Adopted Report
for the
Corporate Governance and Administration Committee Meeting
held
Wednesday, 15 September 2010
at
09:00 am
Gold Coast City Council Chambers
135 Bundall Road Surfers Paradise

Our positioning statement
Working for our future - today

Our city vision
Defined by our spectacular beaches, hinterland ranges, forests and waterways, the Gold Coast is an outstanding city which celebrates nature and connects distinct communities with the common goal of sustainability, choice and wellbeing for all.

Our mission
Leading the way towards a bold future that can sustain growth and economic development while retaining a lifestyle that is uniquely ‘Gold Coast’.
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### Adopted Report

**Corporate Governance and Administration Committee Meeting**  
**Wednesday, 15 September 2010**

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**KEY:**  
- **CEO** - Chief Executive Officer  
- **BI** - Business Improvement  
- **CG** - City Governance  
- **CMS** - Community Services  
- **EDMP** - Economic Development & Major Projects  
- **ES** - Engineering Services  
- **OS** - Organisational Services  
- **PET** - Planning Environment & Transport  
- **WR** - Water Reform
ATTENDANCE

Cr JE Grew (Chairperson)
Cr RW Clarke (Mayor)
Cr R La Castra
Cr TE Shepherd
Cr E Sarroff
Cr DI McDonald

Mr AJ McCabe Director City Governance
Mr G Potter Director Organisational Services
Ms S Wilton Manager Corporate Planning & Performance
Mr B Case Manager Project Services
Ms K Vought Chief Information Officer
Ms C Easson Coordinator Project Services

APOLOGIES

Nil

PRESENTATIONS

Nil

9.3 CORPORATE GOVERNANCE & ADMINISTRATION

RESOLUTION   G10.0917.012   Moved Cr Grew   Seconded Cr Betts

That the Report of the Corporate Governance & Administration Committee Meeting held on Wednesday, 15 September 2010, covered by Recommendations numbered GA10.0915.001 to GA10.0915.009, be received.

CARRIED

ADOPTION OF THE CORPORATE GOVERNANCE & ADMINISTRATION COMMITTEE REPORT

RESOLUTION   G10.0917.014   Moved Cr Grew   Seconded Cr McDonald

That the Report of the Corporate Governance & Administration Committee's Recommendations of Wednesday, 15 September 2010, numbered GA10.0915.001 to GA10.0915.009, be adopted with the exception of:-

Recommendation Number    GA10.0915.003 which was specifically resolved.

CARRIED
ITEM 1  CITY GOVERNANCE
CORPORATE PERFORMANCE REPORT – FOURTH QUARTER 30 JUNE 2010
LG113/580/10(P1)

Attachment 1 - Corporate Performance Report, Fourth Quarter, April – June 2010
Attachment 2 - Municipal Infrastructure Delivery Entity Quarterly Performance Report
Attachment 3 - Quarterly Corporate Policy Report
Attachment 4 - Record of Corporate Plan Implementation

1  BASIS FOR CONFIDENTIALITY
Not Applicable.

2  EXECUTIVE SUMMARY
Not Applicable.

3  PURPOSE OF REPORT
This item provides Council with the CEO’s progress report on the implementation of the Corporate and Operational plans, pursuant to Section 512 of the Local Government Act 1993 which was applicable in 2009-10.

4  PREVIOUS RESOLUTIONS
Ex Minute GF09.0610.002 dated 10 June 2009 – adoption of the 2009-14 Corporate Plan.
Ex Minute G09.0615.017 dated 15 June 2009 – adoption of the 2009-10 Operational Plan.
Ex Minute G08.1124.019 dated 24 November 2008 – Corporate Policy Schedule to be reported to the Corporate Governance and Finance Committee (CG&FC) at quarterly intervals.

5  DISCUSSION

5.1  Introduction

Council’s Corporate Performance Report (CPR) for the fourth quarter 2009-10 is attached (Attachment 1). It contains an assessment of Council’s progress towards Corporate Plan outcomes with reference to performance measures and progress of Operational Plan initiatives. Analysis by each Key Focus Area (KFA) of the Bold Future vision is provided. The report analyses KFA progress for the June quarter, provides a summary of progress over the 12 months to 30 June 2010 and highlights changes to the operational plan during quarter four.
5.2 Communicating our progress

Each quarter Corporate Planning and Performance collates data and information from all parts of Council and produces a Corporate Performance Report that provides analysis of our progress toward achieving the outcomes in the Corporate Plan and as a consequence of that, our progress toward achieving our Bold Future Vision. The Corporate Performance Report is presented to the Executive Leadership Team and to Council and following adoption by Council is available to the community via the Gold Coast City Council website.

Other avenues for communicating our progress are the City News, Bold Future newsletters and other external channels. City News is distributed twice a year in January and July to around 219,000 ratepayers and includes information on Council’s progress towards our Bold Future Vision. The Bold Future newsletter is email based and distributed on an ad hoc basis to members of the community that have signed up to receive them when events or issues of significance occur.

Other external channels of communication are subject to availability and include sending media releases when significant newsworthy events have occurred, (subject to the media running the article), divisional newsletters, message on hold, Council’s internet and feature wall paper.

5.3 Corporate Plan Record of Implementation

The Record of Corporate Plan Implementation at Attachment 4 provides information in relation to the implementation of the outcomes and focus areas contained in Council’s Corporate Plan 2009-14.

5.4 Summary analysis of progress by Key Focus Area

The following section provides a summary, highlights and issues for each KFA.

5.4.1 A city leading by example

This key focus area’s current status is assessed as on track. A city leading by example is supported by most aspects of Council’s operations. For this reason many initiatives that contribute to this KFA are reported elsewhere in this report against the KFA to which they more directly relate. A summary of results for initiatives and measures for A city Leading by example is detailed below:

Operational Plan quarter 4

- Four initiatives were on track and one was behind schedule.
- 11 of 13 measures were collected this quarter with seven showing positive results and four require close monitoring.

Operational Plan year end summary

- Four initiatives finished the year on track and the following one was behind schedule:
  - Climate Change Strategy
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CORPORATE PERFORMANCE REPORT – FOURTH QUARTER 30 JUNE 2010
LG113/580/10(P1)

- Operational Plan initiatives under this KFA consumed 24 per cent of their approved project budgets during 2009-10. The underspend arose as a result of delays to the Climate Change Strategy and funding for the GCCC and State Government Marine Projects Partnership which will be carried forward to 2010-11.

Record of Corporate Plan Implementation 2009-10
- KFA1 has been on track all year.
- The headline targets for KFA1 are:
  - Make Council’s operations carbon neutral by 2020. The most recent figures, sourced from Council’s Annual Report, show that for the year ending 30 June 2009, Council had reduced its total carbon dioxide emissions by 8 per cent, or 25,000 tonnes, compared to a business as usual scenario.
  - Improve the proportion of residents and businesses adopting sustainable living practices. The measurement of this target is currently not supported by appropriate measures. Work will take place during 2010-11 to develop appropriate measures. However the 2010 Sustainable Cities Index, published by the Australian Conservation Foundation, ranked the Gold Coast eight out of a total of 20 cities in Australia for environmental performance, quality of life and resilience.
- All five Corporate Plan focus area outcomes for KFA1 were on track.

5.4.2 A city loved for its green, gold and blue

This key focus area’s current status is assessed as on track.

Operational Plan quarter 4
- 32 initiatives were on track, including one that was completed and two were behind schedule.
- Nine of 14 measures were collected this quarter with five recording positive results, three requiring close monitoring and one low strength measure was assessed as ‘action required’.
- The measure assessed as ‘action required’ was the Voluntary Conservation Agreement Program.

Operational Plan year end summary
- 32 initiatives finished the year on track, including four that were complete and two were behind schedule.
- The four initiatives that were completed during the year are:
  - Stage one of the Southport Broadwater parklands redevelopment;
  - Coombabah Recycled Water Release System Upgrade;
  - Merrimac Recycled Water Management System Upgrade; and
  - Pimpama Coomera Waterfuture Implementation Program - Potable Water Network (Package D).
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CORPORATE PERFORMANCE REPORT – FOURTH QUARTER 30 JUNE 2010
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- The two initiatives that were behind schedule are:
  - Capital Works Program – Flood Mitigation
  - Merrimac West Wastewater Network – Stage 2
- Operational Plan initiatives under this KFA consumed 93 per cent of their approved project budget during 2009-10.

Record of Corporate Plan Implementation
- KFA2 has been on track all year.
- The headline targets for KFA2 are:
  - Move the city towards the goal of 50 per cent of native vegetation coverage across the city’s land area by 2020 with no net loss. Measurement of native vegetation coverage is conducted by the Queensland Department of Environment and Resource Management every five years. The most recent figures available from Council’s Nature Conservation Strategy found that the Gold Coast has vegetation coverage of approximately 49.1 per cent for 2007-08.
  - Consistently achieve an "A" grading in the environmental Health Monitoring Program on city waterway report cards for all natural and constructed waterways. The annual Healthy Waterways report for 2009, which is published by the South East Queensland Healthy Waterways Partnership, showed an average grading of "C+" across Gold Coast waterways.
- All six Corporate Plan focus area outcomes for KFA2 were on track.

5.4.3 A city connecting people and places
This key focus area’s current status is assessed as on track.

Operational Plan quarter 4
- 10 initiatives were on track and three were behind schedule.
- Eight of 13 measures were collected this quarter with four recording positive results and four requiring close monitoring.

Operational Plan year end summary
- 10 initiatives finished the year on track and the following three were behind schedule:
  - Major Bikeways Program
  - Road Network Improvements
  - Evandale Cultural Precinct Project
- Operational Plan initiatives under KFA3 consumed 69 per cent of their approved project budgets during 2009-10. The underspend arose primarily from the timing of State and Federal funding for the Rapid Transit Project. Underspends occurred in the Waste Management Collections and Disposals initiatives where savings were identified in operational areas such as at the Molendinar Landfill. Reduced waste throughput at this facility has enabled Council to delay the commissioning date of the Molendinar Waste Transfer Station.
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Record of Corporate Plan Implementation
- KFA3 has been on track all year.
- The headline targets for KFA3 are:
  - Increase public transport use to seven per cent of all trips by 2014. The most recent figures sourced from Translink show that as at 30 June 2009, public transport use stood at 3.4 per cent.
  - Position the Gold Coast as a leader in broadband infrastructure and accessibility in regional Australia. The measurement of this target is currently not supported by appropriate measures. Work will take place during 2010-11 to develop performance measures. However as at 30 June 2010, a survey conducted by EDMP indicates that 98 per cent of businesses that fall within the Pacific Innovation Corridor Precinct have internet connection.
- Five out of a total of six Corporate Plan focus area outcomes for KFA3 were on track. Outcome 3.6 (We are well connected locally and globally) could not be assessed as there are currently no appropriate measures available.

5.4.4 A safe city where everyone belongs
This key focus area’s current status is assessed as on track.

Operational Plan quarter 4
- 18 initiatives were on track and one was placed on hold.
- 16 of 18 measures were collected this quarter with eight recording positive results, six requiring close monitoring and two low strength measures were assessed as ‘action required’.

Operational Plan year end summary
- 18 initiatives finished the year on track including one that was complete, and one initiative was on hold.
- The initiative that was completed was:
  - Food Act 2006 Implementation
- The initiative that was placed on hold was:
  - Carrara Sports Precinct Master Plan
- Operational Plan initiatives under KFA4 consumed their full budget allocation during 2009-10.

Record of Corporate Plan Implementation
- KFA4 has been on track all year.
- The headline targets for KFA4 are:
  - Increase the physical activity levels of Gold Coast residents by five per cent through the active and healthy program. As at 30 June 2010, involvement in the active and healthy program had increased by 10 per cent on the previous year.
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- Achieve an 80 per cent satisfaction rating by residents in relation to access to spaces for community meetings and activities. The measurement of this target is currently not supported by appropriate measures. Work will take place during 2010-11 to develop performance measures. However as at 30 June 2010, the following results for utilisation of community venues were recorded:
  - Community Centres - 44.75 per cent average utilisation
  - Sport fields - 60.75 per cent average utilisation
  - Pools - 145,327 patrons
- Four out of a total of five Corporate Plan focus area outcomes for Key Focus Area 4 were on track.

5.4.5 A city with a thriving economy
This key focus area’s current status is assessed as closely monitor.

Operational Plan quarter 4
- All 12 initiatives were on track.
- 17 out of a total of 17 measures were collected this quarter with eleven recording positive results, four requiring close monitoring and two where action is required.

Operational Plan year end summary
- All 12 initiatives under KFA5 finished the year on track.
- Operational Plan initiatives under KFA5 consumed 59 per cent of their approved project budgets during 2009-10. The key underspends occurred primarily in the following four initiatives:
  - Investment Attraction Program – Currently the budget is underspent as enquiries by prospective enterprises tend to be on a long term basis, however approximately four companies will be making final decisions on their location selection within the coming months which will result in a large allocation of funds should the Gold Coast be successful.
  - Tourism Program – The underspend related to ongoing projects under Council’s Tourism Opportunity Plan and the Springbrook Tourism Visioning Plan. These projects are ongoing and funding will be utilised in 2010-11.
  - Capacity Development Program – the underspend arose in relation to the timing of the establishment of the Surf Industry Taskforce to implement the Gold Coast Surf Strategy.
  - Pacific Innovation Corridor Program – The underspend was primarily due to the timing of the development of an economic assessment and modelling tool to measure the impact of the light rail project. Development work will continue in 2010-11.
Record of Corporate Plan Implementation

- KFA5 was rated a ‘close monitor’ in quarters one, three and four due mainly to the continuing impact of the global financial crisis on the Gold Coast’s tourism and employment indices. The high strength measure ‘domestic visitor numbers’ recorded a 2.4 per cent decrease in the number of visitors for the 12 months to March 2009. While small in percentage terms, this represents 217,625 fewer visitors to the Gold Coast. The lower number of domestic visitors was offset to an extent by an increase of 2.4 per cent in expenditure by domestic visitors.

- The headline targets for KFA5 are:
  - Recovery of the Gold Coast economy from the global financial crisis with the Gold Coast having an average growth rate of between 1.5 and 2% per annum. The measurement of this target is currently not supported by appropriate measures. Work will take place during 2010-11 to develop performance measures.
  - 25 per cent of all new jobs being created in the knowledge-based and export-oriented industries. The measurement of this target is currently not supported by appropriate measures, however figures from the ABS Labour Force Survey Industry of Employment (May 2010) indicate that knowledge-based industries currently make up 27.3 per cent of all industry on the Gold Coast.

- Three out of a total of five Corporate Plan focus area outcomes for KFA5 were on track. The following focus area outcomes requires close monitoring:
  - (5.3) The supply of skilled labour meets local business requirements.
  - (5.5) Regional collaboration and pro-active representation enhance the city.

- Focus area outcome 5.3 requires close monitoring because one the performance measures (regional unemployment rate) under this focus area outcome rated a ‘closely monitor’ and one (labour force participation) rated an ‘action required’.

- Focus area outcome 5.5 requires close monitoring because two of the performance measures under this focus area outcome rated a ‘closely monitor’ and one (domestic visitor numbers) was rated as an ‘action required’.

5.4.6 A city shaped by clever design

This key focus area’s current status is assessed as action required.

Operational Plan quarter 4

- Two initiatives were on track and three were assessed as ‘closely monitor’.
- There was one measure available for this Key Focus which was on track.

Operational Plan year end summary

- Two initiatives finished the year on track and three were behind schedule. It should be noted that this KFA contains a limited number of both initiatives and measures.
- The three initiatives that were rated ‘closely monitor’ were:
  - Priority Infrastructure Plan – full deployment and review
  - New Planning Scheme Review Project
  - Local Area Plans (LAP)
Operational Plan initiatives under KFA6 consumed 69 per cent of their approved project budgets during 2009-10. The main underspend occurred in the Centre Improvement Program. Funding for this initiative is cyclic in nature and the funding not spent in 2009-10 will be reallocated to the program for 2010-11.

Record of Corporate Plan Implementation

- KFA6 is assessed as ‘action required’ for the final quarter of 2009-10 having been assessed as ‘closely monitor’ throughout the year. The ‘action required’ status is due to two factors:
  1. A higher percentage of ‘closely monitor’ initiatives than ‘on track’ initiatives. The three initiatives that rated a ‘closely monitor’ were:
     - Priority Infrastructure Plan - improved from a status of ‘action required’ in the first half to closely monitor for the second half of 2009-10.
     - New Planning Scheme Review Project - rated as ‘closely monitor’ throughout 2009-10.
     - Local Area Plans Project - rated as ‘closely monitor’ throughout 2009-10.
  2. This is the fourth consecutive quarter that this Key Focus Area has rated a ‘closely monitor’

- Action is being taken to address the three initiatives that are behind schedule and it is anticipated that they will be back on track in 2010-11.

- The headline targets for KFA6 are:
  - By 2040 the Gold Coast will be the most liveable, healthy, active and resource-efficient major city in Australia. The measurement of this target is currently not supported by appropriate measures. Work will take place during 2010-11 to develop measures. However the 2010 Sustainable Cities Index, published by the Australian Conservation Foundation, ranked the Gold Coast eight out of a total of 20 cities in Australia for environmental performance, quality of life and resilience. In addition, given the centrality of climate change resilience to the future sustainability of the city, it is intended to bring forward a report in October which outlines a range of considerations related to Council’s activity in response to climate change. This report will address the following:
    - The status of implementation of the Climate Change Strategy;
    - The presentation of an holistic climate change program that identifies priority activity for council in 2010-11, in response to implementation of the Climate Change Strategy and other climate change activity that is emerging and beyond the specific scope of the Strategy. It will include, for example, the pathway to carbon neutrality for Council's operations by 2020; and
    - any budget implications associated with the implementation of the 2010-11 Climate Change program.
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- It is anticipated that this approach will also assist in ensuring progress against both Key Targets under KFA1 - A city leading by example.
- The city’s annual energy consumption will be below corresponding national and state averages by 2040. The measurement of this target is currently not supported by appropriate measures. Work will take place during 2010-11 to develop performance measures.

- Two out of a total of four Corporate Plan focus area outcomes for KFA6 were on track.
- There were no performance measures or initiatives in the Operational Plan for the following outcome:
  - (6.3) Infrastructure is planned and delivered to meet the needs of a growing community. (However, during 2009-10 a total of 1056 Municipal Infrastructure Projects, representing an investment of $226 million were progressed in the city).

- The following focus area outcome was assessed as ‘action required’:
  - (6.4) High quality urban design creates a world class city image and accommodates diverse built forms.
  - Focus area outcome 6.4 was rated as ‘action required’ because two out of the three initiatives under this focus area outcome rated a ‘closely monitor’.

5.4.7 Delivering effective corporate governance, organisational capability and customer contact

Delivering effective corporate governance is assessed as on track.

Operational Plan quarter 4
- 10 initiatives were completed, 18 were on track, four were behind schedule and two were on hold.
- Six of 12 measures were collected this quarter with four recording positive results and two require close monitoring.

Operational Plan year end summary
- Eight initiatives were on track, 17 were completed, two were closed, two were on hold and four were assessed as ‘closely monitor’.
- The following seventeen initiatives were completed in 2009-10:
  - 2010-11 Operational Plan Development
  - Asset Management Strategy (Infrastructure and Land) 2010 – 2015
  - Cash and Negotiable Instruments Handling Policy
  - Community and Stakeholder Communication Strategy
  - Community Scorecard
  - Corporate Policy Review
  - Corporate Strategy Review
  - Delegated Power and Authorisations Policy
ITEM 1 (Continued)
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- Disaster Management Policy
- Program Management Framework
- Review of Delegation/Authorisation Process
- Work in Progress Improvement Project
- Workplace Health and Safety Program - WHS Aggression Management Project – development of policy
- Staff Contracts and Appraisal Process Review
- Strategic Procurement Review
- Lifecycle Asset Management Plan
- Infrastructure As Constructed Data Project

- The following two initiatives were closed:
  - Community participation – Pilot Household Panel
  - Community and Stakeholder Communication Strategy

- The following two initiatives were placed on hold:
  - Infrastructure Asset Custodianship Policy
  - Non Current Asset Accounting Policy

- The following four initiatives were assessed as 'closely monitor':
  - Corporate Risk Management Program – Risk Management Information System
  - Fraud Control Policy
  - Fraud Risk Assessment Project
  - Infrastructure Revaluations and Unit Rate Process Review

- Operational Plan initiatives under effective corporate governance consumed 73 per cent of their budget allocation during 2009-10. Application will be made to reprovide the unused budget for the ICT – Information Management Policy, as further work has been identified by the Right to Information / Information Privacy Steering Committee in 2010-11. Likewise the Lifecycle Asset Management Plan budget was underspent due to difficulties in engaging appropriately skilled contractors.

Delivering organisational capability is assessed as on track.

A summary of initiatives and measures for ensuring organisational capability supports the delivery of corporate priorities is detailed below:

Operational Plan quarter 4

- Three initiatives were completed, 11 initiatives were on track, three were on hold and three were behind schedule.

- Five of the six measures collected this quarter showed a positive result and one requires close monitoring.
ITEM 1 (Continued)
CORPORATE PERFORMANCE REPORT – FOURTH QUARTER 30 JUNE 2010
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Operational Plan year end summary

- Six initiatives were completed, eight initiatives were on track, three were on hold, one was closed and three were behind schedule:
  - The six initiatives that were completed were:
    - GeoSpatial Program
    - Leadership Capability Framework
    - Leadership Capability Initiatives
    - Relocation of Scientific Services to the Smart Water Research Facility on the Gold Coast campus of Griffith University
    - Strategic Procurement Program ("Better Buying") - Contracts Manager Upgrade Project
    - Values Initiatives
  - The three initiatives that were placed on hold were:
    - Coomera Depot Development
    - GPS As-con Project
    - Mobile Computing Program
  - The one initiative that was closed was:
    - Emergency management Software
  - The three initiatives that were behind schedule were:
    - Information Management (IM) Program
    - Service Desk Upgrade/Replacement
    - Voice Services Project
- Operational Plan initiatives under organisational capability consumed 80 per cent of their budget allocation during 2009-10. The underspend was mainly due to the postponement of the Coomera Depot Development and movement of delivery timeframes into 2010-11 for the following ITC initiatives:
  - Enterprise Resource Planning (ERP) Program;
  - Property Program;
  - ICT Disaster Recovery Project - Phase 3;
  - Information Management (IMP) Program;
  - Service Desk Upgrade/Replacement; and
  - Voice Services Project.

Delivering excellence in customer contact is assessed as on track.

Operational Plan quarter 4

- One of two initiatives was on track and one was completed.
- The one measure for this section showed a positive result.

Operational Plan year end summary

- One of two initiatives was on track and the following one was completed:
  - Knowledge and Procedural Management System
ITEM 1 (Continued)
CORPORATE PERFORMANCE REPORT – FOURTH QUARTER 30 JUNE 2010
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- Operational Plan initiatives under customer contact consumed 65 per cent of their approved project budgets during 2009-10. The underspend arose primarily in the Customer Contact Strategy due to delays in appointing a key resource.

Record of Corporate Plan Implementation
- Overall delivering effective corporate governance, organisational capability and customer contact was assessed as ‘closely monitor’ in each of the first three quarters of 2009-10 before improving to ‘on track’ in the last quarter of 2009-10.
- There were no headline targets identified for this KFA.
- All three Corporate Plan focus area outcomes for this KFA were on track.

5.4.8 Changes to the Operational Plan in quarter four
The following changes to the Operational Plan occurred in quarter four:

Commenced
One initiative commenced in the final quarter of 2009-10:
1. Implementation of the Occupational Violence Prevention and Management Policy.

Completed
The following 15 initiatives were completed in the final quarter of 2009-10:

1. 2010-11 Operational Plan Development
3. Community Participation
4. Corporate Policy Review
5. Review of Delegation/Authorisation Process
6. Coombabah Recycled Water Release System Upgrade
7. Work in Progress Improvement Project
8. Knowledge and Procedural Management System
10. Staff Contracts and Appraisal Process Review
11. Leadership Capability Framework
12. Leadership Capability Initiatives
13. Values Initiatives
14. Lifecycle Asset Management Plan
15. Infrastructure As Constructed Data Project

Discontinued
The following six initiatives were discontinued in the final quarter of 2009-10:

2. Infrastructure Asset Custodianship Policy - deferred until the Asset Management Policy and Strategy are approved and adopted.
3. Non Current Asset Accounting Policy - on-hold pending the release of the new Finance Regulations by the State Government.
5. GPS As-con Project – cancelled due to removal of budget.
6. Mobile Computing Program – on-hold until the mobility functionality of ERP and the Property Program are clarified.

5.5 Additional information requested by Council

The following matters are submitted with the Quarterly Performance Report:

- Municipal Infrastructure Portfolio Quarterly Performance, and

5.6 Municipal Infrastructure Portfolio Quarterly Performance

The Municipal Infrastructure (MI) Portfolio is approved by the Infrastructure Delivery Governance Committee (IDGC), and is based on MI planning and delivery projects identified within the Capital Works Budget.

The IDGC receives quarterly reports from 13 delivery entities outlining the forecast expenditure for their program(s) within the approved MI Portfolio, and any program exceptions. Each delivery entity is responsible for delivering a program of Municipal Infrastructure Works as approved by the IDGC. Corporate Planning and Performance uses this information to develop a portfolio summary report for the IDGC.

The compilation of the Municipal Infrastructure Quarterly Delivery Entity Summary Reports summarises the performance for the forth quarter (April-June) of the approved 2009-10 MI Portfolio by delivery entity (refer Attachment 2). The information provided in the report includes re-provisions.

The 2009-10 MI Portfolio (excluding Gold Coast Water) was valued at $286.4 million and comprised of 1056 planning and delivery projects. $226.7 million in expenditure was achieved on planning and delivery projects, during 2009-10. There were 821 projects within various phases of delivery during 2009-10. 475 projects were completed during the financial year.

5.7 Quarterly Corporate Policy Report

The ELT resolution (ELT10.0205.006) taken in February 2010 has continued to impact on Directorates' response to addressing policies overdue for review. During this quarter the number of policies overdue for review has reduced from 42 to 23. The total number of priority policies has increased from eight to 29 due, in part, to the transfer of 15 HR policies which are being reviewed in line with the EBA.

Below is a summary of policies approved, retired and under review or development during the final quarter of 2009-10 and those falling due for review in quarter 1 of 2010-11. Attachment 3 provides more detailed information.

Policies:
- approved/reviewed during the quarter (19)
- retired/replaced during the quarter (0)
- currently under review/development (52)
- falling due for review July - September 2010 (4)
ITEM 1 (Continued)  
CORPORATE PERFORMANCE REPORT – FOURTH QUARTER 30 JUNE 2010  
LG113/580/10(P1)

6 ALIGNMENT TO BOLD FUTURE VISION, CORPORATE PLAN, OPERATIONAL PLAN

This report summarises Council’s progress towards implementing the 2009-14 Corporate Plan and the 2009-10 Operational Plan. Progress is reported against each Key Focus Area of the Bold Future vision.

7 FUNDING AND RESOURCING REQUIREMENTS

This report has been developed using existing internal resources only.

8 RISK MANAGEMENT

The initiatives covered by this report address a range of risks on the Corporate Risk Register. Detailed risk assessments are prepared for any initiatives that are reported as being off track and action is required. There were no initiatives in this category during the fourth quarter of 2009-10.

9 STATUTORY MATTERS

The quarterly CPR is presented to Council pursuant to section 512 of the Local Government Act 1993 which states:

“(1) A local government must make assessments of its progress towards implementing its corporate and operational plans.

(2) The Chief Executive Officer must present a written report on the assessments to a meeting of the local government at regular intervals, of not more than 3 months, decided by it.”

10 COUNCIL POLICIES

Not applicable.

11 DELEGATIONS

Not applicable.

12 COORDINATION & CONSULTATION

Each director has approved individual directorate contributions to the detailed document Operational Plan Initiatives Status Update, which provides the basis for the quarterly report.

13 STAKEHOLDER IMPACTS

Nil

14 TIMING

The Corporate Performance Report is provided on a quarterly basis in accordance with Section 512 of the Local Government Act 1993.
ITEM 1 (Continued)
CORPORATE PERFORMANCE REPORT – FOURTH QUARTER 30 JUNE 2010
LG113/580/10(P1)

15 CONCLUSION

At the end of June 2010, 131 initiatives, representing an investment of $613.5 million had been progressed through the Operational Plan 2009-10. Of these initiatives, 109 (83 per cent) were on track and 29 had been completed at the end of the year.

In relation to progress against the Corporate Plan 2009-2014, four of the six KFA’s are progressing on track, one requires close monitoring (KFA 5 - A city with a thriving economy) and one requires action to improve progress in 2010-11 (KFA 6 - A city shaped by clever design). Whilst this report demonstrates that the implementation of the Corporate Plan is underway, it should be noted that this is only the first year of implementation and significant action will be required over the coming years to deliver on the Corporate Plan outcomes.

16 RECOMMENDATION

It is recommended that Council resolves as follows:

1 Note the progress of the Operational Plan in the attached fourth quarter Corporate Performance Report for the year ended 30 June 2010.

2 Note the changes to the Operational Plan outlined in section six.

3 Note that KFA6 – A city shaped by clever design has a status of ‘action required’, but it is expected that the relevant initiatives will be brought back on track during 2010-11.

4 Note that a report will be presented to the Sustainable City Future Committee in October 2010, presenting for Council consideration a climate change program for the balance of 2010-11.

5 Note the assessment of progress against the implementation of the Corporate Plan 2009-14 outlined in the Record of Corporate Plan Implementation.

Author: Sarah Wilton
Manager, Corporate Planning and Performance

Authorised by: Joe McCabe
Director City Governance

Stephen Varady
Coordinator, Corporate Performance Management

6 September 2010

COMMITTEE RECOMMENDATION GA10.0915.001
moved Cr La Castra seconded Cr Sarroff

1 Note the progress of the Operational Plan in the attached fourth quarter Corporate Performance Report for the year ended 30 June 2010.

2 Note the changes to the Operational Plan outlined in section six.

3 Note that KFA6 – A city shaped by clever design has a status of ‘action required’, but it is expected that the relevant initiatives will be brought back on track during 2010-11.

4 Note that a report will be presented to the Sustainable City Future Committee in October 2010, presenting for Council consideration a climate change program for the balance of 2010-11.

5 Note the assessment of progress against the implementation of the Corporate Plan 2009-14 outlined in the Record of Corporate Plan Implementation.

CARRIED
Context

The Gold Coast City Council’s Corporate Performance Report provides a quarterly assessment of progress towards implementing Council’s Bold Future Vision through the Corporate Plan 2009-14 and Operational Plan 2009-10. Progress is measured by reference to the Corporate Plan’s six key focus areas. The Corporate Performance Report is a legislative requirement under the Local Government Act 1993. It is a summary assessment of the outputs and outcomes delivered to the Gold Coast community, and the performance of Council’s initiatives that underpin delivery of these outputs and outcomes.

Background Information

For further information regarding the progress of the Operational Plan initiatives contained in this report, contact David McKay, Performance Management Officer, at the Corporate Planning and Performance Branch on (07) 5581 7467.
About this report
This Corporate Performance Report assesses the contribution of 131 current Council initiatives towards achieving Council’s Operational and Corporate Plans over the final quarter of 2009-10. The report includes performance measures across most areas of Council operations. In some cases, comparative data is limited given that some performance measures are new and this is only the first year of reporting against the Corporate Plan 2009-14.

The initiatives and performance measures are aligned with each key focus area of the Corporate Plan. While some initiatives may align to more than one outcome, for reporting purposes they have been aligned to the primary outcome.

To ensure the report remains relevant and meets the evolving information needs of Council, we welcome your input and suggestions. Please contact Daniel Fowler, Senior Performance Management Officer, Corporate Performance Management, City Governance on 5581 7456.

Measuring Our Progress
The Corporate Plan 2009 – 2014 comprises six key focus areas (KFA) and a total of 33 outcomes, all of which require assessment and reporting of progress. In addition to the six key focus area outcomes, the Corporate Plan also includes a section on corporate governance, organisational capability and customer contact which focuses on how Council will support the delivery of the key focus area outcomes. The Corporate Performance Report is based on exception reporting where significant deviations from expected progress are reported, with the intent being to focus on those initiatives that require attention.

The measures provided in this report consist mainly of output measures which provide an indication of the activities being undertaken. The report also includes outcome measures, which provide a picture of the effectiveness of the activities being undertaken and their progress towards achieving the outcome. Work to improve the measures will progress throughout the life of the Corporate Plan.

Strength rating
Each measure has been allocated a strength rating. This is to assist the reader by providing an indication of the strength of the measure’s alignment to the outcome being measured. The strength ratings are either ‘high’ or ‘low’:

<table>
<thead>
<tr>
<th>Outcome</th>
<th>High</th>
<th>Measure is strongly aligned to the outcome being measured.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Low</td>
<td>Measure is moderately aligned to the outcome being measured.</td>
</tr>
<tr>
<td>Output</td>
<td>High</td>
<td>Outputs of initiatives being undertaken that have strong alignment to the outcome.</td>
</tr>
<tr>
<td></td>
<td>Low</td>
<td>Outputs of initiatives being undertaken that have a moderate alignment to the outcome being measured.</td>
</tr>
</tbody>
</table>

Financial Summary
The summary relates only to initiatives listed in the Operational Plan 2009-10 and excludes internal labour. A comparison of actual expenditure against budget is provided for each key focus area. The budget figures throughout this report are as at 21 July 2010. There may be some movement in YTD expenditure figures after this date as Council completes end of financial year processes.

Status and Status Indicators
Each Key Focus Area, initiative and measure in the report has been assessed and has been given a particular status. In the case of initiatives and measures an indicator to reflect their status is also included. The status criteria and indicators, in terms of Key Focus Area, initiative or measure are explained in the following tables:
### Key Focus Area Indicators and Status Criteria

<table>
<thead>
<tr>
<th>Status</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>On track</td>
<td>Where a KFA is generally progressing well and has limited number of initiatives or measures not ‘on track’</td>
</tr>
<tr>
<td>Closely monitor</td>
<td>Where a KFA contains:</td>
</tr>
<tr>
<td></td>
<td>* any initiative or high strength measure rated as ‘action required’, or</td>
</tr>
<tr>
<td></td>
<td>* a higher percentage of ‘closely monitor’ initiatives than ‘on track’ initiatives, or</td>
</tr>
<tr>
<td></td>
<td>* a higher percentage of ‘closely monitor’ measures than ‘on track’ measures</td>
</tr>
<tr>
<td>Action required</td>
<td>Where a KFA is rated as ‘closely monitor’ for three consecutive quarters</td>
</tr>
</tbody>
</table>

### Initiative Status Indicators and Criteria

<table>
<thead>
<tr>
<th>Status</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ On track</td>
<td>Initiative is proceeding to plan with no indication of future impediments to progress</td>
</tr>
<tr>
<td>O Closely monitor</td>
<td>Progress is not as expected but action is being/has been undertaken and is expected to be back on track prior to the end of the next reporting period</td>
</tr>
<tr>
<td>✗ Action required</td>
<td>Progress is significantly behind schedule, decisive action is required to get back on track</td>
</tr>
<tr>
<td>✡ Not reported this quarter</td>
<td>Information was expected but is not available at time of publication</td>
</tr>
</tbody>
</table>

### Measure Status Indicators and Criteria

<table>
<thead>
<tr>
<th>Status</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ On track</td>
<td>Where results:</td>
</tr>
<tr>
<td></td>
<td>* reflect desired trend, or</td>
</tr>
<tr>
<td></td>
<td>* meet or exceed performance objectives (where provided)</td>
</tr>
<tr>
<td>O Closely monitor</td>
<td>Where results:</td>
</tr>
<tr>
<td></td>
<td>* do not change from the previous quarter, or</td>
</tr>
<tr>
<td></td>
<td>* do not reflect desired trend, or</td>
</tr>
<tr>
<td></td>
<td>* fail to meet performance objectives (where provided)</td>
</tr>
<tr>
<td>✗ Action required</td>
<td>Where three consecutive results:</td>
</tr>
<tr>
<td></td>
<td>* do not reflect desired trend, or</td>
</tr>
<tr>
<td></td>
<td>* fail to meet performance objectives</td>
</tr>
<tr>
<td>✡ Not reported this quarter</td>
<td>Information was expected but is not available at time of publication</td>
</tr>
</tbody>
</table>
Key Focus Area 1: A city leading by example

**What this key focus area is about** A city leading by example is about empowering our community through information and knowledge sharing.

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Budget to Actuals¹</th>
</tr>
</thead>
<tbody>
<tr>
<td>On Track</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>80%</td>
</tr>
<tr>
<td>Closely monitor</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>20%</td>
</tr>
</tbody>
</table>

**Status of progress toward achieving our Bold Future Vision is:**

This key focus area’s current status is assessed as on track.

**What we are doing to achieve our Bold Future Vision**

-- Initiative Implementation

For A city leading by example four initiatives are on track and one is behind schedule.

A city leading by example relates to the whole of city community. While Council plays a significant role, there are other key stakeholders within the city who will contribute to the success of achieving this outcome. To fully capture this progress, reporting partnerships with external parties will need to be developed over time.

The project that requires close monitoring is:

1. **Climate change strategy** - Delays in program implementation arose earlier in the year due to delays in recruiting staff with required skills. This timing delayed the ability of the planners and program manager to initiate actions and projects as these are cross-directorate, complex and involve managers from 17 branches. Delays were also encountered as many of the actions required feasibility studies and audits prior to implementation. Despite these delays, significant headway has been made in the final quarter of 2009-10. All key areas of the strategy are now underway particularly in relation to research into emission reducing technology, bushfire risk incorporating climate change considerations and seal level rise flood mapping. Internal and

¹ The comparison of actual expenditure to revised budget relates only to initiatives listed in the Operational Plan 2009-10 and excludes internal labour. The budget and YTD spend figures are as at 21 July 2010.
Key Focus Area 1: A city leading by example

external communications strategies have been developed. Tenders for energy audits of Council assets have been awarded. Work has commenced on the development of a scoping study regarding local food production.

