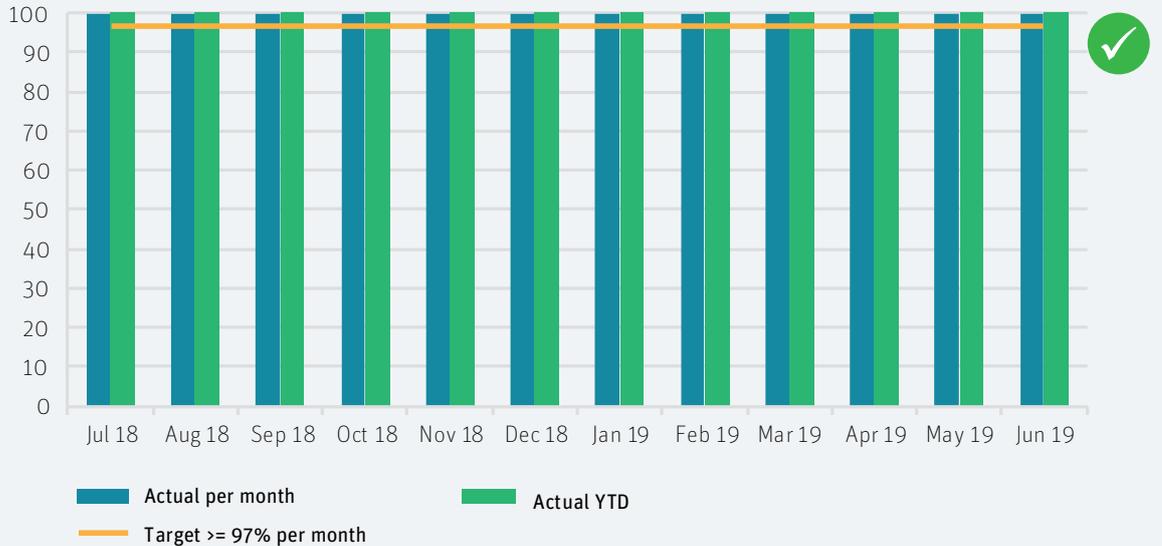
Redland Water contributes to preserving the city’s quality of life by servicing the Redlands population through 68,759 water connections and 54,274 wastewater connections. In 2018–2019, Redland Water purchased 13,443 megalitres of drinking water to supply to its customers and treated 9,859 megalitres of wastewater.

### How did we do operationally?

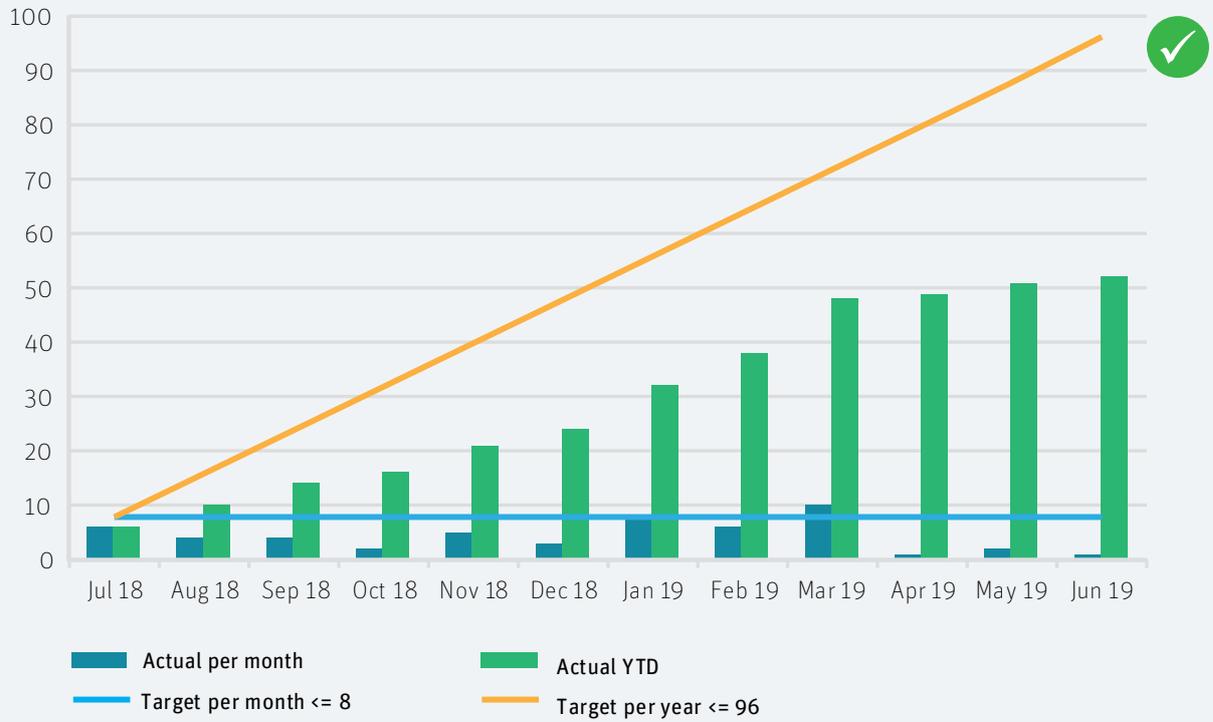
**Percentage of water samples complying with Australian Drinking Water Guidelines**



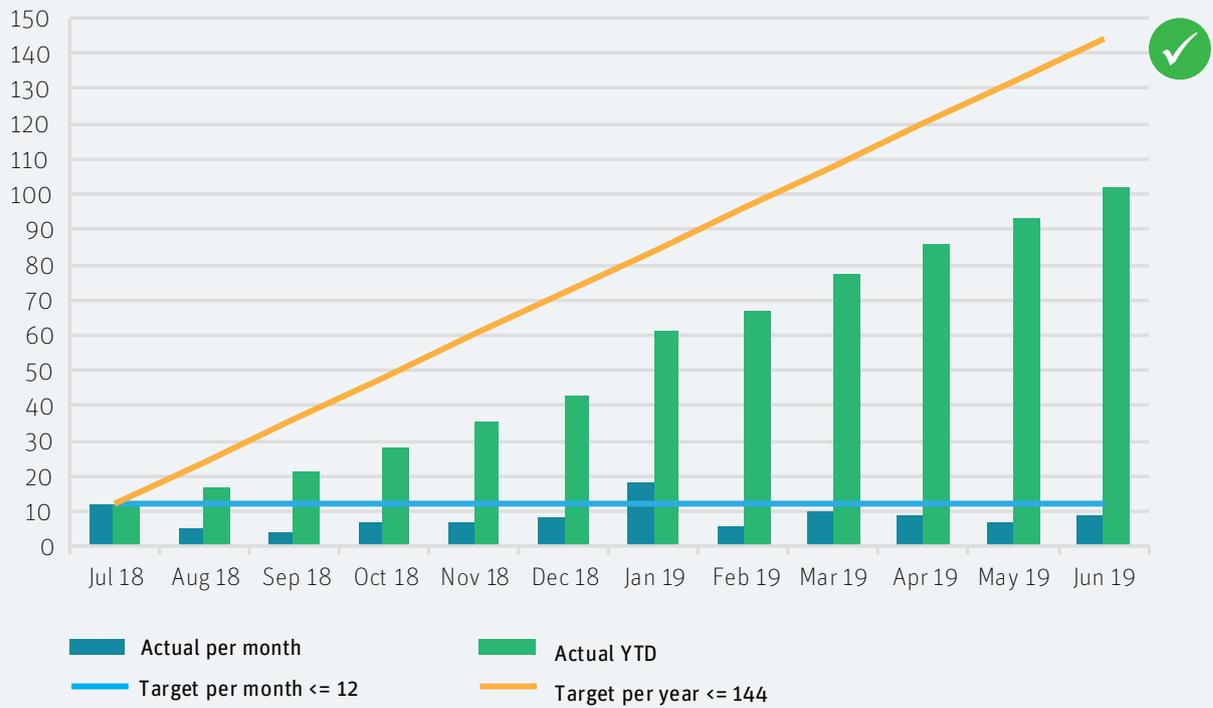
**Percentage of unplanned water interruptions restored < 5 hours**



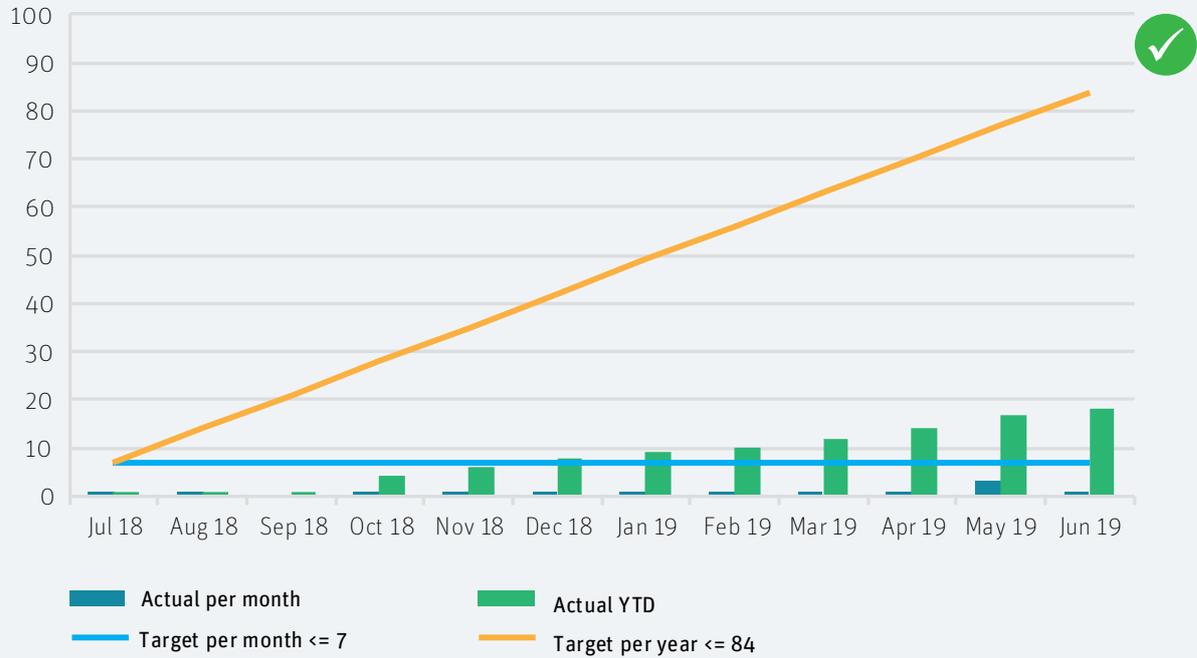
### Number of water main breaks and leaks



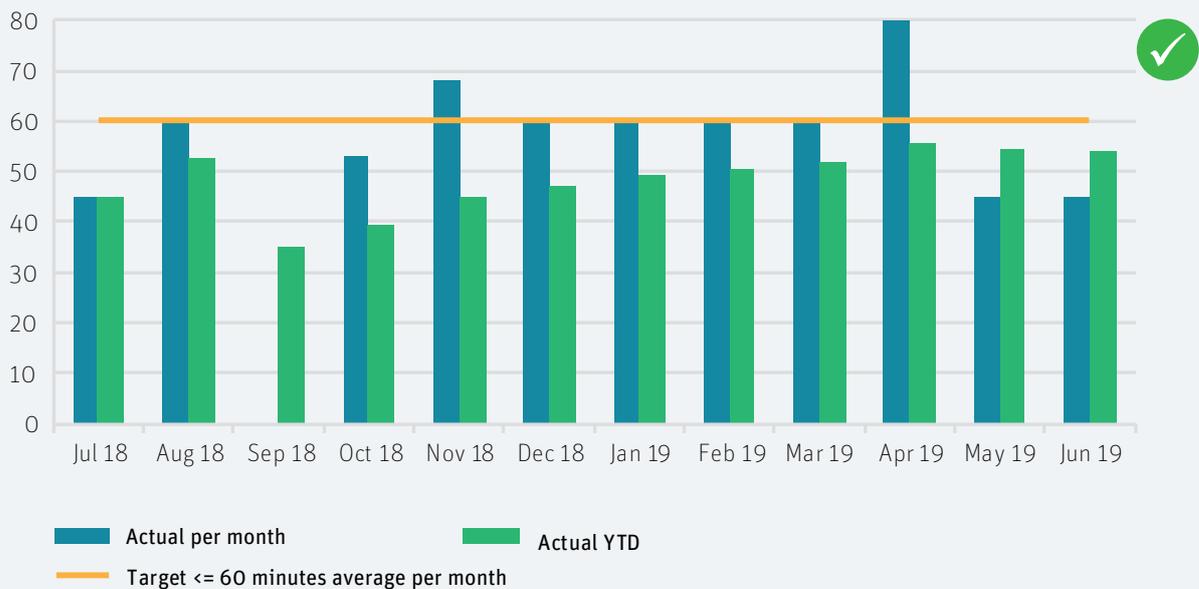
### Number of water quality incidents per month



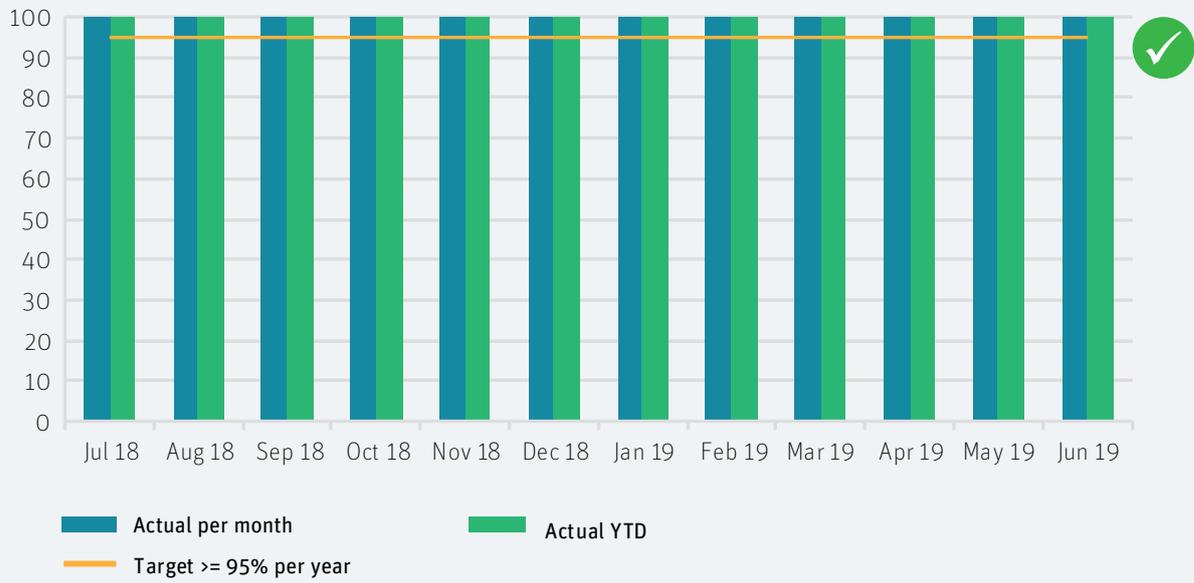
### Overall number of dry weather overflows



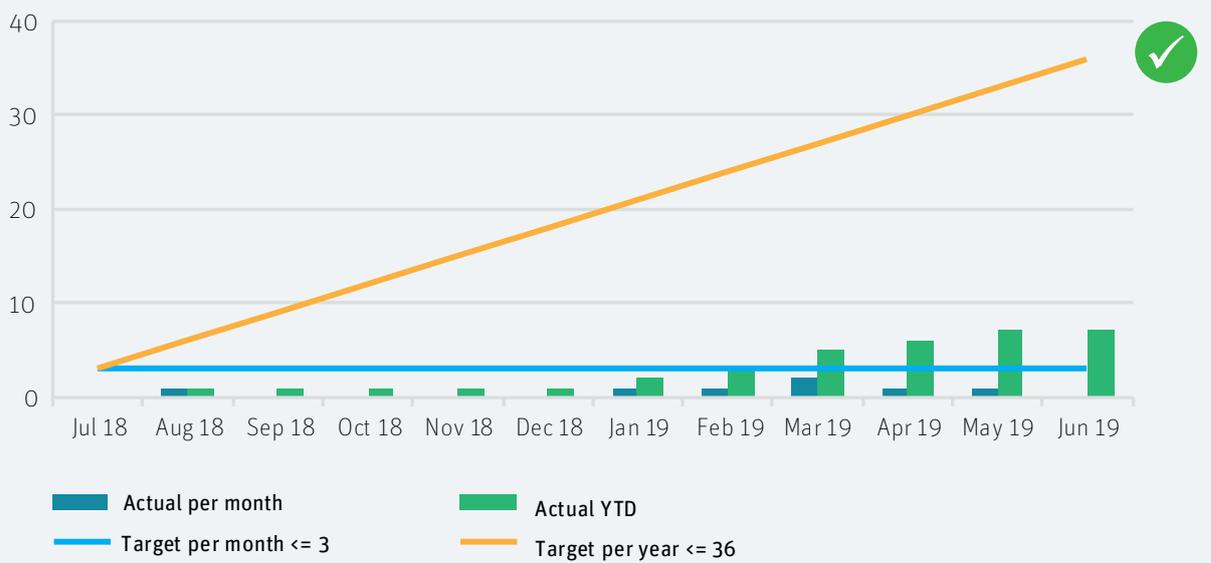
### Average response or reaction time to wastewater incident (in minutes)



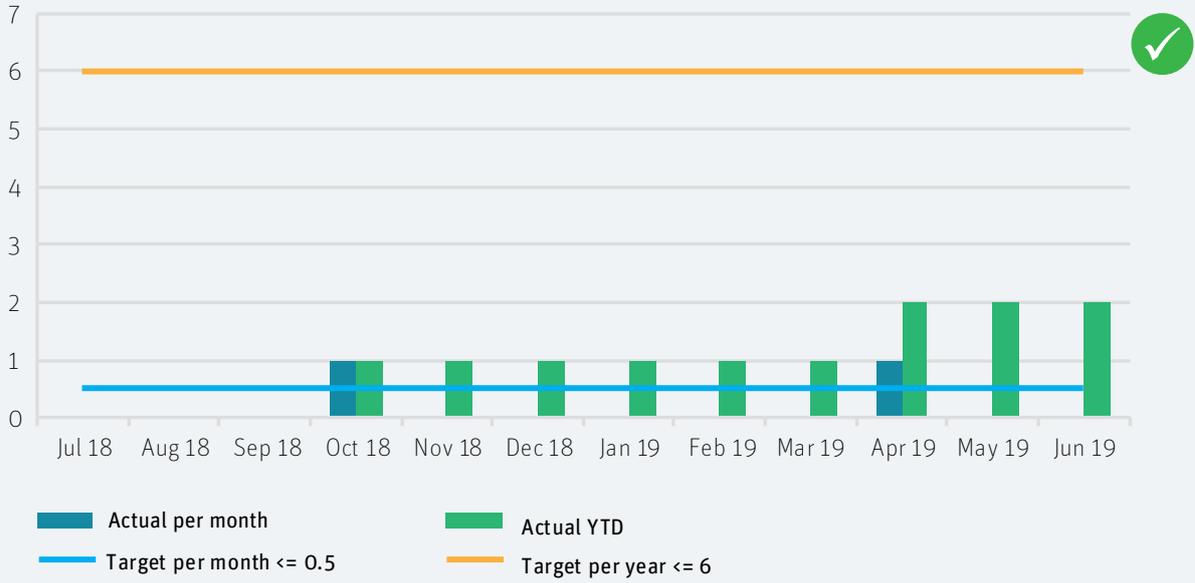
**Percentage service interruptions restored within 5 hours (wastewater)**



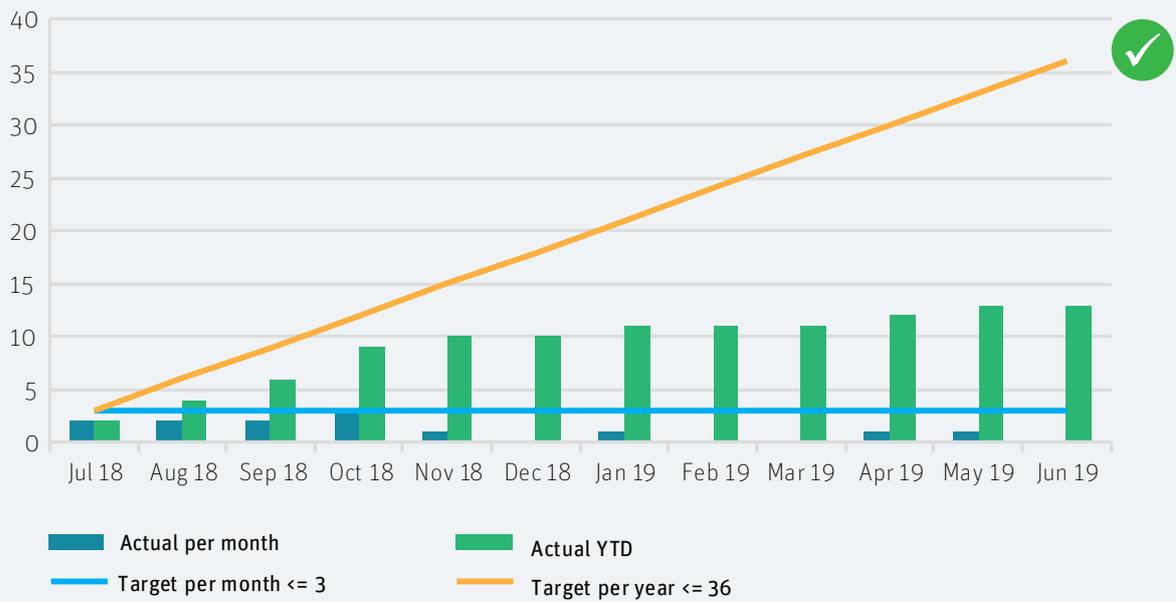
**Number of wastewater odour complaints per month**



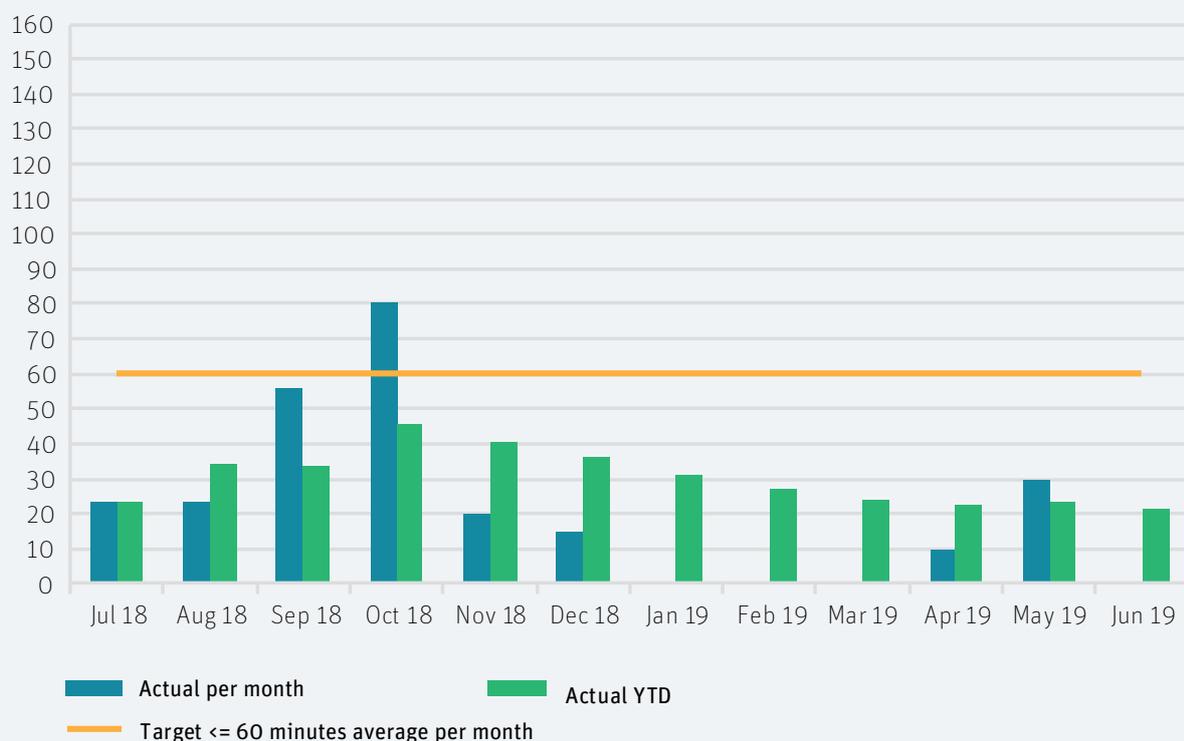
### Number of non-conformances with Department of Environment and Science (DES) licence



