

2023
Annual Report
2024



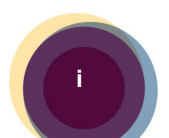
Acknowledgement of Country

Logan City Council acknowledges the Traditional Custodians of the land, pays respect to Elders past, present and emerging and extends that respect to all Aboriginal and Torres Strait Islander peoples in the City of Logan.

Logan City Council Annual Report

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Where possible, the 2023/2024 Annual Report is written in plain English. Overall, it meets a grade 9 reading level. It is provided as a plain-text document. This is to support accessibility and inclusion.



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Section 1 – Introduction

This introductory section of the Logan City Council 2023/2024 Annual Report:

- outlines information about our organisation and the city
- summarises our operational and financial performance for the 2023/24 financial year
- introduces our Mayor and Chief Executive Officer
- highlights the awards won by our staff.

Introduction

This annual report details our performance during the 2023/24 financial year. It shows what we have done to meet the strategic priorities outlined in our Corporate Plan 2021—2026. It also details our long-term financial planning.

Council provides a wide range of programs and services to the community. This report details the challenges and achievements in delivering those programs and services over the past year. It is an open and honest account of our performance and financial position.

This information is relevant to:

- Logan residents and ratepayers
- local business owners
- potential investors
- community groups
- government agencies
- funding bodies
- current and future staff.

The objectives of the annual report are to:

- communicate our vision and commitments to the community
- report on our performance in delivering the Corporate Plan's priorities and other key achievements
- show our ability to lead with confidence and deliver on our promises
- show our commitment to accountable and transparent governance
- promote the City of Logan and Logan City Council to potential investors to encourage economic development
- build confidence and satisfaction in our partnerships through key projects with community groups, local authorities and industry leaders
- recognise the significant achievements of our staff
- promote our Council as an employer of choice to job candidates
- comply with the statutory requirements of the *Local Government Act 2009* and *Local Government Regulation 2012*.

Our vision, purpose, goal and values

Our Corporate Plan 2021-2026 details our vision, purpose, goal and values as follows:

City vision

City of Logan: a green city full of pride, opportunity and culture.

Our purpose

To make a positive difference in people's lives through the quality of services we provide.

Our corporate goal

To be an organisation where our staff pursue excellence in all that they do, with high levels of job satisfaction.

Our values

At Logan City Council we value:

Community first

We work together to know our customers' needs so we deliver what matters and what makes a difference. We make decisions with empathy and recognise that our community's needs are at the core of every decision we make now and into the future.

Our people

We respect, care about, support and develop our people. We promote a safe workplace where people can explore opportunities, enjoy themselves and achieve high levels of personal job satisfaction.

Excellence

We create an environment where people are clear about expectations and accountable for achieving excellent outcomes. We foster enquiry, innovation and creativity with a focus on continuous improvement.

Leadership

We encourage leadership aligned to our values at all levels of the organisation. We work together to best use our skills and knowledge to pursue challenges and to deliver excellent services to our customers and our community.

Integrity

We are honest and open by saying what we believe, doing what we say and giving permission for others to do the same. We take responsibility, individually and as a team, for all that we do.

Mayor's message

The City of Logan is ready to launch.

After my first three months as Mayor of this city, I am excited about the future ahead of us.

We are the youngest, most diverse and fastest growing city in Queensland, and we are primed for an abundance of opportunities.

Our city has first-rate facilities including some of the best parks in South-East Queensland, incredible sports grounds, well-loved libraries and community centres that connect people from all walks of life.

Over the past 12 months, Logan City Council has continued to invest in the programs and services our city needs and our community expects.

We began construction on our city's second 50 metre pool at the Beenleigh Aquatic Centre, which sets us in good stead as our region continues to plan for the 2032 Olympic and Paralympic Games.

As part of our 2032 City of Logan Legacy Roadmap, we also progressed plans for a multi-purpose community venue that will support a wide range of community activities including sports training and official competitions, conferences, exhibitions and corporate events.

We are serious about co-investing with other levels of government to catapult us into the future.

This is happening all around the city, through road upgrades such as the widening of Loganlea Rd, in partnership with the Australian Government, and the construction of a new depot in Jimboomba, in partnership with the Queensland Government.

And while we are a city of many suburbs, we are also known for our community spirit and the way we band together in good times and bad.

We saw it once again after a severe storm moved swiftly through Jimboomba, Cedar Grove, Cedar Vale, Woodhill, Mundoolun, Riverbend, Veresdale and Tamborine on Christmas Night 2023, causing extended power outages and widespread destruction of vegetation and some properties.

As Council's Local Recovery Group swung into action to support the thousands of impacted residents through the clean-up, I was inspired to see the Jimboomba community open its hearts by offering meals, friendly ears and a place of refuge at the local hall.

Community spirit is what Logan is known for, which is why the city's Councillors and I are so grateful to serve as your representatives.

We are looking forward to working with the people of Logan to create a brighter future for our city.

We do this with the support of CEO Darren Scott, his executive leadership team and Council's dedicated workforce of about 1800 staff, and I express my thanks for everything they deliver to our 377,773 residents.

It is by working together that we achieve great things – and the achievements outlined in this report demonstrate the collective hard work put in across Council during 2023/24.

Mayor Jon Raven

City of Logan

CEO's message

It's no secret that Council faces challenges in the coming decades to deliver critical infrastructure for a growing population.

The impacts of inflation have put pressure on our ability to deliver services and infrastructure for the community, but we are implementing a range of measures to help mitigate the issue.

We continue to transform how we operate, including the continuation of our organisational restructure, known as New Foundations, to better align services and improve how we deliver services to our customers. Council continues to make good progress towards implementing the 5-year Corporate Plan and annual Operational Plan. You can read more about this progress from [page 40](#) of this Report.

We also introduced a new Customer Charter to improve the experiences of people who interact with our organisation.

Our customers are many and varied – from residents and ratepayers to business operators, community organisations and even staff – and we are committed to being easy to deal with, available when needed, being good listeners and getting the job done right.

But our systems also need to be up to scratch so our people can work with efficiency as well as heart. Our Digital Transformation project is well on the way to ensuring the hardware and software we use every day is streamlined and integrated.

Councils deliver a unique service offering to the communities they serve, from land planning and economic development to community support programs.

As we progress the city's new planning scheme, Logan Plan 2025, we also look to the future through growing the night-time economy and attracting businesses to encourage new jobs for our population.

Construction is also nearing completion for the city's first youth centre, located next to the Logan Central Library, and we are identifying the opportunities we can harness to ensure the city has a positive legacy from the 2032 Olympic and Paralympic Games.

In the infrastructure space, we also delivered record spends to improve and upgrade our roads, water and sewerage, parks and community facilities, including long-awaited upgrades to the city's animal management centre at Kingston.

Mayor Darren Power announced his retirement in October 2023 after almost three decades as an elected member, and Division 4 Councillor Laurie Koranski did not seek re-election.

On behalf of the city, I thank both of them for their dedication and commitment over many years.

With a new Mayor, Jon Raven, comes a new Council and energy to governing the city.

I look forward to working with Mayor Raven, and the 12 elected members over the next four years to help build the Logan City Council our city deserves.

Darren Scott

CEO, Logan City Council



Our city

The City of Logan is one of Queensland's largest and fastest growing cities. It is located in the heart of South-East Queensland, between Brisbane and the Gold Coast. It covers 959 square kilometers and has more than 377,773 residents.

With quality land and community infrastructure available, the city is growing in a planned and sustainable way. Demographic forecasts indicate our population will increase to more than 600,000 people by 2046.

Given our location, young population and skilled, educated workforce, Logan is ideally placed to continue emerging as a major economy in South-East Queensland.

Our city is proud to be home to a culturally diverse community. We have residents from 234 different cultural backgrounds living in 70 suburbs.

Our suburbs offer lifestyle options from apartment living and leafy suburbs to rural-residential homesteads in natural bushland.

Our city has a strong and vibrant community spirit. We are renowned for our diverse events, cultural celebrations, natural features and cafe/restaurant scene. We also host a wide variety of sports and outdoor activities.

Our history

The Logan region was originally inhabited by Aboriginal people who led self-sufficient and harmonious lives. Their first contact with Europeans occurred when the Commandant of the Moreton Bay Penal Settlement, Captain Patrick Logan, explored the Logan River in 1826. He named it the Darling River. It was renamed by Governor Darling in honour of Captain Logan.

The Logan local government area was created in 1979. The City of Logan was declared in 1981.

In 2008, as part of local government amalgamations, the City of Logan expanded to include areas previously part of Gold Coast City Council and Beaudesert Shire Council.

Today, the City of Logan is a bustling modern city looking to the future. There are still many reminders of the early settlers. Historic cemeteries remain at Kingston, Carbrook, Waterford West, Logan Reserve and Slacks Creek. The oldest remaining buildings in the district include the slab hut in the grounds of Mayes Cottage and the Kruger house at Carbrook.

City of Logan in profile

- Assets worth \$8.039 billion
- \$1.089 billion budget
- 133,395 rateable assessments
- 377,773 residents
- 39.4 people per hectare
- 70 suburbs covering 958 square kilometres
- 217 different cultures that call Logan home
- 28% of residents born overseas
- A median age of 34
- 4 performing arts and events centres
- 18 cultural venues including 9 libraries, 1 art gallery, 1 house museum (Mayes Cottage) and 1 living museum (located at Kingston Butter Factory)
- 73 community facilities and 86 sporting facilities, 5 indoor sports centres and 6 aquatic centres
- Over 980 parks
- 2,633 hectares of wetlands
- 2,177 kilometres of waterways including 89 creek catchments, flowing into 3 river systems
- 6 active and 3 heritage cemeteries
- More than 83 kilometres of unsealed roads
- More than 2,480 kilometres of sealed roads
- More than 1,519 kilometres of road reserve shared paths. (includes footpaths and bikeways)

Performance overview

Delivering on our Corporate Plan priorities

Council's 2023/24 Operational Plan has 33 projects. These help us deliver outcomes on the 7 focus areas outlined in our Corporate Plan 2021—2026.

The Corporate Plan focus areas and their definitions are:

Focus area 1: Maintaining current levels of service (MS)

Council acknowledges that the majority of its annual budget goes towards providing ongoing services that support our residents, business and community. Council will continue to maintain existing services to the community at the current levels for the length of this corporate plan. We will also continue to monitor our performance.

Focus area 2: Proud city (PC)

We are a proud city. A city of opportunity. A young city rich with culture. We value diversity, which is enriching for our community. We are proud of our community's positive contributions to improve the quality of our lifestyle.

This focus area is part of Council's response to the Logan Community Vision broad themes of humanity, diversity and community.

Focus area 3: Environment (EN)

The value of our varied and thriving natural environment is core to our identity, lifestyle, wellbeing and economy. We will prioritise activation, community connection and enhancement of our rivers, waterways and habitat corridors and the wildlife within them. We will consider the environment holistically and consider impacts broadly in terms of sustainable development, climate and waste recovery.

This focus area is part of Council's response to the Logan Community Vision broad themes of green lifestyle, climate change and infrastructure.

Focus area 4: Healthy connected communities (HC)

Healthy, inclusive and connected communities are at the heart of our city. We will provide social infrastructure that meets the needs of our community and is accessible. We encourage residents and visitors to explore and enjoy what our city has to offer and support locals to lead healthy and active lifestyles.

This focus area is part of Council's response to the Logan Community Vision broad themes of humanity, green lifestyle, housing and infrastructure.

Focus area 5: Economy and growth (EG)

Our city is unique in terms of its economy and growth. We will support and directly contribute to long-term economic growth by supporting local jobs and investment opportunities. We will build local wealth and balance the challenges associated with population growth by enhancing community lifestyles and environment.

This focus area is part of Council's response to the Logan Community Vision broad themes of youth, community, employment and innovation.

Focus area 6: Infrastructure (IN)

Sustainable, safe and efficient infrastructure is essential to the daily lives of our community. Through continuous planning, delivery and maintenance of our city's physical infrastructure, we will ensure we can support our rapidly growing community into the future.

This focus area is part of Council's response to the Logan Community Vision broad themes of infrastructure, community and climate change.

Focus area 7: High performing organisation (HP)

We are committed to building and sustaining a workplace where achievement, accomplishment and success is celebrated and rewarded. Our values of community first, our people, excellence, leadership and integrity will guide the way we deliver our services to make a positive difference to our community.

Our 2023/24 Operational Plan

The 33 projects in our 2023/24 Operational Plan deliver against the following 7 focus areas outlined in our Corporate Plan 2021—2026:

| Corporate Plan Focus Area | Projects |
|--|-----------|
| Maintaining current levels of service (MS) | 0 |
| Proud city (PC) | 3 |
| Environment (EN) | 7 |
| Healthy connected community (HC) | 4 |
| Economy and growth (EG) | 3 |
| Infrastructure (IN) | 5 |
| High performing organisation (HP) | 11 |
| Total | 33 |

2023/24 Operational Plan performance highlights

This annual report focuses on the 7 focus areas outlined in our Corporate Plan 2021—2026. These reflect the community's vision for our city and how Council plans to deliver this vision for the community.

How we did: our performance scorecard:

| Projects | Number |
|----------------|--------|
| Completed | 30 |
| Not completed | 3 |
| Not proceeding | 0 |

Performance scorecard definitions

| Projects | Definition |
|----------------|--|
| Completed | The project has met planned targets, or all planned milestones have been achieved (project closure). |
| Not Complete | The project was not delivered by its target date. |
| Not proceeding | A decision has been made to cancel the project. |

Delivery of Council's Operational Plan — 5-year trend

| Financial year | Percentage complete |
|------------------------|---------------------|
| 2019/2020 | 82% |
| 2020/2021 ¹ | 89% |
| 2021/2022 ² | 89% |
| 2022/2023 | 92% |
| 2023/2024 | 91% |

Delivery of Council's Corporate Plan 2021—2026

At its meeting on 21 June 2021 (minute number 228/2021), Council adopted its Corporate Plan 2021–2026. This is the third year we report against this Plan.

Council's performance in achieving the priorities of the Corporate Plan 2021–2026, through the delivery of projects in our annual Operational Plan, is as follows:

| Priority area | Completed | Not complete | Not proceeding | Total projects |
|--|------------|--------------|----------------|----------------|
| Maintaining current levels of service (MS) | 0 | 0 | 0 | 0 |
| Proud city (PC) | 2 | 1 | 0 | 3 |
| Environment (EN) | 7 | 0 | 0 | 7 |
| Healthy connected community (HC) | 4 | 0 | 0 | 4 |
| Economy and growth (EG) | 3 | 0 | 0 | 3 |
| Infrastructure (IN) | 5 | 0 | 0 | 5 |
| High performing organisation (HP) | 9 | 2 | 0 | 11 |
| Percentage | 91% | 9% | 0% | 100% |

Financial performance highlights

Where did Council earn its income from?

| Category | Amount (%) |
|--|------------|
| Utility charges | 27.7% |
| General rates | 19.7% |
| Asset donations | 22.0% |
| Developer contributions | 6.2% |
| Environment and community infrastructure charges | 6.5% |
| Grants and subsidies | 6.9% |
| Fees and charges | 4.5% |
| Interest and other revenue | 1.9% |
| Recoverable works and sales | 2.2% |
| Subsidiary company revenue | 2.4% |

¹ 2020/2021 was the final financial year of reporting against our Corporate Plan 2017—2022.

² 2021/2022 was the first financial year of reporting against our Corporate Plan 2021-2026

Council is in a sound financial position as of 30 June 2024¹

- Council has a 2.8:1 (last year 2.9:1) working capital ratio (ratio of current assets to current liabilities) meaning that Council has more than 2 times the amount of current assets available to meet current liability obligations.
- Our low debt levels resulted in a favourable debt to equity (i.e. debt as a percentage of community equity) percentage of 6.2 per cent (last year 4.6 per cent).
- The net financial liabilities ratio (total liabilities less current assets as a percentage of operating revenue) is 20.55 per cent. Last year it was 2.35 per cent. The positive ratio indicates Council is well placed to meet its financial obligations.
- Council's total assets value has increased by \$605.482 million over the past 12 months to \$8,039 million as of 30 June 2024 (last year \$7,400 million).
- We have an operating deficit of \$12.531 million (last year was \$13.7 million) and an operating surplus ratio of -1.77 per cent (last year was 2.14 per cent) against an industry standard of greater than zero per cent for the 2023/24 financial year.
- Council remains in a sound financial position as of 30 June 2024 in terms of both short-term liquidity and long-term sustainability.
- Most information presented in this report is over a 5-year period to allow readers to judge trends in Council's performance. Our interest-bearing debt has increased by \$224.23 million over the past 5 years. Capital expenditure over the same period amounted to \$1,467.02 million.

¹ All financial information presented in this report relates to Logan City Council only, not the consolidated group.

City performance highlights

- We generated more than \$166.85 million in investment by promoting the city
- We completed:
 - maintenance of 202 bushland parks and 46.5km of mountain bike trails
 - 19,000 hectares of mowing and 3,000 hectares of landscaping across the city
 - 3,586 Park Ranger patrols throughout city parks
 - 165km of Fire Access Line maintenance in 169 parks
 - 40 Green Asset Renewal Projects
- Logan Animal Ambulance made more than 2,825 wildlife rescues
- We awarded 42 new EnviroGrants worth \$180,686.63 to the community
- We kept more than 66,809 tonnes of waste out of landfill.

Community and customer performance highlights

Overall satisfaction with Council customer services (on a 1 to 5 scale) 5-year trend.

| Financial year | Score (out of 5) |
|----------------|------------------|
| 2019/2020 | 4.6 |
| 2020/2021 | 4.6 |
| 2021/2022 | 4.4 |
| 2022/2023 | 4.25 |
| 2023/2024 | 3.81 |

- We answered 138,160 inbound customer calls via the contact centre.
- We processed 30,037 counter enquiries.
- We processed 26,991 customer requests via Council's Website.
- We facilitated 44 community engagement projects with 3264 participants.
- We managed more than 6,453 development related enquiries.
- We decided 1,497 development applications and 7,823 plumbing applications creating 4,872 new residential lots and over 649,000 square metres of commercial floor space.
- We have welcomed over 11,880 new residents by delivering over 3,900 new dwellings.
- We generated approximately 557 new jobs for Logan.
- We welcomed 1,191,896 library users who checked out over 2,220,367 items and delivered 9,429 programs to 78,306 participants.
- We welcomed 61,567 Logan Art Gallery visitors and 55,969 Living Museum of Logan visitors.
- We held 1798 'First Five Forever' sessions with 43,087 participants.
- We held 60 community engagement and education activities to build disaster resilience in the community reaching an estimated total of 6,154 people.
- We managed 15,395 requests for road maintenance.
- We swept 18,550 km of roads.
- We fixed 3,300 potholes across the city.
- We maintained over 55.1 km of unsealed roads and over 64.2 km of road shoulders.
- We retained more than 373 jobs.
- We planted 51,700 plants along our waterways and gave away 27,150 plants to community members.

Section 1 - Introduction

- We distributed more than 26,300 mega-litres of clean, safe, reliably delivered drinking water (That's approximately 10,530 Olympic pools).
- We gave 22,530 vaccinations to clients across the city.
- We managed 36,940 customer requests relating to community parking, animal incident and nuisances, biosecurity and other public safety matters.
- We opened a new Animal Management Centre, welcoming customers to the Queens Road facility as part of the \$21 million redevelopment.
- We successfully secured \$900,000 of federal and state government grant funding to increase city surveillance cameras and illegal dumping enforcement.
- We implemented a new Citywide Parking Enforcement Strategy to improve safe parking practices across the city.
- We held 325 events and had 86,183 visitors to Logan Entertainment Centre and Kingston Butter Factory.
- We welcomed 451,055 visitors to the City's 6 aquatic facilities, and 109,306 children's Learn to Swim lessons completed.
- We saw 84,914 visitors attend our fitness centres with 51,999 participants in group fitness sessions. Across our fitness centres we have 1,397 active members.
- We delivered an array of events including:
 - 5 Eats and Beats festivals
 - Logan Eco Action Festival (LEAF)
 - Christmas Carols
 - Mayors Christmas BBQ
 - Seniors Big Day Out
 - Sports Awards
 - Ignite Youth Careers Expo
 - Logan Loves Volunteers
 - ImagiNation Children's Festival
 - Citizenship ceremonies
 - Australia Day Awards.

Section 2 - Our Council

This section highlights how Council works for its community. It includes:

- key statistics on our elected members, executive management and our staff
- information about our:
 - internal audit function
 - standing committees
 - workplace safety
 - governance.

Elected Members

Mayor Jon Raven

Mayor Jon Raven was elected to lead the City of Logan in March 2024.

His new role builds on the previous work undertaken while serving the city as Division 5 Councillor since 2016.

He was Chair of Council's Planning, Economic Development and Environment Committee and also served as Deputy Mayor for two years in the 2020-2024 term.

Mayor Raven is passionate about creating local jobs, encouraging investment and working closely with the community to help Logan realise its full potential.

He loves Logan and being a champion for the city and the people who make it such an amazing place to live.

Prior to being elected he owned and operated his own asbestos removal and demolition business.

In his spare time, Mayor Raven enjoys rollerblading, supporting the Brisbane Lions AFL team and spending time with his wife, children and many pets.

Councillor Lisa Bradley

Division 1

Councillor Lisa Bradley was elected to Logan City Council in 2008 and served as a Councillor until she was appointed to serve on the Interim Management Committee by the Minister for Local Government in 2019, when Council was in Administration.

She was re-elected in March 2020.

Prior to her election in 2008 Councillor Bradley was a registered nurse for 19 years, including 14 years as an intensive care nurse.

She has a Bachelor of Applied Science (Nursing) and post-graduate qualifications in Business, Intensive Care and Psychiatric Nursing, and has been involved in quality improvement, education and research.

Councillor Bradley is a patron of a number of organisations and from a young age has passionately volunteered in a number of clubs, charities and organisations.

Councillor Bradley is a member of the Australian Institute of Company Directors and has a number of coaching qualifications.

Council roles and other representative positions

- Deputy Chair of City Governance Committee
- Deputy Chair of Special Budget Committee
- Representative to:
 - Road Safety and Active Transport Advisory Group
 - CoMSEQ Resilient Rivers Taskforce

Councillor Teresa Lane

Division 2

Councillor Teresa Lane was elected as a Councillor in 2020.

She was raised in the suburb of Kingston and enlisted in the Royal Australian Army Ordnance Corps RAAOC.

Completing her enlistment Teresa worked in Federal and State Government departments helping local families.

Teresa raised her family in Logan and lives in Woodridge with her husband John.

Councillor Lane believes Division 2 is the heart of Logan and praises the many local community members who give selflessly through volunteering or caring for their neighbours.

She supports programs and events that raise the standard of living and quality of lifestyle for local residents and encourages increased participation in community activities.

Council roles and other representative positions:

- Deputy Chair of Local Disaster Management Group

Councillor Mindy Russell

Division 3

Councillor Mindy Russell was elected to Council in 2020.

Prior to this she managed The Family Place, a community-led family support program in Logan which provided strategic partnering across disciplines to solve complex issues while working with families to provide their children with every advantage.

Councillor Russell is qualified as a Child and Family Practitioner and a school teacher and has degrees in Education and Child and Family Studies.

Working in Logan's community sector for a decade, Councillor Russell has worked closely with community organisations on programs, coordinated strategies and events to help local families connect with their community and stay healthy.

Her goal is to make Logan famous as the best city in Australia to raise children.

She is also an ambassador for Epilepsy Action Australia.

Council roles and other representative positions:

- Deputy Chair of City Lifestyle Committee
- Deputy Chair of City Planning, Economic Development and Environment Committee
- Representative to:
 - Australian Local Government Women's Association
 - Local Government Association of Queensland (LGAQ)

Councillor Nathan St Ledger

Division 4

Councillor Nathan St Ledger is a lifelong Logan resident, living in Logan with his wife Tenille and 3 children.

He was elected to Logan City Council in 2024.

Councillor St Ledger brings a trade background with 20 years of business experience.

He is also actively involved in mental health and suicide prevention charity work, having been a part of this space for 8 years with a major focus of breaking the stigma around mental health in Australia.

Councillor St Ledger has been involved in ruby league for most of his life including coaching junior teams of all levels for the past 20 years. He has also spent time working for Education Queensland with disengaged young people with a focus on creating value, purpose and connection.

Council roles and other representative positions:

- Deputy Chair of City Infrastructure Committee.

Councillor Paul Jackson

Division 5

Councillor Paul Jackson was elected to represent Division 5 in 2024.

He has lived in the area since 1975, long before Logan became a shire in 1979 and a city in 1981, attending Park Ridge State School and Loganlea State High School.

The city's culture, people and history inspire Councillor Jackson, and he loves how the community bands together in both good and bad times.

He says his family, faith and friends drive a passion to make positive changes in the community.

Councillor Jackson has worked in roles including electronics, senior church pastor and news publisher and is an active member of several community groups in the city's western suburbs, including Park Ridge Baptist Church, Logan Connect, Neighbour In Need and Logan Small Business Conference.

He has a degree in social science and is a qualified electronics technician.

His hope is that residents will feel more connected at a street and neighbourhood level.

He enjoys sports, music and movies.

Councillor Jackson is married and has five adult children, and five grandchildren – so far!

Council roles and other representative positions:

- Deputy Chair of City Governance Committee
- Deputy Chair of Special Budget Committee
- Representative to:
 - CoMSEQ Resilient Rivers Taskforce.

Councillor Tony Hall

Division 6

Elected to Logan City Council in 2020, Councillor Tony Hall represents the people of Division 6 (Meadowbrook, Loganlea, Bethania, Edens Landing, Holmview and Bahrs Scrub).

Cr Hall decided to run for Council to help his community and to respect the wishes of his late father, Warren, who passed away in 2019.

Formerly a real estate agent, manager and advocate for the Logan area, Cr Hall spent most of his youth traveling Australia as a trapeze artist and truck driver working in his family's circus.

Despite not completing secondary education he graduated with a First Class Honours in Communications and Marketing at Edith Cowan University in 2007.

Councillor Hall hopes to be a role model for disadvantaged youth and young people struggling with their education. He believes that success and opportunity come from hard work and continued learning and has had a broad range of professions ranging from circus performer, truck driver, cleaner, labourer, outback field assistant and a communications consultant for a State Government office.

Three generations of his family live in Logan and no matter where he has travelled, Councillor Hall has always proudly called Logan his home.

He enjoys volunteering and supporting local sports clubs in Division 6 and his hobbies include board games, gymnastics, rock climbing and motorcycle riding.

Council roles and other representative positions

- Chair of City Lifestyle Committee
- Member of Audit and Risk Committee.

Councillor Tim Frazer

Division 7

Elected as a Councillor in 2020, Councillor Tim Frazer previously worked for the Queensland Government as a Child Safety Officer in the City of Logan.

Immediately after completing his school studies, Cr Frazer joined the Army Reserve. He served in the Royal Australian Corp of Engineers for almost 10 years, attaining the rank of Lance Corporal. The highlight of his service was being deployed to Darwin to undertake border protection operations.

Cr Frazer has a psychology degree and holds certificates in engineering (fitting and turning) and training and assessment. He attained these while working full time as a fitter and turner.

He has lived in Logan for more than a decade. He enjoys going to the gym, walking the family dog and spending time with his wife and young children.

A quiet achiever by nature, Cr Frazer is passionate about getting even the smallest things done for the community.

Councillor Jacob Heremaia

Division 8

Councillor Jacob Heremaia was elected to Logan City Council in 2020.

Before being elected to council, Councillor Heremaia worked as a project manager.

Councillor Heremaia is a Graduate of the Australian Institute of Company Directors (GAICD) and holds a Diploma of Procurement and Contracting.

His experience includes the delivery of logistics, telecommunications projects and software development.

With close ties to local organisations and his community, Councillor Heremaia looks forward to council delivering infrastructure projects in our city.

Council roles and other representative positions:

- Member of Audit and Risk Committee
- Representative to:
 - Australian Local Government Association.

Councillor Scott Bannan (Deputy Mayor)

Division 9

Councillor Scott Bannan was first elected to Logan City Council in 2020 and is now in his second term.

He was appointed Deputy Mayor in April 2024.

As a lifelong local of Division 9, Councillor Bannan and his wife Linda have three children.

Councillor Bannan's background includes owning a concreting and earthmoving business and large-scale event promotion.

He is also president and coach for a junior rugby league club, and an Auxiliary Firefighter for Queensland Fire and Emergency Services.

His interests include rugby league, combat sports, motorbikes and country music.

Councillor Bannan is an active supporter and promoter for men's mental health, Jimboomba Super X events, community sporting groups and community events.

Councillor Bannan's focus is on roads, community infrastructure, planning and community groups.

Council roles and other representative positions

- Deputy Mayor
- Chair of City Infrastructure Committee
- Representative to:
 - Southern Regional Roads and Transport Group.

Councillor Miriam Stemp

Division 10

Councillor Miriam Stemp was elected as a Councillor in 2020. A long-term resident of Logan, Councillor Stemp grew up in Logan Village and attended Loganlea State High School.

Councillor Stemp has a Bachelor of Business Accountancy and worked as a senior accountant for a Beenleigh-based firm.

Councillor Stemp then went on to operate small business ventures from home for 12 years to work around her family.

Married with three sons, Councillor Stemp lives in Shailer Park.

She is actively involved in the local BushCare and TrailCare groups and enjoys volunteering at local schools and community and sporting organisations.

In her spare time, she enjoys spending time with family and friends, rock climbing, working on her backyard sustainable living project, upcycling and renovation projects.

She is an advocate for reducing waste, supporting and promoting businesses in Logan, protecting our natural environment, improving active transport networks across our city and giving our youth a greater voice to guide us in shaping the future of Logan.

Council roles and other representative positions

- Chair of City Planning, Economic Development and Environment Committee
- Chairperson of Road Safety and Active Transport Advisory Group
- Representative to:
 - CoMSEQ Waste Working Group

Councillor Natalie Willcocks

Division 11

Councillor Natalie Willcocks was elected to Logan City Council in 2020.

She is married to husband Mark and has two daughters.

As a tertiary qualified high school teacher, Councillor Willcocks taught health and physical education, legal studies and home economics for 10 years in mainstream educational settings.

For the next five years, she worked with disengaged and disadvantaged young people in a transitional educational setting.

As the mother of two active girls, Councillor Willcocks enjoys watching her kids play netball and swimming, is heavily involved in her local swimming club and is a keen Collingwood AFL supporter.

Other interests include cooking, reading, travelling and spending time with her family and their Alaskan Malamute, Nanuk.

Council roles and other representative positions

- Representative to:
 - CoMSEQ Leveraging 2032 Working Group
 - Australian Local Government Women's Association
 - Local Government Association of Queensland.

Councillor Karen Murphy

Division 12

Councillor Karen Murphy was elected as a Councillor in 2020, after a 15-year career in real estate.

She has lived and worked in the city since 1989.

Prior to being elected, Councillor Murphy was Quota Beenleigh's 2016 Volunteer of the Year. In 2017, Quota International recognised her contributions on an international stage in Washington DC, for her work with the youth of Division 12.

She served as president of the Beenleigh Yatala Chamber of Commerce from 2017 to 2019, advocating for local businesses and economic growth, and was a founding member of STAAR inc. (Standing Tall Against Abusive Relationships).

Councillor Murphy also enjoys exploring different cultures as a keen world traveller and also finds solace in swimming and painting.

She is married to husband, Cameron, and they have two adult children.

Councillor Murphy is focused on striving for the best possible outcomes for Division 12 and the City of Logan.

Council roles and other representative positions:

- Chair of City Governance Committee
- Chair of Special Budget Committee

Elected members' responsibilities

The Mayor and 12 Councillors are the elected body of Logan City Council. They are responsible for governing the City of Logan. The elected body has a legal obligation to represent the current and future interests of the residents of Logan.

The Mayor and Councillors are democratically elected. They are accountable to their communities for the decisions they make and the services they provide.

Their role also incorporates other responsibilities, including:

- providing high-quality leadership to the community
- participating in Council meetings
- developing policy
- making decisions that are in the interests of the whole community.

Elected members are bound by a code of conduct. This is their public commitment to open, accountable and ethical standards of behaviour.

The community also plays a role in good democratic governance by:

- participating in elections
- being actively involved in engagement programs
- providing feedback on current issues and the services provided.

| Division | Councillor | Suburbs represented |
|-------------|--|--|
| Mayor | Darren Power (1/7/2023 to 3/4/2024) Jon Raven (from 4/4/2024) | Whole of the City of Logan. |
| Division 1 | Lisa Bradley | Priestdale, Rochedale South, Springwood and part of Daisy Hill |
| Division 2 | Teresa Lane | Kingston, Logan Central, Woodridge and part of Underwood |
| Division 3 | Mindy Russell | Daisy Hill, Slacks Creek and part of Shailer Park and Underwood |
| Division 4 | Laurie Koranski (1/7/2023 to 3/4/2024) Nathan St Ledger (from 4/4/2024) | Bannockburn, Belivah, Buccan, Cedar Creek, Kairabah, Waterford, Windaroo, Wolffdene, Yarrabilba and part of Bethania, Logan Village and Tamborine |
| Division 5 | Jon Raven (1/7/2023 to 3/4/2024) Paul Jackson (from 4/4/2024) | Berrinba, Marsden, Waterford West and part of Crestmead |
| Division 6 | Tony Hall | Bahrs Scrub, Edens Landing, Holmview, Loganlea, Meadowbrook and part of Bethania |
| Division 7 | Tim Frazer | Boronia Heights, Browns Plains, Forestdale, Hillcrest and part of Park Ridge and Regents Park |
| Division 8 | Jacob Heremaia | Heritage Park, Logan Reserve and part of Chambers Flat, Crestmead, Park Ridge, Park Ridge South and Regents Park |
| Division 9 | Scott Bannan | Cedar Grove, Cedar Vale, Glenlogan, Jimboomba, Mundoolun, Riverbend, Stockleigh, Veresdale, Veresdale Scrub, Woodhill and part of Chambers Flat, Logan Village, Munruben, North Maclean, South Maclean and Tamborine |
| Division 10 | Miriam Stemp | Carbrook, Cornubia, Loganholme, Tanah Merah and part of Shailer Park |
| Division 11 | Natalie Willcocks | Flagstone, Flinders Lakes, Greenbank, Kagaru, Lyons, Monarch Glen, New Beith, Silverbark Ridge, Undullah and part of Park Ridge South, Munruben, North Maclean and South Maclean |
| Division 12 | Karen Murphy | Beenleigh, Eagleby and Mount Warren Park |

Code of conduct for Councillors and staff

Council is committed to the ethical principles and obligations contained in the *Local Government Act 2009* and *Public Sector Ethics Act 1994*. The following information details the actions undertaken during the year relating to the various codes.

Public Sector Ethics Act implementation statement

During the year, we undertook the following actions to fulfil our obligations under the *Public Sector Ethics Act 1994*:

- The code was made available on request to all staff and the public. This was done online and internally via our electronic document management system.
- We provided online training and access to a copy of the Code of Conduct to:
 - all new permanent staff
 - consultants
 - contractors
 - agency staff
 - volunteers
 - work experience students.
- The Code of Conduct for Logan City Council Staff underwent a review and was republished during the financial year. Mandatory training in relation to the code was also delivered at the request of the Chief Executive Officer.
- The Code of Conduct for Logan City Council Staff is publicly available on Council's website.