Measuring our progress towards the Bold Future Vision

- Outputs and outcomes

The following output measures are highlighted this quarter:

*Foundations for sustainability*

- **Recycled water re-use** – Results for the June quarter were below target at 17 per cent, however Council met the overall target of 20 per cent for 2009-10, achieving an average of 20.25 per cent recycled water use for the entire year. The first half of 2009-10 was extremely dry which saw a single month use figure hit a record high of 28 per cent.

Over the past five years, recycled water use has increased from an average of 11.42 per cent in 2005-06 to just over 20 per cent in 2009-10.

- **Council’s budget dedicated to green transport** - The green share of expenditure has been increasing from 5 per cent in 2005-06 through to 23 per cent in 2008-09. The result for 2009-10 has dropped back slightly to 21 per cent, however the overall program has increased so the amount spent on green modes is still increasing.

**Focus Area Outcomes**

<table>
<thead>
<tr>
<th>1.1</th>
<th>There are strong foundations for a sustainable city</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initiative</td>
<td>Climate Change Strategy</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

This focus area outcome underpins the majority of Council operations and is being progressed through core business activities. A range of initiatives that contribute to this focus area outcome are reported elsewhere in this report under their primary key focus areas.

**Performance area we will evaluate**

Our engagement in sustainability through better business and living practices that consider water usage, public transport options, environmental building developments and climate change.

<table>
<thead>
<tr>
<th>Measure Type</th>
<th>Strength</th>
<th>Measure Name</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outcome L</td>
<td></td>
<td>Council’s budget dedicated for green transport</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Outcome H</td>
<td></td>
<td>Renewable energy from Council’s landfill</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Output H</td>
<td></td>
<td>Council hybrid fleet</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Output H</td>
<td></td>
<td>Council’s fuel consumption by category</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Output H</td>
<td></td>
<td>City’s fresh drinking water consumption</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Output H</td>
<td></td>
<td>City’s recycled water re-use</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Key Focus Area 1: A city leading by example

### 1.2 The community is actively involved in the city

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Grants and Donations</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Performance area we will evaluate

Community engagement, through collaboration, consultation and participation in decision-making

<table>
<thead>
<tr>
<th>Measure Type</th>
<th>Strength</th>
<th>Measure Name</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outcome</td>
<td>L</td>
<td>Analysis of community input acquired through consultation process</td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Output</td>
<td>H</td>
<td>Formal consultations with community</td>
<td>✓</td>
<td></td>
<td>▲</td>
<td></td>
</tr>
<tr>
<td>Output</td>
<td>H</td>
<td>Utilisation of “Have Your Say” Website</td>
<td>✓</td>
<td>✓</td>
<td>▲</td>
<td></td>
</tr>
</tbody>
</table>

### 1.3 There is collaborative leadership and strong partnerships in the city

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy Development</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Strategy Implementation</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>GCCC/State Government Marine Projects Partnership</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td>✓</td>
</tr>
</tbody>
</table>

#### Performance area we will evaluate

Participation in strategic partnerships and the benefits it delivers to the community

<table>
<thead>
<tr>
<th>Measure Type</th>
<th>Strength</th>
<th>Measure Name</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Output</td>
<td>L</td>
<td>Subsidy and grants from State and Federal Government</td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
</tbody>
</table>

### 1.4 We respond to current and emerging challenges by working together

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nil</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Performance area we will evaluate

City planning and preparedness for future challenges and opportunities

<table>
<thead>
<tr>
<th>Measure Type</th>
<th>Strength</th>
<th>Measure Name</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Output</td>
<td>H</td>
<td>Disaster Management exercises</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Output</td>
<td>L</td>
<td>Disaster Management training events</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Output</td>
<td>L</td>
<td>Disaster Management community consultations</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>
Key Focus Area 2: A city loved for its green, gold and blue

What this key focus area is about: A city loved for its green, gold and blue is about protecting and enhancing the natural environment, open spaces, beaches and waterways.

Initiatives

On Track
32
94%

Closely monitor
2
6%

Budget to Actuals

Status of progress toward achieving our Bold Future Vision is:

This key focus area’s current status is assessed as on track.

What we are doing to achieve our Bold Future Vision

– Initiative Implementation

For A city loved for its green, gold and blue, 32 initiatives are on track, and two are behind schedule. The two projects that require close monitoring are:

1. Capital Works Program - Flood Mitigation – Complex technical issues with Bond University Weir have resulted in slippages in the timing of this initiative and underspend of the budget. Delays also occurred due to resource shortages while staff assisted on the light rail project. Council is exploring options to outsource some of the work on this project to address the delays. Investigations are planned to help address the technical issues.

2. Merrimac West Wastewater Network - Stage 2 – Negotiations by the Alliance Leadership Group were continuing regarding the target outturn cost (TOC) due to differences on project value between Alliance and the former Gold Coast Water (GCW). Further refinement and review of the Alliance TOC is continuing with the aim of presenting a report to the Allconnex Water Board by September 2010.

The comparison of actual expenditure to revised budget relates only to initiatives listed in the Operational Plan 2009-10 and excludes internal labour. The budget and YTD spend figures are as at 21 July 2010.
Key Focus Area 2: A city loved for its green, gold and blue

Measuring our progress towards the Bold Future Vision

– Outputs and outcomes

The following output measures are highlighted this quarter:

Community uses parks and open spaces

- **Residential tree planting** – The Citywide Greening program accelerated in the June quarter as dry conditions allowed Council to more than double the quantity of trees planted around the city since the March quarter. The program is being well received by ratepayers and customers.

Providing land for wildlife

- **Voluntary Conservation Agreement Program** – The scheme has been relatively stable with one property sold and one new property recruited in the final quarter of 2009-10. The property that was sold was a significant size in comparison to the one recruited and this is reflected in the overall net decrease in hectares for the financial year. It is recognised that the recruitment rate needs a significant boost and strategies to achieve this are being investigated like, for example, promotion campaigns and incentives.

- **Land for wildlife program** - The year was marked by strong growth in recruitment (24 new properties in the first half) but this was offset to some extent by properties being sold. There has been a focus on balancing recruitment effort with on-going extension work with existing members.

Protecting our coastline

- **Beach cleaning** – The volume of litter removed from Gold Coast beaches has declined all year and was less in the cooler months of the fourth quarter of 2009-10 than during the peak summer months for beachgoers. The reduction is due to inclement weather.

Focus Area Outcomes

<table>
<thead>
<tr>
<th>2.1 Parks and open spaces are safe, connected and accessible for all members of the community</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initiatives</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Greenheart</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Inspirational Parks Program - Parkland Acquisition</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Major Open Space Program - Grassed Area Management</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Major Open Space Program - Landscape Maintenance</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Major Open Space Program - Park Facilities Maintenance</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Major Open Space Program - Parks Maintenance</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Our Natural Playground</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>South Stradbroke Island (SSI) Facilities Rationalisation</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Southport Broadwater Parklands Redevelopment</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Southport Broadwater Parklands Stage 2</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
</tbody>
</table>

Performance area we will evaluate

Community satisfaction with the accessibility, condition and facilities in our parks and open spaces.

<table>
<thead>
<tr>
<th>Measure Type</th>
<th>Strength</th>
<th>Measure Name</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Output</td>
<td>L</td>
<td>Council's park bookings</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Output</td>
<td>H</td>
<td>Citywide Greening Residential Tree Scheme</td>
<td></td>
<td></td>
<td></td>
<td>✔️</td>
</tr>
<tr>
<td>Output</td>
<td>H</td>
<td>Residential areas tree planting</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
</tbody>
</table>
### Key Focus Area 2: A city loved for its green, gold and blue

#### 2.2 Biodiversity is protected

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td>East Coomera Koala Conservation Project</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Nature Conservation Strategy</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Open Space Preservation Levy Acquisition Phase 3</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>

**Performance area we will evaluate**

The conservation of our natural assets through acquisition of land, re-vegetation programs, community voluntary participation and education activities.

<table>
<thead>
<tr>
<th>Measure Type</th>
<th>Strength</th>
<th>Measure Name</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Output</td>
<td>H</td>
<td>Open Space Preservation Levy Program</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Output</td>
<td>L</td>
<td>Voluntary Conservation Agreement Program</td>
<td>✓</td>
<td>O</td>
<td>O</td>
<td>X</td>
</tr>
</tbody>
</table>

#### 2.3 Wildlife corridors are well managed and connected

| Initiatives | This focus area outcome is being progressed through core business activities and initiatives which may appear elsewhere under their key focus area. |

**Performance area we will evaluate**

The provision of flora and fauna corridors (which protect our native wildlife and vegetation), through projects, community engagement, care groups and government partnerships.

<table>
<thead>
<tr>
<th>Measure Type</th>
<th>Strength</th>
<th>Measure Name</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Output</td>
<td>H</td>
<td>Land for Wildlife Program</td>
<td>✓</td>
<td>O</td>
<td>O</td>
<td>✓</td>
</tr>
</tbody>
</table>

#### 2.4 The city's coastline, beaches and oceans are protected to sustain their amenity and biodiversity

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gold Coast Shoreline Management Plan</td>
<td>O</td>
<td>O</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Capital Works Program - Ocean Beaches</td>
<td>✓</td>
<td>✓</td>
<td>O</td>
<td>✓</td>
</tr>
<tr>
<td>Capital Works Program - Tidal Waterways</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Foreshoreway Program</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Surfers Paradise Foreshore Redevelopment</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>

**Performance area we will evaluate**

The protection of our coastline, beaches and ocean, through dunal vegetation care, activities improving resilience to storm surge and litter removal.

<table>
<thead>
<tr>
<th>Measure Type</th>
<th>Strength</th>
<th>Measure Name</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Output</td>
<td>H</td>
<td>Beach cleaning</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>
## Key Focus Area 2: A city loved for its green, gold and blue

### 2.5 Water and waterways across the city are protected and enhanced

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital Works Program - Flood Mitigation</td>
<td>O</td>
<td>O</td>
<td>X</td>
<td>O</td>
</tr>
<tr>
<td>Capital Works Program - Stormwater Drainage</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Catchment Management Plans</td>
<td>O</td>
<td>O</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Coombabah Recycled Water Release System Upgrade</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Coombabah Wastewater Treatment Plan Stage 5 Upgrade</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Elanora Wastewater Treatment Plant Enhancements</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Merrimac East Wastewater Network Augmentation</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Merrimac Recycled Water Management System Upgrade</td>
<td>O</td>
<td>O</td>
<td>X</td>
<td>✓</td>
</tr>
<tr>
<td>Merrimac West Wastewater Network - Stage 2</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Pimpama Coomera Waterfuture Implementation Program - Potable Water Network</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Pimpama Coomera Waterfuture Implementation Program - Recycled Water Network</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Pimpama Regional Sewage Pump Station</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Stapylton Waterfuture</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>

### Performance area we will evaluate

The protection of our water quality and waterways, through vegetation care, litter and weed removal.

<table>
<thead>
<tr>
<th>Measure</th>
<th>Strength</th>
<th>Measure Name</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outcome</td>
<td>H</td>
<td>Annual Waterways Grading</td>
<td>✲</td>
<td>O</td>
<td>✓</td>
<td>✲</td>
</tr>
<tr>
<td>Output</td>
<td>H</td>
<td>Waterways cleaning</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>

### 2.6 We manage resources and waste responsibly for the benefit of future generations

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020 Vision on Waste</td>
<td>O</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Manhole Assessment Program (OP)</td>
<td>✓</td>
<td>O</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Pressure and Leakage Management Project</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Waste Management Collections</td>
<td>✓</td>
<td>O</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Waste Management Disposal</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>

### Performance area we will evaluate

Waste management practices which ensure a reduced amount of waste to landfill through recycling programs, segregation and reuse of waste and community education activities.

<table>
<thead>
<tr>
<th>Measure</th>
<th>Strength</th>
<th>Measure Name</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outcome</td>
<td>H</td>
<td>Waste per capita</td>
<td>✓</td>
<td>O</td>
<td>X</td>
<td>✓</td>
</tr>
<tr>
<td>Outcome</td>
<td>H</td>
<td>Recycling per capita</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Outcome</td>
<td>L</td>
<td>Waste recycled</td>
<td>✓</td>
<td>O</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Output</td>
<td>L</td>
<td>Green waste diversion</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Output</td>
<td>L</td>
<td>Recycling education program attendance</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>
Key Focus Area 3: A city connecting people and places

What this key focus area is about  A city connecting people and places is about expanding transport, communication and social networks that link people, homes, workplaces, schools, communities and significant places locally and globally.

Status of progress toward achieving our Bold Future Vision is:

This key focus area’s current status is assessed as on track. ✓

What we are doing to achieve our Bold Future Vision

– Initiative Implementation

For A city connecting people and places, 10 initiatives are on track and three are behind schedule this quarter.

The three projects that require close monitoring are:

1. Major Bikeways Program – Major bikeways were completed along Ashmore Road and Robina Parkway. An off road bikeway along Mirambeena Drive is also under construction. Works are continuing on an off-road bikeway along Napper Road however unexpected delays occurred due to the complex engineering solutions required to address the topography of the site. Design for a bikeway along Worongary Road has been completed although commencement of works was delayed awaiting approvals from the Queensland Government Department of Environment and Resource Management (DERM). These delays contributed to the budget underspend for the Major Bikeways Program. Discussions are underway with the State Government to improve the 2010-11 pattern of bicycle investment.

2. Road Network Improvements – New traffic signals have been constructed during 2009-10 near the Lands End Bridge at Marine Parade Labrador and at the corner of Markeri and Caulfield Street Robina. Design is also underway for new traffic signals at the corner of Ashmore Road and Macquarie Avenue Molendinar. Preparation for guard rail projects is underway, although some scheduled guardrail projects were not delivered as anticipated due to unexpected delays associated with power line relocation and obstructions from trees.

The comparison of actual expenditure to revised budget relates only to initiatives listed in the Operational Plan 2009-10 and excludes internal labour. The budget and YTD spend figures are as at 21 July 2010.
Key Focus Area 3: A city connecting people and places

3. Evandale Cultural Precinct Project – The Evandale Taskforce has agreed a strategic master plan arrangement to include built form and precinct activities for the redevelopment of Evandale. The timing of the project has slipped due to unforeseen delays while the specifications for this project were refined. While the consequence is a delay in a final master plan being completed, this is expected to be offset by a more focussed draft master plan which is expected to be presented to Council in September.

Measuring our progress towards the Bold Future Vision

– Outputs and outcomes

The following output measures are highlighted this quarter:

Choice of transport

- **Bus stop compliance with the Disability Discrimination Act 1992 (DDA)** – Council’s program to upgrade bus stops on the Gold Coast is slightly behind schedule. It is a legislative requirement under the DDA that bus stops be compliant with the Disability Standards for Accessible Public Transport. The aim of this legislation is to ensure there is no discrimination against people with a disability wishing to access public transport. The Disability Standards for Accessible Public Transport became effective from October 2002. A timetable has been developed for all Local Governments to meet compliance.

Desirable transport options

- **Council cab utilisation** - Patronage dropped marginally for 2009-10, however the Council Cab service continued to make a positive contribution to the city with 15,639 people using this service during 2009-10.

Heritage and diversity

- **Regional Arts Development Fund (RADF)** - The RADF continues to be a highly competitive program in 2009-10 with a number of eligible applications unable to be supported. This competitiveness means that the calibre of projects that do receive funding, remains consistently high.

Focus Area Outcomes

<table>
<thead>
<tr>
<th>3.1</th>
<th>There is a choice of transport systems serving the city</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initiatives</td>
<td>Gold Coast Rapid Transit Project</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Major Bikeways Program</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>○</td>
</tr>
<tr>
<td></td>
<td>Regulated Parking</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Whole of City Vehicle Parking Strategy</td>
<td>○</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>

Performance area we will evaluate

Transport planning which meets the needs of the community, through the provision of quality roads, bikeways, public transport, parking facilities and pedestrian walkways.

<table>
<thead>
<tr>
<th>Measure</th>
<th>Strength</th>
<th>Measure Name</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outcome</td>
<td>H</td>
<td>Bus stop compliance with DDA requirements</td>
<td>○</td>
<td>▲</td>
<td>○</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>3.2</th>
<th>Public transport and other environmentally-friendly modes of travel are attractive and desirable options for people to use</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initiatives</td>
<td>Community Bicycle Rental</td>
<td>✓</td>
<td>✓</td>
<td>Closed in Q3</td>
<td></td>
</tr>
<tr>
<td></td>
<td>State Program Public Transport</td>
<td>○</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>

Performance area we will evaluate

Community utilisation of green modes of transport, including public transport, pedestrian walkways and cycleways.
### Key Focus Area 3: A city connecting people and places

#### 3.3 The transport network is well maintained and meets relevant safety standards

<table>
<thead>
<tr>
<th>Measure</th>
<th>Strength</th>
<th>Measure Name</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Output</td>
<td>L Council's Park and Ride</td>
<td>✗</td>
<td></td>
<td></td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Output</td>
<td>L Council Cab utilisation</td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Initiatives**
- Major Roadworks Program
- Road Network Improvements
- Road Rehabilitation and Reseal Program

#### 3.4 Vibrant community and cultural hubs meet local needs and enliven activity

<table>
<thead>
<tr>
<th>Measure</th>
<th>Strength</th>
<th>Measure Name</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outcome</td>
<td>L Pavement condition index</td>
<td>✗</td>
<td></td>
<td></td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Output</td>
<td>H 'Urgent' road defects</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Output</td>
<td>H 'High priority' road defects</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Outcome</td>
<td>L Age of road surface</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Output</td>
<td>H SMART motorcycle program</td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Initiatives**
- Cultural Development
- Evandale Cultural Precinct Project
- Library Service Operations
- Library Services ICT Systems and Infrastructure Project

#### 3.5 The community takes pride in its heritage and diversity

**Initiative**
- Gold Coast Heritage Management Plan

#### 3.6 We are well connected locally and globally

**Initiatives**
- This focus area outcome is being progressed through core business activities.

**Performance area we will evaluate**
Extent of the city’s technology infrastructure, through monitoring the utilisation of and satisfaction with broadband and mobile phone connections across the city

<table>
<thead>
<tr>
<th>Measure</th>
<th>Strength</th>
<th>Measure Name</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outcome</td>
<td>H RADF allocation</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Output</td>
<td>H RADF recipients</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
</tr>
</tbody>
</table>
Key Focus Area 4: A safe city where everyone belongs

What this key focus area is about: A safe city where everyone belongs is about increasing our community spirit, enriching our quality of life and enjoying a wide variety of cultural and recreational activities.

Status of progress toward achieving our Bold Future Vision is:

This key focus area’s current status is assessed as on track.

What we are doing to achieve our Bold Future Vision

– Initiative Implementation

For A safe city where everyone belongs, 18 initiatives are on track and one is placed on hold.

The project that is on hold is:

1. Carrara Sports Precinct Master Plan – With the recent announcement of the Gold Coast’s bid for the 2018 Commonwealth Games, a revised master planning process for the Carrara Sports precinct is required. Consultants have been engaged by the Commonwealth Games bid team to develop a concept plan for the site, including operation overlays and a legacy overlay. If the bid is successful this will be developed into a detailed master plan to facilitate construction and development of this precinct.

Council officers have completed some preliminary master planning work for the site to provide a master planning position for the precinct should the Commonwealth Games bid be unsuccessful. This work has been helpful for the consultants preparing the Commonwealth Games concept plans. However, further development of a master plan (non Commonwealth Games mode) will be postponed until a decision is made on the Commonwealth Games bid.

Measuring our progress towards the Bold Future Vision

– Outputs and outcomes

The following output measures are highlighted this quarter:

4 The comparison of actual expenditure to revised budget relates only to initiatives listed in the Operational Plan 2009-10 and excludes internal labour. The budget and YTD spend figures are as at 21 July 2010.
Key Focus Area 4: A safe city where everyone belongs

Active and healthy community

- **Active and Healthy Program** – The active and healthy citywide program declined marginally over the cooler months with a number of early morning sessions ceasing. The holiday and youth program continued to be popular. Council conducted one week of activities in Easter and a week of activities at the end of June, with 60 activities being conducted. The popular Vibe youth program continued and a number of weekend and holiday workshops were conducted.

- **Community gardens** - Support for community gardens grew across the city during the year and following preparatory work in 2009-10, three new gardens are expected to be developed in the first half of 2010-11. The development of the gardens is increasing residents' awareness of sustainable practices and is also providing valuable social interaction opportunities within local neighbourhoods. Varsity Vegies celebrated its 12 month anniversary on 25 July 2010 and has been a success with continuous growth and an extensive waiting list.

A safe and secure community

- **Street incidents captured by safety camera** – While it appears the number of incidents caught on camera grew by 40 per cent over the last 12 months, it is not clear whether the result was due to more cameras covering a wider, more targeted area, or an increase in crime.

- **Beach statistics** – While rescue actions declined marginally (four per cent), the number of first aid actions was up almost 150 per cent for 2009-10 and the highest in the last five years. Surfers Paradise remains the busiest beach in relation to rescues due to the popularity of this area and many beachgoers are inexperienced with surf conditions.

Maintaining high quality public health

- **Drinking water quality** – The Gold Coast exceeded industry standards with 99 per cent of tests meeting the Australian Drinking Water Guidelines for E Coli.

- **Water quality complaints** – There was a 35 per cent reduction in water quality complaints over the three months to June 2010 and a seven per cent reduction in complaints for the 12 months to June 2010.

- **Notifiable diseases** - The incidence of pertussis within the Gold Coast community remains high relative to previous years. Pertussis outbreaks occur every three to four years. Data to the end of March 2010 suggests the City is experiencing an outbreak. Despite a program of pertussis vaccinations, adults and adolescents are at risk because immunity wanes over time.

- Of the other vaccine preventable diseases, the most notable improvement throughout the year was the significant reduction in the incidence of pneumococcus and rotavirus within the community. Importantly, the incidence of lab confirmed influenza has significantly declined so far in 2010 compared with 2009.

- The activities of Council’s Mosquito Control program appeared to have a significant impact on the incidence of Barmah Forest Virus with diagnosed cases increasing only slightly during the warmer months of the year and remaining at low levels despite the potential for a significant increase following heavy rainfall in the latter part of 2009-10

- The incidence of Ross River Virus peaked in April 2010 as a result of the heavy rainfall and tidal inundations experienced since the beginning of January 2010. The increase in the incidence of Ross River Virus in the March-May period is normal for that time of year as it aligns with the increased populations of mosquitoes emanating from the freshwater breeding areas following the Gold Coast wet season. Council’s Mosquito Control program is believed to have been a factor in reducing adult mosquito populations, thereby contributing to a reduction in the number of Ross River Virus cases.
Key Focus Area 4: A safe city where everyone belongs

### Focus Area Outcomes

#### 4.1 Our active and healthy community embraces recreation, leisure and social interaction

| Initiatives | Aquatic Facilities Redevelopment Program |

| Performance area we will evaluate |

Community participation in recreational activities, including sport, social and lifestyle activities.

<table>
<thead>
<tr>
<th>Measure Type</th>
<th>Strength</th>
<th>Measure Name</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Output</td>
<td>H</td>
<td>Active and Healthy Program participation</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Output</td>
<td>H</td>
<td>Community centre utilisation</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Output</td>
<td>H</td>
<td>Sporting venue utilisation</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Output</td>
<td>H</td>
<td>Swimming pool attendance</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Output</td>
<td>H</td>
<td>Community Gardens</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>

#### 4.2 We are a safe and secure community and people live and visit without fear

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Community Safety Program</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Food Act 2006 implementation</td>
</tr>
<tr>
<td></td>
<td>Lifeguard Operations</td>
</tr>
<tr>
<td></td>
<td>Local Law</td>
</tr>
</tbody>
</table>

| Performance area we will evaluate |

Community perception of safety within homes and neighbourhoods.

<table>
<thead>
<tr>
<th>Measure Type</th>
<th>Strength</th>
<th>Measure Name</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Output</td>
<td>H</td>
<td>Disaster Management exercises</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Output</td>
<td>L</td>
<td>Disaster Management training events</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Output</td>
<td>L</td>
<td>Disaster Management community consultations</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Output</td>
<td>L</td>
<td>Street incidents captured by safety camera</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Output</td>
<td>L</td>
<td>Graffiti removal</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Output</td>
<td>L</td>
<td>Beach safety statistics - Rescues</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Output</td>
<td>L</td>
<td>Beach safety statistics - First aid actions</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Output</td>
<td>L</td>
<td>Beach safety statistics - Resuscitations</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>

#### 4.3 We maintain high quality public health services

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Alcohol Management Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Animal Management</td>
</tr>
<tr>
<td></td>
<td>Environmental Health</td>
</tr>
<tr>
<td></td>
<td>Environmental Health Compliance Operations</td>
</tr>
</tbody>
</table>

| Performance area we will evaluate |

Public health service delivery, including immunisation/vaccination, animal management services, city cleaning services and water quality.

<table>
<thead>
<tr>
<th>Measure Type</th>
<th>Strength</th>
<th>Measure Name</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outcome</td>
<td>H</td>
<td>Drinking water - testing</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Outcome</td>
<td>H</td>
<td>Water quality complaints</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Outcome</td>
<td>L</td>
<td>Notifiable diseases</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>
### Key Focus Area 4: A safe city where everyone belongs

#### 4.4  Our community is inclusive, supportive and vibrant

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Access and Equity Policy</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Community Development – City Connectedness – Bold Future</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Community Development and Capacity Building</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>

#### Performance area we will evaluate

Community perception of being included and supported, through the provision of facilities and services which meet the needs of a diverse population.

<table>
<thead>
<tr>
<th>Measure Type</th>
<th>Strength</th>
<th>Measure Name</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Output</td>
<td>L</td>
<td>GCCC staff cross cultural training</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Output</td>
<td>L</td>
<td>Council’s interpreter services utilisation</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>

#### 4.5  Adequate social infrastructure meets the diverse needs of the community

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carrara Sports Precinct Master Plan</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Community and Youth Centres</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Community Wellbeing Strategy</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Gold Coast Stadium Redevelopment at Carrara</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Implementation and Evaluation of Social Infrastructure Plans</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Social Infrastructure Planning - Community Facilities</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Social Infrastructure Planning for Surfers Paradise to Main Beach and Coolangatta to Tugun</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Youth Program</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>

#### Performance area we will evaluate

Social infrastructure which caters for the needs of the city, through the provision of appropriate facilities and infrastructure.

<table>
<thead>
<tr>
<th>Measure Type</th>
<th>Strength</th>
<th>Measure Name</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>No measures currently available</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Key Focus Area 5: A city with a thriving economy

What this key focus area is about A city with a thriving economy is about ensuring a wide range of employment and business opportunities with a focus on education, research and development to support aspirations and quality of life.

Status of progress toward achieving our Bold Future Vision is:

This key focus area’s current status is assessed as closely monitor. 

The closely monitor status is due to this KFA containing a high strength measure (domestic visitor numbers) which is rated as 'action required'.

What we are doing to achieve our Bold Future Vision

– Initiative Implementation

For A city with a thriving economy, all 12 initiatives are on track.

Measuring our progress towards the Bold Future Vision

– Outputs and outcomes

The following output measures are highlighted this quarter:

A diversified economy

• Export activity – There were mixed results for export activity on the Gold Coast. The number of businesses exporting within Council’s Pacific Innovation Corridor (PIC) precincts declined by 1.6 per cent during 2009-10. Business confidence is recovering though with the number of businesses planning to export in 2010-11 expected to increase to 6.3 per cent. The most popular regions for export are expected to be North America, Europe, South East Asia, New Zealand and Pacific Island, North Asia and Japan.

Despite the decline in the last 12 months, Council’s International Trade and Investment Program (ITIP) has achieved significant growth over the past four years. Between 2006-07 and 2009-10, Council’s ITIP has assisted approximately 200 local companies expand and move into export markets. To date this program

5 The comparison of actual expenditure to revised budget relates only to initiatives listed in the Operational Plan 2009-10 and excludes internal labour. The budget and YTD spend figures are as at 21 July 2010.
Key Focus Area 5: A city with a thriving economy

has assisted local firms generate $70 million in export related sales and created 730 local jobs. For every $1 Council has invested into this program over the past four years, the Gold Coast economy has seen a return of approximately $116.

Skilled labour meeting local business requirements

- **Labour force participation** – The Gold Coast's participation rate currently sits below the Queensland State level and broadly reflected the downward trend in the State participation rate for the 12 months to May 2010, with a contraction of 0.1 per cent. Over the medium term, the Gold Coast has outperformed the Queensland State rate of growth in labour participation. Over the last five years labour participation on the Gold Coast increased by 1.5 per cent compared with 1 per cent for Queensland.

- **Employment growth** - The rate of employment growth on the Gold Coast increased 1.8 per cent over the twelve months to May 2010, compared with a decline for the whole of Queensland. While employment growth for the Gold Coast has slowed over the last five years, it has outperformed the rest of Queensland every year with the exception of 2008-09.

- **Unemployment rate** - The unemployment rate for the Gold Coast increased to 6.1 per cent over the past 12 months and now sits above Queensland and national figures, which are 5.7 and 5.5 per cent respectively.

Lifestyle and opportunities

- **Special events** – The total number of events and the number of events within most categories have continued to grow despite the impact of the global financial crisis on event sponsorship. Some regional categories increased to national status. The increase in International events for 2009-10, reflects two one-off international events conducted during the year (the World Transplant Games, World Triathlon Championships), two new events conducted during the year (Breaka Burleigh Beach Pro Surfing, and International Rugby Sevens Tournament) and three other events that were previously not categorised as International (eg World Masters Golf, Down Under Beach Volleyball). Council continues to explore options for identifying and/or attracting other new events and/or growing existing events in future years.

- **Tourist park occupancy rate** – Cabin occupancies at Council’s Broadwater and Main Beach tourist parks declined. These are usually Council’s most popular locations. This may be due to price sensitivity in the current economic climate as both sites charge Council’s highest tariff. Overall occupancy has increased slightly over the previous year and compares favourably with the national caravan park industry average. Occupancies were up at the cheaper parks at Burleigh Beach, Jacobs Well, Kirra Beach and Tallebudgera.

Pro-active representation of the city

- **Number of international visitors and expenditure** – Despite the challenges of the global financial crisis, a strong Australian dollar and increased competition from overseas destinations, total international visitation and expenditure increased for the year ending March 2010. The number of international visitors to the Gold Coast grew by 4.8 per cent. In the last 12 months, expenditure grew by 2.6 per cent from $879 million to $902 million.

  The total number of international visitors has decreased since 2005, but this has been offset by length of stay and expenditure which have both increased. Expenditure, excluding packages, has increased 24.6 per cent since March 2006.

- **Number of domestic visitors and expenditure** – The domestic market recorded mixed results with a 2.4 per cent decrease in the number of visitors for the 12 months to March 2009. While small in percentage terms, this represents 217,625 fewer visitors to the Gold Coast. Nights for domestic overnight visitors fell 4.7 per cent from 14,171,000 to 13,512,000. However, despite the drop in domestic visitor numbers, expenditure grew by 2.3 per cent from $3.399 billion to $3.476 billion in the 12 months to March 2010. Whilst total domestic visitation decreased over the four years to March 2010, total domestic expenditure has increased by 3.4 per cent.
## Key Focus Area 5: A city with a thriving economy

### Focus Area Outcomes

#### 5.1 The economy is built on a diversified knowledge and strong export-base

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Export Program - Economic Development</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Export Program Tradestart - Economic Development</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Pacific Innovation Corridor Program - Economic Development</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Tech GC Program - Economic Development</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>

**Performance area we will evaluate**

The economic growth of the city, including business diversification, export growth and employment rates.

<table>
<thead>
<tr>
<th>Measure Type</th>
<th>Strength</th>
<th>Measure Name</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outcome</td>
<td>L</td>
<td>Nine key industries</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Outcome</td>
<td>H</td>
<td>Export activity</td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
</tbody>
</table>

#### 5.2 Our infrastructure supports globally competitive business development and growth

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capacity Development Program - Economic Development</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>

**Performance area we will evaluate**

The capacity of city infrastructure to support and attract global business initiatives.

<table>
<thead>
<tr>
<th>Measure Type</th>
<th>Strength</th>
<th>Measure Name</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outcome</td>
<td>H</td>
<td>GC businesses with high speed broadband</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### 5.3 The supply of skilled labour meets local business requirements

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic Development Strategy</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>

**Performance area we will evaluate**

The capacity of our workforce to meet the needs of the business sector through unemployment rates, job vacancy rates and educational attainment.

<table>
<thead>
<tr>
<th>Measure Type</th>
<th>Strength</th>
<th>Measure Name</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outcome</td>
<td>L</td>
<td>Regional unemployment rate</td>
<td>✓</td>
<td>✓</td>
<td>⬠</td>
<td>⬠</td>
</tr>
<tr>
<td>Outcome</td>
<td>L</td>
<td>Labour force participation rate</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Outcome</td>
<td>H</td>
<td>Annual employment growth</td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
</tbody>
</table>

#### 5.4 The lifestyle and opportunities are seen as advantages

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gold Coast Tourist Parks Marketing Plan (Year 1)</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Tourism Program - Economic Development</td>
<td>✓</td>
<td>✓</td>
<td>⬠</td>
<td>✓</td>
</tr>
<tr>
<td>Tourist Park Strategic Plan Implementation</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Tourist Parks Operations</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>

**Performance area we will evaluate**

The growth of the city, including new business development, international and domestic visitors, special events and accommodation rates.

<table>
<thead>
<tr>
<th>Measure Type</th>
<th>Strength</th>
<th>Measure Name</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Output</td>
<td>H</td>
<td>Tourist Park occupancy rate</td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Output</td>
<td>H</td>
<td>Tourist Park star rating</td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Output</td>
<td>H</td>
<td>Tourist Park green star rating</td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Output</td>
<td>H</td>
<td>Special events by category</td>
<td>✓</td>
<td>✓</td>
<td>⬠</td>
<td>✓</td>
</tr>
<tr>
<td>Output</td>
<td>L</td>
<td>City law approvals for film and television productions</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>
### Key Focus Area 5: A city with a thriving economy

**5.5 Regional collaboration and pro-active representation enhance the city**

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investment Attraction Program - Economic Development</td>
<td>✓</td>
<td></td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Advocacy Program - Economic Development</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>

**Performance area we will evaluate**

Council's participation in regional collaboration and the financial and non-financial benefits it delivers to the city.

<table>
<thead>
<tr>
<th>Measure Type</th>
<th>Strength</th>
<th>Measure Name</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Output</td>
<td>H</td>
<td>International visitors - Visitor numbers</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td></td>
<td>International visitors - Expenditure</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td></td>
<td>International visitors - Length of stay</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Domestic visitors - Visitor numbers</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Domestic visitors - Expenditure</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Domestic visitors - Length of stay</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>
Key Focus Area 6: A city shaped by clever design

**What this key focus area is about** A city shaped by clever design is about intentionally directing the city’s development and providing the infrastructure to enhance our environment and lifestyle while promoting sustainable living choices through coastal urban and rural settings.

**Initiatives**

- On Track: 2 initiatives (40%)
- Closely monitor: 3 initiatives (60%)

**Budget to Actuals**

- KFA6

Status of progress toward achieving our Bold Future Vision is:

This key focus area’s current status is assessed as action required. 

Action is being taken to address the three initiatives that are behind schedule and it is anticipated that they will be on track in 2010-11.

The action required status is due to:

- a higher percentage of ‘closely monitor’ initiatives than ‘on track’ initiatives.
- This is the fourth consecutive quarter that this Key Focus Area has rated as ‘closely monitor’.

**What we are doing to achieve our Bold Future Vision**

**– Initiative Implementation**

For A city shaped by clever design two initiatives are on track and three are behind schedule.

The three projects that require monitoring are:

1. **New Planning Scheme Review Project** – The project encountered setbacks earlier in the year due to delays in appointing key personnel including the role of program manager and lead planner. This was compounded by subsequent legislative changes which required Council to review the scheduled milestones for this project. Despite this, progress was made this quarter in a number of areas including completion of a first draft of the Strategic Framework and delivery of stakeholder workshops. Stakeholder working groups have also been convened to support the drafting phase.

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6 The comparison of actual expenditure to revised budget relates only to initiatives listed in the Operational Plan 2009-10 and excludes internal labour. The budget and YTD spend figures are as at 21 July 2010.
2. **Local Area Plans (LAP)** – Council's endorsed LAP program is subject to a range of variables beyond the control of the program and Council, which has resulted in some projects within the program not remaining on-track. However progress toward the completion of various projects has been made this quarter. For example, both the Coomera Town Centre Structure Plan and draft Varsity Station Village Local Area Plan Amendment Package have advanced to the public notification stage. The Palm Beach local issues position paper was endorsed by Council which has enabled work to commence on the preparation of an action plan to respond to a number of issues relevant to the local area.

Projects requiring monitoring:

**Hope Island LAP Amendment Package**

Council deferred endorsement of the draft amendment package to allow clarification of the economic needs analysis prepared in support of the draft, and the status of development approvals in the Hope Island area that will have an effect on the configuration of the proposed LAP.

A report addressing Council's concerns has been prepared by external consultants and reviewed by internal stakeholders. A few outstanding issues are still required to be addressed before the report and the draft amendment package can be presented to Council for reconsideration. These issues are expected to be resolved in time for the draft amendment package to be presented to Council next quarter.

**Lake Orr and Environs LAP Amendment Package**

This project was delayed while complex issues relating to the development of Bond University, the provision of infrastructure within the university site and the subsequent impact that these might have on Council's broader infrastructure network, were addressed. The project has also experienced some delay due to officers needing to align the proposed draft LAP with the preliminary framework of the new Planning Scheme, as outlined by the draft Queensland Planning Provisions. The draft amendment package will be reported to Council for endorsement in the first half of 2010-11.

3. **Priority Infrastructure Plan – full deployment and review** – Council is currently in the process of resolving feedback received from the Department of Industry and Planning in relation to population growth forecasts for the Gold Coast region. This work must be finalised before the Department will endorse the forecasts. When final State endorsement occurs, a report will be presented to Council with the final forecasts and a reviewed project implementation plan delivery timeframe. Council’s subsidy initiative has commenced and the $4 million allocated to the project has been exhausted with 46 applicants receiving the subsidy.