### Number of poor pressure complaints (deficient)



### Average response time to water main breaks (in minutes)



## Water supply

Project	Description	Budget	Expenditure to date	Comments
Complete annual water meter replacement program	A rolling program of replacing water meters occurs each year	\$112,646	\$76,282	2,326 meters were replaced as at 30 June 2019. The meter management program is being carried out in accordance with AS 3565.4
Scott Street Cleveland AC water main replacement	Replaced aged and failing AC main	\$105,226	\$54,483	Approximately 275 m of AC main replaced in Scott Street following numerous bursts

Water	
Reservoirs	5
Length of water main	1,309 km
Number of active meters	59,839
Number connected residential properties (including vacant land 7,016)	66,409
Number connected non-residential properties	2,350
Total number connected (charged access fees 1 July 2019)	68,759
Water purchased	13,443 ML
Water supplied (estimated)	13,028 ML
Total assets	\$288m

## Wastewater

<i>Project</i>	<i>Description</i>	<i>Budget</i>	<i>Expenditure to date</i>	<i>Comments</i>
64177 Victoria Point WWTP Structural Improvements	Repair the bioreactor structure to ensure structural integrity will be maintained into the future	\$150,000	\$39,522	This project was delivered significantly under-budget due to an engineering solution that significantly reduced the scope of works required
64005 Sewerage Pump Station No.5	One new pump installed and associated internal pipework	\$42,684	\$37,636	Works completed successfully
64172 Point Lookout Backlog Sewer and Water Main	Construction of sewerage reticulation for some of the unsewered parts of Point Lookout township	\$4,600,000	\$11,000	Design, stakeholder engagement and project planning underway for construction in 2019–2020
63120 Switchboards Pump Stations	Design and ordered switchboard for sewerage pump station No. 72 located on North Stradbroke Island	\$104,304	\$91,304	Saving of \$13k was redistributed to critical asset replacement at Cleveland Waste Water Treatment Plant
64092 Sewerage Pump Station No. 92 and Rising Main	Upgrade of pump station and rising main to handle growth in Redland Bay catchment	\$536,590	\$111,564	Design, stakeholder engagement and project planning completed.
63067 Pumps	Sewerage pump replacement program	\$270,613	\$207,043	Identified, specified and purchased critical pumps for sewerage pump stations across the network

<i>Wastewater</i>	
Treatment plants	7
Pumping stations	138
Length of sewer main	1,207 km
Active residential services (including vacant land 787)	52,409
Number of active services non-residential	1,865
Total number of connected properties (including vacant land)	54,274
Wastewater treated (effluent)	9,859 ML
Sludge for re-use	99% (18,671 tonnes)
Recycled effluent for reuse	>94 ML
Trade waste generators	812
Trade waste discharged to sewer	317 ML
Total assets	\$504m

## Our statutory duties

Under the *SEQ Water (Distribution and Retail Restructuring) Act 2009*, Redland Water is required to prepare a *Water Netserv Plan*. A revised *Netserv Plan Part A* has been adopted by Council that is aligned to the new *Redland City Plan*. The revised *Netserv Plan Part A* came into effect with the commencement of the *Local Government Infrastructure Plan*.

Redland Water continues to maintain close liaison and regional collaboration with south-east Queensland water service providers and Seqwater, as required under the *Bulk Water Supply Code*.

Currently, Redland Water is required to report against its *Drinking Water Quality Management Plan*, which was reviewed on 31 May 2018 and submitted to the Regulator for approval on 14 June 2018. Further reviews are required to be completed every two years, the next review is due June 2020. The first regular audit of the plan was conducted on 9 and 10 March 2016. Further audits are required to be completed every four years, with the next external audit due by 30 June 2020. Redland Water provided the Regulator with regular audit reports on 19 April 2016 in accordance with section 108 of the *Water Supply (Safety & Reliability) Act 2008*.

Redland Water is required to provide the Regulator with an annual report, in accordance with sections 141 and 142 of the *Water Supply (Safety & Reliability) Act 2008* in each financial year and this report must be made available to the public.

This report details Redland Water's performance for the 2018–2019 financial year and fulfils the business unit's duties under the *Local Government Act 2009*, the *Water Act 2000* and the *South East Queensland Water (Distribution and Retail Restructuring) Act 2009*.

## Financial report and community service obligations

Details of Redland Water's financial statements for the year ended 30 June 2019 are contained in the Financial Statements on pages 140–181.

## Environmental initiatives

Redland Water continued its focus on improving the environmental performance of its wastewater treatment plants, pump stations and water and wastewater reticulation mains. Activities for 2018–2019 included:

### Wastewater

- There was a continued focus on preventative maintenance of wastewater treatment plant and pump station assets, including updating of asset management plans for these facilities.
- 99.1% of all biosolids produced from the wastewater treatment plants were reused via land application.
- Ongoing monitoring and improvements to dechlorination system to improve effluent quality and environmental outcomes in Hilliards Creek.
- Works were carried out on the bioreactor at Victoria Point Wastewater Treatment Plant to maintain its structural integrity into the future. The works should ensure it can continue to be used at its design treatment capacity without the risk of loss of containment to the environment and subsequent loss of treatment capacity.
- Document preparation for tendering of a facility options assessment study for Capalaba Wastewater Treatment Plant to ensure it will continue to maintain compliance with environmental licence requirements into the future.
- Commissioned an upgrade study of the Victoria Point Wastewater Treatment Plant to reduce nitrogen discharge to the environment and to ensure it can maintain compliance with licence requirements into the future.
- Commissioned a review of the quality of biosolids generated by wastewater treatment plants, with recommendations to improve stabilisation quality.
- Document preparation and tendering for Point Lookout Wastewater Treatment Plant Dewatering Improvement, which aims to reduce the quantity of biosolids that need to be disposed of. This should reduce the amount of waste sent to landfill, as well as carbon emissions.

## Annual Performance Plan (APP) – Key Performance Indicators (KPIs)

### Customer service standards delivery

Customer service standards describe and define the levels of service Redland Water commits to provide to its customers for water and wastewater services. Below is a summary of Redland Water's water and wastewater service standard Key Performance Indicators (KPIs), targets and performance for 2018–2019 in the *Redland Water Annual Performance Plan* for water and wastewater services, as adopted by Council on 25 June 2018.

Key Performance Indicator	APP yearly target	Actual	Achieved
Operating revenue (actual to budget)	+/-5%	-1.78%	●
Operating goods and services expenditure (actual to budget)	+/-5%	-2.32%	●
Capital expenditure (actual to budget)	+/-5%	-72.18%	●
Treatment costs per property serviced (wastewater)	\$14.39 per month/ \$172.70 per year	\$170.94	●
Maintenance costs per property serviced (water)	\$4.03 per month/ \$48.30 per year	\$51.71	●
Maintenance costs per property serviced (wastewater)	\$9.69 per month/ \$116.22 per year	\$88.23	●
Number of wastewater treatment plant non-conformances with DES licence	Max 0.5 per month/ 6 per year	2	●
% compliance with Australian Drinking Water Guidelines (ADWG) within distribution system. Does not include non-compliant water received at the point of transfer to the distribution system, i.e. from the bulk water authority or the bulk transport authority	Min 98%	99.9%	●*
Number of lost time injuries	0	0	●

\* KPI achieved every month with 100% result for 10 months and 99.5% compliance in March 2019 and 99.6% compliance in May 2019.

● Target achieved ● Target not achieved

## Managing our assets

### Operational performance 2018–2019

In fulfilling the duties of its performance plan, Redland Water provided all stated services and roles for:

- water supply to customers
- wastewater collection and treatment
- trade waste.

Redland Water also:

- reported monthly on water and effluent quality and financial and capital project status
- complied with Council's corporate plan, policies and procedures and integrated environmental management system.

### Drinking water quality monitoring

Drinking water quality monitoring is undertaken through a verification monitoring program approved by the Regulator. Under the *Water Supply (Safety and Reliability) Act 2008* Section 102 and the *Public Health Act 2005*, Redland Water must report to the Regulator any non-compliance with health guidelines or report an event that may impact public health. 99.9% compliance with Australian Drinking Water Guidelines was achieved in 2018–2019, with no incident reported to the Regulator.

Redland Water is required to provide the Queensland Department of Natural Resources, Mines and Energy with annual reports within 120 business days of the end of the financial year.



Wildflowers, North Stradbroke Island (Minjerribah)

# GOVERNANCE

## Right to information and privacy

The *Right to Information Act 2009* and the *Information Privacy Act 2009* provide the community with access to information, balanced by appropriate protection for individuals' privacy. The public can apply for access to documents held by a Council, unless it is contrary to the public interest to provide that information. The legislation also allows individuals to apply for amendments to be made to documents concerning their personal affairs, where it is believed the information is incomplete, out of date, inaccurate or misleading.

Applications received under the <i>Right to Information Act 2009</i>	45
Applications received under the <i>Information Privacy Act 2009</i>	8
Applications received under the <i>Information Privacy Act 2009</i> to amend personal information	0
Total Right to Information and Information Privacy applications received	53
Total Right to Information and Information Privacy pages processed	5,686
Applications received for internal review	1
Applications for external review with the Office of the Information Commissioner	4

Council received a total of 53 Right to Information and Information Privacy applications during 2018–2019 and there were four applications on hand at 1 July 2018. A total of 51 decisions were issued to applicants within legislative timeframes. Two applications were withdrawn by the applicants.

One internal review application was received and finalised under the *Right to Information Act 2009* and the decision was varied.

The Office of the Information Commissioner Queensland (OIC) received four requests for external review of decisions by Council. The OIC upheld two external reviews, both affirming Council's decision. One application lodged by a third party was withdrawn. Two external review applications are yet to be finalised.

There were three Right to Information applications on hand at 30 June 2019.

## Risk assessment

Council is committed to an enterprise-wide risk management system through the application of its *Enterprise Risk Management Framework* and accompanying Risk Assessment Handbook which outline Council's methodologies and how it manages its risks in line with laws, regulations, policies and standards.

Council follows the principles and guidelines set out in the Australian Standard AS ISO 31000.

Formal risk registers cover strategic, operational and project risks. Regular reviews of the registers take place to ensure the currency and management of identified risks. Council's Operational Risk Management Committee (ORMC) continues to review and endorse the risk registers.

Over the past 12 months, Council's Risk and Liability team has undertaken a complete review of the *Risk Management Framework* to align its approach with the updated Australian Standard AS ISO 31000. All risks across Council have been reviewed and an intense education and engagement piece undertaken to raise awareness of fraud and corruption risk exposures.

Risk and Liability are actively engaged on key strategic projects such as Redlands Coast Sports and Recreational Precinct, IndigiScapes redevelopment and the autonomous vehicle trial, as well as various operational projects.

Council's Audit committee has now added a full agenda item for risk management within these meetings which enforces Council's commitment to best risk management practices.

For Self-Insurance for Workers Compensation Redland City Council has been identified as a low risk Self-Insurer by the Regulator and its performance is at a high level compared to the scheme for key KPI measures.

## Fraud and corruption prevention

Council's *Fraud and Corruption Prevention Policy (POL-3060)* forms part of our overall approach to transparent corporate governance. Council is committed to:

- a zero-tolerance approach to fraud and corruption
- corruption and fraud control and management as an integral component of effective corporate governance
- transparent and accountable processes consistent with sound business practices and organisational standards of compliance
- preventing fraud and corruption and investigating all suspected incidents and taking appropriate action
- maintaining an integrated *Fraud and Corruption Prevention Framework* to minimise the impact and reduce the risk of fraud and corruption within the work environment.

## Administrative action complaints

Council is committed to the fair management of administrative action complaints. This commitment is underpinned by our *Complaints Management Process Policy (POL-3037)*, which supports Council's priority to deliver inclusive and ethical governance for the community. The policy includes clear accountabilities, ethical standards of behaviour and a commitment to act in accordance with the principles contained in the *Local Government Act 2009* ('the Act').

The policy outlines a clear administrative method of handling and resolving complaints made by community members about various issues, including:

- a decision, or failure to make a decision
- an act, or failure to do an act
- the formulation of proposal or intention
- the making of a recommendation.

During 2018–2019, the following internal review complaint statistics were reported:

Number of complaints outstanding at 1 July 2018	3
Number of complaints opened for the reporting period	36
Number of complaints resolved in the reporting period	33
Number of complaints outstanding at 30 June 2019	3

The full Complaints Process Policy is available on Council's website.

## Internal Audit

Internal Audit provides Councillors and management with assurance that internal control systems are efficient, effective and economical and that risk is appropriately addressed so objectives can be achieved. Internal Audit operates in accordance with Council's Internal Audit Charter, which sets out the mandate, roles and responsibilities of the function.

Internal Audit reviews and provides advice on:

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

Internal Audit is an independent function within Council, reporting to the CEO and the Audit Committee about audit and investigation findings.

For administrative, financial and employee management, Internal Audit reports to the Group Manager Corporate Governance. PricewaterhouseCoopers was Council's co-source audit partner during 2018–2019.

In 2018–2019, Internal Audit's findings confirmed that a satisfactory internal control environment exists within Council.

## Audit committee

The objective of the Audit Committee is to promote good corporate governance through independent oversight and advice in accordance with the *Local Government Act 2009*, the *Local Government Regulation 2012* and Council's Audit Committee Charter.

The Audit Committee complements the relationship between Internal Audit and the wider organisation, safeguarding Internal Audit's independence and further increasing the Internal Audit function's effectiveness and value to Council.

The Audit Committee comprised Mayor Karen Williams, Cr Paul Gleeson, Mr Peter Dowling and Mr Virendra Dua, with Cr Gleeson appointed by Council in 2016 as the Chairperson of the Committee.

The Audit Committee meets four times a year, of which one meeting is for the purpose of reviewing the draft annual financial statements prior to submission to the Queensland Audit Office.

## External Audit

Council is audited annually by the Queensland Audit Office, which reports to Queensland Parliament as part of its role to enhance public sector accountability. It continuously reviews and assesses the internal control environment surrounding Council's financial and related systems and practices.

This provides a statutory mechanism for external review of Council's financial operations and other corporate matters affecting the sound management of the organisation.

# DISCLOSURES

## Business activities subject to the code of competitive conduct (includes any investigation notices for competitive neutrality complaints)

Under the *Local Government Act 2009*, Council must provide specific information about its operations and key policies. This section includes a large portion of the information required under the Act, with the remaining information in other sections of this annual report. A full list of annual reporting requirements for Councils required under the Act is provided from page 183 and where to find the relevant information in this report.

## Business activities subject to the Code of Competitive Conduct

### Significant business activities

Redland Water is a commercial business unit of Council, responsible for water supply and wastewater treatment. You can find more information on Redland Water's activities in 2018–2019 on pages 116–125.

RedWaste, which looks after Council's waste management activities, is also a significant business activity. You can find more information on RedWaste's activities in 2018–2019 on pages 112–115.

The competitive neutrality principle has been applied to both business activities above. There were no investigation notices given in 2018–2019 under section 48 of the *Local Government Regulation 2012* for competitive neutrality complaints.

Under section 190(1)(c) of the *Local Government Regulation 2012*:

- a local government's annual report for a financial year must include an annual operations report for each commercial business unit.

Section 190(2) of the *Local Government Regulation 2012* states:

- an annual operations report for a commercial business unit means a document that contains the following information for the previous financial year:
  - information that allows an informed assessment of the unit's operations, including a comparison with the unit's annual performance plan
  - particulars of any changes made to the unit's annual performance plan
  - particulars of the impact the changes had on the unit's:
    - \* financial position
    - \* operating surplus or deficit
    - \* prospects
  - particulars of any directions the local government gave the unit.

## Beneficial enterprises

Under section 41 of the *Local Government Act 2009*, a local government's annual report for each financial year must contain a list of all the beneficial enterprises conducted during the financial year.

Council's beneficial enterprises include the Redland Investment Corporation (RIC) as well as its subsidiary companies that are local government-controlled entities: RIC Toondah Pty Ltd, Ava Terraces Pty Ltd and Cleveland Plaza Pty Ltd.

Please note that as at 19 April 2019, Ava Terraces Pty Ltd changed its entity name to Redland Developments Pty Ltd pursuant to section 157 of the *Corporations Act 2001*.

## Executive Leadership Team remuneration

Remuneration range (total package)	Number of Executive Leadership Team paid
\$400,000 to \$500,000	1
\$300,000 to \$400,000	3
\$200,000 to \$300,000	3
<b>Total amount paid during reporting period</b>	<b>\$1,761,591</b>

## Councillor remuneration

In accordance with section 186(1)(a) of the *Local Government Regulation 2012*, the annual report of the local government must contain particulars of the total remuneration, including superannuation contributions paid to each Councillor during the financial year.

Councillor remuneration is set by the independent Local Government Remuneration and Discipline Tribunal, established under the *Local Government Act 2009*. The Tribunal is responsible for determining the maximum remuneration payment to the Mayor, Deputy Mayor and Councillors.

The 2017 Local Government Remuneration and Discipline Tribunal Report determined that remuneration to be paid for 2018–2019, as follows:

Mayor:.....	\$175,859
Deputy Mayor:.....	\$119,903
Councillor:.....	\$103,918

Division	Name	Gross salary*	Council superannuation contributions
	Mayor Williams	\$175,783.61	\$20,568.34
1	Cr Boglary	\$103,873.34	\$12,464.84
2	Cr Mitchell	\$103,873.34	\$12,464.84
3	Cr Gollè	\$103,873.34	\$12,464.84
4	Cr Hewlett (Deputy Mayor)	\$119,851.65	\$14,382.06
5	Cr Edwards	\$103,873.34	\$12,464.84
6	Cr Talty	\$103,873.34	\$12,464.84
7	Cr Elliott	\$103,873.34	\$12,464.84
8	Cr Huges	\$103,873.34	\$12,464.84
9	Cr Gleeson	\$103,873.34	\$12,464.84
10	Cr Bishop	\$103,873.34	\$12,464.84
<b>Total</b>		<b>\$1,230,495.32</b>	<b>\$147,133.96</b>

\* Gross salaries paid to Councillors were slightly lower than the remuneration figures determined by the Local Government Remuneration and Discipline Tribunal. This was due to pays including five days at 2017–2018 rates.

## Expenses reimbursement and provision of facilities for Councillors

In accordance with section 250 of the *Local Government Regulation 2012*, Council must have an Expenses Reimbursement Policy for Council. In November 2018, this policy was reviewed.

The objective of this policy is to ensure the payment of legitimate and reasonable expenses incurred by Councillors for discharging their duties and responsibilities as Councillors and to provide facilities to Councillors for those purposes. This is to ensure Councillors are not financially disadvantaged as a result of carrying out their official duties.

The policy is also aimed at reflecting the community's expectations about the extent of a Councillor's duties and responsibilities and its expectations about the resources and reimbursement provided to Councillors from public funds. This policy does not deal with the provision of remuneration, nor does it cover non-business-related expenses or facilities incurred by other people, including a Councillor's partner.

The full policy is available on Council's website.

## Mayor and Councillor expenses and facilities

Under section 186(b) of the *Local Government Regulation 2012*, the following expenses were incurred by, and the facilities provided to, each Councillor for conference, training, travel, hospitality and other expenses incurred in accordance with Council's *Expenses Reimbursement and Provision of Facilities for Councillors Policy (POL-3076)*.

Division	Name	Conferences, training and community events ^^	Transport*	Total
	Mayor Williams	\$3,001.83	\$12,530.72	<b>\$15,532.55</b>
1	Cr Boglary	\$3,380.28	\$2,431.29	<b>\$5,811.57</b>
2	Cr Mitchell	\$6,171.83	\$10,839.62	<b>\$17,011.45</b>
3	Cr Gollè	\$4,457.28	\$9,791.68	<b>\$14,248.96</b>
4	Cr Hewlett (Deputy Mayor)	\$4,864.79	\$13,756.36	<b>\$18,621.15</b>
5	Cr Edwards	\$2,765.15	\$12,986.06	<b>\$15,751.21</b>
6	Cr Talty	\$7,636.48	\$8,111.69	<b>\$15,748.17</b>
7	Cr Elliott	\$181.82	\$7,513.52	<b>\$7,695.34</b>
8	Cr Huges	\$5,094.21	\$12,105.43	<b>\$17,199.64</b>
9	Cr Gleeson	\$4,221.82	\$10,011.62	<b>\$14,233.44</b>
10	Cr Bishop	\$6,734.28	\$9,788.12	<b>\$16,522.40</b>
	<b>Total</b>	<b>\$48,509.77</b>	<b>\$109,866.11</b>	<b>\$158,375.88</b>

\* Vehicles, travel, ferries, parking and fares.

^^ Includes travel costs associated with events whether attended in a discretionary capacity or as a delegate on behalf of Council.

## Councillor attendance at meetings

As required under section 186(d) of the *Local Government Regulation 2012*, the table below details the number of local government meetings each Councillor attended during the financial year.

<i>Totals of Statutory Meetings Attended – July 2018–June 2019</i>											
	Mayor Williams	Division 1 Councillor Boglary	Division 2 Councillor Mitchell	Division 3 Councillor Gollè	Division 4 Councillor Hewlett	Division 5 Councillor Edwards	Division 6 Councillor Talty	Division 7 Councillor Elliott	Division 8 Councillor Huges	Division 9 Councillor Gleeson	Division 10 Councillor Bishop
<b>General Meetings</b>											
(19 held)	17	19	18	18	19	18	19	19	19	18	18
<b>Special Meetings</b>											
(2 held)	2	2	2	2	2	2	2	2	2	2	2
<b>Totals</b>	<b>19</b>	<b>21</b>	<b>20</b>	<b>20</b>	<b>21</b>	<b>20</b>	<b>21</b>	<b>21</b>	<b>21</b>	<b>20</b>	<b>20</b>

## Overseas travel

Under section 188(1) & (2) of the *Local Government Regulation 2012* Council must include information about any overseas travel made by a Councillor or local government employee in an official capacity during the financial year.

Name	Destination	Purpose	Cost* (ex. GST)
Mayor Karen Williams	London	LGMS Board of Management (LGAQ). Mayor attended meetings and presentations to London Underwriters (2–8 March 2019)	Nil #
Mayor Karen Williams	Taipei	Attend 2019 Taiwan Smart Cities Summit & Expo (25–30 March 2019)	\$148.48*
Kim Kerwin, Group Manager Community & Economic Development	Taipei	Attend 2019 Taiwan Smart Cities Summit & Expo (25–30 March 2019)	\$1,649.11^
Laurena Reissman, Principal Advisor Strategy & Performance	France	Attend a course at Grenoble Ecole de Management to obtain 'Certificate in Innovation, Design Thinking & Intrapreneurship' (30 May to 20 June 2019)	\$2,153.51

# Costs covered by Local Government Mutual Services (LGMS) Board of Management (LGAQ)

\* Flight charges were reimbursed by Taipei Computer Association

^ Includes airfare, taxi and accommodation

## Mayor and Councillor conduct

The Act provides a framework for assessing complaints about the conduct and performance of Councillors. Under the Act, each complaint is required to be assessed to determine whether it is about inappropriate conduct, misconduct, corrupt conduct under the *Crime and Corruption Act 2001* or another matter. If the complaint is not frivolous, vexatious or lacking in substance, it is referred to the appropriate individual or office for investigation.