Councillor code of conduct disclosures 2023/24

We are required to disclose figures relating to Councillor conduct complaints received and actioned in accordance with the *Local Government Act 2009*:

| Code of conduct description | Amount |
|--|-----------------------------------|
| Pre-22 November 2023 | |
| The number of decisions made under section 150W(1)(a), (b) and (e) of the Act | 1(a) – 24 1(b) – 2 1(e) – 0 |
| Referral notices accompanied by a recommendation mentioned in section 150AC(3)(a) of the Act | 1 |
| The number of occasions information was given under section 150AF(4)(a) of the Act | 0 |
| Constant | |
| The number of orders made under section 150I(2) of the Act | 0 |
| The number of orders made under section 150AH(1) of the Act | 0 |
| The number of decisions, orders and recommendations made under section 150AR(1) of the Act | 0 |
| For each decision, order or recommendation made under section 150I(2), 150IA(2)(b), 150AH(1) and 150AR(1) of the Act: <ul style="list-style-type: none"> the name of each councillor a description of the unsuitable meeting conduct, conduct breach or misconduct engaged in by the councillor a summary of the decision, order or recommendation made | Not applicable |
| The number of complaints referred to the assessor under section 150P(2)(a) of the Act by local government entities for the local government | 14 |
| The number of matters, mentioned in section 150P(3) of the Act, notified to the Crime and Corruption Commission | 0 |
| The number of notices given under section 150R(2) of the Act | 5 |
| The number of notices given under section 150S(2)(a) of the Act | 0 |
| The number of occasions the local government asked another entity to investigate, under chapter 5A, part 3, division 5 of the Act for the local government, the suspected conduct breach of a councillor | 2 |
| The number of applications heard by the conduct tribunal under chapter 5A, part 3, division 6 of the Act about whether a councillor engaged in misconduct or a conduct breach | 0 |
| After 22 November 2023 | |
| The number of orders made under section 150IA(2)(b) of the Act | 0 |
| The number of occasions information was given under section 150AF(3)(a) of the Act | 0 |
| For suspected conduct breaches the subject of a referral notice given to the local government under section 150AC(1) of the Act the: <ul style="list-style-type: none"> total number of suspected conduct breaches total number of suspected conduct breaches for which an investigation was not started or was discontinued under section 150AEA of the Act. | 0 |
| The number of decisions made by the local government under section 150AG(1) of the Act during the financial year | 1 |
| The number of matters not decided by the end of the financial year under section 150AG(1) of the Act | 0 |
| The average time taken by the local government in making a decision under section 150AG(1) of the Act | 5 months |

Councillor remuneration

The Local Government Remuneration Commission is an independent body appointed by the Governor in Council that is responsible for deciding the maximum amount of remuneration payable to the Mayor, Deputy Mayor and Councillors. This is in accordance with the *Local Government Regulation 2012*. Remuneration paid to Councillors between 1 July 2023 and 30 June 2024¹ is detailed below. Amounts are exclusive of vehicle allowances.

| Surname | Given names | Division | Period covered | Total | Logan City Council superannuation |
|-----------|-------------|-------------|-------------------|--------------|-----------------------------------|
| Power | Darren | Mayor | 1/7/23 to 03/4/24 | \$195,634.41 | \$22,741.06 |
| Raven | Jon | Mayor | 4/4/24 to 30/6/24 | \$48,977.19 | \$6,152.59 |
| Bradley | Lisa | Division 1 | 1/7/23 to 30/6/24 | \$148,514.43 | \$21,031.73 |
| Lane | Teresa | Division 2 | 1/7/23 to 30/6/24 | \$148,514.43 | \$19,217.84 |
| Russell | Mindy | Division 3 | 1/7/23 to 30/6/24 | \$148,514.43 | \$19,217.84 |
| Koranski | Laurie | Division 4 | 1/7/23 to 03/4/24 | \$135,546.78 | \$17,351.83 |
| St Ledger | Nathan | Division 4 | 4/4/24 to 30/6/24 | \$29,736.20 | \$3,821.31 |
| Raven | Jon | Division 5 | 1/7/23 to 3/4/24 | \$118,778.23 | \$15,399.74 |
| Jackson | Paul | Division 5 | 4/4/24 to 30/6/24 | \$29,736.20 | \$3,797.06 |
| Hall | Tony | Division 6 | 1/7/23 to 30/6/24 | \$148,514.43 | \$19,217.84 |
| Frazer | Tim | Division 7 | 1/7/23 to 30/6/24 | \$148,514.43 | \$21,031.73 |
| Heremaia | Jacob | Division 8 | 1/7/23 to 30/6/24 | \$148,514.43 | \$21,031.73 |
| Bannan | Scott | Division 9 | 1/7/23 to 30/6/24 | \$152,389.52 | \$21,722.78 |
| Stemp | Miriam | Division 10 | 1/7/23 to 30/6/24 | \$148,514.43 | \$19,217.84 |
| Willcocks | Natalie | Division 11 | 1/7/23 to 30/6/24 | \$148,514.43 | \$21,249.72 |
| Murphy | Karen | Division 12 | 1/7/23 to 30/6/24 | \$148,514.43 | \$21,031.73 |

Expenses and entitlements for Councillors

Council has adopted the Councillor Expenses and Facilities Policy in accordance with section 250 of the *Local Government Regulation 2012*. Our policy allows councillors to be reimbursed for certain expenses incurred in the course of carrying out their duties and responsibilities as elected representatives. The procedure makes arrangements for reimbursing expenses for Councillors including:

- conferences and seminars
- travel including meals, transport and accommodation
- professional memberships
- training and development
- divisional expenses (including donations, community events, mobile office expenses, postage and printing).

The procedure also provides access to appropriate administrative facilities to ensure councillors are able to undertake their duties. This support includes:

- office accommodation and car parking
- technology support
- uniforms
- stationery
- printing, postage and mail outs
- insurance
- vehicle allowance.

There have been no amendments to the Councillor Expenses and Facilities Policy during the 2023/24 financial year, with the most recent version adopted by Council on 23 November 2022 (Minute No 110/2022).

¹ As determined in the 2022 Local Government Remuneration Commission Annual Report

Councillor expenses

Facilities provided by Council

| Division | Councillor | Conferences and seminars | Professional memberships | Training and development | Travel | Divisional expenses | Total expenditure |
|--|-------------------|--------------------------|--------------------------|--------------------------|------------|---------------------|-------------------|
| Mayor (01/07/2023 to 03/04/2024) | Darren Power | \$0 | \$0 | \$0 | \$380.74 | \$5,223.79 | \$5,604.53 |
| Mayor (04/04/2024 to 30/06/2024) | Jon Raven | \$0 | \$0 | \$0 | \$9,181.78 | \$8,844.81 | \$18,026.59 |
| Division 1 | Lisa Bradley | \$40 | \$701.30 | \$272.73 | \$206.25 | \$16,699 | \$17,879.28 |
| Division 2 | Teresa Lane | \$0 | \$0 | \$0 | \$0 | \$2,127.91 | \$2,127.91 |
| Division 3 | Mindy Russell | \$1,500 | \$0 | \$1,163.64 | \$0 | \$10,542.92 | \$13,206.56 |
| Division 4 (01/07/2023 to 03/04/2024) | Laurie Koranski | \$0 | \$101.30 | \$7,000 | \$0 | \$2,517.98 | \$9,619.28 |
| Division 4 (04/04/2024 to 30/06/2024) | Nathan St Ledger | \$0 | \$0 | \$0 | \$0 | \$2,991.04 | \$2,991.04 |
| Division 5 (01/07/2023 to 03/04/2024) | Jon Raven | \$0 | \$101.30 | \$363.64 | \$429.14 | \$8,390.80 | \$9,284.88 |
| Division 5 (04/04/2024 to 30/06/2024) | Paul Jackson | \$0 | \$0 | \$0 | \$0 | \$3,692.69 | \$3,692.69 |
| Division 6 | Tony Hall | \$0 | \$101.30 | \$0 | \$0 | \$7,011.44 | \$7,112.74 |
| Division 7 | Tim Frazer | \$0 | \$0 | \$0 | \$2.68 | \$14,720.95 | \$14,723.63 |
| Division 8 | Jacob Heremaia | \$0 | \$1,222.73 | \$12,368.02 | \$0 | \$4,525.68 | \$18,116.43 |
| Division 9 | Scott Bannan | \$0 | \$0 | \$0 | \$0 | \$675.23 | \$675.23 |
| Division 10 | Miriam Stemp | \$359.09 | \$0 | \$-410.07 | \$0 | \$7,529.40 | \$7,478.42 |
| Division 11 | Natalie Willcocks | \$1,500 | \$0 | \$0 | \$0 | \$16,718.48 | \$18,218.48 |
| Division 12 | Karen Murphy | \$89.09 | \$101.30 | \$0 | \$0 | \$23,506.91 | \$23,697.30 |

Expenses not available by Councillor/division

The following expenses are not available by divisional breakdown:

| Expenses | Total |
|---|--------------|
| Conferences and seminars | \$0 |
| Entertainment and hospitality | \$1,267 |
| Insurance | \$0 |
| Minor equipment and supplies | \$0 |
| Telecommunication services | \$12,478 |
| Electoral roll data | \$10,000 |
| Travel (includes local, intrastate and interstate travel) | \$0 |
| Promotional Items | \$0 |
| Printing and stationary | \$4,804 |
| Reference materials | \$9,143 |
| IT equipment and applications | \$5,421 |

Attendance at Council and Committee meetings 2023/24

Councillors must attend at least 75 % of the duration of each meeting to have their attendance recorded.

| Abbreviation | Meeting Name |
|--------------|---|
| PL | City Planning, Economic Development and Environment Committee |
| IN | City Infrastructure Committee |
| LI | City Lifestyle Committee |
| GO | City Governance Committee |
| SB | Special Budget Committee |
| CN | Ordinary Council |
| SP | Special Council |

| Councillor | Number of Meetings Attended | | | | | | |
|--|-----------------------------|------------|------------|------------|-----|------------|-----|
| | PL | IN | LI | GO | SB | CN | SP |
| Total number of meetings | 11 | 11 | 11 | 11 | 6 | 11 | 2 |
| Mayor Darren Power (1/7/23 to 3/4/24) | 6 out of 9 | 7 out of 9 | 8 out of 9 | 7 out of 9 | N/A | 8 out of 9 | N/A |
| Lisa Bradley | 10 | 11 | 11 | 9 | 4 | 11 | 2 |
| Teresa Lane | 10 | 10 | 10 | 10 | 4 | 10 | 2 |
| Mindy Russell | 10 | 11 | 11 | 11 | 5 | 9 | 2 |
| Laurie Koranski (1/7/23 to 3/4/24) | 6 out of 9 | 6 out of 9 | 7 out of 9 | 7 out of 9 | N/A | 9 out of 9 | N/A |
| Nathan St Ledger (4/4/24 to 30/6/24) | 2 out of 2 | 2 out of 2 | 2 out of 2 | 2 out of 2 | 6 | 2 out of 2 | 1 |
| Cr Raven (1/7/23 to 3/4/24) Mayor Raven (4/4/24 to 30/6/24) | 10 | 8 | 10 | 9 | 6 | 10 | 2 |
| Paul Jackson (4/4/24 to 30/6/24) | 2 out of 2 | 2 out of 2 | 2 out of 2 | 2 out of 2 | 6 | 2 out of 2 | 2 |
| Tony Hall | 10 | 11 | 10 | 11 | 5 | 11 | 2 |
| Tim Frazer | 11 | 11 | 11 | 11 | 6 | 9 | 2 |
| Jacob Heremaia | 10 | 10 | 10 | 11 | 5 | 9 | 2 |
| Scott Bannan | 8 | 9 | 9 | 10 | 5 | 8 | 2 |
| Miriam Stemp | 11 | 11 | 11 | 11 | 6 | 11 | 2 |
| Natalie Willcocks | 10 | 11 | 11 | 11 | 6 | 10 | 1 |
| Karen Murphy | 10 | 11 | 10 | 10 | 6 | 9 | 2 |

Councillor Advisors

On 28 October 2020, Council resolved to allow the Mayor and Councillors to appoint one councillor advisor each in accordance with section 197A of the *Local Government Act 2009* and Schedule 4A of the *Local Government Regulation 2012*. On 10 April 2024, Council resolved (Minute No. 42/2024) to allow the Mayor to appoint 3 Councillor Advisors, and all other Councillors to appoint one Councillor Advisor.

Councillors are responsible for the day-to-day management of councillor advisors including probation, regular performance appraisals and undertaking performance management processes as required. Councillors are required to provide all records with respect to employment, performance and conduct for councillor advisors to the Chief Executive Officer.

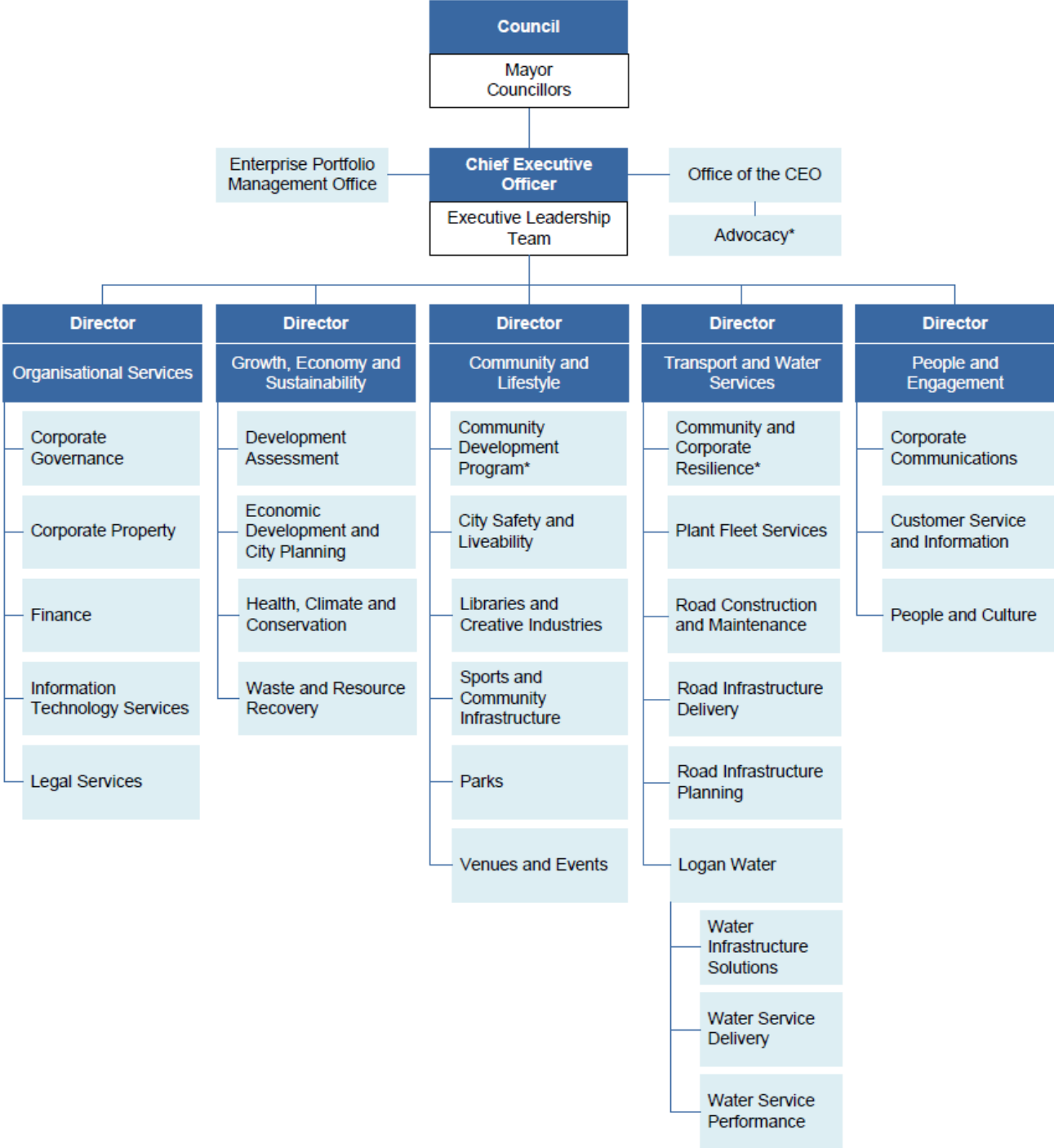
The total remuneration paid to all councillor advisors was \$1,156,616.48.

The number of councillor advisors appointed per councillor is:

| Councillor | Number of Councillor Advisors |
|-----------------------|---|
| Mayor | 1 (to 9 May 2024) 3 (from 10 April 2024) |
| All other Councillors | 1 |

2023/24 Organisational structure

Council has lawmaking and executive statutory roles under the *Local Government Act 2009*. It is responsible for making and enforcing laws and adopting and implementing policy and regulation to ensure the effective management of the city. Councillors do not have the authority to make Council decisions in an individual capacity. The chart below shows our organisational structure as at 30 June 2024.



*This is a Program, not a Branch

Executive Leadership Team

Logan City Council's executive team is known as the Executive Leadership Team (ELT). It is made up of the CEO and 5 Directors. The ELT is responsible for overseeing the performance of the organisation and for delivering the outcomes expected by Council (as expressed in our Corporate Plan and annual Operational Plan). The ELT meets weekly and on other occasions as required.

Darren Scott

Chief Executive Officer (CEO)

Joined Council January 2022

Darren joined Council after many years in leadership roles in the private, Queensland Government, and local government sectors. He brings a wealth of knowledge and experience, with a collaborative approach focused on tangible outcomes.

Qualifications:

- Bachelor of Civil Engineering
- Master of Business Administration
- Graduate Diploma in Applied Corporate Governance

Darren has a passion for local government and believes it has the greatest capacity of all levels of government to deliver significant and meaningful impact for communities.

Robert Strachan

Director - Organisational Services

Joined Council in 2013

Robert joined Council as Finance Manager after a 20-year career in the Queensland Government.

The last 6 of those were as the Director for Finance and Performance at the Metropolitan South Institute of TAFE. He has been the Director of Organisational Services since 2017.

Qualifications:

- Bachelor of Commerce
- Master of Business Administration

Robert is a Fellow of CPA Australia and a graduate member of the Australian Institute of Company Directors.

David Hansen

Director – Growth, Economy and Sustainability

Joined Council in 2015

David joined Council as Development Assessment Manager. Prior to this, he worked for 18 years as a town planner in the private sector, where he consulted throughout Queensland for a range of private and public sector clients on a diverse portfolio of projects.

Qualifications:

- Bachelor of Regional and Town Planning

David is a Registered Planner and Fellow of the Planning Institute of Australia and a graduate member of the Australian Institute of Company Directors.

Brad White

Director – Community and Lifestyle

Joined Council in 2001

Brad was appointed as the Community and Lifestyle Director in 2022 after more than 10 years in diverse senior leadership roles and more than 20 years' experience in local government. Having worked in both public and private sectors overseeing large scale capital infrastructure programs, Brad is passionate about the design and delivery of projects and programs that help create strong communities.

With experience and involvement in parks, public infrastructure, roads, fleet management and waste services, Brad brings extensive technical knowledge to the organisation.

Qualifications:

- Bachelor of Civil Engineering
- Diploma in Project Management

Brad is a Member of the Institute of Public Works Engineering Australia. He is committed to a customer-centric focus, with an emphasis on providing the Logan community with excellent programs and infrastructure outcomes.

Silvio Trinca

Director – Transport and Water Services

Joined Council in 2008

Silvio brings more than 25 years of executive experience in local government, in both Queensland and Western Australia. He has wide-ranging capability across a breadth of performance-driven leadership roles.

Qualifications:

- Bachelor of Engineering
- Graduate Diploma in Business

Silvio is a Member of the Institute of Engineers Australia and is a Fellow of the Institute of Public Works Engineering Australia. He is also a graduate member of the Australian Institute of Company Directors.

Kim Bryan

Director – People and Engagement

Joined Council in 2020

Kim was appointed as Council's inaugural People and Engagement Director in December 2022, after 2 years as Council's People and Culture Manager. Kim has more than 26 years' experience in senior leadership and executive roles in local government, government-owned enterprises and private companies. Her experience spans infrastructure management, asset management, economic development, corporate communications, customer service, planning, human resources, safety, and governance. Kim is focused on delivering streamlined, coordinated and strategically focused services through the People and Engagement directorate.

Qualifications:

- Bachelor of Arts (Public Relations)
- Master of Arts (Communications)
- Graduate Diploma in Change Management
- Graduate Certificate in Legal Studies
- Diploma of Work, Health and Safety

Kim is also a chartered member of the Institute of Managers and Leaders, a graduate member of the Australian Institute of Company Directors and a certified HR Professional with the Australian HR Institute.

Senior management remuneration

Remuneration levels for Council executives take many factors into account, including work value, the complexity of jobs and external independent and market-related benchmarks.

This ensures remuneration levels for executives are appropriate and that Council is well-placed to retain and attract executives with the skills necessary to help deliver value for money services to the community.

Executive staff members (the Chief Executive Officer and Directors) are engaged under fixed-term, performance-based contracts.

The following remuneration was payable for senior management positions during the year:

| Remuneration band | Number of senior management employees |
|-----------------------|---------------------------------------|
| \$500,000 - \$600,000 | 1 |
| \$400,000 - \$500,000 | 1 |
| \$300,000 - \$400,000 | 4 |
| \$200,000 - \$300,000 | 0 |
| Total | 6 |

These remuneration levels include a cash-base salary but do not include allowances, minor non-monetary benefits (for example, professional memberships) or superannuation.

Corporate Governance Framework

We have a series of governance plans, strategies, policies and procedures. They reflect Council's compliance with our legislative obligations and provide assurance to all our stakeholders. Together, they form our Corporate Governance Framework.

What is good governance?

Good governance benefits everyone in the City of Logan: Councillors, Council employees and our community. It ensures accountability, consistency and transparency. It also supports compliance with legislative and ethical obligations. Overall, good governance leads to improved performance by Council and better outcomes for the community.

To deliver these benefits, there needs to be a clear understanding of governance roles and accountabilities. Council's Corporate Governance Framework sets out the roles of Councillors and employees. It allows them to carry out their duties with integrity.

The framework, originally adopted by Council on 28 October 2020 (Minute No. 136/2020) and since reviewed on 24 August 2022 (Minute No. 77/2022), aligns with the principles set out by the *Local Government Act 2009* being:

- transparent and effective processes, and decision-making in the public interest
- sustainable development and management of assets and infrastructure, and delivery of effective services
- democratic representation, social inclusion and meaningful community engagement
- good governance of, and by, local government
- ethical and legal behaviour of Councillors and local government employees.

The principles ensure the system of local government at Logan City Council is:

- accountable
- effective
- efficient
- sustainable.

They also govern the way:

- anyone with responsibility under the *Local Government Act 2009* performs that responsibility (including Councillors, the CEO and employees)
- any action is taken under the *Local Government Act 2009*. All actions must be consistent with the local government principles and must provide results that are consistent with those principles.

Internal audit, risk management and compliance

Internal audit

In accordance with the *Local Government Act 2009*, Council has established an efficient and effective internal audit function and an audit committee.

Audit and Risk Committee

Council's Audit and Risk Committee is an advisory committee which monitors and reviews the integrity of Council's financial documents, the internal audit function and the effectiveness and objectivity of Council's internal auditors. This committee has a charter that sets out the objective, role, authority, membership, tenure, reporting and other requirements for its continued operation. Council's Audit and Risk Committee has 6 voting members, 4 of which are external independent representatives and 2 are Councillors.

As of 30 June 2024, the Audit and Risk Committee members are:

- Dan Hunt – External Representative (Chairperson)
- Brett de Chastel – External Representative
- John Halliday - External Representative
- Denise Dawson – External Representative (to 5 December 2023)
- Kerry Phillips - External Representative (since 10 April 2024)
- Councillor Tim Frazer (to 3 April 2024)
- Councillor Karen Murphy (to 3 April 2024)
- Councillor Tony Hall (since 10 April 2024)
- Councillor Jacob Heremaia (since 10 April 2024)

A number of non-voting invitees may also attend committee meetings as observers. These attendees consist of appropriate Council employees and external representatives and include:

- Chief Executive Officer
- Director, Organisational Services
- Corporate Governance Manager
- Finance Manager
- Risk and Compliance Program Leader
- Internal Audit Coordinator
- representatives from both internal and external audit providers
- representative of the Queensland Audit Office.

Other employees of Council may be invited to committee meetings as required.

The committee reports to Council through the City Governance Committee.

Internal audit function

The internal audit function is delivered through a co-sourced arrangement, with Council collaborating with an internal audit service provider to deliver the endorsed annual work plan. The objectivity of the internal audit function and its effectiveness is subject to monitoring and review by the Audit and Risk Committee.

Internal audit achievements

Council's internal audit function provides independent and objective assurance over key Council activities. Over the past 12 months, internal audit has progressed the delivery of a number of reviews which have resulted in improvements to control effectiveness and procedural efficiencies. These reviews have included:

- Local Infrastructure Program
- Workplace Health and Safety Chain of Responsibility
- Compliance with the Security of Critical Infrastructure Act
- Council's Approach to Business Continuity
- Management of Trunk Infrastructure Charges
- Priority Development Model Governance
- Transformation Assurance: End-to-End Business Processes Assurance and Program Governance

Overall, reviews completed during the year, have highlighted several effective controls, with recommendations made to further enhance respective governance, risk management and control processes.

Management accepted these recommendations and agreed actions are being implemented to remediate identified control gaps and improve processes. These agreed actions are reported to the Audit and Risk Committee and tracked to completion.

Responsibility for corrective action

Responsibility for implementing resultant actions from internal audit recommendations ultimately rests with the management responsible for the activity or process where a recommendation has been determined.

Risk management and compliance

Council recognises that a degree of risk is expected to be present in all its operations and activities. We also understand the importance of managing risks within an appropriate level. Council aims to maintain compliance with all relevant statutory requirements.

Our Risk Management and Compliance Framework promotes our approach to risk management and compliance across the organisation, aligning to:

- the international standard ISO 31000:2018 Risk Management
- international standard ISO 37301:2021 Compliance Management Systems.

Our framework ensures:

- risks are identified, assessed and treated at an acceptable level. The framework details how risk management should be implemented across Council. It includes tools and templates to guide staff through the risk assessment process
- an effective, organisation-wide compliance management system that demonstrates our commitment to:
 - compliance with laws
 - legislative requirements
 - industry codes and practice
 - set standards for good governance and practice.

Working at Logan City Council

Staff health, safety and wellbeing

Council manages workplace health and safety risks through our Work Health and Safety Management System (WHSMS). The system follows:

- the principles and framework of ISO45001 Occupational Health and Safety Management Systems
- the requirements of the national self-insurer OHS management system audit tool.

Our People Plan

Our People Plan (2022-2026) takes account of the priorities and vision of our Council. It details how we will build and maintain the capability of our people so that they are able to contribute to the bold and aspirational goals and objectives in our corporate plan.

The People Plan aligns our people objectives with the Corporate Plan 2021-2026. Key projects and activities for the 2023/24 year include:

- Operationalisation of Performance and Capability: Design improvements to Council's performance management framework including integrated operationalisation (includes communications, change, training) with Council's:
 - Performance management tools
 - Employee Value Proposition (EVP)
 - Capabilities
 - Learning Pathways.
- Strategic Workforce Planning: Design strategies to close workforce gaps with the intent to operationalise within Council in 2024/2025.
- Leadership Development: Develop a framework for leadership development to meet LCC's leadership capability needs beyond the behavioural capabilities in the Leadership Capability Framework (LCF).
- Leadership and Technical Talent Succession Planning: Deliver a manual assessment tool for leadership and technical talent identification.
- Culture and Engagement: Deliver pulse survey results to ELT and Council's Leadership Team (CLT) to inform action planning relative to employee feedback. Support the facilitation of the agreed action plan.

Trainees and apprentices

In 2024, Council welcomed 24 trainees and apprentices, joining 7 existing trainees and apprentices completing multi-year qualifications. The candidates reflect the rich diversity, ethnicity and disability groups across Logan. The program is not only building our city's future skilled workforce, but is also encouraging them to aspire to a prosperous future.

We rolled out a pilot program to directly hire apprentices and trainees rather than using third-party training organisations. BUSY Sisters mentors also provided support for female trade trainees and apprentices.

Leadership programs

In February, the People and Culture Branch launched the Program Leader Academy (PL Academy). This program provides development opportunities in 6 key organisational capability areas. A significant part of the PL Academy is the new 3-month Leadership Activation Blueprint (LAB) for Program Leaders. During this period, leaders define their personal leadership styles and gain tools and models to engage, motivate, support, and enhance individuals and teams.

Snapshot of our people

Years of service

| Years of service | Number of staff | Percentage of staff |
|------------------|-----------------|---------------------|
| Less than a year | 364 | 19.25% |
| One to 4 years | 502 | 26.55% |
| 5 to 9 years | 347 | 18.35% |
| 10 to 14 years | 284 | 15.02% |
| 15 to 19 years | 225 | 11.90% |
| 20 to 24 years | 79 | 4.18% |
| 25 to 29 years | 42 | 2.22% |
| 30 years or more | 48 | 2.54% |
| Total | 1891 | 100.00% |

Employee types

| Employee type | Number of staff | Percentage of staff |
|----------------------|-----------------|---------------------|
| Full-time | 1442 | 76.26% |
| Part-time | 112 | 5.92% |
| Temporary | 67 | 3.54% |
| Casual | 243 | 12.85% |
| Direct Hire Trainees | 27 | 1.43% |
| Total | 1891 | 100.00% |

Other employee types

| Employee type | Number of people | Percentage of staff |
|-------------------|------------------|---------------------|
| Agency staff | 334 | 17.66% |
| Water partnership | 163 | 8.62% |
| Hosted Trainees | 2 | 0.11% |
| Councillors | 13 | 0.69% |
| Total | 512 | 27.08% |

Gender comparison

| Gender | Number of staff | Percentage of staff |
|--------------|-----------------|---------------------|
| Female | 935 | 49.44% |
| Male | 952 | 50.34% |
| Non-binary | 4 | 0.21% |
| Total | 1891 | 100.00% |

Staff age profiles

| Age range | Number of staff | Percentage of staff |
|--------------|-----------------|---------------------|
| 15 to 19 | 31 | 1.64% |
| 20 to 24 | 106 | 5.61% |
| 25 to 29 | 177 | 9.36% |
| 30 to 34 | 198 | 10.47% |
| 35 to 39 | 236 | 12.48% |
| 40 to 44 | 253 | 13.38% |
| 45 to 49 | 229 | 12.11% |
| 50 to 54 | 243 | 12.85% |
| 55 to 59 | 202 | 10.68% |
| 60 to 64 | 153 | 8.09% |
| Over 65 | 63 | 3.33% |
| Total | 1891 | 100.00% |

Health, Safety and wellbeing

Overview

Logan City Council's Health Safety and Wellbeing (HS&W) Focus Strategy for Financial Year 2023/24, approved in August 2023, set the direction for enhancing health, safety, and wellbeing. This overarching strategy encompassed three sub-strategies: the 2023 Workplace Health and Safety (WHS) Audit Strategy, the Target Zero 2023/24 Strategy, and the Evolution of Safety Management System Strategy. It aimed to reduce risks, improve reporting, and prepare for external audits, ensuring a safer and healthier workplace.

Safety Direction

Council revamped the Target Zero program in the 2023/24 financial year. This initiative aims to eliminate work-related injuries and illnesses. Beyond reducing risks, the program encourages increased reporting and proactive measures to prevent hazards. Target Zero isn't only about following safety rules; it's a commitment to safety across all workforce levels. The program addresses psychosocial and physical risks, including Chain of Responsibility and Respirable Crystalline Silica risks for specific roles. Safety interactions and reporting are emphasised. The first step involved training and active participation for all staff members. Additionally, the program focuses on improving electrical safety and reducing risks related to musculoskeletal sprains, strains, and disorders.

The enterprise-wide Health, Safety, and Wellbeing Committee was formed in late 2022. The new group comprises Health and Safety Representatives (elected by staff), Directors, and Branch Managers. The Health, Safety, and Wellbeing Committee provides a consultative forum for management and worker representatives. It meets regularly and works cooperatively to address health, safety, and wellbeing matters.

Safety Management System Evolution

In the 2023/24 financial year, Council demonstrated its commitment to staff and community safety by updating its Safety Management System to set better standards across the organisation. This system helps different departments work safely and manage risks specific to their jobs. The new documents follow statutory requirements and safety guidelines and align with ISO 45001:2018.

Grants to community

Each year, we provide grants to the community to support local residents, community groups and businesses to deliver projects, activities and events in the community:

- encourage a vibrant, engaged and resilient community.
- build on the strengths in the local community
- value local collaboration and partnerships
- encourage participation in community life and foster social cohesion
- promote and encourage environmental protection and sustainability
- support our city vision of ‘City of Logan, a green city full of pride, opportunity and culture’
- support Council’s Corporate Plan priorities.

| Grants to community organisations | Amount (\$) |
|--|--------------------|
| Community Benefit Fund (CBF) | \$212,489.24 |
| Community Development Funding (CDF) | \$167,892.36 |
| Community Events Funding Program | \$511,549.73 |
| Regional Arts Development Fund (RADF) | \$83,174.00 |
| Sport and Recreation Funding | \$236,046.86 |
| EnviroGrants | \$180,686.63 |
| Event Attraction Program | \$111,500.00 |
| Investment Attraction Incentives Fund (IAIF) | \$1,232,523.00 |
| Façade Improvement Program (trial grant program) | \$31,212.45 |
| Catapult Grants (trial grant program) | \$3,000.00 |
| Discretionary funds | |
| Total amount budgeted for the financial year as the local government’s discretionary funds | \$212,541.55 |
| The prescribed amount for the local government for the financial year | \$212,541.55 |
| The total amount of discretionary funds budgeted for the financial year for Councillors to allocate for capital works of the local government that are for community purpose | \$0.00 |
| The total amount of discretionary funds budgeted for the financial year for Councillors to allocate for other community purposes | \$212,541.55 |

Each year, we provide grants to the community to support local residents, groups and businesses delivering projects that help make the City of Logan a great place to live.

Awards received in 2023/24

| Award | Presenting body | Category | Recipient/project |
|---|--|---|--|
| Accessible Venue of the Year Award 2023 and 2024 | QLD Music Awards | People's Choice | Performing Arts: Kingston Butter Factory |
| Records and Information Practitioners Alliance (RIMPA) Global 2023 Company Awards | RIMPA Global | Outstanding Group | Service and Information Branch - Information Management Awareness Month in May |
| Records and Information Practitioners Alliance (RIMPA) Global 2023 Company Awards | RIMPA Global | Outstanding Individual | Meryl Bourke, Records Management Program Leader |
| National Water Award Finalist 2024 – “Lifting the Lid on Safe Pump Station Access”. | Australian Water Association | Water Industry Safety Excellence Award | A joint submission between Logan Water and City of Gold Coast, Mass Products, Downer, WSP and Stantec |
| Fired up: Australia's First Biosolids Gasification Facility | International Public Works Engineering Australia (IPWEA) | Excellence in Water Project | City of Logan (QLD) |
| 2024 Awards for Excellence Gala Award Winners | Local Government Managers Australia (LGMA) awards for Excellence | Collaboration | Land for Wildlife South East Queensland – Sunshine Coast, Brisbane, Gold Coast, Gympie, Ipswich, Lockyer Valley, Logan, Moreton Bay, Noosa, Redland, Scenic Rim, Somerset and Toowoomba Councils |
| Highly Commended | Floodplain Management Australia Excellence Awards | IAG Flood Risk Management Project of the Year | Logan Flood Portal, Logan City Council |
| Fleet Environment Award | Australasian Fleet Management Association | Fleet Environment Award | Logan City Council |
| Fleet Manager of the Year | Australasian Fleet Management Association | Fleet Manager of the Year | Thomas Brayley, Manager Plant Fleet Services |
| Climate Champion Award (Council Staff) | Cities Power Partnership | Climate Champion Award (Council Staff) | Health, Climate and Conservation Branch staff |

Section 3 – Organisation-wide performance reporting

This section explains how we manage our reporting within the organisation and introduces the 5 directorates of services we provide for the community. This section also:

- outlines our performance in delivering key projects for the city, which are defined in our 2023/24 Operational Plan
- highlights our financial performance for the year in a Community Financial Report
- highlights how we performed in being a sustainable organisation.

Our framework

Our Strategic Planning and Performance Management Framework sets the context for our reporting requirements.

It comprises:

- a set of linked planning and performance documents
- a process detailing document creation and review
- an explanation of the focus for each document
- an explanation of how each document influences others in the set.

It integrates the performance management process, so that progress against our plans is measured, tracked and reported to the right audiences and at the right times.

The framework is how we deliver corporate governance through open and transparent practices. This ensures we exceed the governance standards in the national frameworks for:

- financial sustainability
- asset management
- financial planning
- reporting.

These are as adopted by the Local Government and Planning Ministers' Council in 2007.

