

ANNUAL REPORT
2021/2022



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 2021/2022 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 2021/2022 Annual Report:

- outlines information about our organisation and the city
- summarises our operational and financial performance for the 2020/21 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 2021/22 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 potential 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 2016-2026 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

Welcome to our annual report for 2021/22 – a year that presented an unprecedented combination of challenges for us as a local government.

As well as responding to the ongoing interruptions and impacts of the global COVID-19 pandemic, the City of Logan experienced a severe wet weather event in February 2022. Our city received around 887 millimetres of rain in a week-long deluge that left around more than \$10 million worth of damage to our roads, parks and other infrastructure. It also impacted homes in 59 of our 70 suburbs.

Council was quick to respond while the rain was still falling. Alongside the community, we were able to rally further when the skies cleared to begin the clean-up and recovery. Our elected members pitched in to help where we could, and I thank Councillors, and the organisation, for such a swift, compassionate and professional response. The natural disaster was a significant moment in the history of our city and our community pride and support for each other again shone through.

As you'll see in the pages of this annual report, we have continued to deliver great outcomes for the City of Logan despite ongoing local and global challenges.

An annual report is one of the ways we're accountable to the community. It's a snapshot of our financial position and shows whether we have done what the organisation said it would do in our corporate and operational plans. This annual report is the first under our Corporate Plan 2021-2026, which was developed after the last election and reflects the priorities of the current administration.

You'll see that we have delivered key projects and operational activities across all 7 focus areas. During 2021/22, we've seen major new community assets opened, exciting new economic initiatives, and a greater focus on our green and sustainable priorities.

I'm particularly proud of what we've achieved in terms of environmental outcomes. This year, Council doubled its solar output with a one-megawatt solar farm at the Loganholme Wastewater Treatment Plant. We also opened Australia's first biochar facility at the same location, turning human waste into energy and fertiliser. Council also endorsed new strategies that will guide how we manage and protect our natural environment and lifestyle for years to come. These include the Climate Change Resilience Strategy 2021-2031, City of Logan Natural Environment Strategy 2021-2023, Green Fleet – Sustainable Fleet Strategy 2021-2026, and Waste Management and Resource Recovery Strategy 2022-2032.

We delivered a \$1 billion budget for the first time in our 42-year history. It was a visionary budget investing in the communities and lifestyles of our city and focused on providing crucial infrastructure and services that our residents and businesses need to prosper.

In late 2021 we were able to begin recruiting for a permanent Chief Executive Officer. After an extensive process, we appointed Darren Scott, who began in the role on 31 January 2022.

Since Darren joined us, the organisation has been delivering even better outcomes for our community, particularly in terms of service levels and value for money. As a council team we have seen tangible results in 2022, and we look forward to seeing the organisation continue to evolve and adapt to our community's needs.

I would also like to thank my fellow Councillors for their continued support in 2021/22. They have again shown a willingness to work together and adapt to the constantly changing challenges we face as a collective group.

Mayor Darren Power

City of Logan

CEO's message

I officially started at Council as CEO on 31 January 2022, and it was quickly evident to me there was a wealth of quality, strategic and proactive work occurring across the organisation on behalf of the City of Logan community. It was also clear that Council has dedicated and enthusiastic staff members who are highly committed to the organisation and the people of Logan.

Within weeks of joining Council, I was able to see, first-hand, how the organisation responds in a crisis, when the City of Logan experienced the severe wet weather event of February 2022. It was heartening to see staff going above and beyond to respond across a wide range of critical service areas.

This annual report provides an overview of what the organisation has achieved on behalf of the City of Logan community in 2021/22. It tracks our progress in delivering on our Corporate Plan 2021-2026, and shows where we are financially.

2021/22 was a busy year for Council. As you'll see in the Highlights section of this report (page 17), several major construction projects came to fruition. Important strategic work was also undertaken, with a number of new strategies adopted, particularly around environmental sustainability and how we manage our billions of dollars of assets on behalf of the community.

We continued to deliver critical services and infrastructure across water, waste and roads. We also delivered those community-based services and facilities that are so important to the people who live in Logan, like our libraries, sports and leisure facilities, parks, and arts and cultural facilities.

Like any large enterprise, there are areas we can improve. Part of my initial focus has been identifying and understanding where those opportunities are, and how the organisation can work together to deliver best value for our community.

As you will see in this report, Council remains in a sound financial position at 30 June 2022.

Thank you to the Mayor and Councillors, my fellow Executive Leadership Team members, including Mr Silvio Trinca, and staff at all levels for the warm welcome, and for the work you each do day in and day out.

I'm proud to be a part of this organisation and look forward to contributing to creating a bright and sustainable future for the City of Logan.

Darren Scott

CEO

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 kilometres and has more than 341,985 residents – more than 6.5 per cent of Queensland's population.

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 500,000 people within 20 years.

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 217 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.

The Logan of today is a bustling modern city looking to the future, but 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 \$6.866 billion
- Gross regional product of \$14.36 billion
- Industry output of \$25 billion
- \$1.009 billion budget
- 3 key cultural venues
- 91 sporting facilities
- 16 community centres
- 3 indoor sports centres
- 4 major venues and events centres
- 6 aquatic centres
- 9 libraries
- 1 art gallery
- 1 house museum
- 962 parks
- 2,633 hectares of wetlands
- 2,177 kilometres of waterways
- 6 cemeteries
- 12 Council divisions
- 70 suburbs covering 959 square kilometres
- 362.7 people per hectare
- 127,027 rateable assessments
- More than 80 kilometres of unsealed roads
- More than 2,395 kilometres of sealed roads
- More than 1,405 kilometres of road reserve shared paths (includes footpaths and bikeways)
- More than 245,925 tonnes of waste managed
 - 54,153 tonnes of that waste is recovered, recycled or reused
- More than 1,360 kilometres of storm water pipes
- 384,020 residents
- 27.9 per cent of residents were born overseas
- 217 different ethnicities
- 34 median age

Performance overview

Delivering on our Corporate Plan priorities

Council's 2021/22 Operational Plan has 87 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
- 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
- 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
- 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
- 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 2021/22 Operational Plan

The 87 projects in our 2021/22 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)	2
Proud city (PC)	18
Environment (EN)	9
Healthy connected community (HC)	11
Economy and growth (EG)	14
Infrastructure (IN)	15
High performing organisation (HP)	18
Total	87

2020/21 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	77
Not completed	8
Not proceeding	2

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
2017/2018	88%
2018/2019	81%
2019/2020	82%
2020/2021 ¹	89%
2022/2022 ²	89%

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 second 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 Plans, is as follows:

Priority area	Total projects	Completed	Not complete	Not proceeding
Maintaining current levels of service (MS)	2	2	0	0
Proud city (PC)	18	18	0	0
Environment (EN)	9	9	0	0
Healthy connected community (HC)	11	7	4	0
Economy and growth (EG)	14	12	1	1
Infrastructure (IN)	15	12	3	0
High performing organisation (HP)	18	17	0	1
Percentage	100%	89%	9%	2%

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

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

Financial performance highlights

Where did Council earn its income from?

Category	Amount (%)
Utility charges	33%
General rates	22%
Asset donations	14%
Developer contributions	7%
Environment and community infrastructure charges	8%
Grants and subsidies	6%
Fees and charges	6%
Interest and other revenue	0%
Recoverable works and sales	2%
Subsidiary company revenue	2%

Council is in a sound financial position as at 30 June 2022¹

- Council has a 2.7:1 (last year 3.2:1) 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 4.6 per cent (last year 3.9 per cent).
- The negative net financial liabilities ratio (total liabilities less current assets as a percentage of operating revenue) is - 9.75 per cent. Last year it was -20.3 per cent. The negative ratio indicates that Council has a large capacity to borrow if and as required.
- Council's total assets value has increased by \$522 million over the past 12 months to \$6,866 million as at 30 June 2022 (last year \$6,344 million).
- We have an operating surplus of \$28.9 million (last year \$3.6 million) and an operating surplus ratio of 4.77 per cent (last year 0.63 per cent) against an industry standard of between zero and 10 per cent for the 2021/22 financial year.
- Council remains in a sound financial position as at 30 June 2022 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 \$88 million over the past 5 years. Capital expenditure over the same period amounted to \$1,080 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 \$94.45 million in investment by promoting the city.
- We completed maintenance in 170 priority bushland parks.
- Logan Animal Ambulance made more than 1129 wildlife rescues.
- We awarded 37 new EnviroGrants.
- We kept more than 54,153 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)
2017/2018	4.6
2018/2019	4.7
2019/2020	4.6
2020/2021	4.6
2021/2022	4.4