Council received two Councillor complaints for the period 1 July 2018 – 2 December 2018, and 13 Councillor complaints for the period 3 December 2018 – 30 June 2019. This figure does not include complaints made in the previous reporting period for which outcomes from external agencies were determined in the current reporting period.

In accordance with the requirements of the former section 186(d) of the *Local Government Regulation 2012*, Council advises that for the period 1 July 2018 – 2 December 2018 the following statistics were reported:

Number of orders and recommendations made under the former section 180 (2) and (4) of the Act	1
Orders made under the former section 181 of the Act	1

In accordance with the requirements of section 186(d) and (f) of the current *Local Government Regulation 2012*, Council advises that for the period 3 December 2018 – 30 June 2019 the following statistics were reported:

Orders made under section 150I(2) of the Act; Unsuitable Meeting Conduct	0
Orders made under section 150AH(1) of the Act; Inappropriate Conduct	0
Decisions, orders and recommendations made under section 150AR(1) of the Act; Disciplinary Action made by conduct tribunal	0
Complaints referred to the assessor under section 150P(2)(a) of the Act by local government entities for the local government	0
Matters, mentioned in section 150P(3) of the Act, notified to the Crime and Corruption Commission	0
Notices given under section 150R(2) of the Act	0
Notices given under section 150S(2)(a) of the Act	0
Decisions made under section 150W(a), (b) and (d) of the Act	13
Referral notices accompanied by a recommendation mentioned in section 150AC(3)(a) of the Act	0
Occasions information was given under section 150AF(4)(a) of the Act	0
Occasions the local government asked another entity to investigate, under chapter 5A, part 3, division 5 of the Act for the local government, the suspected inappropriate conduct of a Councillor	0
Applications heard by the conduct tribunal about the alleged misconduct of a Councillor	0

In accordance with the requirements of the former section 180 and 181 of the Act, Council advises that for the period 1 July 2018 – 2 December 2018, the following statistics were reported:

<i>The name of each Councillor for whom an order or recommendation was made under section 180 of the Act or an order was made under section 181 of the Act</i>	<i>A description of the misconduct or inappropriate conduct engaged in by each of the Councillors</i>	<i>A summary of the recommendation made for each Councillor</i>
Councillor Paul Gleeson	Inappropriate comments in email to Councillors and Council officers	Councillor reprimanded by Mayor for inappropriate conduct, for failing to comply with Council's Code of Conduct for Councillors
Councillor Paul Gleeson	Misconduct for more than three substantiated complaints in one year	That Councillor Paul Gleeson attend monthly counselling for a period of six (6) months, to be conducted by Departmental Capacity Building officers, addressing both an understanding of the 'inappropriate conduct' sections of the Act and how such matters will be dealt with, as well as focusing on the appropriate use of social media by Councillors.  Further orders, that the Department's Chief Executive monitor the Councillor's compliance with the Local Government Act 2009 for a further six (6) months, commencing from the conclusion of the six (6) month period of counselling.
Mayor Karen Williams	Misconduct for failure to declare a conflict of interest at General Meeting on 21 February 2018	The Local Government Remuneration and Discipline Tribunal made orders pursuant to section 180(5)(d) that Mayor Williams make an admission of error at an Ordinary Meeting of Council. This was completed at the Council meeting dated 24 October 2018.

In accordance with section 186(e) of the current *Local Government Regulation 2012*, Council must report on the following during the financial year:

- (i) the name of each councillor for whom a decision, order or recommendation mentioned in paragraph (d) was made;
- (ii) a description of the unsuitable meeting conduct, inappropriate conduct or misconduct engaged in by each of the councillors; and
- (iii) a summary of the decision, order or recommendation made for each councillor.

Council has no information to report for section 186(e) of the *Local Government Regulation 2012*.

The full register of Councillor conduct complaint outcomes is available on Council's website.

In accordance with the requirements of the former section 176C of the Act, Council advises that for the period 1 July 2018 – 2 December 2018, the following statistics were reported:

Complaints about the conduct or performance of Councillors for which no action was taken under section 176C(2) of the Act	3
Complaints referred to the Department's Chief Executive under section 176C(3)(a)(i) of the Act	1
Complaints referred to the Mayor under section 176C(3)(a)(ii) or (b)(i) of the Act	1
Complaints referred to the Department's Chief Executive under section 176C(4)(a) of the Act	0
Complaints assessed by the Council's Chief Executive Officer as being about corrupt conduct under the <i>Crime and Corruption Act 2001</i>	0
Complaints heard by a Regional Conduct Review Panel	0
Complaints heard by the Tribunal	5
Complaints to which 176C(6) of the Act applied	0

## GRANTS

### Councillors' small grants

Grants are available to individuals and organisations that are a not-for-profit incorporated association (or sponsored by one).

Funding provides financial assistance to organisations with items such as equipment or incidental costs. Individuals are supported in their pursuit of excellence at a high level.

Over a 12-month period, a total of \$250,000 is available to organisations and individuals as Councillors' Small Grants:

- Up to \$3,000 is available for organisations. A grant may be increased where an initiative provides a community benefit across more than one Council division.
- Up to \$500 is available for individuals selected to represent Australia in an international competition.
- Up to \$250 is available for individuals selected to represent Queensland in a national competition, or who have won at state level and are competing in a national competition.

During 2018–2019 financial year, a total of \$223,340.50 was distributed to various organisations and individuals. Funds unspent by applicants and returned back to Council were \$4,392.56 (meaning Council provided \$218,447.94 to the community and individuals in 2018–2019).

<i>Division</i>	<i>Councillor</i>	<i>Amount</i>
Mayor	Cr Karen Williams	\$48,166.69
Div 1	Cr Wendy Boglary	\$17,318.45
Div 2	Cr Peter Mitchell	\$19,214.63
Div 3	Cr Paul Gollè	\$14,849.00
Div 4	Cr Lance Hewlett	\$19,984.00
Div 5	Cr Mark Edwards	\$12,749.91
Div 6	Cr Julie Talty	\$18,675.01
Div 7	Cr Murray Elliott	\$17,069.80
Div 8	Cr Tracey Huges	\$19,996.93
Div 9	Cr Paul Gleeson	\$13,718.18
Div 10	Cr Paul Bishop	\$16,705.34
<b>Total</b>		<b>\$218,447.94</b>

### Community grants/regional arts development fund/sponsorship (including in-kind) 2018–2019 Grants and Sponsorship successful applications

<i>Applicant</i>	<i>Funding round</i>	<i>Category</i>	<i>Application no.</i>	<i>Amount</i>
Ms Desley Cook	Round 1 2018–2019	Conservation	CS-191-002	\$344.60
Catherine Pruss			CS-191-005	\$1,653.74
Coochiemudlo Island Heritage Society Inc.			CS-191-007	\$9,988.00
Mr Michael Wilson	Round 2 2018–2019		CS-192-001	\$4,891.00
Australian Trust for Conservation Volunteers			CS-192-004	\$9,875.00
BirdLife Australia Ltd			CS-192-005	\$9,929.00
Wildcare Australia Inc.			CS-192-007	\$9,650.00
<b>Number of applications 7</b>			<b>Sub-Total</b>	<b>\$46,331.34</b>

<i>Applicant</i>	<i>Funding round</i>	<i>Category</i>	<i>Application no.</i>	<i>Amount</i>
Australian Trust for Conservation Volunteers	Round 1 2018–2019	Project Support	PS-191-006	\$9,020.00
Redlands Quilt Extravaganza Inc.			PS-191-007	\$4,722.00
North Stradbroke Island Aboriginal And Islanders Housing Co-operative Society Ltd			PS00R-191-001	\$9,639.25
The Corporation Of The Trustees Of The Roman Catholic Archdiocese Of Brisbane	Round 2 2018–2019		PS-192-005	\$6,000.00
Redlands Community Centre Inc.			PS-192-014	\$10,000.00
<b>Number of applications 5</b>			<b>Sub-Total</b>	<b>\$39,381.25</b>

<i>Applicant</i>	<i>Funding round</i>	<i>Category</i>	<i>Application no.</i>	<i>Amount</i>		
Night Ninjas Inc.	Round 1 2018–2019	Organisation Support	OS-191-002	\$3,000.00		
Southern Bay Cyclones Junior Rugby Union Club Inc.			OS-191-005	\$3,000.00		
Red Tent Australia Ltd			OS-191-008	\$2,050.00		
Redlands United Football Club Inc.			OS-191-009	\$3,000.00		
Wellington Point Bowls Club Inc.			OS-191-012	\$3,000.00		
Victoria Point Sharks Sporting Club Inc.			OS-191-016	\$3,000.00		
Redlands Touch Association Inc.	Round 2 2018–2019		OS-192-007	\$3,000.00		
Army Cadets – Redlands Support Association Inc.			OS-192-008	\$2,384.00		
Redlands Sporting Club Inc.			OS-192-013	\$2,975.00		
Redlands Place Makers – Cleveland			OS-192-014	\$1,506.77		
Victoria Point Sharks Sporting Club Inc.			OS-192-016	\$3,000.00		
Redland City Gymsports Inc.			OS-192-017	\$3,000.00		
Isle Of Coochie Golf Club Inc.			OS-192-019	\$455.00		
Cleveland Air Magic Association Inc.			OS-192-020	\$3,000.00		
Redlands Montessori			OS-192-021	\$3,000.00		
Victoria Point – Redland Bay Meals On Wheels Association Inc.			OS-192-022	\$3,000.00		
COOEE Indigenous Family & Community Education Resource Centre Ltd			OS-192-023	\$3,000.00		
<b>Number of applications 17</b>			<b>Sub-Total</b>	<b>\$45,370.77</b>		

<i>Applicant</i>	<i>Funding round</i>	<i>Category</i>	<i>Application no.</i>	<i>Amount</i>
Bayside District Amateur Radio Society Inc.	Round 1 2018–2019	Capital Infrastructure	CAP-191-001	\$3,784.00
Lamb Island Residents Association Inc.			CAP-191-002	\$10,000.00
North Stradbroke Island Golf Club Inc.			CAP-191-003	\$9,080.00
Russell Island Bowls Club Inc.			CAP-191-004	\$10,000.00
Russell Island Community Arts Association Inc.			CAP-191-005	\$6,000.00
Multicap Ltd			CAP-191-006	\$50,000.00
North Stradbroke Historical Museum Association Inc.			CAP-191-007	\$14,500.00
Cleveland District Girl Guides			CAP-191-008	\$10,000.00
Amity Point Social Cricket and Sporting Club Inc.			CAP-191-011	\$3,940.00
Redlands Sea Dragons Inc.			CAP-191-012	\$10,000.00
Bay Island Children's Inclusion Association Inc.			CAP-191-013	\$10,000.00
Redland Bay Tennis Club Inc.			CAP-191-014	\$31,375.50
Minjerribah Moorgumpin (Elders-in-Council) Aboriginal Corp			CAP-191-015	\$2,480.00
Rotary Club of Wellington Point Inc.			CAP-191-017	\$3,680.00
Volunteer Marine Rescue North Stradbroke Inc.			CAP-191-019	\$13,155.00
Wellington Point Bowls Club Inc.			00R-CAP-191-001	\$6,440.00
Redlands Cricket Inc.			00R-CAP-191-001	\$7,230.12
<b>Number of applications 17</b>			<b>Sub-Total</b>	<b>\$201,664.62</b>

<i>Applicant</i>	<i>Funding round</i>	<i>Category</i>	<i>Application no.</i>	<i>Amount</i>
Integrity Pictures Pty Ltd	Round 1 2018–2019	Sponsorship	S19-R1-002	\$15,000.00
Icon Events & Marketing Pty Ltd			S19-R1-003	\$13,500.00
Robot Productions Pty Ltd			S19-R1-004	\$30,000.00
Tingira Boat Club Inc.			S19-R1-005	\$6,000.00
Redland Spring Festival Inc.			S19-R1-007	\$30,000.00
Returned Services League of Australia (Queensland Branch) Bayside South Sub-branch Inc.			S19-R1-008	\$4,178.60
Redlands Easter Family Festival Inc.			S19-R1-013	\$13,000.00
Island Vibe Pty Ltd	Round 2 2018–2019	Sponsorship	S19-R2-001	\$5,000.00
Teorina Development Pty Ltd			S19-R2-002	\$5,000.00
Returned Services League of Australia (Queensland Branch) Redlands Sub-branch Inc.			S19-R2-004	\$10,000.00
Surf Lifesaving Queensland Inc.			S19-R2-007	\$3,000.00
Quandamooka Yoolooburrabee Aboriginal Corporation RNTBC			S19-R2-008	\$15,000.00
Stradbroke Chamber Music Festival Inc.			S19-R2-009	\$3,828.00
Bayside Runners and Walkers Incorporated			S19-R2-012	\$10,000.00
Wynnum Manly Seagulls Rugby League Football Club			S19-R2-016	\$10,350.00
Yulu-Burri-Ba Aboriginal Corporation for Community Health			S19-R2-017	\$10,000.00
Bayside Vehicle Restorers Club Inc.			S19-R2-020	\$1,000.00
Point Lookout Surfriders Club Inc.			S19-R2-024	\$5,000.00
Those Guys Events Pty Ltd			S19-R2-027	\$2,500.00
Club Laverda Queensland Inc.			S19-R2-028	\$10,000.00
The Event Crew Pty Ltd			S19-R2-029	\$9,000.00
MG Car Club of Queensland Inc.			S19-R2-032	\$5,000.00
Australian Events Marketing Pty Ltd			S19-R2-033	\$10,954.28
<b>Number of applications 23</b>			<b>Sub-Total</b>	<b>\$227,310.88</b>
<b>TOTAL APPLICATIONS 69</b>				<b>\$560,058.86</b>

<b>2018–2019 Quandamooka Dancers funding</b>	<i>Funding round</i>	<i>Category</i>	<i>Application no.</i>	<i>Amount</i>
Icon Events & Marketing Pty Ltd	Round 1 2018–2019	Sponsorship	S19-R1-003	\$1,500.00
Redland Spring Festival Inc.			S19-R1-007	\$1,500.00
Redlands Easter Family Festival Inc.			S19-R1-013	\$1,500.00
Yulu-Burri-Ba Aboriginal Corporation for Community Health	Round 2 2018–2019	Sponsorship	S19-R2-017	\$1,500.00
Point Lookout Surfriders Club Inc.			S19-R2-024	\$1,500.00
Surf Lifesaving Queensland Inc.			S19-R2-007	\$1,500.00
Wynnum Manly Seagulls Rugby League Football Club			S19-R2-016	\$1,500.00
Carolyn Brammer (Come to Coochie Day)	2018–2019	One-off	N/A	\$1,500.00
Rotary Club of Cleveland				\$1,500.00
<b>TOTAL APPLICATIONS 9</b>				<b>\$13,500.00</b>

A total of \$227,310.88 was provided to 23 organisations in 2018–2019 to deliver projects and events including the Redlands Easter Family Festival, Stradbroke Chamber Music Festival, GreazeFest, Redlands Coast Fun Run, Straddie Salute Triathlon Festival, Macleay Island Classic and Quandamooka Festival.

Council provided in-kind support of marketing and equipment to 18 events.

Full details of grants and sponsorship recipients are available on Council's website.

## External grant funding received

### Federal government grants and subsidies

The following Commonwealth Government grants and subsidies were provided to Council in the 2018–2019 financial year:

Commonwealth Government Department and Grant		Total \$
Department of Environment and Energy	Parks and Environment Improvement	\$ 90,000
Department of Infrastructure, Regional Development and Cities	Financial Assistance Grant	\$5,705,242
	Roads to Recovery	\$1,135,801
<b>Total</b>		<b>\$6,931,043</b>

### State Government grants and subsidies

The following State Government grants and subsidies were provided to Council in the 2018–2019 financial year:

State Government Department and Grant		Total \$
Advance Queensland	Advancing Regional Innovation Program	\$171,936
Arts Queensland	Regional Arts Development Fund	\$40,000
	Arts Showcase Program: Arts Ignite	\$15,364
Department of Employment, Small Business and Training	First Start Program	\$52,000
Department of Housing and Public Works (Sport and Recreation Services)	Get Planning Spaces	\$29,760
	Get in the Game	\$50,000
Department of Infrastructure, Local Government and Planning	Innovation and Improvement Fund	\$36,927
Department of Local Government, Racing and Multicultural Affairs	Local Government Grants and Subsidies Program	\$270,131
Department of the Premier and Cabinet	Lasting Legacies Grant	\$32,200
Department of State Development, Manufacturing, Infrastructure and Planning	North Stradbroke Island Entry Statement Signage	\$300,000
	Maturing the Infrastructure Pipeline Program	\$30,600
Department of Transport and Main Roads (including TransLink Division)	Transport Infrastructure Development Scheme	\$842,477
	Public Transport Accessible Infrastructure Program	\$306,284
	Cycle Network Local Government Grant	\$104,048
	Pontoon Upgrade Russell Island	\$9,920
	Toondah Harbour Dredging	\$1,492,320
	William Street Breakwater Upgrade	\$247,157
	Victoria Point Southern Ramp and Ferry Landing Dredging	\$56,708
	Emmett Drive Boat Ramp Toondah Harbour Dredging	\$20,006
	Macleay Island Boat Launching Facility	\$394,000
Queensland Fire and Emergency Services	State Emergency Services	\$18,299
Queensland Reconstruction Authority	Get Ready Queensland	\$58,200
	Natural Disaster Resilience Program	\$105,213
State Library of Queensland	First 5 Forever	\$49,073
	Public Library Services Grant	\$681,998
	Deadly Digital Communities	\$10,000
<b>Total</b>		<b>\$5,424,620</b>

## Other Grants and Subsidies

The following grants and subsidies were provided to Council in the 2018–2019 financial year:

<i>Organisation and Grant</i>		<i>Total \$</i>
<b>Qsuper</b>	Queen's Baton Relay Community Prize	\$10,000
<b>Total</b>		<b>\$10,000</b>

## External grants and subsidies highlights

### IndigiScapes Environment Education Centre Expansion

In 2019 construction commenced on the highly anticipated IndigiScapes Environmental Education Centre expansion which includes major refurbishments to the centre's popular Bush Tucker Café, new environmental interpretation space, education spaces and conference facilities.

Significant elements of this expansion are co-funded under the Local Government Grants and Subsidies Program (2017–2019 Round) and the Department of Local Government, Racing and Multicultural Affairs has committed a total of \$917,137 towards this multi-million-dollar upgrade.

Works are due to complete in the latter half of 2019 and when re-opened to the public will cement the centre's place among the unique and popular environmental education centres in Queensland.

### Road Flooded Smart Warning Signs

In early 2019 Council completed the installation of smart solar-powered illuminated road flooded warning signs at four key locations in Redlands Coast that experience flash flooding during rainfall events and severe weather.

These automated signs now provide an early warning system to motorists who come across flooded roads prior to Council operations closing the road. This signage will help reduce the number of vehicles being driven into flooded waters and also reduce the risk to Emergency Services and Council officers who otherwise have to erect temporary signage in often hazardous weather conditions.

This project was successful in obtaining \$58,500 towards the installation of the signage from the Queensland Reconstruction Authority under the Natural Disaster Resilience Program 2018–2019.

## Regional Arts Development Fund

The Regional Arts Development Fund (RADF) is an annual partnership between the Queensland Government and local governments, including Redland City Council. RADF promotes the value of arts, culture and heritage as key drivers of diverse and inclusive communities and strong regions. RADF objectives are to support arts and culture activities that provide public value for Queensland communities, build local cultural capacity, cultural innovation and community pride. Redland City Council contributed \$57,269 towards these grants for 13 individuals and organisations. The Queensland Government through Arts Queensland contributed \$40,000.

## Services provided by another government

Under section 190(1)(d) of the *Local Government Regulation 2012*, Council must include details of any services, facility or activity supplied by another local government (under an agreement for conducting a joint government activity), where special rates or charges were levied.

There were no services provided by another government in 2018–2019.

## Tenders

During 2018–2019 there were changes to four tenders:

- Park Renewal – David Parr Park, Alexandra Hills (reduction in scope of works)
- Streetscape Upgrade – Village Green and Main Road, Wellington Point (reduction in scope of works)
- 2018–2019 Bus Shelter Renewal, Redland City (increase in scope of works)
- Landfill environmental Monitoring Program (increase in scope of works)

## Shareholder delegates

There were no shareholder delegates for corporate entities in 2018–2019.

## Registers

Council maintains a number of registers that are available to the public:

- Adopted Committee and Council Meeting Dates
- Assets
- Authorised Persons
- Beneficial Enterprise
- Business Activities
- Cat and Dog
- Complaints
- Corporate Gifts
- Cost Recovery Fees
- Council Policies
- Delegations
- Contact with Lobbyists
- Local Laws and Subordinate Local Laws
- Mayor to CEO Directions
- Minutes of Local Government Meetings
- Personal Identification (in relation to animals)
- Regulated Dogs
- Regulatory Fees
- Roads

## Concessions for rates and charges

In 2018–2019, Council provided general rate concessions to support cultural and economic development, not-for-profit organisations and pensioners on Centrelink or DVA Gold Card benefits. Pensioners who lived in homes where the roofline extended over an adjoining boundary in the same ownership name also received concessions on separate and special charges.

A concession on separate and special charges was also provided for parcels of contiguous land in the same ownership name, for farmers carrying on a business of primary production. Concessions in the form of payment arrangement agreements were provided to ratepayers suffering hardship, to enable rates and charges to be recovered over a longer period. Council also accepted concessional agreements for the voluntary transfer of unencumbered land in full or part payment of rates or charges. Further details are available in the *2018–2019 Budget* documentation and associated policies on Council's website.



# CONSOLIDATED FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 30 JUNE 2019



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**CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME**

For the year ended 30 June 2019

	Note	Consolidated		Council	
		2019 \$000	2018 \$000	2019 \$000	2018 \$000
<b>Income</b>					
<b>Recurrent revenue</b>					
Rates, levies and charges	4(a)	239,774	228,960	239,774	228,960
Fees	4(b)	13,802	13,109	13,430	12,891
Interest received	4(c)	4,814	4,460	4,810	4,502
Dividend income		-	-	-	2,000
Sales revenue	4(d)	10,100	10,717	3,733	3,405
Other income		2,335	3,535	2,174	1,876
Grants, subsidies and contributions	5(a)	10,838	10,846	10,838	10,846
<b>Total recurrent revenue</b>		<b>281,663</b>	<b>271,627</b>	<b>274,759</b>	<b>264,480</b>
<b>Capital revenue</b>					
Grants, subsidies and contributions	5(b)	15,824	20,939	15,824	21,204
Non-cash contributions		7,370	13,940	7,370	13,940
<b>Total capital revenue</b>		<b>23,194</b>	<b>34,879</b>	<b>23,194</b>	<b>35,144</b>
<b>Total income</b>		<b>304,857</b>	<b>306,506</b>	<b>297,953</b>	<b>299,624</b>
<b>Expenses</b>					
<b>Recurrent expenses</b>					
Employee benefits	6	(89,141)	(86,151)	(87,720)	(84,898)
Materials and services	7	(136,941)	(135,430)	(130,879)	(128,153)
Finance costs		(3,130)	(3,409)	(3,126)	(3,326)
Depreciation and amortisation	8	(62,825)	(63,108)	(62,794)	(63,094)
<b>Total recurrent expenses</b>		<b>(292,037)</b>	<b>(288,098)</b>	<b>(284,519)</b>	<b>(279,471)</b>
<b>Capital expenses</b>					
Loss on disposal of non-current assets		(3,800)	(2,199)	(3,800)	(2,199)
<b>Total capital expenses</b>		<b>(3,800)</b>	<b>(2,199)</b>	<b>(3,800)</b>	<b>(2,199)</b>
<b>Total expenses</b>		<b>(295,837)</b>	<b>(290,297)</b>	<b>(288,319)</b>	<b>(281,670)</b>
<b>Net result</b>		<b>9,020</b>	<b>16,209</b>	<b>9,634</b>	<b>17,954</b>
<b>Other comprehensive income</b>					
<b>Items that will not be reclassified to net result</b>					
Revaluation of property, plant and equipment	13	4,952	(23,330)	4,952	(23,330)
<b>Total comprehensive income/(loss) for the year</b>		<b>13,972</b>	<b>(7,121)</b>	<b>14,586</b>	<b>(5,376)</b>

The above statement should be read in conjunction with the accompanying notes and significant accounting policies.

## CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at 30 June 2019

	Note	Consolidated		Council	
		2019 \$000	2018 \$000	2019 \$000	2018 \$000
<b>Current assets</b>					
Cash and cash equivalents	9	166,153	141,515	162,096	138,562
Trade and other receivables	10	32,195	35,156	34,010	40,744
Inventories	11	13,925	18,386	955	1,103
Non-current assets held-for-sale		8,050	-	11,113	11,113
Other current assets	27(a)	2,322	2,033	4,975	2,033
<b>Total current assets</b>		<b>222,645</b>	<b>197,090</b>	<b>213,149</b>	<b>193,555</b>
<b>Non-current assets</b>					
Investment property	12	5,115	13,413	1,091	1,091
Property, plant and equipment	13	2,541,995	2,537,545	2,541,881	2,537,638
Intangible assets		1,663	1,987	1,663	1,987
Other financial assets		73	73	13,174	14,864
<b>Total non-current assets</b>		<b>2,548,846</b>	<b>2,553,018</b>	<b>2,557,809</b>	<b>2,555,580</b>
<b>Total assets</b>		<b>2,771,491</b>	<b>2,750,108</b>	<b>2,770,958</b>	<b>2,749,135</b>
<b>Current liabilities</b>					
Trade and other payables	14	34,097	30,565	33,742	30,387
Borrowings with QTC	15(a)	7,845	7,728	7,845	7,728
Provisions	16(a)	15,350	13,567	15,350	13,556
Other current liabilities	17	10,293	5,804	9,152	4,654
<b>Total current liabilities</b>		<b>67,585</b>	<b>57,664</b>	<b>66,089</b>	<b>56,325</b>
<b>Non-current liabilities</b>					
Borrowings with QTC	15(b)	29,421	32,451	29,421	32,451
Provisions	16(b)	13,459	12,939	13,408	12,905
<b>Total non-current liabilities</b>		<b>42,880</b>	<b>45,390</b>	<b>42,829</b>	<b>45,356</b>
<b>Total liabilities</b>		<b>110,465</b>	<b>103,054</b>	<b>108,918</b>	<b>101,681</b>
<b>Net community assets</b>		<b>2,661,026</b>	<b>2,647,054</b>	<b>2,662,040</b>	<b>2,647,454</b>
<b>Community equity</b>					
Asset revaluation surplus	18	1,008,120	1,003,168	1,008,120	1,003,168
Retained surplus		1,652,906	1,643,886	1,653,920	1,644,286
<b>Total community equity</b>		<b>2,661,026</b>	<b>2,647,054</b>	<b>2,662,040</b>	<b>2,647,454</b>

The above statement should be read in conjunction with the accompanying notes and significant accounting policies.

REDLAND CITY COUNCIL  
**CONSOLIDATED STATEMENT OF CHANGES IN EQUITY**  
For the year ended 30 June 2019

Consolidated	Asset Revaluation Surplus \$000	Retained Surplus \$000	Total Community Equity \$000
	Note	13, 18	
<b>Balance as at 1 July 2017</b>	<b>1,070,839</b>	<b>1,584,735</b>	<b>2,655,574</b>
Net result	-	16,209	16,209
Other comprehensive income for the year:			
Increase/(decrease) in asset revaluation surplus	(23,330)	-	(23,330)
<b>Total comprehensive income for the year</b>	<b>(23,330)</b>	<b>16,209</b>	<b>(7,121)</b>
Other adjustments:			
Reclassification to retained surplus	(44,341)	44,341	-
Prior period adjustment	25 -	(1,399)	(1,399)
<b>Balance as at 30 June 2018</b>	<b>1,003,168</b>	<b>1,643,886</b>	<b>2,647,054</b>
Net result	-	9,020	9,020
Other comprehensive income for the year:			
Increase/(decrease) in asset revaluation surplus	4,952	-	4,952
<b>Total comprehensive income for the year</b>	<b>4,952</b>	<b>9,020</b>	<b>13,972</b>
<b>Balance as at 30 June 2019</b>	<b>1,008,120</b>	<b>1,652,906</b>	<b>2,661,026</b>
<b>Council</b>			
<b>Balance as at 1 July 2017</b>	<b>1,070,839</b>	<b>1,583,390</b>	<b>2,654,229</b>
Net result	-	17,954	17,954
Other comprehensive income for the year:			
Increase/(decrease) in asset revaluation surplus	(23,330)	-	(23,330)
<b>Total comprehensive income for the year</b>	<b>(23,330)</b>	<b>17,954</b>	<b>(5,376)</b>
Other adjustments:			
Reclassification to retained surplus	(44,341)	44,341	-
Prior period adjustment	25 -	(1,399)	(1,399)
<b>Balance as at 30 June 2018</b>	<b>1,003,168</b>	<b>1,644,286</b>	<b>2,647,454</b>
Net result	-	9,634	9,634
Other comprehensive income for the year:			
Increase/(decrease) in asset revaluation surplus	4,952	-	4,952
<b>Total comprehensive income for the year</b>	<b>4,952</b>	<b>9,634</b>	<b>14,586</b>
<b>Balance as at 30 June 2019</b>	<b>1,008,120</b>	<b>1,653,920</b>	<b>2,662,040</b>

The above statement should be read in conjunction with the accompanying notes and significant accounting policies.

**CONSOLIDATED STATEMENT OF CASH FLOWS**

For the year ended 30 June 2019

	Note	Consolidated		Council	
		2019 \$000	2018 \$000	2019 \$000	2018 \$000
<b>Cash flows from operating activities</b>					
Receipts from customers		276,486	255,614	266,326	246,530
Payments to suppliers and employees		(221,895)	(226,133)	(217,890)	(220,545)
Interest received		4,812	4,449	4,810	4,502
Dividend received		-	-	1,500	500
Non-capital grants and contributions		9,832	14,049	9,832	14,049
Borrowing costs	15(b)	(2,809)	(3,187)	(2,809)	(3,187)
<b>Net cash inflow/(outflow) from operating activities</b>	23	<b>66,426</b>	<b>44,792</b>	<b>61,769</b>	<b>41,849</b>
<b>Cash flows from investing activities</b>					
Payments for property, plant and equipment		(58,639)	(69,929)	(58,586)	(69,929)
Payment for investment property		-	(4,474)	-	-
Payments for intangible assets		(540)	(242)	(540)	(242)
Proceeds from sale of property, plant and equipment		2,789	1,146	2,789	1,146
Capital grants, subsidies and contributions		17,137	17,480	17,137	17,480
Other Cashflow from investing activities		-	-	3,500	(3,500)
<b>Net cash inflow/(outflow) from investing activities</b>		<b>(39,253)</b>	<b>(56,019)</b>	<b>(35,700)</b>	<b>(55,045)</b>
<b>Cash flows from financing activities</b>					
Proceeds from borrowings	15(b)	2,500	-	2,500	-
Repayment of borrowings	15(b)	(5,035)	(4,657)	(5,035)	(4,657)
<b>Net cash inflow/(outflow) from financing activities</b>		<b>(2,535)</b>	<b>(4,657)</b>	<b>(2,535)</b>	<b>(4,657)</b>
<b>Net increase/(decrease) in cash and cash equivalents held</b>		<b>24,638</b>	<b>(15,884)</b>	<b>23,534</b>	<b>(17,853)</b>
Cash and cash equivalents at beginning of the financial year		141,515	157,399	138,562	156,415
<b>Cash and cash equivalents at end of the financial year</b>	9	<b>166,153</b>	<b>141,515</b>	<b>162,096</b>	<b>138,562</b>

The above statement should be read in conjunction with the accompanying notes and significant accounting policies.

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**

For the year ended 30 June 2019

**1 Basis of preparation and compliance****1(a) Basis of preparation and statement of compliance**

These consolidated general purpose financial statements are for the period 1 July 2018 to 30 June 2019 in compliance with the requirements of the *Local Government Act 2009* and the *Local Government Regulation 2012*. Consequently, they have been prepared in accordance with all effective Australian Accounting Standards and Interpretations issued by the Australian Accounting Standards Board (AASB).

The consolidated entity is a not-for-profit entity and the Australian Accounting Standards include requirements for Not-for-Profit entities which are inconsistent with International Financial Reporting Standards (IFRS). Therefore in some instances these financial statements do not comply with IFRS. The main impacts are the offsetting of revaluation gains and losses within a class of assets and the timing of recognition of non-reciprocal grant revenue.

These financial statements are for the group consisting of Redland City Council (RCC) and its subsidiaries (refer to Note 1(b)) and have been prepared under the historical cost convention except for the revaluation of certain non-current assets, financial assets and financial liabilities.

**1(b) Principles of consolidation**

Council and its controlled entities together form the economic entity which is referred to in these financial statements as 'the group'. The financial statements of the controlled entities are included in the consolidated financial statements where material by size or nature, from the date when control commences until the date when control ceases.

Transactions with entities controlled by Council have been eliminated when preparing consolidated financial statements and accounting policies of controlled entities adjusted where necessary to ensure consistency with the policies adopted by the group.

Redland Investment Corporation Pty Ltd (consolidated)

Council has 100% ownership of Redland Investment Corporation Pty Ltd (RIC) which is limited by shares. RIC was formed to enhance the commercial activities of Council and oversees a diverse range of projects across the city. RIC has the following subsidiaries:

Redland Developments Pty Ltd (consolidated to the RIC Group)

RIC has 100% ownership of Redland Developments Pty Ltd (formerly AVA Terraces Pty Ltd) which is limited by shares. Redland Developments Pty Ltd was formed to develop and manage land at 9-11 Oaklands Street, Alexandra Hills during 2018 and 2019 financial years. During the current financial year, Redland Developments Pty Ltd was used for a new development project at 521 Old Cleveland Road, Capalaba.

Cleveland Plaza Pty Ltd (consolidated to the RIC Group)

RIC has 100% ownership of Cleveland Plaza Pty Ltd (Cleveland Plaza) which is limited by shares. Cleveland Plaza was formed to manage the property at 48 Bloomfield Street, Cleveland.

RIC Toondah Pty Ltd (consolidated to the RIC Group)

RIC has 100% ownership of RIC Toondah Pty Ltd (RICT), which is limited by shares. RICT was formed to provide the administration services for the day-to-day management of the joint operation between the Minister for State Development, Manufacturing, Infrastructure and Planning, Council and the developer for the project in the Toondah Harbour Priority Development Area. Council's interest in the joint operation is 50%. The project is pending a transfer of State land to MEDQ as well as an environmental assessment; as such, nominal transactions have occurred in the entity during the current financial year.

Separate consolidated financial statements for RIC have been prepared for the financial year ended 30 June 2019 and are audited by the Auditor-General of Queensland.

Redheart Pty Ltd (not consolidated as transactions in this entity are not material)

Council has 100% ownership of Redheart Pty Ltd (Redheart) which is limited by shares. Redheart was formed to conduct a beneficial enterprise by holding a mining lease and environmental authority and sell quarry material from Council's German Church Road quarry operations, so as to manage risks and increase commercial flexibility. As at 30 June 2019, the company had net assets of \$2 and remained dormant throughout the financial year.

**1(c) Constitution**

Redland City Council is constituted under the Queensland *Local Government Regulation 2009* and is domiciled in Australia. Council's subsidiaries are constituted under the *Corporations Act 2001* and are domiciled in Australia.

**1(d) Date of authorisation**

The consolidated financial statements were authorised for issue on the date they were submitted to the Auditor-General for final signature. This is the date the management certificate was signed.

**1(e) Currency**

Council uses the Australian dollar (AUD) as its functional currency and its presentation currency.

**1(f) Rounding and comparatives**

Amounts included in the consolidated financial statements have been rounded to the nearest \$1,000.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 30 June 2019

## 1 Basis of preparation and compliance - continued

## 1(g) New and amended standards adopted by Council

In the current year, the consolidated entity adopted all of the new and revised Standards and Interpretations issued by the Australian Accounting Standards Board (AASB) that are relevant to its operations and effective for the current reporting period. The adoption of the new and revised Standards and Interpretations has not resulted in any material changes to Council's accounting policies.

Council applied AASB 9 Financial Instruments from 1 July 2018. Council's technical working group reviewed its financial assets and financial liabilities with the new AASB 9 classification and measurement requirements. The transitional requirements permit restatement of comparatives or an adjustment to equity to reflect the difference between the carrying amounts under AASB 139 Financial Instruments: Recognition and Measurement and carrying amounts under AASB 9. As there is no significant impact, Council has not restated comparatives or made any adjustments to equity.

Certain new Standards and Interpretations have been issued that are not yet effective for the 30 June 2019 reporting periods and have not been early adopted by Council. Council's assessment of those new Standards expected to have an impact on Council's future reporting periods is set out below.

Standard	Nature of change	Impact	Date Council will apply the standard
AASB 15 <i>Revenue from Contracts with Customers</i>	<p>The AASB has issued a new standard for the recognition of revenue. It replaces existing revenue recognition guidance, including AASB 118 which covers contracts for goods and services.</p> <p>The new standard is based on the principle that revenue is recognised as each performance obligation as stipulated in the contract with customers is satisfied. It requires an assessment of goods and services promised in a contract and identification of each sufficiently specific performance obligation.</p> <p>Where a contract with a customer does not exist, Council shall consider whether AASB 1058 is applicable.</p>	<p>Council assessed its revenue streams and has identified the transactions that are within the scope of AASB 15.</p> <p>The most significant change for Council will be to defer income from grants and donations where the delivery of goods and services are enforceable and the performance obligations are sufficiently specific. The impact will be around \$3,523,429. The majority of grants and donations received by Council are currently recognised on receipt under AASB 1004 Contributions.</p> <p>Council developed and maintains a centralised register to review current and future grant agreements.</p>	1 July 2019
AASB 1058 <i>Income of Not-for-Profit Entities</i>	<p>AASB 1058 applies to Not-for-Profit entities and replaces most of the income recognition requirements in AASB 1004 Contributions.</p> <p>The new standard clarifies and simplifies the income recognition requirements of Council. It applies to transactions where the consideration to acquire an asset is significantly less than the fair value principally to enable Council to further its objectives.</p> <p>AASB 1058 is considered in conjunction with AASB 15. Under the new income recognition framework, Council first considers whether AASB 15 applies to a transaction or part of a transaction in terms of an enforceable agreement and a sufficiently specific performance obligation. If the transaction does not meet the criteria, application of AASB 1058 is considered.</p>	<p>Transactions covered under AASB 1058 include but are not limited to the following:</p> <ul style="list-style-type: none"> <li>- receipt of rates and fees including fines</li> <li>- cash and other assets received by Council from grants</li> <li>- cash and other assets received by Council from developer contributions</li> <li>- assets acquired for nominal or low amounts</li> </ul> <p>Council will continue to recognise income from grants, including the Financial Assistance Grant, and donations upfront where AASB 15 does not apply.</p> <p>Under AASB 1058 Council will defer refundable prepaid rates to the period they relate where currently they are being recognised upon receipt in line with AASB 1004. Council's prepaid rates as at 30 June 2019 of \$197,422 will be adjusted in opening retained earnings as at 1 July 2019. Council has assessed there is no impact to its revenue recognition practices in relation to developer contributions.</p>	1 July 2019
AASB 1059 <i>Service Concession Arrangements: Grantors</i>	<p>The standard applies to arrangements that public sector entities enter into with a private sector operator for the delivery of public services related to a service concession asset on behalf of a public sector grantor for a specified period of time and managing at least some of those services. An arrangement within the scope of this standard typically involves an operator constructing the assets used to provide the public service or upgrading the assets (for example, by increasing their capacity) and operating and maintaining the assets for a specified period of time.</p>	<p>Preliminary assessment shows this standard will not have a material impact on Council's financial statements.</p>	1 July 2020

1 Basis of preparation and compliance - continued

Standard	Nature of change	Impact	Date Council will apply the standard
AASB 16 <i>Leases</i>	<p>AASB 16 introduces a single lease accounting model for lessees. Lessees will be required to recognise a right-of-use asset (representing right to use the underlying leased asset) and a liability (representing the obligation to make lease payments) for all leases with a term of more than 12 months, unless the underlying assets are of low value.</p> <p>The right-of-use asset will give rise to a depreciation expense. The lease liability will be initially recognised at an amount equal to the present value of the lease payments during the lease term that are not yet paid. Current operating lease rental payments will no longer be expensed in the Consolidated Statement of Comprehensive Income. These payments will be apportioned between a reduction in the recognised lease liability and the implicit finance charge (the effective rate of interest) in the lease.</p>	<p>The standard will affect the accounting for Council's operating leases to bring these on to the Consolidated Statement of Financial Position. Council has assessed that applying AASB 16 to its current operating leases has no significant impact on the Consolidated Statement of Comprehensive Income, the Consolidated Statement of Financial Position and the Consolidated Statement of Cash Flows. Council has assessed leases embedded in contracts that it is a party to and has determined there is no significant impact of applying AASB 16.</p> <p>Based on Council's assessment, it is expected that the first-time adoption of AASB 16 will have the following impacts:</p> <ul style="list-style-type: none"> <li>- lease assets and financial liabilities on the balance sheet are expected to increase by \$9,491,302 and \$9,490,302 respectively (based on the facts available to Council at the date of assessment).</li> <li>- net result will be lower on initial application as depreciation expense and the lease liability interest expense will be initially higher than operating lease expenses previously recorded.</li> <li>- as a Not-for-Profit entity, Council's leases that are significantly below market value (also known as peppercorn leases) are temporarily exempted from the new requirements. Should this temporary concession be withdrawn, the above assessment may change (refer AASB 2018-8).</li> </ul>	1 July 2019
AASB 2018-4 <i>Amendments to Australian Accounting Standards – Australian Implementation Guidance for Not-for-Profit Public Sector Licensors</i>	<p>The standard provides clarity for Not-for-Profit public sector licensors around the application of accounting standards for the revenue from licences they issue. Amendments include:</p> <ul style="list-style-type: none"> <li>-expanding scope of AASB15 to include non-contractual licences</li> <li>-providing recognition exemptions for short-term licences and licences issued for a low transaction price.</li> </ul> <p>The amendments to AASB 16 clarify that licences that are in substance leases or contain leases, except licences of intellectual property, fall within the scope of AASB 16.</p>	<p>Council's revenue generated from licence fees are classified under this category. These licences are low value or short term licence with no variable consideration. Council elected not to adopt the requirements of AASB 15 for licences according to the AASB 2018-4 <i>Amendments to Australian Accounting Standards – Australian Implementation Guidance for Not-for-Profit Public Sector Licensors</i>. Therefore, Council will continue to recognise revenue at a point in time when the licence is issued.</p>	1 July 2019
AASB 2018-5 <i>Amendments to Australian Accounting Standards - Deferral of AASB 1059</i>	<p>To assist implementation efforts, the AASB has deferred the effective date of AASB 1059 <i>Service Concession Arrangements: Grantors</i> to annual periods beginning on or after 1 January 2020, instead of 2019.</p>	<p>Preliminary assessment shows this standard will not have a material impact on Council's financial statements.</p>	1 July 2020
AASB 2018-8 <i>Amendments to Australia Accounting Standards – Right-of-use Assets of Not-for-Profit Entities</i>	<p>This standard provides a temporary option for Not-for-Profit (NFP) lessees to elect to measure a class (or classes) of right-of-use assets arising under 'concessionary leases' at initial recognition at cost, rather than at fair value.</p>	<p>Council has land held in trust for Department of Natural Resources, Mines and Energy. Council does not pay any consideration for the land held in trust and therefore will not meet the definition of a concessionary lease. Following the notice of amendment in AASB 2018-8, Council will measure the lease liability at cost.</p>	1 July 2019

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**

For the year ended 30 June 2019

**1 Basis of preparation and compliance - continued****1(h) Critical accounting judgements and key sources of estimation uncertainty**

In the application of Council's accounting policies, management is required to make judgements, estimates and assumptions about carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates. The estimates and ongoing assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in future periods as relevant.

Judgements, estimates and assumptions that have a potential significant effect are outlined in the following financial statements notes:

Valuation and depreciation of property, plant and equipment (Note 2(e) and Note 24)  
 Long-term employee benefit obligations (Note 2(h), Note 14 and Note 16)  
 Landfill rehabilitation provision (Note 2(i) and Note 16)  
 Contingent liabilities and contingent assets (Note 20)  
 Transactions with related parties (Note 27)  
 Events after the reporting period (Note 28)

**2 Significant accounting policies****2(a) Revenue**

Rates, levies, grants and other revenue are recognised as revenue on receipt of funds, or on unconditional entitlement to the funds, if earlier. Revenue is recognised for the major business activities as follows:

Rates and levies

Where prepayment is made toward rates and charges prior to a rating period, the prepayment is recognised as revenue in the period in which it is received. Taking into consideration prepayments, all other rates and charges revenue levied in advance is recognised at the commencement of the rating period. Water consumption charges, which are levied in arrears, are recognised based on the period in which they are consumed, except for the fixed component, which is recognised over the levying period.

Fees

Fees are recognised upon unconditional entitlement to the funds. Generally this is upon lodgement of the relevant applications or documents, issuing of the infringement notice or when the service is provided.

Dividends received

Dividends are recognised when they are declared and are classified in the Consolidated Statement of Cash Flows as operating activities.

Grants and subsidies

Grants, subsidies and contributions that are non-reciprocal in nature are recognised as revenue upon receipt. Unspent, non-reciprocal grants are held in reserves (restricted funds).

Where grants are received that are reciprocal in nature, revenue is recognised as the various performance and return obligations under the funding agreement are fulfilled.

Non-cash contributions

Physical assets contributed to Council by developers in the form of water, wastewater, road works, stormwater and park equipment are recognised as revenue when it is probable that the assets will be received by Council. Generally this is when the development becomes 'on-maintenance', i.e. Council becomes responsible for the maintenance of the asset. The revenue is recognised when there is sufficient data in the form of drawings and plans to determine the specifications and value of such assets. At year end, where plans are not yet available, an accrual is recognised based on an average rate per lot. All non-cash contributions are recognised at the fair value of the assets received on the date of acquisition.

Cash contributions

Cash contributions are received by Council through infrastructure charges indicated in decision notices for developments such as material change of use, reconfiguration of a lot, plan sealing and/or new construction. The cash received is generally used for augmentation of infrastructure head works. Council recognises revenue upon completion of the legislative trigger for payment.

Recurrent/operating and capital classification

Grants and contributions are to be classified as operating or capital depending on the purpose for which they were received. Capital revenue includes grants and contributions received, which are tied to specific projects for the replacement or upgrade of existing non-current assets and/or investment in new assets. It also includes non-cash contributions that are usually infrastructure assets received from developers as well as gains associated with disposal of fixed assets. All other revenue is classified as recurrent/operating.

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**

For the year ended 30 June 2019

**2 Significant accounting policies - continued****2(b) Financial assets and financial liabilities**

Council recognises a financial asset or financial liability when, and only when, Council becomes a party to the contractual provisions of the instrument.

Council's financial assets and financial liabilities are limited to:

Financial assets

Cash and cash equivalents (Note 2(c) and Note 9)  
Trade and other receivables - measured at amortised cost (Note 2(d) and Note 10)  
Other financial assets such as investments in other companies.

Financial liabilities

Trade and other payables - measured at amortised cost (Note 2(g) and Note 14)  
Borrowings - measured at amortised cost (Note 15).

Financial assets and financial liabilities are presented separately from each other and offsetting has not been applied, except for Goods and Services Tax (GST), refer to Note 2(j). Refer to Note 24 for fair value measurement considerations in relation to financial assets and financial liabilities.

Redland City Council is exposed to various financial risks including credit risk, interest rate risk and liquidity risk. Exposure to financial risks is managed in accordance with Council's approved Enterprise Risk Management Framework and related policies, guidelines and procedures.