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**Measuring our progress towards the Bold Future Vision**

**Outputs and outcomes**

The following output measures are highlighted this quarter:

*Integrated land use for a sustainable community*

1. **Development applications for environmental health and environmental protection conditions** – Council processed 242 applications for environmental health and or environmental protection conditions in the June quarter. This represents a 37 per cent increase over the previous quarter. This is a cyclical fluctuation largely due to the development industry lodging their applications before the end of the financial year for budgetary and/or taxation purposes. The total number of applications processed for 2009-10 was 846.
# Key Focus Area 6: A city shaped by clever design

## Focus Area Outcomes

### 6.1 Integrated land use planning takes account of environmental, social and economic needs to provide the basis for a sustainable community

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td>This focus area outcome is being progressed through core business activities.</td>
<td></td>
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</tbody>
</table>

**Performance area we will evaluate**

- Environmental, social and economic impact of land use planning on the city.

<table>
<thead>
<tr>
<th>Measure Type</th>
<th>Strength</th>
<th>Measure Name</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
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<tr>
<td>Output</td>
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<td>Development applications - environmental health</td>
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<td>✓</td>
<td>✓</td>
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</table>

### 6.2 The new Planning Scheme improves the provision of affordable and accessible housing, whilst also ensuring high quality social outcomes

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
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</thead>
<tbody>
<tr>
<td>New Planning Scheme Review Project</td>
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<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Social Planning and Affordable Housing Program</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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</table>

**Performance area we will evaluate**

- Housing provision which meets the needs of the city, through monitoring the availability of private and affordable housing, median rent costs, house prices and homelessness.

<table>
<thead>
<tr>
<th>Measure Type</th>
<th>Strength</th>
<th>Measure Name</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
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<tbody>
<tr>
<td>No measures currently available</td>
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</table>

### 6.3 Infrastructure is planned and delivered to meet the needs of a growing community

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
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</thead>
<tbody>
<tr>
<td>This focus area outcome is being progressed through core business activities.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Performance area we will evaluate**

- The extent to which the city’s infrastructure caters for our growing city.

| No measures currently available | | | | | | |

### 6.4 High quality urban design creates a world-class city image and accommodates diverse built forms

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
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</thead>
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<td>✓</td>
</tr>
<tr>
<td>Local Area Plans</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Priority Infrastructure Plan - full deployment and review</td>
<td>✗</td>
<td>✗</td>
<td>✓</td>
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</tr>
</tbody>
</table>

**Performance area we will evaluate**

- Urban design that reflects the city’s changing needs and delivers best practice.

| No measures currently available | | | | | | |

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**576th Council Meeting 17 September 2010**
**Corporate Governance and Administration Committee Meeting 15 September 2010 Adopted Report**
Corporate Governance, Organisational Capability and Customer Contact

**What this key focus area is about** Corporate Governance, Organisational Capability and Customer Contact is about the organisation delivering on its priorities supported by strong governance, robust planning, timely implementation and high quality customer contact.

**Initiatives**

On hold: 5 (12%)

Closely monitor: 7 (16%)

On Track: 31 (72%)

**Budget to Actuals**

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Annual Budget</th>
<th>YTD Spend</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1</td>
<td></td>
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<td>Q2</td>
<td></td>
<td></td>
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<tr>
<td>Q3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q4</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Status of progress toward achieving our Bold Future Vision is:

Section A’s (Corporate Governance) current status is assessed as on track. ✓

Section B’s (Organisational Capability) current status is assessed as on track. ✓

Section C’s (Customer Contact) current status is assessed as on track. ✓

**What we are doing to achieve our Bold Future Vision**

– Initiative Implementation

For Corporate Governance, Organisational Capability and Customer Contact, 31 were on track, including 14 that were completed, and seven were behind schedule. Five initiatives were placed on hold.

The 14 projects that were completed during the quarter are:

1. **2010-11 Operational Plan Development** – Council’s draft Operational Plan for 2010-11 was approved by Council in June 2010.

2. **Community Participation** – A draft Community Engagement Policy, community engagement model and longer-term implementation plan has been developed. The Community Engagement Policy is identified for finalisation and implementation as part of the Operational Plan 2010-11 and is a requirement under the Local Government Act 2009.

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7 The comparison of actual expenditure to revised budget relates only to initiatives listed in the Operational Plan 2009-10 and excludes internal labour. The budget and YTD spend figures are as at 21 July 2010.
3. Corporate Policy Review - A review of corporate policies against the Bold Future Vision and Corporate Plan Key Focus Areas was completed. This work will be used to support a rolling program of Key Focus Area progress reviews, that will start in 2010-11.

4. Review of Delegation/Authorisation Process – Council’s administrative authorisations register and register of statutory authorisations was completed and corporate processes were established. The completion of this project improves Council’s corporate governance in relation to its authorisations practices and reduces the level of legal risk associated with delegations and authorisations.

5. Asset Management Strategy (Infrastructure and Land) 2010 – 2015 - Council’s Asset Management Strategy (Infrastructure & Land) 2010-2015 was approved by the Executive Leadership Team (ELT) on 21 May 2010. Implementation of the strategy will be via the asset management improvement program which is currently being developed and is scheduled to be presented to the Corporate Governance Committee (CGC) in October 2010.

6. Work in Progress Improvement Project – The successful completion of this project delivers an appropriate work in progress (WIP) end-to-end process for Council’s Engineering Services and Community Services Directorates. This project also provides Council with improved governance and control around its WIP accounting processes, enabling it to satisfy the Queensland Audit Office’s 2006-07 final audit recommendation to undertake a comprehensive infrastructure WIP improvement project. The completion of this project addresses one of Council’s identified corporate risks - Qualified audit leading to Council's reputation being damaged.

7. Workplace Health and Safety Program - WHS Aggression Management Project - Council endorsed a policy to address aggression and implementation of the policy is now occurring.

8. Staff Contracts and Appraisal Process Review - Training has been completed and a review was conducted recently into the efficacy of Council’s executive contracts. This review resulted in the progressive replacement of earlier forms of contract with a new one. Council’s new approach to performance assessment has been in operation for around 12 months and is undergoing further refinements in relation to documentation used and alignment of personal performance objectives with Council's broader business goals.

9. Lifecycle Asset Management Plan - All investigations into the current 2009-13 headworks capital program have been completed. A new headworks program has been proposed based on the revised Priority Infrastructure Plan. A total of $64 million of headworks infrastructure proposals have been investigated and a total of $50 million of the proposals have either been cancelled or deferred to post 2010-13.

10. Infrastructure As Constructed Data Project - Stage 1 of the Infrastructure ‘As Constructed’ Data Project is complete. Stage 1 related to the development and adoption of as constructed data standards for subdivision asset types, and the development of process improvement briefs describing options to modify the current state business processes. Stage 2 of this project has commenced and covers the development of as constructed data standards and process improvement briefs for non-subdivision asset types such as buildings, site improvements and other structures.

11. Leadership Capability Framework – Completion of the framework has provided a major reference for Council's people management strategy and as a foundation for all learning and development activities. The framework has provided a basis for the organisation's pre-qualified panel of providers for people management and Council’s organisational learning and development functions and has been incorporated into Council’s performance appraisal documentation. The framework is also the basis for Council's proposed position description template.

12. Leadership Capability Initiatives - Under the banner Leading for a Bold Future, a series of three priority short courses have been offered to Council's senior leadership group during 2009-10. As at 15 July 2010, 403 employees had attended 28 specially designed courses in good governance, strategic thinking, and developing productive working relationships. The next courses to be delivered are change management, performance management, and conflict resolution.
13. **Values Initiatives** - Council approved a new set of organisational values in 2009 and this was followed up with all areas of Council attending a facilitated workshop where a detailed understanding of each value was discussed and a series of behavioural statements compiled to indicate how each value is interpreted within each workplace. The new shared organisational values have superseded all other values statements within Council and have since been included in all corporate documentation such as reward and recognition programs, position descriptions and performance assessments. Council's next employee climate survey (*Your Voice 2010*) includes organisational values and will report upon the following four dimensions: employee engagement, leadership and direction, organisational values and employer of choice.

14. **Knowledge and Procedural Management System** – Council’s new knowledge management system went live on 1 July 2010 for Contact Centre and backup staff, with continuous improvements scheduled going forward.

The seven projects that require close monitoring are:

1. **Infrastructure Revaluations and Unit Rate Process Review** – The timing of this review has been affected by a number of competing priorities including preparation of asset management plans, work on the Enterprise Resource Program (ERP) and year-end financial processes. While the review will be completed after the forecast completion date, this is not expected to affect Council’s ability to satisfy its external audit requirements.

2. **Corporate Risk Management Program - Risk Management Information System** - The WHS Module enhancements are underway with completion due in the first quarter of 2010-11. The delay in this initiative is a flow on from last quarter's delay which was due to human resource shortages in the team responsible for this initiative. The slight delay is not expected to pose additional risks or have an impact on the operations of Council.

3. **Fraud Control Policy Project** – Council’s fraud control policy is scheduled to be considered by the Corporate Governance Committee in November 2010. The policy review has been delayed due to a lack of appropriately skilled resources.

4. **Fraud Risk Assessment Project** – The timing of the fraud risk assessment project is dependant on the progress of the fraud control policy. Once implemented, the new fraud prevention policy and program will help mitigate the risk to Council from fraud.

5. **Information Management (IMP) Program** – Council’s strategy to consolidate information and improve its record keeping practices is on track however the timing of the next stage of the information management program is subject to the completion of ERP and Property program design work. The information lifecycle management component of this program has met key milestones with tiered storage capability being deployed and migration of data has commenced. This is a significant step in improving Council’s ability to comply with its legislative obligations in relation to record keeping, while at the same time reducing storage costs.

6. **Service Desk Upgrade/Replacement** - Contract negotiations took longer than anticipated while legal issues were carefully reviewed. Further work on the technical design aspects of the project are on hold until contract negotiations are complete and the contract is signed off.

7. **Voice Services Project** - The project management plan to consolidate Council's various antiquated PABX systems for its remote sites, such as the Carrara Depot and the Burleigh office, into one integrated telephony system, is scheduled to be considered by the Corporate Governance Committee in October 2010. The delay is not expected to have a significant impact on Council operations. This is a long term investment and slight delays at this point in the project in order to secure the right technical solution, are expected to deliver long term benefits in terms of value for money and other potential efficiencies, for example, through video conferencing.

The five projects that were placed on hold during the quarter are:

1. **Coomera Depot Development** – Council has taken a decision to postpone development of the Coomera Depot.
2. **Infrastructure Asset Custodianship Policy** – The Infrastructure Management Governance Committee (IMGC) resolved on 10 February 2010 to defer the remaining deliverables for this project until the Asset Management Policy and Strategy are approved and adopted.

3. **Non Current Asset Accounting Policy** – This project is on-hold pending the release of the new Finance Regulations by the State Government. The Non Current Asset Accounting Policy Project Management Plan and Peer Review Summary is expected to be presented to the Corporate Governance Committee in February 2011, following its endorsement at the Audit Advisory Board (AAB) meeting in December 2010. Once endorsed by CGC, it will be presented to Council for approval and adoption.

4. **Mobile Computing Program** - The project implementation review was presented and endorsed by CGC in March 2010. CGC agreed that the program be placed in hibernation until the mobility functionality of ERP and the Property Program are clarified.

5. **GPS As-con Project** - This project will not continue due to budgetary constraints. The equipment purchased to date has been redeployed in Council’s maintenance services functions.

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**Measuring our progress towards the Bold Future Vision**

**– Outputs and outcomes**

The following output measures are highlighted this quarter:

**Corporate Governance**

- **Financial management** – In terms of return on investment, GCCC Treasury achieved returns of 6.09 per cent, exceeding the 4.57 per cent industry benchmark.

- **Overdue policies** – Council continued to make significant inroads in reducing the number of policies overdue for review from 43 in the March quarter to 25 at the end of the June 2010 quarter. 15 human resource policies were transferred to the priority list and 12 of the former Gold Coast Water owned policies are “on hold” due to water reform.

- **Lost time injuries** - While the number of incidents has increased marginally (4 per cent), there has been a 6 per cent decrease in the number of days lost, which suggests a decrease in injury severity. Council is working hard to improve its performance in this area by focussing on rehabilitation and early return to work.

**Organisational Capability**

- **Bankable savings achieved across Council** - Council achieved its 2009-10 savings target of $2.15 million for 2009-10.

- **Staff turnover** - The recent global financial crisis (GFC) contributed to a level of stability in the Council workforce with the turnover rate of employees declining from 7.24 per cent for 2008-09 to 6.69 per cent for the 12 months to June 2010.

**Customer Contact**

- **Call centre quality** – There was an improvement in the quality of customer service delivered during the June quarter, with the target exceeded by 5 per cent. The improvement is due in part to staff undertaking soft skills training.
### Focus Area Outcomes

<table>
<thead>
<tr>
<th>A</th>
<th><strong>Delivering effective corporate governance</strong></th>
<th>Q1</th>
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<th>Q3</th>
<th>Q4</th>
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<td>Implementation of improvements to the Corporate Governance Framework (including Bold Future Actions)</td>
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<td>Workplace Health and Safety Program - WHS Aggression Management Project</td>
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<td>Workplace Health and Safety Program - Workplace Health and Safety Management</td>
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### Corporate Governance, Organisational Capability and Customer Contact

**Performance area we will evaluate**

The implementation of the CGF including planning, resource allocation, performance and internal control mechanisms.

<table>
<thead>
<tr>
<th>Measure Type</th>
<th>Strength</th>
<th>Measure Name</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
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<td>H</td>
<td>Lost time injuries - incidents</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Output</td>
<td>H</td>
<td>Lost time injuries – days taken</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Output</td>
<td>H</td>
<td>Return to work outcomes</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Output</td>
<td>H</td>
<td>Workers compensation claims costs – by medical expenses</td>
<td>●</td>
<td>●</td>
<td>✗</td>
<td>✗</td>
</tr>
<tr>
<td>Output</td>
<td>H</td>
<td>Workers compensation claims costs – by time lost</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Output</td>
<td>H</td>
<td>WH&amp;S training events</td>
<td>●</td>
<td>●</td>
<td>✗</td>
<td>✗</td>
</tr>
<tr>
<td>Output</td>
<td>H</td>
<td>WH&amp;S internal audits</td>
<td>✗</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Output</td>
<td>H</td>
<td>Business continuity desktop review &amp; update</td>
<td>✗</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>

**B Ensuring organisational capability supports the delivery of corporate priorities**

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consolidated ESD Workplace</td>
<td>●</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Coomera Depot Development</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✗</td>
</tr>
<tr>
<td>Emergency Management Software</td>
<td>●</td>
<td>✓</td>
<td>Closed in Q2</td>
<td></td>
</tr>
<tr>
<td>Enterprise Resource Planning Suite (ERP) Program</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>GeoSpatial Program</td>
<td>●</td>
<td>✓</td>
<td>Completed in Q2</td>
<td></td>
</tr>
<tr>
<td>GPS As-con Project</td>
<td>●</td>
<td>●</td>
<td>✓</td>
<td>●</td>
</tr>
<tr>
<td>GPS/GIS Technology in Street Sweeping Operations</td>
<td>●</td>
<td>●</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>ICT Disaster Recovery Project - Phase 3</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Information Management (IM) Program</td>
<td>●</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Leadership Capability Framework</td>
<td>✓</td>
<td>✓</td>
<td>Completed in Q4</td>
<td></td>
</tr>
<tr>
<td>Leadership Capability Initiatives</td>
<td>✓</td>
<td>✓</td>
<td>Completed in Q4</td>
<td></td>
</tr>
<tr>
<td>Microsoft Access 97 Transition Project</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Mobile Computing Program</td>
<td>●</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Occupational Violence Prevention and Management Policy</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Property Program</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Relocation of Scientific Services to the Smart Water Research Facility on the Gold Coast campus of Griffith University</td>
<td>✓</td>
<td>✓</td>
<td>Completed in Q2</td>
<td></td>
</tr>
<tr>
<td>Service Desk Upgrade/Replacement</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Strategic Procurement Program (&quot;Better Buying&quot;) - Contracts Manager Upgrade Project</td>
<td>✓</td>
<td>✓</td>
<td>Completed in Q2</td>
<td></td>
</tr>
<tr>
<td>Value for Money Action Plan</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Values Initiatives</td>
<td>✓</td>
<td>✓</td>
<td>Completed in Q4</td>
<td></td>
</tr>
<tr>
<td>Voice Services Project</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>●</td>
</tr>
</tbody>
</table>

**Performance area we will evaluate**

The extent to which our organisational values are demonstrated and the organisation supports the delivery of services to the community.

<table>
<thead>
<tr>
<th>Measure Type</th>
<th>Strength</th>
<th>Measure Name</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outcome</td>
<td>L</td>
<td>Staff with 10 year plus tenure</td>
<td>✓</td>
<td>✗</td>
<td>✗</td>
<td>✗</td>
</tr>
<tr>
<td>Outcome</td>
<td>L</td>
<td>Bankable savings achieved across the Gold Coast City Council</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Output</td>
<td>H</td>
<td>Staff training and development events - Courses</td>
<td>✗</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Output</td>
<td>H</td>
<td>Staff training and development events - Participants</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Outcome</td>
<td>L</td>
<td>Staff turnover</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Output</td>
<td>L</td>
<td>Employee training expenditure</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>
## Corporate Governance, Organisational Capability and Customer Contact

<table>
<thead>
<tr>
<th>C</th>
<th>Excellence in customer contact</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initiatives</td>
<td>Customer Contact Strategy</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Knowledge and Procedural Management System</td>
<td>✓</td>
<td>✓</td>
<td>Completed in Q4</td>
<td></td>
</tr>
</tbody>
</table>

### Performance area we will evaluate
Excellence in customer contact, including the range of communication options available and community satisfaction with services.

<table>
<thead>
<tr>
<th>Measure Type</th>
<th>Strength</th>
<th>Measure Name</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outcome</td>
<td>H</td>
<td>Customer Service – Call Centre</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
**Glossary**

**Budget to actuals** – Shows amount spent when compared to the budget allocated for a particular initiative.

**Initiative / activity** – Project adopted by Council to achieve a measurable benefit within a quantifiable timeframe.

**Outcomes** – The effect, impact, result, or consequence for the community, environment or organisation, of strategies, services, policies or activities. It is the reason why services are delivered not how services are delivered.

**Outputs** – A measurable or tangible product of the application of inputs and undertaking activities.

**Performance measures** – Evidence of the degree to which the actions by Council are achieving intended objectives for the purposes of monitoring progress and reporting effectiveness.

**Performance comment** – Brief commentary on the status/progress of an initiative addressing questions of what was done, results against planned results, obstacles addressed and mitigation plans, impacts on completion dates and budget and milestone achievement.

**Periodic performance objective** - A goal or target to be reached. It generally aims to continually improve performance.

**Q1** - Quarter 1 reporting period covering July to September.

**Q2** - Quarter 2 reporting period covering October to December.

**Q3** - Quarter 3 reporting period covering January to March.

**Q4** - Quarter 4 reporting period covering April to June.

**Revised budget** – Shows the estimated cost of an initiative for the current financial year.

**Strength rating** – A strength rating is applied to performance measures to provide an indication of the strength of a measure’s alignment to an outcome being measured. The strength ratings are either ‘high’ or ‘low’.

**Target outturn cost** – The estimated total cost of undertaking a project, which includes direct costs (for example, investigations, consents, land purchase, design, construction, and commissioning).
## 2009-10 Municipal Infrastructure Portfolio by Delivery Entity as at 30 June 2010

<table>
<thead>
<tr>
<th>Delivery Entity</th>
<th>Initial Budget</th>
<th>Revised Budget</th>
<th>EOY Accrued Expenditure</th>
<th>Unspent Funds</th>
<th>EOY % Spent</th>
<th>ISPOT Ref #</th>
<th>No of Projects</th>
</tr>
</thead>
<tbody>
<tr>
<td>MAJOR PROJECTS</td>
<td>$39,381,600</td>
<td>$32,662,334</td>
<td>$18,925,489</td>
<td>$13,736,845</td>
<td>58%</td>
<td>26500360</td>
<td>8</td>
</tr>
<tr>
<td>PROJECT SERVICES</td>
<td>$20,120,000</td>
<td>$38,150,579</td>
<td>$46,031,314</td>
<td>-$7,880,735</td>
<td>121%</td>
<td>26500384</td>
<td>1</td>
</tr>
<tr>
<td>IDG</td>
<td>$149,790,235</td>
<td>$176,415,568</td>
<td>$141,009,495</td>
<td>$35,406,073</td>
<td>80%</td>
<td>28589499</td>
<td>695</td>
</tr>
<tr>
<td>EAP</td>
<td>$7,400,000</td>
<td>$7,198,136</td>
<td>$3,573,604</td>
<td>$3,624,532</td>
<td>50%</td>
<td>26500288</td>
<td>43</td>
</tr>
<tr>
<td>CONSTRUCTION SERVICES</td>
<td>$732,000</td>
<td>$649,700</td>
<td>$412,464</td>
<td>$237,236</td>
<td>63%</td>
<td>26500260</td>
<td>13</td>
</tr>
<tr>
<td>CIP</td>
<td>$2,487,392</td>
<td>$4,150,621</td>
<td>$2,735</td>
<td>$4,147,886</td>
<td>0%</td>
<td>26500180</td>
<td>9</td>
</tr>
<tr>
<td>LIBRARY SERVICES</td>
<td>$37,100</td>
<td>$41,350</td>
<td>$30,600</td>
<td>$10,750</td>
<td>74%</td>
<td>26500350</td>
<td>2</td>
</tr>
<tr>
<td>SOCIAL PLANNING</td>
<td>$1,100,000</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
<td>0%</td>
<td>26500403</td>
<td>0</td>
</tr>
<tr>
<td>PARKS &amp; RECREATIONAL SERVICES</td>
<td>$20,344,500</td>
<td>$14,246,164</td>
<td>$9,114,946</td>
<td>$5,131,218</td>
<td>64%</td>
<td>26500373</td>
<td>120</td>
</tr>
<tr>
<td>COMMERCIAL SERVICES - WASTE MGMT</td>
<td>$4,268,000</td>
<td>$4,317,075</td>
<td>$2,002,382</td>
<td>$2,314,693</td>
<td>46%</td>
<td>26522205</td>
<td>10</td>
</tr>
<tr>
<td>COMMERCIAL SERVICES - TOURIST PARKS</td>
<td>$1,040,000</td>
<td>$1,146,025</td>
<td>$781,776</td>
<td>$364,249</td>
<td>68%</td>
<td>26500244</td>
<td>73</td>
</tr>
<tr>
<td>COMMERCIAL SERVICES - SSI</td>
<td>$145,000</td>
<td>$751,000</td>
<td>$613,671</td>
<td>$137,329</td>
<td>82%</td>
<td>26522200</td>
<td>5</td>
</tr>
<tr>
<td>CITY VENUES</td>
<td>$960,800</td>
<td>$3,354,347</td>
<td>$1,723,266</td>
<td>$1,631,081</td>
<td>51%</td>
<td>26500185</td>
<td>25</td>
</tr>
<tr>
<td>FACILITIES SERVICES</td>
<td>$2,563,000</td>
<td>$2,980,245</td>
<td>$2,201,895</td>
<td>$778,350</td>
<td>74%</td>
<td>26500338</td>
<td>48</td>
</tr>
<tr>
<td>HEALTH, REGULATORY &amp; LIFEGUARD SERVICES</td>
<td>$203,174</td>
<td>$338,434</td>
<td>$373,724</td>
<td>-$35,290</td>
<td>110%</td>
<td>26500342</td>
<td>4</td>
</tr>
<tr>
<td><strong>TOTAL APPROVED MI PORTFOLIO</strong></td>
<td><strong>$250,572,801</strong></td>
<td><strong>$286,401,578</strong></td>
<td><strong>$226,797,361</strong></td>
<td><strong>$59,604,217</strong></td>
<td><strong>79%</strong></td>
<td><strong>1056</strong></td>
<td></td>
</tr>
</tbody>
</table>
Quarterly Corporate Policy Report

The following section provides the details of policies approved, retired, under review or development during the June quarter and those falling due for review next quarter (G08.1124.019)

Policies approved/reviewed during the quarter (19)

Council policies

Budget policies reviewed
1. Borrowing Policy 2010-11
2. Reserves Policy 2010-11
3. Revenue Policy 2010-11
4. Water and Wastewater Leakage Relief Policy
5. Remission of Rates Policy
6. Rate Donation Policy
7. Commercial Activity on Beaches Policy (reviewed under delegation)
8. Divisional Program Policy (reviewed – Council resolution)
9. Recognition of Service as an Employee Policy (reviewed – ELT resolution)
10. Investigation Of Traffic Calming Treatments Policy (reviewed under delegation)
12. Expenses Reimbursement and Provision of Facilities for Mayor and Councillors 2009 – (minor amendment)
13. Procurement Policy and Purchasing Guidelines (minor amendment)
14. Divisional Newsletter Policy (reviewed under delegation)
15. Community Grants and Donations Policy (reviewed – Council resolution)
16. Corporate Security Policy (reviewed under delegation)
17. Extending the Waste Collection Area
18. Public Access to Council and Standing Committee Agenda Documents

Administrative policies:
19. Corporate Travel and Accommodation Policy - Employees

Policies replaced/retired during the quarter
Nil

Policies currently under review/development (52)

Council policies
1. Asset Management Policy
2. Ethics and Fraud Risk Management (to be renamed Fraud Control - CEO directive)
3. Municipal Infrastructure Program Policy
4. Rehabilitation Policy - Work-Related Injuries
5. Collection Development Policy
6. Disposal of Discarded Library Resources Policy
7. Language Services Policy
8. Park Policy: Approved Infrastructure for Community Groups
9. Park Usage - Commercial Fitness Groups and Personal Trainers
10. Park Usage - Product Launches on Designated Parks
11. Park Usage - Use of Council Parkland by Conference, Convention and Corporate Associated Activities
12. Park Usage - Weddings and Other Ceremonies on Council Parks
13. International Relations Policy
14. Placement of Memorials on Road Reserves
15. Customer Contact Policy
16. Accounts Receivable Credit Policy
17. Accounts Receivable Debt Management Policy
18. Rate Recovery Policy
19. Small Debt Policy Rate Accounts
20. Naming & Renaming of Streets Policy
21. Expenses Reimbursement and Provision of Facilities for Mayor and Councillors Policy
22. Non Current Asset Accounting
23. Register of Interests Policy
24. Benefits and Gifts Policy
25. Councillor and Officer Communications Policy and Protocol
26. Code of Conduct for Councillors
27. Procurement Policy and Purchasing Guidelines
28. Commitment to the Environment Policy
29. Park Usage (suite of policies)
30. Tree Removal on Council Controlled Land Policy
31. Sporting Field Closure
32. Use of Sport and Recreation Facilities Policy - Right of Use Program
33. Managed Affordable Housing Policy
34. Divisional Program Policy
35. Code of Conduct for Employees
36. Good Working Relationships

Administrative policies
37. Rehabilitation Policy - Non-Work Related Injuries
38. Service Level Agreements
39. Car Pool Vehicle Usage Policy
40. Learning and Development
41. Leave
42. Higher Duties
43. Grievance Resolution
44. Smoking
45. Alcohol in the Workplace
46. Managing Conduct and Performance
47. Redeployment, Redundancy and Retrenchment
48. Employee Assistance Program
49. Recruitment and Selection
50. Union Membership
51. Working from Home
52. Work Outside of Council

Policies due to commence review during the July – September 2010 quarter
Community Services
1. Naming of Parks and Community Facilities Policy
2. Park Usage Policy Temporary Park Occupation and Traverse for Construction Purposes

Engineering Services
1. Engineering Services’ Commitment to Quality, Safety, the Environment and Our Customers

Organisational Services
1. Procurement Policy and Purchasing Guidelines
The following record provides information in relation to Council's progress in addressing the actions, outcomes and key focus areas contained in the Gold Coast City Council Corporate Plan 2009 - 2014. In particular, it indicates those actions that have been addressed during 2009-10 and provides a forecast for the coming year based on the 2010-11 Operational Plan. Outcomes and actions not addressed via specific Operational Plan initiatives are addressed by Council's core business activities.

**Legend:**

Key focus area / outcome

- **On track**
  Where a KFA or outcomes is generally progressing well and has a limited number of initiatives or measures not ‘on track’

- **Closely monitor**
  Indicates, based on the 4th qtr Corporate Performance Report, the key focus area or outcome contains:
  - any initiative or high strength measure rated as ‘action required’, or
  - a higher percentage of ‘closely monitor’ initiatives than ‘on track’ initiatives, or
  - a higher percentage of ‘closely monitor’ measures than ‘on track’ measures

- **Action required**
  Where a key focus area or outcome has been rated as ‘closely monitor’ for three consecutive quarters

- **Actions**
  Indicates the action is substantially being progressed through initiatives identified in the Operational Plan for the relevant year
**A City Leading By Example**

**Status**
- Key Focus Area 1 has been on track all year.

**Headline targets**
- Make Council's operations carbon neutral by 2020.
  - The most recent figures show that as at 30 June 2010, Council had reduced its total carbon dioxide emissions by 8 percent, or 25,000 tonnes, compared to a business as usual scenario.
- Improve the proportion of residents and businesses adopting sustainable living practices.
- The measurement of this target is currently not supported by appropriate measures. Work will take place during 2010-11 to develop appropriate measures. However the 2010 Sustainable Cities Index, published by the Australian Conservation Foundation, ranked the Gold Coast eight out of a total of 26 cities in Australia for environmental performance, quality of life and resilience.

**Outcomes**
- All five Corporate Plan focus area outcomes for Key Focus Area 1 were on track.

<table>
<thead>
<tr>
<th>Focus Area Outcome</th>
<th>2009-10</th>
<th>2010-11</th>
<th>2011-12</th>
<th>2012-13</th>
<th>2013-14</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 There are strong foundations for a sustainable city</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.2 The community is actively involved in the city</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.3 There is collaborative leadership and strong partnerships in the city</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.4 We respond to current and emerging challenges by working together</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Operational Plan**

<table>
<thead>
<tr>
<th>What we are going to achieve this</th>
<th>2009-10</th>
<th>2010-11</th>
<th>2011-12</th>
<th>2012-13</th>
<th>2013-14</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1.1 Encourage consideration of the environmental, social and economic impact that our decisions will have on the city now and in the future</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1.2 Support Gold Coast businesses and residents to adopt sustainable living practices</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1.3 Promote environmentally friendly modes of travel in the city such as public transport, cycling and walking</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1.4 Encourage and promote innovative design, building practice and land use to support sustainable building practices within the city</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1.5 Encourage the uptake of Local, State and Federal programs which support sustainable practices</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.2.1 Actively involve Gold Coast citizens in shaping the decisions and actions which will impact on the city now and in the future</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.2.2 Encourage community participation through local groups, not-for-profit organisations and volunteering activities</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.2.3 Support the provision of information to the Gold Coast community on a wide range of issues that will affect the city</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.3.1 Develop leadership in the city by encouraging strong partnerships across government, business and the community in order to progress the community’s vision for the city</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>1.3.2 Encourage leaders from all sectors of the city, as well as those who represent the city (State and Federal Governments) to act as advocates nationally and internationally, supporting the city’s continued development and success</td>
<td>✓</td>
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<tr>
<td>1.4.1 Undertake environmental scanning and strategic planning as part of city-wide planning processes</td>
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<tr>
<td>1.4.2 Citywide planning responds to the risks and opportunities posed by emerging challenges such as climate change, city growth, economic fluctuations and future sustainability, as well as disaster events</td>
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<tr>
<td>1.4.3 Encourage the community to actively engage in planning for and responding to city challenges</td>
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</tbody>
</table>
# A City Loved For Its Green, Gold and Blue

**Status**
- Key Focus Area 2 has been on track all year.

**Headline targets**
- Move the city towards the goal of 50 per cent of native vegetation coverage across the city’s land area by 2020 with no net loss.
- The GCCC’s Nature Conservation Strategy identified vegetation coverage of approximately 49.1 per cent (2007-08).
- Consistently achieve an “A” grading in the environmental Health Monitoring Program on city waterway report cards for all natural and constructed waterways.
- The annual Healthy Waterways report for 2009 identified an overall grading of “C+” across our waterways. Results for individual catchments were:
  - Currumbin/Tallebudgera and Nerang/Mudgeeraba areas: “B” and “B-”, respectively
  - Logan River: “B”
  - Nerang River and Tallebudgera Creek estuaries: “B”
  - Comeran River and Currumbin Creek: “B-”
  - The Broadwater: “C+” (decline from “B” in 2008 was due to high rainfall compared to previous years which flushed sediment and nutrients into the waterway)

## Focus Area Outcomes

<table>
<thead>
<tr>
<th>2.1 Parks and open spaces are safe, connected and accessible for all members of the community</th>
<th>2009-10</th>
<th>2010-11</th>
<th>2011-12</th>
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<th>2013-14</th>
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</table>

<table>
<thead>
<tr>
<th>2.2 Biodiversity is protected</th>
<th>2009-10</th>
<th>2010-11</th>
<th>2011-12</th>
<th>2012-13</th>
<th>2013-14</th>
</tr>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>2.3 Wildlife corridors are well managed and connected</th>
<th>2009-10</th>
<th>2010-11</th>
<th>2011-12</th>
<th>2012-13</th>
<th>2013-14</th>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>2.4 The city’s coastline, beaches and oceans are protected to sustain their amenity and biodiversity</th>
<th>2009-10</th>
<th>2010-11</th>
<th>2011-12</th>
<th>2012-13</th>
<th>2013-14</th>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>2.5 Water and waterways across the city are protected and enhanced</th>
<th>2009-10</th>
<th>2010-11</th>
<th>2011-12</th>
<th>2012-13</th>
<th>2013-14</th>
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</table>

<table>
<thead>
<tr>
<th>2.6 We manage resources and waste responsibly for the benefit of future generations</th>
<th>2009-10</th>
<th>2010-11</th>
<th>2011-12</th>
<th>2012-13</th>
<th>2013-14</th>
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</table>

## What we are doing to achieve this:

<table>
<thead>
<tr>
<th>Operational Plan</th>
<th>2009-10</th>
<th>2010-11</th>
<th>2011-12</th>
<th>2012-13</th>
<th>2013-14</th>
</tr>
</thead>
</table>

- 2.1 Establish a network of connected greenways, parklands and walkable neighbourhoods across the city that encourage people of all abilities to use the open space.
- 2.2 Increase the community’s satisfaction and participation in the city’s parks and gardens by maintaining and enhancing standards and facilities.
- 2.3 Develop a world-class recreational parkland [Greenheart precinct] in the heart of the city in collaboration with state and federal partners.
- 2.4 Establish a network of major foreshore parklands along the coastline and Broadwater to increase community recreational space and equitable access for all.
- 2.5 Transform the city through the sustainable management of Council’s natural parkland areas and through an extensive greening and street planting program.
- 2.6 Continue to plan for the conservation of the city’s natural environment.
- 2.7 Acquire, manage and rehabilitate land as part of our conservation estate.
- 2.8 Support the community to manage private land through our nature conservation partnerships program.
- 2.9 Increase external partnerships to conserve the city’s biodiversity and protect wildlife and vegetation on private and public land.
- 2.10 Ensure nature conservation impacts are considered as part of city decision making.
- 2.11 Encourage community appreciation of and participation in the protection of the natural environment through education and environment supporting activities.
- 2.12 Consolidate critical wildlife corridors by retaining existing vegetation and restoring cleared areas.
- 2.13 Retain and restore the city’s waterway corridors and their unique flora and fauna.
- 2.14 Plan and manage the city’s conservation network to protect the city’s biodiversity and help mitigate the risks of climate change.
- 2.15 Support ecological systems in coastal, estuarine and marine environments to sustain biodiversity.
- 2.16 Ensure that beaches have sustainable native vegetation on sand dunes.
- 2.17 Preserve the quality of the beaches, maintaining pristine water, waves and sand.
- 2.18 Ensure that beaches, marine and estuarine ecosystems can adapt to the impact of climate change.
- 2.19 Prepare and protect coastal beaches from the impact of storm activity.
- 2.20 Maintain and enhance the amenity, accessibility and quality of our beaches and expect for leisure purposes.
- 2.21 Protect the coastline and beaches from the adverse impact of urban development.
2.5.1 Maintain healthy catchments, waterways, lakes and wetlands in partnership with the community and State water interests

2.5.2 Maintain and restore healthy waterways and waterway corridors (riparian) from the hinterland to the ocean to improve water quality, aquatic health and fish passage

2.5.3 Manage waterways to provide access to safe water-based recreation

2.5.4 Raise community awareness of the value of waterways as a habitat for flora and fauna, including threatened species and communities

2.5.5 Improve waterway resilience to increase recovery potential from the impact of floods and storm surges

2.5.6 Work towards reducing the impact of stormwater and other related pollution to protect our waterways

2.6.1 Promote resource conservation and implement sustainable waste management practices across Gold Coast City

2.6.2 Reduce greenhouse gas emissions through continuous improvements to the management of waste

2.6.3 Mitigate waste management practices towards waste reuse, diversion of waste from landfills and alternative waste technologies

2.6.4 Develop reuse opportunities for different types of waste to maximise the usage of each resource and support the conservation of the environment

2.6.5 Optimize waste management practices by partnering with local businesses and other local government organisations
# A City Connecting People And Places

**Status**
- Key Focus Area 3 has been on track all year.

**Headline targets**
- Increase public transport use to seven per cent of all trips by 2014
- The most recent figures available show that as at 30 June 2009, public transport use stood at 3.4 per cent.

**Position the Gold Coast as a leader in broadband infrastructure and accessibility in regional Australia**
- The measurement of this target is currently not supported by appropriate measures. Work will take place during 2010-11 to develop performance measures. However as at 30 June 2010, 98 per cent of businesses that fall within the Pacific Innovation Corridor Precinct have internet connection.