- We answered 200,555 inbound customer calls via the contact centre.
- We processed 19,394 counter enquiries.
- We processed 21,301 online transactions.
- We managed more than 1220 development assessment related requests. Dev Ass
- We approved 723 development applications providing 4,418 new residential lots and homes for 12,812 residents
- We approved over 607,652m2 commercial floor space which will support approximately 10,063 new jobs for Logan
- We managed more than 7,400 requests for road maintenance.
- We swept more than 6,725 kilometres of roads.
- We fixed more than 17,300 potholes across the city.
- We maintained over 54,800m of unsealed roads and over 57,300m of road shoulders
- We created or retained more than 710 jobs.
- We planted more than 25,000 plants along our waterways.
- We gave more than 26,562 vaccinations to clients across the city.
- We managed more than 28993 customer requests relating to:
 - community parking - 2413
 - pest plant and animal management - 3032
 - residential and public place amenity and public safety matters - 9154
 - animal incident and nuisances – 3839 (Animal Services) 5934 (Animal Management)
 - graffiti management. – 4610
- We conducted 12 audits and provided advice on 22 matters for Crime Prevention Through Environmental Design (CPTED).
- We installed 68 new community safety cameras at different locations across the city

Section 1 - Introduction

- We engaged more than 6,574 young participants through our KRANK program and 7,000 participants through our Live Well Logan program
- We completed the \$22.5 million Kingston Butter Factory Cultural Precinct which includes a new outdoor stage, black box theatre, living heritage museum, heritage centre and café.
- We completed the \$14 million Cronulla Park PCYC Development which features a Gymnastics Hall, 24/7 Gym and Fitness Centre, Multi-use spaces and Outside School Hours Care.

Highlight snapshot

Australian-first biochar facility

In April 2022, we opened an innovative new facility that turns human waste into energy and fertiliser. The \$28 million biosolids gasification facility was developed by Council's water business, Logan Water.

The facility, which is the first of its kind in Australia, blasts sewage with extremely high heat to turn it into a product called biochar. Biochar can be used for a variety of purposes, including as a fertiliser for the agricultural industry. It also has potential applications in the building industry. The gasification process destroys chemicals in biosolids such as persistent organic pollutants and micro and nano-plastics. The project received \$6 million in funding from the Australian Renewable Energy Agency (ARENA) as part of its Advancing Renewables Program.

The biochar facility, at the Loganholme Wastewater Treatment Plant (LWWTP), is a centrepiece of Council's drive towards carbon neutrality by the end of 2022. Operational cost savings and carbon credits will return almost \$1 million annually to the City of Logan and the biochar sales will create a new revenue stream. Carbon emissions will be reduced by about 6,000 tonnes a year. (further information on the gasification facility can be found on pages 78 and 126)

Kingston Butter Factory Cultural Precinct

The \$22.5 million Kingston Butter Factory (KBF) Cultural Precinct opened in 2022. This was a Council-led project, with funding from the Queensland Government (\$6 million through the Queensland Works For COVID Fund) and Australia Government (\$450,000 through the Safer Communities Fund for Smart Poles including CCTV.)

We opened the precinct attractions in 2 stages, after the construction period was interrupted by COVID-19, material and labour shortages and severe weather events.

The majority of the precinct opened in April 2022: the city's largest outdoor stage, Heritage Museum hosting the Logan City Historical Museum, Devon Pixies Café, and a new multi-purpose plaza and play area. The renovated historical Kingston Butter Factory building was then completed in June 2022 and officially opened in July 2022. It is home to the new Butterbox Theatre and the Living Museum of Logan, which includes a dedicated First Nations Space.

The KBF Cultural Precinct now offers a year-round program of arts, culture and entertainment. It hosts major festivals, concerts, live performances, exhibitions and markets. It's a place to celebrate our city's rich cultural heritage and diversity, and showcase Logan's talent.

Cronulla Park Indoor Sports Centre

The purpose-built \$14 million Cronulla Park Indoor Sports Centre at Slacks Creek was officially opened on 17 December 2021. Jointly funded by Council and the Queensland Government, it is operated by PCYC Queensland. It features multiple sporting and fitness facilities, spaces for youth and indigenous programs, and an outside school hour care service.

The facility was delivered in line with our Active Logan Strategy 2016-2028, which aims to support active and healthy lifestyles. It is stage 1 of our Cronulla Park Sports Master Plan.

City Deals

We were pleased to see a South East Queensland City Deal finally signed off in 2022, with benefits for the City of Logan.

City Deals are long-term partnership and funding arrangements between the 3 levels of government – local, state, and federal – focused on a particular city. It's a 20-year partnership arrangement with a joint funding commitment of \$1.8 billion in the first 5 years.

The City of Logan was represented in negotiations by the Council of Mayors (SEQ), in which our Mayor, Darren Power, is an active participant. In the first 5 years, \$78.46 million has been allocated to Logan projects and a \$400 million regional funding pool is contestable or partly contestable for Council.

Logan specific highlights include:

- \$45 million towards transport infrastructure for the Meadowbrook Health Precinct
- \$1 million to development the business case for the Southern Gateway Corridor
- \$32.46 million investment in community infrastructure (sport centres, pools, libraries and performing arts centres)

Challenges snapshot

Severe weather event

The City of Logan was significantly impacted during the severe weather event in February 2022. Around 887 millimetres of rain fell during the week-long deluge, with 59 out of 70 suburbs impacted, and 265 homes and 62 businesses inundated with flood water. Local flooding exceeded 2017 levels caused by ex-Tropical Cyclone Debbie but was slightly lower than flood heights in 1974.

Council stood up the Local Disaster Management Group and activated the Local Disaster Coordination Centre (LDCC), which directed a widespread response involving Council staff, emergency services and SES volunteers.

We processed 3,561 flood-related emails over 14 days, with 147 roads impacted by flood inundation. This resulted in temporary road closures and areas of isolation for our community. We had 389 sealed and 57 unsealed road locations damaged by the extreme weather. We found more than 1,900 defects across the city's 2,200-kilometre road network, ranging from cracking and potholes to drainage culverts that had been completely destroyed. There was also around \$100,000 worth of damage to flooded smart warning signs.

As of 30 June 2022, damages across the City of Logan were estimated at being worth between \$5 million and \$6 million. This figure has since been updated as being closer to \$10 million. Despite the disruption, our Capital Roadworks and Drainage Program report showed that most scheduled works remained on-time and on-budget. We expected to make a submission to the Queensland Reconstruction Authority in September 2022 for flood damages.

Recovery

As part of the recovery phase of the disaster, we activated the Logan Local Recovery Group for a period of 55 days to support the Logan community. We supported the Queensland Government to set up recovery hubs at Jimboomba, Beenleigh and Slacks Creek. These hubs provided financial assistance and support services for impacted residents. They also provided a place for residents to talk to community recovery workers, receive referrals for community organisations and other government agencies and apply for hardship grants.

We coordinated and supported spontaneous volunteers in conjunction with Volunteering Queensland. They were managed by Logan House Fire Support Network over 9 days of volunteering campaigns. Targeted communications saw an increase of 1,421 new Volunteer Queensland registrations. The efforts of the spontaneous volunteers resulted in 149 properties receiving help with the flood clean up.

Meanwhile, we undertook an intensive flood waste cleanup and mosquito treatment program in response to the widespread flooding. This was an important step to protect the health and safety of our community.

Governor visit

Queensland Governor, Her Excellency the Honourable Dr Jeannette Young PSM, visited the City of Logan on 24 March 2022, to inspect the continuing clean-up and recovery efforts. Her Excellency met with Councillors, staff and the community. The Governor was impressed by the community spirit she witnessed while driving around flood-impacted areas. She also visited Council's Marsden Depot with Mayor Darren Power to thank the Council teams and emergency services for their outstanding efforts during the disaster and in the recovery. Her Excellency described the City of Logan's flood response as 'courageous'.

COVID-19

The pandemic again created challenges for us, as it did all local governments in Queensland. In December 2021, the Queensland Government temporarily introduced new COVID-19 vaccine mandates that impacted some of our venues. People 16 years and older had to provide proof of double vaccination at the Logan Art Gallery and Mayes Cottage, Beenleigh Events Centre and other function venues, and indoor entertainment venues including the Logan Entertainment Centre. The Logan Art Gallery closed for essential scheduled maintenance during that time and was due to re-open in mid-2022. Unrestricted public access continued at all other Council venues, including libraries, pools, gyms, waste transfer stations, customer service centres, parks and water play areas.

The pandemic brought unique challenges to our waste facilities, where we needed to introduce social distancing measures and encourage cash-less payment.

Tree services and mowing

We faced ongoing challenges to keep up with the demand for our tree, mowing and parks maintenance services.

Ongoing wet weather and severe weather events caused fast growth rates and significant delays in our mowing rounds. COVID-19 impacts contributed to resourcing challenges, along with increased costs for labour, fuel and consumables.