**2(c) Cash and cash equivalents**

Cash and cash equivalents includes cash on hand, all cash and cheques received but not banked at the year end, and deposits held at call with financial institutions.

Council's cash and cash equivalents are subject to a number of internal restrictions that limit amounts available for discretionary or future use. Council accounts for these restrictions internally using a system of reserves as follows:

Constrained works reserve

This reserve includes all contributions of monetary revenue received during the reported and previous periods which are constrained for the purpose of funding specific expenditure. The closing balance reported at the year end represents amounts not yet expended and must be retained until expended in the manner specified by the contributor or relevant legislation.

Special projects reserve

This reserve holds funds identified for various projects and for funding specific expenditure.

Separate charge reserve

This reserve was established to hold funds levied for the Environment Separate Charge for ongoing maintenance and future capital expenditure for conservation maintenance and environmental land acquisitions. This reserve also holds funds levied for State Emergency Services.

Special charge reserve - other

This reserve was established to hold funds collected for the Rural Fire Brigade Levy Special Charge and are distributed to the respective Rural Fire Service Southern Moreton Bay Islands Local Area Finance Committee. This reserve also held funds levied for Southern Moreton Bay Islands Translink Special Charge that were distributed to the State Government to assist with transport service on the bay islands. This arrangement ended 31 December 2018.

Special charge reserve - canals

This reserve was established to hold funds levied for the Canal Special Charges and the Sovereign Waters Lake Special Charge.

**2(d) Trade and other receivables**

Trade receivables are recognised at the amounts due at the time of sale or service delivery, i.e. the agreed purchase price/contract price, at trade date. Settlement of these amounts is generally within 30 days from the invoice date.

The collectability of receivables is assessed periodically and based on life time expected credit losses and any objective evidence of possible default, the carrying amount is reduced for impairment.

All known bad debts were written-off or provided for at 30 June 2019.

Council is empowered under the provisions of the *Local Government Regulation 2012* to sell an owner's property to recover outstanding rate debts, therefore Council generally does not impair rate receivables.

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**

For the year ended 30 June 2019

**2 Significant accounting policies - continued****2(e) Fixed and intangible assets**

Each class of property, plant and equipment is stated at cost or fair value less, where applicable, accumulated depreciation and accumulated impairment losses.

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

Land	\$1
Buildings	\$1
Plant & equipment (vehicles; plant)	\$5,000
Plant & equipment (office equipment; furniture)	\$5,000
Plant & equipment (computer hardware)	\$5,000
Plant & equipment (heritage & arts; library books)	\$5,000
Roads	\$5,000
Stormwater drainage	\$5,000
Water & wastewater	\$5,000
Parks	\$5,000
Other infrastructure	\$5,000
Waste	\$5,000
Intangibles	\$5,000

Acquisition and/or construction of assets

Acquisitions of assets are initially recorded at cost. Historical cost includes expenditure that is directly attributable to the acquisition of the items. Wages and material costs incurred in the acquisition or construction of assets are treated as capital expenditure. Routine operating maintenance, repair costs and minor renewals to maintain the operational capacity of non-current assets are expensed as incurred. Expenditure that relates to the replacement of a major component of an asset to maintain its service potential is capitalised.

Assets received in the form of contributions are recognised as assets and revenue at fair value (by Council valuation) where that value exceeds the recognition thresholds for the respective asset class. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

Valuation

All asset categories are measured under the revaluation model, at fair value, except for waste, parks, plant and equipment and work in progress which are measured under the cost model.

Non-current physical assets measured at fair value are revalued, where required, so that the carrying amount of each class of asset does not materially differ from its fair value at the reporting date. The valuation methodology maximises observable inputs where available. This is achieved by comprehensively revaluing these assets at least once every five years by engaging either independent external valuers or suitably qualified internal staff. In interim years, valuations are performed with reference to a suitable index.

Any revaluation increment arising on the revaluation of an asset is credited to the appropriate class of the asset revaluation surplus, except to the extent it reverses a revaluation decrement for the class previously recognised as an expense. A decrease in the carrying amount on revaluation is charged as an expense, to the extent it exceeds the balance, if any, in the revaluation surplus of that asset class.

On revaluation, accumulated depreciation is restated proportionately with the change in the carrying amount of the asset and any change in the estimate of remaining useful life.

Separately identified components of assets are measured on the same basis as the assets to which they relate.

Details of valuers and methods of valuations are disclosed in Note 24.

Depreciation and amortisation

Land, earthworks, artwork and heritage assets are not depreciated as they have an unlimited useful life. Depreciation on other fixed assets is calculated on a straight-line basis so as to write-off the net cost or revalued amount of each depreciable asset, less its estimated residual value, progressively over its estimated useful life to Council. Management believes that the straight-line basis appropriately reflects the pattern of consumption of all Council assets.

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

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**

For the year ended 30 June 2019

**2 Significant accounting policies - continued****2(e) Fixed and intangible assets - continued**

Major spares purchased specifically for particular assets that are above the asset recognition threshold are capitalised and depreciated on the same basis as the asset to which they relate.

Depreciation methods and estimated useful lives of property, plant and equipment assets are reviewed at the end of each reporting period and adjusted, where necessary, to reflect any changes in the pattern of consumption, physical wear and tear, technical or commercial obsolescence, or management intentions. Details of the range of estimated useful lives for each class of asset are shown in Note 13.

Software has a finite life between 3 and 10 years. Straight line amortisation is used with no residual value.

**Land under roads**

Land under the road network within the Council area that has been dedicated and opened for public use under the *Land Act 1994* or the *Land Title Act 1994* is not controlled by Council but is controlled by the State pursuant to the relevant legislation. Therefore this land is not recognised in these financial statements.

**2(f) Leases**

All Council leases are of an operating nature where substantially all the risks and benefits remain with the lessor. Payments made under operating leases are expensed in equal instalments over the accounting periods covered by the lease term.

**2(g) Trade and other payables**

Trade and other payables are recognised upon receipt of the goods or services ordered and are measured at the agreed purchase or contract price. Amounts owing are unsecured and are generally settled within 30 days.

**2(h) Employee benefits obligations**

Liabilities for long service leave and annual leave that are not expected to be settled wholly within 12 months after the end of the period in which the employees render the related service, are measured as a long-term benefit. The liabilities represent the present value of the estimated future cash outflows to be made in respect of services provided by employees up to the end of the reporting period. Consideration is given to projected future increases in the current pay rates including oncosts, the probability of the employee remaining in Council's employment or other associated employment as well as the timing of leave payouts. The payments are discounted using market yields of Commonwealth Government bonds at the end of the reporting period with terms and currencies that match, as closely as possible, the estimated future cash outflows.

Where Council does not have an unconditional right to defer this liability beyond 12 months, i.e. the employee has become entitled to annual leave or long service leave, the liability is presented as a current liability.

The liability for long service leave is reported in Note 16 as a provision and re-measurements as a result of changes in assumptions are recognised in profit or loss. The liability for annual leave is reported in Note 14 as a payable.

**2(i) Rehabilitation provisions**

A provision is made for the cost of restoration in respect of landfills and represents the present value of the anticipated future costs associated with the closure of the landfill, decontamination and monitoring of historical residues and leaching on these sites.

A provision is also made for the cost of restoration of the German Church Road quarry and represents the present value of the anticipated future costs associated with the closure of the quarry and the rehabilitation of this site.

The calculation of these provisions requires assumptions such as application of environmental legislation, available technologies and engineering cost estimates. These uncertainties may result in future actual expenditure differing from amounts currently provided. Due to the long-term nature of the liabilities, the most significant uncertainty in estimating the provision is the cost that will be incurred. The provisions recognised for landfill and quarry sites are reviewed at least annually and updated based on the facts and circumstances available at the time.

**2(j) Taxation**

Income of local authorities and public authorities is exempt from Commonwealth taxation except for Fringe Benefits Tax and GST. The net amount of GST recoverable from the Australian Taxation Office (ATO) or payable to the ATO is shown as an asset or liability respectively. Council pays Payroll Tax to the Queensland Government on certain activities.

Cash flows are included in the Consolidated Statement of Cash Flows on a gross basis. The GST components of cash flows arising from investing and financing activities, which are recoverable from or payable to the ATO, are classified as operating cash flows.

### 3 Statement of functions and activities

#### 3(a) Functions of the consolidated entity

Council's functions and activities have been determined based on service delivery. The activities of Council are categorised into the following broad functions:

##### Community and Customer Services

Community and Customer Services provides operational support and manages the city's community services through the following functions:

###### Customer and Cultural Services

- Customer and Cultural Services supports the health and wellbeing of our community, promotes strong community spirit and extends to people of all ages, cultures, abilities and needs.

###### Planning, Development and Environment

- City Planning and Assessment delivers strategic planning, development assessment, and the management of infrastructure charging and planning.
- Community and Economic Development supports Council's commitment to increasing the city's economic capacity through business growth and retention, employment generation and sustained economic growth as articulated in the Economic Development Framework 2014-2041.
- Environment and Regulation is focused on the protection, management, promotion and enhancement of biodiversity.

##### Infrastructure and Operations

###### Infrastructure, Recreation and Facilities Services

- This function is responsible for the sustainable management, maintenance and operation of Council's infrastructure assets. It includes the identification, planning and delivery of infrastructure to support the community by way of roads, parks and conservation, community halls and swimming pools; and ensures a high standard of infrastructure in the Redlands.

###### Water and Wastewater Services

- Council's Water and Wastewater Services business unit is a commercially focused business unit with the principal goals of providing safe drinking water and the collection, treatment and disposal of wastewater.

###### Waste Services

- The Waste function is responsible for the collection and disposal of waste within the city through its kerbside collection service, household hazardous waste services, disposals at landfills and the operation and maintenance of its transfer stations. It also includes maintenance of closed landfill and environmental monitoring of current and former waste disposal facilities.

##### Organisational Services

Organisational Services provides an internal support function to Council from a compliance and provision of service perspective.

- General Counsel manages all legal matters, risk, procurement, warehousing and Redland WorkCover, advising on all legal aspects of Council's operations, and providing procurement advice including conducting tender and quotation processes. Redland WorkCover is Council's licensed workers' compensation self-insurer providing management of claims and working with employees with respect to rehabilitation.
- Corporate Governance manages a diverse range of organisational functions such as Strategy and Governance, Indigenous Partnerships, Office of the Mayor and Councillors, Disaster Management and Internal Audit.
- Communication, Engagement and Tourism is responsible for a broad range of communication, community engagement, events, graphic design, web management, social media services and tourism development for Council.
- Corporate Services manages Information Management and Fleet Management to enable productivity through technology solutions, and enhancing efficiency and effectiveness across the organisation.
- Financial Services is responsible for rating and water billing, collections, payment of suppliers, corporate financial and asset reporting, tax and treasury, budget and forecasting, business partnering and customer services. The group provides accurate, timely and appropriate information to support sound decision making and meet statutory requirements.
- Corporate Strategy and Performance leads and enables a whole of Council approach to portfolio management, strategic planning, transformation and strategic asset management to support decision making in delivering the agreed level of services, a sustainable financial position, legislative compliance and acceptable risk exposure.

##### Department of the Chief Executive Officer (CEO)

Office of the CEO and People and Culture provide support to all of Council, creating a safe, rewarding, equitable and productive workplace.

##### Redland Investment Corporation Pty Ltd (RIC)

RIC's business objective is to investigate alternative revenue streams and investment opportunities for the Redlands community. The Corporation also manages some of Council's underutilised assets with an objective to improve their use or value. RIC also has a Service Level Agreement with Council to act as the preferred commercial consultants for the Redlands' Priority Development Areas.

REDLAND CITY COUNCIL  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
For the year ended 30 June 2019

**3 Statement of functions and activities - continued**

**3(b) Analysis of results by function**

Income, expenses and assets defined between recurring and capital are attributed to the following functions:

**Year ended 30 June 2019**

Functions	Gross income				Total income	Gross expenses		Total Expenses	Net result from recurrent operations	Net Result	Total Assets
	Recurrent		Capital			Recurrent	Capital				
	Grants	Other	Grants	Other							
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Community and Cultural Services	737	789	-	1,586	(19,990)	(11)	(20,001)	(18,404)	(18,415)	16,005	
Planning, Development and Environment	191	9,873	292	18,828	(27,482)	2	(27,480)	(17,418)	(8,652)	8,153	
Infrastructure, Recreation and Facilities Services	3,199	15,653	1,619	27,631	(98,180)	(3,210)	(101,390)	(79,328)	(73,759)	1,438,818	
Water and Wastewater Services	-	108,850	-	114,119	(87,604)	(337)	(87,941)	21,246	26,178	815,861	
Waste Services	-	26,285	-	26,285	(20,192)	1	(20,191)	6,093	6,094	17,778	
Organisational Services	5,838	103,211	382	109,431	(24,038)	(245)	(24,283)	85,011	85,148	474,318	
Department of the Chief Executive Officer	48	25	-	73	(7,033)	-	(7,033)	(6,960)	(6,960)	25	
<b>Total Council</b>	<b>10,073</b>	<b>264,686</b>	<b>2,293</b>	<b>297,953</b>	<b>(284,519)</b>	<b>(3,800)</b>	<b>(288,319)</b>	<b>(9,760)</b>	<b>9,634</b>	<b>2,770,958</b>	
Redland Investment Corporation Pty Ltd (net of eliminations)*	-	6,904	-	6,904	(7,518)	-	(7,518)	(614)	(614)	533	
<b>Total Consolidated</b>	<b>10,073</b>	<b>271,590</b>	<b>2,293</b>	<b>304,857</b>	<b>(292,037)</b>	<b>(3,800)</b>	<b>(295,837)</b>	<b>(10,374)</b>	<b>9,020</b>	<b>2,771,491</b>	

**Year ended 30 June 2018**

Functions	Gross income				Total income	Gross expenses		Total Expenses	Net result from recurrent operations	Net Result	Total Assets
	Recurrent		Capital			Recurrent	Capital				
	Grants	Other	Grants	Other							
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Community and Cultural Services	207	648	659	1,514	(18,854)	(2)	(18,856)	(17,999)	(17,342)	15,392	
Planning, Development and Environment	1,592	9,686	132	22,446	(29,344)	5	(29,339)	(18,066)	(6,893)	7,896	
Infrastructure, Recreation and Facilities Services	2,876	17,924	1,525	35,042	(98,806)	(1,809)	(100,615)	(78,006)	(65,573)	1,435,959	
Water and Wastewater Services	-	105,143	584	114,134	(80,344)	(393)	(80,737)	24,799	33,397	831,945	
Waste Services	-	23,412	-	23,412	(20,036)	-	(20,036)	3,376	3,376	17,373	
Organisational Services	5,705	97,246	-	103,035	(26,057)	-	(26,057)	76,894	76,978	440,541	
Department of the Chief Executive Officer	41	-	-	41	(6,030)	-	(6,030)	(5,989)	(5,989)	29	
<b>Total Council</b>	<b>10,421</b>	<b>254,059</b>	<b>2,900</b>	<b>299,624</b>	<b>(279,471)</b>	<b>(2,199)</b>	<b>(281,670)</b>	<b>(14,991)</b>	<b>17,954</b>	<b>2,749,135</b>	
Redland Investment Corporation Pty Ltd (net of eliminations)	-	7,147	-	6,882	(8,627)	-	(8,627)	(1,480)	(1,745)	973	
<b>Total Consolidated</b>	<b>10,421</b>	<b>261,206</b>	<b>2,900</b>	<b>306,506</b>	<b>(288,098)</b>	<b>(2,199)</b>	<b>(290,297)</b>	<b>(16,471)</b>	<b>16,209</b>	<b>2,750,108</b>	

\* Please refer to the separate financial statements of Redland Investment Corporation Pty Ltd (RIC) for its financial performance and position prior to eliminations, accessible from Council's website: [www.redland.qld.gov.au](http://www.redland.qld.gov.au). Of note, the value of Council's investment in its wholly owned subsidiary, RIC, at reporting date was \$13,101,100 (2018: \$14,751,281).

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 30 June 2019

	Note	Consolidated		Council	
		2019 \$000	2018 \$000	2019 \$000	2018 \$000
<b>4 Revenue analysis</b>					
<b>4(a) Rates, levies and charges</b>					
General rates		100,352	92,516	100,352	92,516
Special and other charges		1,205	4,415	1,205	4,415
Environment and landfill remediation charges		11,270	10,573	11,270	10,573
Water access		18,571	18,425	18,571	18,425
Water consumption		43,276	40,903	43,276	40,903
Wastewater		42,565	41,940	42,565	41,940
Trade waste		1,594	1,699	1,594	1,699
Waste collection charges		24,188	21,775	24,188	21,775
Total rates and utility charges		<u>243,021</u>	<u>232,246</u>	<u>243,021</u>	<u>232,246</u>
Less: Pensioner remissions and rebates		(3,247)	(3,286)	(3,247)	(3,286)
		<u>239,774</u>	<u>228,960</u>	<u>239,774</u>	<u>228,960</u>
<b>4(b) Fees</b>					
Fines and penalties		1,088	717	1,088	717
Mooring and parking fees		597	578	597	578
Search fees		654	723	654	723
Development and related application fees		4,727	4,931	4,727	4,931
License fees		2,556	2,337	2,556	2,337
Commercial collection fees		430	310	430	310
Operational works application fees		848	837	848	837
Other fees and charges		2,902	2,676	2,530	2,458
		<u>13,802</u>	<u>13,109</u>	<u>13,430</u>	<u>12,891</u>
<b>4(c) Interest received</b>					
Interest received from investments		3,833	3,653	3,833	3,627
Interest from overdue rates and utility charges		939	805	939	805
Interest from loan to subsidiary		35	-	35	68
Other interest income		7	2	3	2
		<u>4,814</u>	<u>4,460</u>	<u>4,810</u>	<u>4,502</u>

**4(d) Sales revenue**

Sales revenue includes the sale of units of AVA Terraces, 9-11 Oaklands Street, Alexandra Hills, and sales proceeds of 3-11 Moores Road.

**5 Grants, subsidies and contributions****5(a) Recurrent**

Financial assistance grant		5,705	5,429	5,705	5,429
Government grants and subsidies		4,368	4,991	4,368	4,991
Contributions		765	426	765	426
		<u>10,838</u>	<u>10,846</u>	<u>10,838</u>	<u>10,846</u>

**5(b) Capital**

Government grants and subsidies		2,293	2,900	2,293	2,900
Contributions		13,531	18,039	13,531	18,304
		<u>15,824</u>	<u>20,939</u>	<u>15,824</u>	<u>21,204</u>

**Conditions over contributions**

Contributions and non-reciprocal grants recognised as income 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:

Unexpended grants and contributions held in reserve 1 July		86,093	76,792	86,093	76,792
Prior period grants and contributions spent in year		(10,587)	(9,195)	(10,587)	(9,195)
Grants and contributions recognised as revenue in year		26,661	32,050	26,661	32,050
Infrastructure charges for the augmentation of water supply headworks	25	3,767	-	3,767	-
Current period grants and contributions spent in year		(12,888)	(13,554)	(12,888)	(13,554)
Unexpended grants and contributions held in reserve 30 June		<u>93,046</u>	<u>86,093</u>	<u>93,046</u>	<u>86,093</u>

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 30 June 2019

	Note	Consolidated		Council	
		2019 \$000	2018 \$000	2019 \$000	2018 \$000
<b>6 Employee benefits</b>					
Total staff wages and salaries		70,943	68,059	69,867	67,146
Councillors' remuneration		1,434	1,422	1,434	1,422
Annual leave and long service leave entitlements		8,987	8,186	9,000	8,101
Superannuation		8,487	8,188	8,393	8,092
		<b>89,851</b>	<b>85,855</b>	<b>88,694</b>	<b>84,761</b>
Other employee related expenses		6,154	6,141	5,890	5,982
		<b>96,005</b>	<b>91,996</b>	<b>94,584</b>	<b>90,743</b>
Less: Capitalised employee expenses		(6,864)	(5,845)	(6,864)	(5,845)
		<b>89,141</b>	<b>86,151</b>	<b>87,720</b>	<b>84,898</b>

Councillor remuneration represents salary and superannuation expenses incurred in respect of carrying out their duties.

**7 Materials and services**

Contractors		34,769	34,170	34,791	34,344
Consultants		4,318	2,771	4,118	2,299
Other Council outsourcing costs		18,548	19,072	18,540	19,067
Purchase of materials		52,792	43,135	47,093	43,135
Office administration costs		8,195	8,223	8,059	8,214
Electricity charges		5,496	5,496	5,495	5,496
Plant operations		4,082	4,640	4,063	4,635
Information technology resources		2,699	2,516	2,697	2,511
General insurance premiums		1,095	1,129	1,095	1,129
Community assistance		1,549	1,570	1,549	1,559
Audit of annual financial statements by Queensland Audit Office		157	152	138	136
Other material and service expenses		1,667	10,355	1,667	3,427
Canal and lake charges refund		-	138	-	138
Remediation costs for landfill		1,574	2,063	1,574	2,063
		<b>136,941</b>	<b>135,430</b>	<b>130,879</b>	<b>128,153</b>

**8 Depreciation and amortisation**

Depreciation of non-current assets	13	61,827	61,968	61,796	61,954
Amortisation of intangible assets		998	1,140	998	1,140
		<b>62,825</b>	<b>63,108</b>	<b>62,794</b>	<b>63,094</b>

**9 Cash and cash equivalents**

Cash at bank and on hand		4,598	3,931	541	978
Deposits at call		161,555	137,584	161,555	137,584
Balance as per Consolidated Statement of Cash Flows		<b>166,153</b>	<b>141,515</b>	<b>162,096</b>	<b>138,562</b>

Council's cash and cash equivalents are subject to a number of internal and external restrictions that limit amounts available for discretionary or future use. These include:

## Restricted funds:

Special projects reserve		7,379	3,632	7,379	3,632
Constrained works reserve		93,046	86,092	93,046	86,092
Separate charge reserve - environment		1,497	1,942	1,497	1,942
Special charge reserve - other		-	(8)	-	(8)
Special charge reserve - canals		850	1,648	850	1,648
		<b>102,772</b>	<b>93,306</b>	<b>102,772</b>	<b>93,306</b>
Unrestricted funds		63,381	48,209	59,324	45,256
Total cash and cash equivalents		<b>166,153</b>	<b>141,515</b>	<b>162,096</b>	<b>138,562</b>

Council's cash at bank and on hand at 30 June 2019 includes \$4,619,843 received from the State government to mitigate the direct impacts on households of the State Waste Levy, which comes into effect from 1 July 2019. This money has been set aside to help fund Council's 2019-20 Levy expense.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 30 June 2019

Note	Consolidated		Council	
	2019 \$000	2018 \$000	2019 \$000	2018 \$000

**9 Cash and cash equivalents - continued**

Cash is held with the Australia and New Zealand Banking Group in a normal business cheque account. The bank currently has a short-term credit rating of A-1+ and a long-term credit rating of AA- from Standard & Poor's. Deposits at call are held with Queensland Treasury Corporation which has a short-term credit rating of A-1+ and a long-term credit rating of AA+ from Standard & Poor's.

Cash is held at a floating interest rate. The weighted average interest rate is 2.63% (2018: 2.48%).

Council holds the following facilities with the Australia and New Zealand Banking Group to facilitate its operational monetary requirements. Unrestricted access was available at balance date to these facilities and their associated values are:

Commercial Card	\$385,000
Electronic Payaway	\$5,000,000
Interchangeable Facility	\$2,550,000
RIC Overdraft Facility	\$300,000

**10 Trade and other receivables**

Rates and utility charges	25,356	24,944	25,356	24,944
Trade and other debtors	5,935	9,277	7,750	14,865
GST recoverable	1,549	1,521	1,549	1,521
Less: Allowance for impairment	(645)	(586)	(645)	(586)
	<u>32,195</u>	<u>35,156</u>	<u>34,010</u>	<u>40,744</u>

Interest is charged on outstanding rates and charges applied to the land at a fixed rate of 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 receivables. Credit risk is measured and managed using an ageing analysis.