Implementation of the framework

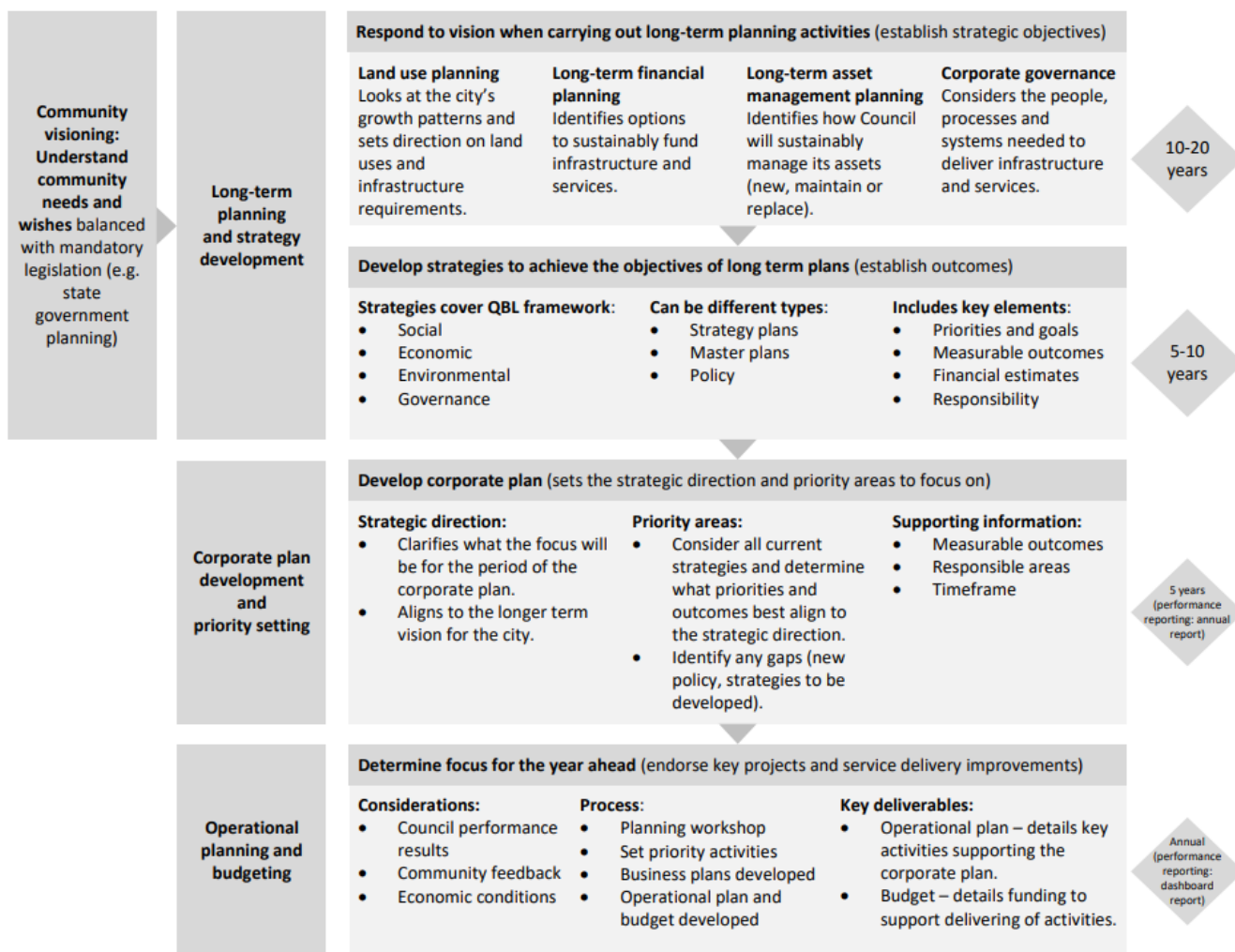
Strategic planning provides clear direction and effective planning. It ensures our city remains sustainable for current and future generations. Its development enables key stakeholders to have a say on elements that impact them.

The Corporate Plan 2021—2026 is the city's key strategic plan. It came into effect on 1 July 2021. It translates the needs, expectations and priorities of our communities into a long-term city vision.

The diagram below represents Council's strategic planning and performance management framework. It also shows where the Corporate Plan fits within that framework. It demonstrates the strategic alignment between:

- branch business plans
- operational priorities
- corporate plan priorities
- the long-term vision for the city.

Strategic planning and performance management framework



The Operational Plan and budget

We identify our significant work commitments every year. Our Operational Plan includes key projects that relate to Corporate Plan priorities. The annual budget is then developed, based on the agreed priority areas. Once adopted, the Operational Plan becomes an accountability document. Council branches report against it quarterly to Council and the community.

Our planning and reporting cycle

Monthly reports:

- Branch reports
- Corporate financial reports

| Month | Activity |
|---------|--|
| July | <ul style="list-style-type: none"> • Quarter 4 Operational Plan report (April – June of previous financial year) |
| October | <ul style="list-style-type: none"> • Quarter 1 Operational Plan report (July –September) • Budget review 1 • Annual report • Commence annual branch business plan review |
| January | <ul style="list-style-type: none"> • Quarter 2 Operational Plan report (October – December) |
| March | <ul style="list-style-type: none"> • Budget review 2 • Finalise annual branch business plan review |
| April | <ul style="list-style-type: none"> • Quarter 3 Operational Plan report (January – March) |
| June | <ul style="list-style-type: none"> • Operational Plan adoption (for next financial year) • Budget adoption (for next financial year) |

Branch business plans

Each branch in Council is required to have approved business plans. This has a positive impact on our organisation. We review all branch business plans annually to ensure they align with emerging priorities. Business plans must have meaningful projects. This leads to ongoing improvement to the quality of planning and accountability.

Business plans are closely aligned with our higher-level Corporate Plan. In turn they provide clear direction to the annual Operational Plan and budget.

Community financial report

Why does Council produce an annual report and general-purpose financial statements?

The *Local Government Act 2009* requires local governments to prepare financial accountability documents. These include general-purpose financial statements and an annual report.

The annual report must contain:

- general purpose financial statements
- current-year financial sustainability statement
- long-term financial sustainability statement,
- Auditor-General's audit reports about the general purpose financial statements
- current-year financial sustainability statement.

The Auditor-General's reports are independent reports completed after the audit of the Council statements.

What are general-purpose financial statements?

General purpose financial statements provide financial information in a way that is easy to read and understand. They must comply with Australian Accounting Standards and be audited by the Auditor-General.

What is financial sustainability?

In local government terms, it means a council is in a strong financial position. In other words, Council is able to maintain its financial and infrastructure capital over the long-term¹.

Under the *Local Government Regulation 2012* (the Regulation) councils must prepare current year and long-term financial sustainability statements. These must be published in an annual report.

The current year financial sustainability statement and explanations are also included in the community financial report (part of the annual report – see below). This statement provides evidence of our ability to continue operating. It shows we can provide an acceptable standard of service to the community now and in the longer term.

The Regulation² and the Department of Housing, Local Government Planning and Public Works *Financial Management (Sustainability) Guideline 2024* also require local governments to report on 9 financial sustainability measures:

- operating surplus ratio
- operating cash ratio
- unrestricted cash expense ratio cover ratio
- asset sustainability ratio
- asset consumption ratio
- leverage ratio
- council controlled revenue ratio (Not audited)
- population growth ratio (not audited)
- Asset renewal funding ratio (not audited)

These ratios are also designed to show financial sustainability.

¹ *Local Government Act 2009* s104 (2)

² *Local Government Regulation 2012* s169 (5) and s178

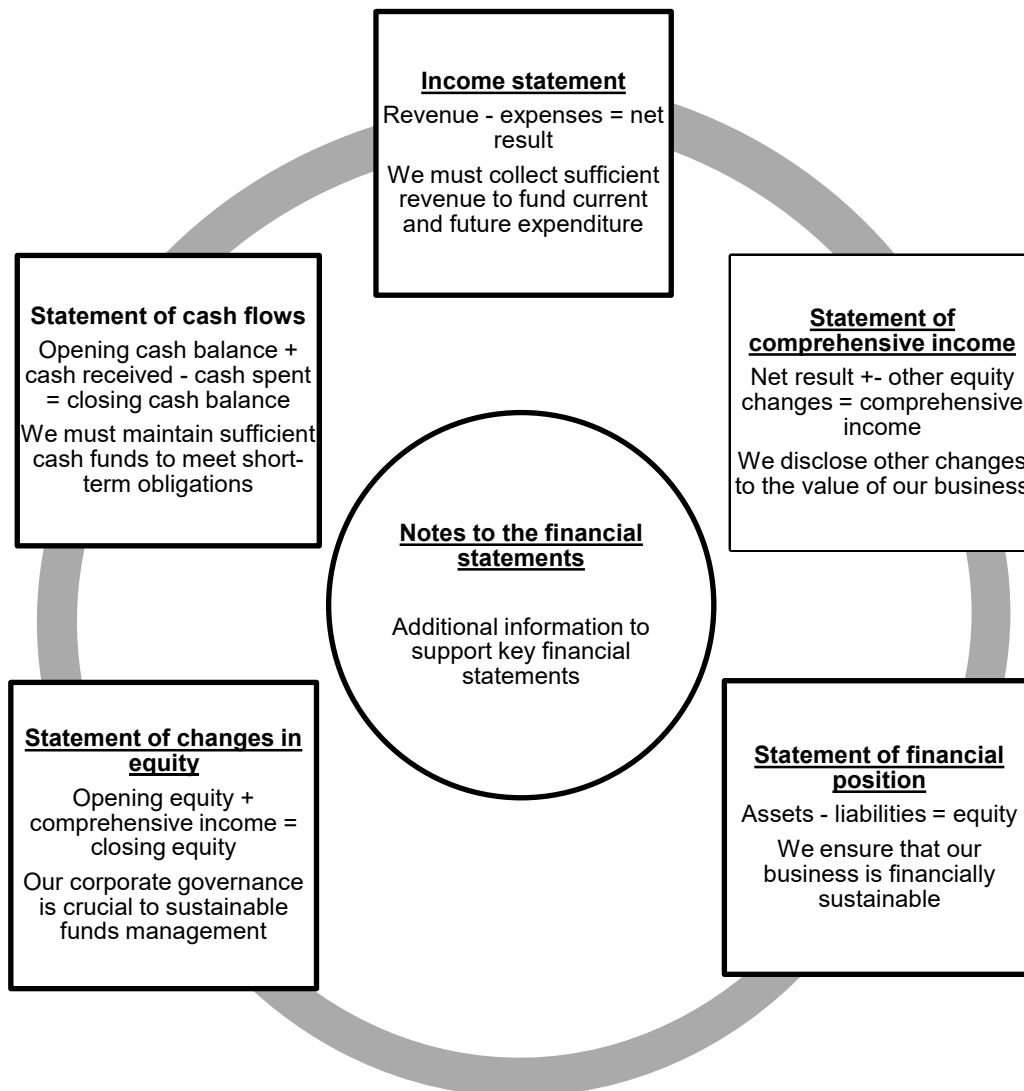
What is a community financial report?

It can be difficult to interpret financial statements that are prepared in line with accounting standards. This community financial report provides a plain English explanation. It makes the information easier to understand by readers with no financial background.

This community financial report highlights key areas of performance and financial sustainability. It focuses on the 6 key elements of the financial statements. The links between each key element and brief explanations of the elements are provided below.

What is in the financial statements?

Financial statements are formal records of our financial performance and financial standing. They consist of 6 key elements:



Financial performance highlights

This section of our community financial report summarises our 2023/24 financial results. It reflects Council's annual financial statements and sustainability report:

- **Operating surplus/ (loss)**
 - Council's operating performance resulted in an operating deficit of \$12.531m. There was a negative operating surplus ratio of -1.77 per cent against a target of greater than 0 per cent.
- **Rates utilities**
 - Rates and utility revenue of \$506.004 million.
- **Grants and subsidies**
 - Grants and subsidies worth \$69.957 million were received from Queensland and Australian Government.
- **Community wealth**
 - Council's community wealth increased by \$516.11m million over the financial year due mainly to increases in asset values.
- **Assets**
 - Council managed \$8.039 billion of assets, including infrastructure.
- **Capital investment**
 - Capital investment for the 2023/24 financial year was \$415.92 million.
- **Debt**
 - Council debt increased by \$140.41 million.
 - Debt at year end is \$1,212 per capita, up from \$873 last year.
- **Asset sustainability**
 - Council's asset sustainability ratio was 89.28 per cent at year-end against a target ratio of more than 60 per cent. The 3-year average ratio is 85.58 per cent based on long-lived assets.

Key statements (1) Income statement

The income statement shows our net result for the financial year. It was calculated using the formula:

- Total revenue - total expenses = net result

This figure is then separated between **net recurrent revenue** (operating surplus) and **net capital revenue**. Net recurrent revenue shows the results of ongoing operations, while net capital revenue is the differential between funds received to finance capital expenditure and capital-related expenses during the year. Most capital revenue received during the year is set aside in reserves and used to build the infrastructure assets needed by the city.

Net recurrent revenue is the difference between recurring revenues and expenses (net recurrent revenue = recurrent revenue less recurrent expenses). Council tries to keep net recurrent revenue as either zero or a marginally positive amount so as not to charge the community more than is required to run the Council.

Council has to guard against incurring a negative net recurrent revenue amount. A negative amount would mean that Council has not collected enough revenue to fund our day-to-day operations. This is not sustainable over the longer term. A positive amount means that Council has sufficiently covered its day-to-day expenses and can use some of its recurring revenue to fund capital projects.

Council has Financial Management Sustainability Guidelines. These recommend an operating surplus ratio (operating surplus/operating revenue) of greater than 0 per cent.

Net capital revenue represents the excess of capital revenues over capital-related expenses (net capital revenue = capital revenue less capital-related expenses). It is almost always positive. Council receives contributions from Australian and Queensland Governments via grants. It also receives funds from developers as part of legislated development application processes. Australian Accounting Standards require contributions be recognised as revenue in the income statement. However, these amounts are used to fund capital projects. The costs of these projects appear in the balance sheet.

Comparative trend analysis: Revenue and expenses

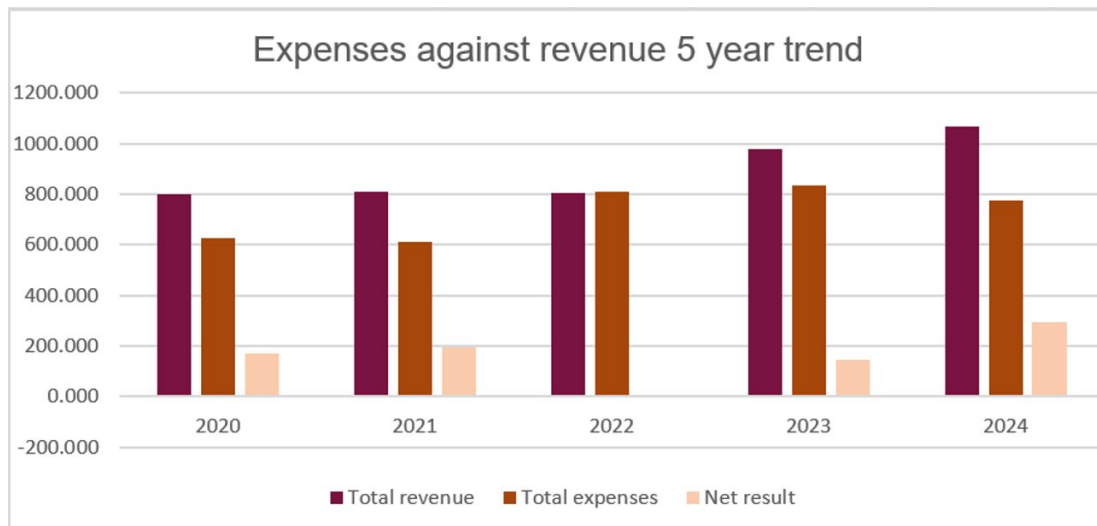
A single set of data can be misleading. Trend analysis helps make that data easier to understand. All key measures in this report provide a 5-year trend. There are also explanations to help readers understand Council's financial performance and position.

| \$ million | 2020 | 2021 | 2022 | 2023 | 2024 |
|------------------------------|-------|-------|-------|-------|--------|
| Recurrent revenue | 548.0 | 574.2 | 606.5 | 669.2 | 708.1 |
| Recurrent expenses | 547.7 | 570.6 | 578.7 | 655.5 | 720.6 |
| Net recurrent revenue | 0.3 | 3.60 | 27.7 | 13.7 | -12.5 |
| Capital revenue | 248.7 | 235.0 | 200.7 | 307.8 | 360.5 |
| Capital expenses | 80.0 | 43.0 | 231.9 | 177.7 | 55.3 |
| Net capital revenue | 168.7 | 192.0 | -31.2 | 130.0 | 305.2 |
| Total revenue | 796.7 | 809.2 | 807.2 | 977.0 | 1068.7 |
| Total expenses | 627.8 | 613.7 | 810.7 | 833.2 | 776.0 |
| Net result | 168.9 | 195.5 | -3.4 | 143.7 | 292.7 |

Note: This table is provided as a reference to the below graph on page 47.

Capital revenue funds capital expenditure. This can occur either in the current financial year or in future years. Capital funds are held in reserve until needed. Details of amounts transferred to reserve are in Key Statements (4) - Statement of changes in equity. The chart below (page 47) shows total revenue and expense trends over the past 5 years.

Section 3 – Organisation Wide Performance Reporting



Expenses against revenue 5-year trend

How are the figures above best interpreted?

Over the past few years, Council has been able to increase services to the community while maintaining a positive net recurrent revenue amount. This ensures long-term financial sustainability.

Capital revenue includes developer contributions. Each development approved by Council is required to contribute either:

- completed assets (called donated assets)
- cash towards infrastructure to support increased population levels (now and in the future).

Council monitors city expansion and plans for priority infrastructure needs. The City of Logan's population has increased from 327,769 in 2019 to 377,773 in the current financial year based on the latest census.

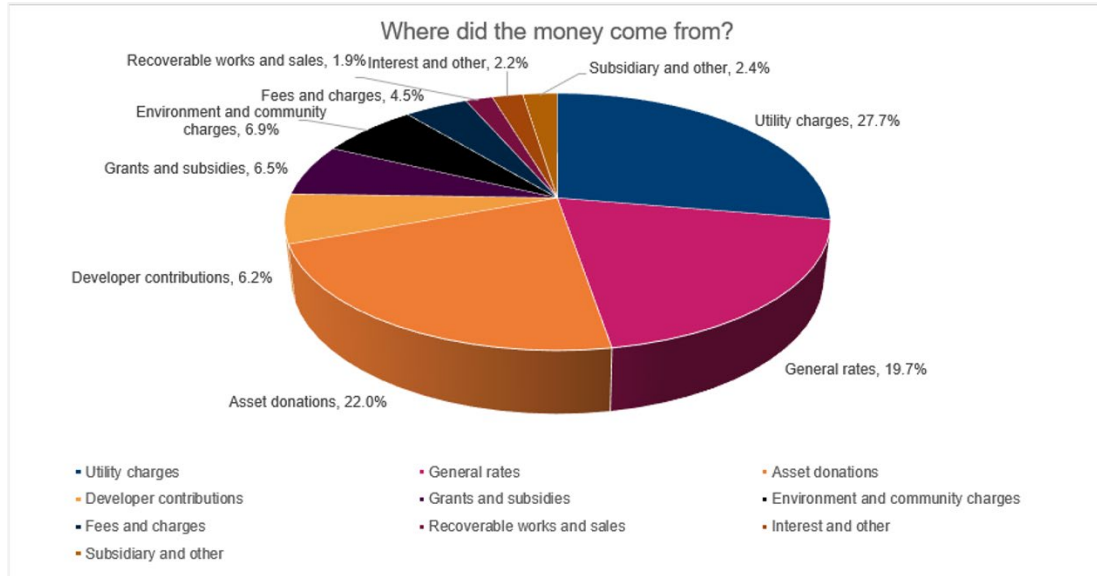
Australian and Queensland Government grants and subsidies help fund operational and asset (capital) projects. Council seeks this additional funding to reduce the burden on ratepayers.

Sourcing our revenue: Where our money came from

| Revenue Type | \$ million | % Per cent |
|-----------------------------------|-----------------|------------|
| Utility charges | 295.871 | 27.7 |
| General rates | 210.133 | 19.7 |
| Asset donations | 234.899 | 22.0 |
| Developer contributions | 66.098 | 6.2 |
| Grants and subsidies | 69.957 | 6.5 |
| Environment and community charges | 73.865 | 6.9 |
| Fees and charges | 47.971 | 4.5 |
| Recoverable works and sales | 20.474 | 1.9 |
| Interest and other | 23.324 | 2.2 |
| Subsidiary and other | 26.135 | 2.4 |
| Total revenue | 1068.727 | |

Council's revenues fund operational and asset development expenditure. Revenues are based strictly on recovering what it costs to provide the services expected by the Logan community. Many of Council's revenues have a base charge. This is used to partly recover infrastructure costs (e.g. the water supply network). It also has a consumption component (e.g. a water usage charge based on the amount of water consumed), which is a user-pays system that ensures a fair distribution of costs across the community.

Section 3 – Organisation Wide Performance Reporting



Where did the money come from?

Key revenue statistics:

- Council's recurrent revenue increased by \$38.935 million (16 per cent) over the year.
- Grants and subsidies and developer contributions represent 12.7 per cent of Council's total revenue.
- Of the total grants and subsidies funding:
 - \$11.142 million was used for operational purposes (last year this was \$28.859 million)
 - \$58.815 million was used for capital programs, including projects to correct road black spots and other safety initiatives (last year this was \$28.372 million)
- Developers provided \$234.899 million (last year \$196.060 million) in completed assets. They also provided \$66.098 million (last year \$82.211 million) in cash contributions, as part of approved development applications.

Total expenses: Where the money was spent

| Expense Type | \$ million | % Per cent |
|--|----------------|------------|
| Materials and services (excluding plant hire and running costs) | 348.520 | 44.9 |
| Employee costs | 185.705 | 23.9 |
| Depreciation | 140.442 | 18.1 |
| Asset reworks | 27.747 | 3.6 |
| Plant hire/ running costs | 24.660 | 3.2 |
| Borrowing costs | 15.386 | 2.0 |
| Other expenses | 5.955 | 0.8 |
| Revaluation expense | 19.302 | 2.5 |
| Impairment | 8.308 | 1.1 |
| Total expenses | 776.025 | |

Council's expenses are a mix of operational (recurrent) and capital-related expenses. Sometimes, it is difficult to differentiate between capital-related expenses and capital-expenditures, which are accounting terms defined in the accounting standards.

Capital-expenditures are best described as those costs that are incurred to acquire or build an asset; while capital-related expenses, allocated to the income statement, are costs that are related to assets, but do not add to the value of the asset or result in a new asset.

Section 3 – Organisation Wide Performance Reporting

The Australian Accounting Standards requires all recurrent and capital-related expenses to be charged to the income statement. Council separates expenses into recurrent expenses, which are a result of normal operations, and capital-related expenses, which are a result of changes to asset balances.

Changes to asset balances occur during asset reworks and sometimes when assets are revalued:

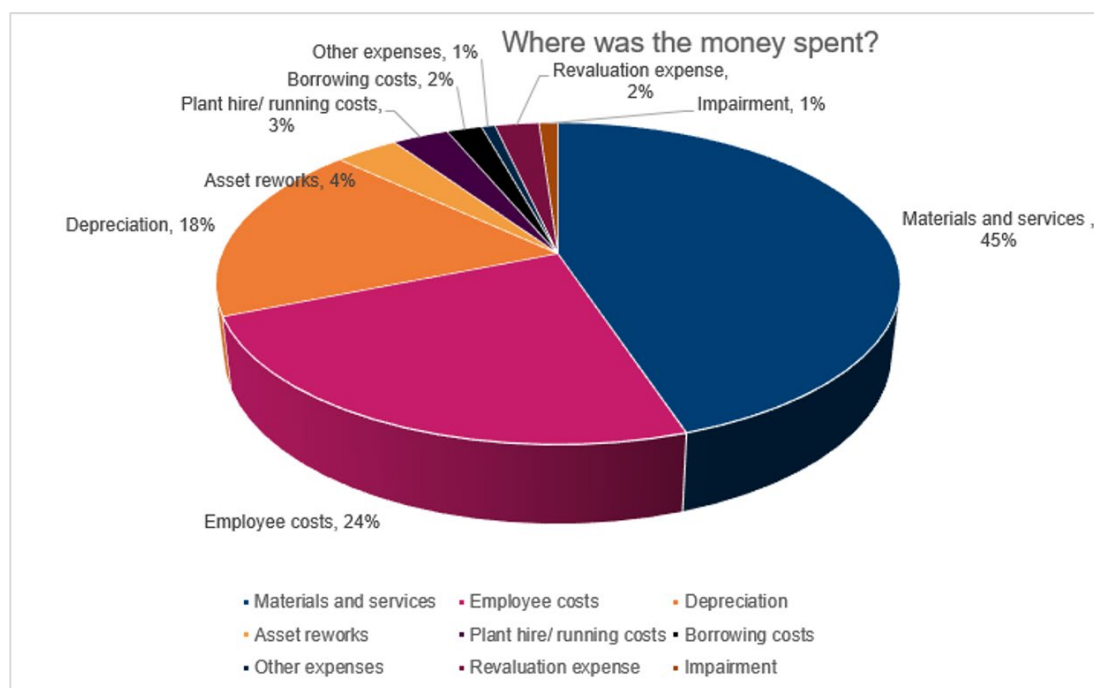
- asset reworks relate to existing assets that must be demolished during new capital works
- revaluation expenses are where asset carrying values are adjusted to fair value and there are insufficient funds in reserve to finance the revaluation.

The accounting standards require assets to be measured at either original costs or at fair value. Fair value is what the asset is worth at the time of reporting rather than what it was worth when initially acquired or constructed. Fair value provides a more accurate estimate of the current-day value of Council assets.

Council incurred a revaluation expense of \$19.302 million this financial year (last year \$144.041 million). This was due to a downward revaluation of water and sewerage assets. Asset reworks of \$27.747 million were incurred in the current financial year (last year \$33.687 million).

The table and graph below show the type of expenditure allocated to the income statement in the current financial year. These amounts do not include capital-expenditure added to asset carrying values because assets are part of Council's infrastructure and are reflected in the balance sheet.

| Item | Description |
|-------------------------|---|
| Income statement | Recurrent revenue + capital revenue - recurrent expenses - capital-related expenses |
| Balance sheet | Capital expenditure |



Section 3 – Organisation Wide Performance Reporting

Key expenditure statistics include:

- Council's recurrent expenses were \$720.668 million (last year \$655.501 million), an increase of \$65.167 million (17 per cent) over the year.
- Council spent \$235.112 million (last year \$177.728 million) on expanding and replacing city assets. This expenditure is initially registered in capital projects. It is recognised as Council assets once work is commissioned.
- 44.9 per cent of Council's recurrent expenses was invested in materials and services. This expenditure is necessary to maintain asset service levels and to deliver Council's corporate plan objectives.
- Council administered property, plant and equipment worth \$7.510 billion (last year \$6.855 billion). This means Council had to set aside \$140.056 million (last year \$126.633 million) in depreciation for the year. These funds are used to improve and replace Council's infrastructure and other assets.

Key statements (2) Statement of comprehensive income

The Statement of Comprehensive Income provides a summary of how Net Income and Other Comprehensive Income (OCI) impact community equity. Net income is the result obtained by preparing the income statement (Key Statement (1)). OCI consists of all other items that impact equity but are excluded from the income statement.

- Net income + OCI = Income impacts on community equity

Most OCI items are not relevant to Council due to the nature of Council's business. For Council, the major OCI item occurs where adjustments to asset values, through revaluation or impairment, are allocated directly to equity.

During the current financial year, Council increased the carrying value of its assets by \$204.105 million due to revaluation (last year asset values increased by \$180.445 million due to revaluation) as a result of increases in roads and drainage assets, net offsets against reductions in water and sewerage assets.

Council regularly reviews the condition and carrying values of assets. Deterioration in asset condition is managed through planned maintenance programs used to ensure that assets continue to provide the level of service required by the community. Revaluation allows for changes in asset replacement costs and helps Council plan for the eventual replacement of assets.

Key statements (3) Statement of financial position

The statement of financial position (the balance sheet) measures what Council owns (assets) and owes (liabilities) to relevant stakeholders at the end of the financial year. The result of these 2 components determines Community Equity:

- Assets - Liabilities = Community equity

Council's assets have increased by \$605.482 million (last year they increased by \$520.361 million) over the year. The main change is in property, plant and equipment assets. This is due to:

- \$418.589 million in new and replacement assets
- \$204.105 million increase in revaluations
- \$234.900 million in donated assets received from developers (last year \$196.060 million)
- \$201.759 million reduction in asset values due to depreciation, asset reworks and other minor adjustments (last year was a \$162.551 million reduction).

Council's cash balance has decreased by \$53.924 million (last year decreased by \$65.2 million) due to excess in capital investment and repayment of debt over net cash from operations. Council has also drawn down an additional \$162.210 million in loans to finance infrastructure expenditure.

2023/24 net worth

| Classification | \$ million |
|------------------|-------------|
| Assets | 8,039.294 m |
| Less liabilities | 659.655 m |
| Community equity | 7,379.639 m |

What do our assets consist of?

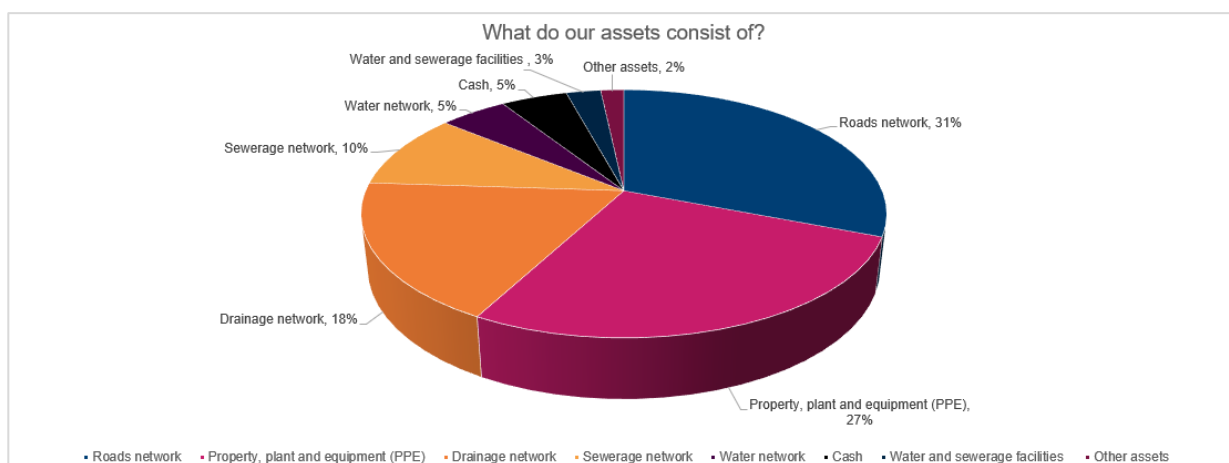
The bulk of Council's assets are infrastructure assets, such as buildings, roads and drainage, and water and sewerage. They collectively represent 72.2 per cent of Council's total asset base. Other property, plant and equipment assets represent a further 21.3 per cent.

Total assets

| Asset type | \$ million | Per cent |
|--|------------------|---------------|
| Roads network | 2481.608 | 30.9% |
| Buildings | 461.562 | 5.7% |
| Property, plant and equipment (PPE) | 1709.715 | 21.3% |
| Drainage network | 1461.322 | 18.2% |
| Sewerage network | 793.397 | 9.9% |
| Water network | 398.42 | 5.0% |
| Cash | 391.95 | 4.9% |
| Water and sewerage facilities | 204.483 | 2.5% |
| Other assets | 136.837 | 1.7% |
| Total | 8,039.294 | 100.1% |

A significant part of Council's activities focuses on maintaining and upgrading infrastructure assets to ensure that these assets are able to provide the level of service required by the community.

Council undertakes ongoing preventive maintenance processes so that assets remain in good condition for community use.



What do our assets consist of?

What do our liabilities consist of?

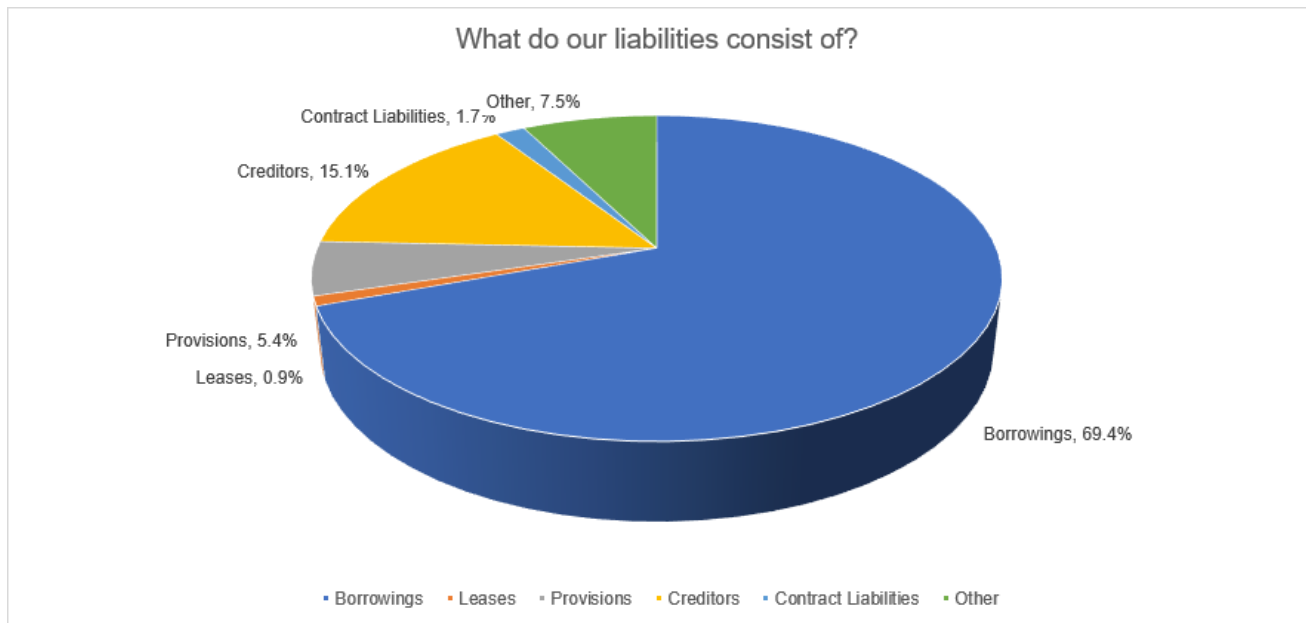
The bulk of Council's liabilities are in the form of loans. These represent 69.4 per cent (last year 65.2 per cent) of Council's total liabilities. In the 2023-2024 financial year Council undertook new borrowings of \$162.210 million to fund the infrastructure required to support new developments. Last year the new borrowings were \$60.249 million. Council uses loans to fund certain projects to ensure the cost is shared across several generations of ratepayers.

Part of Council's liabilities are provisions. These are amounts that Council must estimate and allow for. Provisions include funds to rehabilitate Council landfill and quarry sites. They also fund employee leave entitlements.