Community request for tree services has grown steadily over the past 8 years, with significant increases in each of the last 3 years. Contributing factors include more than double the average rainfall in spring and summer in 2021/22, and steady growth in the City of Logan population – bringing with it more roads and more footpath trees.

Our teams continued to work through these challenges while they delivered these much-needed services.

Engaging our community

Have Your Say

'Have Your Say' is Council's online hub for community and stakeholder engagement. We are keen to hear our community's ideas, consider feedback and find out what really matters to locals.

Year	Total number of engagement projects	Engaged Have Your Say participants
2021/22	79	1,726

In 2021/22, we delivered a range of community engagement opportunity within online and in-person elements.

Engagement highlights

City of Logan Recreation Trails

This was a citywide project to help the City of Logan be an active and healthy community and a vibrant visitor destination. The draft Recreation Trails Strategy is focused on non-motorised trail-based activities including walking, bushwalking, horseback riding, mountain biking, recreation cycling and canoeing/kayaking. Engagement began in September 2021 and included a survey and online mapping tool through Have Your Say Logan. Engagement will continue in 2022/23 as the strategy is finalised. 343 engaged participants to date (ongoing).

Logan Eco Forum 2022

The Logan Eco Forum was a series of events held across the City of Logan in June 2022. There was also an online survey via Have Your Say Logan. Attendees contributed ideas and experiences on how we as a community can connect with and celebrate nature. We will use the data and responses to help shape future environmental-based activities. 333 engaged participants.

Goodna Road and New Beith Road upgrades

We sought community input ahead of assessing options to improve Goodna Road (Middle Road to Thompson Road) and New Beith Road (Hobury Road to Goodna Road). The project aim is to ensure the road network can safely and effectively accommodate rising traffic demand from the growing population in the west of the City of Logan. We hosted a community information session and an online survey asked community members what was important when assessing the potential alignment options. The responses are being taken into consideration in the options assessment process. 304 engaged participants.

Logan Plan 2025

Community consultation began in May 2021 on key elements to help shape our proposed new Logan Plan 2025. Logan Plan 2025 will be the city's latest planning scheme to guide development, enhance natural areas and ensure housing, jobs and infrastructure are delivered as the city grows. It will help Council decide when, where and how development happens. This project is ongoing. As of 30 June 2022: 120 engaged participants.

Future Logan Central Youth Centre

We plan to develop a new youth space in Council-owned premises in Logan Central. We engaged with young people to gain a sense of what would work best in the centre. We hosted co-design workshops with school groups and targeted youth groups. Engagement, between October and December 2021, also included interviews, best practice reviews and online engagement via the Have Your Say Logan platform. The data and responses will help guide the new design of the Youth Hub space. Construction is due to start in 2023/24.

Engagement on key strategies

Draft Waste Management and Resource Recovery Strategy 2022-2032

We sought community feedback on the draft Waste Management and Resource Recovery Strategy 2022-2032, which sets out the direction for how Council will manage waste and recover resources in the city over the next decade. More than 225,000 tonnes of waste is handled every year in the City of Logan. About 48,000 tonnes is recycled. The strategy forms part of Council's plan to reduce household waste generation by 25 per cent and recycle 95 per cent of household waste by 2050.

Immunisation Strategy 2022-2025

We sought community feedback on and finalised this strategy, which sets out the city's immunisation plan for the next 4 years. The Immunisation Strategy 2022-2025 outlines a comprehensive immunisation program for City of Logan residents including 11 community clinics, weekly clinics at Logan Hospital, an outreach immunisation service, drop-in seasonal influenza clinics at community venues, and a school immunisation program.

Environmental Health Strategy 2022-2026

Council's draft Environmental Health Strategy 2022-2026 was released for public consultation in February 2022. The new strategy, which will replace Council's Environmental Health Plan 2018-2021, sets out community health priorities over the next 5 years. It examines Council's range of community health programs and initiatives. These include food safety, immunisation, waste disposal, water and wastewater treatment, disease prevention and the promotion of active lifestyles. The strategy also outlines how Council will continue to manage long-term environmental health issues including carbon emission reduction.

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 Darren Power

Mayor Darren Power was first elected as a Councillor in 1997, serving the city in this capacity for 22 years before he was elected Mayor in 2020.

Mayor Power recognises the many opportunities that come with Logan being a young, vibrant and fast-growing city.

With more than 20 years' experience in local government, he leads a strong and united team that is focused on making decisions that will stand the test of time.

He is a long-term resident and lives with his wife in Cornubia.

Mayor Power's careers include service with 1 Commando Regiment – where he earned his Green Beret and Parachute Wings – and as a federal officer working in the Close Protection and Consulate Patrol Group.

His guiding philosophy is 'the harder you work the luckier you get' and his goal as City of Logan Mayor is to 'make it happen'.

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 Cr 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.

Cr 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.

She has been Chair of a number of committees.

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

Councillor Teresa Lane

Division 2

Councillor Teresa Lane was elected as a Councillor in 2020 and is the Chair of the City Infrastructure Committee.

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 partner 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.

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 schoolteacher 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.

Councillor Laurie Koranski

Division 4

Councillor Laurie Koranski was elected to Logan City Council in 2016 and in 2020 became the Chair of the City Lifestyle Committee.

The long-term Logan resident lives in Buccan with her husband and 2 children and loves the sense of community found in the City of Logan.

Councillor Koranski previously owned a successful dental surgery with her husband.

She strongly supports local businesses and aims to help local youth and encourage community organisations to prosper while fostering the city's community spirit.

Councillor Koranski also enjoys discovering new places, dining out and creative writing.

Councillor Jon Raven

Division 5

Councillor Jon Raven was first elected to Logan City Council in 2016 and served on the Interim Management Committee during Administration.

In 2020 he was elected Deputy Mayor and the Chair of the Planning, Economic Development and Environment Committee. Councillor Raven served as Deputy Mayor until April 2022.

He lives in Waterford West with his young family.

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

Councillor Raven is passionate about creating local jobs and working closely with the community to be their voice in Council.

He views his role as a Councillor as one that helps people and local businesses to prosper.

In his spare time, Councillor Raven enjoys roller blading and spending time with his children.

Councillor Tony Hall

Division 6

Elected to Logan City Council in 2020, Councillor Hall is a local independent representing the people of Division 6 (Meadowbrook, Loganlea, Bethania, Edens Landing, Holmview and Bahrs Scrub).

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

Formerly an award winning real estate agent, manager and advocate for the Logan area, Tony spent most of his youth travelling Australia as a trapeze artist and truck driver working in his family's circus (The Great Australian Circus).

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

Leading by example, Tony hopes to be a role model for disadvantaged youth and young people struggling with their education. Tony 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.

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

He is an active member and sometimes volunteer of the Meadowbrook parkrun and enjoys gymnastics and rock climbing.

Councillor Tim Frazer

Division 7

Elected as a Councillor in 2020, Tim Frazer previously worked for the State Government delivering community services in Logan.

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

Tim 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.

Tim has lived in Logan for the past 10 years and his interests include politics, cars and documentaries. He enjoys the gym, walking the family dog and spending time with his wife and young child. He also volunteers at his church.

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

Councillor Jacob Heremaia GAICD

Division 8

Councillor Jacob Heremaia serves as the Chair of the Procurement and Appropriations Special Committee.

Councillor Heremaia was elected to Logan City Council in 2020.

He is the youngest councillor in Logan's history and Queensland.

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), holds a Diploma of Procurement and Contracting and is accredited in PRINCE2 Project Management.

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.

Councillor Scott Bannan

Division 9

Councillor Bannan was elected to Logan City Council in 2020.

A long-term Logan resident, Councillor Bannan and his wife Linda have 3 children Kirra, Keanu and Levi.

Prior to his election Councillor Bannan owned a construction business and promoted local events.

His interests are rugby league, combat sports, motorbikes and surfing.

He is vice president and coaching coordinator of a rugby league club, a volunteer member of the Woodhill Rural Fire Brigade and is an active supporter and promoter of Jimboomba Rugby League Clubs, Jimboomba Cricket Club's Pink Stumps Day and Jimboomba MX Stadium events.

Councillor Bannan's focus is on planning, roads, balancing growth and the environment and supporting community groups.

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

Married with 3 sons, Councillor Stemp lives in Shailer Park, is a member of the Cornubia Forest BushCare and TrailCare groups and enjoys volunteering across the community. She is an advocate for reducing waste, protecting nature, giving youth a greater voice in the community and supporting and promoting small business.

Councillor Natalie Willcocks (Deputy Mayor)

Division 11

Councillor Natalie Willcocks was elected to Logan City Council in 2020 and is chair of the City Governance Committee, a role which she held until June 2022. In April 2022, Councillor Willcocks was elected as Deputy Mayor.

She is married to husband Mark and has 2 daughters, Zoe and Ruby.