Trade and other receivables ageing analysis:

Fully performing	18,392	23,007	20,207	28,595
Past due but not impaired:				
31 - 60 days	4,365	3,894	4,365	3,894
61 - 90 days	1,047	1,246	1,047	1,246
> 90 days	8,391	7,009	8,391	7,009
	<u>32,195</u>	<u>35,156</u>	<u>34,010</u>	<u>40,744</u>

**11 Inventories**

Inventories held for distribution - measured at cost	955	1,103	955	1,103
Land held for development and resale:				
Opening balance at 1 July	17,283	8,560	-	-
Acquisition and related costs	2,763	3,540	-	-
Transfer to cost of goods sold	(5,398)	(5,930)	-	-
Transfer (to)/from other non-current asset class	-	11,113	-	-
Assets transferred to/from investments	(1,678)	-	-	-
Closing balance at 30 June	<u>12,970</u>	<u>17,283</u>	<u>-</u>	<u>-</u>
	<u>13,925</u>	<u>18,386</u>	<u>955</u>	<u>1,103</u>

Inventories are valued at the lower of cost and net realisable value. Costs are assigned on the basis of weighted average cost.

Net realisable value is determined on the basis of the market value or list price of similar assets available for sale, less the estimated selling expenses.

Council resolved in its minutes of statutory meetings to transfer properties to RIC at book value of \$11,112,507. These properties were reflected in Council's financial statements as non-current assets held-for-sale. For purposes of the consolidated financial statements, these properties are disclosed as part of inventories to reflect the change in intention of the group.

**12 Investment property**

Opening balance at 1 July	13,413	7,149	1,091	1,091
Acquisition of investment property	(248)	4,524	-	-
Revaluation adjustment	-	1,740	-	-
Transfer to non-current assets held for sale	(8,050)	-	-	-
Closing balance at 30 June	<u>5,115</u>	<u>13,413</u>	<u>1,091</u>	<u>1,091</u>

REDLAND CITY COUNCIL  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
For the year ended 30 June 2019

**13(a) Property, plant and equipment**

Asset class	Note	Land Fair value	Buildings Fair value	Plant and equipment Cost	Roads Fair value	Stormwater drainage Fair value	Water and wastewater Fair value	Parks Cost	Other infrastructure Fair value	Waste Cost	Work in progress Cost	Total

<b>Council - 30 June 2019</b>												
Asset values		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>Opening gross value as at 1 July 2018</b>		246,597	132,871	48,296	872,425	1,331,316	96,613	293,114	15,984	22,614	3,648,286	
Assets not previously recognised or disposed		-	-	-	(11)	24	(653)	124	-	-	(514)	
Work in progress expenditure		-	-	-	-	-	-	-	-	-	58,764	
Transfers from work in progress		-	-	-	-	-	-	-	-	-	(63,292)	
Additions		3,936	2,544	5,975	22,158	3,223	8,416	16,175	481	-	63,142	
Contributed assets at fair value		(1,605)	(502)	(5,120)	(8,818)	(3,653)	(1,839)	-	-	-	7,370	
Disposals		8,078	-	-	-	(206)	-	(8,641)	-	-	(21,725)	
Revaluation adjustments		52	484	(64)	2,969	(25)	(2,385)	(1,767)	-	-	(769)	
Transfers between asset classes/intangible assets		-	-	-	-	-	-	-	-	-	(133)	
Assets transferred to/from investments		1,690	-	-	-	-	-	-	-	-	1,690	
<b>Closing gross value at 30 June 2019</b>		258,748	135,397	49,087	890,836	1,333,154	100,451	299,005	16,465	18,086	3,692,819	
<b>Accumulated depreciation</b>												
<b>Opening balance as at 1 July 2018</b>		-	52,336	24,243	258,106	527,368	44,775	44,720	2,279	-	1,110,648	
Depreciation adjustments		-	-	-	(238)	2	(479)	67	-	-	(648)	
Depreciation for the year	8	-	3,905	5,490	16,260	23,803	3,746	2,037	233	-	61,796	
Depreciation on disposals		-	(480)	(3,770)	(6,481)	(3,256)	(1,394)	-	(1)	-	(15,137)	
Depreciation on revaluation adjustments		-	-	-	-	(7,164)	-	1,443	-	-	(5,721)	
Depreciation on transfers between asset classes		-	50	(50)	360	-	(77)	(283)	-	-	-	
Depreciation on assets transferred to/from investments		-	-	-	-	-	-	-	-	-	-	
<b>Accumulated depreciation at 30 June 2019</b>		-	55,811	25,913	268,307	540,753	46,571	47,984	2,511	-	1,150,938	
<b>Council book value as at 30 June 2019</b>		258,748	79,586	23,174	622,529	792,401	53,880	251,021	13,954	18,086	2,541,881	
<b>Consolidated book value as at 30 June 2019</b>		258,857	79,688	23,221	622,529	792,401	53,880	251,021	13,954	17,942	2,541,995	

RIC held no material property, plant and equipment as at 30 June 2019. As such, the consolidated results are presented in aggregate.  
Land with a carrying value of \$14,565,134 (2018: \$13,978,056) has restricted use as a result of a development management agreement entered into with the Walker Group for development of the Toonah Harbour Priority Development Area (refer Note 19).

REDLAND CITY COUNCIL  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
For the year ended 30 June 2019

**13(b) Property, plant and equipment - prior year comparative**

Asset class	Note	Land Fair value	Buildings Fair value	Plant and equipment Cost	Roads Fair value	Stormwater drainage Fair value	Water and wastewater Fair value	Parks Cost	Other infrastructure Fair value	Waste Cost	Work in progress Cost	Total
Basis of measurement		n/a	10-75	3-10	10-100	20-150	10-134	16-60	15-100	5-70	n/a	
Range of estimated useful life in years												

Council - 30 June 2018												
Asset values		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Opening gross value as at 1 July 2017		241,789	142,893	43,037	872,438	590,560	1,309,127	91,734	288,949	14,275	20,634	3,615,436
Adjustment to opening balance	25	-	-	-	-	(3,793)	(2,310)	-	-	-	-	(6,103)
Assets not previously recognised or disposed		-	-	262	32	24	34	(111)	(50)	-	-	191
Work in progress expenditure		-	-	-	-	-	-	-	-	-	-	68,964
Transfers from work in progress		-	-	-	-	-	-	-	-	-	(66,984)	(66,984)
Additions		5,941	773	7,809	24,949	605	11,483	8,787	4,587	2,058	-	66,992
Contributed assets at fair value		-	-	84	5,837	3,539	4,418	62	-	-	-	13,940
Disposals		-	(25)	(2,860)	(3,473)	(64)	(924)	(2,882)	(314)	(290)	-	(10,832)
Revaluation adjustments		9,998	(10,813)	-	(27,187)	(3,235)	9,297	-	-	-	-	(21,940)
Transfers between asset classes		-	43	-	(171)	820	191	(766)	(58)	(59)	-	-
Assets held for sale / transfer		(11,051)	-	(36)	-	-	-	(211)	-	-	-	(11,298)
Assets transferred to investments		(80)	-	-	-	-	-	-	-	-	-	(80)
Closing gross value at 30 June 2018		246,597	132,871	48,296	872,425	588,456	1,331,316	96,613	293,114	15,984	22,614	3,648,286
<b>Accumulated depreciation</b>												
Opening balance as at 1 July 2017		-	50,526	20,923	248,652	147,065	501,412	43,276	41,740	2,425	-	1,056,019
Depreciation on opening balance adjustments	25	-	-	-	-	-	937	-	-	-	-	937
Depreciation adjustments		-	-	139	45	6	(1,745)	(60)	(49)	-	-	(1,664)
Depreciation for the year	8	-	4,379	5,212	16,884	6,218	23,073	3,888	2,156	144	-	61,954
Depreciation on disposals		-	(13)	(2,030)	(2,527)	(18)	(531)	(2,092)	(301)	(290)	-	(7,802)
Depreciation on revaluation adjustments		-	(2,556)	-	(5,000)	3,550	4,222	-	1,174	-	-	1,390
Depreciation on transfers between asset classes		-	-	-	52	-	-	(52)	-	-	-	-
Depreciation on assets held for sale / transfer		-	-	(1)	-	-	-	(185)	-	-	-	(186)
Accumulated depreciation at 30 June 2018		-	52,336	24,243	258,106	156,821	527,368	44,775	44,720	2,279	-	1,110,648
Council book value as at 30 June 2013		246,597	80,535	24,053	614,319	431,635	803,948	51,838	248,394	13,705	22,614	2,537,638
Consolidated book value as at 30 June 2018		246,585	80,535	24,093	614,319	431,635	803,948	51,838	248,404	13,705	22,483	2,537,545

RIC held no material property, plant and equipment as at 30 June 2018. As such, the consolidated results are presented in aggregate. Land with a carrying value of \$13,978,056 has restricted use as a result of a development management agreement entered into with the Walker Group for development of the Toondah Harbour Priority Development Area (refer Note 19).

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 30 June 2019

	Consolidated		Council	
	2019 \$000	2018 \$000	2019 \$000	2018 \$000
<b>14 Trade and other payables</b>				
Creditors and accruals	26,891	23,379	26,599	23,293
Annual leave	7,206	7,186	7,143	7,094
	<u>34,097</u>	<u>30,565</u>	<u>33,742</u>	<u>30,387</u>

Creditors and accruals are expected to be settled within 12 months. Of the consolidated annual leave balance, \$5,272,404 (2018: \$5,046,713) is expected to be settled within 12 months from balance date and \$1,933,541 (2018: \$2,138,895) is expected to be settled after 12 months.

**15 Borrowings****15(a) Current**

Loans - Queensland Treasury Corporation (QTC)	7,845	7,728	7,845	7,728
	<u>7,845</u>	<u>7,728</u>	<u>7,845</u>	<u>7,728</u>

**15(b) Non-current**

Loans - Queensland Treasury Corporation (QTC)	29,421	32,451	29,421	32,451
	<u>29,421</u>	<u>32,451</u>	<u>29,421</u>	<u>32,451</u>

**Movement in loans:**

Opening balance at 1 July	40,179	45,199	40,179	45,199
Loan repayment - principal*	(5,035)	(4,657)	(5,035)	(4,657)
Loan repayment - interest	(2,809)	(3,187)	(2,809)	(3,187)
Accrued interest expense	2,431	2,824	2,431	2,824
Loan drawdown	2,500	-	2,500	-
Closing balance at 30 June	<u>37,266</u>	<u>40,179</u>	<u>37,266</u>	<u>40,179</u>

\* Council's borrowing capacity is constrained by the provisions of the *Statutory Bodies Financial Arrangements Act 1982*. All Council borrowings are sourced from QTC.

The market value of QTC loans at the reporting date was \$41,541,475 (2018: \$44,815,543). This represents the debt value at the current market interest rate if Council repaid it at that date. As it is the intention of Council to hold the debt for its term, no provision is required to be made in these accounts. No assets have been pledged as security by Council for any liabilities, however all loans are ultimately guaranteed by the Queensland Government. Expected final repayment dates vary from 15 July 2021 to 15 July 2038. There have been no defaults or breaches of the loan agreement during the year.

Borrowings are in AUD denominated amounts and carried at amortised cost. Interest is expensed as it is incurred. The weighted average borrowing rate is 7.07% (2018: 7.51%). Borrowings are on a fixed rate. No borrowing costs were capitalised on qualifying assets.

Council measures and manages its exposure to liquidity risk through a maturity analysis. The remaining contractual cash flows of financial liabilities at the end of the reporting period were:

Less than 1 year	7,947	7,844	7,947	7,844
1 to 5 years	26,848	31,258	26,848	31,258
Over 5 years	8,779	9,222	8,779	9,222
Total contractual cash flows	<u>43,574</u>	<u>48,324</u>	<u>43,574</u>	<u>48,324</u>
Carrying amount	37,266	40,179	37,266	40,179

**16 Provisions****16(a) Current**

Landfill rehabilitation	3,725	2,792	3,725	2,792
Workers compensation	458	543	458	543
Long service leave	11,167	10,232	11,167	10,221
	<u>15,350</u>	<u>13,567</u>	<u>15,350</u>	<u>13,556</u>

**16(b) Non-current**

Quarry rehabilitation	404	334	404	334
Landfill rehabilitation	10,527	10,209	10,527	10,209
Workers compensation	631	683	631	683
Long service leave	1,897	1,713	1,846	1,679
	<u>13,459</u>	<u>12,939</u>	<u>13,408</u>	<u>12,905</u>

**16(c) Long service leave**

Current long service leave (expected settlement within 12 months)	1,355	1,236	1,355	1,235
Current long service leave (expected settlement after 12 months)	9,812	8,996	9,812	8,986
Non-current long service leave*	1,897	1,713	1,846	1,679
Total long service leave	<u>13,064</u>	<u>11,945</u>	<u>13,013</u>	<u>11,900</u>

\* The non-current portion relates to employees who have not yet reached the required years of service to be entitled to take long service leave.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 30 June 2019

Note	Consolidated		Council	
	2019 \$000	2018 \$000	2019 \$000	2018 \$000
<b>16 Provisions - continued</b>				
<b>Movements in provisions:</b>				
<u>Quarry rehabilitation</u>				
Opening balance at 1 July	334	339	334	339
Increase/(decrease) in provision	70	(5)	70	(5)
Closing balance at 30 June	<u>404</u>	<u>334</u>	<u>404</u>	<u>334</u>
This is the estimated present value cost of restoring the quarry site to as near its original condition as possible at the end of its useful life.				
<u>Landfill rehabilitation</u>				
Opening balance at 1 July	13,001	11,121	13,001	11,121
Increase/(decrease) in provision due to change in discount rate and costs	2,712	3,481	2,712	3,481
Provision utilised during the period	(1,600)	(1,858)	(1,600)	(1,858)
Increase in provision due to passage of time - borrowing costs	139	257	139	257
Closing balance at 30 June	<u>14,252</u>	<u>13,001</u>	<u>14,252</u>	<u>13,001</u>
This is the estimated present value cost of restoring closed landfill sites across the city and is based on Council's 10 year expenditure program. The program is funded by a separate charge.				
<u>Workers compensation</u>				
Opening balance at 1 July	1,226	1,570	1,226	1,570
Adjustment for period	(137)	(344)	(137)	(344)
Closing balance at 30 June	<u>1,089</u>	<u>1,226</u>	<u>1,089</u>	<u>1,226</u>
<u>Long service leave</u>				
Opening balance at 1 July	11,945	11,540	11,900	11,507
Long service leave entitlement raised	2,534	1,781	2,514	1,769
Long service entitlement used/extinguished	(1,019)	(917)	(1,019)	(917)
Long service entitlement paid	(396)	(459)	(382)	(459)
Closing balance at 30 June	<u>13,064</u>	<u>11,945</u>	<u>13,013</u>	<u>11,900</u>
<b>17 Other current liabilities</b>				
Unearned revenue	2,249	2,230	1,108	1,080
Unearned grants	3,424	3,574	3,424	3,574
Waste levy refund received in advance	4,620	-	4,620	-
	<u>10,293</u>	<u>5,804</u>	<u>9,152</u>	<u>4,654</u>

The State government made an advance payment to Council in June 2019 to mitigate the impacts on households for 2019-20 of the State Waste Levy, which takes effect from 1 July 2019. Council will be liable to the State for payment of the Levy on most forms of commercial and household waste delivered to its disposal sites from 1 July 2019. The State is required to make an annual payment to Council that essentially refunds Council to the portion of the Levy that relates to households. Council will fund the portion of the Levy that relates to commercial waste through charges to commercial users of disposal sites from 1 July 2019. As the receipt from the State in June 2019 is for a refund of Council's 2019-20 Levy expense, the full amount has been recognised as a liability at 30 June 2019.

**18 Asset revaluation surplus**

The closing balance of the asset revaluation surplus comprises the following asset categories. Increases and decreases on revaluation are offset within the same asset categories.

Land	89,488	81,410	89,488	81,410
Buildings	53,759	53,759	53,759	53,759
Roads	269,740	269,740	269,740	269,740
Stormwater drainage	218,116	218,116	218,116	218,116
Water and wastewater	177,138	170,180	177,138	170,180
Other infrastructure	199,879	209,963	199,879	209,963
	<u>1,008,120</u>	<u>1,003,168</u>	<u>1,008,120</u>	<u>1,003,168</u>

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 30 June 2019

	Note	Consolidated		Council	
		2019 \$000	2018 \$000	2019 \$000	2018 \$000
<b>19 Commitments</b>					
<b>Operating leases</b>					
Future minimum lease payments in relation to non-cancellable operating leases are payable as follows:					
Within 1 year		1,279	1,262	1,279	1,262
1 to 5 years		5,197	5,156	5,197	5,156
Greater than 5 years		3,951	5,186	3,951	5,186
		<u>10,427</u>	<u>11,604</u>	<u>10,427</u>	<u>11,604</u>
<b>Operating contractual commitments</b>					
Contractual commitments at end of financial year but not recognised in the financial statements are as follows:					
Roadworks		994	1,844	994	1,844
Water and wastewater		1,640	1,704	1,640	1,704
Waste		135,335	152,385	135,335	152,385
Other		25,762	14,959	25,762	14,959
		<u>163,731</u>	<u>170,892</u>	<u>163,731</u>	<u>170,892</u>
These expenditures are payable:					
Within 1 year		50,708	37,937	50,708	37,937
1 to 5 years		42,743	52,780	42,743	52,780
Greater than 5 years		70,280	80,175	70,280	80,175
		<u>163,731</u>	<u>170,892</u>	<u>163,731</u>	<u>170,892</u>
<b>Capital contractual commitments</b>					
Commitments for the construction of the following assets contracted for at year end but not recognised as liabilities are as follows and are payable within 1 year:					
Roadworks		22	111	22	111
Water and wastewater		166	848	166	848
Waste		8	13	8	13
Other		6,323	16,001	6,323	16,001
		<u>6,519</u>	<u>16,973</u>	<u>6,519</u>	<u>16,973</u>

Redland City Council has entered into a Development Agreement (DA) with the Minister of Economic Development Queensland (MEDQ) and Walker Group (Walker) to develop land owned by Council and the State as part of the Toondah Harbour project. The DA was executed in February 2016 and is currently in the environmental approvals phase of the project. In accordance with the DA, Council land to be developed by Walker as part of this project, is included in property, plant and equipment and has a carrying value of \$14,565,134 (2018: \$13,978,056). A portion of the land will be developed for community infrastructure and will be transferred (where not already owned) to Council.

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**

For the year ended 30 June 2019

**20 Contingent liabilities and contingent assets****Contingent liabilities:**

Details and estimates of contingent liabilities as at 30 June 2019 are as follows:

Workers' compensation self-insurer liability

The estimated claims liability for Council as a self-insurer under the *Workers' Compensation and Rehabilitation Act 2003* ('the Act') as at 30 June 2019 is \$1,192,000 (2018: \$1,172,000) where estimated claims liability is defined in Section 84 of the Act. The Actuary has recommended that a provision be recognised for \$1,090,000 (2018: \$1,225,000) for the total estimated claims liability. Council has in place a bank guarantee with the ANZ Banking Group Ltd for \$2,550,000 (2018: \$5,000,000).

Other claims

The Quandamooka-Redland City Council Indigenous Land Use Agreement (ILUA) sets out broad principles and mechanisms for how parties will work together and meet their respective responsibilities for mutual benefits in accordance with the *Native Title Act 1993*. The ILUA establishes native title validation and consultation for Council's projects and a framework for other policies, programmes and initiatives for the mutual benefit of parties and local community.

Council is a defendant in a number of claims including a class action claim that arise as a result of the operations of council and its ownership of public assets. All liability claims are subject to review and are only provided for when genuine and not contingent on a future event. Liability and insurance claims not provided for are disclosed as contingent liabilities.

Information in respect of individual claims has not been disclosed on the basis that Council considers such disclosures would seriously prejudice the outcome of these claims.

Landfill remediation

Council has historically recognised, and continues to recognise, a provision for the remediation of former landfill sites throughout the city to ensure compliance with legal obligations. The legal obligation is broad and covered in a range of legislation such as the *Environmental Protection Act 1994*, *Petroleum and Gas (Production and Safety) Act 2004*, *Planning Act 2016* and *Work Health and Safety Act 2011*, plus subordinate legislation (such as various regulations and codes of practice) and other industry guidelines.

Council is taking a risk-based approach to justify and prioritise expenditure for managing these landfills with aftercare management plans under development for each site. Risks will continue to be reviewed and updated in line with relevant information from site inspections, detailed investigations, environmental monitoring results, asset owner feedback, site master plans and other service standards. Costs may change over time and at least annually, this program will be reviewed to reflect the dynamic circumstances against Council prudence and efficiency measures.

**Contingent assets:**

Council has no contingent assets at the date of this report.

**21 Superannuation**

Redland City Council contributes to the Local Government Superannuation Scheme (Qld) (the scheme). The scheme is a multi-employer plan as defined in the Australian Accounting Standard AASB 119 *Employee Benefits*.

The Local Government Investment Australia Super (LGIA Super), the trustee of the scheme, advised that the local government superannuation scheme was a complying superannuation scheme for the purpose of the Commonwealth Superannuation Industry (Supervision) legislation.

The scheme has three elements, referred to as:

- Accumulation Benefits Fund (ABF);
- City Defined Benefits Fund (CDBF) which covers former members of the City Super Defined Benefits Fund; and
- Regional Defined Benefits Fund (Regional DBF) which covers defined benefit fund members working for regional local governments.

The ABF is a defined contribution scheme as defined in AASB 119. Council has no liability to or interest in, the ABF other than the payment of the statutory contributions as required by the *Local Government Act 2009*.

Council does not have any employees who are members of the CDBF and, therefore is not exposed to the obligations, assets or costs associated with this fund.

The Regional DBF is a defined benefit plan as defined in AASB 119. Council is not able to account for the Regional DBF as a defined benefit plan in accordance with AASB 119 because the scheme is unable to account to Council for its proportionate share of the defined benefit obligation, plan assets and costs. The funding policy adopted in respect of the Regional DBF is directed at ensuring that the benefits accruing to members and beneficiaries are fully funded as they fall due.

To ensure the ongoing solvency of the Regional DBF, the scheme's trustee can vary the rate of contributions from relevant local government employers subject to advice from the scheme's actuary. As at the reporting date, no changes had been made to prescribed employer contributions which remain at 12% of employee assets and there are no known requirements to change the rate of contributions.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 30 June 2019

Note	Consolidated		Council	
	2019 \$000	2018 \$000	2019 \$000	2018 \$000

**21 Superannuation - continued**

Any amount by which the fund is over or under funded would only affect future benefits and contributions to the Regional DBF, and is not an asset or liability of Council. Accordingly there is no recognition in the financial statements of any over or under funding of the scheme.

As at the reporting date, the assets of the scheme are sufficient to meet the vested benefits. The most recent actuarial assessment of the scheme was undertaken as at 1 July 2018. The actuary indicated that "At the valuation date of 1 July 2018, the net assets of the scheme exceeded the vested benefits and the scheme was in a satisfactory financial position as at the valuation date".

In the 2018 actuarial report, the actuary has recommended no change to the employer contribution levels at this time. Under the *Local Government Act 2009*, the trustee of the scheme has the power to levy additional contributions on councils which have employees in the Regional DBF when the actuary advises such additional contributions are payable - normally when the assets of the DBF are insufficient to meet members' benefits.

There are currently 62 entities contributing to the Regional DBF plan and any changes in contribution rates would apply equally to all 62 entities. Redland City Council made less than 4% of the total contributions to the plan in the financial year ended 30 June 2019.

The next actuarial valuation will be conducted as at 1 July 2021.

The amount of superannuation contributions paid by Council to the scheme in this period for the benefit of Councillors was:

27	147	144	147	144
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The amount of superannuation contributions paid by Council to the scheme in this period for the benefit of the Executive Leadership Team was:

27	336	310	278	254
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The amount of superannuation contributions paid by Council to the scheme in this period for the benefit of all other employees was:

	8,159	7,876	8,115	7,836
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**22 Trust funds**

Monies collected or held on behalf of other entities

	5,514	8,178	5,514	8,182
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These funds relate to monies yet to be paid out to or on behalf of those entities and Council performs only a custodial role in respect of these monies. Council separately accounts for all trust funds through a dedicated trust ledger and within a separate account whereby balances are excluded from the Consolidated Statement of Financial Position.