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Council's liabilities

| Liability type | \$ million | % per cent |
|-----------------------------|----------------|-------------|
| Borrowings | 457.748 | 69.4% |
| Leases | 6.201 | 0.9% |
| Provisions | 35.295 | 5.4% |
| Creditors | 99.806 | 15.1% |
| Contract Liabilities | 10.898 | 1.7% |
| Other | 49.707 | 7.5% |
| Total liabilities | 659.655 | 100% |

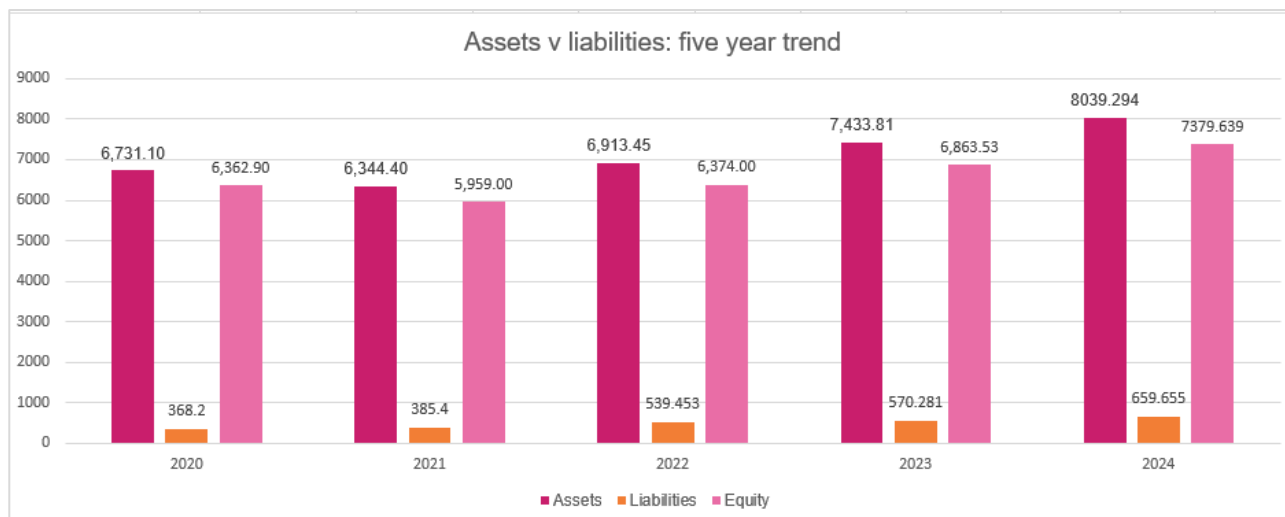


What do our liabilities consist of?

Comparative trend analysis: Assets and liabilities

| \$ million | 2020 | 2021 | 2022 | 2023 | 2024 |
|--------------------|----------|----------|----------|----------|------------------|
| Assets | 6,731.10 | 6,344.40 | 6,913.45 | 7,433.81 | 8,039.294 |
| Liabilities | 368.2 | 385.4 | 539.453 | 570.281 | 659.655 |
| Equity | 6,362.90 | 5,959.00 | 6,374.00 | 6,863.53 | 7,379.639 |

Council's net assets increased by 7.53 per cent (last year increase of 7.15 per cent). This is largely due to the changes in asset carrying values described above.



Assets v liabilities: five-year trend

What is Council's debt strategy?

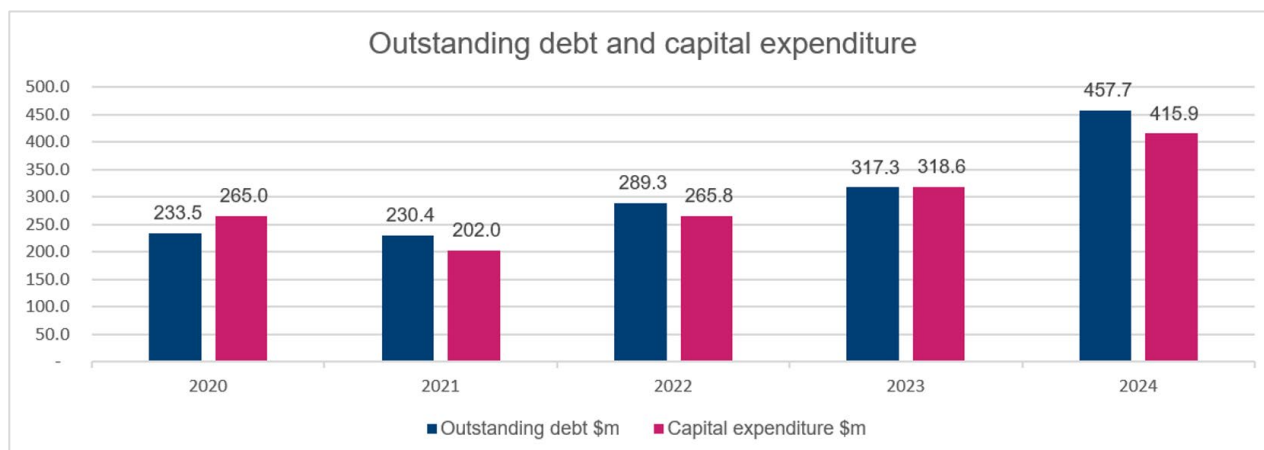
Logan City Council, like other councils, funds major new community facilities partly by borrowing money. Council strives to keep borrowings as low as possible in order to reduce costs, but also acknowledges intergenerational equity requirements. Intergenerational equity is designed to ensure that the costs of long-lived assets are shared between all who benefit from the assets.

Debt and capital expenditure trends

The graph below shows Council's total outstanding debt and capital works expenditure program over the past 5 years.

From 2020 to 2024 Council's debt increased from \$233.5 million to \$457.7 million, an increase of \$224.23 million. During the 2023/24 financial year, Council spent \$415.9 million on:

- building new community facilities
- increasing infrastructure services such as roads, water, sewerage and reticulation.



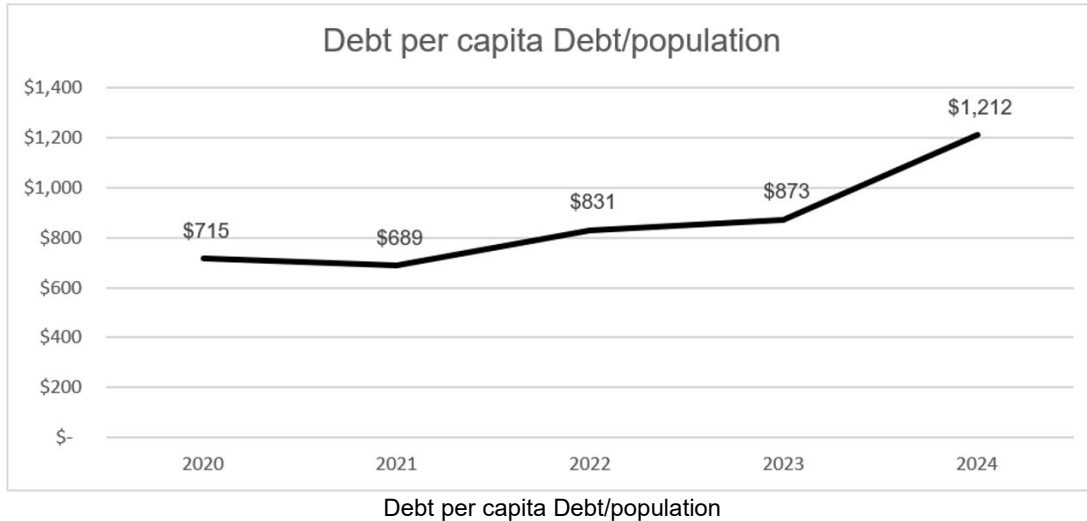
Outstanding debt and capital expenditure

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The following are debt and equity measures that help illustrate Council's debt management success, which is part of ensuring financial sustainability.

Debt per capita

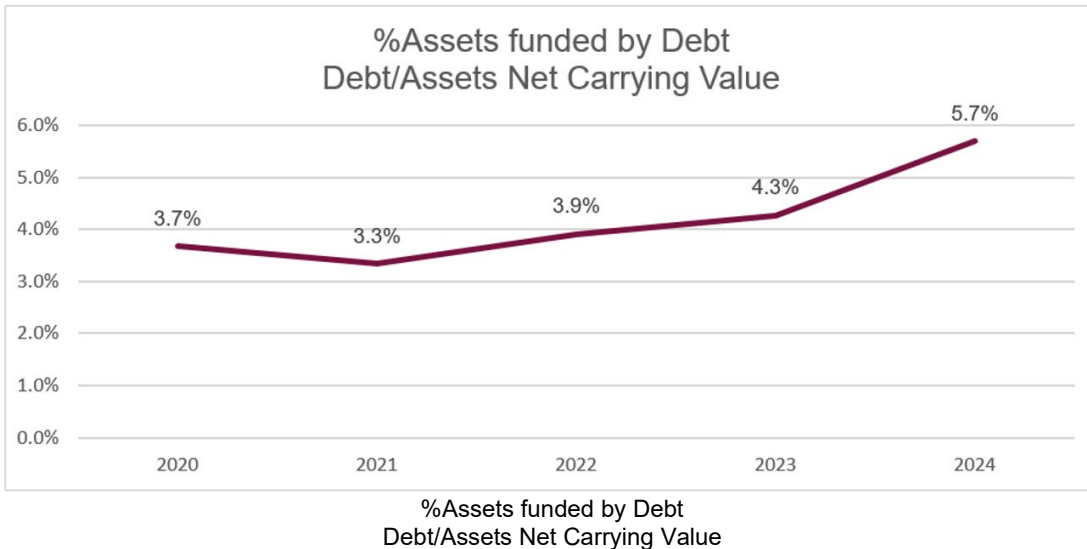
The debt per capita graph shows the value of Council debt per resident over the past 5 years. Council's debt per capita has increased from \$715 to \$1,212 over that time. Council manages financial assets and liabilities using a strategy that optimises cash and debt levels. The aim is to keep debt at a reasonable level. This then provides opportunity to borrow funds in the future to upgrade and replace our community assets.



Percentage of assets funded by debt

Sound financial management requires Council to fund debt while increasing our asset base to meet community needs.

The percentage of assets funded by debt increased to 5.7 per cent (last year 4.3 per cent) due to a higher level of borrowings in the year.

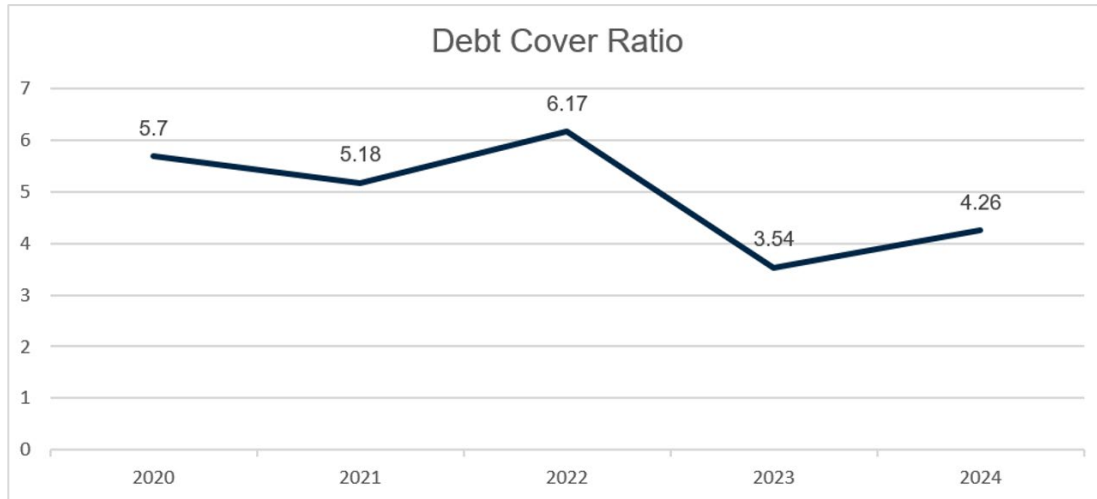


Debt cover

The debt cover ratio indicates the number of times that recurrent revenue covers debt repayments. The higher the number, the more capable Council is of covering its debt repayments.

Council's recurrent revenue before interest and depreciation for the year (debt service cover ratio) was 4.26 times the amount of borrowings capital and interest payments for the year (last year 3.54 times).

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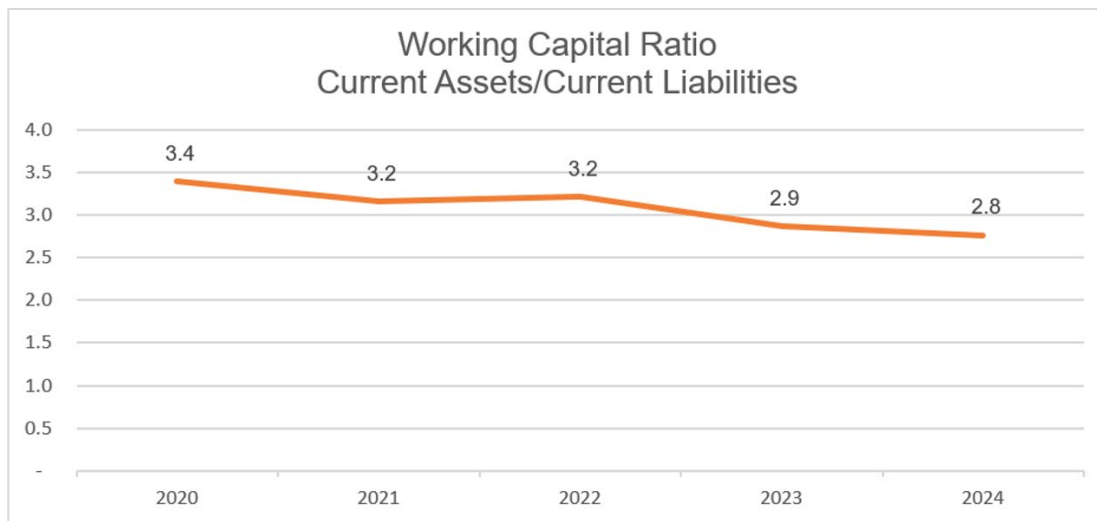
Debt cover ratio

How healthy is Council's liquidity?

Another important indication of an organisation's financial sustainability is its ability to meet commitments when they fall due. This is called the working capital ratio. It measures the ratio of short-term assets and liabilities values. A result of better than a one-to-one ratio reflects a strong ability by an organisation to have enough funds to continue to maintain its cash flows and meet its commitments.

Working capital ratio

Council, on average over the past 5 years, had 3.1 times the amount required in current assets to pay its short-term liabilities. In the current financial year, the ratio is 2.8:1 (last year 2.9:1).



Working Capital Ratio
Current Assets/Current Liabilities

Key statements (4) Statement of changes in equity

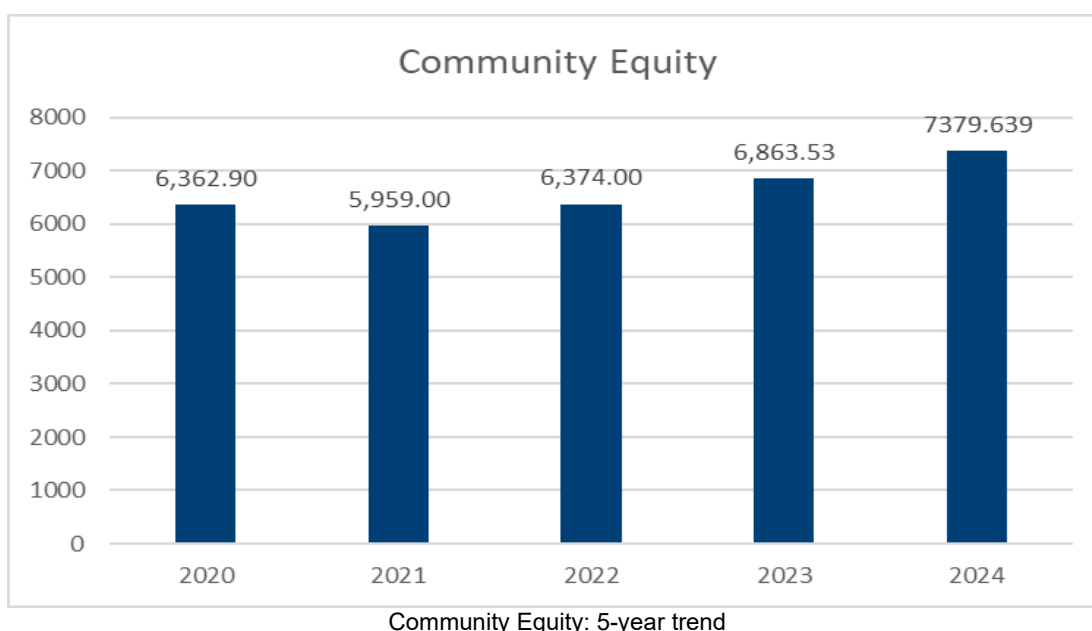
The statement of changes in equity measures the change in community wealth. This consists of retained earnings, revaluations of our asset base and reserves held for future capital works.

This year, Council's capital expenditure and capital loan repayments were \$437.715 million (last year \$350.826 million). These payments were partially funded from:

- amounts set aside in reserves
- developer contributions
- planned loan funding
- provisions included in Council's rates charges.

Community wealth

Community wealth or community equity is measured as the net of Council assets less liabilities. Comparative trends show that Council has a healthy community equity position. This increased in the 2023/24 financial year due primarily to the revaluation of roads pavement assets and remains in a strong position.



A portion of community wealth is cash-backed by an appropriate level of reserves. These reserves are held to plan for future projects. This can place less reliance on loan borrowing to meet community needs. The funds placed in reserve often come from Australian and Queensland Government contributions plus amounts charged to developers as part of development agreements.

Council's equity has increased by \$516.11 million over the past year, mainly due to increases in asset values (last year it increased by \$489.53 million).

Key statements (5) Statement of cash flows

The statement of cash flows identifies how Council received and spent its money during the year. It shows what cash is available at the end of the year. Council needs to ensure there is sufficient cash on hand to meet current and future obligations. Council invests surplus funds to earn the best return possible until the funds are required for operational or capital purposes.

Investment returns have increased over the past financial year due to an increase in interest rates.

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| Item | 2024 (\$ million) |
|----------------------------|-------------------|
| Opening balance | 445.87 |
| Plus cash received | 975.60 |
| Less cash spent | -1,029.53 |
| Cash available at year end | 391.95 |

What were the major sources of cash received and spent?

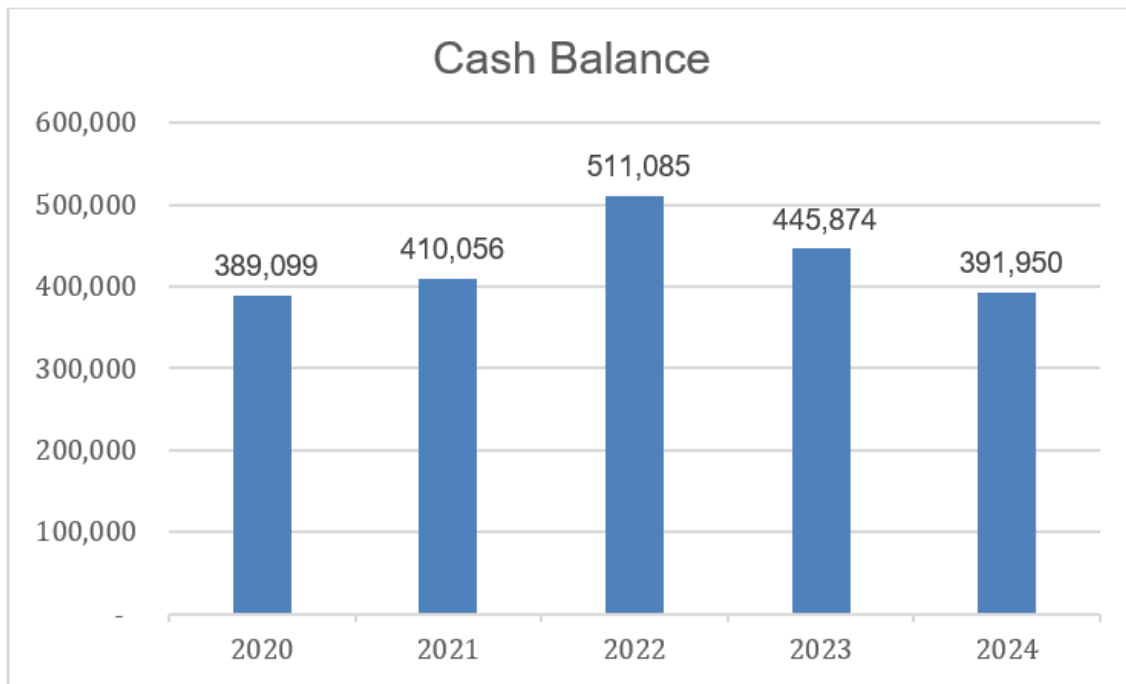
| Item | 2024 (\$ million) |
|---------------------------------|-------------------|
| Net cash received from trading | 110.20 |
| New loans | 162.21 |
| Purchase of assets (net) | -290.11 |
| Repayment of debts and interest | -36.20 |
| Net cash received/ (spent) | -53.90 |

Cash available

Council's current cash balance is \$391.95 million (last year \$445.87 million). However, some of this amount is restricted for specific purposes such as future capital works.

The decrease in the cash balance over the year is due to increased investment in infrastructure.

Council's short and long-term cash flows indicate sufficient cash to meet recurring activities and capital expenditure going forward.



Cash balance

Sustainability measures

Council's Corporate Plan 2021 - 2026 identifies 7 focus areas:

1. Maintaining current levels of service (MS)

Council acknowledges that the majority of its annual budget goes towards providing ongoing services that support our residents, business and community. Council will continue to maintain existing services to the community at the current levels for the length of this corporate plan. We will also continue to monitor our performance.

2. Proud city (PC)

We are a proud city. A city of opportunity. A young city rich with culture. We value diversity, which is enriching for our community. We are proud of our community's positive contributions to improve the quality of our lifestyle.

This focus area is part of Council's response to the Logan Community Vision broad themes of:

- humanity
- diversity
- community.

3. Environment (EN)

The value of our varied and thriving natural environment is core to our identity, lifestyle, wellbeing and economy. We will prioritise activation, community connection and enhancement of our rivers, waterways and habitat corridors and the wildlife within them. We will consider the environment holistically and consider impacts broadly in terms of sustainable development, climate and waste recovery.

This focus area is part of Council's response to the Logan Community Vision broad themes of:

- green lifestyle
- climate change
- infrastructure.

4. Healthy connected communities (HC)

Healthy, inclusive and connected communities are at the heart of our city. We will provide social infrastructure that meets the needs of our community and is accessible. We encourage residents and visitors to explore and enjoy what our city has to offer and support locals to lead healthy and active lifestyles.

This focus area is part of Council's response to the Logan Community Vision broad themes of:

- humanity
- green lifestyle
- housing
- infrastructure.

5. Economy and growth (EG)

Our city is unique in terms of its economy and growth. We will support and directly contribute to long-term economic growth by supporting local jobs and investment opportunities. We will build local wealth and balance the challenges associated with population growth by enhancing community lifestyles and environment.

This focus area is part of Council's response to the Logan Community Vision broad themes of:

- youth
- community
- employment and innovation.

6. Infrastructure (IN)

Sustainable, safe and efficient infrastructure is essential to the daily lives of our community. Through continuous planning, delivery and maintenance of our city's physical infrastructure, we will ensure we can support our rapidly growing community into the future.

This focus area is part of Council's response to the Logan Community Vision broad themes of:

- infrastructure
- community
- climate change.

7. High Performing Organisation (HP)

We are committed to building and sustaining a workplace where achievement, accomplishment and success is celebrated and rewarded. Our values of community first, our people, excellence, leadership and integrity will guide the way we deliver our services to make a positive difference to our community.

investment and delivery of renewable technologies and prepare our city transition to a carbon conscious community. We value our environment, safeguarding our biodiversity, local wildlife, threatened species and green corridors.

To deliver on these priorities, Council must have financial and infrastructure capital available now and in the future.

The Local Government Act 2009 s102 (2) states that 'a local government is financially sustainable if the local government is able to maintain its financial capital and infrastructure capital over the long-term'.

What is financial capital and infrastructure capital?

Financial capital is the money used by Council to finance its operations. Without continued access to financial capital, Council would not be able to provide services to the community.

Council needs to maintain sufficient long-term financial capital to continue operating. It does this by extensively planning its operations taking account of:

- current and future asset maintenance, renewals, upgrades and expansions
- related operational costs required to service a growing city.

Council's long-term financial plan includes an assessment of its ability to:

- borrow funds
- access grants and subsidies
- access future development contributions.

These funds finance the infrastructure required to meet community needs.

Infrastructure capital refers to the physical assets Council builds and maintains. All need to be in a condition that provides a level of service acceptable to the community. Council's extensive maintenance, renewals and upgrade programs include:

- buildings and facilities
- roads
- stormwater drainage
- landfill
- water and sewerage assets.

What are the measures and what do they mean?

Sustainability measures focus on both the present and the future. Council presents long-term financial sustainability measures. These are based on Council's budget and long-term planning processes and are disclosed in our annual report. Council also presents short-term financial sustainability measures in our annual report. We repeat these measures, including trend analyses and explanations, in this community financial report.

The key financial sustainability measures used by Council are described below:

Sustainability measures required by legislation

The 9 financial sustainability measures required by the *Local Government Regulation (2012)* and the *Financial Management (Sustainability) Guideline 2024* are:

- Council controlled revenue ratio (not audited)
- Population growth ratio (not audited)
- Operating surplus ratio
- Operating cash ratio
- Unrestricted cash expense ratio cover ratio
- Asset sustainability ratio
- Asset consumption ratio
- Asset renewal funding ratio (not audited)

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- Leverage ratio

(1) Council controlled revenue ratio (unaudited)

The **council-controlled revenue ratio** is an indicator of a council's financial flexibility, ability to influence its operating income, and capacity to respond to unexpected financial shocks.

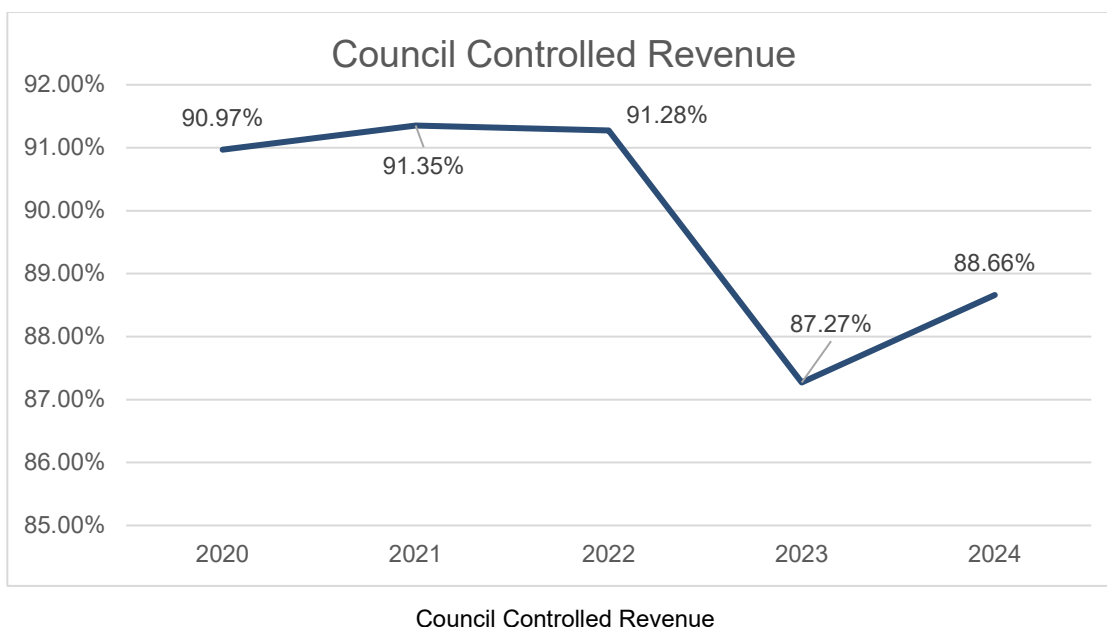
The ratio is calculated by the value of net rates, levies and charges add fees and charges, divided by total operating revenue.

The higher council-controlled revenue ratio indicates a stronger ability to generate operating revenue without relying on external sources. Councils with a high ratio generally have a healthy rate base and are better able to respond to unexpected financial obligations such as natural disaster recovery.

A lower council-controlled revenue ratio indicates that a council has limited capacity to influence its operating revenue and that it is more reliant on external (and usually less reliable) sources of income such as operational grant funding, sales and recoverable works contracts, and rental income.

The Department of Housing, Local Government, Planning and Public Works *Financial Management (Sustainability) Guideline 2024* does not provide a target range as this is a contextual measure.

Below is the trend over the past five years.



(2) Population growth ratio (unaudited)

Population growth is a key driver of a council's operating income, service needs, and infrastructure requirements into the future.

The ratio is calculated by dividing the prior year estimated population by the previous year estimated population. A growing council population indicates a greater capacity to generate its own source revenue through rates as well as statutory charges. Population growth also puts additional pressure on councils to invest in new community infrastructure to support service needs.

Conversely, a council with a shrinking population base will have increasingly limited opportunities to generate operating revenue through its rateable property base, and over time will need to adjust its capital and operating spending decisions to reflect the reducing utilisation of its infrastructure and community assets.

The Department of Housing, Local Government, Planning and Public Works *Financial Management (Sustainability) Guideline 2024* does not provide a target range as this is a contextual measure.

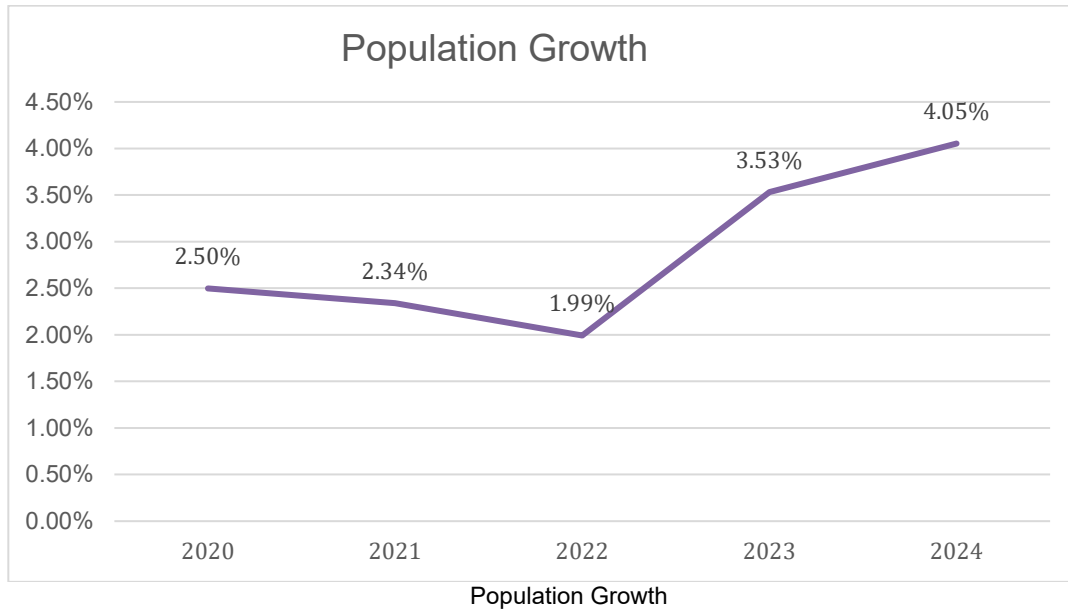
Below is the trend over the past 5 years.

Population Growth Ratio

| Item | 2020 | 2021 | 2022 | 2023 | 2024 |
|------|------|------|------|------|------|
|------|------|------|------|------|------|

Section 3 – Organisation Wide Performance Reporting

| | | | | | |
|---|---------|---------|---------|---------|---------|
| Prior year estimated population | 335,955 | 343,821 | 350,673 | 363,057 | 377,773 |
| Previous year estimated population | 327,769 | 335,955 | 343,821 | 350,673 | 363,057 |
| Ratio | 2.50% | 2.34% | 1.99% | 3.53% | 4.05% |



(3) Operating surplus ratio

The **operating surplus ratio** measures the extent to which revenues raised to cover operational expenses only are available for capital funding and other purposes.

The ratio is calculated as net operating result (presented in the income statement) divided by operating revenue.

A positive operating cash ratio indicates that a council is generating surplus cash from its core operations, which suggests that Council has the ability to self-fund its capital expenditure requirements.

A negative operating cash ratio is a significant indicator of financial sustainability challenges and potential future liquidity issues as, all other things being equal, a negative result means that a council's cash position is declining, and revenues are not offsetting the cost of core operational requirements.

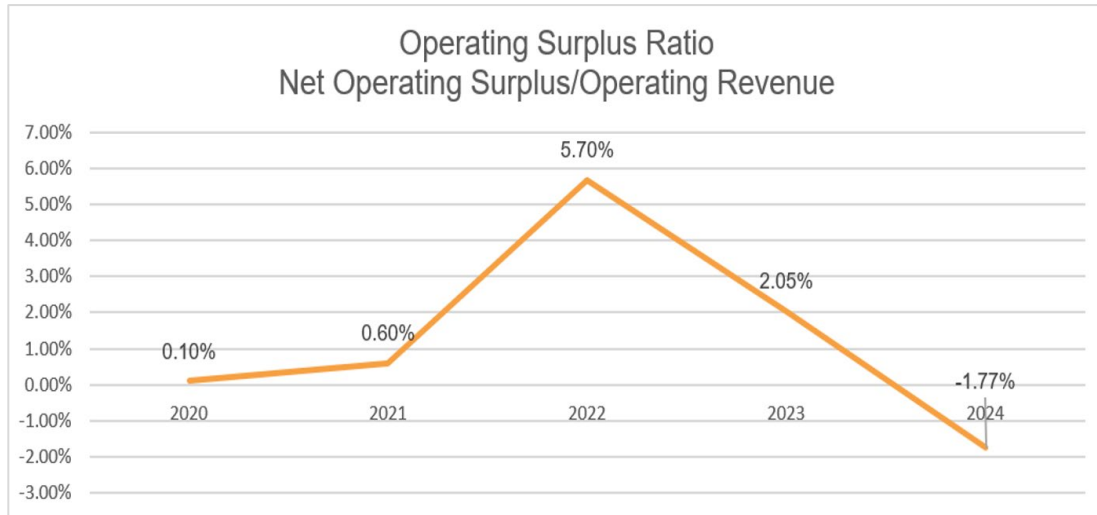
The Department of Local Government and Planning's *Financial Management (Sustainability) Guideline 2024* provides a target range of greater than 0% for Tier 2 Councils.

Below is the trend over the past 5 years.

Operating surplus (deficit) ratio

| Item | 2020 | 2021 | 2022 | 2023 | 2024 |
|---------------------------|-----------|-----------|-----------|-----------|------------|
| Recurrent revenues | \$548.0 m | \$574.2 m | \$606.5 m | \$669.2 m | \$708.1 m |
| Net result | \$0.26 m | \$3.6 m | \$27.7 m | \$13.7 m | (\$12.5 m) |
| Ratio | 0.10% | 0.60% | 4.58% | 2.05% | (1.77%) |

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Operating Surplus Ratio
Net Operation Surplus/ Operating Revenue

(4) Operating cash ratio

The operating cash ratio is a measure of a council's ability to cover its core operational expenses and generate a cash surplus excluding depreciation, amortisation, and finance costs.

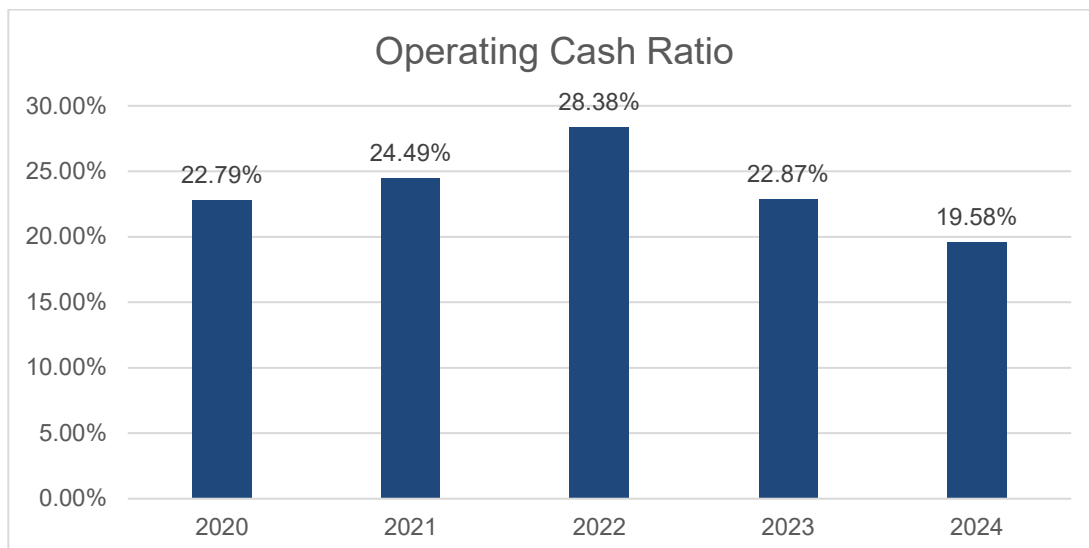
The ratio is calculated by dividing the operating result plus depreciation and amortisation and finance costs by total operating revenue.