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 5 years, she worked with disengaged and disadvantaged young people in a transitional educational setting.

As the mother of 2 active girls, Councillor Willcocks enjoys watching her kids play netball and swimming, is President of the Greenbank Gators Swimming Club and is a keen Collingwood AFL supporter.

As well as sport, Councillor Willcocks' interests include cooking, reading, travelling and spending time with the family and their Alaskan Malamute 'Nanuk'.

Councillor Karen Murphy

Division 12

Councillor Murphy was elected in 2020 after a 15-year career in the real estate industry as a Fully Licensed Real Estate Agent

Married to husband Cameron and with 2 adult children, Sheridan and Jarrod, Councillor Murphy has lived and worked in Logan since 1989.

Awarded Volunteer of the Year by Quota Beenleigh 2016, Councillor Murphy was named Volunteer of the Year by Quota International in 2017 in Washington DC, for her work with the youth of Logan.

A past president of the Beenleigh Yatala Chamber of Commerce, Councillor Murphy was also the Founding Member of STAAR inc. (Standing Tall Against Abusive Relationships).

A keen world traveller, Councillor Murphy enjoys time with the family, immersing herself in other cultures, as well as swimming and painting.

In her first term, Councillor Murphy's focus is to encourage Council to work as a unified team to achieve the best possible outcomes for the city.

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	Cr Darren Power	
Division 1	Cr Lisa Bradley	Priestdale, Rochedale South, Springwood and part of Daisy Hill
Division 2	Cr Teresa Lane	Kingston, Logan Central, Woodridge and part of Underwood
Division 3	Cr Mindy Russell	Daisy Hill, Slacks Creek and part of Shailer Park and Underwood
Division 4	Cr Laurie Koranski	Bannockburn, Belivah, Buccan, Cedar Creek, Kairabah, Waterford, Windaroo, Wolfdene, Yarrabilba and part of Bethania, Logan Village and Tamborine
Division 5	Cr Jon Raven – Deputy Mayor	Berrinba, Marsden, Waterford West and part of Crestmead
Division 6	Cr Tony Hall	Bahrs Scrub, Edens Landing, Holmview, Loganlea, Meadowbrook and part of Bethania
Division 7	Cr Tim Frazer	Boronia Heights, Browns Plains, Forestdale, Hillcrest and part of Park Ridge and Regents Park
Division 8	Cr Jacob Heremaia	Heritage Park, Logan Reserve and part of Chambers Flat, Crestmead, Park Ridge, Park Ridge South and Regents Park
Division 9	Cr 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	Cr Miriam Stemp	Carbrook, Cornubia, Loganholme, Tanah Merah and part of Shailer Park

Division	Councillor	Suburbs represented
Division 11	Cr 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	Cr 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 of conduct 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 2021/22

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
The number of orders made under s150I(2) of the Act	0
The number of orders made under s150AH(1) of the Act	0
The number of decisions, orders and recommendations made under s150AR(1) of the Act	0
For each decision, order or recommendation made under s150I(2), 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, inappropriate conduct or misconduct engaged in by the Councillor • a summary of the decision, order or recommendation made 	0
The number of complaints referred to the assessor under section 150P(2) (a) of the Act by local government entities for the local government	3

Section 2 – Our Council

Code of conduct description	Amount
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	0
The number of notices given under section 150S(2)(a) of the Act	0
The number of decisions made under section 150W(1)(a), (b) and (e) of the Act	1(a) – 8 1(b) – 0 1(e) – 2
The number of referral notices accompanied by a recommendation mentioned in section 150AC(3)(a) of the Act	0
The number of occasions information was given under section 150AF(4) (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 inappropriate conduct of a Councillor	0
The number of applications heard by the conduct tribunal about the alleged misconduct of a Councillor	0
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 inappropriate conduct	0

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 2021 and 30 June 2022¹ is detailed below. Amounts are inclusive of vehicle allowances.

Surname	Given names	Division	Period covered	Total	Logan City Council superannuation
Power	Darren	Mayor	01/07/21 to 30/06/22	\$263,824.46	\$28,281.60
Bradley	Lisa	Division 1	01/07/21 to 30/06/22	\$163,495.96	\$19,619.55
Lane	Teresa	Division 2	01/07/21 to 30/06/22	\$163,495.96	\$16,349.63
Russell	Mindy	Division 3	01/07/21 to 30/06/22	\$163,495.96	\$16,349.63
Koranski	Laurie	Division 4	01/07/21 to 30/06/22	\$164,512.37	\$16,451.26
Raven	Jon	Division 5	01/07/21 to 30/06/22	\$180,619.66	\$21,674.39
Hall	Tony	Division 6	01/07/21 to 30/06/22	\$163,495.96	\$16,349.63
Frazer	Tim	Division 7	01/07/21 to 30/06/22	\$163,495.96	\$19,619.55
Heremaia	Jacob	Division 8	01/07/21 to 30/06/22	\$163,495.96	\$19,244.60
Bannan	Scott	Division 9	01/07/21 to 30/06/22	\$165,020.69	\$19,802.52
Stemp	Miriam	Division 10	01/07/21 to 30/06/22	\$163,495.96	\$16,349.63
Willcocks	Natalie	Division 11	01/07/21 to 30/06/22	\$167,940.69	\$20,152.92
Murphy	Karen	Division 12	01/07/21 to 30/06/22	\$163,495.96	\$19,619.55

¹ As determined in the 2021 Local Government Remuneration Commission Annual Report

Expenses and entitlements for Councillors

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

- conferences and seminars
- travel including meals, transport and accommodation
- professional development including training
- business expenses
- hospitality and entertainment.

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

- administrative support and resources
- communication and technology resources
- corporate wear, personal protective equipment and name badges
- stationery including personalised stationery items
- general promotional items including mobile office marketing materials
- printing, postage and mail outs
- vehicle allowance.

Councillors are also provided with office accommodation and a car park at Council Administration. Councillors have access to Council buildings and systems.

In accordance with section 185(a) of the *Local Government Regulation 2012* it is noted that there were no resolutions passed by Council during the financial year under section 250(1) of *Local Government Regulation 2012*, to adopt or amend an expenses reimbursement policy.

Councillor expenses and entitlements - listing

Item	Mayor	Division 1	Division 2	Division 3	Division 4	Division 5	Division 6	Division 7	Division 8	Division 9	Division 10	Division 11	Division 12
	Darren Power	Lisa Bradley	Teresa Lane	Mindy Russell	Laurie Koranski	Jon Raven	Tony Hall	Tim Frazer	Jacob Heremaia	Scott Bannan	Miriam Stemp	Natalie Willcocks	Karen Murphy
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Vehicle allowance	30,850.96	22,061.26	22,061.26	22,061.26	23,077.67	22,061.26	22,061.26	22,061.26	22,061.26	23,585.99	22,061.26	23,585.99	22,061.26
Postage and couriers	349.37	6,519.00	2,638.48	1,956.67	4,700.74	6,295.04	1,686.04	4,688.87	6,197.97	363.86	859.50	5,500.69	4,732.60
Telecommunication service	23.07	684.11	40.03	152.90	162.75	364.66	162.75	479.17	669.27	684.11	684.11	686.20	540.86
Professional development	0.00	0.00	327.00	327.00	3,400.00	0.00	727.00	400.00	3,183.00	0.00	1,195.18	998.82	727.00
Printing	979.84	1,042.37	92.03	1,013.84	2,091.66	10.52	1,031.56	1,031.56	2,461.63	62.24	10.52	1,400.28	2,808.69
Business expense (civic)	25.45	607.57	0.00	431.23	812.74	1,263.62	0.00	1,562.25	1,194.22	0.00	\$1,175.01	\$2,872.61	2,610.40
Promotional Items	0.00	290.00	230.00	290.00	0.00	760.00	0.00	760.00	503.64	230.00	230.00	517.23	1,041.82
Entertainment and hospitality	115.63	39.10	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Professional memberships	1,090.00	550.00	0.00	0.00	0.00	635.45	0.00	0.00	550.00	0.00	0.00	0.00	0.00

Section 2 – Our Council

Item	Mayor	Division 1	Division 2	Division 3	Division 4	Division 5	Division 6	Division 7	Division 8	Division 9	Division 10	Division 11	Division 12
	Darren Power	Lisa Bradley	Teresa Lane	Mindy Russell	Laurie Koranski	Jon Raven	Tony Hall	Tim Frazer	Jacob Heremaia	Scott Bannan	Miriam Stemp	Natalie Willcocks	Karen Murphy
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Travel	404.39	335.89	0.00	0.00	0.00	293.23	0.00	0.00	0.00	0.00	633.71	972.47	0.00
Uniforms	143.24	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
IT equipment / software	95.00	0.00	2,266.00	0.00	87.26	0.00	1,187.00	2,160.00	1,320.70	0.00	0.00	0.00	1,186.32
Incidentals*	260.85	195.68	526.13	296.55	544.26	574.68	366.18	361.22	229.00	341.68	251.08	166.75	765.19
Conferences and seminars	172.73	1,600.00	0.00	0.00	0.00	590.91	0.00	0.00	0.00	0.00	1,151.14	1,740.91	0.00
Stationery	505.00	617.00	0.00	170.00	80.91	544.91	51.00	0.00	0.00	0.00	0.00	447.00	175.00
Reference materials	709.02	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Insurance	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Office equipment	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total	35,724.55	34,541.98	28,180.93	26,699.45	34,957.99	33,394.28	27,272.79	33,504.33	38,370.69	25,267.88	27,076.5	36,016.34	36,649.14

Expenses not available by Councillor/division

The following expenses are not available by divisional breakdown:

Expenses	Total
Entertainment and hospitality	\$257.72
Insurance	\$14,012.28
Travel	\$301.98
Promotional items	\$234.59
Stationery	\$6,225.00
Reference materials	\$2,404.94
Uniforms	\$763.47
Incidentals	\$85.00

Notes:

- Travel includes local, intrastate and interstate travel.