**Outcomes**
- Five out of a total of six Corporate Plan focus area outcomes for Key Focus Area 3 were on track.

### Outcome 3.6 (We are well connected locally and globally)

<table>
<thead>
<tr>
<th>Year</th>
<th>2009-10</th>
<th>2010-11</th>
<th>2011-12</th>
<th>2012-13</th>
<th>2013-14</th>
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## Focus Area Outcomes

<table>
<thead>
<tr>
<th>3.1</th>
<th>There is a choice of transport systems serving the city</th>
</tr>
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<tr>
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<table>
<thead>
<tr>
<th>3.2</th>
<th>Public transport and other environmentally-friendly modes of travel are attractive and desirable options for people to use</th>
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<thead>
<tr>
<th>3.3</th>
<th>The transport network is well maintained and meets relevant safety standards</th>
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<table>
<thead>
<tr>
<th>3.4</th>
<th>Vibrant community and cultural hubs meet local needs and enliven activity</th>
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<table>
<thead>
<tr>
<th>3.5</th>
<th>The community takes pride in its heritage and diversity</th>
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<table>
<thead>
<tr>
<th>3.6</th>
<th>We are well connected locally and globally</th>
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## Operational Plan

<table>
<thead>
<tr>
<th>3.1.1</th>
<th>Prepare and implement local plans for transit-oriented developments (particularly along the light rail system) that are supported by high quality pedestrian and open space environments</th>
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<thead>
<tr>
<th>3.1.2</th>
<th>Work with communities to plan and implement appropriate local traffic management to improve safety and amenity in residential areas</th>
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<tr>
<th>3.1.3</th>
<th>Manage traffic in and around commercial centres to ensure the safety of pedestrians and cyclists, give priority to public transport and recognise that the success of commercial centres results in a degree of congestion and vitality in and near the centres</th>
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<tr>
<th>3.1.4</th>
<th>Lead the strategic planning of the transport network and major transport initiatives as a priority for the city, working cooperatively with State and Federal Governments</th>
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<tr>
<th>3.1.5</th>
<th>Extend the network of streets, roads, walkways and bikeways, ensuring they connect across the city</th>
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<thead>
<tr>
<th>3.1.6</th>
<th>Ensure that the transport accessibility and safety impacts of major events are well planned and managed</th>
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<thead>
<tr>
<th>3.2.1</th>
<th>Work with State Government to implement a light rail system to connect the heavy rail terminal of Helensvale to Burleigh Heads</th>
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<tr>
<th>3.2.2</th>
<th>Provide a bus network in partnership with State Government that has greater route coverage and service frequencies, making it a more preferred mode of travel, particularly for the journey to work</th>
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<tr>
<th>3.2.3</th>
<th>Build bridges (&quot;green bridges&quot;) where appropriate, over waterways to connect existing gaps in pedestrian and cycle routes to encourage environmentally-friendly modes of travel</th>
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<tr>
<th>3.2.4</th>
<th>Promote walking and cycling as modes of travel, develop pathways to commercial centres and require the provision of cycle parking and change facilities</th>
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<tr>
<th>3.2.5</th>
<th>Continue to review the potential for the use of the city's waterways as a public transport option</th>
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<thead>
<tr>
<th>3.2.6</th>
<th>Maximise the use of private vehicles to reduce traffic volume through activities such as carpooling</th>
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<table>
<thead>
<tr>
<th>3.3.1</th>
<th>Maintain the road network and other transport facilities to an acceptable standard for all users</th>
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<thead>
<tr>
<th>3.3.2</th>
<th>Implement a major roads program to cater for the city's growth and direct traffic flows in the appropriate traffic corridors</th>
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<thead>
<tr>
<th>3.3.3</th>
<th>Maintain and develop a safe pedestrian-friendly environment in public areas across the city</th>
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<thead>
<tr>
<th>3.3.4</th>
<th>Lead and support transport safety awareness campaigns in the community, in conjunction with other agencies</th>
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<thead>
<tr>
<th>3.4.1</th>
<th>Establish a major cultural precinct at Everton Park supported by localised cultural hubs and specialist cultural infrastructure spread across the city</th>
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<tr>
<td>3.4.2</td>
<td>Continue to implement a cultural infrastructure network that keeps pace with community growth and expectations</td>
</tr>
<tr>
<td>3.4.3</td>
<td>Expand leading edge library services that meet our diverse community’s needs</td>
</tr>
<tr>
<td>3.5.1</td>
<td>Implement a rich cultural program incorporating festivals, events and activities which reflect and engage a socially diverse community</td>
</tr>
<tr>
<td>3.5.2</td>
<td>Provide sustainable cultural facilities to encourage artistic and creative energy</td>
</tr>
<tr>
<td>3.5.3</td>
<td>Educate and promote the value of cultural heritage and the conservation of built heritage, working in partnership with the community, State and Federal Government, and the private sector</td>
</tr>
<tr>
<td>3.5.4</td>
<td>Support and foster artistic talent in the city</td>
</tr>
<tr>
<td>3.5.5</td>
<td>Recognise the heritage of the Gold Coast and Traditional Owners of the land</td>
</tr>
<tr>
<td>3.6.1</td>
<td>Ensure that the city has advanced, competitive and accessible information and communications technology that supports business, education and wider community needs</td>
</tr>
<tr>
<td>3.6.2</td>
<td>The city and individual local communities actively participate in local, regional and international networks, enabling us to connect with and learn from other communities across the globe</td>
</tr>
</tbody>
</table>
A Safe City Where Everyone Belongs

**Status**
- Key Focus Area 4 has been on track all year.

**Headline targets**
- *Increase the physical activity levels of Gold Coast residents by five per cent through the active and healthy program.*
  - As at 30 June 2010, involvement in the active and healthy program had increased by 10 per cent on the previous year.
- *Achieve an 80 per cent satisfaction rating by residents in relation to access to spaces for community meetings and activities.*
  - The measurement of this target is currently not supported by appropriate measures. Work will take place during 2010-11 to develop performance measures. However as at 30 June 2010, the following results for utilisation of community venues were recorded:
    - Community Centres - 4475 per average usage
    - Sport fields - 60,75 per average usage
    - Pools - 145,327 patrons

<table>
<thead>
<tr>
<th>Focus Area Outcome</th>
<th>2009-10</th>
<th>2010-11</th>
<th>2011-12</th>
<th>2012-13</th>
<th>2013-14</th>
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<tbody>
<tr>
<td>4.1 Our active and healthy community embraces recreation, leisure and social interaction</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
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<tr>
<td>4.2 We are a safe and secure community and people live and visit without fear</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
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<tr>
<td>4.3 We maintain high quality public health services</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
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<tr>
<td>4.4 Our community is inclusive, supportive and vibrant</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
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<tr>
<td>4.5 Adequate social infrastructure meets the diverse needs of the community</td>
<td>✔️</td>
<td>✔️</td>
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**Operational Plan**

<table>
<thead>
<tr>
<th>What we are going to achieve this year</th>
<th>2009-10</th>
<th>2010-11</th>
<th>2011-12</th>
<th>2012-13</th>
<th>2013-14</th>
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<tbody>
<tr>
<td>4.1.1 Increase community participation in social and recreational activities that improve the overall health of the community</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
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<tr>
<td>4.1.2 Provide recreational facilities and programs that are safe and accessible for people of all ages and abilities</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
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<tr>
<td>4.1.3 Support the establishment of sustainable food initiatives such as community gardens to promote healthy food choices and food security</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
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<tr>
<td>4.2.1 Promote the safe use and enjoyment of public facilities and spaces</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
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<tr>
<td>4.2.2 Encourage improved safety in critical areas of the city, such as entertainment precincts</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
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<tr>
<td>4.2.3 Ensure that Crime Prevention through Environmental Design Principles (CPTEC) are applied to urban design</td>
<td>✔️</td>
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<td>✔️</td>
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<td>4.2.4 Prevent and remove grills in the city in partnership with the community</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
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<tr>
<td>4.2.5 Effectively respond to legislative changes in relation to enforcing local laws, regulations and licenses</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>4.2.6 Maintain high standards of amenity and safety through appropriate local laws and compliance programs, which take account of the growth and development of the city</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>4.2.7 Continue to provide world-class lifeguard services to enhance the safety and enjoyment of people using the city’s ocean beaches</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>4.2.8 Maximize disaster management response in the city by implementing and regularly testing the disaster management plan and responding to disaster events such as floods, storm surges and wildfires</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>4.2.9 Provide effective welfare programs which support the local community in the event of emergencies or disasters</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>4.3.1 Maximize the public health of the community by identifying, protecting and remediating health-related hazards and risks</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>4.3.2 Continue to deliver professional animal management services to maximise public safety and health</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>4.3.3 Community health programs are appropriate for a socially diverse community</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>4.3.4 Contribute to the cleanliness of the city, working with other organisations</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>4.4.1 Target community capacity-building activities to meet the needs of socially diverse groups and specific areas in the city</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>4.4.2 Build the skills, knowledge and ability of the city’s not-for-profit community groups to enable them to access funding and expand services</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>4.4.3 Improve safety, amenity and livability in entertainment precincts by balancing the needs of business with those of residents and visitors</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>4.4.4 Ensure the city’s socially diverse communities can contribute to decision-making</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>4.4.5 Work in partnership with the State Government and other stakeholders to support policies dealing with key social issues such as domestic violence, homelessness and mental health</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>4.5.1 Plan and commence delivery of social infrastructure including human services, libraries, community and youth centres and sporting and recreational facilities</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>4.5.2 Plan activity centres to provide good access to social infrastructure and networks, working collaboratively with land use, transport and environmental planners</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>4.5.3 Increase the utilisation and accessibility of the city’s social infrastructure</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
</tbody>
</table>
A City With A Thriving Economy

Status
- Key Focus Area 5 was rated a ‘close monitor’ in quarters one, three and four due mainly to the continuing impact of the global financial crisis on the Gold Coast’s tourism and employment indices. The high strength measure ‘domestic visitor numbers’ recorded a 2.4 per cent decrease in the number of visitors for the 12 months to March 2009. While small in percentage terms, this represents 217,826 fewer visitors to the Gold Coast. The lower number of domestic visitors was offset to an extent by an increase of 2.4 per cent in expenditure by domestic visitors.

Headline targets
- Recovery of the Gold Coast economy from the global financial crisis with the Gold Coast having an average growth rate of between 7.5 and 7.6% per annum.
- The measurement of this target is currently not supported by appropriate measures. Work will take place during 2010-11 to develop performance measures.

25 per cent of all new jobs being created in the knowledge-based and export-oriented industries.
- The measurement of this target is currently not supported by appropriate measures. However knowledge-based industries currently make up 27.3% of all industry on the Gold Coast.

Outcomes
- Three out of a total of five Corporate Plan focus area outcomes for Key Focus Area 5 were on track.

<table>
<thead>
<tr>
<th>Focus Area Outcome</th>
<th>2009/10</th>
<th>2010/11</th>
<th>2011/12</th>
<th>2012/13</th>
<th>2013/14</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.1 The economy is built on a diversified knowledge and a strong export-base</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>5.2 Our infrastructure supports globally competitive business development and growth</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>5.3 The supply of skilled labour meets local business requirements</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>5.4 The lifestyle and opportunities are seen as advantages</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>5.5 Regional collaboration and pro-active representation enhance the city</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
</tbody>
</table>

Operational Plan

5.1.1 Encourage the development of knowledge-based centres of excellence in the city that target specific industry sectors including creative, education, environment, film, health and medical, ICT, marine, sport and tourism sectors.

5.1.2 Support local business development and attract new business and investment to the city.

5.1.3 Identify and encourage industry diversification to support population growth and local employment.

5.1.4 Increase export revenue in the Gold Coast economy though greater education and the increased competitiveness of local business.

5.1.5 Promote the continued development of the city’s research and learning capabilities by fostering lifelong learning and working with educational institutions and business.

5.1.6 Development of infrastructure that promotes the sustainable economic growth of the city, working with other agencies.

5.2.1 Implement citywide branding (Business GC and other city brands) to promote the capability and capacity of the city.

5.3.1 Attract skilled residents to the city by positioning and marketing it as a recognised and vibrant destination.

5.3.2 Implement initiatives that will encourage greater post secondary school and tertiary qualifications among city residents, working with schools, universities, vocational education and training (VET) sector and other levels of government.

5.3.3 Promote the city globally as a destination recognised for its business opportunities, lifestyle, liveability, sustainability and its natural and built environment.

5.3.4 Ensure land use planning provides sufficient and appropriate areas for economic development in the city.

5.3.5 Promote a green energy-industry hub that develops a specialised and sustainable industry base and supports incentives to showcase renewable energy and technology options.

5.4.1 Supportive business community to adopt renewable energy options, achieve high standards of environmental compliance and, reduce adverse effects on the natural environment.

5.4.2 Promote the provision of a range of alternative holiday accommodation options which preserve the environmental values and amenity of open and built space.

5.4.3 Atract and support events that produce economic and social benefits for the city and enhance the city’s image.

5.4.4 Promote tourism and industry organisations to promote the city’s interests.

5.4.5 Achieve investment in the city by working with State and Federal Governments to advance the interests of business nationally and internationally.

5.4.6 Position and maintain the city as a recognised and vibrant destination for business, tourism and residents, highlighting major points of difference from competing cities and regions.

5.4.7 Promote Gold Coast City's national and international identity as an ideal place for public/private investment in key physical and community infrastructure.
A City Shaped By Clever Design

Status
- Key Focus Area 6 is assessed as ‘action required’ for the final quarter of 2009-10 having been assessed as ‘closely monitor’ throughout the year. The ‘action required’ status is due to two factors:
  1. A higher percentage of ‘closely monitor’ initiatives than ‘on track’ initiatives.
  2. This is the fourth consecutive quarter that this Key Focus Area has rated a ‘closely monitor’

Headline targets
By 2040 the Gold Coast will be the most liveable, healthy, active and resource-efficient major city in Australia. The measurement of this target is currently not supported by appropriate measures. Work will take place during 2010-11 to develop appropriate measures. However the 2010 Sustainable Cities Index, published by the Australian Conservation Foundation, ranked the Gold Coast eighth out of a total of 20 cities in Australia for environmental performance, quality of life and resilience.

The city’s annual energy consumption will be below corresponding national and state averages by 2040. The measurement of this target is currently not supported by appropriate measures. Work will take place during 2010-11 to develop performance measures.

Outcomes
- Two out of a total of four Corporate Plan focus area outcomes for Key Focus Area 6 were on track.
- Outcome 6.3 (infrastructure and planned and delivered to meet the needs of a growing community) could not be assessed as there are currently no appropriate measures available. However, during 2009-10 a total of 1015 Municipal Infrastructure Projects, representing an investment of $226 million were progressed in the city.

<table>
<thead>
<tr>
<th>Focus Area</th>
<th>Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.1 Integrated land use planning takes account of environmental, social and economic needs to provide the basis for a sustainable community</td>
<td>✓</td>
</tr>
<tr>
<td>6.2 The new Planning Scheme improves the provision of affordable and accessible housing, whilst also ensuring high quality social outcomes</td>
<td>✓</td>
</tr>
<tr>
<td>6.3 Infrastructure is planned and delivered to meet the needs of a growing community</td>
<td></td>
</tr>
<tr>
<td>6.4 High quality urban design creates a world class city image and accommodates diverse built forms</td>
<td>✗</td>
</tr>
</tbody>
</table>

Operational Plan

| 6.1.1 Develop and implement a new Planning Scheme by 2012 that integrates the city’s vision into Council decision-making; encourages sustainable development and takes account of the impact on our unique Gold Coast landscape, coastline and beaches | ✓ | | | |
| 6.1.2 Work collaboratively with the State Government to influence changes to legislation and plans to achieve sustainable outcomes for the city and the region | ✓ | | | |
| 6.1.3 Ensure the Planning Scheme and development assessment regime support efficient decision-making and processing, including improved electronic lodgement of development applications | ✓ | | | |
| 6.2.1 Work to increase affordable housing in the city through collaboration with other levels of government, the development sector and the community | ✓ | | | |
| 6.2.2 Incorporate provisions in the new Planning Scheme to encourage housing diversity through a greater mix (density, dwelling type, and size) in line with the needs of the community | ✓ | | | |
| 6.3.1 Develop and implement long term infrastructure plans that are driven by the priorities of a growing city | ✓ | | | |
| 6.3.2 Deliver Council’s capital works program to keep pace with community growth and needs | ✓ | | | |
| 6.3.3 Collaborate with State Government and adjoining local governments to ensure timely delivery of essential regional infrastructure | ✓ | | | |
| 6.3.4 Advocate for increased resources for social housing and supporting social infrastructure from State and Federal Governments | ✓ | | | |
| 6.4.1 Ensure good urban design principles and guidelines are applied to new development and infrastructure projects to enhance the amenity and liveability of the city | ✓ | | | |
| 6.4.2 Apply best practice in access, equity and disability standards to new development and infrastructure projects | ✓ | | | |
| 6.4.3 Undertake master planning to ensure development in activity centres and major urban growth areas reflects South East Queensland’s subtropical climate and local character, provides design excellence and can adapt to a changing climate | ✓ | | | |
| 6.4.4 Implement high quality urban design throughout the city by working in partnership with the community and private sector | ✓ | | | |
## Corporate Governance, Organisational Capability and Customer Contact

**Status**
- Overall delivering effective corporate governance, organisational capability and customer contact was assessed as 'closely monitor' in each of the first three quarters of 2009-10 before improving to 'on track' in the last quarter of 2009-10.

**Headline targets**
- There were no headline targets identified for these outcome areas.

**Outcomes**
- All three Corporate Plan focus area outcomes for this Key Focus Area were on track.

<table>
<thead>
<tr>
<th>Focus Area Outcomes</th>
<th>Operational Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2009-10</td>
</tr>
<tr>
<td>A. Delivering effective corporate governance</td>
<td>✓</td>
</tr>
<tr>
<td>B. Ensuring organisational capability supports the delivery of corporate priorities</td>
<td>✓</td>
</tr>
<tr>
<td>C. Excellence in customer contact</td>
<td>✓</td>
</tr>
</tbody>
</table>

---

### Organisational Planning
- A2.1 Integrate organisational planning through a system of long, medium and short-term planning to deliver community priorities and financial sustainability

---

### Resource Allocation
- A2.2 Ensure Council’s finite resources are allocated in an efficient and effective manner

---

### Performance Management
- A2.3 Deliver performance reporting and evaluation in a way which supports responsible, transparent and accountable government for the city

---

### Organisational Foundations
- A2.4 Implement internal controls which support the organisation to deliver its vision and plans, minimise risk, promote efficiency and ensure compliance with legislation

---

### What we are doing to achieve this

A.1 Improve corporate governance across the organisation through the annual review and implementation of the Corporate Governance Framework

A.2 The Corporate Governance Framework has four key areas, each with a specific contribution to effective corporate governance

---

B.1 Create a world class organisation with an enviable culture (through the “Walking the Talk” program), focusing on the development of supportive leadership and management, shared organisational values, effective communication, a shared vision for the future and effective implementation of a Leadership Capability Framework to build leadership and management capability across the organisation, supporting the effective delivery of Council’s day-to-day business

B.2 Implement an effective and integrated information and knowledge environment, which provides the capability to support business delivery and innovation requirements and community needs

B.4 Agree a long-term solution to meet future Council staff accommodation requirements

B.5 Ensure internal and external Council services provide value for money to the community

---

C.1 Provide consistent, reliable, high quality customer contact regardless of the communication channel

C.2 Provide members of the Gold Coast community and other stakeholders with access to objective, balanced and consistent information about Council decisions, activities and services

C.3 Consolidate customer contact to a single point of contact for customers through one phone number, one fax number and one email address for customer contact

C.4 Provide a wider range and quality of online services for customers using a variety of communication channels, such as the internet, call centre and customer contact counters
ITEM 2 CITY GOVERNANCE
RESOURCING MIX FOR GRAPHIC DESIGN PROVIDED BY THE CORPORATE
COMMUNICATION BRANCH
CM787/790/02/06(P1)

1 BASIS FOR CONFIDENTIALITY

Not Applicable.

2 EXECUTIVE SUMMARY

Not Applicable.

3 PURPOSE OF REPORT

Council resolved at its meeting on 20 October 2008 to retain the current service levels in the Corporate Communication Branch. Incorporated in that decision was a requirement for further investigation to be undertaken into the current resource mix in the activity areas of graphic design and community consultation to determine the most appropriate balance (i.e. value for money) for work undertaken in-house as against outsourcing. Because of the separate business requirements for each area, this report discusses the resourcing mix considered appropriate for graphic design with a separate report to follow on community consultation.

4 PREVIOUS RESOLUTIONS

GF08.1015.008

1. That the current service levels specified in Attachment A to the report and associated resources be endorsed, noting that the resourcing provided to the Corporate Communication branch directly aligns to customer service level needs identified in the Corporate Communication Plan 2008-2009, the Corporate Plan and the External Communication Policy.

2. Council notes that further investigation will be undertaken on the current resource mix in the activity areas of Graphic Design and Community Consultation to determine the most appropriate balance (i.e. value for money) for work undertaken in-house as against outsourcing.

3. That the report referred to in part (2) above be provided to the last Corporate Governance & Finance meeting in November 2008.

GF08.0820.003


2. That Council endorses the proposed performance measures for corporate communication.

3. That a progressive report be provided to the last Council meeting of the year to be held on 12 December 2008, and from that time onward that quarterly reports be provided to Council.
5 DISCUSSION

5.1 Background

As part of consideration of the Service Level Review for Corporate Communication Branch, Council resolved to undertake further investigation into the current resource mix in the activity areas of graphic design and community consultation to determine the most appropriate balance (i.e. value for money) for work undertaken in-house as against outsourcing.

An important factor in determining the most appropriate resourcing mix is the Signage and Brand Policy which has “ensure the integration of corporate image and compatibility with Council identity” as one of its objectives.

5.2. Graphic Design Services

Council’s existing graphic design services model is one that makes use of both in-house and external resources. The benefits of the present model are discussed in greater detail under Section 5.3 of this report.

5.2.1 Graphic Design Workload Allocations

All graphic design works in the first instance are required to be logged with the Corporate Communication team before the works are allocated either in-house or outsourced. Table 1 illustrates the total number of jobs logged by the Graphic Design team since July 2007.
ITEM 2 \hfill (Continued)
RESOURCING MIX FOR GRAPHIC DESIGN PROVIDED BY THE CORPORATE
COMMUNICATION BRANCH
CM787/790/02/06(P1)

TABLE 1

<table>
<thead>
<tr>
<th></th>
<th>2007-08</th>
<th>2008-09</th>
<th>2009-10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Series1</td>
<td>1,767</td>
<td>1,383</td>
<td>1,323</td>
</tr>
</tbody>
</table>

It is important to appreciate that jobs registered are not a measure of outputs as each job can take anything from one (1) hour to a couple of months to complete. The fall in jobs above however does represent a number of initiatives introduced by the Corporate Communication team following its formation and introduction of the GCCC Brand Guide. The main initiatives were:-

1. Since December 2006, 665 existing and potential brochures have been converted to fact sheets or more appropriate communication medium.
2. Working to combine many cross directorate initiatives which previously would have been undertaken on an individual basis and at greater cost to Council.

Table 2 illustrates the value of works allocated to in-house graphic design and the value of projects outsourced for the financial year ending 30 June 2010. For purposes of comparison, printing costs have been excluded from the calculations.
TABLE 2

Inhouse versus Outsourced Graphic Design Costs financial year ended June 2010

<table>
<thead>
<tr>
<th></th>
<th>Inhouse</th>
<th>Outsourced</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$267,851</td>
<td>$281,256</td>
</tr>
<tr>
<td></td>
<td>49%</td>
<td>51%</td>
</tr>
</tbody>
</table>

5.2.2 In-house Graphic Design

The chart below illustrates the current structure of the in-house Graphic Design Unit.

Corporate Brand & Marketing Coordinator

Graphic Design Team Supervisor

Graphic Designer 1

Graphic Designer 2

Print Production Assistant

The graphic design team presently consists of four (4) Full Time Equivalent staff (FTE’s) located within the Corporate Communication branch.

The core functions currently performed by GCCC graphic design team are identified as follows:-
ITEM 2 (Continued)
RESOURCING MIX FOR GRAPHIC DESIGN PROVIDED BY THE CORPORATE COMMUNICATION BRANCH
CM787/790/02/06(P1)

<table>
<thead>
<tr>
<th>Core Functions</th>
<th>Type of Work</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Creative Services</td>
<td>Design:- of cover and art work for publication. Photography:- arrange for photography to suit publication content. Printing:- assess print buying options including quotations.</td>
<td>Business function which is capable of being outsourced as individual tasks. Appropriate balance of tasks to be outsourced, needs to be determined taking into account the benefits delivered and any consequential corporate risks associated with the decision to outsource.</td>
</tr>
<tr>
<td>2 Planning &amp; Scheduling</td>
<td>Planning production and campaign requirements with client. Scheduling those tasks that will be outsourced as against those tasks to be carried out in-house. Follow up and ensure delivery deadlines are met.</td>
<td>Core business function considered inappropriate to be outsourced.</td>
</tr>
<tr>
<td>3 Staff Management</td>
<td>HR &amp; Payroll issues. Task allocations.</td>
<td>Core business function considered inappropriate to be outsourced.</td>
</tr>
<tr>
<td>4 Compliance</td>
<td>Securing and maintaining master brand templates. Reviewing and updating master brand templates. Monitoring and ensuring all production work (in-house and outsourced) comply with GCCC Brand Guide.</td>
<td>Core business function considered inappropriate to be outsourced.</td>
</tr>
<tr>
<td>5 Advertising</td>
<td>Space reservation. Design advertising artwork.</td>
<td>Core business function considered inappropriate to be outsourced</td>
</tr>
<tr>
<td>6 Archiving</td>
<td>Art works, image and photo library.</td>
<td>Core business function considered inappropriate to be outsourced</td>
</tr>
</tbody>
</table>

5.2.3 Outsourced Graphic Design

As indicated in Table 2, a substantial quantity of production works are outsourced to an external graphic design service provider who is contracted to Council under a 2 + 1 year preferred supplier agreement.

The engagement of this external service provider followed a thorough and detailed assessment of attributes that included cost and quality.

The provider provides all creative services for booklets, fact sheets and campaign design as required by Council.
Having the use of an external service provider has assisted Corporate Communication branch to meet the graphic design demands of all directorates and offer a service to all internal clients that ensures there is choice and variety.

5.2.4 Benchmarking

A benchmarking exercise undertaken of Southeast Queensland (SEQ) Councils identified a number of local governments who are in the process of moving towards a similar model to that which the GCCC graphic design team operates under. Details of the split between outsourcing and in-sourcing unfortunately was not available at the time the survey was undertaken with the Council’s concerned.

The following is provided for FTE comparison purposes:

**Ipswich City Council:** 2 Graphic Designers plus 1 Administration Support plus a Panel of External Providers

**Logan City Council:** 4 Graphic Designers plus a Panel of External Providers

**Brisbane City Council:** 1 Graphic Designer (appointed 12 months ago but they are looking to increase the number of internal designers), plus a Panel of External Providers.

5.2.5 Cost Recovery

Currently the standard art hourly rate charge to internal clients is $80 and this charge applies irrespective of the works being undertaken by the in-house graphic design team or external services provider. The internal art hourly rate was initially struck just below the mid range graphic design industry charge out rates. Capital replacement costs are not part of the assessed fee. Due to external market competition and the effect of the global financial crises the fee has remained the same since July 2006. It is not the intention of the fee to deliver a profit to Council but rather a means to deliver best value by ensuring operating costs are recovered annually.

<table>
<thead>
<tr>
<th>Comparison of internal and external graphic design services</th>
<th>Internal</th>
<th>Preferred supplier</th>
</tr>
</thead>
<tbody>
<tr>
<td>Art hourly rate</td>
<td>$80</td>
<td>$80</td>
</tr>
<tr>
<td>Rush rate</td>
<td>$110</td>
<td>$150</td>
</tr>
<tr>
<td>Consult hourly rate</td>
<td>$70</td>
<td>$80</td>
</tr>
<tr>
<td>Admin hourly rate</td>
<td>$50</td>
<td>-</td>
</tr>
<tr>
<td>Quick cut</td>
<td>$25</td>
<td>$25</td>
</tr>
<tr>
<td>Signage</td>
<td>$65</td>
<td>$85</td>
</tr>
</tbody>
</table>

The true actual cost of operating the graphic design team is difficult to gauge at present because with the exception of labour, all other office costs for equipment maintenance, materials, power, air-conditioning servicing etc are not captured as a cost against the operations of the unit. Notwithstanding however comparisons can be drawn by using industry standards for office rental space located in the Bundall Precinct to assess what is the estimated annualised costs for operating the graphic design unit in 2010-11. e.g.
ITEM 2  (Continued)
RESOURCING MIX FOR GRAPHIC DESIGN PROVIDED BY THE CORPORATE
COMMUNICATION BRANCH
CM787/790/02/06(P1)

<table>
<thead>
<tr>
<th>Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Labour Costs (Project No HH44)</td>
<td>$296,900</td>
</tr>
<tr>
<td>Operation Costs (Based on staff numbers 17% share of Communications operations budget Project No HH12)</td>
<td>$5,400</td>
</tr>
<tr>
<td>Service Costs for electricity, security &amp; cleaning (30m2 @ $75/m2)</td>
<td>$2,250</td>
</tr>
<tr>
<td>Rental Costs (30m2 @ $400/m2)</td>
<td>$12,000</td>
</tr>
<tr>
<td>Total Estimated Operating Costs</td>
<td>$316,550</td>
</tr>
</tbody>
</table>

The budget for 2010-11 shows a project revenue figure of $336,000 will be generated by the graphic design group.

5.3 Benefits of Corporate Communication's Graphic Design Model

The current graphic design model where some design is provided in-house and an overflow of design is outsourced to an external graphic design supplier, is considered to provide best value for Council. The current model enables control of sensitive material, and allows for immediate turn around time when needed.

The strategic benefits that the existing model provides are therefore identified as follows:-

- Allows for some retention of a core level of industry knowledge and expertise internally which ensures GCCC continues to receive value for money in its dealing with external suppliers.
- Enables the integration and application of consistent standards of the GCCC Brand Guide.
- Flexibility in that the Graphic Design team is able to quickly adapt to the highs and lows of workload demand.
- Provides a first point of contact for the internal client which enables the Graphic Design team to develop business understandings that will best serve and meet the needs of it’s customers. Primary focus is on client relationship and not pricing alone.
- Coordination of overall Council initiatives enables the identification of links between directorates and projects. This combines publications and campaigns where possible, saving Council money. [A supplier would more than likely not voluntarily offer this service as it is not in their business interest to reduce profit.]
- Immediate response from the internal graphic design unit to meet unreasonable timeframes. External supplier while fast, is not always available in terms of immediacy.

5.4 Current Issue

An external graphic design service provider has the capability to expand its team to meet growing demand. This means that they can expand and continue to accept outsourced work, particularly the type of creative work that they are a best fit for.

In the case of the in-house graphic design team, its capabilities to deliver services are matched by the dedicated resources it has allocated and the demand it receives for its services. Currently, while there is a solid business process in place for quoting and producing collateral to support issues management and initiatives across Council, at any one time there will be between four and six emergency jobs queued with the in-house Graphic Design team.
ITEM 2  (Continued)
RESOURCING MIX FOR GRAPHIC DESIGN PROVIDED BY THE CORPORATE COMMUNICATION BRANCH
CM787/790/02/06(P1)

Many of these jobs require greater resource commitment from the Graphic Design team because of the sensitivity associated with the issue and the need to therefore deliver agreeable community outcomes. An analysis has shown that about 20% of the total graphic design in-house workload is allocated to works identified as emergent and in most parts require dealings that are sensitive in nature.

Service demands in the future on the graphic design team are estimated to be similar to what is presently occurring.

5.5 The Way Forward

The options to overcome the queuing of emergency workloads experienced by the Graphic Design team are as follows:-

Option 1 Extend timeframes for delivery of Graphic Design Team services.

This option involves accepting longer queues for in-house production works. For purposes of maintaining internal client satisfaction, this option is not supported.

Option 2 Provide additional in-house resources to the Graphic Design team.

This would require increasing the FTE component of the in-house Graphic Design team by one (1) additional fully cost recovered permanent part time graphic design role, to help manage the inward and outward flow of emergency works and to deal with some of the smaller jobs that if handed over to an external supplier would more than likely have a higher billing component.

The requirements of the new position would be a 4 day week to cover the increase demand. A level 4, four days per week Graphic Designer position will cost Corporate Communication $1,050 per week (inc oncost), which will be cost recovered from billing to Council projects.

Accommodation, furniture, computer and software are all available to support this position.

Option 3 Outsource additional Creative Design services to Council’s external supplier (preferred option).

This option would require reviewing the roles of the existing Graphic Design team so that a greater value of non-sensitive type creative works are outsourced thus providing the existing in-house graphic design team greater capacity to focus on the management of inward and outward flow of emergency works and tasking of those works. Because of the present billing arrangements in place (standard hourly charge of $80 applies irrespective of whether the works are outsourced or in-sourced), this particular option like Option 2 would not result in any additional dollar cost to Council.
ITEM 2 (Continued)
RESOURCING MIX FOR GRAPHIC DESIGN PROVIDED BY THE CORPORATE COMMUNICATION BRANCH
CM787/790/02/06(P1)

6 ALIGNMENT TO BOLD FUTURE VISION, CORPORATE PLAN, OPERATIONAL PLAN

<table>
<thead>
<tr>
<th>Corporate Governance, organisational capability and customer contact</th>
<th>What we will do to achieve this</th>
</tr>
</thead>
<tbody>
<tr>
<td>A Delivering effective corporate governance</td>
<td>Ensure Council’s finite resources are allocated in an efficient and effective manner.</td>
</tr>
<tr>
<td>B Ensuring organisational capability supports the delivery of corporate priorities</td>
<td>Ensure internal and external Council services provide value for money to the community.</td>
</tr>
<tr>
<td>C Excellence in customer contact</td>
<td>Provide members of the Gold Coast community and other stakeholders with access to objective, balanced and consistent information about Council decisions, activities and services</td>
</tr>
</tbody>
</table>

7 FUNDING AND RESOURCING REQUIREMENTS

If option 2 was chosen the labour costs (including on costs) to employ a Level 4 Graphic Designer four (4) days a week is assessed at $1,050 per week. This costs would be recoverable from billing projects worked on.

8 RISK MANAGEMENT

The main elements of the graphic design business falls within the minor risk consequence table.

<table>
<thead>
<tr>
<th>Risk Level</th>
<th>Finance</th>
<th>Legal</th>
<th>Service Delivery</th>
</tr>
</thead>
<tbody>
<tr>
<td>Catastrophic</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Major</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Moderate</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Minor</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Insignificant</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Finance
The current annual spend of $549,000 (51% outsourced 49% in sourced) on graphic design falls with the minor financial risk consequence table. Service costs under the existing business model are recoverable as a project charge.

Legal
Any legal issues would be insignificant and managed internally

Service Delivery
Outsourcing work overflows provides an opportunity for the graphic design team to maintain timelines.

9 STATUTORY MATTERS

Not Applicable.
ITEM 2  (Continued)
RESOURCING MIX FOR GRAPHIC DESIGN PROVIDED BY THE CORPORATE COMMUNICATION BRANCH
CM787/790/02/06(P1)

10  COUNCIL POLICIES

External Communication Policy
Code of Conduct for Employees
Code of Conduct for Councillors
Disaster Management Policy
Corporate Brand Guide and Writing Guide
Community Consultation Policy

11  DELEGATIONS

Not Applicable.

12  COORDINATION & CONSULTATION

<table>
<thead>
<tr>
<th>Name and Title of the Stakeholder Consulted</th>
<th>Directorate or Organisation</th>
<th>Is the Stakeholder Satisfied With Content of Report and Recommendations (Yes/No) (comment as appropriate)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Joe McCabe Director City Governance</td>
<td>City Governance</td>
<td>Yes</td>
</tr>
<tr>
<td>Skye Ross Acting Manager Corporate Communications</td>
<td>City Governance</td>
<td>Yes</td>
</tr>
</tbody>
</table>

13  STAKEHOLDER IMPACTS

Graphic design services are provided by the Corporate Communication Branch to directorates across Council (and the Mayor and Councillors where appropriate). These service levels will be enhanced by the proposed change to the Graphic Design Internal resourcing.

14  TIMING

Not Applicable.

15  CONCLUSION

Based on 2009-10 figures the current resources mix for graphic design (excluding printing costs) is 51% outsourced 49% in-sourced.

It is considered that the current resourcing model of four full-time staff in the internal graphic design team within Corporate Communication Branch and an external graphic design supplier to provide the flexibility to service the requirements beyond the capacity of the internal team, provides the best value for money for Council. It provides many strategic benefits as listed in section 5.3 of the report, such as:

- Retention of a core level of industry knowledge and expertise internally
- Enables the integration and application of consistent standards of the GCCC Brand Guide.
- Flexibility in that the Graphic Design team is able to quickly adapt to the highs and lows of workload demand.
ITEM 2 (Continued)
RESOURCING MIX FOR GRAPHIC DESIGN PROVIDED BY THE CORPORATE
COMMUNICATION BRANCH
CM787/790/02/06(P1)

- Provides a first point of contact for the internal client which enables the Graphic
  Design team to develop business understandings that will best serve and meet the
  needs of its customers.
- Coordination of overall Council initiatives enables the identification of links between
  directorates and projects. This combines publications and campaigns where
  possible, saving Council money.
- Immediate response from the internal graphic design unit to meet unreasonable
  timeframes.

Since 2006, 665 existing and potential brochures have been converted to fact sheets or more
appropriate communication medium and there has been significant work undertaken to
combine many cross directorate initiatives which previously would have been undertaken on
an individual basis and at greater cost to Council.

The issue associated with emergency jobs queuing as identified in Section 5.4 of this
Report, can be overcome by further increasing the value of graphic design works that are
outsourced.