A positive operating cash ratio indicates that a council is generating surplus cash from its core operations. A ratio of 19.58% suggests that Council has the ability to self-fund its capital expenditure requirements.

A negative operating cash ratio is a significant indicator of financial sustainability challenges and potential future liquidity issues as, all other things being equal, a negative result means that a council's cash position is declining, and revenues are not offsetting the cost of core operational requirements.

The Department of Housing, Local Government, Planning and Public Works *Financial Management (Sustainability) Guideline 2024* provides a target range of greater than 0% for Tier 2 Councils.

Below is the trend over the past 5 years.



Operating Cash Ratio

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(5) Unrestricted cash expense ratio cover ratio

The unrestricted cash expense cover ratio is an indicator of the unconstrained liquidity available to a council to meet ongoing and emergent financial demands, which is a key component to solvency. It represents the number of months a council can continue operating based on current monthly expenses.

The ratio is calculated by the following:

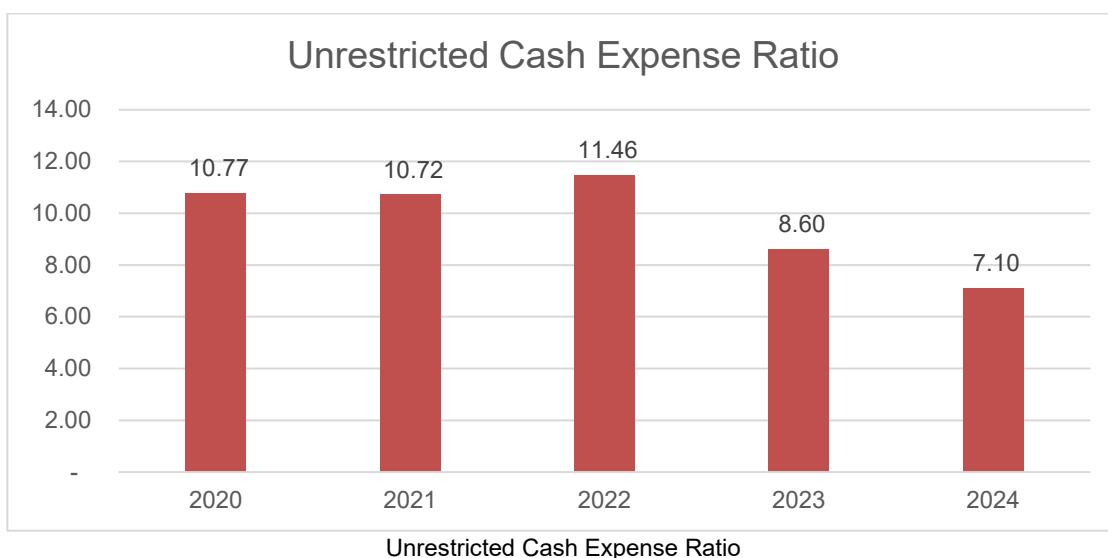
$$\frac{\text{(Total Cash and Equivalents add Current Investments add Available Ongoing QTC Working Capital Facility Limit less Externally Restricted Cash)}}{\text{(Total Operating Expenditure less Depreciation and Amortisation less Finance Costs)}} \times 12$$

A higher unrestricted cash expense cover ratio indicates that a council has sufficient free cash available to contribute to the cost of future planned and unplanned expenditures such as infrastructure investment or disaster recovery. An excessively high ratio may be indicative of cash hoarding, poor cash management, or large upcoming capital investment requirements.

A low ratio suggests limited unconstrained liquidity available to council to use for capital investment or in an emergency. For councils with efficient cash management practices and strong borrowing capacity, this is not a concern. Where a council also has a negative operating cash ratio, a very low or negative unrestricted cash expense cover ratio is an indicator of potential solvency concerns.

The Department of Housing, Local Government, Planning and Public Works *Financial Management (Sustainability) Guideline 2024* provides a target range of greater than 2 months for Tier 2 Councils.

Below is the trend over the past 5 years.



(6) Asset sustainability ratio

The asset sustainability ratio approximates the extent to which the infrastructure assets managed by a council are being replaced as they reach the end of their useful lives. Infrastructure assets are those significant, enduring assets that facilitate ratepayers' access to social and economic facilities and services. These assets do not include land, plant and equipment, cultural and heritage assets, furniture and fittings, and intangible assets.

The ratio is calculated by dividing capital expenditure on replacement of infrastructure assets (renewals) by depreciation expenditure on infrastructure assets.

An asset sustainability ratio close to 100% suggests that a council is spending enough on the renewal of its assets to compensate for the deterioration in its asset base as loosely proxied by its reported depreciation, with outcomes too far below this level being potentially indicative of underspending against capital replacement requirements.

However, as this measure uses depreciation in lieu of more rigorous asset planning data, it does not account for councils with large investments in new capital assets such as those with strongly growing population bases. In these instances, a lower asset sustainability ratio is not of concern provided a council is meeting the capital needs of its current and future community.

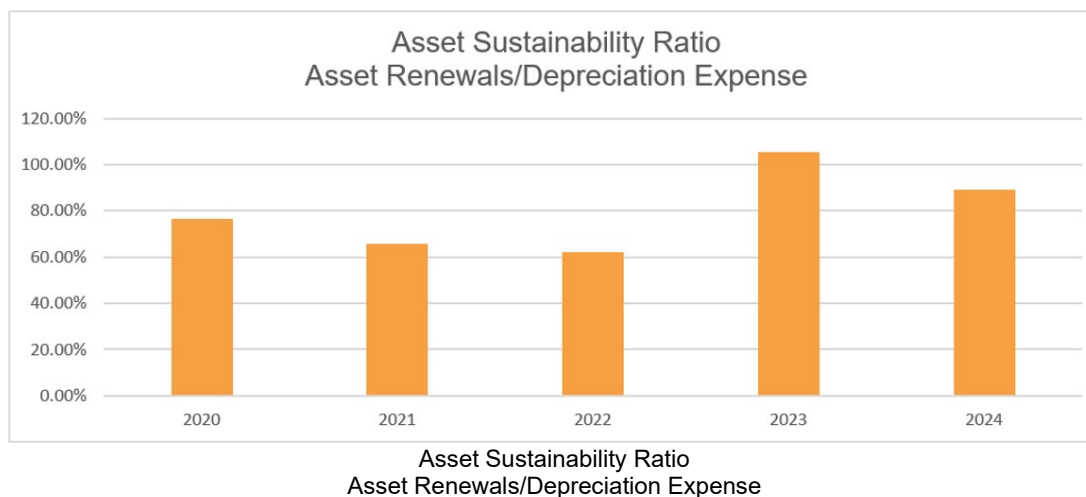
The Department Housing, Local Government, Planning and Public Works *Financial Management (Sustainability) Guideline 2024* provides a target range of greater than 60% for Tier 2 Councils.

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Below is the trend over the past 5 years.

Asset sustainability ratio

| Item | 2020 | 2021 | 2022 | 2023 | 2024 |
|----------------|----------|-----------|----------|-----------|-----------|
| Asset renewals | \$71.9 m | \$67.7 m | \$60.3 m | \$107.9 m | \$101.6 m |
| Depreciation | \$93.9 m | \$103.1 m | \$95.6 m | \$102.8 m | \$113.9 m |
| Ratio | 76.51% | 65.72% | 61.96% | 105.53% | 89.28% |



Council's asset sustainability ratio has been consistent at an average of 79.80 per cent over the past 5 years. This indicates Council has been adequately funding the replacement of ageing assets.

(7) Asset consumption ratio

The asset consumption ratio approximates the extent to which council's infrastructure assets have been consumed compared to what it would cost to build a new asset with the same benefit to the community. Infrastructure assets are those significant, enduring assets that facilitate ratepayers' access to social and economic facilities and services. These assets do not include land, plant and equipment, cultural and heritage assets, furniture and fittings, and intangible assets.

The ratio is calculated by dividing the written down replacement cost of depreciable infrastructure assets by the current replacement cost of depreciable infrastructure assets.

The minimum target of 60% indicates that a council's assets are being broadly consumed in line with their estimated useful lives.

Councils with lower than target ratio will need to invest more in those assets (in terms of replacement or maintenance) to ensure they are maintained at a standard that will meet the needs of their communities. On the other hand, if the ratio is much higher than the target ratio, councils may need to revisit their asset management plans to assess their current service levels or whether their estimates of the assets' useful lives are appropriate.

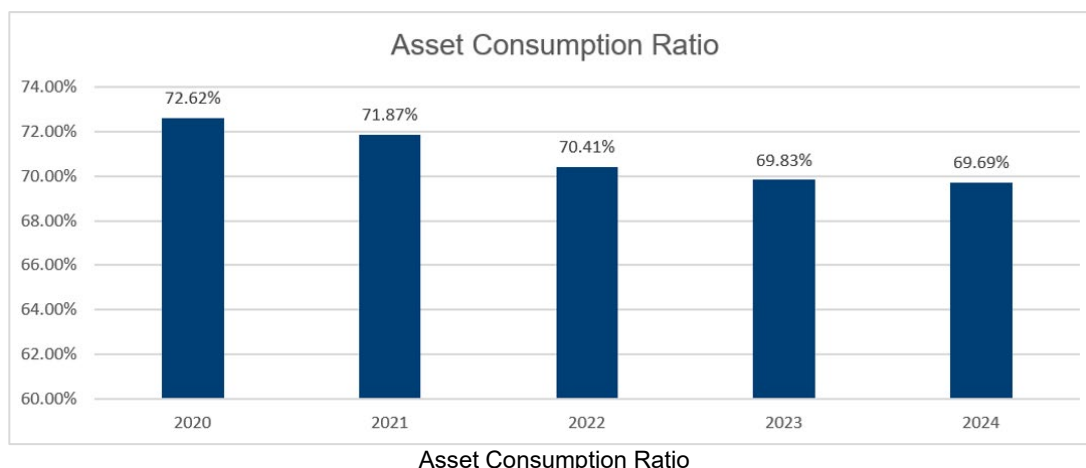
The Department of Housing, Local Government, Planning and Public Works *Financial Management (Sustainability) Guideline 2024* provides a target range of greater than 60% for Tier 2 Councils.

Below is the trend over the past 5 years.

Asset consumption ratio

| Item | 2020 | 2021 | 2022 | 2023 | 2024 |
|-----------|-----------|-----------|-----------|-----------|-----------|
| PPE WDV | \$5,273 m | \$4,819 m | \$5,026 m | \$5,349 m | \$5,812 m |
| PPE gross | \$7,261 m | \$6,705 m | \$7,137 m | \$7,66 m | \$8,34 m |
| Ratio | 72.62% | 71.87% | 70.41% | 69.83% | 69.69% |

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Council's asset consumption ratio has been consistent at an average of 70.88 per cent over the past 5 years. This indicates Council has been adequately replacing assets as they run out.

(8) Asset renewal funding ratio (not audited)

The asset renewal funding ratio measures the ability of a council to fund its projected infrastructure asset renewal/replacements in the future.

The ratio is calculated by dividing the total of planned capital expenditure on infrastructure asset renewals over 10 years by the total of required capital expenditure on infrastructure asset renewals over 10 years.

Ideally, the asset renewal funding ratio should be as close to 100% as possible, as this indicates that a council is appropriately funding and delivering the entirety of its required capital program as outlined by its asset management plans.

A ratio that is too far in excess of 100% indicates capital spending above and beyond what is proposed by a council's asset management plans. A ratio that is too far below 100% may indicate an underfunded capital program and therefore a potentially increasing infrastructure backlog and asset failures. Either scenario suggests a mismatch between a council's capital requirements and forecast capital program, whether due to poor planning and/or limited resources or skills to deliver the assets required by the community.

The Department of Housing, Local Government, Planning and Public Works *Financial Management (Sustainability) Guideline 2024* does not provide a target range for Tier 2 Councils.

Council's asset renewal funding ratio is currently 81.13%.

(9) Leverage ratio

The leverage ratio is an indicator of a council's ability to repay its existing debt. It measures the relative size of the council's debt to its operating performance.

The ratio is calculated by dividing the book value of debt by operating results, depreciation and amortisation, and finance costs.

A higher leverage ratio indicates an increasingly limited capacity to support additional borrowings due to already high debt levels and/or decreasing operational performance, while a lower ratio indicates the opposite.

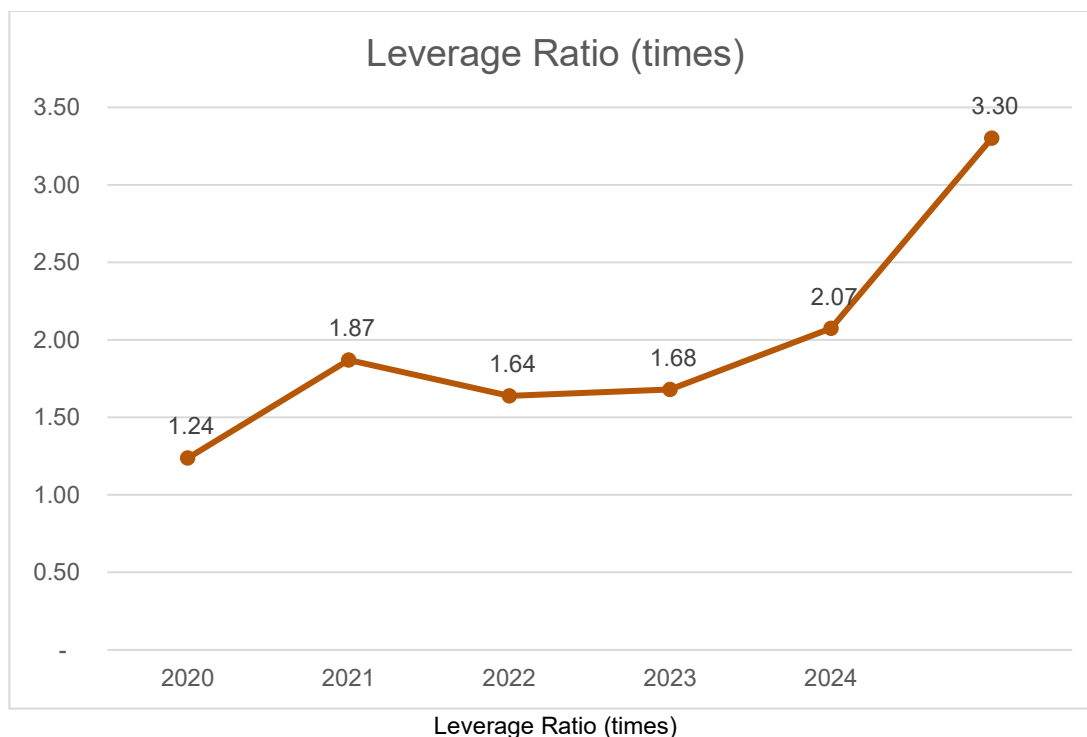
A lower leverage ratio is not itself a guarantee that further debt will be approved for a council, while councils with higher leverage ratios are not necessarily precluded from having additional borrowings approved due to other mitigating circumstances.

The Department of Housing, Local Government, Planning and Public Works *Financial Management (Sustainability) Guideline 2024* provides a target range of 0 to 4 times for Tier 2 Councils.

Below is the trend over the past 5 years.

| Item | 2020 | 2021 | 2022 | 2023 | 2024 |
|--|------------|------------|------------|------------|------------|
| Book value of Debt | \$233.514m | \$230.437m | \$289.319m | \$317.338m | \$457.748m |
| Revenue less depreciation, amortisation and finance costs | \$124.89m | \$140.61m | \$172.144m | \$153.014m | \$138.656m |
| Ratio | 1.87 | 1.64 | 1.68 | 2.07 | 3.30 |

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Note: Council borrowings are assessed and approved through a separate process coordinated jointly by the Department and QTC, which takes multiple factors and metrics into consideration. A lower leverage ratio is not itself a guarantee that further debt will be approved for a council, while councils with higher leverage ratios are not necessarily precluded from having additional borrowings approved due to other mitigating circumstances.

Additional sustainability measures presented by Council

Interest cover ratio

The **interest cover ratio** is an important short-term liquidity measure. It measures the extent to which recurrent revenues are committed (locked in) to funding the interest expense on current loan borrowings and leases.

A low interest cover ratio indicates a large portion of recurrent revenues is being used to fund finance charges associated with borrowings. Potentially, this could mean Council may not be able to meet its interest commitments.

A low interest cover ratio may also mean a restriction on future borrowings. This makes it an important sustainability measure. The ratio is calculated as recurrent revenue divided by net interest expense (revenue). Net interest expense (revenue) is interest expense minus interest revenue.

Below is an interest cover trend over the past 5 years.

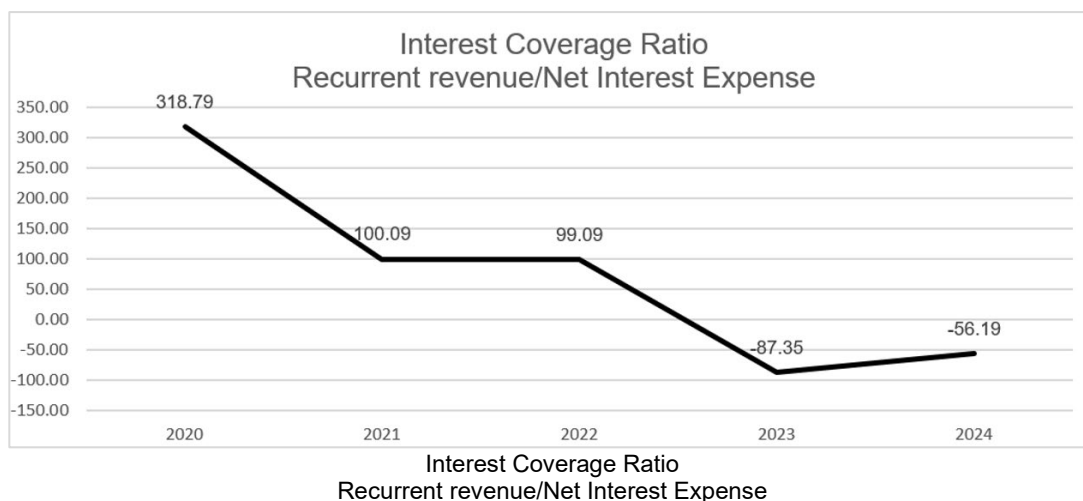
Interest cover trend

| Item | 2020 | 2021 | 2022 | 2023 | 2024 |
|---------------------------------------|------------|------------|-----------|------------------|-------------|
| Interest expense | \$9.4 m | \$9.9 m | \$9.4 m | \$10.5 m | \$10.7 m |
| Interest revenue | \$7.7 m | \$4.2 m | \$3.3 m | \$18.2 m | \$23.3 m |
| Net interest expense (revenue) | \$1.7 m | \$5.7 m | \$6.1 m | (\$7.6 m) | (\$12.6 m) |
| Recurrent revenues | \$548.0 m | \$574.2 m | \$606.5 m | \$669.2 m | \$708.1 m |
| Ratio | 319 | 100 | 99 | (87) | (56) |

Over the past few years, Council has improved its interest cover ratio. This indicates that Council has extensive facility for future borrowing to fund capital replacement and renewal. During the 2023/24 financial year, Council earned more in interest revenue than it has incurred in interest expense. This meant that other recurrent revenue was not required to meet interest expense payments.

During the current financial year, Council's recurrent revenues were (56) times the net interest expense.

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Working capital ratio

The working capital ratio is 2.8:1 (last year 2.9:1). It can be found under Council's liquidity measures and commentary above and is not repeated here. The measure indicates the excess of Council's current assets over current liabilities. A ratio in excess of 1:1 is a strong indicator of short-term financial sustainability.

Net financial liabilities ratio

The **net financial liabilities ratio** measures the extent to which net financial liabilities can be serviced by operating revenues. It is a short-term liquidity measure.

The ratio determines how well-placed Council is to pay its liabilities out of recurrent revenue. It is calculated as the value of net financial liabilities/(assets) divided by recurrent revenue. Net financial liabilities/(assets) are calculated as total liabilities minus current assets. A negative ratio means that Council's current assets exceed total liabilities and that Council is well placed to pay its liabilities.

This ratio does not take account of liability repayment periods. These include longer-term borrowings. A more accurate measure of short-term liquidity is provided through the working capital ratio. It compares current assets to current liabilities rather than all liabilities. This measure is provided in the community financial report.

Below is a net financial liability trend over the past 5 years.

Net financial liabilities\ recurrent revenue and net financial liabilities (assets) ratio

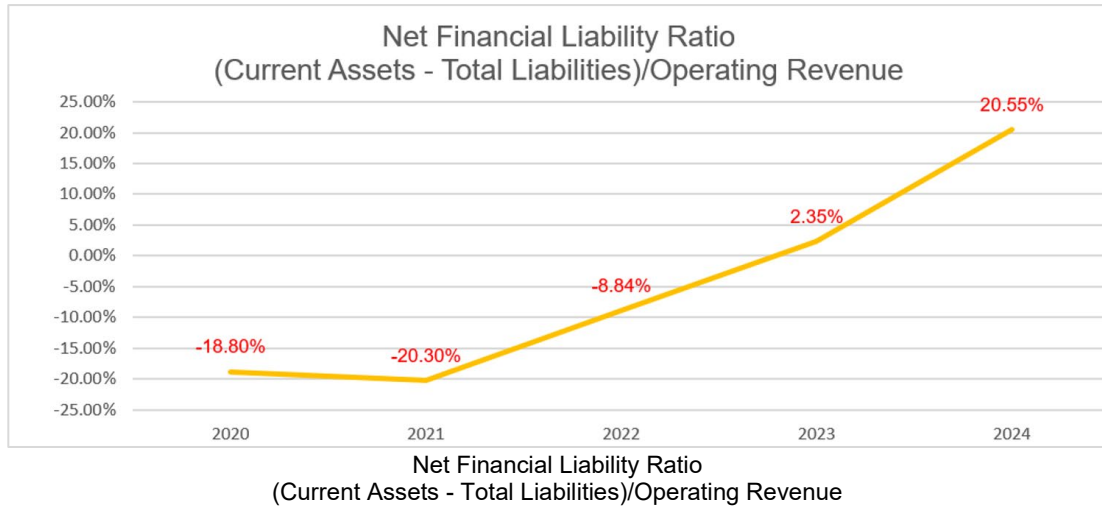
| Item | 2020 | 2021 | 2022 | 2023 | 2024 |
|---|-------------|-------------|------------|-----------|-----------|
| Current assets | \$471.0 m | \$502.0 m | \$598.6 m | \$554.5 m | \$514.1 m |
| Total liabilities | \$368.2 m | \$385.4 m | \$539.4 m | \$570.3 m | \$659.6 m |
| Net financial liabilities (assets) | (\$102.8 m) | (\$116.6 m) | \$(59.1 m) | \$15.7 m | \$145.5 m |
| Operating revenues | \$548.0 m | \$574.2 m | \$606.5 m | \$669.2 m | \$708.1 m |
| Ratio | (18.8%) | (20.3%) | (8.84%) | 2.35% | 20.55% |

The ratio indicates Council is well placed to meet its financial obligations. In the past 5 years, the reduction in borrowings has resulted in current assets exceeding total liabilities. This has led to a (desirable) negative ratio. Council has a long-term financial plan in place that caters for short and long-term cash commitments.

The Department of Housing, Local Government, Planning and Public Works *Financial Management (Sustainability) Guideline 2024* states 'a ratio of less than zero (negative) indicates that "a local government has current assets that exceed total liabilities and therefore the local government appears to have capacity to increase its loan borrowings if required". The target for the net financial liability ratio is less than 60 per cent.'

This underpins Council's strategy to reduce high-interest rate borrowings and maintain low levels of borrowings. It enables Council to manage future infrastructure assets replacement expenditures.

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Summary

Council ended the 2023/24 financial year in a sound financial position. Our current position provides the building blocks for the stability of our long-term financial strategy. It allows Council to meet its future obligations and our community's needs in the foreseeable future.

Our priorities summary and performance scorecard

Our performance reporting

This annual report addresses the 7 priority areas outlined in Logan City Council’s Corporate Plan 2021—2026. Council’s strategy is outlined in the priorities listed in our annual Operational Plan, which details key projects that directly relate to the Corporate Plan priority areas. Performance against our 2023/24 Operational Plan is measured against project milestones and targets. These were set at the beginning of the financial year. This ensures meaningful and tangible quarterly operational performance reporting to Council and the community. Council also has internal projects that we track and monitor against our major projects and strategies.

Priorities for the city and the organisation

The city vision is an aspirational statement that communicates the hopes and dreams for our city. It is a goal we hope to achieve over the long-term. The Corporate Plan priorities are the areas Council will concentrate on over the next 5 years. The following highlights the Corporate Plan’s priorities, and how Council delivered on these in the 2023/24 financial year.

| Key | Definition |
|-----------------------|---|
| Focus area | The important areas that will inform Council planning for the term of the Corporate Plan. Focus areas are high level and have a city-wide focus. |
| Key priorities | The targeted areas that will be given attention by the Council over the term of the Corporate Plan. The annual Operational Plan will capture projects and key performance indicators (KPIs) related to the focus areas. |
| Major projects | Priority activities for each focus area, that target and support delivery of the key priorities over the term of the Corporate Plan. |
| Supporting strategies | Strategic planning documents relevant to each focus area, that target and support project prioritisation and delivery over the term of the Corporate Plan. |

Note: Projects conducted annually aim to deliver on Council’s major projects and strategies. These projects can either be in Council’s Operational Plan, or projects that are managed internally.

Council’s focus areas in 2023/24

For the city:

- Focus area 1: Maintaining current levels of services (MS)
- Focus area 2: Proud city (PC)
- Focus area 3: Environment (EN)
- Focus area 4: Healthy connected community (HC)
- Focus area 5: Economy and growth (EG)
- Focus area 6: Infrastructure (IN)

For the organisation:

- Focus area 7: High performing organisation (HP)

Performance scorecard definitions

| Projects | Definition |
|----------------|--|
| Completed | The project has met planned targets, or all planned milestones have been achieved (project closure). |
| Not complete | The project was not delivered by its target date. |
| Not proceeding | A decision was made to cancel the project. |

Focus area 1: Maintaining current levels of service (MS)

Council acknowledges that the majority of its annual budget goes towards providing ongoing services that support our residents, business and community. Council will continue to maintain existing services to the community at the current levels for the length of this corporate plan. We will also continue to monitor our performance.

Key priorities

- **MS1.1** - Monitor the level of community satisfaction with major services through the Logan Listens: Residents' Survey, delivered every 2 years.
- **MS1.2** - Undertake service level reviews as appropriate to ensure we are delivering services that are financially sustainable and meet community needs.
- **MS1.3** - Monitor community satisfaction of our customer service through ongoing surveys.

Performance scorecard

| Status | Result |
|----------------|----------|
| Completed | 0 |
| Not complete | 0 |
| Not proceeding | 0 |
| Total | 0 |

Projects from the 2023/24 Operational Plan

Key priority 1.1: Monitor the level of community satisfaction with major services through the Logan Listens: Residents' Survey, delivered every 2 years.

No projects planned for delivery against this key priority this financial year.

Key priority 1.2: Undertake service level reviews as appropriate to ensure we are delivering services that are financially sustainable and meet community needs.

No projects planned for delivery against this key priority this financial year.

Key priority 1.3: Monitor community satisfaction of our customer service through ongoing surveys.

No projects planned for delivery against this key priority this financial year.

Focus area 2: Proud city (PC)

We are a proud city. A city of opportunity. A young city rich with culture. We value diversity, which is enriching for our community. We are proud of our community's positive contributions to improve the quality of our lifestyle.

This focus area is part of Council's response to the Logan Community Vision broad themes of:

- humanity
- diversity
- community.

Key priorities

- **PC2.1** - Foster and celebrate a community spirit that is friendly, welcoming and embraces diversity.
- **PC2.2** - Ensure relevant and accessible services are provided, based on community need.
- **PC2.3** - Inspire connection, equality and inclusion in the community so people feel a sense of belonging and make a positive contribution to society.
- **PC2.4** - Enhance the beauty and culture of our cityscape through investing in our public spaces and landscape. and meet

Performance scorecard

| Status | Result |
|----------------|----------|
| Completed | 2 |
| Not complete | 1 |
| Not proceeding | 0 |
| Total | 3 |

Projects from the 2023/24 Operational Plan

Key priority: PC2.1 - Foster and celebrate a community spirit that is friendly, welcoming and embraces diversity.

No projects planned for delivery against this key priority this financial year.

Key priority: PC2.2 - Ensure relevant and accessible services are provided, based on community need.

| Project name | Project description | Target | Status |
|---|---|-----------|-----------|
| PC2.2.1 City of Logan: Safe City Strategy and Action Plan (2021-2025) | <p>Purpose: To create a safer City of Logan.</p> <p>Deliver the third-year actions outlined in the City of Logan: Safe City Strategy and Action Plan 2021-2025, through a broad range of crime-prevention/community-based safety initiatives.</p> <p>Outcome: Successful implementation of initiatives and actions from year 3 of the Safe City Strategy and Action Plan.</p> | June 2024 | Completed |

Key priority: PC2.3 - Inspire connection, equality and inclusion in the community so people feel a sense of belonging and make a positive contribution to society.

| Project name | Project description | Target | Status |
|--|--|-----------|---------------------------|
| PC2.3.1 Disability Action Plan | <p>Purpose: To create a more accessible and inclusive city for everyone.</p> <p>Coordinate and support the delivery of the Disability Action Plan 2023-2025.</p> <p>Outcome: Initiatives for the 2023/2024 financial year are progressed or delivered.</p> | June 2024 | Completed |
| PC2.3.2 Reconciliation Action Plan | <p>Purpose: Strengthen relationships, respect and opportunities that support outcomes for First Nations communities in the City of Logan.</p> <p>Progress the development of Council's next Reconciliation Action Plan to support reconciliation in a coordinated approach across Council.</p> <p>Outcome: Roles, responsibilities and resourcing are confirmed for the development of Council's third Reconciliation Action Plan. First Nations are informed on the progress of the Reconciliation Action Plan.</p> | June 2024 | Not Complete ¹ |

¹ During the second quarter of the financial year it was determined that this project would not be able to be delivered by the June 2024 target date, due to delays recruiting suitable candidates to progress the project.

Key priority: PC2.4 - Enhance the beauty and culture of our cityscape through investing in our public spaces and landscape.

No projects planned for delivery against this key priority this financial year.

Major projects

Focus area PC2: Major projects

| Major project | Projects planned for 2023/24 | Projects completed in 2023/24 |
|--|------------------------------|-------------------------------|
| Deliver community-based safe city initiatives. | 1 | 1 |
| Deliver the Yarrabilba Community Hub. | 0 | 0 |
| Develop a new Community Development Action Plan. | 4 | 4 |
| Develop a new Reconciliation Action Plan. | 1 | 0 |
| Investigate the delivery of community spaces for First Nations people. | 0 | 0 |
| Promote our city's attractions and increase visitation. | 2 | 2 |
| Showcase the Kingston Butter Factory Cultural Precinct as a world class entertainment, arts and culture precinct. | 0 | 0 |
| Support the cultural capacity of creative industries practitioners and organisations through Logan's Regional Arts Development Fund and delivery of public art projects. | 0 | 0 |

Supporting strategies

Focus area PC2: Supporting strategies

| Strategic planning document | Projects planned for 2023/24 | Projects completed in 2023/24 |
|---|------------------------------|-------------------------------|
| Access and Inclusion Plan 2019-2022 | 0 | 0 |
| City of Logan Events Strategy 2019-2023 | 2 | 2 |
| Creative City: Logan City Council Arts, Culture and Heritage Strategy 2018-2022 | 1 | 1 |
| Libraries Learning and Discovery Strategy 2019-2023 | 4 | 4 |
| Logan Destination Management Plan 2018-2022 | 1 | 1 |
| Reconciliation Action Plan | 2 | 1 |
| Safe City Strategy 2021-2025 | 5 | 5 |

Focus area 3: Environment (EN)

The value of our varied and thriving natural environment is core to our identity, lifestyle, wellbeing and economy. We will prioritise activation, community connection and enhancement of our rivers, waterways and habitat corridors and the wildlife within them. We will consider the environment holistically and consider impacts broadly in terms of sustainable development, climate and waste recovery.

This focus area is part of Council's response to the Logan Community Vision broad themes of:

- green lifestyle
- climate change
- infrastructure.

Key priority

- **EN3.1** - Manage, maintain, and improve the ecological health and activation of our rivers and waterways.
- **EN3.2** - Enhance our urban forest, wildlife corridor network and environmentally significant bushland areas.
- **EN3.3** - Ensure Council's planning scheme protects and enhances wildlife corridors and core habitat across the city.
- **EN3.4** - Support the community to become more sustainable and conserve and restore private land.
- **EN3.5** - Expand community incentive and education programs to encourage environmental stewardship, participation and awareness.
- **EN3.6** - Continue to implement sustainability initiatives including increased use of renewable energy, energy efficient technology and carbon reduction projects.
- **EN3.7** - Increase resource recovery, recycling and landfill diversion through improvements to our collection service and waste infrastructure, and through regional partnerships.
- **EN3.8** - Progress the provision of clean, green, sustainable and cost-effective fleet solutions.

Performance scorecard

| Status | Result |
|----------------|----------|
| Completed | 7 |
| Not complete | 0 |
| Not proceeding | 0 |
| Total | 7 |

Projects from the 2023/24 Operational Plan

Key priority: EN3.1 - Manage, maintain, and improve the ecological health and activation of our rivers and waterways.

| Project name | Project description | Target | Status |
|---|---|-----------|-----------|
| EN3.1.1 Logan and Albert River Litter Clean Ups | <p>Purpose: To improve the ecological health of our rivers and waterways.</p> <p>Deliver the 2023/2024 Logan and Albert River litter clean ups.</p> <p>Outcome: Reduced litter and rubbish in our rivers and waterways.</p> | June 2024 | Completed |

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Key priority: EN3.2 - Enhance our urban forest, wildlife corridor network and environmentally significant bushland areas.

| Project name | Project description | Target | Status |
|--|--|-----------|-----------|
| EN3.2.1 Riverbank Restoration Projects | <p>Purpose: To improve the ecological health of our rivers and waterways.</p> <p>Plant at least 5,000 trees in targeted waterway riparian areas along the Logan and Albert Rivers and their tributaries.</p> <p>Outcome: Enhanced green canopy, urban forest and wildlife corridors along our rivers and waterways</p> | June 2024 | Completed |

Key priority: EN3.3 - Ensure Council’s planning scheme protects and enhances wildlife corridors and core habitat across the city.

| Project name | Project description | Target | Status |
|---|---|-----------|-----------|
| EN3.3.1 Tree Planting Offset Projects | <p>Purpose: Improve the ecological health of our city.</p> <p>Plant at least an additional 25,000 trees through the environmental (vegetation) offset program.</p> <p>Outcome: Enhance wildlife corridors and core habitat across the city.</p> | June 2024 | Completed |

Key priority: EN3.4 - Support the community to become more sustainable and conserve and restore private land.

| Project name | Project description | Target | Status |
|---|--|-----------|-----------|
| EN3.4.1 Environmental conservation partnerships | <p>Purpose: Partner with the community to increase the conservation and restoration of private land.</p> <p>Increase our environmental conservation partnerships membership by at least 50 new properties.</p> <p>Outcome: Improved environmental conditions for our city through the conservation and restoration of our natural environment.</p> | June 2024 | Completed |

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Key priority: EN3.5 - Expand community incentive and education programs to encourage environmental stewardship, participation and awareness.

| Project name | Project description | Target | Status |
|---|---|-----------|-----------------|
| EN3.5.1 Riverine Discovery Centre | <p>Purpose: To provide an iconic environmental education centre.</p> <p>Complete at least 50 percent construction of Stage 1 of the Riverine Discovery Centre.</p> <p>Outcome: Increase community engagement, stewardship and awareness of our natural environment.</p> | June 2024 | Not progressing |

Key priority: EN3.6 - Continue to implement sustainability initiatives including increased use of renewable energy, energy efficient technology and carbon reduction projects.

| Project name | Project description | Target | Status |
|--|---|-----------|-----------|
| EN3.6.1 Energy Efficient Lighting Upgrades | <p>Purpose: To reduce our carbon emissions.</p> <p>Install energy efficient LED lighting at 4 Council venues.</p> <p>Outcome: A reduced carbon footprint.</p> | June 2024 | Completed |
| EN3.6.2 Sustainable Solutions | <p>Purpose: To support the increased use of sustainable solutions, and deliver expansion of the Loganholme Wastewater Treatment Plant Solar capacity.</p> <p>Complete an investigation to identify options for delivering sustainable outcomes in the way Logan Water delivers its services.</p> <p>Outcome: Deliver Logan water services more sustainably.</p> | June 2024 | Completed |

Key priority: EN3.7 - Increase resource recovery, recycling and landfill diversion through improvements to our collection service and waste infrastructure, and through regional partnerships.

| Project name | Project description | Target | Status |
|---|--|-----------|-----------|
| EN3.7.1 Solar Panel Recycling Service | <p>Purpose: To provide an end-of-life solar panel recycling service to the community.</p> <p>End-of-life solar panel recycling service.</p> <p>Outcome: Reduced waste to landfill and increased resource recovery.</p> | June 2024 | Completed |

Key priority: EN3.8 - Progress the provision of clean, green, sustainable and cost-effective fleet solutions.