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*.

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 \$1,319,752.33.

The number of councillor advisors appointed per councillor is:

Councillor	Number of Councillor Advisors
Mayor Darren Power	1
Cr Lisa Bradley	1
Cr Teresa Lane	1
Cr Mindy Russell	1
Cr Laurie Koranski	1
Cr Jon Raven	1
Cr Tony Hall	1
Cr Tim Frazer	1
Cr Jacob Heremaia	1
Cr Scott Bannan	1
Cr Miriam Stemp	1
Cr Natalie Willcocks	1
Cr Karen Murphy	1

Attendance at committee and Council meetings 2021/22

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

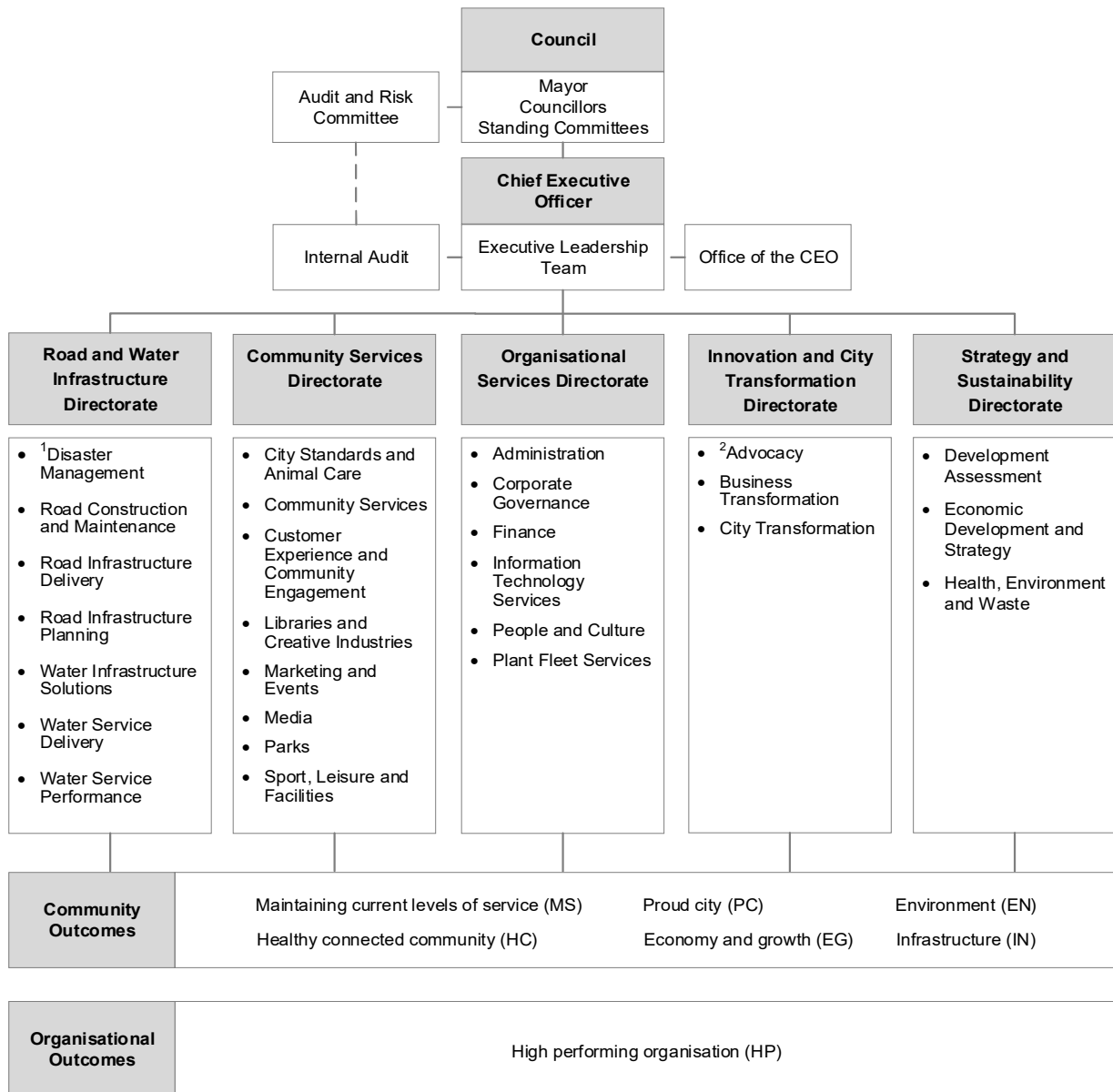
A record of 'N/A' indicates that the Councillor is not a member of the relevant meeting.

Abbreviation	Meeting Name
PL	City Planning, Economic Development & Environment Committee
IN	City Infrastructure Committee
LI	City Lifestyle Committee
GO	City Governance Committee
PR	Procurement & Appropriations Special Committee
CN	Ordinary Council
SP	Special Council

Councillor	Number of Meetings Attended						
	PL	IN	LI	GO	PR	CN	SP
Total Number of Meetings	12	12	12	12	4	12	5
Mayor Darren Power	10	10	10	9	N/A	12	5
Cr Lisa Bradley	12	12	12	12	3	11	4
Cr Teresa Lane	11	11	11	11	N/A	12	5
Cr Mindy Russell	12	12	11	12	N/A	12	5
Cr Laurie Koranski	12	12	12	12	N/A	12	5
Cr Jon Raven	11	11	11	9	N/A	12	5
Cr Tony Hall	12	12	12	12	N/A	12	5
Cr Tim Frazer	12	12	12	12	4	12	5
Cr Jacob Heremaia	12	12	12	11	3	11	4
Cr Scott Bannan	9	9	9	9	2	10	5
Cr Miriam Stemp	12	12	12	12	3	12	5
Cr Natalie Willcocks	12	12	12	12	2	12	5
Cr Karen Murphy	12	12	12	12	N/A	12	5

2021/22 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 2021.



¹ Disaster Management is a program that reports directly to the Road and Water Infrastructure Directorate.

² The Advocacy Program is a special function that sits within the Office of the Innovation and City Transformation Directorate.

Organisational 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

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 of Applied Finance and Investment
- Graduate Diploma in Applied Corporate Governance

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

Silvio Trinca

Director – Roads and Water

Acting CEO (2018-2022)

Joined Council in 2008

Silvio brings more than 24 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 Institution 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.

Katie Barton-Harvey

Director - Community Services

2018-2022

Prior to joining Council, Katie worked for the Gold Coast 2018 Commonwealth Games Corporation (GOLDOC). Her responsibilities included the Games' branding, sustainability and inclusion initiatives. Katie has more than 24 years' experience working in public and private sectors.

Qualifications:

- Bachelor of Business (Marketing)
- Bachelor of International Finance
- Certificate of Investment Management

Dr Scott Bourke

Director - Innovation and City Transformation

Joined Council in 2019

Scott has more than 25 years' experience in corporate law, investment banking, government and corporate innovation. He is also the co-founder of start-ups in the mobile telematics, edutainment and media fields.

Qualifications:

- Doctorate in Business Administration (Innovation, Strategy and Organisational Behaviour)
- Masters degree in Applied Science
- Bachelor of Commerce, Business Finance
- Bachelor of Laws

Scott is a graduate member of the Australian Institute of Company Directors.

David Hansen

Director - Strategy 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.

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.

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	0
\$400,000 - \$500,000	1
\$300,000 - \$400,000	4
\$200,000 - \$300,000	1

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

Governance ensures accountability, consistency and transparency, and supports compliance with ethical obligations. Good governance leads to improved performance and better outcomes for the community.