For the year ended 30 June 2019, Council resolved in its minutes of general meetings to transfer \$3,766,625 from funds held in trust to the general account. This represents infrastructure charges collected for the augmentation of water supply headworks (refer Note 25).

**23 Reconciliation of net result for the year to net cash flows from operating activities**

	9,020	16,209	9,634	17,954
<b>Net result</b>				
<b>Non-cash items</b>				
Depreciation and amortisation	8	62,825	63,108	62,794
Prior year errors corrected in-year		(135)	98	(135)
Net accrued interest		(379)	(363)	(379)
Non-cash contributions		(7,370)	(13,940)	(7,370)
Bad and doubtful debts		59	(119)	59
Cost of land sold - acquired for nil consideration		-	6,724	-
Land acquired in lieu of rates		(29)	-	(29)
Fair value adjustment - investment property		-	(1,740)	-
		54,971	53,768	54,940
<b>Investing and development activities</b>				
Net loss on disposal of non-current assets		3,800	2,199	3,800
Capital grants and contributions	5(b)	(15,824)	(20,939)	(15,824)
		(12,024)	(18,740)	(12,024)
<b>Changes in operating assets and liabilities</b>				
(Increase)/decrease in trade and other receivables		2,411	(4,863)	2,718
(Increase) decrease in land held for resale		-	-	-
(Increase)/decrease in other current assets and inventories		232	1,166	(2,794)
Increase/(decrease) in trade and other payables		5,725	(7,258)	3,355
Increase/(decrease) in provisions		2,304	1,923	2,298
Increase/(decrease) in other current liabilities		3,787	2,587	3,642
		14,459	(6,445)	9,219
<b>Net cash inflow/(outflow) from operating activities</b>		<b>66,426</b>	<b>44,792</b>	<b>61,769</b>
				<b>41,849</b>

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 30 June 2019

## 24 Fair value measurements

The carrying amount of trade and other receivables and payables is assumed to approximate the value of the original transaction, less any allowance for impairment where relevant. The carrying value of cash and cash equivalents is a reasonable approximation of fair value and therefore separate disclosures of the fair values are not required.

Investments in 100% controlled entities and investments in other entities do not have a quoted market price in an active market and are valued at cost less any impairment. Shares in controlled entities have been eliminated on consolidation.

Redland City Council measures land, buildings, infrastructure assets and investment property at fair value on a recurring basis.

In accordance with AASB 13, fair value measurements are categorised on the following basis:

Fair value based on quoted prices (unadjusted) in active markets for identical assets or liabilities (Level 1)

Fair value based on inputs that are directly or indirectly observable for the asset or liability (Level 2)

Fair value based on unobservable inputs for the asset and liability (Level 3)

All fair value measurements are recurrent and categorised as either Level 2 or Level 3. Council does not hold any assets valued using Level 1 inputs. Where all significant inputs used to value the asset are observable, the asset is valued at Level 2. However, if one or more of the significant inputs are unobservable, the asset is valued as Level 3.

The following table represents the material asset classes measured and recognised at fair value at 30 June 2019.

2019	Gross value	Written down value	Level 2	Level 3
	\$000	\$000	\$000	\$000
Land	258,748	258,748	30,445	228,303
Buildings	135,397	79,586	-	79,586
Roads	890,836	622,529	-	622,529
Stormwater drainage	591,590	428,502	-	428,502
Water and wastewater	1,333,154	792,401	-	792,401
Other infrastructure	299,005	251,021	-	251,021
	<b>3,508,730</b>	<b>2,432,787</b>	<b>30,445</b>	<b>2,402,342</b>

The following table represents the material asset classes measured and recognised at fair value at 30 June 2018.

2018	Gross value	Written down value	Level 2	Level 3
	\$000	\$000	\$000	\$000
Land	246,597	246,597	27,325	219,272
Buildings	132,871	80,535	-	80,535
Roads	872,425	614,319	-	614,319
Stormwater drainage	588,456	431,635	-	431,635
Water and wastewater	1,331,316	803,948	-	803,948
Other infrastructure	293,114	248,394	-	248,394
	<b>3,464,779</b>	<b>2,425,428</b>	<b>27,325</b>	<b>2,398,103</b>

Council's policy is to recognise transfers in and out of the fair value hierarchy levels (if any) at the end of the reporting period and is consistent with the previous year. Details of valuation movements are shown in Note 13. The additional in year movements for land assets held at Level 2 and Level 3 are reflected in the table below.

2019 Land	Level 2	Level 3	Total
	\$000	\$000	\$000
Opening balance 1 July 2018	27,325	219,272	246,597
Additions and contributions	3,936	-	3,936
Disposals	(1,524)	(81)	(1,605)
Transfer Level 3 to Level 2	-	-	-
Transfer Level 2 to Level 3	-	-	-
Transfers between asset classes	52	-	52
Asset transfers to /from investments	-	1,090	1,090
Revaluation	656	7,422	8,078
Closing balance 30 June 2019	<b>30,445</b>	<b>228,303</b>	<b>258,748</b>

2018 Land	Level 2	Level 3	Total
	\$000	\$000	\$000
Opening balance 1 July 2017	20,587	221,202	241,789
Additions and contributions	5,783	158	5,941
Disposals	-	-	-
Transfer Level 3 to Level 2	-	-	-
Transfer Level 2 to Level 3	-	-	-
Asset transfers	-	(11,131)	(11,131)
Revaluation	955	9,043	9,998
Closing balance 30 June 2018	<b>27,325</b>	<b>219,272</b>	<b>246,597</b>

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**

For the year ended 30 June 2019

**24 Fair value measurements - continued****Valuation techniques used to derive fair values**

The specific valuation techniques used to value Council's assets are documented below. Fair value represents the highest and best use of the assets having regard to the optimal financial, physical and legal use of the asset. Residual values have not been applied to any asset category.

**Land**

All Council freehold land was comprehensively valued as at 30 June 2016 by qualified independent external valuer, AssetVal Pty Ltd (AssetVal).

The valuations were based on publicly available data on sales of similar land in nearby localities applying a direct comparison method. Where an active market exists and there are no unreasonable restrictions as to use and/or sale, the land was deemed to be valued as Level 2.

Where no active market existed, or there were restrictions on the use and/or sale, the land was assessed as Level 3. Land carrying a parkland zone, or land utilised for footpath or access restriction purposes, or due to its general characteristics, land that has no observable active market, has been assessed as Level 3. The most significant input to the determination of fair value is the value per square metre.

Qualified external valuer, AssetVal, was commissioned to undertake an independent indexation analysis at 30 June 2017, 30 June 2018 and 30 June 2019. Recent land sales trends and other market evidence were considered to derive a suitable indexation rate.

**Buildings**

All buildings were comprehensively valued as at 30 April 2016 by independently qualified external valuer, Cardno (Qld) Pty Ltd (Cardno). The valuation was applied to the accounts as at 30 June 2016 as no material movement since valuation was identified. Due to the specialist nature of these assets and the absence of an active market, fair value was assessed by using the current replacement cost methodology, however has been informed by property sales data where relevant and available.

Replacement cost was determined with reference to construction costing data contained in Rawlinsons Australia Construction Handbook and databases built from research by external valuer, Cardno. Major buildings have been split into components, and these components were valued separately to reflect differing expectations of condition and useful lives. Assessment of economic and remaining lives was based on historical assessment of similar assets and drawing on experience of the valuer, and this was the basis for determining the depreciated value.

Physical site inspections were carried out by Cardno on a sample of buildings. The purpose was to confirm the existence and assess the condition of the buildings. The condition assessment was used as an indication of how the assets are contributing to the current performance and to determine fair value accordingly. For buildings not assessed as part of the revaluation exercise, Cardno utilised the recent condition assessment data prepared by the FCT Management Group as a basis to derive fair values.

Although some inputs would be considered as Level 2 (replacement cost valuation), significant assumptions were applied in the assessment of condition, expected useful life and remaining life and therefore these assets are considered to be valued as Level 3.

Qualified external valuer, Cardno, was commissioned to undertake an independent indexation analysis at 30 June 2017, 30 June 2018 and 30 June 2019. Various published indices were used to identify cost trends and the valuation took into consideration the effects of price, technological change, asset types and asset location to derive a suitable indexation rate.

The proposed indexation rate for buildings as at 30 June 2019 is 2.5%. As the cumulative change in index for buildings is less than 5%, Council will not account for the indexation impact.

**Road infrastructure assets**

Road assets were comprehensively valued as at 30 June 2018 by Cardno. As these are specialist public service assets that are rarely independently sold, current replacement cost was determined as the most appropriate valuation method. These assets were considered to have been valued using Level 3 inputs.

Unit rates were determined with reference to recent Council construction data, Cardno developed databases and cost curves, Rawlinsons Australia Construction Handbook, and other published building indices. These rates were applied to the asset specifications including depth, length and width. Unit rates take into consideration material, labour, service and overhead costs (survey 6%, design 5%, engineering supervision 3%, project management 6%). All roads are divided into segments and componentised into earthworks, base, sub-base and surface to reflect different lives to each component.

Useful lives were developed by Cardno with reference to common engineering and industry practice standards and Council's historical evidence. The expected lives of roads assets were determined with reference to material types and construction methods and allowance was made for assets located on the islands.

The remaining useful lives were determined on an aged basis with reference to the total expected life of the asset and as a result the accumulated depreciation was calculated on a straight line basis. The significant unobservable inputs used in the valuation of road infrastructure assets were: expected useful life and remaining life.

The proposed indexation rate for road infrastructure assets as at 30 June 2019 is 3%. As the cumulative change in index for road infrastructure is less than 5%, Council will not account for the indexation impact.

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**

For the year ended 30 June 2019

**24 Fair value measurements - continued****Stormwater drainage infrastructure assets**

Stormwater drainage assets were independently valued as at 30 June 2018 by qualified external valuer, Cardno. As these are specialist public service assets that are rarely independently sold, current replacement cost was determined as the most appropriate valuation method. These assets were considered to have been valued using Level 3 inputs. Unit rates and replacement costs were determined with reference to recent Council construction data, Cardno developed databases and cost curves, Rawlinsons Australia Construction Handbook, and other building indices. These rates were applied to the asset specifications including depth, length and width. Unit rates take into consideration material, labour, service and overhead costs (survey 6%, design 5%, engineering supervision 3%, project management 6%).

Other cost factors considered when developing replacement costs for passive assets were soil and development type, economies of scale and asset depth. These factors together with the expected useful life and remaining life are considered the significant unobservable inputs used in the valuation.

Useful lives were developed by Cardno with reference to common engineering and industry practice standards and Council's historical evidence. Where appropriate the lives of assets located within 50m of the coast or in poor soils were adjusted to reflect a varied life expectancy.

The remaining useful lives were determined on an aged basis with reference to the total expected life of the asset and as a result, the accumulated depreciation was calculated on a straight line basis. Assets are componentised to reflect varying expected lives and consumption patterns.

The proposed indexation rate for stormwater drainage infrastructure assets as at 30 June 2019 is 3%. As the cumulative change in index for stormwater drainage infrastructure is less than 5%, Council will not account for the indexation impact.

**Water and wastewater infrastructure assets**

Water and Wastewater assets were comprehensively valued as at 30 June 2017 by registered valuer, Cardno. Current replacement cost was determined as the most appropriate valuation method as these are specialist public service assets that are rarely independently sold and as such were classified as being valued using Level 3 inputs. Significant components with differing expected useful lives and replacement costs were valued separately.

Replacement costs were based on the replacement of the assets with a modern, engineering equivalent with cost factor adjustments applied to reflect the location and site conditions likely on replacement. The costs have been resourced with reference to researched cost data for recent Redland City Council projects and industry costing data and include 20% oncosts (survey 6%, design 5%, construction supervision 3%, and project management 6%).

Cost factors taken into consideration when determining replacement cost of underground assets were soil and development type. An additional cost factor was applied to all assets located in island locations.

Remaining lives of the assets were determined with consideration to the age and condition where assessed, with reference to useful lives developed by Cardno using common engineering and industry practice standards and assessed against Redland City Council data.

The condition of passive assets was determined with reference to the age of the assets, while the condition of active assets was determined by Cardno through sampled visual inspection against predetermined condition criteria. Condition inspections were conducted on an additional sample of wastewater pump stations during the 2018-19 financial year and these informed the remaining life assessments of these assets.

Condition assessments were assessed against expected useful lives to determine indicative remaining useful lives and determine accumulated depreciation and fair value.

The significant unobservable inputs used in the valuation were soil, development and island factors; asset condition (active assets); and total expected life and remaining life.

Qualified external valuer, Cardno, was commissioned to undertake an independent indexation analysis at 30 June 2018 and 30 June 2019 and also to undertake condition assessments on the remaining one third of the sewage pump stations. Various published indices were used to identify cost trends and the analysis took into consideration the effects of price, technological change, asset types and asset location to derive a suitable indexation rate.

The proposed indexation rate for water and wastewater infrastructure assets as at 30 June 2019 is 3%. As the cumulative change in index for water and wastewater infrastructure is less than 5%, Council will not account for the indexation impact.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 30 June 2019

## 24 Fair value measurements - continued

**Other infrastructure assets**

These assets include marine, jetty facilities and seawalls and were comprehensively valued as at 30 June 2019 by independent qualified external valuer, Cardno. Current replacement cost was determined as the most appropriate valuation method as these are specialist public service assets that are rarely independently sold.

The condition assessment inspections were conducted on all marine beacons, ramps, jetties, piles, foreshores access stairs, and swimming enclosures. The purpose of the inspections was to confirm the existence of the assets, its attributes and measurements and determine current condition. The fair value calculation was based primarily on condition, where condition data was not available age was used.

Replacement cost was determined with reference to Council's historical construction records, Cardno's own database of construction costs and other published cost guides. Transportation and other costs unique to work completed on the islands has been taken into consideration by applying an island factor to these assets.

Remaining lives were assigned based on physical assessment of the condition of the assets as noted by the valuer during inspection including factors such as the age of the asset, overall condition, economic and/or functional obsolescence. The assets were depreciated with reference to expected useful lives determined through application of industry standards, including the Institute of Public Works Engineering Australia (IPWEA), historic assessment of similar assets, and experience gained from similar valuations by Cardno.

Other infrastructure assets have no market due to their specialised nature. As a result, their current use is their highest and best use. As there is a significant level of professional judgement used in determining the valuation due to the level of unobservable data it has been determined that the overall data level applying to the valuation of Council's assets is Level 3.

The significant unobservable inputs used in the valuation were asset condition, total expected life and remaining life.

## 25 Prior period adjustments

For comparative purposes, the adjustments relating to the year ended 30 June 2018 are reflected in the Consolidated Statement of Changes in Equity. Details of these adjustments are provided below:

	Gross value	Accumulated depreciation	Retained earnings Increase / (decrease)
	\$000	\$000	\$000
<b>Property, plant and equipment</b>			
Water and Wastewater			
Disposal of water assets not owned by Council and identified	(2,310)	937	(1,373)
Stormwater drainage			
Reduction in value of stormwater pipes to correct the application of depth factor	(3,793)	-	(3,793)
<b>Sundry Debtors</b>			
Infrastructure charges for the augmentation of water supply headworks	3,767	-	3,767
<b>Total adjustment to retained earnings</b>	<b>(2,336)</b>	<b>937</b>	<b>(1,399)</b>

There is no prior period adjustment relating to the year ended 30 June 2019.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 30 June 2019

## 26 National Competition Policy

## Business activities to which the Code of Competitive Conduct (CCC) is applied

A government business activity is one which competes with private businesses and exceeds thresholds under *Local Government Regulation 2012*. In order to remove any advantages or disadvantages, the competitive neutrality principle must be applied.

Council applied the CCC to the following significant business activities during the financial year ended 30 June 2019:

- Redland Water
- RedWaste

## Financial performance of activities subject to the CCC:

Business activities - 2019	Significant businesses	
	Redland Water	RedWaste
	\$000	\$000
Revenue for services provided to Council	2,183	716
Revenue for services provided to external clients	108,849	26,284
Community service obligations	421	130
	111,453	27,130
Less: Expenditure	105,107	20,849
Operating surplus/(deficit)	6,346	6,281

## Description of Community Service Obligations (CSOs):

Activities	CSO description	Actual
		\$000
Redland Water	CSOs	
	Water concession Not-for-Profit	(138)
	Wastewater concession Not-for-Profit	(283)
		(421)
RedWaste	CSOs	
	Clean Up Australia Day	(1)
	Birkdale Sanitary Landfill - Gate Waiver Fees	(42)
	Redland Bay Transfer Station	(6)
	North Stradbroke Island Transfer Station	-
	Kerbside Recycling	(24)
	Kerbside Waste Collection	(47)
	Kerbside Greenwaste Collection	(2)
	Bulky Item Collection for HAS clients	(8)
	Russell Island Transfer Station	-
	Macleay Island Transfer Station	-
	Lamb Island Transfer Station	-
Karragarra Island Transfer Station	-	
Coochiemudlo Island Transfer Station	-	
		(130)

## Anticipated changes to business activities

It is expected that there will be no new business activities to which the CCC will be applied for the financial year ending 30 June 2020. Roads activity continues to not meet the definition to which the CCC will be applied as it does not involve itself in competitive bids.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 30 June 2019

## 27 Transactions with related parties

## 27(a) Subsidiaries

The group consists of the parent entity Redland City Council and two first tier subsidiaries, Redland Investment Corporation Pty Ltd & Redheart Pty Ltd. Redland City Council also has three second tier subsidiaries, Redland Developments Pty Ltd (formerly AVA Terraces Pty Ltd), Cleveland Plaza Pty Ltd and RIC Toondah Pty Ltd (Note 1(b)).

The following transactions occurred between Council and its subsidiaries and related entities for year ended 30 June 2019:

## Redland Investment Corporation Pty Ltd (RIC)

Details of transaction	2019	2018
	\$000	\$000
Asset contribution by Council*	-	79
Retransfer of land assets from RIC to Council**	1,690	-
Land sold to RIC***	1,500	-
Managing fee paid to RIC for Weinam Creek Project****	155	-
Services provided by Council to RIC*****	85	100
Recoveries from RIC for the development applications submitted for Redland Developments Pty Ltd	-	300
Services provided by RIC to Council*****	875	271
Dividend received from RIC	1,500	500
Dividend receivable from RIC	-	1,500
Loan to RIC*****	-	3,500
Loan repayment by RIC	3,500	-
Interest received from RIC	34	68
GST paid by Council and subsequently received from RIC	321	825
GST refunds claimed by Council and subsequently paid to RIC	-	69

\* Asset contribution consists of transfer of land at book value by Council resolution. Based on current valuation methodology the book value reflects the fair value of the property. Rates charges on properties transferred to RIC are waived according to Council resolution.

\*\* Retransfer of land assets from RIC mainly consists of land transfer of 61 Mcmillan Road Alexandra Hills (refer Note 13(a))

\*\*\* During the year Council sold Lot 100 at 3 Moores Road and Lot 101 at 5-13 Moores Road to RIC for \$1,500,000.

\*\*\*\* The Weinam Creek Priority Development Area Project aims to transform the waterfront of Redland Bay, improve the usability of the transport hub, attract visitors, create jobs and drive economic development in the area. Redland Investment Corporation is working with Council to develop stage one of the project, which will provide valuable infrastructure for the community, including ground-level car parks and a footbridge connecting the Moores Road site to the Redland Bay Marina. Of the total amount paid for this project, \$2,685,134 is included in the prepayment balance as at 30 June 2019.

\*\*\*\*\* Recovery of overheads and other costs in the provision of facilities, administration and organisational services, which include renting of office space, legal services, financial services, information management services and fleet services. Costs of these services are based on the Service Level Agreement (SLA).

\*\*\*\*\* RIC is conducting work in certain priority development areas on Council's behalf. RIC's invoices to Council for the work undertaken are based on the Service Level Agreement (SLA).

\*\*\*\*\* Refer Note 27(e) below.

## RIC Toondah Pty Ltd

RIC Toondah Pty Ltd manages the RIC Toondah joint operation (refer Note 1(b)). Transactions with RIC Toondah include an accrual of \$13,354 (2018: \$1,966) in relation to joint operation costs.

## 27(b) Transactions with key management personnel (KMP)

Key management personnel include the Mayor, Councillors and Executive Leadership Team (ELT) as well as those that have acted as ELT members in the year. The compensation earned by key management personnel for year ended 30 June 2019 comprises:

Details of transaction	2019	2018
	\$000	\$000
Short-term employee benefits*	3,242	3,124
Post-employment benefits**	425	398
Long-term employee benefits***	187	185
Total	3,854	3,707

\* Short-term employee benefits include salaries, paid sick leave, allowances and any non-monetary benefits provided such as Council vehicles.

\*\* Post-employment benefits include employer superannuation contributions.

\*\*\* Long-term employee benefits include annual leave and long service leave accrued during the year.

Detailed remuneration disclosures are provided in the annual report.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 30 June 2019

## 27 Transactions with related parties - continued

## 27(c) Transactions with other related parties

Other related parties include the KMP, close family members of KMP and any entities controlled or jointly controlled by KMP or their close family members.

Details of transaction	2019	2018
	\$000	\$000
Employee expenses for close family members of key management personnel*	122	211

\* All close family members of KMP were employed through an arm's length process and are paid in accordance with the Award or Certified Agreement relevant to the job they perform.

Council employs 1,068 (2018: 1,007) staff of which only 2 (2018: 3) are close family members of KMP.

## 27(d) Outstanding balances

The following balances are outstanding at the reporting date in relation to transactions with related parties:

## Current receivables

Name of the person / entity	2019	2018
	\$000	\$000
Redland Investment Corporation Pty Ltd	1,604	5,030

## Current payables

Name of the person / entity	2019	2018
	\$000	\$000
Redland Investment Corporation Pty Ltd	296	108

## 27(e) Loans and guarantees to/from related parties

RCC has executed a Loan Facility Agreement with RIC on 30 April 2019 to fund the development of townhouses at 521 Old Cleveland Road, Birkdale, QLD. At reporting date, the loan had not been draw down therefore is not reflected in the financial statements.

Council did not make any other loans to, or receive loans from, related parties in the financial year ended 30 June 2019. No guarantees were provided.

## 27(f) Commitments to / from related parties

Refer Note 13 and Note 19 for the restricted land.

## 27(g) Transactions with LGIA Super

Refer Note 21 for the transactions with LGIA Super.

## 27(h) Transactions with related parties that have not been disclosed

Most of the entities and people that are related parties of Council live and operate within the Redland City area. Therefore, on a regular basis ordinary citizen transactions occur between Council and its related parties. Some examples include:

- payment of rates
- use of Council owned facilities such as swimming pools
- animal registration
- borrowing books from a Council library
- parking fines

Council has not included these types of transaction in its disclosure where they are made on the same terms and conditions available to the general public.

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**

For the year ended 30 June 2019

**28 Events after the reporting period**

The Redland City Council Employee Agreement 2019 was voted on favourably by Council's external work force on 1 August 2019. Wages and other corresponding changes will apply from 1 July 2019.

No other matter or circumstance has arisen since 30 June 2019 that has significantly affected the consolidated entity's operations.

REDLAND CITY COUNCIL  
**CONSOLIDATED FINANCIAL STATEMENTS**  
For the year ended 30 June 2019

**MANAGEMENT CERTIFICATE**  
For the year ended 30 June 2019

These general purpose financial statements have been prepared pursuant to Sections 176 and 177 of the *Local Government Regulation 2012* (the Regulation) and other prescribed requirements.

In accordance with Section 212(5) of the Regulation we certify that:

- (i) the prescribed requirements of the *Local Government Act 2009* and *Local Government Regulation 2012* for the establishment and keeping of accounts have been complied with in all material respects; and
- (ii) the general purpose financial statements present a true and fair view, in accordance with Australian Accounting Standards, of Council and consolidated entity transactions for the financial year and financial position at the end of the year.