16 RECOMMENDATION

It is recommended that Council resolves as follows:

That the current model for the provision of graphic design services to the organisation be
maintained.

Author: Kerry Heldon
Manager Corporate Communication

Authorised by: Joe McCabe
Director City Governance

Co Author
Bob Towson Snr Project Officer
4 August 2010

TRACKS REF: 27902424

COMMITTEE RECOMMENDATION GA10.0915.002
moved Cr Sarroff seconded Cr McDonald

That the current model for the provision of graphic design services to the organisation
be maintained.

CARRIED
ITEM 3 CITY GOVERNANCE
COUNCILLOR ATTENDANCE – UTOPIA 2010 PIA QLD STATE PLANNING CONFERENCE – FROM 10 – 12 NOVEMBER 2010 COOLUM, QUEENSLAND
LG426/563/-(P2)

Refer 20 page attachment

1 BASIS FOR CONFIDENTIALITY

Not Applicable.

2 EXECUTIVE SUMMARY

Not Applicable.

3 PURPOSE OF REPORT

The purpose of the report is to seek Council approval for the attendance of Cr Betts, and any other interested Councillors at the Utopia 2010 PIA QLD State Planning Conference to be held from 10 to 12 November 2010 at Coolum, Queensland.

4 PREVIOUS RESOLUTIONS

Not Applicable.

5 DISCUSSION

The theme of the 2010 PIA Queensland State Planning Conference is to inspire and create debate about the desirability of pursuing and planning for utopia. The conference program is focused on three streams being people, places and productivity with a range of interesting study tours and quality speakers, including Olympic gold medallist Steven Bradbury.

The Gold Coast City Council is a Silver Sponsor of the conference.

The Utopia 2010 PIA Qld State Planning Conference will be held at the Hyatt, Coolum from 10 to 12 November 2010.

Key Note speakers are:

- The Honourable Stirling Hinchliffe MP Minister for Infrastructure and Planning.
- Dr Peter Ellyard BSc. Agr, MS, Ph.D - Chairman of the Preferred Futures Institute and the Preferred Futures Group and also Chairs the Sustainable Prosperity Foundation.
- Steven Bradbury OAM – former Olympian Champion.
- Tania Major - Young Australian of the Year 2007.
- Phillip Follent - Government Architect for the State of Queensland
- Jim Soorely - previous Lord Mayor of Brisbane
ALIGNMENT TO BOLD FUTURE VISION, CORPORATE PLAN, OPERATIONAL PLAN

The Gold Coast City Council Corporate Plan 2009-14 plays a key role in ensuring good governance by the Gold Coast City Council on behalf of the Gold Coast community.

Strategic Priorities

- **A City Leading by Example**
  1.3.1 Develop leadership in the city by encouraging strong partnerships across government, business and the community in order to progress the community’s visitation for the city.
  1.3.2 Encourage leaders from all sectors of the city, as well as those who represent the city (State and Federal Governments) to act as advocates nationally and internationally, supporting the city’s continued development and success.

- **A city connecting people and places**
  3.6.2 The city and individual local communities actively participate in local, regional and international networks, enabling us to connect with and learn from other communities across the globe.

- **A city with a thriving economy**
  5.4.6 Attract and support events that produce economic and social benefits for the city and enhance the city’s image.
  5.5.4 Promote Gold Coast City nationally and internationally as an ideal place for public/private investment in key physical and community infrastructure.

7 FUNDING AND RESOURCING REQUIREMENTS

Registration per delegate is $1.300 (GST inclusive) $1,300
Accommodation Costs are $220 per night for 2 nights $ 440
Funding to be made available from Councillors’ Conference Allocation.

Human Resources

Not Applicable.

8 RISK MANAGEMENT

Not Applicable.

9 STATUTORY MATTERS

Not Applicable.

10 COUNCIL POLICIES

- Expenses Reimbursement And Provision of Facilities For Mayor And Councillors Policy.
ITEM 3 (Continued)
COUNCILLOR ATTENDANCE – UTOPIA 2010 PIA QLD STATE PLANNING CONFERENCE – FROM 10 – 12 NOVEMBER 2010 COOLUM, QUEENSLAND
LG426/563/- (P2)

11 DELEGATIONS

Not Applicable.

12 COORDINATION & CONSULTATION

Not Applicable.

13 STAKEHOLDER IMPACTS

Not Applicable.

14 TIMING

Council and Standing Committee meetings that coincide with the dates on which the Conference is to be held are as follows:

- Corporate Governance & Administration – Wednesday 10 November 2010
- Finance Committee – Wednesday 10 November 2010

15 CONCLUSION

It is considered appropriate that Cr Betts and any other interested Councillors attend the utopia 2010 PIA Qld State Planning Conference to be held in Coolum from 10 to 12 November 2010.

16 RECOMMENDATION

It is recommended that Council resolves as follows:

1 That Council approves the attendance of Cr Betts and any other interested Councillors at the utopia 2010 PIA Qld State Planning Conference to be held in Coolum from 10 to 12 November 2010.

2 That funds be allocated from HE12 7704 (Cr Betts).

Author: Sarah Falconar
Manager Community Relations
31 August 2010

Authorised by: Joe McCabe
Director City Governance

TRACKS REF: ::ODMA\PCDOCS\TRACKS\28751703v1
ITEM 3 (Continued)
COUNCILLOR ATTENDANCE – UTOPIA 2010 PIA QLD STATE PLANNING
CONFERENCE – FROM 10 – 12 NOVEMBER 2010 COOLUM, QUEENSLAND
LG426/563/-/(P2)

Committee Recommendation Changed at Council 17 September 2010

COMMITTEE RECOMMENDATION GA10.0915.003
moved Cr Sarroff seconded Cr McDonald

1 That Council approves the attendance of Cr Betts and any other interested
   Councillors at the utopia 2010 PIA Qld State Planning Conference to be held in
   Coolum from 10 to 12 November 2010.

2 That funds be allocated from HE12 7704 (Cr Betts).

CARRIED

CHANGED AT COUNCIL 17 SEPTEMBER 2010
RESOLUTION G10.0917.013 Moved Cr Shepherd Seconded Cr Wayne

That Committee Recommendation GA10.0915.003 be adopted, with the addition of
Cr Shepherd’s attendance with funds allocated from HE09 7704, and Cr Wayne’s
attendance with funds allocated from HE02 7704.

CARRIED
Invitation to Utopia

Join Us in ‘Utopia’

The PIA Sunshine Coast Branch welcomes you to join us at the Hyatt, Cooloong to explore ‘utopia’ - a place or state of ideal perfection, from the Greek meaning either ‘a good place’ or ‘no place’.

The theme of the 2010 PIA Queensland State Planning Conference is deliberately provocative, and aims not only to set the scene and venue for this year’s conference (which could well be considered utopian) but also to the aspirations of planners and related practitioners in seeking to find, create or even just visit utopias.

This year’s conference is sure to inspire and create debate about the desirability of pursuing and planning for utopias. The conference program is focused on five streams being people, places and productivity with a range of interesting study tours and qualified speakers, including Olympic gold medalist Steven Bradbury.

Home of the Australian PGA Championship, a conference at the Hyatt, Cooloong would not be complete without pre-conference golf events and for the young at heart, a Beach Olympics. This year’s social activities also include the Welcome Reception, a Greek Toga Pool Party and the final night’s Awards Ceremony and Conference Dinner. A range of partner tours and day spa opportunities will also be available to enjoy, as well as all of the other highlights for which the Sunshine Coast is renowned.

Once again, the conference will have a trade display area exhibiting the diversity of businesses and organisations that make up the planning profession. Our appreciation goes to the incredible support of our sponsors who are helping us to deliver a fantastic professional development and social program.

As the conference convenor, I would also like to gratefully thank and recognize the dedication, support, time and efforts of the conference committee, in particular Kaye Mills and all those who have provided valuable assistance to make this year’s conference one to be remembered.

I look forward to seeing you at the beautiful Sunshine Coast from 10-12 November, where I hope the Hyatt, Cooloong will become your utopia, even if just for a moment.

Fiona Fullarton
PIA Sunshine Coast Branch President &
PIA QLD State Conference Convener.

Committee members:
Sharin Briggs
Sian Davis
Prue Eade
Fiona Fullarton (Chair)
Annie Lindemann
Kaye Mills (Division Manager)
Jason Hague
Stephanie Pailey
Nick Pickard
Jolanta Brest
Mick Steelberg
Drew Westbrooks
Paul Waychardt

Trade Displays:
- Department of Infrastructure and Planning
- Gold Coast City Council
- Herbert Geer
- Investa
- Sunshine Coast Regional Council
- Toowoomba Regional Council
- University of the Sunshine Coast

If you are interested in supporting this conference and promoting your organization through conference sponsorship or trade display please contact:

Melanie Adam
Business Development Manager.
E-mail: Melanie.Adam@pduqldplanning.org.au
Phone: 07 3231 1440

Opening Session
Welcome to Utopia

Honourable Stirling Hinchliffe MP*
Minister for Infrastructure and Planning

* As Queensland’s Minister for Infrastructure and Planning, Stirling Hinchliffe plays a key role in the State Government’s policy responses to growth management and development. He brings industry experience to the position, having previously worked as Manager of Policy and Research with the Property Council of Queensland branch and as a self-employed property industry analyst. Stirling Hinchliffe was previously elected as an alderman at all three levels of Government. First elected to the Queensland Parliament as the Labor Member for Stafford on 9 September 2006. Sitting was returned on 27 March 2009. Having served three years in the first term and a Parliamentary Boundary. Sitting was promoted to Caboolture on 29 March 2010.
About Utopia (Hyatt Coolum)

Set on 150 hectares of natural bushland, woodlands, wetlands, gardens, rainforest and a private beach, the Hyatt Regency Coolum offers the ultimate holiday experience. Hop into the Pacific Ocean and enjoy the azure blue water. Take a walk along two kilometres of private beach. Whether you want to have an action-packed vacation filled with activities such as golf, hiking and bike riding or a quiet and relaxed holiday where you can enjoy massages and facials at the spa, you are spoilt for choice at the Hyatt Regency.

WORLD CLASS FACILITIES. - The luxurious resort offers world-class facilities and is inaccessible to any other accommodation in the Sunshine Coast. The resort not only is close to nearby activities and attractions, it offers an abundance of things for you to do within the Hyatt Regency itself.

There is the Tennis Centre that offers nine tennis courts, Squash courts, championship Golf Course, Resort Gift Shop, canoeing, hiking, swimming and Childcare Facilities available so you can truly enjoy yourself. The BERG metre golf course is home to the Australia PGA Championships and boasts manicured fairways that wind along native bushland and groves of melaleuca.

There is also a chipping green, practice bunker and an all weather floodlit driving range. The Spa offers 140 health and beauty treatments as well as a heated lap pool, aquapool pool, hair and beauty salon, aerobics and yoga studio and fully equipped fitness centre. Camp Hyatt Kids Club provides supervision and activities for children as young as six weeks old to teenagers.

DINING EXPERIENCES. If you want to discover the surrounding areas, visit Coolum or jump on the complimentary day shuttle to Noosa! To tantalize your taste buds, indulge in one of the dining choices including Lobby Lounge, Noodies, Pizzeria, Y4O, Eliza’s, Bruschetta Restaurant and McKenzies Grill. Enjoy fresh and high quality products that includes: grilled meats, seafood and poultry.

LUXURIOUS ACCOMMODATION. The resort offers a range of accommodation set amongst a beautiful landscape to offer peace and tranquility but ensures that it’s not too far from resort facilities. As well as the traditional accommodation, there is the exclusive Ambassadors Club that offers the epitome of luxury accommodation. This includes 18 luxury villas and the residences with exclusive facilities.

For more information about Hyatt Coolum’s facilities go to www.coolum. hyatt.regency.com

Theme

The theme of the 2010 Queensland State Planning Conference is Utopia - ὦ τοιχοπόλις - a place or state of ideal perfection, from the Greek meaning either ‘good place’ or ‘no place’. Deliberately provocative, this theme refers not only to the setting and venue for this year’s conference (which could well be considered utopian) but also to the aspirations of planners and related practitioners in seeking to find, create or even just visit utopia. At the end of the first decade of the 21st century and at a time of seemingly global economic, social and environmental uncertainty it is tempting to think that utopia is further away than ever. But is this so? And if it is, can we do anything about it? Are we idealists or do we need to be realists? Is utopia a state that can be achieved or a place of non-existence?

The conference theme includes three streams relating to people, places and productivity which are intended to provide a framework for further considering the pursuit of utopia and the questions posed above.

Logo Concept and Symbology

The concept behind the logo cultivates the conference theme of “Utopia” and the primary elements of the PIA conference. An additional focus was created based on the role of PIA itself; attempting to project its focus on developing and sustaining growth and connectedness within the community. The visual aesthetics of the logo are closely related to the lifestyle of the Sunshine Coast, projected through a visually stimulating use of colour, illustration and form; all combined to present unity and connectedness through the one dynamic logo.

The design of the logo involves the three relevant pieces representing the three streams, with a centrepiece to present a foundation for the conference; being the PIA. Due to the role of the PIA and its direct involvement in the “Utopia” conference, a plant symbol locates the theme of growth and development that sustains the three areas of ‘people’, ‘places’ and ‘productivity’. A less obvious feature of the logo is the white dividing lines between the three outer pieces, starting from the centre going to the outer edge - laying out the shape of the letter ‘P’ as referred to as the three ‘Ps’ for ‘people’, ‘places’ and ‘productivity’. PIA 2010 State Conference Logo designed by Sam Hall, winner of the logo competition held at the University of the Sunshine Coast.
Keynote Speakers

**‘MC’**
Mark Doonar  
MPA CPP

Mark is a master planner and urban designer. He actively engages stakeholders; uses quality people with relevant skills and disciplines; brokers the master planning of projects to adequately represent private and public sector interests; and harnesses the economic drivers of projects. Mark works with Government officers and elected representatives, community groups and built environment professionals across engineering, architecture, landscape architecture, surveying and real estate development. Mark is an accomplished public speaker and has taught undergraduate and postgraduate planning, design and transport courses.

Mark is a Corporate CPP member of the PIA, and has agreed to MC our conference again this year following rave reviews from delegates when he MC’d our 2009 State Conference at the Brisbane Convention Centre.

**‘Futurist’**
Dr Peter Elyard  
BSc Agr, MS, Ph.D

Dr Peter Elyard is a futurist and strategist who lives in Melbourne. Peter is a graduate of Sydney University (BSc Agr) and of Cornell University (MS, Ph.D.). He is currently Chairman of the Preferred Futures Institute and the Preferred Futures Group, which he founded in 1991. He also Chairs the Sustainable Prosperity Foundation.

Peter is a former Executive Director for the Australian Commission for the Future. He held CEO positions in a number of public sector organizations over 15 years including two associated with Environment and Planning, and one with Industry and Technology, and was also Chief of Staff of an Environment Minister in Canberra for 3 years. He is Adjunct Professor of Interdisciplinary Strategic Studies at the University of Queensland and is a Fellow of the Australian College of Educators, the Environment Institute of Australia and New Zealand and the Australian Institute of Management. He is an elected Member of the International Union of Associations, based in Brussels, which has 45,000 International NGO members. Peter is also a Director of Green Cross Australia.

Dr Peter Elyard has been a Senior Advisor to the United Nations system for more than 30 years including to the 1992 Earth Summit where he was a senior advisor on both the climate change and the biodiversity conventions. In this he was the only Australian and one of only 20 globally. At other times he has been a senior consultant to the UNEP, UNDP and UNESCO. He is the author of the best selling book ideas for the New Millennium (1998,2001) and Designing 2050: Pathways to Sustainable Prosperity on Spaceship Earth (2008) He is an enlightening, challenging, thought-provoking and inspirational speaker.

**Getting Lucky in Utopia**

Steven Bradbury  
OAM

Glimpse over the finish line at the 2002 Salt Lake City Winter Olympic Games saw Steven Bradbury’s name etched into the history books. With Steven finishing in fifth place in the 1000m final, race favourite Apolo Anton Ohno from the United States and three skaters, fell in a tangle on the ice. Leaving the path clear, Steven glided across the finish line in first place and became the first Australian to win a Winter Olympic Gold Medal. For the speed skater with the eye-catching spiky bleached blond hair and charismatic grit, it was a fitting end to his athletic career. In an interview after winning the gold, he said,

"Obviouslly I wasn’t the fastest skater. I don’t think I’ll take the medal as the minute and a half of the race I actually won. I’ll take it as the last 12 years of hard slog I put in."

Steven Bradbury is one of the world’s most recognisable & colourful Olympic champions. Steven has an impressive career as an Olympic athlete that has been driven by determination, sacrifice and most importantly a will to succeed. Steven’s achievements in speed skating include:

- Australia & Southern Hemisphere's 1ST EVER Winter Olympic gold medalist
- Australia's 1ST Winter Olympic medalist (1994 Bronze Medal 5000 metre relay)
- 3 time world championship medalist (Gold-1991, Bronze-1993, Silver 1994)

The Bradbury story is one of the true Aussie battler who overcomes all adversity to achieve the ultimate goal. As well as being entertaining and inspired you will be left with a lasting impression that much of the pride is in the journey and that success takes passion, perseverance and teamwork. Some people have described Steven’s victory as lucky. Winning Olympic gold took a lot more than just luck. The same as in business, strategy and planning were key ingredients in that success. Four Olympic campaigns and 12 years of hard training including an Olympic Bronze in 1994, 111 stitches in his leg and in the year 2000 a broken neck are testimony to that hard work and persistence.
Tania Major is a Kokoberra woman from the remote community of Kowaman in Cape York Queensland. She holds a degree in Criminology from Griffith University, and at 21 became the youngest elected regional councillor in the Aboriginal and Torres Strait Islander Commission (ATIDC). In 2006 Tania was announced as the Queensland Young Australian of the Year, and was further honoured by being named the Young Australian of the Year in January 2007. She was also voted as Young Leader of the Year for the 2007 Deadly Awards, and YEN Young Woman of the Year for Community Vision. Tania has also achieved international recognition in winning the Political Legal and/ or Government Affairs section of the Junior Chamber International's Outstanding Young Persons of the World contest held in India in 2007.

Since 2002 Tania has publicly addressed many national and international forums, speaking on indigenous and youth affairs as these relate to remote communities, particularly those in Cape York. Along with her mentor, Noel Pearson, she has tried to bring the realities of life in many of these communities to the fore of wider Australian thinking and to engage mainstream Australians in the collaborative challenge of seeking solutions to long standing problems.

After 4 years with the Cape York Institute for Policy and Leadership, Tania has now established her own private consultancy and advocacy business. She has recently completed her Masters degree in Public Policy at Sydney University and hopes to use her new career to broaden her work as an advocate for fundamental change and to strengthen understanding between Indigenous, and all other, Australians.

Philip Follent is the Government Architect for the State of Queensland providing leadership and championing the critical role of design in shaping Queensland's urban realm and meeting the challenges of the future.

As Government Architect, Philip's roles include the Chair of the Board for Urban Places providing independent design advice to Government on urban and regional policy and infrastructure. Philip is a design advocate, practitioner and educator. He has received numerous Regional and State architecture awards including the RAIA Robin Dods Award in 1999. Philip is one of the youngest architects to be made a Fellow of the Royal Australian Institute of Architects in 1999 and was awarded life fellowship in August of 2007. He has lectured in Architectural Design and Theory, had the honour of being named Lecturer of the Year at QUT in 1996 and was appointed an Adjunct Professor of Architecture at QUT in 2003.

Philip's passions include the environment, heritage and sustainability and led to his presidency of the Gold Coast environmental watchdog organisation 'Friends of Currumbin' for six years. His environmental work has involved the preparation of major submissions to both local and state government bodies. His efforts were recognized by a Golden GECKO Award from the Gold Coast and Hinterland Environment Council in 1994. Philip was the Gold Coast City Council's City Architect in the Office of City Architect & Heritage from 2003 to 2006 and has held the role of Government Architect since September 2006. Recently he was a keynote speaker at the 2009 World Architecture Festival in Barcelona.

Jim Soorley has formal qualifications of a Bachelor of Arts with majors in Psychology from Macquarie University and a Master of Arts in Organisational Psychology from Loyola University, Chicago. He has extensive experience working in the executive recruitment industry.

Jim was Lord Mayor of Brisbane from 1991 to 2003, presiding over an annual budget of $1.6 billion and a workforce of 7,000. He was elected four times until he stepped aside after twelve years. His greatest achievements as Mayor were taking Brisbane from a city with a country town mentality into a vibrant urban metropolis without compromising its livability.

Since leaving the Mayoralty, Jim has been working as a consultant for governments and businesses across a range of issues relating to sustainable development, partnerships between government and corporations, and environmental initiatives. He advises on strategy, management and political risk for his clients who include state and local governments and companies in the banking, manufacturing, retail and property sectors. He also chairs several boards, including:

1. Chair of the Creative Industries at QUT
2. Chair of the Don Dunstan Foundation in Brisbane
3. Chair of Queensland Partnership Group, a joint venture between the private sector and Local Government of Queensland
4. Newly-appointed Chair of Unity Water, one of three new retail water corporations in South East Queensland

Session 2
‘Utopian ideals’
Sponsored by:
The Keeble Lecture

About Lewis Keeble

Lewis Bingham Keeble was born in London 1 January 1915 and died in Oxford on November 12, 1994 aged 79. He was a truly remarkable man who founded a thriving town planning school in Queensland in the 1970s, enriching the academic and professional scene for more than a decade.

Lewis Keeble's 1989 book Principles and Practice of Town and Country Planning said: "The art and science of ordering the use of land and the character and siting of buildings and communication routes so as to secure the maximum practicable degree of economy, convenience and beauty."

The PIA Queensland Division has held this prestigious annual Keeble Lecture for many years.

Dorte Ekelund

Dorte Ekelund, Executive Director of the Major Cities Unit at Infrastructure Australia, has over 25 years experience in urban and regional planning. Prior to joining the Australian Government in November 2004, she was the Deputy Director General of the Western Australian Department for Planning and Infrastructure, and a member of the Western Australian Planning Commission. Dorte previously held the role of Deputy Chief Planning Executive at the Australian Capital Territory Planning and Land Authority, and formerly worked for a number of Australian local government authorities.

Dorte is experienced in urban development coordination, infrastructure planning, statutory planning, planning system reform and governance reform. She has a strong interest in climate change, water quality planning, living and housing affordability, and the integration of transport and other infrastructure investment with strategic land use planning.

In her current role, these interests come together in considering the challenges facing Australian cities, and how cities can contribute to improved outcomes for communities and the environment. In March 2012, the State of Australian Cities 2010 report, prepared by the Major Cities Unit, was released — representing the first time an Australian Government has prepared such a comprehensive picture of urban Australia. The Unit is presently preparing a national urban policy.

Dorte has a Bachelor of Urban and Regional Planning (Class 1 Honours) and a Masters of Business Administration. She is a long time member of PIA.

Leadership for an Urban Utopia

Communities across the globe are facing an unprecedented rate of change because of population growth and urbanisation, changes to age structure, structural shifts in economies, rapid technological innovation, climate change uncertainties and the threat of resource limitations. Cities are seen as significant contributors to the world's ills, yet they are now the chosen home for more than 50% of humanity.

Australia is one of the most urbanised countries in the world with 75% of Australians living in centres over 100,000 and generating approximately 80% of the nation's wealth. Yet our Constitution suggests that urban policy is not a matter for national governments. The Rudd Government, like previous Labor governments, has a differing view.

This current Australian government argues that cities are too important for national prosperity and wellbeing to ignore. It established the Major Cities Unit to provide coordinated action across all spheres of government, the private sector and the community to improve the productivity, liveability and sustainability of Australian cities.

The Keeble lecture will explore the role of leadership in transforming our cities with a view to a contemporary urban utopia.

Planning Institute of Australia
Wednesday Pre-Conference Options

Golf
18 hole Ambrose competition (maximum 32 players)
Join your colleagues for 18 holes of golf at the prestigious Hyatt Regency Coolum. The course, which was designed by the renowned golf course architect Robert Trent Jones Jr, is the home of the Australian PGA Championship. This event provides an ideal opportunity for you to enjoy one of the finest resort courses in Australia. Places are limited so book early to avoid disappointment.

- PRE-BOOKING WITH CONFERENCE REGISTRATION IS ESSENTIAL
- Starting tee time 12:30pm, last tee time 1:30pm
- Price includes green fee and motor cart hire
- Register at the Pro Shop at 12pm
- Golf Shoes are compulsory and a collared shirt and tailored shorts or trousers are required.
- Lunch is not included. Cold drinks and snacks can be purchased from the pro shop or drinks cart

Time: 12:00pm-6:30pm Wednesday 10th November
Price: $125 per person

Golf Clinic
1hr Professional golf clinic (maximum 8 people per professional golfer)
The Clinic is a perfect way to introduce golf in a non-threatening and productive way. Ideal for experienced golfers and beginners alike. From the basic swing to chipping or putting, the Hyatt Regency PGA qualified golf-teaching professionals can offer tuition to increase everyone’s confidence on the course or driving range.

- PRE-BOOKING WITH CONFERENCE REGISTRATION IS ESSENTIAL
- Meet at the Education Centre at 2:30pm
- Wear comfortable shoes (such as runners) - golf shoes not compulsory.

Time: 2:30pm-4:00pm Wednesday 10th November
Price: $45 per person all inclusive

Beach Olympics
A series of fun team events conducted on the beautiful Sunshine Coast Beach, ranging from Tug-a-War, Clubbie relay, Trench and Castle, Beach (water balloon) Volleyball and Hokey Bin along with a selection of traditional Surf Carnival events. Teams can produce their own banner and war cry, with cumulative points awarded for physical prowess, ingenuity, salesmanship and enthusiasm, determining the winners!

- PRE-BOOKING WITH CONFERENCE REGISTRATION IS ESSENTIAL
- Minimum 20 people to run this event
- Bring a hat and cameras, all other material including 2 x bottled water for each competitor is provided

Time: 3:00pm-5:00pm Wednesday 10th November
Price: $90 per person

Prize giving for Golf and Beach Olympics will be at the Welcome function, 7:00pm at Elizee Restaurant.
Climb Mount Coolum
A walk up Mount Coolum - an isolated volcanic dome situated next door to Hyatt Regency Coolum. The 360-degree overview of the Sunshine Coast, coastline and beaches is truly magnificent. Your guide will share the legend of Mt Coolum along the hike as well as point out the usual diversity of plant life within this confined area. A hat, and a pair of good walking shoes are essential. Please note that the Mt Coolum walk requires an established level of fitness, and is graded as ‘strenuous’.

Time: 3.00pm-5.00pm Wednesday 10th November
Price: $30 per person (for guided tour)

Noosa Trip - Partner Option
Enjoy an afternoon in Noosa Heads. Take the opportunity to stroll through the world renowned Noosa National Park with its rainforest and superb coastal walking tracks, or just relax amid the variety of restaurants shops and Cafes in Hastings Street.

Time: 12:00pm - 4:00pm, afternoon, Thursday 11th November
Price: $30 for return transport - minimum 15 maximum 21 people

Cooking Class - Partner Option
Learn the skills of a Resort Chef to create a range of menu items, easily reproduced to impress at home dinner parties. These are active cooking classes and are conducted by the Resort’s qualified chefs in designated restaurant kitchen. Guests must adhere to the following dress standard to ensure their safety, enclosed flat shoes, comfortable clothing including knee-length or long trousers and t-shirt. Minimum jewellery preferable. Each guest prepares a whole dish and may consume this as part of the class. All participants are provided with a chef’s hat, which may be kept by each guest. Digital photos will be taken during the class. All participants must be 16 years or over.

Time: 11.00am - 1.00pm Friday 12th November
Price: $130 per person (incl. wine to compliment each course) - minimum 12 maximum 18 people

Hyatt SPA Treatments
See page 16 for special conference rates.

PLEASE NOTE:
Meet at the Hyatt Coolum Ball Desk for ‘Climb Mount Coolum’, ‘Beach Olympics’, ‘Noosa Trip’ and ‘Cooking Class’. Other activities are available such as tennis, trips to Australia Zoo etc. For other activities book directly with the hotel.
### Wednesday 10th November

**PRE-CONFERENCE**
12:00pm - 1:30pm
4:00pm - 6:00pm
Golf/Beach Olympics/Mi Coolum walk (see details on pages 8 and 9)
Registration Desk at Hyett Coolum

**EVENING**
5:30pm - 8:30pm
[Eliza’s Restaurant]
WELCOME DRINKS
Dress: casual

### Thursday 11th November

**PRE-CONFERENCE**
6:30am - 9:00am
7:30am - 1:30pm
Continental breakfast at leisure (for hotel guests)
Registration Desk

**OPENING**
8:30am - 9:00am
[The Pavilion Lawn]
Welcome to Utopia
Indigenous ceremony by representatives from the Traditional Owners (Gubbi Gubbi)

8:30am - 9:00am
[The Pavilion]
Opening Ceremony
HONOURABLE STIRLING HINCHLIFFE MP, Minister for Infrastructure and Planning
MARK DOONAR MC
MAYOR BOB ABBOTT, Sunshine Coast Regional Council
DYAN CURRIE, President of PIA Queensland Division

**SESSION 1**
9:30am - 10:30am
[The Pavilion]
Imagining Utopia
DR PETER ELLIYARD
Morning Tea in the trade display area and Pavilion lawn

10:30am - 11:00am
Utopian Ideals
One minute’s silence for Remembrance Day
PEOPLE - TANIA MAJOR
PLACES - PHILIP FOLLENT
PRODUCTIVITY - JIM SQUIRES
Lunch in the trade display area and Pavilion Lawn

**SESSION 3**
[Off site]
Visit Utopia (see site tour details on page 12)
1:30pm - 5:00pm
6 People - SWMCA Group
3 People - Noosa
3 People/PLACES/PRODUCTIVITY - Kawana Waters

**EVENING**
6:30pm - 10:00pm
[Village Square Pool]
TOGA POOL PARTY
BBQ BUFFET DINNER Dress: Toga or white clothing
### Conference Program

#### Friday 12th November

**PRE-CONFERENCE**
- 6:00am - 9:00am: Continental breakfast at leisure (for hotel guests)
- 8:00am - 9:00am: Registration Desk
- 9:00am: PIA Queensland AGM in The Pavilion

**SESSION 4**
- [The Pavilion]
- 9:00am - 10:00am: The Keeble Lecture
- DORTE EKELUND, Executive Director of the Major Cities Unit at Infrastructure Australia
- Morning Tea in the Trade Display Area and Pavilion Lawn

**SESSION 5**
- [Break Out Rooms]
- 10:30am - 12:00pm: Towards Utopia - Concurrent Sessions (visit www.planning.qld.gov.au for full list of concurrent sessions)
- 9a PEOPLE - Mt Coottham 1 Room
- 9b PLACES - Mt Coottham 2 Room
- 10c PRODUCTIVITY - Yandina Room
- Lunch in the Trade Display Area and Pavilion Lawn

**SESSION 6**
- [Break Out Rooms]
- 1:00pm - 2:30pm: Towards Utopia - Concurrent Sessions (visit www.planning.qld.gov.au for full list of concurrent sessions)
- 9a PEOPLE - Mt Coottham 1 Room
- 9b PLACES - Mt Coottham 2 Room
- 10c PRODUCTIVITY - Yandina Room
- Afternoon Tea in the Trade Display Area and Pavilion Lawn

**SESSION 7**
- [The Pavilion]
- 3:00pm - 3:30pm: PANEL DISCUSSION - Lessons from Utopia
- STEVEN BRADBURY OAM
- Conference close

**EVENING**
- [The Pavilion]
- AWARDS CEREMONY and CELEBRATION DINNER
- Dinner: Buffet-style
- Pre-Drinks on the Pavilion Lawn
- Awards Ceremony for the PIA QLD Awards for Excellence in Planning
- Celebration Dinner and music by the seven-piece band Savvy

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**PLEASE NOTE:**
- 13 PD points apply for full conference including AGM
- PD = 1 point per session hour

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Site tour 3a

People - Buderim Group

After World War II, the people of Buderim established the War Memorial Community Centre as a living memorial. Since then the Association has become an integral part of Buderim, through managing community properties, and further developing the strong sense of community that enables Buderim to retain its unique qualities and spirit. This tour will visit several historical sites managed by the association and you will hear their stories.

Site tour 3b

Places - Noosa

Noosa was declared as Queensland’s first Biosphere Reserve by UNESCO in September 2007. The Biosphere status came about as a demonstration of UNESCO’s intent to re-vitalise the program and highlight areas that demonstrate innovative approaches to conservation and sustainable development. Biosphere Reserves are now more than just protected areas and are about developing quality economies, living laboratories and sharing the experiences. Come on this tour and hear the stories of what living in a Biosphere means for the Noosa community.

Site tour 3c

Productivity - Merocochydore

By 2001, Merocochydore Centre will be a vibrant sub-tropical community strategically placed to serve as the social and economic hub of the Sunshine Coast. A renowned destination where people live, learn, play and succeed. Merocochydore Centre is emerging as the Principal Activity Centre foreseen by the SEQ Regional Plan. This tour will showcase the structure planning approach undertaken in a set timeframe to bring Merocochydore forward and will inform about the techniques and lessons learned.

Site tour 3d

People / Places / Productivity - Kawana Waters

Kawana Waters commenced in 1990 as a State Government/developer partnership, with the shared aim of linking Caloundra to Mooloolaba. Delivered under a unique master planning process, it comprises a series of compact urban neighbourhoods and will ultimately include a mixed use town centre that will form the heart of Kawana Waters. Come on this study tour and see the unique context and qualities of Kawana Waters and the rare mix of challenges and opportunities presented in delivering the long-term vision set up by the Master Plan.

PLEASE NOTE:
Meet at Hyett Coolum Bell Desk for all site tours.
Welcome Drinks

Date & Time: Wednesday 10 November 2010, 5.30pm – late
Venue: Eliza’s Restaurant & Fraser’s Bar
Dress: Casual
Cost: Included in a full registration. Additional tickets available at $100 per person (incl GST).

Toga Pool Party

Date & Time: Thursday 11 November 2010, 6.30pm – 10.30pm
Venue: Village Square Pool
Dress: Toga or something white
Cost: Included in a full registration. Additional tickets available at $115 per person (incl GST).

Awards Night & Celebration Dinner

Date & Time: Friday 12 November 2010, 6.30pm – late
Venue: The Pavilion
Dress: Suit/Cocktail
Cost: Included in a full registration. Additional tickets available at $195 per person (incl GST).

Welcome to SAVVY - Your Friday Night Entertainment

Daryl Murphy needs no introduction. His stylistic versatility, incredible vocal range and zest for being on stage are world renowned. Daryl's performances credits include working with Keith Urban, The Veronicas and Powderfinger.

Combine this with five of Brisbane’s most accomplished musicians and you have an energetic, fun and professional outfit which will captivate any audience.

Having performed at hundreds of major corporate events, the members of Savvy consistently deliver the complete entertainment package.

Savvy...to be well informed and perceptive...

Young Planners and Social Networking

Want to meet other young planners? Meet at the Village Square Bruschetta Bar 30mins prior to each evening’s event.
The Sunshine Coast

Queensland's abundant sunshine and beautiful coastline makes it Australia's premier conference and holiday destination. Boosting 300 days of sunshine a year, the Sunshine Coast stretches from Caloundra in the south to Noosa in the north. Just over one hour's drive from Brisbane, the region takes in more than 100 kilometres of pristine beaches, the bustling coastal towns of Caloundra, Mooloolaba, Maroochydore, Coolum and Rainbow Beach, the sophisticated style of Noosa and the rolling green hinterland of the Glass House Mountains, the Blackall Range and the Mary Valley.

Getting there

Just over an hour from Brisbane, the Sunshine Coast is an easy and pleasant drive. Why not travel smart and car pool. If you are flying into Brisbane Airport you may want to get a shuttle bus transfer direct to your accommodation. Even closer at hand is the Sunshine Coast Airport, conveniently sited just a couple of minutes drive from the Hyatt Regency Coolum and a direct destination for both Jetstar and Virgin Blue flights from Sydney, Melbourne and Adelaide.

Coolum

Coolum Beach, with its rocky headlands and secluded forest-fringed coves, is the perfect place for a lazy holiday with easy reach of popular visitor attractions. The surf beaches here are the best on the Sunshine Coast and the main beach is patrolled every day of the year for safe surfing.

Attractions:
- Great bush walking in the Perigean Beach Environmental Park and Coolum National Park. Take the one and a half hour trek to the summit of Mount Coolum for some spectacular views.
- Why not bring your bike and enjoy the coastal path...

Noosa

Just 20 minutes drive or a short bus ride from the Hyett Regency Coolum, Noosa is called the 'Lifestyle Capital of Australia' with its picturesque beaches and coves with the sophisticated charm of cosmopolitan restaurants, chic sidewalk cafes and specialty designer boutiques. Nearby is Noosa National Park, the Teewah Coloured Sands and the natural wonderland of the Noosa Everglades in the Cooloola National Park.

Attractions:
- Catch the Noosa ferry to the Marina and explore Noosa's galleries, specialty shops and beachside restaurants.
- Go fishing with Noosa Surf Fishing Tours to some of Australia's best fishing grounds with local experienced guides.
- Relax on a river cruise through the freshwater lake system to the Everglades, noted for their tranquil waters.

Eumundi

Eumundi is one of the best-known Sunshine Coast hinterland towns, just a 15 minute drive from Noosa. The town is a blend of old and new historic buildings, modern galleries, local history museums, wineries, a boutique brewery and the town's famous markets with more than 500 stalls, every Wednesday and Saturday mornings.

Montville and the hinterland

Montville is referred to as the creative heart of the Sunshine Coast. Along Montville's tree-lined streets are a myriad of art and craft galleries, pottery studios, bookshops, gift and antique shops. The quaint mountain village set amidst the dramatic scenery of the Blackall Range also offers a diverse range of accommodation, while its restaurants, tearooms and cafes are housed in Tudor, Irish and English cottages, Swiss and Bavarian chalets and colonial Queenslanders.