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 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, adopted by Council in October 2020, aligns with the principles set out by the *Local Government Act 2009*:

- 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 and risk management

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 2022, the Audit and Risk Committee members are:

- Dan Hunt (Chair)
- Denise Dawson (Deputy Chair)
- John Halliday
- Brett de Chastel
- Cr Natalie Willcocks
- Cr Karen Murphy.

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 of Organisational Services
- Corporate Governance Manager
- Finance Manager
- Administration Manager
- Governance, Risk & 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 internal audit 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:

- fuel card/corporate card usage
- cyber security
- capitalisation of assets
- data governance
- climate sustainability
- strategic human resources.

Overall, reviews completed during the year, have highlighted a number of effective controls, with recommendations made to further enhance respective governance, risk management and control processes. These recommendations have been accepted by management and reported to the Audit and Risk Committee for implementation. Progression and completion of resultant actions to remediate identified control gaps and improve processes are reported to, and overseen by, the Audit and Risk Committee.

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 Compliance and Risk Management 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.

Business continuity planning

The aim for business continuity planning is for Council to resume normal business operations as soon as possible after a crisis, or after business disruption is declared by the Crisis Management Team. Risks threatening the continuity of service delivery are identified and effective preventive or responsive recovery strategies are developed, implemented and maintained.

Business continuity planning involves developing a practical plan for how we prepare for and continue to operate after an incident or crisis disrupts our daily business operations. Council's 7 plans (the Master Plan, Office of the CEO Recovery Plan and 5 Directorate Recovery Plans) help staff to:

- prepare for a disruption/crisis
- manage a disruption/crisis
- recover critical business functions
- resume normal business operations.

As part of the process, managers review their sections of the plans. The master document is divided into 3 main sections, which correspond to the key phases of a crisis or business disruption.

Phase	Description
Phase 1 Manage the crisis	This section provides a protocol for stabilising the situation. It includes a list of immediate crisis actions, impact assessment tools, contact lists and key roles and responsibilities.
Phase 2 Recover critical business functions	This section includes a series of strategies designed to enable the recovery of critical business functions for each organisational stream immediately following a business disruption.
Phase 3 Resume normal business operations	This section contains a series of actions and steps designed to return the organisation to its pre-disruption status. It includes restoration or relocation of facilities and resumption of operations. Business resumption protocols will begin as soon as possible after activation of the business recovery protocols. This should be achieved without interfering with critical tasks or diverting key personnel from the initial recovery process.

Reviewing and updating our business continuity plans are an integrated part of our annual strategic planning and review process.

In light of the recent COVID-19 pandemic, we engaged an external auditor to review Council's Business Continuity Framework. We asked for feedback, including opportunities to improve how Council has performed during the pandemic. Information provided from the audit will be used to implement improvements to our Business Continuity Framework, strategies, policies and plans.

An external trainer was also engaged to test the reliability of our plans. They also prepared our Crisis Management Team for a potential business disruption through a business continuity cyber security scenario test exercise. Ongoing training builds business resilience across the organisation. Offering ongoing business continuity training and awareness sessions to staff at all levels will ensure service delivery to the community is maintained.

Working at Logan City Council

Leadership development

Leadership Development Program

For 14 years, our Leadership Development Program has challenged our employees to strengthen their personal insight and leadership skills. Program participants are selected from all areas of our diverse business.

Year	Number of staff
2014	19
2016	22
2018	20
2019	22
2020	21
2021	22

Leadership Exploration and Acceleration Program (LEAP)

For 14 years, our Leadership Development Program has challenged our employees to strengthen their personal insight and leadership skills. Program participants are selected from all areas of our diverse business.

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 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.

In 21/22, we continued to focus on the following People Plan objectives:

A great place to work - We attract and retain a highly capable and diverse workforce and create a culture of achievement and innovation

- We ran regular employee surveys to understand the wellbeing and experiences of employees.
- A new culture measure was rolled out across Council that provided valuable insight that has informed action plans to shape our desired culture.
- Work commenced to understand what our people value to assist us to attract and retain employees .

Leadership and accountability - We have strong leadership at all levels supported by contemporary performance practices and organisational design

- A leadership capability framework was reviewed, updated and aligned to our corporate plan and culture.
- Groups of leaders received structured development opportunities to continue to strengthen our leadership capability across Council
- The organisation and job design framework was utilised in alignment with emerging business needs.

Section 2 – Our Council

Change management and leadership - We work together and adapt to our internal and external changes to deliver outcomes for the city and Council

- We built change capability across the organisation by rolling the change methodology into specific projects and created a supporting community of practice.

Our Safety Culture Action Plan

The Safety Culture Action Plan continued to focus on improving the leadership capabilities across the organisation for Health, Safety and Wellbeing. There was a strong emphasis on developing the organisation's capabilities for:

- incident investigation
- root cause analysis
- corrective action effectiveness.

A number of senior leaders and Workplace Health and Safety representatives completed investigations on all notifiable incidents.

We further reduced lost-time incidents and the number of days to return to work. This can be attributed to a further increase in the number of near hits and hazards being identified and effective corrective actions taken.

The Health, Safety and Wellbeing Management System has been continually improved, with work continuing to align to ISO 45001. Digital solutions for improving accessibility, mobility and ease of use have been successfully piloted in a number of operations. Planning is underway to adopt these solutions organisation-wide.

Snapshot of our people

Years of service

Years of service	Number of staff	Percentage of staff
Less than a year	144	7.96%
One to 4 years	522	28.86%
5 to 9 years	389	21.50%
10 to 14 years	471	26.04%
15 to 19 years	130	7.19%
20 to 24 years	76	4.20%
25 to 29 years	34	1.88%
30 years or more	43	2.38%
Total	1809	100.00%

Employee types

Employee type	Number of staff	Percentage of staff
Full-time	1386	78.93%
Part-time	122	6.95%
Temporary	48	2.73%
Casual	200	11.39%
Total	1756	100.00%

Section 2 – Our Council

Other employee types

Employee type	Number of people	Percentage of staff
Agency staff	103	35.40%
Water partnership	145	49.83%
Trainees	30	10.31%
Councillors	13	4.47%
Total	291	100.00%

Gender comparison

Gender	Number of staff	Percentage of staff
Female	878	48.54%
Male	931	51.46%
Total	1809	100.00%

Staff age profiles

Age range	Number of staff	Percentage of staff
15 to 19	23	1.27%
20 to 24	114	6.30%
25 to 29	163	9.01%
30 to 34	190	10.50%
35 to 39	212	11.72%
40 to 44	244	13.49%
45 to 49	224	12.38%
50 to 54	236	13.05%
55 to 59	217	12.00%
60 to 64	141	7.79%
Over 65	45	2.49%
Total	1809	100.00%

Our volunteers

Residents wanting to make a voluntary contribution to the community are welcome to participate in a range of Council-organised programs. These include:

- Home Library Service
- Logan City Council Libraries
- Logan Art Gallery
- Mayes Cottage House Museum
- Logan Entertainment Centre
- Bushcare, Trailcare and Parkcare programs
- Animal Management Centre (as foster carers and in-house volunteers)
- State Emergency Service.

All of our volunteers receive a briefing on Council's expectations of them and their rights and responsibilities as volunteers. This includes health and safety requirements and Code of Conduct training.

Section 2 – Our Council

Parks Volunteer Program

In 2021/22, we had 238 active registered community volunteers across our 12 registered Bushcare groups and 2 TrailCare groups across the city. We saw the biggest intake on record, with 97 new volunteers joining. They provided around 655 volunteer hours through tree planning, weed removal, erosion control and trail maintenance.

Key volunteer statistics:

- 1,500 trees planted by 35 volunteers at a National Tree Day event in Dorset Park, Rochedale South (held 5 September 2021 due to COVID-19 lock down)
- 1,500 trees planted by 51 volunteers on BushCare's Big Day Out on 25 September 2021 at Mundoolun Park, Mundoolun

Recognising our community volunteers

We highly value our community volunteers, and each year recognise their efforts through the City of Logan Volunteer Awards. This year's winners, announced at a community event in May 2022, were:

Volunteer of the Year (Frank Lenz Memorial Award)	Abdul Samim Khan Founder of the Logan Roos Football Club
Davida Steele Memorial Award	Rotary Club of Beenleigh
Young Volunteer of the Year	Chelsea Grewcow SES volunteer
Spirit of Logan Award	Mud Army with Logan House Fire Support Network

Awards received in 2021/22

Award	Presenting body	Category	Recipient/project
PIA National Awards of Excellence - Overall Winner	Planning Institute of Australia	Overall winner	Logan Village Place to Play
PIA National Awards of Excellence - commendation	Planning Institute of Australia	Stakeholder Engagement	Village Green, Logan Village (Parks)
Queensland Movement and Place Award - commendation	Queensland Government	Commendation	Logan Healthy Street: Loganlea Road, Meadowbrook (Parks)
GAMAA Award for Outstanding Achievement	Queensland Gallery and Museum Achievement Award	Engagement: Organisations with paid staff	Our stories and designs (Logan Art Gallery)
Queensland 2022 Excellence Award in Sustainability	Logan Government Managers Association Queensland	Sustainability	Projects delivered by multiple branches (see separate story)
South East Region Bob Marshman Trainee of the Year	Queensland Training Awards	Trainee of the Year	Ashleigh Tomlinson (Sport, Leisure and Facilities)
Water Industry Safety Excellence Award	Australian Water Association	Organisational Excellence Awards 2022	Logan Water
Global Intrapreneur Summit	Global Intrapreneurs Institute	Outstanding Intrapreneur - Local Government Sector	Danielle Smith (Sport, Leisure and Facilities) - nominated by Corporate Innovation Program
Digital CX Management	The Australian Business Awards	Digital CX Management	Community Experience and Customer Engagement

Highlights

Gallery wins fifth consecutive award

In December 2021, Logan Art Gallery won the Queensland Gallery and Museum Achievement Award (GAMAA) for the fifth consecutive year. The 2021 GAMAA award was for outstanding achievement in the category of 'Engagement: organisations with paid staff' for its project: *Our stories and designs*.