No projects planned for delivery against this key priority this financial year.

Major projects

Focus area EN3: Major projects activity

| Major project | Projects planned for 2023/24 | Projects completed in 2023/24 |
|---|------------------------------|-------------------------------|
| Achieve and maintain carbon neutrality for Council operations by 2022 | 3 | 3 |
| Contribute to an increase of the city's green canopy. | 3 | 3 |
| Implement projects and actions to deliver on the Albert and Logan River visions. | 1 | 1 |
| Prepare a City of Logan Natural Environment Strategy. | 0 | 0 |
| Prepare a community-focussed Climate Change Resilience and Adaptation Strategy. | 0 | 0 |
| Prepare a Sustainable Fleet Strategy. | 0 | 0 |
| Prepare a Waste Reduction and Recycling Strategy. | 0 | 0 |
| Progress a feasibility investigation into developing a Riverine Discovery Centre. | 1 | 0 |

Supporting strategies

Focus area EN3: Supporting strategy activity

| Strategic planning document | Projects planned for 2023/24 | Projects completed in 2023/24 |
|---|------------------------------|-------------------------------|
| Albert River Vision 2017-2067 | 0 | 0 |
| Carbon Reduction Strategy and Action Plan 2018-2022 | 2 | 2 |
| City of Logan Koala Conservation Strategic Plan 2013-2023 | 0 | 0 |
| Climate Change Resilience Strategy 2021-2031 | 1 | 1 |
| Environmental Health Plan 2018-2021 | 3 | 2 |
| Flying Fox Management Strategy 2019-2029 | 0 | 0 |
| Gossia Gonoclada Recovery Plan 2019-2029 | 0 | 0 |
| Logan River Vision 2017-2067 | 0 | 0 |
| Logan Rivers and Wetlands Recovery Plan 2014-2024 | 5 | 4 |
| Logan's Melaleuca Irbyana Recovery Plan 2013-2023 | 0 | 0 |
| Waste Reduction and Recycling Plan 2017-2021 | 3 | 3 |

Focus area 4: Healthy connected communities (HC)

Healthy, inclusive and connected communities are at the heart of our city. We will provide social infrastructure that meets the needs of our community and is accessible. We encourage residents and visitors to explore and enjoy what our city has to offer and support locals to lead healthy and active lifestyles.

This focus area is part of Council's response to the Logan Community Vision broad themes of:

- humanity
- green lifestyle
- housing
- infrastructure.

Key priority

- **HC4.1** - Deliver priority community infrastructure to support the needs of the community.
- **HC4.2** - Provide our community with a variety of places that meet people's needs and aspirations.
- **HC4.3** - Invest in developing our parks and open spaces to encourage healthy, active and enjoyable community lifestyles.
- **HC4.4** - Provide arts and entertainment opportunities within the city.
- **HC4.5** - Develop, maintain, and activate quality sport, recreation and community facilities to support an active and healthy community.

Performance scorecard

| Status | Result |
|----------------|----------|
| Completed | 4 |
| Not complete | 0 |
| Not proceeding | 0 |
| Total | 4 |

Projects from the 2023/24 Operational Plan

Key priority: HC4.1 - Deliver priority community infrastructure to support the needs of the community.

| Project name | Project description | Target | Status |
|--|---|-----------|-----------|
| HC4.1.1 Community Infrastructure Network Plan | <p>Purpose: Develop a Strategic Community Infrastructure Network Plan.</p> <p>Deliver a Strategic Network Plan to guide forward capital infrastructure delivery, land and service provision levels across the city for the parks, sports and recreation and community networks.</p> <p>Outcome: Provide integrated facilities for an active and healthy community.</p> | June 2024 | Completed |
| HC4.1.2 Sport and Community Infrastructure Capital Works Program | <p>Purpose: To provide facilities for an active and healthy community.</p> <p>Deliver a program of capital works including sport and community facilities and other Council assets via:</p> <ul style="list-style-type: none"> • Community Infrastructure Program • Sports and Recreation Facility Program • Sports and Recreation Facilities Program • Local Infrastructure Program • Asset Renewal Program • Queens Road Depot • Riverine Discovery Centre <p>Outcome: A delivered capital program for 2023/2024 financial year.</p> | June 2024 | Completed |

Key priority: HC4.2 - Provide our community with a variety of places that meet people's needs and aspirations.

| Project name | Project description | Target | Status |
|---|---|-----------|-----------|
| Libraries Learning and Discovery Strategy | <p>Purpose: To support Logan's community through purposeful library programming.</p> <p>Deliver the outcomes of the Libraries Learning and Discovery Strategy 2019-2023, and develop a vision framework to inform library services for 2024-2028. This strategy delivered through the 6 priorities of:</p> <ul style="list-style-type: none"> • access and inclusion • economic opportunity • nurturing learning and well-being • sustainability • connected community • embracing life-long curiosity and discovery <p>Outcome: Library deliverables that support Logan's community now and a vision framework for library services for 2024-2028.</p> | June 2024 | Completed |

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Key priority: HC4.3 - Invest in developing our parks and open spaces to encourage healthy, active and enjoyable community lifestyles.

No projects planned for delivery against this key priority this financial year.

Key priority: HC4.4 - Provide arts and entertainment opportunities within the city.

| Project name | Project description | Target | Status |
|---|--|-----------|-----------|
| HC4.4.1 Arts, Culture and Heritage Strategy 2023-2027 | <p>Purpose: To contribute to an improved city image through 5 outcomes:</p> <ul style="list-style-type: none"> • development • engagement • places and spaces • partnerships • communication <p>Deliver the outcomes of Council's Arts, Culture and Heritage Strategy 2023-2027.</p> <p>Outcome: Enhanced community appreciation and understanding of the city's culture and heritage through an arts-based approach.</p> | June 2024 | Completed |

Key priority: HC4.5 - Develop, maintain, and activate quality sport, recreation and community facilities to support an active and healthy community.

No projects planned for delivery against this key priority this financial year.

Major projects

Focus Area HC4: Major Projects activity

| Major project | Projects planned for 2023/24 | Projects completed in 2023/24 |
|--|------------------------------|-------------------------------|
| Build the capacity of the live music scene through the Logan Live initiative. | 0 | 0 |
| Develop a new Integrated Recreational Trail Strategy, incorporating recreational, waterways and environmental park trail networks. | 0 | 0 |
| Host eSports at Council venues. | 0 | 0 |
| Improve the libraries' technology, online services and resources. | 4 | 4 |
| Investigate opportunities for upgrades to the Beenleigh Aquatic Centre. | 0 | 0 |
| Prepare a new Immunisation Strategy. | 0 | 0 |
| Prepare an Environmental Health Strategy. | 0 | 0 |
| Progress a feasibility study for the Park Ridge Leisure Centre and Community Space | 0 | 0 |
| Progress the feasibility study for the Bethania to Logan Village section of the rail trail. | 0 | 0 |
| Progress the Rosia Park Master Plan. | 1 | 0 |
| Progress the Waterford West District Park Master Plan. | 0 | 0 |

Supporting strategies

Focus Area HC4: Supporting strategy activity

| Strategic planning document | Projects planned for 2023/24 | Projects completed in 2023/24 |
|---|------------------------------|-------------------------------|
| HC - Active Logan Strategy 2016-2028 | 2 | 2 |
| HC - City of Logan Animal Management Strategy 2018-2022 | 0 | 0 |
| HC - City of Logan Biosecurity Plan 2017-2022 | 1 | 1 |
| HC - Community Infrastructure Strategy 2019-2041 | 1 | 0 |
| HC - Immunisation Strategy 2018-2021 | 2 | 2 |
| HC - Park Strategy 2014-2026 | 0 | 0 |

Focus area 5: Economy and growth (EG)

Our city is unique in terms of its economy and growth. We will support and directly contribute to long-term economic growth by supporting local jobs and investment opportunities. We will build local wealth and balance the challenges associated with population growth by enhancing community lifestyles and environment.

This focus area is part of Council’s response to the Logan Community Vision broad themes of:

- youth
- community
- employment and innovation.

Key priority

- **EG5.1** - Continue to develop the City of Logan as an emerging tourism destination with a strong sporting, cultural and nature-based offering.
- **EG5.2** - Stimulate our city centres through place making and civic improvements that drive economic activity and inspire the community to collectively reimagine and reinvent public spaces as the heart of every community.
- **EG5.3** - Grow our night-time economy through practical actions to promote a geographical spread of diverse evening activity, encourage widespread community participation and improve the safety, amenity, social and economic vitality of our city at night.
- **EG5.4** - Compete on the national and international stage for investment, ideas and initiatives that provide growth opportunities for local businesses and jobs for our residents.
- **EG5.5** - Shape Logan’s growing population through policy and decision-making that responds to the housing, transport, employment and liveability needs of our community.
- **EG5.6** - Identify ways to further improve our development assessment services to the industry and the community.
- **EG5.7** - Actively safeguard the community from the negative impacts of unlawful development and construction phase activities.
- **EG5.8** - Identify the digital infrastructure and connectivity capability required for our city to be globally competitive; create new opportunities in the digital economy and advocate for high speed, reliable internet options for our community.
- **EG5.9** - Support fast-growing ventures to find pathways to scale, including connections to national and international markets.

Performance scorecard

| Status | Result |
|----------------|----------|
| Completed | 3 |
| Not complete | 0 |
| Not proceeding | 0 |
| Total | 3 |

Projects from the 2023/24 Operational Plan

Key priority: EG5.1 - Continue to develop the City of Logan as an emerging tourism destination with a strong sporting, cultural and nature-based offering.

Outcomes for this key priority are being delivered by project EG5.2.1 - Logan Place Plan.

Key priority: EG5.2 - Stimulate our city centres through place making and civic improvements that drive economic activity and inspire the community to collectively reimagine and reinvent public spaces as the heart of every community.

Outcomes for this key priority are being delivered by project EG5.2.1 - Logan Place Plan.

Key priority: EG5.3 - Grow our night-time economy through practical actions to promote a geographical spread of diverse evening activity, encourage widespread community participation and improve the safety, amenity, social and economic vitality of our city at night.

Outcomes for this key priority are being delivered by project EG5.2.1 - Logan Place Plan.

Key priority: EG5.4 - Compete on the national and international stage for investment, ideas and initiatives that provide growth opportunities for local businesses and jobs for our residents.

| Project name | Project description | Target | Status |
|---|---|-----------|-----------|
| EG5.4.1 Olympics Legacy Venue Business Case | <p>Purpose: Deliver a business case in partnership with the Queensland Government.</p> <p>A business case for the funding and development of a multi-purpose venue/facility to be a legacy from the 2032 Brisbane Olympics and Paralympics.</p> <p>Outcome: Create future economic opportunities for the City of Logan.</p> | June 2024 | Completed |

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Key priority: EG5.5 - Shape Logan’s growing population through policy and decision-making that responds to the housing, transport, employment and liveability needs of our community.

| Project name | Project description | Target | Status |
|---|---|-----------|-----------|
| EG5.5.1 Logan Plan 2025 State Interest Review | <p>Purpose: To achieve endorsement from the Queensland Government of the draft Logan Plan 2025.</p> <p>Deliver the draft scheme to the Queensland Government for State Interest Review.</p> <p>Outcome: Endorsement from the Queensland Government of the draft Logan Plan 2025 for public consultation in 2024/2025.</p> | June 2024 | Completed |

Key priority: EG5.6 - Identify ways to further improve our development assessment services to the industry and the community.

No projects planned for delivery against this key priority this financial year.

Key priority: EG5.7 - Actively safeguard the community from the negative impacts of unlawful development and construction phase activities.

No projects planned for delivery against this key priority this financial year.

Key priority: EG5.8 - Identify the digital infrastructure and connectivity capability required for our city to be globally competitive. Create new opportunities in the digital economy and advocate for high speed, reliable internet options for our community.

| Project name | Project description | Target | Status |
|---|--|-----------|-----------|
| EG5.8.1 Digital Infrastructure and Connectivity Program | <p>Purpose: Create new opportunities in the digital economy</p> <p>Provide high speed, reliable internet options to all our community through the delivery of the digital infrastructure and connectivity program.</p> <p>Outcome: Support the City of Logan to be globally competitive.</p> | June 2024 | Completed |

Key priority: EG5.9 - - Support fast-growing ventures to find pathways to scale, including connections to national and international markets, and help build enterprise skills among Logan’s young people.

No projects planned for delivery against this key priority this financial year.

Major projects

Focus area EG5: Major projects activity

| Major project | Projects planned for 2023/24 | Projects completed in 2023/24 |
|--|------------------------------|-------------------------------|
| Advance the new Logan Planning Scheme towards endorsement in 2025. | 2 | 1 |
| Create a Night-time Economy Strategy. | 1 | 1 |
| Deliver City Studio and Catapult Youth Enterprise programs. | 1 | 1 |
| Deliver key findings of the Economic Development Strategy. | 1 | 1 |
| Deliver the coLab Growth Hub in partnership with Go1 at Underwood. | 0 | 0 |
| Enhance the loganjobs.com.au platform. | 0 | 0 |
| Investigate the feasibility of an expanded rural tourism and adventure-based tourism offering in the city. | 0 | 0 |
| Prepare a feasibility study for the Springwood Town Square. | 1 | 1 |
| Refresh the Destination Management Plan to outline an action plan for tourism over the next 5 years. | 0 | 0 |
| Rejuvenate small neighbourhood centres through place-making and incentive packages. | 0 | 0 |

Supporting strategies

Focus area EG5: Supporting strategy activity

| Strategic planning document | Projects planned for 2023/24 | Projects completed in 2023/24 |
|---|------------------------------|-------------------------------|
| Employment Land Study 2020 | 0 | 0 |
| Housing Study 2020 | 0 | 0 |
| Logan Destination Management Plan 2018-2022 | 1 | 1 |
| Logan Economic Development Strategy 2021-2026 | 3 | 3 |
| Logan Planning Scheme 2015 | 2 | 1 |

Focus area 6: Infrastructure (IN)

Sustainable, safe and efficient infrastructure is essential to the daily lives of our community. Through continuous planning, delivery and maintenance of our city's physical infrastructure, we will ensure we can support our rapidly growing community into the future.

This focus area is part of Council's response to the Logan Community Vision broad themes of:

- infrastructure
- community
- climate change.

Key priority

- **IN6.1** - Deliver and maintain sustainable transport infrastructure to meet community requirements for city and regional connection.
- **IN6.2** - Provide reliable, sustainable water services, ensuring high-quality water supply and effective wastewater treatment.
- **IN6.3** - Enhance Council's recreational infrastructure across the city's green spaces.
- **IN6.4** - Ensure the long-term sustainability of Council's infrastructure through implementing the Asset Management Plan, network condition assessment and infrastructure renewals.
- **IN6.5** - Realise Council's long-term vision for a diverse network of community infrastructure that supports cultural, educational, recreational, and sporting opportunities.
- **IN6.6** - Support our community through drainage infrastructure, collecting nuisance water and diverting overland runoff.
- **IN6.7** - Plan for city growth and identify supporting infrastructure.

Performance scorecard

| Status | Result |
|----------------|----------|
| Completed | 5 |
| Not complete | 0 |
| Not proceeding | 0 |
| Total | 5 |

Projects from the 2023/24 Operational Plan

Key priority: IN6.1 - Deliver and maintain sustainable transport infrastructure to meet community requirements for city and regional connection.

No projects planned for delivery against this key priority this financial year.

Key priority: IN6.2 - Provide reliable, sustainable water services, ensuring high-quality water supply and effective wastewater treatment.

| Project name | Project description | Target | Status |
|--|--|-----------|-----------|
| IN6.2.1 Loganholme Wastewater Treatment Plant (WWTP) Stage 8. Beenleigh WWTP Close | <p>Purpose: To respond to anticipated increases in growth for the city and demand for water services.</p> <p>Complete critical Stage 8 upgrades to the Loganholme WWTP. Decommission the Beenleigh WWTP and complete diversion of flow to Loganholme WWTP.</p> <p>Outcome: Water and wastewater infrastructure that meets future demand for critical services.</p> | June 2024 | Completed |
| IN6.2.2 Water and Wastewater Capital Works Program | <p>Purpose: Support the community and city growth through the delivery of water and wastewater infrastructure.</p> <p>Deliver water and wastewater infrastructure through the Water and Wastewater Capital Works Program.</p> <p>Outcome: A delivered capital program for the 2023/2024 financial year.</p> | June 2024 | Completed |

Key priority: IN6.3 - Enhance Council’s recreational infrastructure across the city’s green spaces.

| Project name | Project description | Target | Status |
|--|---|-----------|-----------|
| IN6.3.1 2023/2024 Parks Capital Works Program delivery | <p>Purpose: Deliver a parks capital program for 2023/2024 financial year.</p> <p>Deliver parks infrastructure through the 2023/2024 Parks Capital Work Program via the following sub programs:</p> <ul style="list-style-type: none"> • Local Infrastructure Program [LIP] • Asset Replacement Program • Major Parks Program [MPP] • City Beautification Program • Service enhancements • Grant funding <p>Outcome: Parks infrastructure that increases tourism, provides safe functional parks, and healthy and active recreation opportunities for our community.</p> | June 2024 | Completed |

Section 3 – Organisation Wide Performance Reporting

Key priority: IN6.4 - Ensure the long-term sustainability of Council's infrastructure through implementing the Asset Management Plan, network condition assessment and infrastructure renewals.

No projects planned for delivery against this key priority this financial year.

Key priority: IN6.5 - Realise Council's long-term vision for a diverse network of community infrastructure that supports cultural, educational, recreational, and sporting opportunities.

No projects planned for delivery against this key priority this financial year.

Key priority: IN6.6 - Support our community through drainage infrastructure, collecting nuisance water and diverting overland runoff.

| Project name | Project description | Target | Status |
|---|---|-----------|-----------|
| Road and Drainage Capital Works Program | <p>Purpose: Deliver a roads and drainage capital works program for 2023/2024 financial year.</p> <p>Deliver road and drainage infrastructure through the 2023/2024 Road and Drainage Capital Works Program via the following sub programs:</p> <ul style="list-style-type: none"> • Protocols and Grants • Cycleway Network • Major Roads • Priority Infrastructure Area (PIA) Roads • Infrastructure Network Priority Development Area (PDA) • Local Roads • Local Road Kerb and Stormwater Drainage Upgrade • Master Drainage • Priority Infrastructure Area (PIA) Stormwater • Pavement Rehabilitation • Kerb and Channel Rehabilitation • Stormwater Pits Rehabilitation • Stormwater Infrastructure Rehabilitation • Bridges Rehabilitation • Earth Retaining Structures Rehabilitation • Car Park Rehabilitation <p>Outcome: Sustainable transport infrastructure that provides city and regional connection.</p> | June 2024 | Completed |

Key priority: IN6.7 - Plan for city growth and identify supporting infrastructure.

| Project name | Project description | Target | Status |
|---|---|-----------|-----------|
| Monitoring room expansion investigation | <p>Purpose: Respond to anticipated growth in the city by increasing the capacity of the network of safety cameras.</p> <p>Deliver an investigation into the expansion of the Logan Safety Camera Program Monitoring Room.</p> <p>Outcome: Deliver an internal report that outlines the findings into the investigation of the expansion of the Monitoring room.</p> | June 2024 | Completed |

Major projects

Focus area IN6: Major projects activity

| Major project | Projects planned for 2023/24 | Projects completed in 2023/24 |
|--|------------------------------|-------------------------------|
| Deliver the Chambers Flat Wastewater Treatment Plant. | 0 | 0 |
| Deliver the Loganholme Wastewater Treatment Plan biosolids gasification plant to reduce waste and environmental impacts. | 0 | 0 |
| Develop a funding strategy and pursue funding opportunities to deliver on the Community Infrastructure Strategy Implementation Plan. | 1 | 1 |
| Develop infrastructure networks to support the Kingston Butter Factory Cultural Precinct. | 0 | 0 |
| Improve infrastructure asset funding models to enhance long-term financial sustainability forecasting. | 1 | 1 |
| Plan and deliver infrastructure in all Council capital works programs in line with adopted priorities and budget allocations. | 8 | 6 |
| Review and update Council's Water Netserv Plan. | 0 | 0 |
| Undertake a review of the financial modelling, planning and project priorities for the Sub-Regional Infrastructure Agreement. | 0 | 0 |

Supporting strategies

Focus area IN6: Supporting strategy activity

| Strategic planning document | Projects planned for 2023/24 | Projects completed in 2023/24 |
|---|------------------------------|-------------------------------|
| Active Logan Strategy 2016-2028 | 0 | 0 |
| Asset Management Strategy 2020-2023 | 0 | 0 |
| Community Infrastructure Strategy 2019-2041 | 2 | 2 |
| Financial Sustainability Strategy 2019-2028 | 0 | 0 |
| Logan Planning Scheme including the Local Government Infrastructure Plan | 0 | 0 |
| Logan's Strategic Cycle Network Plan | 0 | 0 |
| Park Strategy 2014-2026 | 1 | 0 |
| SAFEROADS4LOGAN – A Strategy for Road Safety in the City of Logan 2017-2021 | 0 | 0 |
| Sub-Regional Infrastructure Agreement with Economic Development Queensland and developers in Priority Development Areas | 0 | 0 |
| Way2Go: Connecting Logan – The Integrated Local Transport Plan for Logan City Council 2018-2041 | 0 | 0 |

Focus area 7: High performing organisation (HP)

We are committed to building and sustaining a workplace where achievement, accomplishment and success is celebrated and rewarded. Our values of community first, our people, excellence, leadership and integrity will guide the way we deliver our services to make a positive difference to our community.

Key priority

- **HP7.1** - Provide prudent financial management that prioritises ongoing financial sustainability.
- **HP7.2** - Deliver efficient and effective services, enhancing the importance of community engagement and customer service.
- **HP7.3** - Revise and improve services through innovation, business and technology advancement.
- **HP7.4** - Transform Council's ability to capture and process information and data to support effective decision-making.
- **HP7.5** - Provide good governance through open, transparent and accountable processes.
- **HP7.6** - Persistently focus on the health, safety and wellness of our staff and residents.
- **HP7.7** - Advocate to and partner with state and federal government to support projects, policies and programs that will deliver lasting, positive change for the city.

Performance scorecard

| Status | Result |
|----------------|--------|
| Completed | 9 |
| Not complete | 2 |
| Not proceeding | 0 |
| Total | 11 |

Projects from the 2023/24 Operational Plan

Key priority: HP7.1 - Provide prudent financial management that prioritises ongoing financial sustainability.

No projects planned for delivery against this key priority this financial year.

Key priority: HP7.2 - Deliver efficient and effective services, enhancing the importance of community engagement and customer service.

| Project name | Project description | Target | Status |
|--|---|-----------|---------------------------|
| HP7.2.1 City Parking Enforcement Strategy (2023-2026) | <p>Purpose: Encourage driver behaviour change.</p> <p>Deliver first year actions outlined in the City Parking Strategy (2023-2025) through a broad range of education, communication and enforcement activities.</p> <p>Outcome: Improved safe parking practices across the City of Logan.</p> | June 2024 | Completed |
| HP7.2.2 Community Champions Project | <p>Purpose: Develop a disaster management volunteer network to assist with recovery activities.</p> <p>Develop improved volunteer capacity to respond to the recovery needs of the community.</p> <p>Outcome: Improved community resilience during disaster events.</p> | June 2024 | Completed |
| HP7.2.3 Disaster Management Community Engagement Framework | <p>Purpose: Deliver disaster management community engagement initiatives.</p> <p>Deliver initiatives within Council's Disaster Management's Community Engagement Framework, as per the annual work plan with a focus on:</p> <ul style="list-style-type: none"> engagement with aged care facilities engagement with the community per council's service levels Logan's early warning network service <p>Outcome: Enhanced community education, resilience and recovery.</p> | June 2024 | Completed |
| HP7.2.4 South-West Depot | <p>Purpose: Complete strategic analysis for a South-West Depot.</p> <p>Deliver the strategic analysis on how Council will deliver against the South-West Master Plan.</p> <p>Outcome: A new regional South-West depot to support community services within regional areas.</p> | June 2024 | Not complete ¹ |

¹ While the project is largely complete at the end of the financial year, practical completion is anticipated to occur in August 2024.

Section 3 – Organisation Wide Performance Reporting

| Project name | Project description | Target | Status |
|---|--|-----------|-----------|
| HP7.2.5 Community Engagement Strategy for the City of Logan 2020-2024 | <p>Purpose: Deliver on the strategy for 2023/2024 financial year.</p> <p>Deliver outcomes for the 2023/2024 financial year as outlined in the Community Engagement Strategy for the City of Logan, including:</p> <ul style="list-style-type: none"> • reviewing the online engagement portal • implementing the internal engagement network and training plan • delivering the Aboriginal and Torres strait Islander Engagement Guidelines <p>Outcome: A high level of community engagement in matters important to residents.</p> | June 2024 | Completed |
| HP7.2.6 Customer Experience Strategy 2020-2024 | <p>Purpose: Deliver the strategic initiatives for 2023/2024 financial year.</p> <p>Deliver outcomes of Customer Experience Strategy (2020-2024) including:</p> <ul style="list-style-type: none"> • implementing Customer Experience Roadmap • delivering Customer Service Charter • implementation of the customer-centric Practices Management Directive • developing a new Customer Experience Strategy <p>Outcome: Improved quality of service residents receive from Council.</p> | June 2024 | Completed |
| HP7.2.7 Value for Money Program | <p>Purpose: Identify and realise benefits for the organisation including hard savings, cost avoidance and efficiency gains.</p> <p>Deliver an ongoing Value for Money Program. Initiatives for the 2023/2024 financial year include:</p> <ul style="list-style-type: none"> • Council's organisational Structure • leave balances • Fringe Benefits Tax • goods receipting and e-invoicing • user charges - rates and charges account establishment fee • user charges - merchant surcharging • council vehicle telemetry / GPS • Service level reviews and service-based budget reviews • payment channels and transaction costs • Insurance arrangements • strategic procurement value capture <p>Outcome: Improved effectiveness and efficiency of service delivery across the organisation.</p> | June 2024 | Completed |

Section 3 – Organisation Wide Performance Reporting

| Project name | Project description | Target | Status |
|---|--|-----------|---------------------------|
| HP7.2.8 2022-2026 People Plan | <p>Purpose: Support Council employees in delivering the city vision.</p> <p>Deliver the 2023/2024 financial year actions outlined in the 2022-2026 People Plan, including elements associated with:</p> <ul style="list-style-type: none"> • Workforce of the Future • A Great Place to Work • Organisational Effectiveness • Measuring Organisational Health • Health, Safety and Wellbeing <p>Outcome: A strengthened and sustained organisation where our staff pursue excellence in all that they do with high levels of personal job satisfaction.</p> | June 2024 | Not complete ¹ |

Key priority: HP7.3 - Revise and improve services through innovation, business and technology advancement.

| Project name | Project description | Target | Status |
|---|---|-----------|-----------|
| HP7.3.1 Animal Management Plan | <p>Purpose: Improve the safety and liveability of the community relating to people and pets.</p> <p>A strategic road map.</p> <p>Outcome: Improved safety and liveability of the community in relation to animal management.</p> | June 2024 | Completed |
| HP7.3.2 Illegal Dumping and Litter Enforcement Strategy (2022 - 2025) | <p>Purpose: Minimise the environmental and financial impacts of illegal dumping.</p> <p>Deliver second year actions of the Illegal Dumping and Litter Enforcement Strategy (2022-2025).</p> <p>Outcome: Create behaviour change in our community that directly reduces illegal dumping.</p> | June 2024 | Completed |
| HP7.3.3 Digital Transformation Program Delivery | <p>Purpose: Deliver and provide value through Digital Transformation projects.</p> <p>Progressively deliver projects under the Digital Transformation Program. Projects for the 2023/2024 financial year include:</p> <ul style="list-style-type: none"> • Enterprise Asset Management Solution • Information Management Modernisation • Pathway Modernisation • TechOne Modernisation • GIS. <p>Outcome: A seamless digital experience for Council staff and the community.</p> | June 2024 | Completed |

¹ 4 of the 7 sub-projects were completed this year, however 3 of these incurred scope changes that impacted their ability to be delivered by the end of the financial year. These remaining 3 projects will continue to be progressed and tracked in the next financial year.

Section 3 – Organisation Wide Performance Reporting

Key priority: HP7.4 - Transform Council's ability to capture and process information and data to support effective decision-making.

No projects planned for delivery against this key priority this financial year.

Key priority: HP7.5 - Provide good governance through open, transparent and accountable processes.

No projects planned for delivery against this key priority this financial year.

Key priority: HP7.6 - Persistently focus on the health, safety and wellness of our staff and residents.

No projects planned for delivery against this key priority this financial year.

Key priority: HP7.7 - Advocate to and partner with state and federal government to support projects, policies and programs that will deliver lasting, positive change for the city.

No projects planned for delivery against this key priority this financial year.

Major projects

Focus area HP7: Major projects activity

| Major project | Projects planned for 2023/24 | Projects completed in 2023/24 |
|---|------------------------------|-------------------------------|
| Deliver information management, security and governance initiatives. | 15 | 9 |
| Deliver the procurement model review. | 1 | 1 |
| Implement our strategic People Plan initiatives. | 13 | 8 |
| Progress our strategic business transformation program across the organisation. | 5 | 4 |
| Start modernisation of system applications including enterprise asset management system, finance, property and rates. | 3 | 3 |
| Undertake the strategic accommodation review. | 1 | 1 |

Supporting strategies

Focus area HP7: Supporting strategy activity

| Strategic planning document | Projects planned for 2023/24 | Projects completed in 2023/24 |
|---|------------------------------|-------------------------------|
| Advocacy Strategy 2021-2024 | 1 | 1 |
| Community Engagement Strategy 2020-2024 | 2 | 2 |
| Corporate Innovation Strategy 2019-2022 | 1 | 1 |
| Customer Experience Strategy 2020-2024 | 3 | 3 |
| Digital Strategy 2019-2022 | 6 | 5 |
| Financial Sustainability Strategy 2019-2028 | 1 | 1 |
| People Plan 2022-2026 | 18 | 13 |

Section 4 - Commercial business units

This section summarises the performance of our 2 commercial business units:

- Logan Water
- Waste and Resource Recovery Branch

It includes each unit's Annual Performance Plan, which is a requirement under the *Local Government Regulation 2012*. This section also highlights each business units' key achievements for the financial year.

These commercial business units of Logan City Council are significant business activities that were also conducted the preceding financial year.

Logan Water

Our Vision

RELIABLE · SUSTAINABLE · COMMITTED

Our Purpose

Logan Water provides safe, reliable, and sustainable water and wastewater services for the benefit of the Logan community.

Community service obligations

In 2023/24, Logan Water paid \$18,378 as a community service obligation for the reimbursement of bulk water charges as at 30 June 2024.

Logan Water also supplies water to the Queensland Fire and Rescue Authority for emergency services.

Helping our customers

In 2023/24, Logan Water paid \$10,378 for medical remissions and \$39,117 for concealed leak remissions under the relevant policies. The Queensland State Government contributed \$95,165 for concealed leak concessions in 2023/24.

Logan Water Operations Report

This is a summary of Logan Water's performance against the 2023/24 key performance indicators for water and wastewater service delivery. Logan Water is making a number of investments in solutions to provide better quality of data and information as it relates to the supply of critical water and wastewater service across the City of Logan.

Effortless Customer Experience

| Key performance indicator | 2023/2024 target | 2023/2024 actual |
|---|------------------|------------------|
| Number of water quality complaints per 1,000 properties | ≤ 5 | 1.46 |
| Restoration of water supply (percentage of interruptions where service has been restored within 5 hours) | ≥ 95 per cent | 88.5 per cent |
| Restoration of wastewater services (percentage of interruptions where service has been restored within 5 hours) | ≥ 92 per cent | 100.0 per cent |
| Percentage of urgent water events that are responded to within 2 hours | ≥ 80 per cent | 80.0 per cent |
| Percentage of urgent wastewater events that are responded to within 2 hours | ≥ 90 per cent | 84.1 per cent |
| Percentage of non-urgent water events that are responded to within 36 hours | ≥ 80 per cent | 25.5 per cent |
| Percentage of non-urgent wastewater events that are responded to within 36 hours | ≥ 90 per cent | 61.5 per cent |
| Number of wastewater odour complaints per 1,000 properties | ≤ 1 | 1.0 |
| Percentage compliance with drinking water quality aesthetic parameters (based on National Health and Medical Research Council [NHMRC] guidelines) | ≥ 95 per cent | 100 per cent |
| Percentage compliance with drinking water quality health related guidelines (based on NHMRC guidelines) | ≥ 99 per cent | 100 per cent |
| Percentage compliance with NHMRC microbiological guidelines (rolling 12 month) | ≥ 99 per cent | 100 per cent |

Resilient Infrastructure

| Key performance indicator | 2023/2024 target | 2023/2024 actual |
|--|------------------|------------------|
| Percentage of capital program delivered to budget | ≥ 90 per cent | 72 per cent |
| Water supply reliability (percentage of property connections that do not experience an unplanned water supply interruption annually) | ≥ 92 per cent | 97.8 per cent |
| Wastewater service reliability (percentage of property connections that do not experience an unplanned wastewater service interruption annually) | ≥ 95 per cent | 100 per cent |
| Number of dry weather wastewater overflows (to connected residential properties) per 1000 properties | ≤ 3 | 2.7 |
| Number of wastewater main breaks and chokes per 100 km of main | ≤ 15 | 6.2 |
| Number of water main breaks per 100 km of main | ≤ 5 | 3.5 |
| Number of wastewater property connection breaks and chokes per 1,000 properties | ≤ 3 | 1.1 |

Future Ready People

| Key performance indicator | 2023/2024 target | 2023/2024 actual |
|--|------------------|------------------|
| Lost time injury frequency rate (LTIFR) combined | 0 | 2.9 |

Enhanced Sustainability

| Key performance indicator | 2023/2024 target | 2023/2024 actual |
|---|------------------|------------------|
| Compliance with Department of Environment and Science (DES) licences (# of infringement notices received) | 0 | 0 |
| Notifiable wastewater overflows reported to DES per 100 km main | ≤ 0.5 | 0.2 |
| Percentage notification of major incidents to DES (within 24 hours) | 100% | 100 per cent |
| Long term effluent standards (calculated average long-term compliance for all wastewater treatment plant) | 100% | 81.3 per cent |
| Percentage of short-term wastewater compliance with DES licence standards | ≥ 95% | 90.6 per cent |
| Earnings before interest and tax against budget | ≥ -5% | -3.90 per cent |
| Percentage of total operating expenditure | ≤ 10% | 10.31 per cent |
| Percentage of water purchase volume in Logan (variance against budgeted water purchases) | ≥ -5% | 9.45 per cent |
| Real losses (system water loss – litres per service connection per day) | ≤ 50L | 42.6 |

Additional statutory information for commercial business units

| Regulation item | Details |
|--|----------------|
| (b) particulars of any changes made to the unit's annual performance plan for the previous financial year; | Nil |
| (c) particulars of the impact the changes had on the unit's— | |
| (i) financial position; and | Not applicable |
| (ii) operating surplus or deficit; and | Not applicable |
| (iii) prospects; | Not applicable |
| (d) particulars of any directions the local government gave the unit. | Nil |

Section 3 – Organisation Wide Performance Reporting

Enforceable undertaking

On 7 September 2018, a Council employee attempting to remedy a blocked sewer was struck in the face while operating equipment onsite. This was a contravention by Council under section 19(1) and section 32 of the Work Health and Safety Act 2011.