Attractions:
- Mary Cairncross Park - a rainforest area with easily negotiable walkways and bridges, a black, picnic and barbecue facilities with the bonus of spectacular views of the Glass House Mountains and Moreton Bay.
- A drive through the charming hilltop towns of the Blackall Range makes for an enjoyable day out and takes you past some of the most beautiful views in Queensland. As well as Montville, Maleny and Buderim are also full of fascinating art galleries, bizarre curio shops and deliciously tempting local food and wine outlets that many find impossible to resist, and that also provide an insight into Queensland's rich history and traditions.
- Other unique sights and experiences include the Big Pineapple at Nambour, Yandina's Ginger Factory and, of course, Australia Zoo at Beerwah, made famous the world over as the home of the Crocodile Hunter, the late Steve Irwin.

Rainbow Beach

A short 2 hour trip from the Hyett Regency Coolum, Rainbow Beach is the gateway to World Heritage listed Fraser Island, the largest sand bar in the world.

For other things to see and do on the Sunshine Coast visit:
www.tourismsunshinecoast.com.au
Our Planning, Government, Infrastructure and Environment lawyers design innovative solutions to meet all of your private and public sector challenges.

We pride ourselves on the strongly trusted client relationships that we've built by providing strategic and tactical planning, in-depth understanding, specialist experience and legal excellence in planning, government, infrastructure and environment.

Our key strengths are:
- the planning and development of major residential communities and retail, commercial and industrial projects;
- the preparation and review of master plans, structure plans and other planning instruments for major urban areas;
- the preparation and review of planning instruments including planning schemes, planning scheme policies and temporary local planning instruments; and
- the resolution of planning and environmental disputes.

We act for a wide range of state government entities, local governments and both listed and private development corporations.

Contact us now to find out more about the Herbert Geer difference.

Brisbane  Sydney  Melbourne

07 3853 8888  www.herbertgeer.com.au
Venue and Accommodation

HYATT REGENCY COOLUM
Warren Road, Coolum Beach
King rooms $250 per night (1-2 persons)
Twin rooms $200 per night (1-2 persons)
Woodland Villa $375 per night (4 persons) additional rate $60 per person per night on rollaway beds (max 2)
Continental breakfast is included in the above room rates.

CAMP HYATT for your children during conference:
There are both day and evening Camp Hyatt options available from 6 weeks to 10 years. For the full list of Camp Hyatt options, and to book your children, visit our web site www.planning.org.au > QLD and click on the link beneath the State Conference logo. Maximum numbers apply as outlined below.

Register early to ensure you do not miss out:
Postsums (6wks-2yrs) maximum of 9 children
Joey’s (2yrs-5yrs) maximum of 20 children
Kookaburras (5yrs-10yrs) maximum of 30 children
Minimum of 5 children are required for excursions and evening parties.

Conference Venue:
HYATT REGENCY COOLUM
For phone messages during the conference
ph: #3576 for internal calls, 07 5449 3576 external calls

Accommodation:
Check-in 2:00pm, check-out 10:00am

Visit The Hyatt Spa
Special treatment offer for PIA Conference 2010

1 hour Relaxation Massage $105.00 per treatment
A deeply calming and nurturing treatment combining flowing, relaxation and shiatsu movements, to ease away day stress and renew a sense of wellbeing.

1 hour Luminous Vitamin C Facial $105.00 per treatment
Energy boosting vitamin C fights environmental aggressions and the signs of ageing. A reparative combination of products drenches the skin with essential vitamins and leaves the skin nourished and revitalized.

1 hour Skin Coating Facial $105.00 per treatment
This gentle but effective treatment combiles highly comforting and regenerative benefits to relieve the symptoms of hypersensitivity and rosacea. Blisterness and inflammation are dramatically reduced using marine and botanical calming agents.

1 hour Luxury Pedicure $105.00 per treatment
Heaven for the mind, body and feet. This pedicure includes exfoliation and a lower leg and foot massage with warm volcanic pebbles to relieve muscle tension. (Complimentary sandals are not included with this Special Offer)

1 hour Luxury Manicure $75.00 per treatment
Truly pampering experience. This manicure includes gentle exfoliation, hand and arm massage with warm volcanic pebbles and a hydrating mask that will leave your hands feeling velvety smooth.

Bookings must be made with your conference registration to guarantee special conference rate. Specials apply for bookings 10th - 13th November.

To receive these special prices we need to book a minimum of 25 treatments (in advance).
Full Conference Registration Includes
- Attendance at all Conference Sessions
- Conference Welcome Bag
- Conference Handbook
- Entry to Trade Display
- All Conference catering
- Site Tour
- Attendance at the Welcome Function Wednesday night
- Attendance at the Gala Dinner Party Thursday night
- Awards Ceremony and dinner
- Conference Dinner Friday night

Attendence at Day Registration Includes
(for nominated day)
- Attendance at Conferences Sessions
- Entry to Trade Display
- Conference Catering
- Welcome Bag
- Conference Handbook

Conference registrations can not be shared. Strictly one delegate per registration only.

Conference Office Hours
- Wednesday 13th November 10:00am to 6:00pm
- Thursday 14th November 7:30am to 1:30pm
- Friday 15th November 9:00am to 3:00pm

Messages
Messages can be left for delegates during conference office hours. To leave a message, please call: ph: #5578 for internal calls, 07 5449 3578 external calls. A message board will be located adjacent to the conference office and all messages will be posted on this board.

Dress
A good standard of casual dress is required when attending the conference.

Name Badges
Your name badge must be worn at all times, as it is your entry to all sessions and inclusive functions.

Cancellation Policy
Registration cancellations will only be accepted in writing. Cancellations made prior to 3rd September will be refunded in full amount less $125.00 to cover administration costs. Cancellations made from 3rd September to 9th October will be refunded 50% of the full amount, and no refunds will be made after 9th October. As an alternative to cancellation, your registration may be transferred to another person without incurring any penalty. The organizers must be advised of the transfer in writing.

Disclaimer
The information in this brochure is correct at the time of printing. The organizers and organizers of the Planning Institute of Australia Queensland Division State Conference reserves the right to change, without notice, any aspect of the conference program.

Personal Insurance
Participants shall be regarded in every aspect as carrying their own risk for personal injury and loss or injury to property, including baggage during the conference. We strongly recommend that you take out a travel insurance policy at the time of booking your registration, travel and tours. The organizers will be in no way responsible for any claims concerning insurance.

Liability
In the event of industrial disruptions, the PIA and the organizers accept no responsibility for losses incurred by delegates and partners.

Accommodation
Accommodation room rates and availability can not be guaranteed after 19th August. Early bird closes 3rd August.

Payment
All prices are in Australian dollars and are inclusive of GST (unless otherwise stated). Cheques or bank drafts must be made out in Australian currency and drawn on an Australian bank and should be made payable to "PIA Qld Division" and forwarded to PIA Qld Division. Payment by credit card is acceptable for registration, function tickets, tours and activities. Registrations will not be processed until payment is received.

Discounted earlybird registration fees are only applicable if the registration form AND payment are received by 5:00pm on August 3rd 2010.

Conference Secretariat
PIA Qld Division
PO Box 208, Logan, QLD 4131
Phone: 07 3211 4443
Fax: 07 3211 4447
E-mail: pia2010@qldplanning.org.au

EARLYBIRD CLOSES 3rd AUGUST
### Conference Registration

#### SECTION A: PERSONAL DETAILS

<table>
<thead>
<tr>
<th>Title</th>
<th>First Name</th>
<th>Surname</th>
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<th>Organisation</th>
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**Preferred name on badge:**

**Special dietary needs:**

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**Make sure you register and pay before 3rd August to qualify for the earlybird discount special accommodation room rates and availability can not be guaranteed after 10th August**

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#### SECTION B: (A) REGISTRATION FEES

<table>
<thead>
<tr>
<th>Plan Description</th>
<th>Fee</th>
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<tbody>
<tr>
<td>Earlybird Full registration - PIA Member</td>
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<tr>
<td>Earlybird Full registration - Non Member</td>
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<tr>
<td>Standard Full registration - PIA Member</td>
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<td>Standard Full registration - Non Member</td>
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<tr>
<td>Earlybird Full registration - PIA F/T Student</td>
<td>$650</td>
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<td>Standard Full registration - PIA F/T Student</td>
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**DAY registration - PIA Member**: $650

**DAY registration - PIA Non Member**: $650

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#### (B) ACCOMMODATION

- **HYATT REGENCY COOLUM**: Includes continental breakfast for two
  - King Room: $220 x ____ nights
    - (includes up to 2 people)
  - Additional persons: $60 x ____ nights
    - (as per second person in room)
  - Woodland Villa: $375 x ____ nights
    - (maximum 2 people on roll away beds)
  - Additional persons: $90 x ____ nights
    - (as per additional person in room)
  - MANTRA SAND DUNES: breakfast not included

**Two bedroom Luxury Apartment**: $195 x ____ nights

**Three bedroom Luxury Villa**: $250 x ____ nights

**REGISTRATION FEES TOTAL**: $

**ACCOMMODATION TOTAL**: $

---

**ACCOMMODATION** = occupancy x number of nights

**SHARING WITH**:

**IN**:

**OUT**:

**Number of nights**:

**additional accommodation information**
### SECTION C: CATERING NUMBERS AND ADDITIONAL DINNER TICKETS

All dinners are included for Full Conference Registrations. Please indicate which events you will be attending for catering purposes and indicate if you wish to purchase guest tickets.

<table>
<thead>
<tr>
<th>Event</th>
<th>Delegates attending Y/N</th>
<th>Additional Tickets</th>
<th>Additional Guest Name</th>
<th>Cost per person incl gst</th>
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<td>Wednesday 10 November Welcome Drinks</td>
<td></td>
<td></td>
<td></td>
<td>$100.00</td>
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<td>Thursday 11 November BBQ Toga Pool Party</td>
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<td></td>
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<td>$115.00</td>
<td>$</td>
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<tr>
<td>Friday 12 November Awards and Conference Celebration Dinner</td>
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### SECTION D: SITE TOURS AND SESSION PREFERENCES

Note: Some sessions and all tours may have limited numbers.

**THURSDAY**
- 1:30-5:00pm: Site tours 3a-3d preference 1
- 10:30-12:00pm: Session 5a-5c preference 1

**FRIDAY**
- 1:00 - 2:30pm: Session 6a-6c preference 1

### SECTION E: WEDNESDAY AFTERNOON AND PARTNER OPTIONS

Additional tickets total $  

### SECTION F: PAYMENT DETAILS

- **section b:** (a) Registration Fees Total $  
- **section b:** (b) Accommodation Total $  
- **section c:** Social Program (additional tickets) Total $  
- **section e:** Wednesday p.m., Partner options and SPA $  

**TOTAL** $  

**PLEASE RETURN COMPLETED FORM:**

- By post: Planning Institute Australia Qld Division PO Box 295 Lowood, QLD 4311  
- By fax: 07 3211 4447  
- Or by electronic submission: e-mail - PIAA2010@qldplanning.org.au
ITEM 4 CITY GOVERNANCE DIRECTORATE
STAFF ATTENDANCE TO THE ANNUAL RMIA CONFERENCE 21-24 NOVEMBER 2010
LG449/142/11(P1)

1 BASIS FOR CONFIDENTIALITY

Not applicable.

2 EXECUTIVE SUMMARY

Not applicable.

3 PURPOSE OF REPORT

The purpose of this report is to seek endorsement from Council for two senior staff members, the Director of City Governance and the Manager of Corporate Risk to attend the 7th Annual Risk Management Institution of Australasia’s (RMIA) Conference, “Risk Management Excellence” held in Sydney from 21 to 24 November 2010.

4 PREVIOUS RESOLUTIONS

Not applicable.

5 DISCUSSION

RMIA is the largest professional association and peak body for risk management in the Asia-Pacific region. Members of RMIA cover every sector of the economy and all levels of government. This national conference is the most premier risk management learning event out of all the conferences held in regards to risk management, it offers a perfect blend of useful learning. The annual conference attracts around 600+ delegates and speakers from all corners of the globe, creating an international forum for risk management. This conference comprises many different workshops that run concurrently, therefore represents a good opportunity for the two staff members to attend a wide cross section of relevant topics to maximize learning’s.

The conference commences on Sunday 21 November 2010 and closes on Wednesday 24 November 2010. The conference consists of a strong line-up of key note speakers from International organizations across the globe addressing issues such as:

- Risk Cultures and behavioral Influences
- The Risk Professional Industry Perspectives
- Risk Management in local Government Workshop
- Flood and Fire; Planning for a Changing Climate.
- Governance, Risk & Compliance
- Global Risk issues

The comprehensive program includes the delivery of six key themes (listed below). Each day over the course of the program the streams are delivered concurrently by world leading risk experts within the risk industry including risk practitioners and professors from leading universities. The workshop sessions and topics are outlined below:
ITEM 4 (Continued)

STAFF ATTENDANCE TO THE ANNUAL RMIA CONFERENCE 21-24 NOVEMBER 2010
LG449/142/11(P1)

- Risk Cultures and behavioral Influences – Session topics: Effective risk communication at executive management level to shape organizational risk cultures.
- Risk Management in local Government Workshop – Session topics: Current hot topics, update on utility providers, business continuity planning, public liability developments and maximizing LGRisk.
- Flood and Fire; Planning for a Changing Climate – Session topics: Extreme natural events and their impact and management.
- Governance, Risk & Compliance – Session topics: Thought provoking insight to the world of legal liabilities in a court environment, learning outcomes and consequences.
- Global Risk issues – Session topics: Business Continuity in managing major disruptions experienced by Austrade’s across their 100 offices.

Benefits:

The various workshops provide learning opportunities on issues relevant to ensuring that the Director of City Governance and Manager Corporate Risk, develop, maintain and deliver strong risk management leadership and provide current technical skills in order to deliver and embed innovative risk management across GCCC. Attendance by both officers at the conference will maximize the knowledge and expertise being delivered during the concurrent workshops.

The aim and key benefits will be learning’s in new thinking and ideas, emerging trends and developments, best industry practice and innovative techniques.

6 ALIGNMENT TO BOLD FUTURE VISION, CORPORATE PLAN, OPERATIONAL PLAN

<table>
<thead>
<tr>
<th>Key Focus Area</th>
<th>Corporate governance, organisational capability and customer contact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outcome</td>
<td>A. Delivering effective corporate governance</td>
</tr>
</tbody>
</table>
|                | A.2.4 Organisational Foundations
|                | Implement internal controls which support the organisation to deliver its vision and plans, minimise risk, promote efficiency and ensure compliance with legislation |
|                | B.2 Ensuring organisational capability supports the delivery of corporate priorities |
|                | Implement a Leadership Capability Framework to build leadership and management capability across the organisation supporting the effective delivery of Council's day to day business. |
ITEM 4 (Continued)

STAFF ATTENDANCE TO THE ANNUAL RMIA CONFERENCE 21-24 NOVEMBER 2010
LG449/142/11(P1)

7 FUNDING AND RESOURCING REQUIREMENTS

Funding is not requested as funding is available within City Governance existing budget.

The early bird conference fee per delegate is $1,595. In order to obtain this discounted fee, payment must be received by 17 September 2010. Total cost for accommodation per person is approximately $600. Total Flights are approximately $120 to $300 (although flexible to change). In comparison to other conferences held in risk and business continuity, this fee is a considerable discount for a national conference.

8 RISK MANAGEMENT

The Corporate Risk Branch in City Governance is responsible for developing and coordinating the implementation of a consistent approach to risk management across the whole of Council. Attendance at this conference by the Director and Manager will facilitate up to date knowledge to assist the organisation to effectively manage Council’s risk exposures.

9 STATUTORY MATTERS

Not applicable.

10 COUNCIL POLICIES

Risk Management Policy
Business Continuity Policy
Workplace Health and Safety Policy

11 DELEGATIONS

Not applicable.

12 COORDINATION & CONSULTATION

Not applicable.

13 STAKEHOLDER IMPACTS

Not applicable.

14 TIMING

The approval is sought in order to be eligible for the early bird registration fee due 17 September 2010.

15 CONCLUSION

Due to the diverse range of workshops running concurrently over the period of the program, it is considered beneficial to participate in as many topics as possible to gain and transfer practical up to date skill and knowledge and maximize on the expertise being delivered through the workshop. Participating in various workshops will enable both the Director of City Governance and the Manager Corporate Risk with the essential tools and skills to deliver and build on risk resilience for the delivery of our programs and services.
ITEM 4 (Continued)
STAFF ATTENDANCE TO THE ANNUAL RMIA CONFERENCE 21-24 NOVEMBER 2010
LG449/142/11(P1)

16 RECOMMENDATION

It is recommended that Council resolves as follows:

That the attendance of both the Director City Governance and the Manager Corporate Risk to attend the 7th Annual Risk Management Institution of Australasia National Conference held in Sydney from 21 November to 24 November 2010 be approved.

Author: Tracey Lyne
Manager Corporate Risk
26 August 2010

Authorised by: Joe McCabe
Director City Governance

COMMITTEE RECOMMENDATION GA10.0915.004
moved Cr Sarroff seconded Cr McDonald

That the attendance of both the Director City Governance and the Manager Corporate Risk to attend the 7th Annual Risk Management Institution of Australasia National Conference held in Sydney from 21 November to 24 November 2010 be approved.

CARRIED
ITEM 5  ORGANISATIONAL SERVICES
INFORMATION PRIVACY AND COUNCIL AGENDAS AND MINUTES
IT1045/1046/72(P1)

Refer 7 page attachment

BASIS FOR CONFIDENTIALITY
Not applicable.

EXECUTIVE SUMMARY
Not applicable.

PURPOSE OF REPORT
This report will be one of several to be considered by Council following recent legislative changes covering information privacy, access to information and amendments to the Local Government Act. This report is to inform Council about the requirements under the Information Privacy Act 2009 (IP Act) in regard to publishing Council agenda papers and provide options for consideration.

PREVIOUS RESOLUTIONS
Not applicable.

DISCUSSION
In line with the Local Government Act 2009 (LGA) principle of transparent and effective processes, and decision-making in the public interest (section 4 (2) (a)), Council publishes the agenda papers on the Council website at the commencement of each meeting. Recent advice from the Office of the Information Commissioner (OIC) indicates that all Councils will need to review their processes for publishing agendas to ensure compliance with the IP Act and appropriately protect personal information.

According to the Guidelines issued by OIC (see Attachment 1):

- The Local Government (Operations) Regulation 2010 (LGOR) do not authorise making agendas which contain personal information available online or by distribution or by making copies of the agenda for people to take away.

- The LGOR authorise the inclusion of some personal information in an agenda, but it must be limited only to personal information that is necessary. Personal information is ‘necessary’ if the agenda would not otherwise reflect the issue/s to be discussed or the agenda item would be meaningless without including that particular piece of personal information.

- Where the minutes include personal information, making them available to the public will constitute a disclosure of personal information. Personal information may only be disclosed in accordance with the privacy principles.

Attachment 2 contains copies of media articles that are reflective of recent examples of decisions taken by other local authorities.

Following OIC and legal advice the options discussed by the Right To Information/Information Privacy Steering Committee and presented for Council are to:
ITEM 5 (Continued)
INFORMATION PRIVACY AND COUNCIL AGENDAS AND MINUTES
IT1045/1046/72(P1)

1. Continue to publish agenda papers as is. Continuing with the current process of providing full public access to the agenda papers via the Council website presents the highest risk. If an agenda item containing personal information were to be made available to the public outside the provisions of the IP Act, Council would not be compliant with the legislation and there is a risk that a privacy complaint may be lodged with the OIC against Council. If the complaint is not resolved by OIC, it can be referred to the Queensland Civil and Administrative Tribunal. If QCAT finds that Council has breached the IP Act, Council could be fined.

2. Modify the process for agenda papers. Writing agenda papers for compliance with the IP Act (eg by removing personal information to confidential attachments) before being published on the website will minimise the risk of a privacy complaint. It will, however, require training for report authors and other relevant officers to become familiar with the requirements of the IP Act. Checking and editing all documents will mean extra work and could result in delays if, for example, a legal opinion was required.

3. Only publish the list of items. Council could choose to only publish a list of agenda items on the website without including the actual agenda papers/reports. This would ensure against a breach of the IP Act and overcome the need for extensive editing of agenda papers but the public would receive minimal or no information about the content of the agenda items to be discussed. This would not be in the spirit of transparent government.

4. Cease publishing the agenda to the website. Alternatively, some Council's have opted to cease publishing the agenda on the website altogether. In strict accordance with the wording of the IP Act and OIC guidelines, Rockhampton and Logan City only make the agenda available for inspection at a Council office. As a result, there has been some media coverage included in Attachment 2.

Option 2 is recommended on the basis that it would ensure compliance with the IP Act while meeting Council's commitment to transparent and effective processes, and decision-making in the public interest.

Confidential reports that are discussed in a closed session would continue to be omitted from the agenda papers published on the website.

ALIGNMENT TO BOLD FUTURE VISION, CORPORATE PLAN, OPERATIONAL PLAN

The relevant section of the Corporate Plan is Key Focus Area 1: A city leading by example. Empowering our community through information and knowledge sharing.

FUNDING AND RESOURCING REQUIREMENTS

Not applicable.

RISK MANAGEMENT

CO000430. Delivery of ICT programs with sub optimal cost control and benefit realisation leading to negative impacts on Council's ability to deliver on its key focus area commitments.
STATUTORY MATTERS

IP Act - Section 27: Agencies to comply with IPPs

(1) An agency, other than the health department, must comply with the IPPs.

(2) Without limiting subsection (1), the agency—

   (a) must not do an act, or engage in a practice, that contravenes, or is otherwise inconsistent with a requirement of, an IPP; and

   (b) must not fail to do an act, or fail to engage in a practice, if the failure contravenes, or is otherwise inconsistent with a requirement of, an IPP.

(3) An act or practice mentioned in subsection (2) includes any act or practice relating to the agency’s collection, storage, handling, accessing, amendment, management, transfer, use or disclosure of personal information.

LGA 2009 Local Government Principle

Section 4 (2) (a): transparent and effective processes, and decision-making in the public interest

Local Government (Operations) Regulation 2010:

Section 69 (4). A copy of the minutes of each meeting:

   (a) must be available for inspection by the public, at a local government’s public office and on its website, within 10 days after the end of the meeting; and

   (b) when the minutes have been confirmed—must be available for purchase at the local government’s public office.

Section 71. A meeting is open to the public unless the local government or committee has resolved that the meeting is to be closed under section 72.

Section 74 (4): A list of the items to be discussed at a meeting must be open to inspection at the time the agenda for the meeting is made available to councillors.

COUNCIL POLICIES

The Information Management and Information Privacy Policy.
The Right To Information and Information Provision Policy.
The Public Access to Council and Steering Committee Agenda/Minute Documentation Policy

DELEGATIONS

Not applicable
COORDINATION & CONSULTATION

<table>
<thead>
<tr>
<th>Name and Title of the Stakeholder Consulted</th>
<th>Directorate or Organisation</th>
<th>Is the Stakeholder Satisfied With Content of Report and Recommendations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manager OCEO</td>
<td>OCEO</td>
<td>Yes</td>
</tr>
<tr>
<td>Senior Lawyer</td>
<td>City Governance</td>
<td>Yes</td>
</tr>
<tr>
<td>RTI/IP Project Manager</td>
<td>Organisational Services</td>
<td>Yes</td>
</tr>
<tr>
<td>Enquiries Services</td>
<td>Office of the Information Commissioner</td>
<td>Provided advice on the provisions of the IP Act</td>
</tr>
</tbody>
</table>

STAKEHOLDER IMPACTS

If Council adopts the recommended approach to modify the process for creation of all agenda papers:

- Directorates will be required to be responsible for ensuring that reports comply with the IP Act; and
- Relevant officers in each directorate will require appropriate training.
- Agenda coordinators will need to take on an additional quality assurance role prior to releasing final agendas.

TIMING

Not applicable.

CONCLUSION

The IP Act requires Council to ensure that personal information is not inappropriately disclosed in Council agenda papers. The current process of publishing agenda papers to the Council website that may contain personal information exposes Council to a risk of disclosing such information in breach of the IP Act.

If the agenda papers are not published to the website, Council could be at risk of not demonstrating openness and accountability in decision making.

Ensuring that each directorate assesses its reports for compliance with the IP Act before being presented to Council and Committee meetings and before being published to the Council website, will minimise the risk of breaching the IP Act and Council will be seen to maintain a commitment to transparent and effective processes, and decision-making in the public interest.
ITEM 5  (Continued)
INFORMATION PRIVACY AND COUNCIL AGENDAS AND MINUTES
IT1045/1046/72(P1)

RECOMMENDATION

It is recommended that Council resolve as follows:

1 That the agenda and agenda papers for Council and Committee meetings continue to be published on the Council website subject to compliance with the IP Act and RTI Act.;

2 That each directorate is responsible for ensuring that Council or Committee reports are assessed and edited for compliance with the IP Act and RTI Act.

3 The RTI/IP Project include training for report authors to become familiar with the requirements of the IP Act in relation to agenda items.

Author: Karen Vought
Chief Information Officer
8 August 2010

Authorised by: Glen Potter
Director Organisational Services

COMMITTEE RECOMMENDATION GA10.0915.005
moved Cr Shepherd  seconded Cr Clarke

1 That the agenda and agenda papers for Council and Committee meetings continue to be published on the Council website subject to compliance with the IP Act and RTI Act.

2 That each directorate is responsible for ensuring that Council or Committee reports are assessed and edited for compliance with the IP Act and RTI Act.

3 The RTI/IP Project include training for report authors to become familiar with the requirements of the IP Act in relation to agenda items.

CARRIED
ATTACHMENT 1: EXTRACT FROM THE OIC GUIDELINES ON COUNCIL MINUTES AND AGENDAS

6.0 The Local Government (Operations) Regulation 2010

The proposed Local Government (Operations) Regulation 2010 (LGOR) contains a number of provisions which relate to meetings, minutes and agendas. These provisions will effect the application of the privacy principles to local government's actions in these areas. For example, any disclosure of personal information authorised or required by the LGOR will not constitute a breach of the privacy principles, but only to the extent and in the way that the LGOR provides.

However, the provisions in the LGOR do not override or remove the obligation to comply with the privacy principles. Meetings must be held, minutes handled, and agendas publicised in a way which complies with the privacy principles.

7.0 Agendas

Section 71(4) of the LGOR provides that a list of the items to be discussed at a meeting must be made available for public inspection after it has been provided to the councillors.

An agenda is available for public inspection if:
- whoever holds the agenda holds it in their respective office or at another place they have approved
- the agenda is available for inspection free of charge during business hours.

7.1 Application of the privacy principles

The privacy principles prohibit disclosure of personal information to anyone other than the individual it is about, unless that disclosure complies with IPP 11. If personal information is included in an agenda, and the agenda is made available for public inspection in accordance with LGOR, that personal information will have been disclosed.

IPP 11(1)(d) permits personal information to be disclosed where it is authorised by law. Therefore section 71(4) of the LGOR will authorise the inclusion of some personal information in an agenda, but it must be limited only to personal information which is necessary to be included. Personal information is ‘necessary’ to an agenda if the agenda would not otherwise reflect the issue/s to be discussed or the agenda item would be meaningless without including that particular piece of personal information.

Personal information may also be included in an agenda if:
- the individual it is about has agreed to it being included in the agenda or has agreed to it being made publicly available
- it is personal information which the individual was reasonably aware would be included in the agenda.

7.2 Limitation: making agendas available online

The exception in IPP 11 for a disclosure authorised by law extends only to disclosure undertaken in the exact way provided for in that law.

Section 71(4) of the LGOR specifies that agendas are to be available for inspection. Section 71(4) of the LGOR does not authorise making agendas which contain personal information available online, such as by placing it on a local government's website, or by distribution, for example through an email mailing list or by making copies of the agenda for people to take away.
8.0 Meetings

8.1 Public meetings

Section 69 of the LGOR provides that meetings are open to the public unless a resolution has been made under section 70 that the meeting should be closed.

8.2 Application of the privacy principles

8.2.1 Disclosure of personal information

Public meetings are, by their nature, open to people other than those who are part of local government. This means that any mention or discussion of personal information at a public meeting by a member of local government, including the tabling of documents, will constitute a disclosure under the IP Act. This disclosure will be authorised by law, as it is a legal requirement that meetings be open to the public. However, this authorisation will extend only to necessary personal information which is discussed or mentioned for legitimate local government purposes and to further the agenda of the meeting.

Where members of the public are permitted to participate in the meeting, any personal information they choose to contribute, including the fact of their participation, will not constitute a disclosure by local government. The privacy principles apply only to personal information in the local government's possession or control.

8.2.2 Correctness of personal information

The obligations in IPP 7 and 8 require a local government to ensure that the personal information it is using is accurate, up to date, complete and not misleading (accurate). Before personal information is discussed or relied upon at a public meeting, reasonable steps must be taken to ensure it is accurate, particularly where it is old information or information of a kind that changes regularly.

IPP 8 authorises a local government to update personal information or ascertain whether the information is accurate by checking the information with other areas of local government.

8.2.3 Collection of personal information

When local government collects personal information directly from an individual, they are required under IPP 2 to make the individual generally aware of:

- why their personal information is being collected
- any relevant authority relating to or authorising its collection, and
- any disclosure that will be made of that information, whether by the local government or by someone the local government gives it to.

This obligation is referred to as a 'collection notice'.

8.2.3.1 Members of the public: inclusion of commentary/opinions in minutes

Where members of the public are invited to contribute at public meetings and their contribution is recorded in the minutes or noted by local government in other ways, those individuals need to be given a collection notice.

In practical terms, this could be achieved by posting a sign in a prominent position at the location of the meeting, specifically informing the public that their contribution will be recorded in the minutes.

8.2.3.2 Recording of proceedings
If proceedings at a public meeting are to be recorded by the local government, for example by way of audio or video recording, then the local government must advise the attendees that anything they contribute will be captured as part of the recording and provide them with a collection notice.

Again, this could be achieved by posting this information in a sign in a prominent location.

8.2.3.3 Photographs

If a local government intends to take photographs at a public meeting, whether of local government members, the public, or the press, a collection notice must be provided. The local government may also wish to use a photo consent form to ensure that they have all necessary authorisations to use, disclose or publish the photograph.

9.0 Minutes

9.1 Requirement

Section 67 of the LGOR sets out the obligation to keep minutes of meetings.

9.2 Contents of minutes

Section 67(2) of the LGOR states that the minutes must include:
- the names of the councillors or committee members present, and
- if a division is called on a question—
  - the name of each person voting on the question
  - how each person voted.

Minutes must also include any other required information under LG Act or other legislation.

The fact that some specific information must be included does not prohibit the inclusion of other material in the minutes, for example:
- details of the day, date and place of the meeting and the time of commencement
- the names of those present and details of any apologies received
- that a quorum was present and that the meeting was duly constituted
- a reference to minutes of the previous meeting and the signing of them as a correct record
- detail of discussions concerning decisions made or issues raised at the meeting
- when attendees enter and leave the meeting room
- contributions made by members of the public
- the date and time for the next meeting, if this is determined during the meeting
- the time that the meeting closed.

9.2.1 Requirements of the Local Government Act 2009

9.2.1.1 Material personal interest

Section 172 of the LG Act provides that if a councillor has a material personal interest in a matter discussed at a meeting, the following personal information must be recorded in the minutes, and placed on the local government's website:
- the name of the councillor with the possible or actual material personal interest, and
- the councillor's description of the nature of the possible or actual material personal interest.

9.2.1.2 Conflict of interest
Section 173 of the LG Act provides that if a councillor has a conflict of interest in relation to a matter to be discussed at a meeting, the following personal information must be included in the minutes and placed on local government's website:

- the name of the councillor who has, or could reasonably be taken to have, the conflict of interest
- the nature of the interest as described by the councillor
- if the councillor voted on the matter—how they voted
- how the majority of persons at the meeting who were entitled to vote voted on the matter.

9.2.2 Application of the privacy principles

The inclusion of personal information in the minutes of a meeting is a collection of personal information by local government, which must be done in compliance with the privacy principles.

Local government may, under IPP 1, only include personal information in local government minutes that is directly related to the function of keeping accurate and complete minutes. The personal information must be necessary to record and/or understand the discussions which occurred at the meeting and the issues raised and decisions made. Inclusion of extra personal information may be a breach of the privacy principles.

9.3 Public access to minutes

Where the minutes include personal information, making them available to the public will constitute a disclosure of personal information. Personal information may only be disclosed in accordance with the privacy principles.

IPP 11(1)(d) permits the general disclosure of personal information if there is a law authorising or requiring the disclosure. However, the LGOR does not require or authorise the publication or inspection of minutes. It only requires that they be kept.

This means that if a local government wishes to make its minutes available to the public and those minutes contain personal information, for each individual whose personal information appears in the minutes it must have:

- made sure that each individual was made reasonably aware at the time of collection that their personal information would be made available to the public by way of access to the minutes—if the local government wishes to give access by placing the minutes online, they must have made sure the person was specifically aware that the minutes would be available in that way, or
- each individual’s agreement to make their personal information available to the public by way of access to the minutes—if local government wishes to place the minutes online, this agreement must explicitly extend to online publication of their personal information, or
- a legal authorisation to make the minutes publically available—in order for this authority to permit the minutes to be placed online, this law must authorise publication rather than inspection of the minutes, or refer specifically to them being placed online, for example on a local government's webpage.

If a law was made allowing or requiring minutes be made available to the public, it would only authorise making the minutes available online if the law explicitly authorised either the publication of the minutes, or referred specifically to the minutes being placed online, for example on a local government's webpage.
ATTACHMENT 2: MEDIA ARTICLES

THE MORNING BULLETIN
‘Rocky council wrong on secrecy’
Adrian Taylor | 31st July 2010

ATTORNEY-General Cameron Dick says Rockhampton Regional Council was wrong to restrict access to agendas and reports.

In a statement that should end any moves towards greater secrecy in the way the council does business, Mr Dick told The Morning Bulletin the way officers interpreted the new Information Privacy Act “goes beyond the scope and intention of the act”.

Fears that the council would use the legislation to censor reports and hold more meetings in private were expressed last week. But Mr Dick, who has ultimate responsibility for the implementation of state laws and regulations, makes it clear the act was not intended to prevent robust reporting of local council procedures and decisions.

“There is definitely no prohibition on councils releasing details of meetings, minutes and agendas,” he said.

The state’s information commissioner had developed specific guidelines to councils on interpretation.

“These guidelines clearly state the disclosure of personal information at a council meeting is not a breach of the act if the meeting is open to the public.”

In fact the Attorney-General’s office says the reforms which led to council officers attempting to withdraw documents from public scrutiny were “intended to maximise the public’s access to government information, balanced with appropriate protections for individuals’ privacy”.

Mayor Brad Carter, who this week spoke out in favour of transparency and against the withdrawal of agendas from the council’s website, said Mr Dick had reconfirmed his view that agendas and reports should be available before council meetings.

“Our intention is to comply with the advice,” he said.

Officers said they feared that the publication of personal information would be a breach of the act, carrying a maximum fine of $100,000 as a punishment.

But the Attorney-General’s office said yesterday the guidelines made it clear disclosure of personal information at a council meeting was not a breach. Similarly individuals receiving grants or applying for planning permission should be identified.
Mayor says agenda removal 'not authorised'

Rockhampton's Mayor says he did not approve the removal of meeting agendas from the council's website.

The council announced this week that full meeting agendas would no longer be posted on the site for privacy reasons.

But Brad Carter says agenda are important for the community to keep in touch with council issues and he'll ask for them to be restored.

"This issue came to my attention a couple of weeks ago and I was advised that it was not occurring so something has gone wrong here and I'm not happy with it," he said.

"I think it's very good governance, it's very accountable and transparent that we have our agendas up on a website prior to a council meeting to allow the media to report the matters and any members of the public that wishes to peruse what matters are coming before council.

"I believe the minimum requirements that are stipulated in the act is just a reference to what's in the agenda, but I believe that the actual papers that will be presented at the council meeting should be tabled as they have been in the past."
ITEM 6  ECONOMIC DEVELOPMENT AND MAJOR PROJECTS
COMMUNITY INFRASTRUCTURE ASSETS – SPONSORSHIP AND PHILANTHROPIC FUNDING
CM787/790/04/03(P1)

Refer 14 page attachment 6.1 & 6.2

1 BASIS FOR CONFIDENTIALITY

Not Applicable.

2 EXECUTIVE SUMMARY

Not Applicable

3 PURPOSE OF REPORT

The purpose of this report is to:

- table and seek Council’s endorsement of the Sponsorship, Philanthropy and Corporate Community Investment Policy (Policy),
- address specific requirements for managing and implementing the Policy, including agreements, naming rights and risk management,
- consider the appropriate governance structure and resourcing requirements for administering the Policy, along with Deductible Gift Recipient (DGR) endorsement (which enables donors to receive a tax deduction for their donation), and
- table a draft target list of social infrastructure assets for possible future sponsorship and philanthropic funding.

4 PREVIOUS RESOLUTIONS

Council at its meeting of 23 April 2010 resolved (G10.0423.011):

“1 That the CEO prepare a draft policy for Council’s consideration providing a consistent approach to attracting sponsorship, philanthropic funding and corporate community investment for community infrastructure (capital) assets noting Council’s concerns with allowing naming rights on its assets and any potential impacts on the city’s reputation.

2 That the CEO develop a target list identifying key existing and new assets to focus sponsorship and philanthropic and/or corporate community investment upon, restricted in the first instance to community infrastructure and report back to Council.

3 That the CEO investigate seeking Deductible Gift Recipient endorsement for identified community assets, and the optimal way to administer this, and report back to Council.”

In relation to the Southport Broadwater Parklands, Council at its meeting of 31 August 2009 resolved in part (G09.0831.016):

“9 That Council endorse the establishment of partnerships with corporate and other entities that may eventuate in the sponsoring of entertainment programs within the parkland.”
ITEM 6 (Continued)
COMMUNITY INFRASTRUCTURE ASSETS – SPONSORSHIP AND PHILANTHROPIC FUNDING
CM787/790/04/03(P1)

Previously, in relation to funding for youth and community centres, Council at its meeting of 6 February 2006 resolved in part (CD06.0206.007):

“4 That such funding be limited to a maximum 80% of establishment costs with the local community providing the balance 20% through fundraising.”