The exhibition and accompanying community events were part of the Council's commitment to celebrating the community's cultural diversity. It also allowed the Logan Art Gallery to support and encourage local Aboriginal and Torres Strait Islander artists. It showcased 7 local artists: Kyra Mancktelow, Casey Coolwell, Jessica Skeen-McKinnon, Sally Terare, Sylvia Nakachi, Cara Shields and Kim Williams. *Our stories and designs* was curated by Amanda Hayman of Blaklash Creative.

Recognising our sustainability efforts

In May 2022, Council won the Sustainability Category Award at the 2022 Local Government Managers Association Queensland (LGMAQ) awards ceremony for our nomination: City of Logan, Net Zero and Next Gen Climate Change Resilient Council.

Our application showcased our:

- Climate Change Resilience Strategy
- leadership of the regional Climate Resilience Alliance
- implementation of our Carbon Reduction Action Plan
- the many renewable and sustainability initiatives we are delivering.

Through collective organisation support and actions, we are realising our commitment to sustainability, achieving carbon neutrality, building climate change resilience and reducing our carbon footprint. The award recognised projects being delivered by Logan Water, Plant Fleet Services, Administration, Sport, Leisure and Facilities and Health, Environment and Waste.

National safety award for valve isolation lock

Logan Water's innovative valve isolation lock won the Water Industry Safety Excellence Award at the Australian Water Association's Organisational Excellence Awards 2022. The team worked to engineer an isolation lock for buried water valves. This innovation addresses the absence of any similar device on the Australian market. The lock enables physical control of a water network isolation. It ensures control of hazardous stored energy while undertaking repairs and maintenance.

The new valve lock is now an everyday part of Logan Water's 'lock out tag out' process. We have achieved zero (stored energy isolation) safety incidents since implementing the lock. All water industry organisations can now order the valve lock through Mass Products. This is another great way to keep our industry safe.

The Logan Village Place to Play project

The Logan Village Place to Play project won the Planning Institute of Australia Queensland 2021 Overall Winner Award in November 2021. The project is a community-inspired adventure playground. The citation acknowledged the Logan Village Place to Play initiative represented:

- best-practice approaches and methods
- stakeholder engagement and urban design excellence
- excellence in demonstrating

The judging panel commended the engagement with children, young people, parents and residents in the co-design process. It generated a great design, increased care for and community ownership of the playground and better outcomes for the village.

Trainee recognised in Queensland awards

In September 2021, Council trainee, Ashleigh Tomlinson, won the South East region Bob Marshman Trainee of the Year category in the 2021 Queensland Training Awards. Ashleigh is a fitness leader at the 3 gyms operated by Council's inSports Logan Health and Fitness.

Section 2 – Our Council

Loganlea Road Healthy Street

This project received a Movement and Place Commendation at the 2022 Minister's Awards for Urban Design. It seeks to balance 2 competing priorities:

- the traffic created by busy morning and afternoon commutes along the major arterial road
- the second desire of local residents and health precinct workers to safely cross the same road to access public transport and other lifestyle offerings.

(See page 111 for more details.)

Section 3 - 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 2021/22 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.

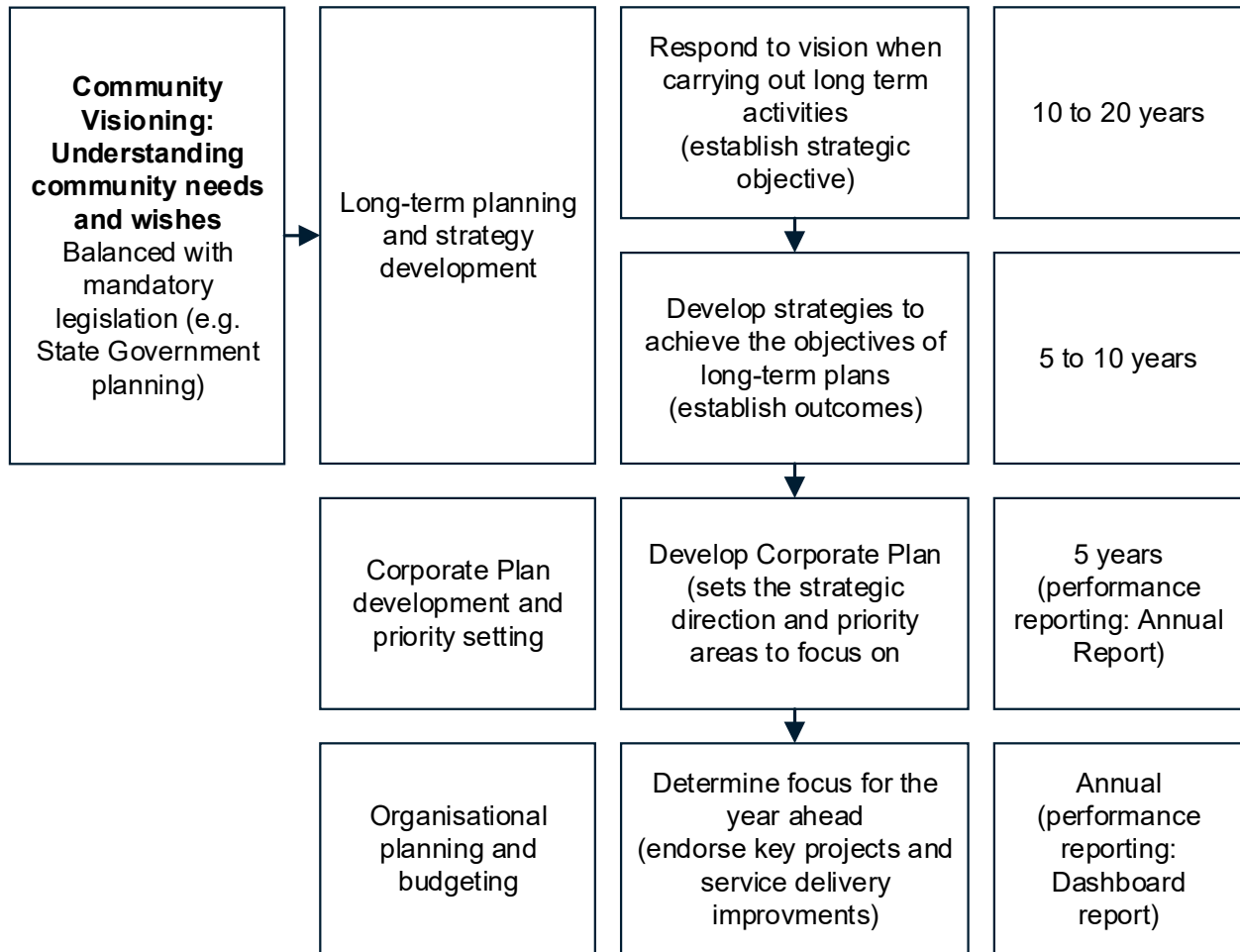
The Corporate Plan 2021—2026 is the city's key strategic plan. It came into effect on 1 July 2021. It translates the needs, expectations and priorities of our communities into a long-term city vision.

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.

Section 3 – Performance reporting

Strategic planning and performance management framework



Section 3 – Performance reporting

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, it's 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 also requires local governments to report on 3 financial sustainability measures:

- asset sustainability ratio
- net financial liabilities ratio
- operating surplus ratio.