As an alternative to prosecution, Council negotiated with the regulator, the Office of Industrial Relations, and lodged an enforceable undertaking. This was accepted by the regulator on 9 June 2022. The undertaking commitments by Council will provide tangible benefits to workers, community and industry.

Activity completed under the enforceable undertaking in 2023/24 Logan Water:

- purchased an additional high-powered Jet Rodder to clear sewer blockages
- completed comprehensive research and comparative analysis of the current methodologies for sewer blocks and chokes in areas with difficult access - confirmed Logan Water is employing the most up-to-date and effective methods for this type of work
- used state-of-the-art active measurement devices (wearable monitors) to identify optimal solutions for manual tasks and movements that pose injury risk
- implemented Risk Talk, a voice risk assessment, and Job Safety Analysis (JSA) tool, successfully across Logan Water, and began a detailed implementation review including wider use across Logan City Council
- completed reporting requirements as required by the enforceable undertaking
- employed key staff and University of Queensland interns to assist enforceable undertaking activity
- progressed ongoing program of risk assessments of tools and equipment, with a specific focus on high-risk/low-use items. Phase one completed and signed off, continuing with phase two of this requirement.
- completed phase one of the contractor review, with phase two underway – update, train and implement changes. Phase three will be undertaken post audit follow-up of the contractor management processes.
- planned third audit of the Occupational Health and Safety Management System (OHSMS) for September 2024
- completed Health and Safety workshops, known as "Target Zero," to enhance safe working by employees of Logan City Council
- completed Health and Safety interactions with selected community groups (Risk Management).

Waste and Resource Recovery Branch

Branch purpose

To contribute to a clean, sustainable, prosperous and healthy city through the delivery of a reliable, connected and affordable waste and recycling service.

Our services

The following services and facilities were provided during 2023/24:

- waste and recyclables collection
- kerbside bulky waste clean-up
- Browns Plains landfill
- transfer stations at Browns Plains, Carbrook, Greenbank, Logan Village and Beenleigh
- Logan Recycling Market
- community service obligations (household paint and chemical drop-off days, dead animal collection, Clean Up Australia Day)
- public place bin servicing
- special event bin servicing
- maintenance of closed landfills.

Waste and Resource Recovery Branch Operations report

Key performance indicators

| Category | Result | Budget variation |
|-----------------------|-----------|------------------|
| Revenue | \$62.094m | \$0.647m |
| Operating expenditure | \$51.433m | -\$1.762m |
| Net profit after tax | \$7.483m | -\$1.727m |

Community service obligations

Community service obligations are top-up or subsidy payments to business units for non-profitable activities/services required in the public interest (as per section 24 of the *Local Government Regulation 2012*).

The following table itemises the value of subsidies to provide services in the public interest.

| Community service obligation | Responsible branch in 2023/24 | Actual (\$) |
|---|-------------------------------|------------------|
| Free tipping for community organisations (includes Clean Up Australia Day and disposal of motor vehicles) | Community Services | \$60,450 |
| Natural disasters/emergency situations | Community Services | Nil |
| Pensioner discounts for rated garbage and recyclables collection services | Finance | \$384,782 |
| Total | | \$445,232 |

Total tonnes landfilled – 5-year trend

| Year | Total landfilled – Browns Plains and Bromelton Landfills (tonnes) |
|---------|---|
| 2019/20 | 175,553 |
| 2020/21 | 183,669 |
| 2021/22 | 191,772 |
| 2022/23 | 187,401 |
| 2023/24 | 197,034 |

Tonnes of waste material diverted from landfill by type (tonnes) – 5-year trend

| Category | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
|--|---------|---------|---------|---------|---------|
| Total quantity of material collected and removed for resource recovery, recycling or reuse | 52,063 | 48,316 | 54,195 | 53,789 | 59,700 |
| Examples: Material diverted from Landfill | | | | | |
| • Material sold at the recycling market | 1,179 | 1,223 | 996 | 1,140 | 1,063 |
| • Net quantity kerbside recyclables | 13,390 | 13,225 | 14,127 | 13,265 | 13,294 |
| • Cardboard collected for recycling at transfer stations | 635 | 728 | 809 | 760 | 854 |
| • E-waste collected for recycling at transfer stations | 81 | 58 | 56 | 94 | 88 |
| • Waste vegetation collected at transfer stations | 29,870 | 24,106 | 23,154 | 25,149 | 25,263 |
| • Kerbside waste vegetation (green waste bins and kerbside clean up green waste). Note that green waste bins were introduced on 1 July 2021. | 529 | 318 | 5,652 | 5,984 | 7,109 |
| • Untreated Timber | 2,351 | 4,433 | 5,401 | 3,370 | 7,814 |
| • Comix (kerbside recyclables) collected at transfer stations | 25 | 27 | 42 | 28 | 20 |
| • Metal collected for recycling at transfer stations | 4,003 | 4,198 | 3,958 | 3,999 | 4,195 |

Percentage composition of kerbside recyclables – 5-year trend

| Category | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
|---------------------|---------|---------|---------|---------|---------|
| Paper and cardboard | 52.9 | 52.1 | 50.7 | 50.1 | 55.2 |
| Glass | 5.8 | 6.3 | 6.5 | 8.8 | 7.4 |
| PET | 3.7 | 3.4 | 3.1 | 3.2 | 2.2 |
| Mixed plastic | 1.3 | 1.4 | 1.4 | 1.4 | 0.9 |
| HDPE | 4.7 | 4.7 | 4.5 | 3.9 | 4.1 |
| Aluminium | 0.6 | 0.6 | 1.2 | 1.0 | 0.6 |
| Steel | 2.1 | 2.1 | 2.1 | 1.4 | 1.4 |
| Non-recyclables | 28.8 | 29.0 | 30.5 | 30.1 | 27.8 |

Waste and Resource Recovery Branch Annual Performance Plan report

Program Management – KPIs

| KPI | 2023/24 target | 2023/24 actual |
|---|---------------------------------|-----------------------------|
| Return on assets | 18% | 15% |
| Earnings before income tax (EBIT) | \$11.857m | \$10.884m |
| Gross margins | 19% | 18% |
| Cost of delivering waste services – operating contribution margin net (operating revenue less expenses) | \$11.062m (+/- 10% variance) | \$9.400m (-15% variance) |

Service provision – KPIs

| Program and service | KPI | 2023/24 target | 2023/24 actual |
|----------------------------------|---|--|---|
| Waste and recyclables collection | Percentage of missed bin services in accordance with schedule | Less than 0.05% | 0.05% |
| | Percentage of missed bin services collected by close of business the next working day | 98% | 94.8% |
| | Percentage of damaged wheelie bins repaired or replaced within 2 working days | 98% | 98.6% |
| | Percentage of stolen wheelie bins replaced by close of business the next working day | 98% | 94.7% |
| | Percentage of kerbside clean up services actioned in accordance with schedule | 90% | 56% |
| | Percentage of contamination of kerbside recycling | Less than 25 | 27.8% |
| Waste disposal | Number of odour complaints | No standard | 31 |
| Transfer stations | | | |
| Waste recycling | Number of enforcement actions received for non-compliance with environmental licence conditions | Zero (0) formal enforcement actions received | Zero (0) formal enforcement action received |
| Recycling market | | | |

Additional statutory information for commercial business units

| Regulation item | Details |
|--|----------------|
| (b) particulars of any changes made to the unit's annual performance plan for the previous financial year; | Nil |
| (c) particulars of the impact the changes had on the unit's— | |
| (i) financial position; and | Not applicable |
| (ii) operating surplus or deficit; and | Not applicable |
| (iii) prospects; | Not applicable |
| (d) particulars of any directions the local government gave the unit. | Nil |

Significant business activities

Council applied the competitive neutrality principle to both its significant business activities during 2023/24. These were:

- Logan Water (commercialised significant business activity)
- Waste and Resource Recovery Branch (commercialised significant business activity)

Code of competitive conduct for business activities

In accordance with sections 45 and 47 of the *Local Government Act 2009*, Council resolved not to apply the code to community venues, sport centres, aquatic centres, the Logan Entertainment Centre and development assessment building services. Council's reasons for not applying the code to the above are:

- Internal support service providers work with business units and Council as a whole to drive efficiencies.
- The code should not be applied until business activities are competitive to prevent their immediate failure and consequent loss of service to the community.
- Council's intent is to increase community access to services and social benefits.
- Development assessment building services ceased marketing external private certification services on 30 June 2010. It is primarily focused on providing a customer services obligation to finalise the historical backlog of building approvals from the transferred local government areas as part of boundary reforms. If any future requests are made under section 51 of the *Building Act 1975* for Council to provide a mandatory certification service, Council can carry out this function. For general certification requests, we provide a register of external providers and will also refer the requester to online provider lists.

Summary of investigation notices for complaints and reference

There were no investigation notices presented during 2023/24 in relation to section 190(1)(i) of the *Local Government Regulation 2012*.

Quality assurance

- Logan Water has a Queensland Government-approved Drinking Water Quality Management Plan. It has an Environmental Management System based on ISO14001 principles. Logan Water's laboratory services are accredited by National Association of Testing Authorities for the tests it provides. This accreditation includes compliance with ISO17025.
- Plant Fleet Services operates under an accredited Quality Management System ISO9001:2015 for Business Processes.

Section 5 - Additional statutory information

This section contains a range of important Council information. It includes statutory information and public interest disclosures required under the *Local Government Act 2009*. It also has information on our key governance and financial policies and an overview of our financial sustainability.

Service charges

Service charges apply in situations where Council has ongoing contact with the public as part of our responsibilities and functions in revenue collection, administration and supply. Some of the revenue raised is devoted to administration costs and overheads. Other income from service charges is used for appropriations to relevant reserves. Ordinary or trading income, grants, subsidies or contributions received in respect of the service programs and any internal financial accommodation arranged within our own financial entities are regarded as service charges.

- **Service:** Garbage
- **Number of Assessments:** 125,182 (2023/24 quarter 4)
- **Value (\$ million):** \$45.6 million

Separate charges

In levying separate charges, like the environmental and community service charges, it is Council's policy that certain appropriately identified groups of costs or outlays are to be recovered via a uniform charge on each rateable property in the city. This policy ensures the impact of those costs is equal across the city's rate base, on the grounds that the function or service is available and for the benefit of all residents.

| Charge | Net value (\$ million) |
|---------------------------------|------------------------|
| Environmental charge | \$12.71 |
| Community Infrastructure charge | \$57.09 |
| Trade waste charge | \$0.22 |

Consumer charges

There are certain other Council services where consumers are expected to meet all, or the majority of, the cost of provision. Those charges relate to property searches and processing applications and licensing registrations.

| Charge | Net value (\$ million) |
|---------------------------------------|------------------------|
| Application fees | \$24.1 |
| Permit, licence and registration fees | \$2.51 |
| Property searches | \$2.42 |
| Total | \$29.03 |

Interest on rates and charges

We continued to impose the maximum rate of interest permissible by statute on outstanding rates and charges. We do this to discourage any avoidance of rates and charges debts. We continued to comply with statutory requirements and guidelines regarding the imposition of fines and penalties.

Collection of outstanding rates and charges

At the close of the financial year, the balance of outstanding rates and charges was \$29.2 million, or 4.38 per cent of the gross rates and charges levied for the year (This is compared to \$24.1 million, or 3.94 per cent 2022/2023). While we continued our policy of assisting ratepayers to budget for payments, we also continued to pursue debtors.

Precepts and government levies

We complied with appropriate legislation in the levying, collection and remittance of precepts and charges payable to the Queensland Government.

Special rates and charges

Under section 190(1)(d)(ii) of the *Local Government Regulation 2012*, Council did not levy any special rates or charges for the financial year.

Discounts and concessions

Council policy encourages the prompt payment of rates and charges by offering discounts for payment by a designated due date. We provide early payment incentives in line with guidelines and limits provided by statute.

- **Discounts:** Discounts offered included 5 per cent of current rates and charges (excluding the Queensland Government's emergency levy, sewerage and water service charges and water consumption charges), where full payment of rates, including all outstanding arrears, was made by 30 days after the date of issue of the rates notice.
- **Concessions:** Council's policy in 2023/24 was to provide assistance to property owners in receipt of a pension from the federal government and to offer concessions to achieve specific objectives such as the conservation of environmentally sensitive land.
- **Pensioner concessions:** Remissions on general rates in 2023/24 were \$402.00 a year for maximum-rate pensioners and \$201.00 a year for non-maximum rate pensioners, on application to Council. Council also offered eligible pensioners on a maximum rate pension, a remission of up to 10 per cent per year. Non-maximum rate pensioners receive a remission of up to 5 per cent per year on waste charges.

The Queensland Government provides a subsidy of 20 per cent on current rates and charges as levied (to a maximum of \$200 a year) and a 20 per cent pensioner subsidy on the emergency levy charge. The Queensland Government also provides an additional subsidy on water charges for approved pensioners to a maximum of \$120 a year.

| Pensioner concession | Number of properties | Value (\$million) |
|-----------------------|----------------------|-------------------|
| Queensland Government | 15,534 | \$5.36 |
| Council | 15,534 | \$5.75 |

Joint government activity

There were no joint government activities under section 190(1)(d)(i) of the *Local Government Act 2009* during the financial year.

Particular resolutions

There were no particular resolutions under section 206(2) or section 250 of the *Local Government Act 2009* during the financial year.

Competitive neutrality

Under section 52(3) of the *Local Government Regulation 2012*, there were no complaints during the 2023/24 financial year regarding Competitive neutrality, and also no Council responses to any report made.

Tenders and expressions of interest

There were no invitations to change tenders under section 228(8) of the *Local Government Regulation 2012* during the financial year.

Registers open for inspection

To allow people to inspect decisions and disclosures made by Council and Councillors, the following registers are open for inspection:

- annual budget
- certificate classification under the *Building Act 1975*
- Council minutes (on Council's website)
- Councillors' register of interests (on Council's website)
- Council policies (on Council's website)
- complaints about Councillor conduct or performance (on Council's website)
- delegations
- development assessment applications
- development approvals
- development permits
- disclosure log under the *Right to Information Act 2009* (on Council's website)
- disclosure of election gifts
- dog registry
- fees and charges – regulatory fees and schedule of commercial and other charges
- infrastructure charges
- licences, approvals and environmental reports under the *Environmental Protection Act 1994*
- local laws and subordinate local laws
- notices issued under the *Building Act 1975*
- register of impounded animals
- Infrastructure Agreement Register
- licences under the *Food Act 2006*
- licences under the *Public Health (Infection Control and Personal Appearance Services) Act 2003*
- Environmental (Vegetation) Offsets Register under the *Environmental Offsets Act 2014*

Financial Sustainability Statements

Audited Ratios

| Type | Measure | Target tier 2 | Actual 2024 | 5-Year average |
|-------------------------|--|-----------------------------------|-------------|----------------|
| Liquidity | Unrestricted cash expense coverage ratio | Greater than or equal to 2 months | 7.1 months | N/A |
| Operating Performance | Operating Surplus Ratio | Greater than 0% | (1.77%) | 1.33% |
| Operating Performance | Operating Cah Ratio | Greater than 0% | 19.58% | 23.62% |
| Asset Management | Asset Sustainability Ratio | Greater than 60% | 89.28% | 79.80% |
| Operating Performance | Asset Consumption Ratio | Greater than 60% | 69.69% | 70.88% |
| Debt Servicing Capacity | Leverage Ratio | 0-4 times | 3.3 times | 2.1 times |

Contextual Ratios (unaudited)

| Type | Measure | Target tier 2 | Actual 2024 | 5-Year average |
|--------------------|-----------------------------|---------------|-------------|----------------|
| Financial Capacity | Council Controlled Revenue | NA | 88.66% | 89.91% |
| Financial Capacity | Population Growth | N/A | 4.05% | 3.32% |
| Asset Management | Asset Renewal Funding Ratio | N/A | 81.13% | N/A |

Unaudited Long-term Financial Sustainability Statement

| Measure | Target 2024 | Actual 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 |
|--------------------------------|------------------|-------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Operating Performance | | | | | | | | | | | | |
| Operating Surplus Ratio | Greater than 0% | (1.77%) | 3.04% | 3.27% | 4.91% | 7.94% | 8.24% | 7.54% | 6.94% | 6.12% | 6.00% | 6.53% |
| Operating Cash Ratio | Greater than 0% | 19.58% | 23.92% | 24.05% | 25.38% | 27.80% | 28.36% | 27.49% | 26.63% | 25.70% | 25.41% | 25.41% |
| Asset Sustainability Ratio | Greater than 60% | 89.28% | 89.13% | 71.89% | 65.37% | 62.80% | 59.42% | 53.69% | 55.33% | 54.06% | 55.45% | 55.85% |
| Asset Consumption Ratio | Greater than 60% | 69.69% | 65.55% | 59.96% | 55.43% | 50.95% | 46.81% | 47.14% | 47.79% | 48.30% | 49.33% | 48.99% |
| Debt Servicing Capacity | | | | | | | | | | | | |
| Leverage Ratio | 0-4 times | 3.3 times | 3.5 times | 3.7 times | 3.6 times | 3.5 times | 3.5 times | 3.5 times | 3.9 times | 4.2 times | 4.0 times | 3.8 times |
| Council Controlled Revenue | n/a | 88.66% | 89.82% | 89.77% | 90.17% | 87.64% | 87.97% | 88.42% | 88.97% | 89.31% | 89.63% | 88.97% |
| Population Growth | n/a | 4.05% | 2.26% | 2.21% | 2.80% | 2.72% | 2.65% | 2.58% | 2.52% | 3.16% | 3.07% | 3.53% |

Council measures revenue and expenditure trends over time as a guide to future requirements and to make decisions about efficient allocation of resources to ensure the most effective provision of services. Council ensures that its financial management strategy is prudent and that its long-term financial forecast shows a sound financial position whilst also being able to meet the community's current and future needs.

Council aims to operate within a set of conservative guide-posts to ensure we are financially sustainable in the short, medium and long-term. As part of our financial strategy, we have adopted seven key indicators to guide our financial health. In addition to the financial indicators, we have the above three sustainability indicators that have been set by the Department of Local Government, Community Recovery and Resilience to help monitor the long-term sustainability of all councils across Queensland. Throughout the financial year, these indicators are calculated and reported on monthly at council meetings, as part of a full suite of financial reports. Should there be any deviation outside these parameters, the executive management and Council will be fully informed and may take corrective action as required.

Financial sustainability is further covered in our community financial report on [page 43](#).

Human Rights Act

The *Human Rights Act 2019* has been operational since 1 January 2020. Its main objectives are:

- promoting and protecting human rights
- helping to build a culture in the Queensland public sector that respects and promotes human rights
- helping to promote a dialogue about the nature, meaning and scope of human rights.

Human rights considerations apply across the full range of actions and decisions of Council. We have incorporated these considerations into our decision-making systems and processes. We have also continued a commitment to make staff more aware of human rights, and provide tools to assist in decision making.

Administrative action complaints 2023/24

We aim to deliver excellent service standards. Our policy is to investigate and, where appropriate, take corrective action and/or revise a decision if a customer is dissatisfied. We are committed to dealing fairly with administrative action complaints. Council is committed to ensuring that information obtained via the complaints process is used to improve our overall service delivery.

To demonstrate this commitment, we:

- provide good decision training to relevant officers
- provide advice to officers on administrative action complaints where required
- maintain an administrative complaint register and provide quarterly updates to executives
- implement a system where administrative complaints are dealt with by the relevant manager and, where required, by a central team in the Corporate Governance Branch.

Council aims to finalise complaints efficiently and fairly however, if the complaint remains unresolved, the complainant is advised of their external review rights with the Queensland Ombudsman. Council is committed to working transparently with the Queensland Ombudsman to finalise any external review.

Section 187 of the *Local Government Regulation 2012* requires Council to:

- provide information about the performance of the Administrative Action Complaints Policy
- provide information about the performance of the Administrative Action Complaints Procedure in resolving complaints
- provide statistics on the number of administrative action complaints:
 - received
 - resolved
 - not resolved.

From 14 December 2023 amendments to the administrative action complaints procedure took effect. The amendments included removing a second level review for penalty infringement notices, and for all other second level review matters that they be managed through the Corporate Governance Branch as opposed to previously sitting with respective Directors.

| Outcome of administrative action complaints | Number |
|--|--------------|
| Number of complaints made under the Administrative Action Complaint (AAC) process during 2023/24 | 1509 (*1309) |
| Number of AACs resolved under the complaints management process during 2023/24 | 1428 (*1266) |
| Number of unresolved complaints under the AAC process during 2023/24 | 40 |
| Number of unresolved complaints under the AAC process during 2023/24 that were made in the previous financial year (2022/23) | 1 |

*Penalty Infringement Notice

Local Government Finance Standard disclosures

The *Local Government Regulation 2012* requires certain matters to be disclosed to improve awareness about how we use money for grants to community organisations and discretionary funds.

| Item | Amount (\$) |
|--|----------------|
| Grants to community organisations | |
| Grants to community organisations in 2023/24 | \$2,770,074.27 |
| Discretionary funds | |
| Total amount budgeted for the financial year as the local government's discretionary funds | \$212,541.55 |
| The prescribed amount for the local government for the financial year | \$212,541.55 |
| The total amount of discretionary funds budgeted for the financial year for Councillors to allocate for capital works of the local government that are for a community purpose | \$0.00 |
| The total amount of discretionary funds budgeted for the financial year for Councillors to allocate for other community purposes | \$212,541.55 |

Section 5 – Additional statutory information

| Name of person or organisation | Purpose | Method of allocation | Date | Amount |
|--|--|--|-------------------|------------|
| SU Queensland (Scripture Union) | Funding towards the Annual ChicChat Mother/Daughter Dinner hosted by Edens Landing State School with other schools attending including Beenleigh Special School, Windaroo State School and Cedar Creek State School. | To a community organisation for a community purpose. | 29 September 2023 | \$300.00 |
| STAR Community Services Limited | Funding towards advertising the 'Become a Secret Santa' program for vulnerable and isolated elderly residents within Logan, encouraging gift donations in collaboration with local businesses. | To a community organisation for a community purpose. | 26 October 2023 | \$200.00 |
| Logan Village State School P and C Association | Funding to purchase tuckshop equipment (popcorn machine) to facilitate a healthy/affordable food option and encourage money handling experience. | To a community organisation for a community purpose. | 26 October 2023 | \$789.00 |
| Yarrabilba State Secondary College | Funding to provide gift cards for an end of year College Award Ceremony, recognising the students outstanding contribution to the College community. | To a community organisation for a community purpose. | 30 October 2023 | \$100.00 |
| 5FOLD Limited | Funding toward a Christmas Hamper Appeal providing essential items, food and gifts to families facing financial hardship, seniors living alone and individuals experiencing tough times. | To a community organisation for a community purpose. | 7 November 2023 | \$1,000.00 |
| The Scout Association of Aus Qld Branch Incorporated – Logan Village Scout Group | Funding toward the purchase of new tents, poles and pegs used by young participants on camping trips throughout the year. | To a community organisation for a community purpose | 28 November 2023 | \$2,189.00 |
| Logan Village State School P and C Association | Funding towards a stand mixer and electric grill for the tuckshop to provide healthy snacks. | To a community organisation for a community purpose. | 7 December 2023 | \$1,088.95 |
| Lions Club of Logan Village Incorporated | Funding towards a charity golf day, including course hire, lunches, trophies and prizes. Funds are raised for causes including Multiple Sclerosis Qld, Rosies, 4Voices and Hummingbird House. | To a community organisation for a community purpose. | 8 December 2023 | \$1,115.40 |
| Logan Village Community Centre Incorporated | To fund catering and servingware to provide a Community Christmas Lunch. | To a community organisation for a community purpose. | 8 December 2023 | \$1,190.25 |
| Logan Wildlife Association | Funding to purchase equipment to establish a Logan Wildlife Hospital including 2 ICU units to treat critical patients and 3 IV | To a community organisation for a community purpose. | 8 December 2023 | \$567.38 |

Section 5 – Additional statutory information

| Name of person or organisation | Purpose | Method of allocation | Date | Amount |
|--|---|--|------------------|--------------------|
| | pumps for fluid therapy and pain relief. | | | |
| South Queensland and Border Districts Touch Association Incorporated | Funding towards awards, trophies and water bottles to ensure hydration and safe play for young members during matches. | To a community organisation for a community purpose. | 8 December 2023 | \$2,128.00 |
| Village Green Theatre Group | Funding to build trollies to safely move staging and prop items which will be stored at, and used by, Yarrabilba State Secondary College. | To a community organisation for a community purpose. | 13 December 2023 | \$934.37 |
| Logan Village Falcons All Sports Incorporated | Funding towards the purchase of an ice machine used during sporting events, including for performing first aid on injuries. | To a community organisation for a community purpose. | 13 December 2023 | \$2,400.00 |
| | | | TOTAL | \$16,349.35 |

Councillor Jon Raven

Division 5

| Name of person or organisation | Purpose | Method of allocation | Date | Amount |
|--|---|--|-------------------|------------|
| Christian Community Ministries trading as Groves Christian College | Funding to offset costs of hosting an event which includes external vendors for the fireworks, rides, wildlife exhibit and first responders. | To a community organisation for a community purpose. | 18 July 2023 | \$500.00 |
| Logan Area Committee on the Ageing | Funding to purchase catering and supplies and fund the band for the Christmas in July event. | To a community organisation for a community purpose. | 2 August 2023 | \$250.00 |
| Learn-A-Craft | To fund the travel costs for a bus trip to learn about flora and fauna. This will include lunch. | To a community organisation for a community purpose. | 8 August 2023 | \$700.00 |
| Crestmead State School P and C | Funding towards the movie license and screen hire to provide a movie night free of charge for the local community. | To a community organisation for a community purpose. | 5 September 2023 | \$2,440.00 |
| Park Ridge Probus Club Incorporated | To fund an end of year lunch to all attendees with the purpose of providing an opportunity to keep seniors minds active, expand their interests, and enjoy the fellowship of new friends. | To a community organisation for a community purpose. | 5 September 2023 | \$300.00 |
| Logan Disabled Sports Social Club Inc | To fund bus hire for attendees to go to tenpin bowling in Bundaberg. | To a community organisation for a community purpose. | 10 September 2023 | \$400.00 |
| Chin Community Brisbane | Funding will be used towards Chin New Year Festival celebration. Chin New Year celebration is one of the most important festivals of | To a community organisation for a community purpose. | 10 September 2023 | \$1,000.00 |

Section 5 – Additional statutory information

| Name of person or organisation | Purpose | Method of allocation | Date | Amount |
|---|--|--|-------------------|------------|
| | the Chin people and is celebrated every year by the Chin community across the globe. | | | |
| Logan City Community Cadets Incorporated | Funding to support the costs of the Exercise Stone Pillow 2023 including the printing of programs, purchase of food items and serviceware, and hire of a jumping castle and face painter. | To a community organisation for a community purpose. | 19 September 2023 | \$335.00 |
| Beenleigh Yatala Chamber of Commerce (Junior Chamber) | Funding towards the venue hire and catering for an end of year Junior Chamber event. | To a community organisation for a community purpose. | 3 October 2023 | \$500.00 |
| Crestmead 40 Plus Club Incorporated | Funding to help offset the cost of a Christmas Lunch for seniors during these hard financial times as most attendees are on the aged pension. | To a community organisation for a community purpose. | 3 October 2023 | \$500.00 |
| Logan East Community Neighbourhood Association | To fund t-shirts for LECNA volunteers and staff, allowing community members to identify a safe contact point during community development initiatives and outreach. | To a community organisation for a community purpose. | 3 October 2023 | \$500.00 |
| Berrinba East SS Parents and Citizens' Association | Funding towards facilitators and materials to support a community event for unstructured and child-led play for Queensland Mental Health week. | To a community organisation for a community purpose. | 3 October 2023 | \$1,000.00 |
| River Glen Community Group | To fund a Christmas dinner and entertainment to encourage an inclusive activity and attendance by isolated senior members of the local community. | To a community organisation for a community purpose. | 22 October 2023 | \$1,897.00 |
| Jimbelungare Community Garden Incorporated | Funding to purchase materials to reconstruct raised garden beds needing repair/replacement. | To a community organisation for a community purpose. | 25 October 2023 | \$589.60 |
| Berrinba East SS Parents and Citizens' Association | Funding to provide an outdoor stage for the students annual Christmas concert. | To a community organisation for a community purpose. | 2 November 2023 | \$500.00 |
| The Logan West Golden Years Club Incorporated | Funding towards Christmas meals and gift hampers to encourage isolated seniors to socially interact. | To a community organisation for a community purpose. | 9 November 2023 | \$500.00 |
| STAR Community Services Limited | Funding towards advertising the 'Become a Secret Santa' program for vulnerable and isolated elderly residents within Logan, encouraging gift donations in collaboration with local businesses. | To a community organisation for a community purpose. | 7 November 2023 | \$500.00 |
| Empowerment Without Borders Limited | Funding towards fundraising event costs such as venue hire, catering, photography, promotion | To a community organisation for | 9 November 2023 | \$1,000.00 |

Section 5 – Additional statutory information

| Name of person or organisation | Purpose | Method of allocation | Date | Amount |
|--|--|--|---------------------|--------------------|
| | and entertainment to foster community networking, a shared sense of purpose and encouraging participation in community life and fostering social cohesion. | a community purpose. | | |
| Queensland Bird Breeders Club Incorporated | Funding to replace a hot water system and hall flooring restoration. | To a community organisation for a community purpose. | 9 November 2023 | \$759.00 |
| Logan City Marine Modellers | Funding towards catering and supplies for a Christmas event, promoting public awareness of the club and facilities. | To a community organisation for a community purpose. | 15 November 2023 | \$563.00 |
| Lions Club of Logan Village Incorporated | Funding towards a charity golf day, including course hire, lunches, trophies and prizes. Funds are raised for causes including Multiple Sclerosis Qld, Rosies, 4Voices and Hummingbird House. | To a community organisation for a community purpose. | 8 December 2023 | \$500.00 |
| Loganlea State High School | Funding towards a First Nations student project. Indigenous students will create a traditional cultural mural at the schools “yarning circle” in collaboration with a recognised Aboriginal artist, drawing on the culture and stories of the Yagara and Yugambeh language groups. | To a community organisation for a community purpose. | 8 December 2023 | \$500.00 |
| The Compassion Box | Funding towards Christmas presents and goods that will be distributed with fortnightly ‘compassion boxes’ to the community. | To a community organisation for a community purpose. | 8 December 2023 | \$615.75 |
| | | | TOTAL | \$16,349.35 |

Councillor Tony Hall

Division 6

| Name of person or organisation | Purpose | Method of allocation | Date | Amount |
|---|--|--|-----------------|------------|
| Queensland Police Service (Edens Landing Police Beat) | To fund food trucks and a BBQ alongside a display of Christmas lights and activities for members of the community. | To a community organisation for a community purpose. | 10 August 2023 | \$2,500.00 |
| Beenleigh Yatala Chamber of Commerce (Junior Chamber) | Funding towards the venue hire and catering for an end of year Junior Chamber event. | To a community organisation for a community purpose. | 5 October 2023 | \$250.00 |
| SU Queensland (Scripture Union) | Funding towards the Annual ChicChat Mother/Daughter Dinner hosted by Edens Landing State School with other schools attending including Beenleigh Special School, Windaroo State School and Cedar Creek State School. | To a community organisation for a community purpose. | 10 October 2023 | \$780.00 |
| Logan East Community Neighbourhood Association | To fund t-shirts for LECNA volunteers and staff, allowing community members to identify a safe contact point during community development initiatives and outreach. | To a community organisation for a community purpose. | 17 October 2023 | \$500.00 |
| Logan Artists Association | Funding to purchase materials and supplies (canvasses/paint) for artists to create paintings to be hung within the Logan Hospital expansion. | To a community organisation for a community purpose. | 18 October 2023 | \$1,365.00 |
| STAR Community Services Limited | Funding towards advertising the 'Become a Secret Santa' program for vulnerable and isolated elderly residents within Logan, encouraging gift donations in collaboration with local businesses. | To a community organisation for a community purpose. | 3 November 2023 | \$175.00 |
| Youth Nation Australia | Funding to purchase equipment and electronics to support youth based activities. | To a community organisation for a community purpose. | 3 November 2023 | \$2,886.00 |
| Bethania Community Centre Incorporated | Funding to replace malfunctioning office equipment (laptop/printer) allowing the centre to service the community and assists in running free community events for families, carers and seniors. | To a community organisation for a community purpose. | 8 November 2023 | \$1,782.00 |
| Loganlea State High School | Funding towards a First Nations student project. Indigenous students will create a traditional cultural mural at the schools "yarning circle" in collaboration with a recognised Aboriginal artist, drawing on the culture and stories of the Yagara and Yugambeh language groups. | To a community organisation for a community purpose. | 5 December 2023 | \$3,524.00 |

Section 5 – Additional statutory information

| Name of person or organisation | Purpose | Method of allocation | Date | Amount |
|--------------------------------------|---|--|------------------|--------------------|
| Logan Wildlife Association | Funding to purchase equipment to establish a Logan Wildlife Hospital including 2 ICU units to treat critical patients and 3 IV pumps for fluid therapy and pain relief. | To a community organisation for a community purpose. | 11 December 2023 | \$567.38 |
| Meadowbrook Christian Church Limited | Funding towards back-to-school support including uniforms, shoes, school stationery supplies and emergency food parcels for students experiencing homelessness. | To a community organisation for a community purpose. | 18 December 2023 | \$2,019.97 |
| | | | TOTAL | \$16,349.35 |

Councillor Tim Frazer

Division 7

| Name of person or organisation | Purpose | Method of allocation | Date | Amount |
|---|---|--|----------------|------------|
| St Bernadine's P and F Association | Funding towards inflatable interactive sports equipment, supporting a healthy, fun and interactive experience for an Under 8's Day. | To a community organisation for a community purpose. | 17 July 2023 | \$1,424.00 |
| Logan West Community Artshare Alliance | Funding towards catering and embroidered bib aprons to support an Open Studio Day celebrating the 10th Anniversary residence at the Hillcrest Studio. | To a community organisation for a community purpose. | 20 July 2023 | \$600.40 |
| Logan Area Committee on the Ageing | Funding to purchase catering and supplies and fund the band for the Christmas in July event. | To a community organisation for a community purpose. | 31 July 2023 | \$250.00 |
| Park Ridge Probus Club Incorporated | To fund an end of year lunch to all attendees with the purpose of providing an opportunity to keep seniors minds active, expand their interests, and enjoy the fellowship of new friends. | To a community organisation for a community purpose. | 23 August 2023 | \$300.00 |
| Boronia Heights State School | To fund colour powder used in an end of year Colour Run for students of Boronia Heights State School. | To a community organisation for a community purpose. | 23 August 2023 | \$1,295.00 |
| Southern Stars Baseball Club Incorporated | To fund catering for an end of season function for both junior and senior players. | To a community organisation for a community purpose. | 23 August 2023 | \$1,500.00 |
| Park Ridge Pirates J AFC Incorporated | To fund trophies and medallions for Auskick, Junior and Youth J AFL players. | To a community organisation for a community purpose. | 25 August 2023 | \$868.04 |