5 DISCUSSION

The draft Sponsorship, Philanthropy and Corporate Community Investment Policy is presented in Attachment 1 for Council’s consideration. This Policy was an initiative arising out of the CEO’s Value for Money report.

The objectives of the Policy are to:

- provide a framework which will guide Council officers in the process of raising additional funding to supplement Council’s social infrastructure programme,
- manage concerns about probity, ethics and risk, and
- ensure community needs and interests are best served.

The Policy sets out the general principles to be adhered to when seeking additional funding support from the public and corporate sectors. A number of attachments to the Policy provide the tools to enable Council officers to implement the Policy. These include:

- the assessment of proposals
- particular concerns over the granting of naming rights
- particular considerations when preparing written agreements, and provisions which may be included in those agreements
- sponsorship management processes, including reporting requirements
- risk management

Outlined below is an overview of each of the three key funding vehicles that can be utilized for attracting social infrastructure funding.

5.1 Overview of Sponsorship

*Corporate sponsorship or sponsorship* is a commercial arrangement and business relationship between Council and a corporate entity or individual that has been entered into for mutual benefit to both parties. A sponsor may provide a cash or in-kind contribution to support a Council project, in return for certain specified benefits. Sponsorship is not philanthropic. A sponsor expects to receive a reciprocal benefit beyond a modest acknowledgement. If the sponsor is conducting a business its expenditure on sponsorship will be akin to advertising and therefore a deductible expense.

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Note: The project report on community facilities for young people that was initiated following Council’s 2006 resolution was completed in 2007 by consultants Elliot Whiteing. It briefly considered three funding models. It did not include sponsorship or philanthropic funding, or address the Council resolution regarding a 20 per cent contribution from the community to the capital costs of youth and community centres. It did not evaluate or detail the economic feasibility or viability of its recommendations. Consultations were conducted 228 people, representing less than 0.05% of the Gold Coast population.
Sponsorship opportunities are best considered in the design phase for new projects in order to absorb possible signage costs into the development, maximise commercial value, and ensure architectural outcomes provide for high quality urban design.

The value to Council of retaining exclusivity of an asset needs careful deliberation in the context of the modest financial benefit that sponsorship of community assets would yield. Professional administration is required to attract and negotiate sponsorship and to service sponsors. Costs of servicing sponsorships (relationship management) would represent about 20 per cent of the total sponsorship amount (Source: Corporate Sponsorship and Philanthropy Scoping Study – Key Council Projects report provided by Philip Whittaker, sponsorship expert).

Typically revenue through sponsorship is disproportionate to the capital cost of projects, as detailed in the April 2010 report to Council. Instead, sponsorship should be seen as ‘value-adding’ to Council’s investment.

5.2 Overview of Philanthropy and Corporate Community Investment

Philanthropy can be defined as “a desire to improve the welfare of humanity through the giving of money, time, information, goods and services, influence and voice for community good”. (Source: Philanthropy Australia). Philanthropy is generally undertaken on the basis of a belief or value judgment that an organisation is providing a service which adds value, and without which the quality of individual and collective life would be diminished. The objects of philanthropy are usually charitable entities registered as deductible gift recipients (for example, the Gold Coast Arts Centre) for the purposes of providing donors with a tax deduction for their generosity.

Corporate Community Investment is a different vehicle to both sponsorship and traditional philanthropy. It tends to be strategic, longer term and aligned with corporate values and goals, justified by a business case. The focus of corporate community investment tends to be forging stronger communities and social impact. Often there will be a partnership agreement, Memorandum of Understanding or alliance established to formalize the relationship, although this is not always the case.

These strategies emphasise encouraging support, building relationships and sustaining those relationships through careful stewardship. They also require a well-developed and long-term approach to improving community engagement, and building the capacity of the not-for-profit sector.

Philanthropy and other forms of corporate community investment are long term strategies that need to be built into the design process for social infrastructure assets, and properly resourced. These strategies should not occur in isolation from value engineering, property rationalisation (business case-based need assessments), prioritisation and other measures that can be undertaken to reduce capital requirements and increase efficiencies in administration, design, planning and construction costs. Philanthropy requires a professional approach in order to obtain maximum financial return.

5.3 Overview of Deductible Gift Recipient (DGR) Endorsement

In order to attract philanthropic donations for social infrastructure assets, it will be necessary for Council to acquire DGR endorsement. DGR endorsement enables donations over $2 to be tax deductible for the donor.
Applying for DGR endorsement is a straightforward process. However, there are internal administrative requirements that need to be considered, specifically how donations would be receipted as tax deductible. Council’s existing receipting system does not have this capacity (although this will change with the implementation of the Enterprise Resource Planning project).

Seeking DGR endorsement requires Council to maintain a gift fund. The Australian Taxation Office (ATO) requires that donations (gifts) are used only for the principal purpose of the fund. There are several ways that Council can do this:

- maintain separate gift funds for each project (e.g. Upper Coomera Library gift fund)
- maintain a gift fund in respect to several projects (e.g. Council libraries gift fund – gifts can only be used for libraries) and a separate gift fund in relation to another project (e.g. Gold Coast Regional Botanic Gardens gift fund – gifts can only be used for the gardens)
- maintain a single consolidated gift fund (e.g. social infrastructure gift fund – gifts can be used for any DGR-endorsed project in the social infrastructure program)

Gift funds require separate bank accounts, accounting and receipting processes, and audit and reconciliation processes. The relevant Asset Custodian or Manager would probably administer the fund for the project(s), unless an officer was appointed whose portfolio of responsibility included administering DGR.

The administration of DGR depends on key variables including:

- the way gifts funds should be most logically structured in relation to social infrastructure projects and/or asset groupings; and
- whether or not Council chooses to establish a social infrastructure trust.

Council would need to obtain expert legal and financial advice as to the optimal structure under which to establish its own trust or foundation. Council could establish a trust under its own ABN, or establish a trust independently of Council, which has its own separate ABN. Either way, establishment of a trust or foundation requires proper governance, administration and resourcing.

Many Councils around Australia have DGR endorsement for libraries, art galleries and museums, regional botanic gardens, and entertainment and cultural centres/precincts. Council relies on Gold Coast Arts Centre to conduct DGR activities for its cultural activities (arts and theatres).

Applying for DGR endorsement, without the correct structure in place and without adequate resourcing to professionally promote and attract philanthropic donations, would have limited benefit. It is recommended that further investigation be made into the appropriate structure and resourcing requirements to administer gift funds.

5.4 Social infrastructure assets
A draft list of social infrastructure assets (see Attachment 2) which may be suitable for sponsorship or philanthropic funding was identified in the draft report prepared by Saleable Sponsorship & Licensing Consultants, and further in consultation with Council officers. This draft list will be reviewed from time to time, and particularly once a greater degree of certainty is known of the outcome of the Commonwealth Games bid.
ITEM 6 (Continued)
COMMUNITY INFRASTRUCTURE ASSETS – SPONSORSHIP AND PHILANTHROPIC FUNDING
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It should be noted that infrastructure project priorities should be determined as part of a comprehensive review process which incorporates community plans, asset management plans and long-term financial plans, following which suitability for sponsorship or philanthropic funding can then be determined.

6 ALIGNMENT TO BOLD FUTURE VISION, CORPORATE PLAN, OPERATIONAL PLAN

1.3.1 Develop leadership in the city by encouraging strong partnerships across government, business and the community in order to progress the community’s vision for the city.

2.1.2 Increase the community’s visitation and participation in the city’s parks and gardens by maintaining and enhancing standards and facilities.

3.4.2 Continue to implement a cultural infrastructure network that keeps pace with community growth and expectations.

4.4.1 Target community capacity building activities to meet the needs of socially diverse groups and specific areas in the city.

4.5.1 Plan and deliver social infrastructure, including community services, community and youth centres, and sport and recreational facilities.

5.5.4 Promote Gold Coast City nationally and internationally as an ideal deal place for public/private investment in key physical and community infrastructure.

B.5 Ensure internal and external Council services provide value for money to the community.

7 FUNDING AND RESOURCING REQUIREMENTS

To maximise the benefit of a sponsorship and philanthropic funding program, professional administration is required to attract and negotiate sponsorship and to service sponsors throughout the life of sponsorship agreements. Expert advice indicates that sponsorship servicing costs represent about 20 per cent of the sponsorship investment secured (excluding staff costs).

It is suggested that a dedicated Coordinator position be established. This position would be responsible for relationship management and coordination of sponsorships and/or philanthropy (including various responsibilities associated with administering DGR endorsement). It is unlikely that a person in an existing position could take on these responsibilities and achieve the level of success and value for money that would be envisaged by Council. In addition, there is a certain skill set that is required to administer sponsorship and philanthropy, which is quite different to the skill sets of the asset custodians. Other Councils have full time Coordinators managing only sponsorship programs (such as Townsville City Council’s Together Townsville program, which aims to create sustainable partnerships for the city).
ITEM 6 (Continued)
COMMUNITY INFRASTRUCTURE ASSETS – SPONSORSHIP AND PHILANTHROPIC FUNDING
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A Coordinator’s mandate could also encompass identifying community partnerships that would be attractive to the corporate sector, and developing business case-based community investment proposals for specific projects or elements of projects. A position between Level 7 and 8 would be required to undertake the sponsorship and philanthropic funding Coordinator role, costing between $126,000 and $153,000 per annum (including on-costs). It is suggested that a pilot program be run for at least two years to determine the long-term value of such a position. As social infrastructure assets are predominantly Community Services Directorate assets, it is suggested that this position be allocated to the Community Services Directorate.

8 RISK MANAGEMENT

The proposed Policy incorporates principles on sponsorship management from the National Audit Office, Queensland Crime and Misconduct Commission, and NSW Independent Commission Against Corruption, all of which have particular regard to managing concerns about probity, ethics and risk.

In general terms, the risks and issues associated with sponsorship are also relevant to philanthropic donations and corporate community investment. The proposed Policy specifies that Council should ensure contributors of funding are acceptable and appropriate, consider community expectations and perceptions, and ensure ethical and fair dealing.

9 STATUTORY MATTERS

Local Government Act 2009
Local Government Finance, Plans and Reporting Regulation 2010
Local Government Beneficial Enterprises and Business Activities Regulation 2010
Finance, Administration and Audit Act 1987
Trade Practices Act 1974 (Commonwealth)
Fair Trading Act 1989
Public Sector Ethics Act 1994
A New Tax System (Goods and Services Tax) Act 1999

10 COUNCIL POLICIES

Code of Conduct for Employees Policy
Code of Conduct for Councillors Policy
Good Working Relationships Policy
Corporate Risk Framework and Register
Procurement Policy and Purchasing Guidelines
Asset Management Policy
Community Consultation Policy
Risk Management Policy
Infrastructure Asset Custodianship Policy
Naming of Parks and Community Facilities Policy
Signage and Brand Policy
Public Art Policy
Cultural Development Policy
### 11 DELEGATIONS

Not Applicable.

### 12 COORDINATION & CONSULTATION

The stakeholders below have been consulted in the preparation of this report:

<table>
<thead>
<tr>
<th>Name and Title of the Stakeholder Consulted</th>
<th>Directorate or Organisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dale Dickson, CEO</td>
<td>Office of the CEO</td>
</tr>
<tr>
<td>Colette McCool, Director</td>
<td>Community Services</td>
</tr>
<tr>
<td>Darren Scott, Director</td>
<td>Economic Development &amp; Major Projects</td>
</tr>
<tr>
<td>Bryan Case, Manager</td>
<td>Economic Development &amp; Major Projects</td>
</tr>
<tr>
<td>Sharon Solyma, Community Grants Officer, City Venues</td>
<td>Community Services</td>
</tr>
<tr>
<td>Ron Jacobs, Manager Parks and Recreational Services</td>
<td>Community Services</td>
</tr>
<tr>
<td>Ross Greenwood, Executive Coordinator Gold Coast Parks</td>
<td>Community Services</td>
</tr>
<tr>
<td>Col Brown, Coordinator Citywide Greening Program</td>
<td>Community Services</td>
</tr>
<tr>
<td>Darren Langen, Manager Community Venues and Services</td>
<td>Community Services</td>
</tr>
<tr>
<td>Craig Irwin, Coordinator Community Facilities and Services Development Officer</td>
<td>Community Services</td>
</tr>
<tr>
<td>Ross Devine, Community Facilities and Services Development Officer</td>
<td>Community Services</td>
</tr>
<tr>
<td>Tony Duffy, Coordinator Southport Broadwater Parklands</td>
<td>Community Services</td>
</tr>
<tr>
<td>Marion Morgan-Bindon, Manager Library Services and Cultural Development</td>
<td>Community Services</td>
</tr>
<tr>
<td>Cathie Culverhouse, Manager Social Planning and Research</td>
<td>Community Services</td>
</tr>
<tr>
<td>Fiona Munro, A/Coordinator Social Planning and Development</td>
<td>Community Services</td>
</tr>
<tr>
<td>Liz Connelly, A/Manager Corporate Planning and Performance</td>
<td>City Governance</td>
</tr>
<tr>
<td>Lisa Stewart, Corporate Policy Officer</td>
<td>City Governance</td>
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<tr>
<td>Grant Wilson, Senior Lawyer</td>
<td>City Governance</td>
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<tr>
<td>Eddie Buttigieg, Tax Accountant</td>
<td>City Governance</td>
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<tr>
<td>Ron Kennedy, Coordinator Financial Control</td>
<td>City Governance</td>
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<tr>
<td>Steve Cruise, Coordinator Financial Accounting</td>
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<tr>
<td>Kerry Heldon, Manager Corporate Communications</td>
<td>City Governance</td>
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<tr>
<td>Bernice Jones, Directorate Marketing Strategist</td>
<td>City Governance</td>
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<tr>
<td>Jon Morris, Marketing Strategic Corporate Communication</td>
<td>City Governance</td>
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<tr>
<td>Tracey Lyne, Manager Corporate Risk</td>
<td>City Governance</td>
</tr>
<tr>
<td>Andrew Llewellyn, Manager Corporate Asset Management</td>
<td>City Governance</td>
</tr>
</tbody>
</table>
ITEM 6 (Continued)
COMMUNITY INFRASTRUCTURE ASSETS – SPONSORSHIP AND PHILANTHROPIC FUNDING
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13 STAKEHOLDER IMPACTS

External / community stakeholder impacts
- Care needs to be taken to avoid imposing service agreements, contracts, risk management and compliance, and reporting burdens that are disproportionate to the sponsorship or other funding sought.
- Market factors such as the potential of sponsorships sought by Council to reduce or take funding away from the sponsorship of other valuable community activities.
- Potential impact of a successful Commonwealth Games bid on sponsorship – venues proposed for use in the Commonwealth Games are required to be ‘clean venues’ (no sponsor signage).

Internal (organisational) stakeholder impacts
- Multiple internal stakeholders have raised the issue of resourcing. It is widely considered that asset custodians do not have the time or the appropriate skills to adequately administer such a program.
- Governance structure, and the related resourcing and cost implications need further consideration.
- Sponsorship needs to be incorporated into overall project planning and design.

14 TIMING

Council resolved in the CEO’s Value for Money report that a draft sponsorship and philanthropic policy for social infrastructure assets be presented to Council in September 2010.

15 CONCLUSION

The proposed Sponsorship, Philanthropy and Corporate Community Investment Policy provides Council with a framework that:
- deals appropriately with the issues of managing sponsorship and philanthropic contributions
- provides Council with a consistent approach to sponsorship and philanthropic funding/investment
- takes into account community perceptions and potential risks and impacts on Council’s reputation

Seeking sponsorship and philanthropic funding for social infrastructure needs to be coordinated and managed by a person and/or team with appropriate expertise, and this resource is best located in the Community Services Directorate.

Council is more likely to attract philanthropic funding if it has Deductible Gift Recipient (DGR) endorsement, which will enable donors to receive tax deductions for their generosity. Further investigation is needed to establish the appropriate model for implementing DGR endorsement within Council.
ITEM 6 (Continued)
COMMUNITY INFRASTRUCTURE ASSETS – SPONSORSHIP AND PHILANTHROPIC FUNDING
CM787/790/04/03(P1)

16 RECOMMENDATIONS

It is recommended that Council resolves as follows:

2. That the CEO (Director Community Services) determine the necessary organisational and resource requirements to implement the Policy, and that the establishment costs of such arrangements be considered in the budget review process.
3. That the CEO (Director Community Services/City Solicitor) investigate the establishment of the appropriate model (including governance structure and administration) to secure Deductible Gift Recipient endorsement.

Author: Chelli Easson
Coordinator Project Services
30 August 2010

Authorised by: Darren Scott
Director Economic Development and Major Projects

TRACKS REF: 27941737

Changed Recommendation

COMMITTEE RECOMMENDATION GA10.0915.006
moved Cr Shepherd seconded Cr Sarroff

1. That Council note the Report.
2. That a revised more descriptive policy be referred back to Council for endorsement by December 2010.
3. That the Chief Executive Officer review the current staffing arrangements to identify an appropriate existing management position that would be capable of undertaking these responsibilities.

CARRIED
Sponsorship, Philanthropy and Corporate Community Investment Policy

Effective from: (City Gov will insert after adoption)
Contact officer: (position and branch)
Next review date: (policy owner must insert date prior to adoption of policy)
File reference: CM 787/790/04/03(P1) #28665080

OBJECTIVES:

The objectives of this policy are to:

- guide Council in benefiting from financial contributions to community assets;
- ensure community needs and interests are best served;
- manage concerns about probity, ethics and risk;
- achieve and manage funding contributions to the provision of social infrastructure assets; and
- guide Council in seeking and authorising funding contributions to social infrastructure assets.

<table>
<thead>
<tr>
<th>Key Focus Area</th>
<th>A city leading by example</th>
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</thead>
<tbody>
<tr>
<td>Key Focus Area - Outcomes</td>
<td>The community is actively involved in the city</td>
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<tr>
<td>Performance Measures</td>
<td>% of total annual infrastructure expenditure funded under policy provisions</td>
</tr>
<tr>
<td>Corporate Risk</td>
<td>CO000444 Inability to deliver value for money (cost, time, quality) for the municipal infrastructure delivery program, leading to negative impacts on Council’s ability to deliver on its key focus area commitments.</td>
</tr>
</tbody>
</table>

POLICY STATEMENT

Council’s policy position on sponsorship and other financial relationships is designed to enhance the provision of social infrastructure assets by providing additional funding not otherwise available, which may be used for infrastructure delivery or to supplement operational costs. Council’s position is flexible, and incorporates:

- adjustment of project priorities,
- maintaining the public’s confidence in Council decision-making processes, and
- accommodating opportunities for creativity in project design or implementation.

All sponsorship proposals will be considered in accordance with the following general principles and the attached guidelines.

General principles

Council will adhere to the following general principles when developing, maintaining and managing sponsorship and social infrastructure investment agreements:

1. **Alignment with Bold Future vision**
   - Council will negotiate with organisations that support the city’s Bold Future vision.
Sponsorship, Philanthropy and Corporate Community Investment Policy

2. **Reputation**
   - Council will consider sponsorships, philanthropic and other forms of community investment with individuals or entities who are reputable, and whose public image, products and services are consistent with the values, goals and specific policies of Gold Coast City Council;
   - Council’s role, functions and reputation will not be compromised by engaging in sponsorships or other agreements.

3. **Community benefit**
   - Sponsorships/investments will deliver projects or initiatives that are relevant and meet community needs;
   - The program should result in a coordinated and cohesive approach to sponsorships and community investment.

4. **Economic benefit**
   - Sponsorships will reduce the financial burden on ratepayers in achieving community initiatives;
   - Corporate sponsorships from businesses with a Gold Coast presence, or who have expressed interest in establishing, expanding and/or relocating to the Gold Coast, may be given preference by Council.

5. **Relationship building and goodwill**
   - Sponsorships/investments should produce improved relationships and networks with all tiers of the community;
   - Council will ensure successful delivery and management of sponsorship and community investment initiatives through active engagement with all key stakeholders;
   - The program will be conducted in the “spirit of goodwill”.

This policy
- establishes a consistent framework to be applied to the negotiation and implementation of sponsorship (and other forms of agreements) to defray or subsidise the cost of the city’s social infrastructure
- provides guidance to those seeking sponsorships, philanthropic or corporate investment into social infrastructure;
- outlines suitable proposals; and
- ensures Council, and therefore the community it exists to govern, benefits from sponsorship and other forms of financial agreements.

**Naming rights**
Sponsorship proposals which involve naming rights will only be approved by Council resolution on consideration of a report making recommendations on the proposal. For specific criteria, see Attachment A – Proposal Assessment.
Sponsorship, Philanthropy and Corporate Community Investment Policy

POLICY SCOPE
This policy applies to:
- Council social infrastructure projects deemed suitable for sponsorship and philanthropic or corporate investment (note that infrastructure project priorities should be determined as part of a comprehensive review process which incorporates community plans, asset management plans and long-term financial plans. After completion of such a process, suitability for sponsorship or philanthropic funding can then be determined – see draft list attached);
- philanthropic programs established by Council for a specific purpose (e.g. the Gold Coast Cultural Precinct and the Gold Coast Regional Botanic Gardens); and
- organisations or individuals who participate in sponsorship or other forms of agreements with Council, where the intention is to support the provision of social infrastructure.

This policy does not apply to:
- instances where Council may receive a grant from a foundation or registered charitable organisation;
- funding obtained from State or Federal government through formal grant programs,
- Council sponsorship of external projects;
- Council grant-making, where Council provides grants to an external organisation;
- Council donations, where Council provides a donation to an external organisation (which unless covered by the Community Grants Policy is “help” that is likely to require compliance with the Beneficial Enterprises sections of the Local Government Act [LGA] 2009);
- persons that lease Council property or hold permits, licenses and similar instruments of tenure with Council for their activities or events.

DEFINITIONS
Corporate sponsorship or sponsorship is a commercial arrangement and business relationship between Council and a corporate entity or individual that has been entered into for mutual benefit to both parties. A sponsor may provide a cash or in-kind contribution to support a Council project, in return for certain specified benefits. Sponsorship is not philanthropic. A sponsor expects to receive a reciprocal benefit beyond a modest acknowledgement. If the sponsor is conducting a business its expenditure on sponsorship will be akin to advertising and therefore a deductible expense.

Sponsorship does not include:
- advertising, which allows Council land to be used for display of commercial signage for cash or in-kind returns over an agreed period (Note however that advertising may well be offered as part of a sponsorship proposal);
- joint ventures or partnerships, which are business relationships between Council and private or public sector individuals or organisations to conduct a joint project, where responsibility is shared for the ultimate outcome or product (which unless covered by the Community Grants Policy is “help” that is likely to require compliance with the Beneficial Enterprises sections of the LGA 2009);
- consultancies, which are simply examples of Council buying services;
- grants, given or received, by Council; or
- goodwill gestures, unconditional gifts, donations, bequests, endowments and prizes, and scholarships.
Sponsorship, Philanthropy and Corporate Community Investment Policy

Corporate community investment is a different vehicle to both sponsorship and traditional philanthropy. It tends to be strategic, longer term and aligned with corporate values and goals, justified by a business case. The focus of corporate community investment tends to be forging stronger communities and social impact. Often there will be a partnership agreement, memorandum of understanding or alliance established to formalize the relationship, although this is not always the case. Unless covered by the Community Grants Policy, such are likely to entail “help” that is likely to require compliance with the Beneficial Enterprises sections of the LGA 2009.

Donations (including an unconditional gift, bequest or endowment) are a contribution (financial or otherwise) made with no return benefits expected. The person or organisation providing a donation may request a modest acknowledgement or that the provision be used for a specific purpose.

Grants are different to donations in that grants are disbursed on the basis of an application that has been assessed and approved by the grant-making organisation. Philanthropic grants (and philanthropic donations) are often, but not exclusively, disbursed or given to organisations that have Deductible Gift Recipient endorsement from the Australian Taxation Office.

Joint ventures are business relationships between two or more persons with some sharing of costs or gains.

Philanthropy can be defined as “a desire to improve the welfare of humanity through the giving of money, time, information, goods and services, influence and voice for community good”. (Source: Philanthropy Australia). Philanthropy is generally undertaken on the basis of a belief or value judgment that an organisation is providing a service which adds value, and without which the quality of individual and collective life would be diminished. The objects of philanthropy are usually charitable entities registered as deductible gift recipients (for example, the Gold Coast Arts Centre) for the purposes of providing donors with a tax deduction for their generosity.

Social infrastructure assets include assets provided for the benefit of the community such as pools, libraries and youth and community centres.

RELATED POLICIES / LEGISLATION

- Council Policies
  - Code of Conduct for Employees Policy
  - Code of Conduct for Councillors Policy
  - Good Working Relationships Policy
  - Community Consultation Policy
  - Register of Interests Policy
  - Benefits and Gifts Policy
  - Collection Development Policy
  - Procurement Policy and Purchasing Guidelines
  - Infrastructure Asset Custodianship Policy
  - Naming of Parks and Community Facilities Policy
  - Signage and Brand Policy
  - Public Art Policy
Sponsorship, Philanthropy and Corporate Community Investment Policy

- Cultural Development Policy
- External Communications Policy
- Asset Management Policy
- Ethics and Fraud Risk Management (Fraud Control) Policy
- Community Grants Policy
- Risk Management Policy

*External Legislation / Guidelines*
- Local Government Act 2009
- Local Government (Finance, Plans and Reporting) Regulation 2009
- Finance, Administration and Audit Act 1987
- Trade Practices Act 1974 (Commonwealth)
- Fair Trading Act 1989
- Public Sector Ethics Act 1994
- A New Tax System (Goods and Services Tax) Act 1999

**RELATED DOCUMENTS**
Corporate Plan 2009-2014
Corporate Governance Framework
Asset Management Framework
Draft social infrastructure asset list #28696396

Attachments A to D form part of this policy and should be read in conjunction with the policy document:
Attachment A – Proposal Assessment
Attachment B - Agreements
Attachment C– Sponsorship Management
Attachment D – Risk Management

**RESPONSIBILITIES**
Compliance with the provisions of this policy, and any attached guidelines/templates, is mandatory.

<table>
<thead>
<tr>
<th>Sponsor</th>
<th>CEO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Owner</td>
<td>Director Community Services</td>
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<tr>
<td>Policy Implementation</td>
<td>Director Community Services</td>
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</tbody>
</table>
Sponsorship, Philanthropy and Corporate Community Investment Policy
Attachment A – Proposal Assessment

Assessing proposals – key considerations
Sponsorships (and philanthropic or corporate community investment) should enable Council to:
- increase the scale or scope of the project;
- deliver a project at a reduced cost;
- allow for additional expertise or assistance to improve its quality; and/or
- reduce the operational costs of managing the social infrastructure.

A sponsorship or community investment proposal must be:
- included in Council’s social infrastructure plan or projects which are mandated by Council either through the budget process, or by resolution;
- an economically sound initiative that meets existing or future community needs; and
- signed off by an officer with relevant Delegated Power.

Council exists only as a proxy for the population it exists to serve. By accepting sponsorship, philanthropic and other forms of community investment, Council is aligning its name and reputation with that of the sponsor or donor.

In assessing proposals, a key consideration will be whether the arrangement would withstand critical public scrutiny. If a sponsorship, community investment arrangement or donation could compromise, or be seen to compromise governments ability to exercise its functions impartially, or could diminish community confidence in the government, the proposal may be unsuitable and may be terminated.

The historic social responsibility of sponsors is relevant.

Naming Rights
Sponsorship proposals which involve naming rights will only be approved by Council resolution on consideration of an agenda item making recommendations on the proposal.

Naming rights sponsorship funding is to be used for investments whose proceeds contribute to the delivery of city assets and/or services; enhancement and maintenance of the named asset; and the provision of services and programs directly related to the mandate of the property.

The following principles apply:
- An asset analysis and market evaluation is to be completed to determine the value of the asset in the marketplace, and to ensure that industry value standards are applied where available (based on market research). This may entail open and competitive bidding as the preferred way of sourcing potential bidders
- A risk/benefit analysis must be completed prior to the acceptance of any naming rights offer.
- Community support for the naming rights of the facility should be able to be demonstrated.
- The sponsor must support the image and values of Council as a proxy for and government of its community.
Sponsorship, Philanthropy and Corporate Community Investment Policy
Attachment A – Proposal Assessment

- Council will not relinquish Council’s right to manage and control the asset or facility to a naming rights sponsor.
- The naming should advise the purpose of the facility and consider any historical or community significance.
- Costs for the promotion of the re-naming of a facility should be incorporated into the naming rights agreement and not Council’s annual operating budget.
- Such rights should be able to be terminated by Council for or at its convenience (with appropriate compensation).

[Note: there is an issue as to whether conferring rights to have certain signage displayed for a certain period may be a disposition of an interest in land (a lease) and therefore require adherence to the Local Government Act (LGA) 2009 requirements of the need to conduct a competitive tender or auction (or identifying some other basis for exemption from the need for such) before conferring rights on the successful bidder. The risk that such a need for competitive disposal may arise might be minimised by ensuring any rights are a non-exclusive licence terminable at will by GCCC (with appropriate pro rata compensation obligations).]
Sponsorship, Philanthropy and Corporate Community Investment Policy
Attachment B – Agreement

Appropriate legal advice should be sought when developing sponsorship agreements.

**Sponsorship or community investment agreements**
Agreements should:
- be workable, relevant and practical;
- have the flexibility to encompass new approaches or alternatives that might arise at the level of operational details;
- be proactive and responsive to the needs of both parties;
- achieve mutually shared and agreed goals; and
- create social and economic value and impact for the community.

Council will price sponsorship opportunities in a manner that maximises their appeal, while fairly reflecting their value to sponsors. This may entail asset evaluation for sponsorship proposals. The value of sponsorship opportunities will usually be determined through an open and competitive negotiation process.

**Specific provisions**
These may include:
- the benefits to be provided by Council to the sponsor;
- mutually agreed commercial objectives of the sponsorship and agreed performance measures (commercial intent not applicable to philanthropic donations/contributions);
- forms of sponsorship acknowledgement and scope of uses available to the sponsor;
- financial accountability requirements including tax liabilities;
- agree value measure of any in-kind sponsorship;
- term of sponsorship and options/conditions for renewal/extension;
- dispute resolution;
- termination provisions;
- any special conditions which may apply (such as clean venue provisions);
- whether the sponsor will be given a right of first refusal when new sponsorship opportunities arise; and
- the recognition of Council’s ongoing contribution to the capital and/or operational costs of community facilities, by clear and permanent identification of Council through its branding guidelines (established by Corporate Communications branch).

The aim is to seek to ensure sponsorship agreements are not to be construed as transferring any interest in land – particularly in the case of naming rights.

**General provisions**
Section 4 of the LGA 2009 sets out the underlying principles which apply to all transactions. This includes transparent and effective processes. Accordingly, all sponsorship arrangements should be conducted in an open and competitive manner – conducting a tender process wherever appropriate. An open and competitive process generally contains some assurance of value for money and ethical behaviour and fair dealing. There may be some instances where it is thought more desirable to eschew open processes and deal selectively with one of few possible bidders. Care needs to be taken to ensure compliance with the contracting principles that require due regard for open and effective competition.
**Sponsorship, Philanthropy and Corporate Community Investment Policy**

Attachment B – Agreement

**Sponsorship agreements should not:**
- give a sponsor inappropriate influence and/or access to restricted information;
- impose or imply conditions that would limit, or would appear to limit, Council’s ability to carry out its functions fully and impartially;
- involve explicit endorsement of the sponsor or its products/services;
- pose a conflict between the functions of Council and those of the sponsor (or individual); or
- transfer any interest in land (as opposed to a licence to occupy) in the Council assets.

**Corporate Community Investment**

Similar principles apply to corporate community investment relationships. Such arrangements would usually be established through a Memorandum of Understanding (MOU). The MOU would capture some, but not necessarily all, of the same kinds of provisions that would be dealt with in a sponsorship agreement.

**Philanthropy**

Philanthropic contributions, including donations, tend to be unconditional in nature and provided without expectation of return benefits. Philanthropic funding for building and capital projects can be difficult to obtain. The person or organisation providing a philanthropic contribution may request:
- a modest acknowledgement;
- that the provision be used for a specified purpose; or
- anonymity.

Such wishes would be respected by Council except where a particular legal provision (for example compromising DGR status) prevents Council from carrying out those wishes.

For philanthropic donations, it should be made clear that:
- donations become an asset of Council, and Council has complete control over the asset;
- Council will not guarantee that it will maintain any asset, or replace it at the expiry of its life.

**Delegated authorities**

Council officers involved with signing off sponsorships and other forms of funding-based agreements must have the appropriate financial authorisation levels and accountabilities to match the assessed value of the sponsorship and/or funding contribution proposed.
It is recommended that Council officers involved in sponsorship management review the 11 key principles for sponsorship management outlined in the publication by the Qld Crime and Misconduct Commission Queensland Building Capacity Series, No. 9 September 1996, *Sponsorship Management – Achieving mutually beneficial outcomes*.

Sponsorships need to be professionally managed and administered. Most local governments that have established sponsorship programs employ a dedicated employee responsible for sponsorships and/or the development of community funding initiatives, relationship management and evaluation of sponsorships.

In the absence of a dedicated individual officer, the various asset custodians will be responsible for managing and administering sponsorship relationships, agreements and reporting.

Sponsorship management will involve cross-directorate collaboration between Community Services, Economic Development and Major Projects, and City Governance (Corporate Communications). Other Directorates might also be involved where particular expertise is required.

**Sponsorship process flowchart**

![Sponsorship process flowchart](source: CMC Building Capacity Series – Sponsorship Management. Number 9, September 2006.)
Sponsorship, Philanthropy and Corporate Community Investment Policy
Attachment C - Sponsorship Management

Sponsorship management plan
A sponsorship management plan is generally used for large sponsorships requiring a higher level of relationship management. A sponsorship management plan provides a methodology for managing the sponsorship effectively. Generally, it would address:
- objectives of the sponsorship;
- roles;
- responsibilities;
- communication;
- resources;
- timeframes;
- outcomes;
- performance indicators; and
- evaluation of the sponsorship.

Monitoring and evaluation of sponsorships
Monitoring and evaluation of the sponsorship needs to be part of the overall project management process. Specific performance indicators related to sponsorships might include:
- number of active sponsorships;
- dollar value of active sponsorships;
- number of proposals presented to potential sponsors; and
- number of sponsorship proposals declined by potential sponsors.

Evaluating outcomes – Council reports
The level of detail in the evaluation report to Council would correlate with the size and complexity of the agreement. As a general guide, the report would encompass:
- brief outline of the bidding and selection process, including details of proposals received;
- the approval process;
- budget and financial commitments;
- details of ‘value in kind’ transfers of sponsored goods and services;
- outline of attributed benefits;
- leveraged funding, if any (e.g., State and Federal funding leveraged as a result of the sponsorship, philanthropic or community investment); and
- evaluation summary, including a return on investment justification.

Evaluating outcomes – Sponsor reports
As a general guide, information provided in an evaluation report provided to sponsors would encompass:
- results achieved, evaluated against the sponsorship objectives;
- benefits/success of the sponsorship/partnership;
- any conflict of interest matters;
- whether the terms of the agreement were met; and
- whether the agreement will continue and/or be renegotiated.

Value creation – corporate reporting
Council’s general administration requirements entail that financial and performance audits be conducted in relation to sponsorship arrangements. Council aims to ensure that sponsorship arrangements are cost effective. The effort and cost expended in securing and managing
Sponsorship, Philanthropy and Corporate Community Investment Policy
Attachment C - Sponsorship Management

Sponsorships (and other forms of mutual relationship directed toward investment into or contribution toward community infrastructure) will be evaluated against the overall value of the proposal, whether a sponsorship or other form of agreement.

Annual report
Sponsorships, philanthropic and other contributions made towards social infrastructure must be included in Council’s annual report. Unless Council determines to provide resources for a dedicated Coordinator, asset custodians will be responsible to coordinate all required financial and other reporting.

Sponsorship Register
Council will keep a register of sponsorships and other contributions made to social infrastructure projects that will be available to the public upon request. Anonymous contributions would be listed by project and value, with the source specified as ‘anonymous’.
Risks associated with corporate sponsorship and/or corporate community investment include:

- The potential for conflict of interest.
- The possibility of Council’s role or functions being unduly or inappropriately influenced.

The public expects that it can be confident that its government will not feel beholden to certain interest groups because of support those people have provided to the government. The perception of possible conflict between duty and interest is just as important as actual conflict.

A sponsorship proposal should seek to minimise the potential for the public to perceive that the government may be conflicted in performing its government functions.

**Conflict of interest**

In order to avoid real or perceived conflicts of interest, regard should be given to:

- past and current commercial activities of the potential sponsor (or contributor);
- national and international activities of the sponsor;
- avoiding agreements with entities that may be subject to regulation by Council (or ensuring that when performing regulatory functions independent advice is sought and relied upon);
- asking sponsors or contributors to identify any potential conflict of interest during negotiations.

**Undue Influence**

Because of the perception that government functions could be inappropriately influenced by sponsorship and other forms of contribution-based funding, careful consideration needs to be given to:

- naming rights;
- the inference of ownership of sponsored projects; and
- perceived endorsement by government of the sponsor’s (or contributor’s) products or services.

The following occurrences should be reported to the CEO:

- an actual or potential conflict of interest;
- where Council and a corporate sponsor have entered into an agreement, and that entity later becomes subject to Council’s regulatory function;
- where a potential sponsor/donor has a matter pending or proposed for decision by Council;
- a sponsor enters into voluntary administration, receivership or faces demise;
- decisions to terminate a sponsorship/MOU or community investment relationship.

**Termination of agreements**

Council reserves the right to terminate sponsorship and other agreements at its discretion.