**Mayor**  
Karen Williams

Date: 26 / 9 / 19



**Chief Executive Officer**  
Andrew Chesterman

Date: 26 / 9 / 19

## INDEPENDENT AUDITOR'S REPORT

To the Councillors of Redland City Council

### Report on the audit of the financial report

#### Opinion

I have audited the accompanying financial report of Redland City Council (the Council) and its controlled entities (the Group).

In my opinion, the financial report:

- a) gives a true and fair view of the Council's and Group's financial position as at 30 June 2019, and of their financial performance and cash flows for the year then ended
- b) complies with the *Local Government Act 2009*, the Local Government Regulation 2012 and Australian Accounting Standards.

The financial report comprises the consolidated statement of financial position as at 30 June 2019, the consolidated statement of comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, notes to the financial statements including significant accounting policies and other explanatory information, and the certificate given by the Mayor and Chief Executive.

#### Basis for opinion

I conducted my audit in accordance with the *Auditor-General of Queensland Auditing Standards*, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial report* section of my report.

I am independent of the council and group in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial report in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the *Auditor-General of Queensland Auditing Standards*.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

#### Other information

Other information comprises the information included in Redland City Council's annual report for the year ended 30 June 2019, but does not include the financial report and my auditor's report thereon. At the date of this auditor's report, the other information was the current year financial sustainability statement, the long-term financial sustainability statement, and the annual report.

My opinion on the financial report does not cover the other information and accordingly I do not express any form of assurance conclusion thereon. However, as required by the Local Government Regulation 2012, I have expressed a separate opinion on the current year financial sustainability statement.

In connection with my audit of the financial report, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report and my knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this information, I am required to report that fact. I have nothing to report in this regard.

### **Responsibilities of the Council for the financial report**

The council is responsible for the preparation of the financial report that gives a true and fair view in accordance with the *Local Government Act 2009*, the Local Government Regulation 2012 and Australian Accounting Standards, and for such internal control as the council determines is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

The council is also responsible for assessing the council's and group's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless it is intended to abolish the council or to otherwise cease operations of the group.

### **Auditor's responsibilities for the audit of the financial report**

My objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for expressing an opinion on the effectiveness of the Council's or Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the council.

- Conclude on the appropriateness of the council's and group's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the council's or group's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. I base my conclusions on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the council or group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the financial report. I am responsible for the direction, supervision and performance of the audit of the group. I remain solely responsible for my audit opinion.

I communicate with the council regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

### **Report on other legal and regulatory requirements**

In accordance with s.40 of the *Auditor-General Act 2009*, for the year ended 30 June 2019:

- a) I received all the information and explanations I required.
- b) In my opinion, the prescribed requirements in relation to the establishment and keeping of accounts were complied with in all material respects.



Melissa Read  
as delegate of the Auditor-General

8 October 2019

Queensland Audit Office  
Brisbane

REDLAND CITY COUNCIL  
**CURRENT-YEAR FINANCIAL SUSTAINABILITY STATEMENT**  
 For the year ended 30 June 2019

**Measures of Financial Sustainability**

	How the measure is calculated	Actual	Target
Council's consolidated performance at 30 June 2019 against key financial ratios and targets:			
Operating surplus ratio	Net result (excluding capital items) divided by total operating revenue (excluding capital items)	-3.68%	Between 0% and 10%
Asset sustainability ratio	Capital expenditure on replacement of infrastructure assets (renewals) divided by depreciation expense on infrastructure assets	42.35%	Greater than 90%
Net financial liabilities ratio	Total liabilities less current assets divided by total operating revenue (excluding capital items)	-39.83%	Below 60%

Council's performance at 30 June 2019 against key financial ratios and targets:

Operating surplus ratio	Net result (excluding capital items) divided by total operating revenue (excluding capital items)	-3.55%	Between 0% and 10%
Asset sustainability ratio	Capital expenditure on replacement of infrastructure assets (renewals) divided by depreciation expense on infrastructure assets	42.37%	Greater than 90%
Net financial liabilities ratio	Total liabilities less current assets divided by total operating revenue (excluding capital items)	-37.94%	Below 60%

**Note 1 - Basis of Preparation**

The current year financial sustainability statement is a special purpose statement prepared in accordance with the requirements of the *Local Government Regulation 2012* and the *Financial Management (Sustainability) Guideline 2013*. The amounts used to calculate the three reported measures are prepared on an accrual basis and are drawn from Council's audited consolidated general purpose financial statements for the year ended 30 June 2019.

**Certificate of Accuracy**

For the year ended 30 June 2019

This current-year financial sustainability statement has been prepared pursuant to Section 178 of the *Local Government Regulation 2012* (the Regulation).

In accordance with Section 212(5) of the Regulation we certify that this current-year financial sustainability statement has been accurately calculated.



**Mayor**  
 Karen Williams

Date: 26 / 9 / 19



**Chief Executive Officer**  
 Andrew Chesterman

Date: 26 / 9 / 19

## INDEPENDENT AUDITOR'S REPORT

To the Councillors of Redland City Council

### Report on the Current-Year Financial Sustainability Statement

#### Opinion

I have audited the accompanying current year financial sustainability statement of Redland City Council for the year ended 30 June 2019, comprising the statement, explanatory notes, and the certificate of accuracy given by the Mayor and the Chief Executive Officer.

In accordance with section 212 of the Local Government Regulation 2012, in my opinion, in all material respects, the current year financial sustainability statement of Redland City Council for the year ended 30 June 2019 has been accurately calculated.

#### Basis of opinion

I conducted my audit in accordance with the *Auditor-General of Queensland Auditing Standards*, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the current year financial sustainability statement* section of my report.

I am independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the statement in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the *Auditor-General of Queensland Auditing Standards*.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

#### Emphasis of matter – basis of accounting

I draw attention to Note 1 which describes the basis of accounting. The current year financial sustainability statement has been prepared in accordance with the Financial Management (Sustainability) Guideline 2013 for the purpose of fulfilling the council's reporting responsibilities under the Local Government Regulation 2012. As a result, the statement may not be suitable for another purpose. My opinion is not modified in respect of this matter.

#### Other Information

Other information comprises the information included in Redland City Council's annual report for the year ended 30 June 2019, but does not include the current year financial sustainability statement and my auditor's report thereon. At the date of this auditor's report, the other information was the general purpose financial statements, the long-term financial sustainability statement, and the Annual Report.

My opinion on the current year financial sustainability statement does not cover the other information and accordingly I do not express any form of assurance conclusion thereon. However, as required by the Local Government Regulation 2012, I have expressed a separate opinion on the general purpose financial report.

In connection with my audit of the financial report, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report and my knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this information, I am required to report that fact. I have nothing to report in this regard.

### **Responsibilities of the council for the current year financial sustainability statement**

The council is responsible for the preparation and fair presentation of the current year financial sustainability statement in accordance with the Local Government Regulation 2012. The council's responsibility also includes such internal control as the council determines is necessary to enable the preparation and fair presentation of the statement that is accurately calculated and is free from material misstatement, whether due to fraud or error.

### **Auditor's responsibilities for the audit of the current year financial sustainability statement**

My objectives are to obtain reasonable assurance about whether the current year financial sustainability statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this statement.

My responsibility does not extend to forming an opinion on the appropriateness or relevance of the reported ratios, nor on the council's future sustainability.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the council.
- Evaluate the overall presentation, structure and content of the statement, including the disclosures, and whether the statement represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the council regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.



Melissa Read  
as delegate of the Auditor-General

8 October 2019

Queensland Audit Office  
Brisbane

REDLAND CITY COUNCIL  
**LONG-TERM FINANCIAL SUSTAINABILITY STATEMENT**  
 Prepared as at 30 June 2019

**Measures of Financial Sustainability**

Measure	Projected for the years ended									
	30 June 2019	30 June 2020	30 June 2021	30 June 2022	30 June 2023	30 June 2024	30 June 2025	30 June 2026	30 June 2027	30 June 2028

**Council**  
 The long-term measures of financial sustainability are presented for Council only. The latest Financial Strategy was adopted exclusive of Redland Investment Corporation Pty Ltd and therefore consolidated measures are not available.

Measure	Actuals 30 June 2019	30 June 2020	30 June 2021	30 June 2022	30 June 2023	30 June 2024	30 June 2025	30 June 2026	30 June 2027	30 June 2028
Operating surplus ratio	-3.55%	0.07%	0.38%	0.22%	0.33%	0.47%	0.61%	0.72%	0.82%	0.92%
Asset sustainability ratio	42.37%	52.23%	106.23%	113.32%	71.86%	79.23%	71.12%	69.97%	59.13%	67.42%
Net financial liabilities ratio	-37.94%	-35.07%	-28.34%	-26.51%	-25.07%	-23.41%	-23.81%	-23.79%	-24.30%	-25.54%

**Council's Financial Management Strategy**  
 Council's Financial Strategy is underpinned by the Long-term Financial Forecast which is a ten year financial model. The model is reviewed following revised budget forecasts and is used to support resource allocation decision making. The financial forecast contains details of the assumptions used to estimate growth rates, price increases, general rates and charges increases, and also provides the financial outputs and financial sustainability measures for each of the ten years.

The ten year focus allows us to assess our financial sustainability over the period and to guide corporate decision-making. It is a living and breathing document, guiding our financial planning, revenue-raising and spending activities, while adapting to changing needs and requirements.

The Long-term Financial Forecast provides transparency into our financial performance and planning, giving the Community a view of how its services are being funded and where the money is spent. It is a tool for validating and maintaining alignment with corporate plans and with legislative requirements. It reflects the efforts we are making to meet current and future community expectations and serves to signal the decisions and actions needed to ensure our future financial sustainability.

The projected results are per the adopted 2019-20 budget which is underpinned by the Financial Strategy. It does not include any revisions based on actual results as at 30 June 2019.

**Certificate of Accuracy**

For the long-term financial sustainability statement prepared as at 30 June 2019

This long-term financial sustainability statement has been prepared pursuant to Section 173 of the *Local Government Regulation 2012* (the Regulation).

In accordance with Section 212(5) of the Regulation we certify that this long-term financial sustainability statement has been accurately calculated.

  
**Mayor**  
 Karen Williams

  
**Chief Executive Officer**  
 Andrew Chesterman

Date: 26 / 9 / 19

Date: 26 / 9 / 19



Bayview Conservation Park, Redland Bay (Talwalpin)

# INDEX OF STATUTORY INFORMATION

Queensland Government legislation requires Councils to include specific information in an annual report each year. Division 3 of the *Local Government Regulation 2012* explains what an annual report for a local government must contain. The table below provides an index of where you can find that information throughout this report. In some instances, the 'provision' column summarises the relevant Act requirements. For the full wording for each provision, please refer to the source legislation.

<b>Local Government Act 2009 – provisions</b>			
<i>Requirement</i>	<i>Chapter</i>	<i>Section</i>	<i>Page</i>
<b>Identifying beneficial enterprises</b>	<b>3</b>	<b>41</b>	<b>129</b>
A local government report for each financial year must contain a list of all the beneficial enterprises that the local government conducted during the financial year.			
<b>Identifying significant business activities</b>	<b>3</b>	<b>45</b>	<b>129</b>
A local government report for each financial year must:			
(a) contain a list of all the business activities that the local government conducted during the financial year; and			
(b) identify the business activities that are significant business activities; and			
(c) state whether or not the competitive neutrality principle was applied to the significant business activities, and if the principle was not applied, the reason why it was not applied; and			
(d) state whether any of the significant business activities were not conducted in the preceding financial year, i.e. whether there are any new significant business activities.			
<b>Annual report must detail remuneration</b>	<b>6</b>	<b>201</b>	<b>129</b>
(1) The annual report of a local government must state:			
(a) the total of all remuneration packages that are payable (in the year to which the annual report relates) to the senior management of the local government; and			
(b) the number of employees in senior management who are being paid each band of remuneration.			129
(2) The senior management of a local government consists of the Chief Executive Officer and all senior executive employees of the local government.			
(3) Each band of remuneration is an increment of \$100,000.			
(4) To remove any doubt, it is declared that nothing in this section requires the exact salary of any employee in senior management to be separately stated in the annual report.			
<b>Local Government Regulation 2012 – provisions</b>			
<i>Requirement</i>	<i>Chapter</i>	<i>Section</i>	<i>Page</i>
<b>Financial sustainability statements</b>	<b>5</b>	<b>178</b>	<b>140</b>
(1) A local government's current-year financial sustainability statement must state the relevant measures of financial sustainability for the financial year to which the statement relates.			
(2) A local government's long-term financial sustainability statement must state:			
(a) the relevant measures of financial sustainability for the nine financial years following the year to which the statement relates; and			
(b) an explanation of the local government's financial management strategy that is consistent with the long-term financial forecast.			
<b>Community financial report</b>	<b>5</b>	<b>179</b>	<b>14–21</b>
(1) A local government must prepare a community financial report for each financial year.			
(2) The community financial report for a financial year must:			
(a) contain a summary and an analysis of the local government's financial performance and position for the financial year; and			
(b) be consistent with the general purpose financial statement for the financial year; and			
(c) include the relevant measures of financial sustainability for the financial year; and			
(d) be written in a way that can be easily understood by the community.			
<b>Preparation of annual report</b>	<b>5</b>	<b>182</b>	<b>n/a</b>
(1) A local government must prepare an annual report for each financial year.			
(2) The local government must adopt its annual report within one month after the day the Auditor-General gives the Auditor-General's audit report about the local government's financial statements for the financial year to the local government.			
(3) However, the Minister for Local Government may, by notice to the local government, extend the time by which the annual report must be adopted.			
(4) The local government must publish its annual report on its website within two weeks of adopting the annual report.			

<b>Financial statements</b>	<b>5</b>	<b>183</b>	<b>140</b>
The annual report for a financial year must contain:			
(a) the general purpose financial statement for the financial year, audited by the Auditor-General; and			
(b) the current-year financial sustainability statement for the financial year, audited by the Auditor-General; and			
(c) the long-term financial sustainability statement for the financial year; and			
(d) the Auditor-General's audit reports about the general purpose financial statement and the current-year financial sustainability statement.			
<b>Community financial report</b>	<b>5</b>	<b>184</b>	<b>14–21</b>
The annual report for a financial year must contain the community financial report for the financial year.			
<b>Particular resolutions</b>	<b>5</b>	<b>185</b>	
The annual report for a financial year must contain:			
(a) a copy of the resolutions made during the financial year under section 250(1); and			
(b) a list of any resolutions made during the financial year under section 206(2).			
<b>Local Government Regulation 2012 – provisions</b>			
<i>Requirement</i>	<i>Chapter</i>	<i>Section</i>	<i>Page</i>
<b>Councillors</b>	<b>5</b>	<b>186</b>	<b>131</b>
The annual report for a financial year must contain particulars of:			
(a) for each Councillor, the total remuneration, including superannuation contributions, paid to the Councillor during the financial year; and			
(b) the expenses incurred by, and the facilities provided to, each Councillor during the financial year under the local government's expenses reimbursement policy; and			
(c) the number of local government meetings that each Councillor attended during the financial year; and			
(d) the total number of the following during the financial year:			
(i) orders made under section 150I(2) of the Act;			
(ii) orders made under section 150AH(1) of the Act;(b)			
(iii) decisions, orders and recommendations made under section 150AR(1) of the Act;			
(e) each of the following during the financial year:			
(i) the name of each Councillor for whom a decision, order or recommendation mentioned in paragraph (d) was made;			
(ii) a description of the unsuitable meeting conduct, inappropriate conduct or misconduct engaged in by each of the Councillors;			
(iii) a summary of the order or recommendation made for each Councillor; and			
(f) the number of each of the following during the financial year:			
(i) complaints referred to the assessor under sections 150P(2)(a) of the Act by local government entities for the local government;			
(ii) matters, mentioned in section 150P(3) of the Act, notified to the Crime and Corruption Commission;			
(iii) notices given under section 150R(2) of the Act;			
(iv) notices given under section 150S(2)(a) of the Act;			
(v) decisions made under section 150W(a),(b) and (d) of the Act;			
(vi) referral notices accompanied by a recommendation mentioned in section 150AC(3)(a) of the Act;			
(vii) occasions information was given under section 150AF(4)(a) of the Act;			
(viii) occasions the local government asked another entity to investigate, under chapter 5A, part 3, division 5 of the Act for the local government, the suspected inappropriate conduct of a Councillor;			
(ix) applications heard by the conduct tribunal about the alleged misconduct of a Councillor.			
<b>Administrative action complaints</b>	<b>5</b>	<b>187</b>	<b>128</b>
(1) The annual report for a financial year must contain:			
(a) a statement about the local government's commitment to dealing fairly with administrative action complaints; and			
(b) a statement about how the local government has implemented its complaints management process, including an assessment of the local government's performance in resolving complaints under the process.			
(2) The annual report must also contain particulars of:			
(a) the number of the following during the financial year:			
(i) administrative action complaints made to the local government			
(ii) administrative action complaints resolved by the local government under the complaints management process			
(iii) administrative action complaints not resolved by the local government under the complaints management process; and			
(b) the number of administrative action complaints under paragraph (a) (iii) that were made in a previous financial year.			

<b>Local Government Regulation 2012 – provisions</b>			
<b>Requirement</b>	<b>Chapter</b>	<b>Section</b>	<b>Page</b>
<b>Overseas travel</b>	<b>5</b>	<b>188</b>	<b>132</b>
(1) The annual report for a financial year must contain the following information about any overseas travel made by a Councillor or local government employee in an official capacity during the financial year:			
(a) for a Councillor – the name of the Councillor			
(b) for a local government employee – the name of, and position held by, the local government employee			
(c) the destination of the overseas travel			
(d) the purpose of the overseas travel			
(e) the cost of the overseas travel.			
(2) The annual report may also contain any other information about the overseas travel the local government considers relevant.			
<b>Expenditure on grants to community organisations</b>	<b>5</b>	<b>189</b>	<b>134–136</b>
The annual report for a financial year must contain a summary of:			
(a) the local government’s expenditure for the financial year on grants to community organisations; and			
(b) expenditure from each Councillor’s discretionary fund, including:			
(i) the name of each community organisation to which an amount was allocated from the fund; and			
(ii) the amount and purpose of the allocation.			
<b>Other contents</b>			
(1) The annual report for a financial year must contain the following information:			
(a) the Chief Executive Officer’s assessment of the local government’s progress towards implementing its five-year corporate plan and annual operational plan			
(b) particulars of other issues relevant to making an informed assessment of the local government’s operations and performance in the financial year			59–107
(c) an annual operations report for each commercial business unit			108–125
(d) details of any action taken for, and expenditure on, a service, facility or activity:			
(i) supplied by another local government under an agreement for conducting a joint government activity; and			139
(ii) for which the local government levied special rates or charges for the financial year			139
(e) the number of invitations to change tenders under section 228(7) during the financial year			139
(f) a list of the registers kept by the local government			139
(g) a summary of all concessions for rates and charges granted by the local government			139
(h) the report on the internal audit for the financial year			128
(i) a summary of investigation notices given in the financial year under section 49 for competitive neutrality complaints			n/a
(j) the local government’s responses in the financial year on the Queensland Competition Authority’s recommendations on any competitive neutrality complaints under section 52(3).			n/a
(2) In this section, an ‘annual operations report for a commercial business unit’ means a document that contains the following information for the previous financial year:			
(a) information that allows an informed assessment of the unit’s operations, including a comparison with the unit’s annual performance plan			108–125
(b) particulars of any changes made to the unit’s annual performance plan for the previous financial year			
(c) particulars of the impact the changes had on the unit’s:			
(i) financial position; and			
(ii) operating surplus or deficit; and			
(iii) prospects.			

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# GLOSSARY

**Annual report** – Council’s report on its annual performance, including statements about annual performance, financial statements and disclosures required under legislation.

**Asset** – A resource controlled by Council which is used to deliver services to the community. This includes tangible assets such as roads, drains, parks and buildings and intangible assets such as software systems.

**Capital works program** – Program of scheduled works generally encompassing infrastructure works for road, drainage and building assets.

**Corporate Plan** – A strategic document that sets out Council’s plans over five years. It outlines the strategies to be undertaken to achieve the vision and outcomes in the *Redlands 2030 Community Plan*. It is a legal requirement under the *Local Government Act 2009* for Council to adopt a Corporate Plan.

**Councillors** – Elected members of Council.

**Diversity** – Understanding that each individual is unique and recognising our individual differences.

**Executive Leadership Team (ELT)** – The executive leadership of Council, comprising of Chief Executive Officer, General Council, Chief Financial Officer, Head of People and Culture and the General Managers of three departments: Infrastructure and Operations, Organisational Services, Community and Customer Services.

**External Audit** – An official inspection of an organisation’s accounts, internal controls, processes and procedures, typically by an independent body.

**Financial year** – The 12 months between 1 July of one year and 30 June of the next year. This annual report is for the 2018–2019 financial year, which spans 1 July 2018 to 30 June 2019.

**Full-time equivalent (FTE)** – The hours worked by one or more employees that are the equivalent of a full-time employee. For example, this may involve a full-time employee working 36.25 hours per week or two part-time employees each working 18.13 hours per week.

**Governance** – How decisions are made and implemented and how organisations are managed and controlled to achieve objectives. Governance also describes the ways an organisation can be held accountable.

**Group, the** – In this annual report Council and its controlled entities (Redland Investment Corporation and its subsidiaries) form the economic entity ‘the Group’ for the purposes of the Community Financial Report (pages 14–21) and Consolidated Financial Statements (pages 140–181).

**Indigenous Land Use Agreement (ILUA)** – Council’s ILUA with the Quandamooka People was signed on 4 July 2011. It is a confidential legal agreement outlining how both parties will work together on a number of significant projects and issues on Quandamooka Country.

**Infrastructure** – Physical networks that are essential to running a local government area, including the road network, water supply and wastewater and stormwater networks.

**Key Performance Indicator** – Evidence of the degree to which Council’s actions are achieving intended objectives, for the purposes of monitoring progress.

**Local laws** – The laws adopted by Council that prohibit, regulate and control activities, events, practices and behaviours within Redlands Coast.

**Mayor** – The head of Council elected across all divisions at local government elections. Mayoral duties include running the Council meetings, working with the Council Chief Executive Officer on Council business, being the spokesperson for Council and carrying out ceremonial duties.

**Operational Plan** – A one-year plan that sets out activities to be undertaken in that particular year to achieve the Corporate Plan. An Operational Plan is a legal requirement for Queensland Councils under the *Local Government Act 2009*.

**Priority Development Area (PDA)** – Parcels of land within Queensland that have been identified by the State Government for specific accelerated development with a focus on economic growth and community development. There are two PDAs in Redlands Coast – Toondah Harbour and Weinam Creek.

**Quandamooka Yoolooburrabee Aboriginal Corporation (QYAC)** – The registered Prescribed Body Corporate (PBC) managing Native Title rights of the Quandamooka People, as well as Aboriginal cultural heritage and other Quandamooka Country interests.

**Reconciliation Action Plan (RAP)** – Council has been working towards developing its first internal Reconciliation Plan for endorsement in August 2019. Our first RAP promotes an internal, inward-facing set of principles and actions for 2019–2020.

**Redland Art Gallery (RAG)** – An initiative of Redland City Council opened in 2003, RAG has two galleries, one in Cleveland and one in Capalaba, as well as engaging in public space and collaborative art projects.

**Redland Investment Corporation (RIC)** – Council established a proprietary company, Redland Investment Corporation (RIC), to identify alternative revenue sources for Council and new business opportunities for the Redlands community. This business is wholly owned by Council and operates under the *Corporations Act 2001*, *Auditor-General Act 2009*, and applicable sections of the *Local Government Act 2009* and Regulation.

**Redland Performing Arts Centre (RPAC)** – Redland City Council’s performing arts complex, providing local opportunities for community participation in arts and cultural life. It also aims to encourage local creative industries and cultural entrepreneurship.

**RedWaste** – Council’s waste management and a commercial business unit of Redland City Council.

**Redland Water** – Commercial business unit of Redland City Council responsible for water supply and wastewater collection and treatment.

**Statutory** – Required under a law or legislation.

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