Section 5 – Additional statutory information

| Name of person or organisation | Purpose | Method of allocation | Date | Amount |
|--|---|--|-------------------|---------------|
| Logan Beaudesert Country Music Club Incorporated | Funding for venue hire to conduct the social for the Logan Beaudesert Country Music Club. This activity is held on the 4th Sunday of each month excluding December. | To a community organisation for a community purpose. | 7 September 2023 | \$200.00 |
| Chin Community Brisbane | Funding will be used towards Chin New Year Festival celebration. Chin New Year celebration is one of the most important festivals of the Chin people and is celebrated every year by the Chin community across the globe. | To a community organisation for a community purpose. | 8 September 2023 | \$500.00 |
| Park Ridge AFC Incorporated | Funding towards sporting trophies for an awards night. | To a community organisation for a community purpose. | 11 September 2023 | \$479.26 |
| Logan City Community Cadets Incorporated | Funding to support the costs of the Exercise Stone Pillow 2023 including the printing of programs, purchase of food items and serviceware, and hire of a jumping castle and face painter. | To a community organisation for a community purpose. | 11 September 2023 | \$335.00 |
| Logan Disabled Sports Social Club Inc | To fund bus hire for attendees to go to tenpin bowling in Bundaberg. | To a community organisation for a community purpose. | 18 September 2023 | \$58.33 |
| Browns Plains State High School | Funding towards a post Year 12 formal mystery bus tour, providing a safe and fun alternative to formal after-parties. | To a community organisation for a community purpose. | 23 September 2023 | \$1,750.00 |
| Crestmead 40 Plus Club Incorporated | Funding to help offset the cost of a Christmas Lunch for seniors during these hard financial times as most attendees are on the aged pension. | To a community organisation for a community purpose. | 26 September 2023 | \$222.22 |
| St Thomas Syrian Orthodox Church Brisbane | Funding towards venue hire and catering to support the delivery of a traditional spring feast called Onam which is a South Indian festival with cultural activities. | To a community organisation for a community purpose. | 26 September 2023 | \$1,500.00 |
| Browns Plains Little Athletics | To fund trophies for the end of season break up. | To a community organisation for a community purpose. | 3 October 2023 | \$1,500.00 |
| Logan East Community Neighbourhood Association | To fund t-shirts for LECNA volunteers and staff, allowing community members to identify a safe contact point during community development initiatives and outreach. | To a community organisation for a community purpose. | 3 October 2023 | \$100.00 |
| Logan West Meals On Wheels Incorporated | Funding towards function hire and catering for an end of year function for volunteers who raise awareness of the importance of their services. | To a community organisation for a community purpose. | 23 October 2023 | \$500.00 |

Section 5 – Additional statutory information

| Name of person or organisation | Purpose | Method of allocation | Date | Amount |
|---|--|--|------------------|--------------------|
| Logan West Meals On Wheels Incorporated | Funding towards function hire and catering for the 40th Anniversary celebration, raising awareness of the importance of available services within the Logan community. | To a community organisation for a community purpose. | 23 October 2023 | \$1,000.00 |
| Boronia Heights State School Parents and Citizens | Funding to purchase a coffee machine to be used by staff, volunteers and during school community activities. | To a community organisation for a community purpose. | 26 October 2023 | \$600.00 |
| Browns Plains Primary P and C Association | Funding towards a new outdoor sound system to run more outdoor community events such as sporting events, fundraisers, fetes, outdoor movie nights and concerts. | To a community organisation for a community purpose. | 15 November 2023 | \$1,367.10 |
| | | | TOTAL | \$16,349.35 |

Councillor Jacob Heremaia

Division 8

| Name of person or organisation | Purpose | Method of allocation | Date | Amount |
|-------------------------------------|--|--|-------------------|--------------------|
| Park Ridge Probus Club Incorporated | Funding towards the cost of bus/coach hire to deliver two trips for seniors, encouraging social connection and outings at an affordable cost. | To a community organisation for a community purpose. | 23 August 2023 | \$650.00 |
| Park Ridge Connect | Funding towards catering and servingware to deliver a free Christmas brunch to the local community. | To a community organisation for a community purpose. | 6 September 2023 | \$3,080.00 |
| Crestmead 40 Plus Club Incorporated | Funding to help offset the cost of a Christmas Lunch for seniors during these hard financial times as most attendees are on the aged pension. | To a community organisation for a community purpose. | 30 September 2023 | \$1,055.56 |
| Park Ridge Panthers Incorporated | Hiring of portable toilets for a football carnival placed within a close proximity to attendees. | To a community organisation for a community purpose. | 9 October 2023 | \$779.99 |
| Park Ridge Panthers Incorporated | Funding towards the installation of security cameras to enhance the security of the premises and provide a safe environment for members, staff and visitors. | To a community organisation for a community purpose. | 14 November 2023 | \$2,200.00 |
| Regents Park State School | Partial funding towards a new adventure playground. | To a community organisation for a community purpose. | 6 December 2023 | \$8,583.80 |
| | | | TOTAL | \$16,349.35 |

Councillor Scott Bannan

Division 9

| Name of person or organisation | Purpose | Method of allocation | Date | Amount |
|--|--|--|-------------------|--------------------|
| Queensland Mounted Cadets Incorporated | Funding towards trophies and awards for cadet graduation, awards ceremony and promotion parade held at the end of the year. | To a community organisation for a community purpose. | 23 August 2023 | \$800.00 |
| Jimboomba Jolley's over 50's | Funding for a Christmas Lunch for Jimboomba Jolley's present and future members. | To a community organisation for a community purpose. | 18 September 2023 | \$1,000.00 |
| Logan Disabled Sports Social Club Inc | To fund bus hire for attendees to go to tenpin bowling in Bundaberg. | To a community organisation for a community purpose. | 18 September 2023 | \$58.33 |
| Rotary Club of Jimboomba | Funding for a digital entry lock system. | To a community organisation for a community purpose. | 18 September 2023 | \$858.00 |
| Quota Jimboomba | Funding towards advertising, catering and gift cards to assist with the presentation and operation of the local art show. | To a community organisation for a community purpose. | 4 October 2023 | \$4,500.00 |
| Mundoolun Estate Community and Environmental Group | Funding towards stage hire for the yearly Christmas Carols community event. | To a community organisation for a community purpose. | 8 November 2023 | \$2,000.00 |
| Jimboomba Blue Jays Netball Club | Funding towards gazebos, water coolers, first aid, electronic equipment and player bibs. Shaded areas will be utilised by players and spectators alike. | To a community organisation for a community purpose. | 16 November 2023 | \$5,699.99 |
| Upper Room Crisis Care Centre | Funding to provide Christmas hampers of food and festive items to vulnerable, low-income families and individuals whose lives have been impacted by unfortunate circumstances. | To a community organisation for a community purpose. | 12 December 2023 | \$1,400.00 |
| | | | TOTAL | \$16,316.32 |

Councillor Miriam Stemp

Division 10

| Name of person or organisation | Purpose | Method of allocation | Date | Amount |
|--|--|--|------------------|------------|
| Probus Club of Cornubia | Funding to purchase a laptop for the Probus secretary to keep minutes and legal documents. The laptop will also be used to access PowerPoint for speakers at meetings. | To a community organisation for a community purpose. | 11 August 2023 | \$906.00 |
| Logan Beaudesert Country Music Club Incorporated | Funding for venue hire to conduct the social for the Logan Beaudesert Country Music Club. This activity is held on the 4th Sunday of each month excluding December. | To a community organisation for a community purpose. | 6 September 2023 | \$500.00 |
| STAR Community Services Limited | Funding towards advertising the 'Become a Secret Santa' program for vulnerable and isolated elderly residents within Logan, encouraging gift donations in collaboration with local businesses. | To a community organisation for a community purpose. | 25 October 2023 | \$250.00 |
| Rods Hot Rod Club Incorporated | Funding towards a Christmas dinner for automotive hobbyists within Logan who donate their time and expenses, displaying their vehicles for various charitable events and community organisations. The dinner will also encourage new membership. | To a community organisation for a community purpose. | 5 December 2023 | \$1,294.78 |
| Southern Stars Netball Association | Funding towards first aid kits, training bibs, uniforms and netballs. | To a community organisation for a community purpose. | 5 December 2023 | \$1,358.91 |
| Loganholme State School P and C | Funding towards the purchase of a glass front drinks fridge used to store and sell drinks across all P and C events. | To a community organisation for a community purpose. | 5 December 2023 | \$2,172.00 |
| The Scout Association of Australia Queensland Branch Incorporated - Shailer Park Scout Group | Funding towards the purchase of a printer and laminating machine to print activity materials and for community event advertising. | To a community organisation for a community purpose. | 5 December 2023 | \$788.00 |
| Carbrook State School P and C Association | Funding towards a gazebo and Square Terminal Reader to facilitate electronic payments (tap and go) at school and local community events throughout the year. | To a community organisation for a community purpose. | 6 December 2023 | \$608.90 |
| Calvary Christian College | Funding towards a BBQ and water cooler used during community events throughout the year. | To a community organisation for a community purpose. | 12 December 2023 | \$1,098.96 |
| Logan Wildlife Association | Funding to purchase equipment to establish a Logan Wildlife Hospital | To a community organisation for | 15 December 2023 | \$1,371.80 |

Section 5 – Additional statutory information

| Name of person or organisation | Purpose | Method of allocation | Date | Amount |
|--|---|--|------------------|--------------------|
| | including 2 ICU units to treat critical patients and 3 IV pumps for fluid therapy and pain relief. | a community purpose. | | |
| Kingston East Neighbourhood Group Incorporated | Funding to purchase a commercial dishwashing machine used in the hospitality training program and other community-driven multifaceted programs. | To a community organisation for a community purpose. | 15 December 2023 | \$6,000.00 |
| | | | TOTAL | \$16,349.35 |

Councillor Natalie Willcocks

Division 11

| Name of person or organisation | Purpose | Method of allocation | Date | Amount |
|---|--|--|-------------------|------------|
| Flagstone State School P and C | Funding to purchase walkie-talkies, signs and a camera to support the Flagstone Twilight Markets. | To a community organisation for a community purpose. | 31 July 2023 | \$2,500.49 |
| Park Ridge Pirates J AFC Incorporated | To fund trophies and medallions for Auskick, Junior and Youth J AFL players. | To a community organisation for a community purpose. | 30 August 2023 | \$500.00 |
| Greenbank Scout Group – The Scout Association of Australia Queensland Branch Incorporated | Funding to support the Venturer with the equipment they need to master the Scout Program Guidelines. | To a community organisation for a community purpose. | 31 August 2023 | \$1,844.00 |
| Park Ridge Probus Club Incorporated | To fund an end of year lunch to all attendees with the purpose of providing an opportunity to keep seniors minds active, expand their interests, and enjoy the fellowship of new friends. | To a community organisation for a community purpose. | 31 August 2023 | \$300.00 |
| Greenbank over 50s walking football | Funding for a marquee tent to use as shade for the group when attending events. | To a community organisation for a community purpose. | 6 September 2023 | \$1,497.00 |
| Park Ridge Active Riding Group | Funding to support travel and accommodation expenses for the Vice President to attend a further educational development exam in dressage judging. The upgrade of qualifications enables judging of a wider range of competitions and participants. | To a community organisation for a community purpose. | 15 September 2023 | \$500.00 |
| Teviot Downs Soccer Club | Funding towards participation trophies for the end of season presentation encouraging and increasing participation in community sporting and recreational activities at a junior level. | To a community organisation for a community purpose. | 3 October 2023 | \$2,000.00 |

Section 5 – Additional statutory information

| Name of person or organisation | Purpose | Method of allocation | Date | Amount |
|---|--|--|------------------|--------------------|
| Greenbank Community Centre | Funding towards a community garden shed to safely store cleaning equipment used by hirers of the community hall. | To a community organisation for a community purpose. | 10 November 2023 | \$1,000.00 |
| Greenbank 50 Plus | Funding towards band hire and morning tea for a seniors music and dance activity morning. | To a community organisation for a community purpose. | 13 November 2023 | \$1,000.00 |
| Flagstone State School P and C Association | Funding towards the Flagstone Christmas "Elf Trail" activity held during the Flagstone Community Carols and Twilight Markets. | To a community organisation for a community purpose. | 21 November 2023 | \$2,000.00 |
| Big Country Endurance Riders Incorporated | Funding towards installing permanent posts and direction arrows along a network of safe marked tracks in Greenbank. | To a community organisation for a community purpose. | 30 November 2023 | \$2,002.86 |
| Greenbank Gators Swimming Club Incorporated | Funding towards the purchase of a BBQ, trolley and accessories to cater sporting and fundraising events, and trophies and awards for end-of-season celebrations. | To a community organisation for a community purpose. | 6 December 2023 | \$1,205.00 |
| | | | TOTAL | \$16,349.35 |

Councillor Karen Murphy

Division 12

| Name of person or organisation | Purpose | Method of allocation | Date | Amount |
|---|---|--|----------------|------------|
| Logan Area Committee on the Ageing | Funding to purchase catering a supplies and fund the band for the Christmas in July event. | To a community organisation for a community purpose. | 31 July 2023 | \$250.00 |
| Beenleigh Historical Village and Museum | Funding to implement local artworks to upgrade the entrance and furniture for the Museum to support the centre as a Visitor Information Centre. | To a community organisation for a community purpose. | 3 August 2023 | \$3,000.00 |
| Mount Warren Park State School | Funding for a coffee machine, encouraging staff to take breaks for their physical and mental wellbeing. | To a community organisation for a community purpose. | 3 August 2023 | \$449.00 |
| Beenleigh Netball Association | Funding towards the cost of participation medals for modified players of Net Set and Go, trophies and encouragement awards for the Junior Cadets and name badges for coaches and officials. | To a community organisation for a community purpose. | 15 August 2023 | \$793.75 |
| Eagleby Garden Club | To fund morning tea and lunch, servingware and gift packs for a Friendship Day where garden clubs come together sharing knowledge on the environment, | To a community organisation for a community purpose. | 15 August 2023 | \$989.00 |

Section 5 – Additional statutory information

| Name of person or organisation | Purpose | Method of allocation | Date | Amount |
|---|---|--|-------------------|--------------------|
| | environmental protection and sustainability. | | | |
| Windaroo State School | Funding to support staff wellbeing strategies, including catering during the busy reporting time to boost morale. | To a community organisation for a community purpose. | 15 August 2023 | \$550.00 |
| Eagleby Learning Centre | Funding for equipment and supplies to assist with running wellbeing days for staff who contribute to the local community. The focus is on psychological wellbeing and social and community engagement. This includes an individual session and a group/community session with a healthy lunch promoting positive nutrition choices. | To a community organisation for a community purpose. | 28 August 2023 | \$500.00 |
| Beenleigh Garden Club Incorporated | Funding towards catering, decorations and venue hire to support Beenleigh Garden Club's Friendship Day. All garden clubs in Logan and surrounding Council areas are invited to attend a display of garden products, entertainment and catering. | To a community organisation for a community purpose. | 18 September 2023 | \$1,500.00 |
| SU Queensland (Scripture Union) | Funding towards the Annual ChicChat Mother/Daughter Dinner hosted by Edens Landing State School with other schools attending including Beenleigh Special School, Windaroo State School and Cedar Creek State School. | To a community organisation for a community purpose. | 5 October 2023 | \$750.00 |
| Beenleigh Show Society | Funding towards advertising and entertainment for the 144th Annual Show for the Logan community and surrounding districts. | To a community organisation for a community purpose. | 19 October 2023 | \$5,000.00 |
| Beenleigh Yatala Chamber of Commerce (Junior Chamber) | Funding towards the venue hire and catering for an end of year Junior Chamber event. | To a community organisation for a community purpose. | 6 December 2023 | \$1,250.00 |
| Eagleby Giants JRLFC Incorporated | Funding toward purchase of jerseys for junior players. | To a community organisation for a community purpose. | 19 December 2023 | \$1,300.00 |
| | | | TOTAL | \$16,331.75 |

Overseas travel

During the 2023/24 financial year, the following overseas travel occurred:

| Name | Position | Destination | Purpose | Amount |
|--------------------|---|---------------|---|-----------------|
| Mayor Darren Power | Mayor | Taiwan | Sister City Forum and Expo Attendance | \$125 |
| Zoe Krieg | Acting Chief of Staff to the Mayor | Taiwan | Sister City Forum and Expo Attendance | \$3,918 |
| David Hansen | Director Growth, Economy and Sustainability | Taiwan | Sister City Forum and Expo Attendance | \$3,512 |
| Patty Leung | Business Development Executive | Taiwan | Sister City Forum and Expo Attendance | \$4,517 |
| Paul Mathiesen | City Transformation Manager | New Zealand | New Zealand Innovation Showcase at New Zealand Parliament | \$2,672 |
| Jodie Pisani | City Operations Program/ Project Lead | New Zealand | New Zealand Innovation Showcase at New Zealand Parliament | \$2,176 |
| Patrick Brown | Senior Environmental Planner | New Zealand | ANET 2023 Resilience, Recovery and Restoration | \$663 |
| David Hansen | Director Growth, Economy and Sustainability | Singapore | UN-Habitat Conference | \$190 |
| Zoe Krieg | Acting Chief of Staff to the Mayor | North America | North America Mission 2023 | \$8,759 |
| | | | TOTAL | \$26,532 |

Beneficial enterprises

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

Council's beneficial enterprises include:

- City of Logan Charitable Trust Limited ACN 621 857 172, which is the trustee of the City of Logan Charitable Trust
- Greenovate Pty Ltd ACN 672 812 154
- Invest Logan Pty Ltd ACN 134 744 764
- Underwood Innovation Lab Pty Ltd ACN 671 621 186

Section 6 - Financial reporting

This section outlines our financial performance and standing during 2023/24, including the financial statements that have been prepared in accordance with relevant legislation and accounting standards.

2024 Logan City Council Financial Statements

- The 2024 Logan City Council Financial are available on our website.

2024 Logan City Council statement of financial sustainability

- The 2024 Logan City Council statement of financial sustainability is available on our website.

Section 7 – Appendices

This section includes background information relevant to the main report, indexes and contact information for our organisation and elected representatives.

Glossary of terms

| Term | Definition |
|--------------------------|--|
| Advocacy | Organising public support for or recommendation of a particular cause or policy. In the context of the strategic priorities, it refers to encouraging another sphere of government or organisation to deliver a service or outcome for the city. |
| Annual Report | Our annual report is a publication that provides a detailed account of the progress made in delivering against our Corporate Plan and Operational Plan, and reports our financial performance and position in the statutory financial statements and notes. |
| Asset | An economic resource owned or controlled that enables services to be provided that has a useful life of greater than 12 months. |
| Audit | An examination of the records, statements, systems, and procedures of an organisation, together with its stated claims for performance. |
| Best-practice | A way or method of accomplishing a business function process or outcome/result considered to be superior to all other known methods; achievement of outcomes/results that are superior to all others known. |
| Branch | Our organisation is divided into operational departments, known as directorates. Each directorate contains a number of branches, which deliver a series of programs and services to the community. There are 25 branches led by Managers within our organisation (refer to the organisational structure on page 27). Each branch manager reports to a Director. |
| Budget (annual) | Council's annual budget identifies the planned expenditure and revenue approved by Council for a financial year. This included any specific projects identified as a priority under the Operational Plan. |
| Business continuity plan | A clearly defined and documented plan for the organisation that establishes ground rules for the critical operations of Logan City Council. It contains the guidelines for the business to continue to operate within a defined timeframe using a set of predefined resources and workarounds. |
| Business planning | Planning of Council's business direction to detail the what, why, when, who and how. It includes strengths and weaknesses, strategies and resources. Business planning is different from the Operational Plan because it is targeted at a particular functional area of Council and provides the detail of a branch's business for a set period (usually consistent with the period set for the Operational Plan). |
| City | City refers to the City of Logan. |
| Community | The people living in and visiting Logan including residents, ratepayers, businesses, investors and visitors. |
| Community engagement | Community engagement is a process where communities and stakeholders that are affected by a Council decision, service or project are given the opportunity to provide their input. |

| Term | Definition |
|---|---|
| Corporate Plan | <p>The corporate plan is central to how Council sets its strategic direction. It provides the focus for how we will invest in infrastructure and guides how we prioritise and deliver programs and services in the short, medium and long term.</p> <p>The corporate plan spans 5 financial years and strongly influences how Council makes decisions about the annual budget and annual operational plan in that time.</p> <p>Every local government in Queensland is required to prepare a 5-year corporate plan under the Local Government Act 2009.</p> |
| Culture | This defines who we are as an organisation, our ethics, our institutions, our behaviours, and our routines. |
| Debt servicing ratio | The principal and interest on debt divided by available revenue to fund debt. |
| Directorate | <p>Council is divided into 5 key operational departments. Each department contains a number of branches and is headed by a director. Council's 5 directorates are:</p> <p>Organisational Services, Growth, Economy and Sustainability, Community and Lifestyle, Transport and Water Services, People and Engagement.</p> |
| Executive Leadership Team (ELT) | Council's executive management team. Its members are the Chief Executive Officer and 5 directors. |
| Financial year | The financial year we are reporting on in this report is the period from 1 July 2023 to 30 June 2024. |
| Framework | Best described as a diagram that shows the links between various processes in order to achieve a particular outcome. It usually includes an explanation of the relationships between the various elements. |
| Governance | The process by which an organisation makes and implements decisions, is controlled and managed to achieve its objectives, is directed, reviewed and held to account. |
| Initiatives | General umbrella term used to cater for ideas, concepts, projects and programs. |
| Key performance indicators | Objective evidence on the extent of, or progress towards, achievement of a desired outcome. |
| <i>Local Government Act 2009</i> | The principal legislation which provides the legal framework for Queensland's local government sector. |
| Local Government Boundary Reform | The 2008 restructure of Queensland local government authorities, including Logan City Council, which was mandated by the Queensland Government. |
| <i>Local Government Regulation 2012</i> | Effective from December 2012, the <i>Local Government (Beneficial Enterprises and Business Activities) Regulation 2010</i> , <i>Local Government (Finance, Plans and Reporting) Regulation 2010</i> and <i>Local Government (Operations) Regulation 2010</i> were consolidated into one Regulation, the <i>Local Government Regulation 2012</i> . |
| Operational Plan | A document with a one-year outlook, which outlines the key activities to be undertaken to achieve the desired outcomes set out in the Corporate Plan. This is a legislative requirement. |
| Outcomes | The effect, impact, result on, or consequence for the community, environment or organisation, of strategies, services, policies or activities. |
| Performance measurement | Collecting the relevant data, including past and current performance, forecasts and targets. It helps to monitor services and products, and allows organisations to identify good performance, learn from others, and focus on their priorities and any areas of poor performance. It is only part of a bigger performance management framework and is an ongoing improvement process, which involves not just systems but people and the whole organisation. |

| Term | Definition |
|---------------------------------|--|
| Performance scorecard | A visual display of the most important performance information consolidated so an overall understanding of performance can be viewed at a glance. |
| Planning Scheme | A requirement under the <i>Integrated Planning Act 1997</i> that coordinates and integrates the planning and development matters for a designated local government including environmental matters and key infrastructure concerns. |
| Policy | A definitive statement issued at the highest level, which clearly states Council's intent, commitment or position to achieve an objective and which provides a decision-making framework for day-to-day application. |
| Priority Area | Areas that Council will give priority to over the life of the Corporate Plan 2021—2026. Council has 7 priority areas; Maintaining current levels of service (MS), Proud City (PC), Environment (EN), Healthy connected community (HC), Economy and growth (EG), Infrastructure (IN) and High performing organisation (HP) |
| Program | Council is divided into 5 key operational departments, known as directorates. Each directorate contains a number of branches, which deliver a series of programs and services to the community. There are 74 programs within our organisation, with program leaders reporting to branch managers. |
| Reconciliation Action Plan | A Reconciliation Action Plan is a strategic document involving all areas of the organisation. It includes a range of achievable and practical measures that will influence positive reconciliation outcomes within the City of Logan |
| Risk management | The process of identifying, evaluating and controlling risk via the method outlined in the Australian Standard AS/NZS ISO31000:2018. |
| Strategic planning | An overarching process used to help Council and the community plan for the future and realise its vision. It is a continuous, systematic process for identifying intended future outcomes, how outcomes are to be achieved, and how success will be measured. |
| Strategies/strategic priorities | Council's priorities as outlined in the Corporate Plan or as approved through the annual strategic planning, resource allocation and budgeting cycle. |
| Target | A quantifiable level of performance to be attained at a specific future date. Setting the right target is just as important as setting the right measure. It is crucial that targets are realistic but at the same time challenging for those involved in the process. They are important to drive forward the improvement of services across Council. |
| Trend | Movement or change in results in a general direction. |
| Vision | A statement that embraces the desired future the organisation is working towards. |

Contact information

Website

www.logan.qld.gov.au

Social media

www.facebook.com/logancitycouncil

www.twitter.com/logancc

<http://www.linkedin.com/company/logan-city-council>

Email

council@logan.qld.gov.au

Mailing address

Logan City Council

PO Box 3226

Logan City DC Qld 4114

Phone

1300 1 LOGAN*

(1300 156 426)

*Council's 1300 number is only for use by customers within Logan City from a landline. When contacting us from a mobile phone or from outside Logan City, please phone 07 3412 3412.

Customer Service Centres Logan City Council

Administration Centre

150 Wembley Rd, Logan Central

Open Monday to Friday, 8 am to 5pm

(except public holidays)

Beenleigh Customer Service Centre

Corner George St and City Rd

Open Monday to Friday, 8 am to 4:45 pm

(except public holidays)

Jimboomba Customer Service Centre

18–22 Honora St, Jimboomba

Open Monday to Friday, 8 am to 4:45 pm

(except public holidays)

We welcome your feedback on the 2023/2024 Annual Report. Please feel free to contact us through one of the methods listed above.

Legislative index

Local Government Act 2009

| Requirement | Chapter | Section | Page |
|---|---------|-----------|------|
| Identifying beneficial enterprises A local government's annual report for each financial year must contain a list of all the beneficial enterprises that the local government conducted during the financial year. | 3 | 41 | 132 |
| Identifying significant business activities A local government's annual report for each financial year must: | 3 | 45 | |
| (a) contain a list of all the business activities that the local government conducted during the financial year; and | 3 | 45(a) | 103 |
| (b) identify the business activities that are significant business activities; and | 3 | 45(b) | 103 |
| (c) state whether or not the competitive neutrality principle was applied to the significant business activities, and if the principle was not applied, the reason why it was not applied; and | 3 | 45(c) | 103 |
| (d) state whether any of the significant business activities were not conducted in the preceding financial year, i.e. whether there were any new significant business activities. | 3 | 45(d) | 96 |
| Annual report must detail particular information about local government employees and councillor advisors (1) The annual report of a local government must state— | | | |
| (a) the total of all remuneration packages that are payable for the year to the senior management of the local government; and | 6 | 201(1)(a) | 31 |
| (b) the number of employees in senior management who are being paid each band of remuneration; and | 6 | 201(1)(b) | 31 |
| (c) if the local government has resolved to allow a councillor to appoint councillor advisors—for each councillor— (i) the number of councillor advisors appointed by the councillor for the year; and (ii) the total remuneration payable to all councillor advisors appointed by the councillor for the year. | 6 | 201(1)(c) | 27 |

Local Government Regulation 2012

| Requirement | Chapter | Section | Page |
|---|---------|----------------|------|
| Financial statements | | | |
| The annual report for a financial year must contain— | | | |
| (a) the general purpose financial statement for the financial year, audited by the auditor-general; and | 5 | 183(a) | 133 |
| (b) the current-year financial sustainability statement for the financial year, audited by the auditor-general; and | 5 | 183(b) | 133 |
| (c) the long-term financial sustainability statement for the financial year; and | 5 | 183(c) | 107 |
| (d) The auditor-general's audit reports about the general purpose financial statement and the current-year financial sustainability statement. | 5 | 183(d) | 133 |
| Community financial report | 5 | 184 | 43 |
| The annual report for a financial year must contain the community financial report for the financial year. | | | |
| Particular resolutions | | | |
| The annual report for a financial year must contain— | | | |
| (a) a copy of the resolutions made during the financial year under section 250(1); and | 5 | 185(a) | 106 |
| (b) a list of any resolutions made during the financial year under section 206(2). | 5 | 185(b) | 106 |
| Councillors | | | |
| The annual report for a financial year must contain particulars of— | | | |
| (a) for each councillor, the total remuneration, including superannuation contributions, paid to the councillor during the financial year; and | 5 | 186(1)(a) | 23 |
| (b) the expenses incurred by, and the facilities provided to, each councillor during the financial year under the local government's expenses reimbursement policy; and | 5 | 186(1)(b) | 24 |
| (c) the number of local government meetings that each councillor attended during the financial year; and | 5 | 186(1)(c) | 26 |
| (d) the total number of the following during the financial year— | | | |
| (i) orders made under section 150I(2) of the Act; | 5 | 186(1)(d)(i) | 22 |
| (ii) orders made under section 150AH(1) of the Act; | 5 | 186(1)(d)(ii) | 22 |
| (iii) decisions, orders and recommendations made under section 150AR(1) of the Act; and | 5 | 186(1)(d)(iii) | 22 |
| (e) each of the following during the financial year— | | | |
| (i) the name of each councillor for whom a decision, order or recommendation mentioned in paragraph (d) was made; | 5 | 186(1)(e)(i) | 22 |
| (ii) a description of the unsuitable meeting conduct, inappropriate conduct or misconduct engaged in by each of the councillors; | 5 | 186(1)(e)(ii) | 22 |
| (iii) a summary of the decision, order or recommendation made for each councillor; and | 5 | 186(1)(e)(iii) | 22 |
| (f) the number of each of the following during the financial year— | | | |
| (i) complaints referred to the assessor under section 150P(2)(a) of the Act by local government entities for the local government; | 5 | 186(1)(f)(i) | 22 |
| (ii) matters, mentioned in section 150P(3) of the Act, notified to the Crime and Corruption Commission; | 5 | 186(1)(f)(ii) | 22 |

Section 7 – Appendices

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| (iii) notices given under section 150R(2) of the Act; | 5 | 186(1)(f)(iii) | 22 |
| (iv) notices given under section 150S(2)(a) of the Act; | 5 | 186(1)(f)(iv) | 22 |
| (v) decisions made under section 150W(1)(a), (b) and (e) of the Act; | 5 | 186(1)(f)(v) | 22 |
| (vi) referral notices accompanied by a recommendation mentioned in section 150AC(3)(a) of the Act; | 5 | 186(1)(f)(vi) | 22 |
| (vii) occasions information was given under section 150AF(4)(a) of the Act; | 5 | 186(1)(f)(vii) | 22 |
| (viii) occasions the local government asked another entity to investigate, under chapter 5A, part 3, division 5 of the Act for the local government, the suspected inappropriate conduct of a councillor; | 5 | 186(1)(f)(viii) | 22 |
| (ix) applications heard by the conduct tribunal under chapter 5A, part 3, division 6 of the Act about whether a councillor engaged in misconduct or inappropriate conduct. | 5 | 186(1)(f)(ix) | 22 |
| Administrative action complaints | | | |
| (1) The annual report for a financial year must contain— | | | |
| (a) a statement about the local government’s commitment to dealing fairly with administrative action complaints; and | 5 | 187(1)(a) | 108 |
| (b) a statement about how the local government has implemented its complaints management process, including an assessment of the local government’s performance in resolving complaints under the process. | 5 | 187(1)(b) | 108 |
| (2) The annual report must also contain particulars of— | | | |
| (a) the number of the following during the financial year— | | | |
| (i) administrative action complaints made to the local government; | 5 | 187(2)(a)(i) | 108 |
| (ii) administrative action complaints resolved by the local government under the complaints management process; | 5 | 187(2)(a)(ii) | 108 |
| (iii) administrative action complaints not resolved by the local government under the complaints management process; and | 5 | 187(2)(a)(iii) | 108 |
| (b) the number of administrative action complaints under paragraph (a)(iii) that were made in a previous financial year. | 5 | 187(2)(b) | 108 |
| Overseas travel | | | |
| (1) The annual report for a financial year must contain the following information about any overseas travel made by a councillor or local government employee in an official capacity during the financial year— | | | |
| (a) for a councillor—the name of the councillor; | 5 | 188(1)(a) | 132 |
| (b) for a local government employee—the name of, and position held by, the local government employee; | 5 | 188(1)(b) | 132 |
| (c) the destination of the overseas travel; | 5 | 188(1)(c) | 132 |
| (d) the purpose of the overseas travel; | 5 | 188(1)(d) | 132 |
| (e) the cost of the overseas travel. | 5 | 188(1)(e) | 132 |
| (2) The annual report may also contain any other information about the overseas travel the local government considers relevant. | 5 | 188(2) | 132 |
| Grants to community organisations and discretionary funds | 5 | 189(1) | 38 |
| (1) The annual report for a financial year must contain a summary of the local government’s expenditure for the financial year on grants to community organisations | | | |
| (2) The annual report must also contain the following information about the local government’s discretionary funds— | | | |

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| (a) the total amount budgeted for the financial year as the local government's discretionary funds; | 5 | 189(2)(a) | 38 |
| (b) the prescribed amount for the local government for the financial year; | 5 | 189(2)(b) | 38 |
| (c) the total amount of discretionary funds budgeted for the financial year for councillors to allocate for each of the following purposes— | | | 38 |
| (i) capital works of the local government that are for a community purpose; | 5 | 189(2)(c)(i) | 38 |
| (ii) other community purposes; | 5 | 189(2)(c)(ii) | 38 |
| (d) the amount of discretionary funds budgeted for use by each councillor for the financial year; | 5 | 189(2)(d) | 111 |
| (e) if a councillor allocates discretionary funds in the financial year— | | | |
| (i) the amount allocated; and | 5 | 189(2)(e)(i) | 111 |
| (ii) the date the amount was allocated; and | 5 | 189(2)(e)(ii) | 111 |
| (iii) the way mentioned in section 202(1) in which the amount was allocated; and | 5 | 189(2)(e)(iii) | 111 |
| (iv) if the amount was allocated to a person or organisation—the name of the person or organisation to whom the allocation was made; and | 5 | 189(2)(e)(iv) | 111 |
| (v) the purpose for which the amount was allocated, including sufficient details to identify how the funds were, or are to be, spent. | 5 | 189(2)(e)(v) | 111 |
| Other contents | | | |
| (1) The annual report for a financial year must contain the following information— | | | |
| (a) the chief executive officer's assessment of the local government's progress towards implementing its 5-year corporate plan and annual operational plan; | 5 | 190(1)(a) | 4 |
| (b) particulars of other issues relevant to making an informed assessment of the local government's operations and performance in the financial year; | 5 | 190(1)(b) | 4 |
| (c) an annual operations report for each commercial business unit; | 5 | 190(1)(c) | 96 |
| (d) details of any action taken for, and expenditure on, a service, facility or activity— | | | |
| (i) supplied by another local government under an agreement for conducting a joint government activity; and | 5 | 190(1)(d)(i) | 106 |
| (ii) for which the local government levied special rates or charges for the financial year; | 5 | 190(1)(d)(ii) | 105 |
| (e) the number of invitations to change tenders under section 228(7) during the financial year; | 5 | 190(1)(e) | 106 |
| (f) a list of the registers kept by the local government; | 5 | 190(1)(f) | 106 |
| (g) a summary of all concessions for rates and charges granted by the local government; | 5 | 190(1)(g) | 105 |
| (h) the report on the internal audit for the financial year; | 5 | 190(1)(h) | 32 |
| (i) a summary of investigation notices given in the financial year under section 49 for competitive neutrality complaints; | 5 | 190(1)(i) | 103 |
| (j) the local government's responses in the financial year on the competition authority's recommendations on any competitive neutrality complaints under section 52(3). | 5 | 190(1)(j) | 106 |

Logan City Council 2023/2024 Annual Report

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