In the case of a termination without cause (for Council’s convenience) Council will refund sponsorship monies it receives on an equitable or pro-rata basis, however termination will not entitle the sponsor to claim any other compensation.
Council has identified a social infrastructure programme for development over the next 10 years. Council is now considering which of the assets in that program may be appropriate to receive partial funding from sponsorship or philanthropic sources.

The following is a draft list of assets (including parts of those assets), which may be appropriate for such funding, and which may be reviewed and updated as appropriate:

- Southport Broadwater Parklands (parts thereof)
- All Abilities Playground, Kurrawa Park
- Upper Coomera Community Hub
- Council public pools (incl. Palm Beach pool and the new Mudgeeraba pool)
- Coomera Regional Aquatic Centre
- Runaway Bay Sports Complex
- New Helensvale Community & Youth Centre

NB: It should be noted that the Regional Botanic Gardens and the proposed Gold Coast Cultural Precinct are key assets which may be appropriate for revenue raising through the combined avenues of sponsorship, philanthropy and corporate community investment.
ITEM 7 OFFICE OF THE CEO
REVIEW OF PARKS CONSTRUCTION AND MAINTENANCE
CS433/408/13(P1)
Refer to Attachment A: Extract from Partnering Document – pages 6 to 13, 54 and 55.

1 BASIS FOR CONFIDENTIALITY

Not Applicable.

2 EXECUTIVE SUMMARY

Not Applicable.

3 PURPOSE OF REPORT

This report reviews current arrangements relating to Parks and Construction and Maintenance in accordance with two Council resolutions.

4 PREVIOUS RESOLUTIONS

EX MIN G10.0419.018

1. That the Chief Executive Officer undertake a review of the operations of Engineering Services and Community Services parks, construction and maintenance and report to Council by the end of May 2010.

EX MIN G10.0607.021

2 That to bring to finality to the request for a review of the operation of Parks Gold Coast maintenance and construction responsibilities, the Chief Executive Officer arrange for the Directors of Engineering Services and Community Services to enter into a conclave to prepare joint recommendations on how to increase efficiencies between directorate responsibilities and report to Council following the June recess.

Such report shall review existing directorate operations to identify operational savings by the elimination of duplication of work practices and staffing and by the elimination of inefficiencies through the streamlining of internal processes, and/or the removal of redundant or unnecessary procedures and policies.

5. DISCUSSION

April 2010 resolution response

The establishment of a stand alone Parks and Recreational Services Branch was proposed by the then Director City Governance (now CEO) and approved by Council in October 2002. At that time, the Council decision reflected the “escalation of the profile and relative importance to the community of all aspects of parks management throughout the Gold Coast”.

As part of that 2002 outcome, it was also recommended and decided to pursue “the appointment of a new Manager – Parks & Recreational Services Branch with high-level experience and expertise in parks management as a pre-requisite”.
ITEM 7 (Continued)
REVIEW OF PARKS CONSTRUCTION AND MAINTENANCE
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In the (now) CEO’s October 2002 report, the specific issue of responsibility for parks maintenance (given the “purchaser/provider” split established earlier across the organisation in 1998) was also reviewed. Some relevant comments at that time regarding the model in place included:

- It enables clarity of objectives by separating the strategic functions (the specifier role) from the day-to-day service provision (the provider role). When these functions are combined, the strategic work is potentially diminished as the day-to-day activities take priority. Hence, the purchaser/specifier & provider relationship enables the organisation to become proactive, rather than being in the traditionally reactive mode.
- As a consequence of the above point, the organisation is better able to focus on customer service and asset management.
- There is some extra administrative effort required under the purchase/provider model i.e. SLA monitoring. Reducing grey areas of maintenance responsibility and developing a common system for dealing with maintenance requests have however reduced administrative effort elsewhere.
- There has been a “natural” tension between the provider and specifier arms.

Following on from the above, the 2002 report assessed the various options relating to parks maintenance.

“In summary, these are:

2. Transfer to Community Services.
3. Transfer Parks Gold Coast (in part) to Engineering Services.
4. Transfer of Parks Gold Coast (in full) to Engineering Services.

Option 1: Status Quo

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>opportunity to achieve benefits of the specifier/provider model</td>
<td>internal transactions to manage the cross-directorate interface</td>
</tr>
<tr>
<td>no disruption to current operations/ staffing situations</td>
<td>potential loss of priority given to parks issues from time to time</td>
</tr>
<tr>
<td>maximize synergies/economies of scale within Engineering Services</td>
<td></td>
</tr>
<tr>
<td>maximize synergies within Community Services achieved through integration with other community planning and development units</td>
<td></td>
</tr>
</tbody>
</table>
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REVIEW OF PARKS CONSTRUCTION AND MAINTENANCE
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Option 2: Parks maintenance and construction operations move from Engineering Services to Community Services

Note: This may or may not involve also the transfer of part or all of the Building Maintenance Section, contract supervision/management function, City Cleaning and lakes maintenance.

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>integration with other parks and community services roles</td>
<td>loss of synergies/economies of scale within Engineering Services</td>
</tr>
<tr>
<td>synergistic delivery of parks service</td>
<td>staff disruption in short term</td>
</tr>
<tr>
<td>less internal transaction activity</td>
<td>interface issues to address in respect of contract management, building maintenance, city cleaning and lakes maintenance, or costs of implementing related processes/practices within Community Services</td>
</tr>
<tr>
<td>greater measure of single point accountability from a parks perspective</td>
<td>environmental accreditation issues</td>
</tr>
</tbody>
</table>

Option 3: Parks Gold Coast operations (in part) move from Community Services to Engineering Services

This would involve relocating a limited number of Parks Gold Coast staff (parks operations and liaison officers).

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>less internal transaction activity</td>
<td>reduced integration with other community services roles</td>
</tr>
<tr>
<td>limited disruption to staff</td>
<td>staff disruption in short term</td>
</tr>
<tr>
<td>maximise synergies/economies of scale within Engineering Services.</td>
<td></td>
</tr>
</tbody>
</table>

Option 4: Transfer all of Parks Gold Coast to Engineering Services

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>introduction of staff to quality and environmental management systems</td>
<td>staff disruption in short term</td>
</tr>
<tr>
<td>allocation of single point contacts for all enquiries</td>
<td>cost of extension of environmental systems</td>
</tr>
<tr>
<td>greater degree of single point accountability within one directorate</td>
<td>reduced integration with other Community Services roles</td>
</tr>
<tr>
<td>owner – service provider split within Engineering Services could accommodate the change</td>
<td></td>
</tr>
</tbody>
</table>

The following is an overview of the key considerations.

1. The theoretical basis of the specifier/provider split remains sound, most particularly as a means for ensuring an enduring focus on strategic planning and holistic asset management.
ITEM 7 (Continued)
REVIEW OF PARKS CONSTRUCTION AND MAINTENANCE
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In practical terms however, any such split can give rise to tensions from time to time between strategic and operational arms, which can be exacerbated when effected across directorate lines. Such tensions can result in either constructive or diminished customer service, efficiency, strategic planning and asset management outcomes, depending upon how they are managed.

2. As a general principle, there must be effective interaction between the strategic and operational arms to ensure the best outcomes from both a customer service and asset management perspective, (eg strategic planning must have regard to ongoing maintenance considerations). They cannot function in a mutually exclusive manner.

3. It is important to note that some parks related cross-directorate interfaces would foreseeably continue to exist for reasons of organisational efficiencies etc, given the size and complexity of the organisation, which now exist post amalgamation. That is, absolute single point accountability within a single Branch or Directorate for parks is not realistically achievable given the overall organisational arrangements which now exist, only a greater or lesser degree.

By way of example, the key areas which would need to be consolidated in a future Parks and Recreational Services Branch (or within Community Services) to achieve “complete” or near-complete single point accountability for parks must include:

- Parks Gold Coast (together with elements from other Branches in Community Services);
- City Cleaning within Maintenance Services Branch (Engineering Services) – public conveniences, barbeques and rubbish collection in parks;
- Technical Services Branch (Engineering Services) – design services for parks;
- Contracts and Administration Branch (Engineering Services) – relating to mowing (18 contracts worth approx. $6.6m), tree works (3 contracts worth approx. $2m) and irrigation works (9 contracts worth approx. $0.5m), together with capital improvements in parks.
- Parks & Gardens Maintenance within Maintenance Services Branch (Engineering Services)
- Lake Maintenance within Maintenance Services Branch (Engineering Services)
- Fleet and Plant Branch (Engineering Services)
- Building Maintenance within Maintenance Services Branch (Engineering Services)

The present consolidation of construction and maintenance activity, exclusive of Gold Coast Water, in the Maintenance Services Branch of Engineering Services will have brought with it economies of scale or synergistic benefits, as indicated earlier. More broadly, the consolidation of related service provision functions within Engineering Services (eg Technical Services, Fleet & Plant, and contract administration and supervision) is similarly advantageous from a whole of Council perspective.

Any decision as to organisational responsibility for parks must thus involve an appreciation of the trade-offs which will exist between various options:

- The trade-offs which exist under the current purchaser/provider model for parks, eg one of the current benefits is that plant and labour resources can be shared in the Maintenance Services Branch (Engineering Services) to achieve an overall Council benefit. However, this may on some occasions impact upon parks related priorities;
ITEM 7 (Continued)
REVIEW OF PARKS CONSTRUCTION AND MAINTENANCE
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- Duplication and ineffective coordination of work requests via multiple channels (eg requests being directed to both Parks Gold Coast and Engineering Services).

The above measures are required to establish the required capacity and focus within Community Services to ensure its parks asset custodian/service specifier responsibilities as a minimum are properly performed, via a robust SLA and related partnering approach. They would be complemented by a review of the current SLA as it relates specifically to parks customer request responses, reporting and monitoring.

In June 2007, a formal Partnering Agreement was entered into between Parks and Recreational Services and Maintenance Services. (See attachment A – extracts from Partnering Document). The Partnering Agreement is an internal “contract” similar to what would be entered into with outside service providers. Effective contract management takes time and effort.

June 2010 resolution response

The June 2010 resolution states:

That to bring to finality the request for a review of the operation of Parks Gold Coast maintenance and construction responsibilities, the Chief Executive Officer arrange for the Directors of Engineering Services and Community Services to enter into a conclave to prepare joint recommendations on how to increase efficiencies between directorate responsibilities and report to Council following the June recess.

Such report shall review existing directorate operations to identify operational savings by the elimination of duplication of work practices and staffing and by the elimination of inefficiencies through the streamlining of internal processes, and/or the removal of redundant or unnecessary procedures and policies.

The following is an overview of the current position:

With regard to Maintenance Services, there do not appear to be any major issues of focus apart from some duplication of requests and communications, which results from requests being directed via informal channels as occurs sometimes. However, these instances are continually addressed through attention at Branch and Section partnering meetings (internal “contract” management).

In terms of performance management via the Partnering Agreement, P&RS, with MS assistance participate in benchmarking with other Councils, comparing key performance measures such as budgets, mowing rotations and so forth. Performance is also measured against an annual Park Maintenance Customer Satisfaction Benchmarking Survey.

Changes which have been given effect since the original 2002 Council decision include:

- introduction of the Open Space Asset Inspector to proactively report defects in parks.
- introduction of Contract Grass Cutting Inspectors to assess external providers of grass cutting services.
- introduction of Proactive Maintenance Activity Sheets for crews with defect reporting requirements.
- dedicated Councillor Liaison Officers in P&RS were instituted but have since been discontinued given a limited take up by Councillors.
ITEM 7  (Continued)
REVIEW OF PARKS CONSTRUCTION AND MAINTENANCE
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- There have also been important strategic developments resulting from the creation of a dedicated Parks and Recreational Services Branch and formal partnering approach, including:
  - improved asset management focus.
  - Maintenance Services has become more specialised in terms of contract management of outsourced works, thus optimising the effective delivery of maintenance services.
  - Parks and Recreational Services plays a key role in addressing the demands placed on the parks estate by a range of users including but not limited to
    1. over 550 sports clubs with 40,000 people regularly training and playing formal sport in our parks.
    2. 1,500 plus park bookings per annum seeking to hold a range of events and activities.
    3. Approximately 100 construction activities on parks applications

This is only possible through close relations with the provider (Maintenance Services), who need to manage maintenance activities:

- to improve the quality of playing surfaces that allows for high community use
- to ensure parks are adequately presented when used for special occasions
- to coincide with other activities.

Comments:

From the CEO’s perspective, the following are seen to be the key issues:

1. The management of issues/complaints/work requests through Councillors is still not consistent, which can add to perceived duplication etc.

2. The 2007 Partnering Agreement is a valid and robust “internal contract”. Like all contracts it requires time and effort to be applied to its effective management.

3. The Council’s procurement model and approach will change over time, with the advent of the Chief Procurement Officer (CPO) impacting on parks maintenance and construction procurement activity.

4. The pending change to the management of customer requests via an inaugural Customer Relationship Management system for GCCC (via ERP program).

5. The lack of physical proximity via dispersed administrations. The magnitude and complexity of parks maintenance means that it is administered from various centres, including Evandale, Merrimac, Varsity, Southport, Miami, Carrara, and Nerang.

The following actions will be undertaken over coming months:

a. A review will be undertaken of the position descriptions and roles of staff in the Parks Operation Unit in Community Services and the Parks and Landscape Maintenance Branch in Engineering Services.
b. Consideration will be given to embedding the Parks Operation Unit in the Parks and Landscape Maintenance Branch following appropriate consultation with all staff concerned.

c. In conjunction with the Chief Procurement Officer (CPO), consideration will be given to officers in Parks and Recreation being empowered to undertake procurement for minor works within parks, following the process outlined in recent pilot projects.

d. In conjunction with the CPO, consideration will be given to officers in the Natural Areas Management Unit being empowered to engage contractors to undertake maintenance activities within Council’s conservation lands.

The above issues and actions a. to d. represent an appropriate view of the next stage of organisational improvement relating to the management of parks and open space within the city, which date back to 2002.

GCCC is providing and maintaining world class facilities in what is probably the highest use recreational region in the country. With a total of 2,250 parks and reserves covering an area of 20,012 hectares under management, the current corporate structure including a “standalone” Parks and Recreational Services Branch, a Maintenance Services Branch and an Infrastructure Delivery Group in Engineering Services (as the key provider of internal services relating to parks construction) remains the most appropriate model.

Major changes will have an impact in coming years via the Chief Procurement Officer and implementation of a Customer Relationship Management (CRM) system via the ERP Project.
ITEM 7 (Continued)
REVIEW OF PARKS CONSTRUCTION AND MAINTENANCE
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12 COORDINATION & CONSULTATION

<table>
<thead>
<tr>
<th>Name and Title of the Stakeholder Consulted</th>
<th>Directorate or Organisation</th>
<th>Is the Stakeholder Satisfied With Content of Report and Recommendations (Yes/No) (comment as appropriate)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ross Greenwood Community Services</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>Bob Cunningham Engineering Services</td>
<td>Yes</td>
<td></td>
</tr>
</tbody>
</table>

13 STAKEHOLDER IMPACTS

Not Applicable

14 TIMING

Not applicable.

15 CONCLUSION

A series of organisational changes dating back to 2002 have been given effect to establish a Parks and Recreational Services Branch that can focus on the strategic management of the 2,250 parks and reserves within Gold Coast city. The benefits of this strategic focus are self-evident in terms of the progress and outcomes achieved over recent years.

It is true that the internal “contract management” required and given effect via the Partnering Agreement between Parks and Recreational Services and Maintenance Services comes at a cost in time and effort and that there is always the potential for some duplication of customer requests.

The suite of actions listed on pages 6 and 7 of this report will be progressed in coming months.

16 RECOMMENDATION

It is recommended that Council resolves as follows:

1 That the report be noted
2 That the CEO provide subsequent advice as to the outcome of the future actions a. to d., as listed in the report

Author: Stephen Cochrane
Authorised by: Dale Dickson
Project and Research Officer Chief Executive Officer
06 September 2010

COMMITTEE RECOMMENDATION GA10.0915.007
moved Cr Sarroff seconded Cr McDonald

1 That the report be noted
2 That the CEO provide subsequent advice as to the outcome of the future actions a. to d., as listed in the report

CARRIED
3.2 Relationship with other corporate documents

In recognising the goals and objectives of this partnership it is important to recognise the relationship between this agreement and other corporate documents that either influence it, or are influenced by it.

The figure below illustrates the general relationship between this partnering agreement and other documents. It essentially demonstrates where it fits within the organisation.

The overriding documents are Council’s corporate plan and Parks Gold Coast’s Our Natural Playground strategic business plan. These documents define Council’s future vision for the city and city parks and recreational services. The partnering document defines the roles and responsibilities for delivery of the corporate vision and services to the community and defines the minimum level at which those services are to be provided.

The service levels in the partnering document are guided by the strategies described in the asset management plans that identify the funding needs and physical activities required to meet the corporate objectives. Although the asset management plans guide the level of service required to be delivered, the responsibility for developing and maintaining the asset management plans and asset maintenance schedules is defined in the partnering agreement. The partnering agreement also defines the roles and responsibilities for carrying out a number of other tasks that are fundamental to developing and maintaining the asset management plans such as data collection and management. It is therefore appropriate that the partnering agreement sits above the asset management plans in the document hierarchy.
4 Operating Principles

4.1 Overview

The following operating principles have been documented to detail the higher-level protocols that exist between the two directorates and the joint responsibility and commitments that are vital to the maintenance of this agreement.

Generally, this document shall define the roles and responsibilities of each party and the services shall be delivered to the level of service defined in Schedule 1.

Maintenance Services shall be responsible for the development of operating manuals, service specifications, and other related documents for both internal and external providers, to ensure that the agreed services levels are met. Parks and Recreational Services are to be given the opportunity to review and comment on the manuals and specifications prepared in respect of this agreement.

Maintenance Services will also be responsible for monitoring and reporting on their performance with respect to the minimum levels of service and defined performance criteria. Reports are to be presented at the Partnering Meetings to ensure open discussion on their performance and constructive discussion around solutions to improve performance and improve the level of service generally, where required. It is through monitoring and reporting of the services delivered under this agreement, and regular communication that the delivery of services is expected to improve and remain manageable into the future.

Whilst Maintenance Services are primarily involved in the management of day to day delivery of services, Parks and Recreational Services are charged with an equally important responsibility for the long term planning of maintenance and management strategies. It is through the long term strategies, particularly the asset management and funding programs and plans that both parties will be best positioned to gauge the future demand and develop strategies for the sustainable delivery of services including securing the necessary resources and funds.

4.2 Capital Works Project Delivery

From time to time, Maintenance Services will be called upon to project manage capital/minor works construction and maintenance activities. This includes the allocation of both external suppliers (private consultants/contractors) and internal suppliers (labour).

Minor Works Expenditures are categorised as projects with a maximum value of less than $20,000. Capital Works are projects with a maximum value of between $20,000 and less than $40,000. Maintenance Services' role is to supervise and control execution of works of this scope on behalf of the Parks and Recreational Services. Both parties as agreed on a case by case basis will exercise some degree of flexibility with the monetary limit, giving due consideration to resource constraints and risk to Council when establishing the extent of documentation and process necessary to deliver the service.

Parks & Recreational Services (P&RS) will provide any plans, estimates, or other instructions that are necessary to define the work to be undertaken. P&RS will also assist with any necessary approvals before issuing the work.

Projects greater than $40,000 will ordinarily be managed by Construction Services for day labour construction or Contract & Administration Services where a formal contract exists.

Building Maintenance undertakes minor construction or refurbishment of building and building services generally within financial limits as established by the Maintenance Manager. Works can exceed these limits as or when approved by the Coordinator and Maintenance Manager but will not exceed $150,000 and GST.
5 Responsibilities and Commitment

5.1 Overview

Both Parks and Recreational Services and Maintenance Services responsibilities and commitments are detailed in Schedule 1.

A specified responsibility shall not be delegated to another individual unless specifically endorsed by an update to this document.

The following chart provides a general overview of the roles and responsibilities covered by this partnering document. While some tasks are clearly the responsibility of either Parks and Recreational Services or Maintenance Services, there is an overlap in some activities and it is these areas where it is important for the partnering document to more clearly define. The detailed descriptions provided in Schedule 1, where appropriate, include the roles and responsibilities of both parties to more distinctively define those areas that overlap.
5.2 Stakeholders

Stakeholders shall ensure that the commitment and intent of this agreement is fulfilled and the management processes designed into this agreement are adhered to or modified to suit practice.

Stakeholders shall attend each of the partnering meetings (if required) and ensure issues raised are resolved in a timely manner.

Detailed below are the jointly shared responsibilities in relation to this service level agreement.

<table>
<thead>
<tr>
<th>Position Title</th>
<th>Specified Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manager Maintenance Services (Eng. Serv.)</td>
<td>Maintenance of meeting timeframes.</td>
</tr>
<tr>
<td>Executive Coordinator Parks (Com. Serv)</td>
<td></td>
</tr>
<tr>
<td>Executive Coordinator Parks and Landscape Maintenance (Eng. Serv.)</td>
<td>Record and resolve problems/issues raised.</td>
</tr>
<tr>
<td>Manager Park &amp; Recreational Services (Com. Serv.)</td>
<td></td>
</tr>
<tr>
<td>Financial Projects Coordinator (Fin. Serv.)</td>
<td>SLA Corporate Registration</td>
</tr>
<tr>
<td>City Governance</td>
<td></td>
</tr>
</tbody>
</table>

The table below describes the typical roles and responsibilities of the Parks and Recreational Services (P&RS) and Maintenance Services (MS) under this partnering agreement.

The service or activity does not necessarily have to be undertaken by the responsible party and nothing in this document should be taken to preclude the engagement of other internal or external service providers being delegated the task unless specifically stated otherwise. However, the responsibility for that task cannot be delegated and must lie with the party nominated. For example, P&RS shall be responsible for the valuation and revaluation of infrastructure assets, however it may wish to contract this service out to an experienced and independent external party.

<table>
<thead>
<tr>
<th>Activity or Service</th>
<th>P&amp;RS</th>
<th>MS</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Abandoned vehicles</td>
<td>✓</td>
<td></td>
<td>Report to Local Law.</td>
</tr>
<tr>
<td>After hours contact for emergency response</td>
<td>✓</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Approvals for use of facilities</td>
<td>✓</td>
<td></td>
<td>With advice from MS if appropriate.</td>
</tr>
<tr>
<td>Strategic Asset management</td>
<td>✓</td>
<td>✓</td>
<td>Information to be provided by MS to support the effective management of parks and recreation assets.</td>
</tr>
<tr>
<td>Budget management</td>
<td>✓</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Capital Project Management (major projects)</td>
<td>✓</td>
<td>✓</td>
<td>May be delegated to MS or IDG depending on resource availability and experience.</td>
</tr>
<tr>
<td>Capital works submissions</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Civil works</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community consultation</td>
<td>✓</td>
<td>✓</td>
<td>MS are to provide community consultation for tree removal and other general maintenance activities. All other consultation to be undertaken by P&amp;RS.</td>
</tr>
<tr>
<td>Activity or Service</td>
<td>P&amp;R</td>
<td>MS</td>
<td>Comment</td>
</tr>
<tr>
<td>---------------------------------------------</td>
<td>-----</td>
<td>-------</td>
<td>-------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Customer/Councillor requests</td>
<td></td>
<td>✔</td>
<td>MS shall generally deal with all Community and Councillor requests for service, except that requests for new or improved services shall be referred to P&amp;R.</td>
</tr>
<tr>
<td>Define service/intervention levels</td>
<td>✔</td>
<td>✔</td>
<td>To be carried out in consultation with MS.</td>
</tr>
<tr>
<td>(operating standards)</td>
<td></td>
<td></td>
<td>In consultation with MS for feedback on maintenance impacts.</td>
</tr>
<tr>
<td>Design briefing</td>
<td>✔</td>
<td>✔</td>
<td>In consultation with MS for feedback on maintenance impacts.</td>
</tr>
<tr>
<td>Electrical inspections and maintenance</td>
<td>✔</td>
<td>✔</td>
<td>With assistance from MS.</td>
</tr>
<tr>
<td>Emergency response management planning</td>
<td>✔</td>
<td>✔</td>
<td>Liaison with some agencies or representation at some meetings or forums may be delegated to MS where appropriate.</td>
</tr>
<tr>
<td>Events / functions &amp; promotions management</td>
<td>✔</td>
<td>✔</td>
<td>With assistance from MS.</td>
</tr>
<tr>
<td>External liaison (State Government Agencies, etc)</td>
<td>✔</td>
<td>✔</td>
<td>Liaison with some agencies or representation at some meetings or forums may be delegated to MS where appropriate.</td>
</tr>
<tr>
<td>Facility &amp; infrastructure maintenance</td>
<td>✔</td>
<td></td>
<td>With policy direction from P&amp;R.</td>
</tr>
<tr>
<td>Nature strip mowing approvals</td>
<td>✔</td>
<td>✔</td>
<td>With policy direction from P&amp;R.</td>
</tr>
<tr>
<td>Forward capital works program</td>
<td></td>
<td>✔</td>
<td>All parties shall be responsible for ensuring that enquiries are forwarded to the appropriate party so that they can be dealt with in an efficient and seamless manner.</td>
</tr>
<tr>
<td>Forwarding of public enquiries</td>
<td>✔</td>
<td>✔</td>
<td>All parties shall be responsible for ensuring that enquiries are forwarded to the appropriate party so that they can be dealt with in an efficient and seamless manner.</td>
</tr>
<tr>
<td>Graffiti removal</td>
<td></td>
<td>✔</td>
<td>In accordance with GCCC Graffiti Policy.</td>
</tr>
<tr>
<td>Inspections and condition audits</td>
<td>✔</td>
<td></td>
<td>A copy of all inspection/condition reports is to be provided to P&amp;R to assist them in their asset management and planning role.</td>
</tr>
<tr>
<td>for all Parks Infrastructure</td>
<td></td>
<td>✔</td>
<td>A copy of all inspection/condition reports is to be provided to P&amp;R to assist them in their asset management and planning role.</td>
</tr>
<tr>
<td>Insurance of park facilities and infrastructure</td>
<td></td>
<td>✔</td>
<td>A copy of all inspection/condition reports is to be provided to P&amp;R to assist them in their asset management and planning role.</td>
</tr>
<tr>
<td>Irrigation</td>
<td>✔</td>
<td></td>
<td>Program of maintenance activities to be developed by MS in consultation with P&amp;R.</td>
</tr>
<tr>
<td>Maintain asset management software and systems</td>
<td>✔</td>
<td>✔</td>
<td>Information to be provided by MS as appropriate for all assets replaced or renewed or substantially replaced or renewed.</td>
</tr>
<tr>
<td>Maintain operation and maintenance manuals</td>
<td>✔</td>
<td>✔</td>
<td>Program of maintenance activities to be developed by P&amp;R in consultation with MS.</td>
</tr>
<tr>
<td>Maintenance of asset register</td>
<td>✔</td>
<td>✔</td>
<td>Program of maintenance activities to be developed by P&amp;R in consultation with MS.</td>
</tr>
<tr>
<td>Mechanical inspections and maintenance</td>
<td>✔</td>
<td>✔</td>
<td>Both parties shall be responsible for their individual and legal obligations with respect to the health and safety employees, public, and any contractor or consultant engaged on site insofar as it relates to performance of their duties under this partnering agreement.</td>
</tr>
<tr>
<td>Monitor expenditure</td>
<td>✔</td>
<td>✔</td>
<td>Both parties shall be responsible for their individual and legal obligations with respect to the health and safety employees, public, and any contractor or consultant engaged on site insofar as it relates to performance of their duties under this partnering agreement.</td>
</tr>
<tr>
<td>Mowing (day labour and contract)</td>
<td>✔</td>
<td>✔</td>
<td>Both parties shall be responsible for their individual and legal obligations with respect to the health and safety employees, public, and any contractor or consultant engaged on site insofar as it relates to performance of their duties under this partnering agreement.</td>
</tr>
<tr>
<td>Natural Area Maintenance</td>
<td>✔</td>
<td>✔</td>
<td>Both parties shall be responsible for their individual and legal obligations with respect to the health and safety employees, public, and any contractor or consultant engaged on site insofar as it relates to performance of their duties under this partnering agreement.</td>
</tr>
<tr>
<td>Occupational Health and Safety</td>
<td>✔</td>
<td>✔</td>
<td>Both parties shall be responsible for their individual and legal obligations with respect to the health and safety employees, public, and any contractor or consultant engaged on site insofar as it relates to performance of their duties under this partnering agreement.</td>
</tr>
<tr>
<td>Operations monitoring</td>
<td>✔</td>
<td>✔</td>
<td>Both parties shall be responsible for their individual and legal obligations with respect to the health and safety employees, public, and any contractor or consultant engaged on site insofar as it relates to performance of their duties under this partnering agreement.</td>
</tr>
<tr>
<td>Park bookings</td>
<td>✔</td>
<td>✔</td>
<td>Both parties shall be responsible for their individual and legal obligations with respect to the health and safety employees, public, and any contractor or consultant engaged on site insofar as it relates to performance of their duties under this partnering agreement.</td>
</tr>
<tr>
<td>Activity or Service</td>
<td>P&amp;R</td>
<td>MS</td>
<td>Comment</td>
</tr>
<tr>
<td>---------------------------------------------------------</td>
<td>-----</td>
<td>----</td>
<td>-------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Park landscape maintenance</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Park lighting maintenance</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Performance reporting</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Performance standards</td>
<td>✓</td>
<td></td>
<td>To be developed in consultation with MS.</td>
</tr>
<tr>
<td>Planning layouts</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Playground maintenance</td>
<td>✓</td>
<td></td>
<td>Program of maintenance activities to be developed by MS in consultation with P&amp;R.</td>
</tr>
<tr>
<td>Policy development</td>
<td>✓</td>
<td></td>
<td>With assistance from MS.</td>
</tr>
<tr>
<td>Procurement of specialist contractors/ subcontractors for minor works including developing specification and supervising the contract works</td>
<td>✓</td>
<td></td>
<td>Subject to P&amp;R approval for all work over $20,000.</td>
</tr>
<tr>
<td>Regulatory compliance</td>
<td>✓</td>
<td></td>
<td>Whilst MS has the responsibility to ensure that infrastructure is maintained in compliance with regulatory requirements, P&amp;R, as asset custodian, has a responsibility to ensure that this occurs and must put in place appropriate management and reporting procedures.</td>
</tr>
<tr>
<td>Requests for new or improved service or facility</td>
<td>✓</td>
<td></td>
<td>General requests for service that do not involve new or improved services shall be dealt with by MS.</td>
</tr>
<tr>
<td>Responding to complex public enquiries</td>
<td>✓</td>
<td></td>
<td>Information to be supplied by MS where applicable.</td>
</tr>
<tr>
<td>Review service delivery efficiency</td>
<td>✓</td>
<td></td>
<td>To be carried out in consultation with P&amp;R.</td>
</tr>
<tr>
<td>Road landscape maintenance</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sporting field maintenance</td>
<td>✓</td>
<td></td>
<td>In Consultation with P&amp;R.</td>
</tr>
<tr>
<td>Sporting field lighting</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff training in evacuation and CHS procedures</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategic asset management planning</td>
<td>✓</td>
<td></td>
<td>With assistance from MS.</td>
</tr>
<tr>
<td>Strategic planning of park use</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tree maintenance</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Valuation of assets</td>
<td>✓</td>
<td></td>
<td>With support from MS as appropriate.</td>
</tr>
<tr>
<td>Water features and fountains</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
6 Specified Services

6.1 Overview

The services provided to Parks & Recreational Services by Maintenance Services are classified into two groups.

1. Project Based Services - These services are provided on a project-by-project basis and the product or service provided is directly relevant to the budget allocation allowed for provided by Community Services.

2. Fee Based Services - These services are provided on a recurrent basis and are tied mainly to the maintenance of Community Services assets.

Type of Service:

It is expected Maintenance Services will provide a comprehensive (open space facility) maintenance service.

Maintenance Services will provide all necessary and qualified supervision, labour, materials, plant and equipment and overheads necessary for carrying out the maintenance service applicable to this agreement.

Relevant performance specifications are included in Schedule 1 of this partnering document.

This agreement means Maintenance Services is responsible not only for the current maintenance of Open Space and facilities, but for planning and managing their service to ensure fulfillment of the City’s Corporate Objectives in maintenance of open space and facility assets.

The main services to be delivered under this partnering agreement include:

- Horticultural Maintenance
- Tree Maintenance
- Building Maintenance
- Park Furniture Maintenance
- Infrastructure Maintenance
- Irrigation and Plumbing Maintenance
- Cleaning and Rubbish Removal
- Natural Area Maintenance
- Sports field Maintenance
- Lake Maintenance

General Objective:

Provide a quality maintenance service to the agreed service delivery standards.

The maintenance objectives for this agreement are to:

- Preserve and enhance the amenity and environmental characteristics of parklands and road landscape through horticultural and landscape (hard & soft) maintenance practices.
- Ensure a high level of stakeholder satisfaction with the presentation of the landscape (hard & soft) and its associated facilities.
- Provide a safe environment for users of the open space network.
2 Park and Sports Field Lighting

Scope:
Maintain Council owned park and sports field lighting and report defects of non-Council owned (eg Energex) lights.

Park lighting includes (as appropriate) lamps, lamp heads, support arms and switchgear. Poles are included only if they are owned by Council and generally are for the sole use of lighting. Lighting for water features or other decorative lighting are generally deemed to be outside the scope of this section and are to be maintained as part of the feature or structure being lit.

What we aim to achieve:
- A safe community through well lit facilities.
- An active community through making facilities accessible at night.
- Enhanced city image through attractive and well maintained facilities.
- Responsiveness to community requests.

Services and Responsibilities:

<table>
<thead>
<tr>
<th>Item</th>
<th>Maintenance Services Responsibility</th>
<th>Performance Measures</th>
<th>Parks and Recreational Services Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1</td>
<td>All lights functioning for their intended purpose.</td>
<td>Lighting to be maintained in a safe and functional condition. Not greater than 30% failure rate for lights at any one time.</td>
<td>Advise of any newly installed lights to be maintained. Ensure all new lighting (including donated assets) complies with Council standards and can be readily accessed and maintained. Promptly notify of lighting faults through agreed procedures. Provide strategic planning and asset management for lighting.</td>
</tr>
<tr>
<td>2.2</td>
<td>All fittings and components safe and undamaged.</td>
<td>Faulty lighting repaired within the following times: 5 working days if lights are critical for safety or security of persons or property, or if necessary for use of sports fields and other facilities.</td>
<td></td>
</tr>
<tr>
<td>2.3</td>
<td>Respond to customer requests.</td>
<td>10 working days for non-critical lighting. 1 month for difficult to access lighting unless agreed otherwise.</td>
<td>Asset capture and maintenance of asset registers. Monitoring electricity consumption, and carrying out energy audits and investigating energy efficiency initiatives. Prepare contracts for new works or major refurbishment of lighting.</td>
</tr>
<tr>
<td>2.4</td>
<td>Report defects of non Council owned lights.</td>
<td>All reports made within 5 working days of the defective light being reported to Council or observed.</td>
<td></td>
</tr>
</tbody>
</table>
### 3 Irrigation Systems

**Scope:**
Operation and maintenance, leak detection and repair. Systems used for the application of potable and non-potable water to all forms of growing vegetation.

**What we aim to achieve:**
- Enhanced city image through attractive and well-maintained facilities.
- Enhancing and protecting the natural environment.
- Efficient use water resources.

**Services and Responsibilities:**

<table>
<thead>
<tr>
<th>Item</th>
<th>Maintenance Services Responsibility</th>
<th>Performance Measures</th>
<th>Parks and Recreational Services Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1</td>
<td>Water use minimised, retention and healthy spread of all irrigated growing vegetation within the parks and road landscaping. No leaks and functioning for intended purpose. Where feasible, all efforts shall be made to utilise non-potable water.</td>
<td>Where “active” to be maintained in a safe and functional condition. Planned maintenance program in place with scheduled inspections and testing of systems occurring as programmed.</td>
<td>To advise of newly installed irrigation locations. To provide as constructed drawings of the newly installed irrigation systems. Advise Maintenance Services' operational staff of any changes to the operating times of the central irrigation system. Operate telemetry system. Develop asset management plans and carry out strategic planning. Provide training to Maintenance services as required for the installation and testing of new irrigation components and testing repairs. Monitor and report on water consumption. Investigate excess water usage with assistance from Maintenance Services. Investigate an implement water saving initiatives.</td>
</tr>
<tr>
<td>3.2</td>
<td>Maintenance Services will provide the maintenance for all in ground and above ground irrigation services within the community services asset. This will include: All dripper systems weather in garden beds or in and around shrubs and trees. All in ground rotating sprinklers whether in a turf area or landscape garden bed. All above ground mobile irrigators as used on community sports turf areas. All in line filter units whether effluent or town water. Operation and remote access of the telemetry controlled irrigation system.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
ITEM 8  GENERAL BUSINESS
ALABASTER DRIVE COUNCIL GROUNDS
PN278823/16

COMMITTEE RECOMMENDATION  GA10.0915.008
moved Cr Shepherd    seconded Cr La Castra

1. That the Chief Executive Officer prepare a report for presentation to the Economic Development & Tourism Committee which details the use of the Alabaster Drive Council Grounds in regard to continued equestrian uses, expansion of the sealed car park area and the terms of the agreement between the State Government, AFL and Council over the use of these grounds including any financial return to Council.

2. That the Chief Executive Officer also include in the report the arrangements in regard to the two soccer fields adjacent to the stadium specified for elite use.

CARRIED

ITEM 9  GENERAL BUSINESS
APPOINTMENT OF DEPUTY CHAIR OF THE CORPORATE GOVERNANCE & ADMINISTRATION COMMITTEE
LG115/514/01/2010

COMMITTEE RECOMMENDATION  GA10.0915.009
moved Cr Clarke    seconded Cr La Castra

That Cr McDonald be appointed as Deputy Chair of the Corporate Governance & Administration Committee.

CARRIED

There being no further business the meeting closed at 10:30am.
These Pages
Numbered 1 to 157
Constitute The Adopted Report of the Meeting
Of The Corporate Governance and Administration Committee
Held
15 September 2010