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

Section 3 – Performance reporting

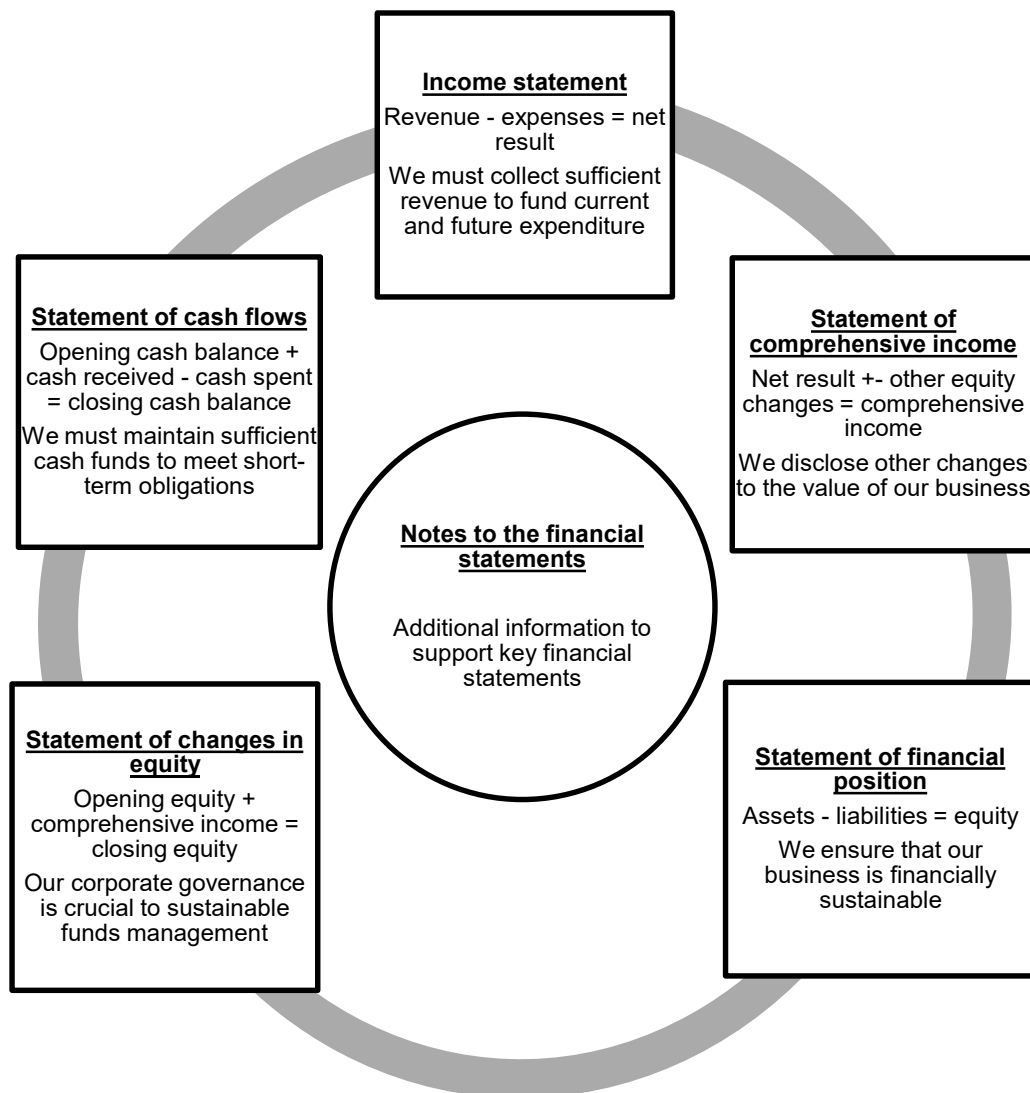
What is a community financial report?

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 2021/22 financial results. It reflects Council's annual financial statements and sustainability report:

- **Operating surplus/ (loss)**
 - Council's operating performance resulted in an operating surplus of \$28.9 million. There was a positive operating surplus ratio of 4.77 per cent against a target of between 0 per cent and 10 per cent.
- **Rates utilities**
 - Rates and utility revenue of \$505 million.
- **Grants and subsidies**
 - Grants and subsidies worth \$45.37 million were received from Queensland and Australian Government.
- **Community wealth**
 - Council's community wealth increased by \$368 million over the financial year due mainly to increases in asset values.
- **Assets**
 - Council managed \$6,866 million of assets, including infrastructure.
- **Capital investment**
 - Capital investment for the 2021/22 financial year was \$265.8 million.
- **Debt**
 - Council debt increased by \$58.8 million.
 - Debt at year end is \$831 per capita, up from \$689 last year.
- **Asset sustainability**
 - Council's asset sustainability ratio was 63.12 per cent at year-end against a target ratio of more than 90 per cent. The 3-year average ratio is 69.01 per cent based on long-lived assets.
- **Net financial liabilities**
 - Council's net financial liabilities/ (assets) ratio was -9.75 per cent at year-end against a target ratio of less than 60 per cent.

Section 3 – Performance reporting

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 between 0 and 10 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 and appropriations. 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

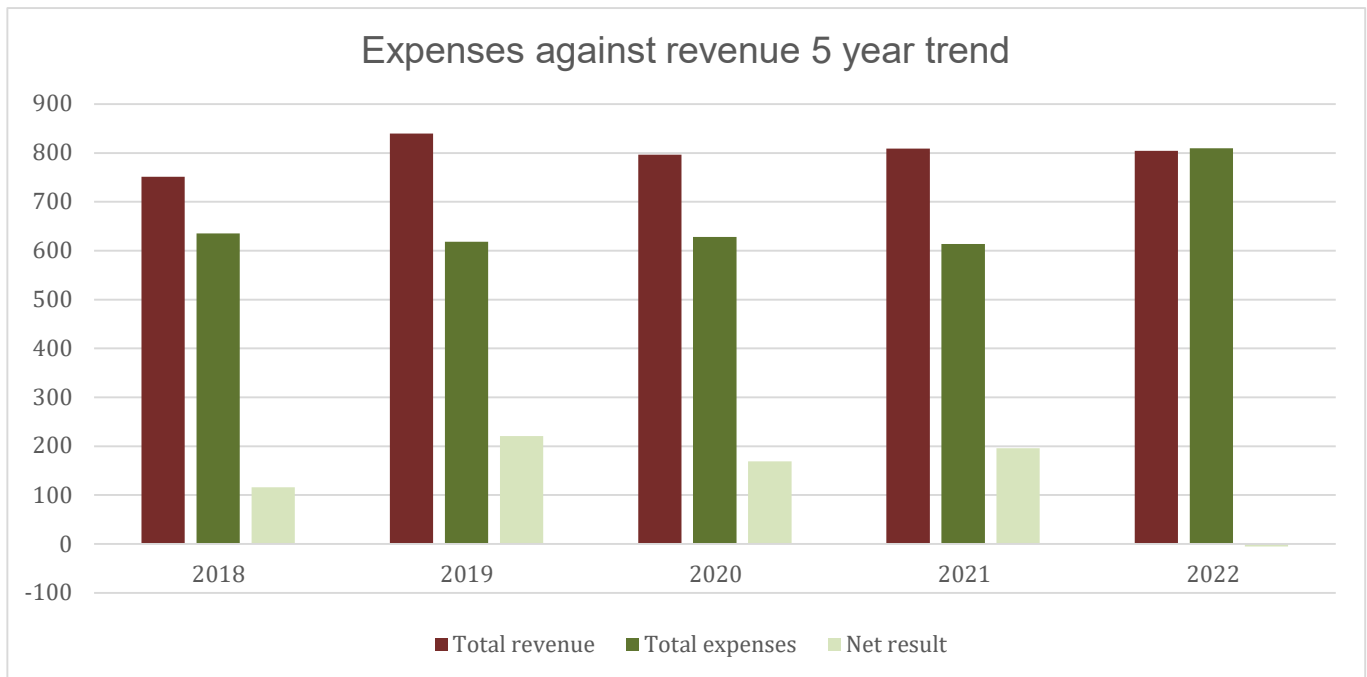
A single set of data can be misleading. Trend analysis helps make that data easier to understand. All key measures in this report provide a 5-year trend. There are also explanations to help readers understand Council's financial performance and position.

\$ million	2018	2019	2020	2021	2022
Recurrent revenue	510.9	524.4	548.0	574.2	606.5
Recurrent expenses	479.1	513.2	547.7	570.6	577.6
Net recurrent revenue	31.8	11.2	0.3	3.60	28.9
Capital revenue	240.4	315.1	248.7	235.0	198.1
Capital expenses	156.5	105.4	80.0	43.0	232
Net capital revenue	83.9	209.7	168.7	192.0	(33.9)
Total revenue	751.3	839.5	796.7	809.2	804.6
Total expenses	635.6	618.6	627.8	613.7	809.6
Net result	115.7	220.9	168.9	195.5	(4.9)

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

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 shows total revenue and expense trends over the past 5 years.

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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 308,681 in 2017 to 384,020 in the current financial year based on the latest census.

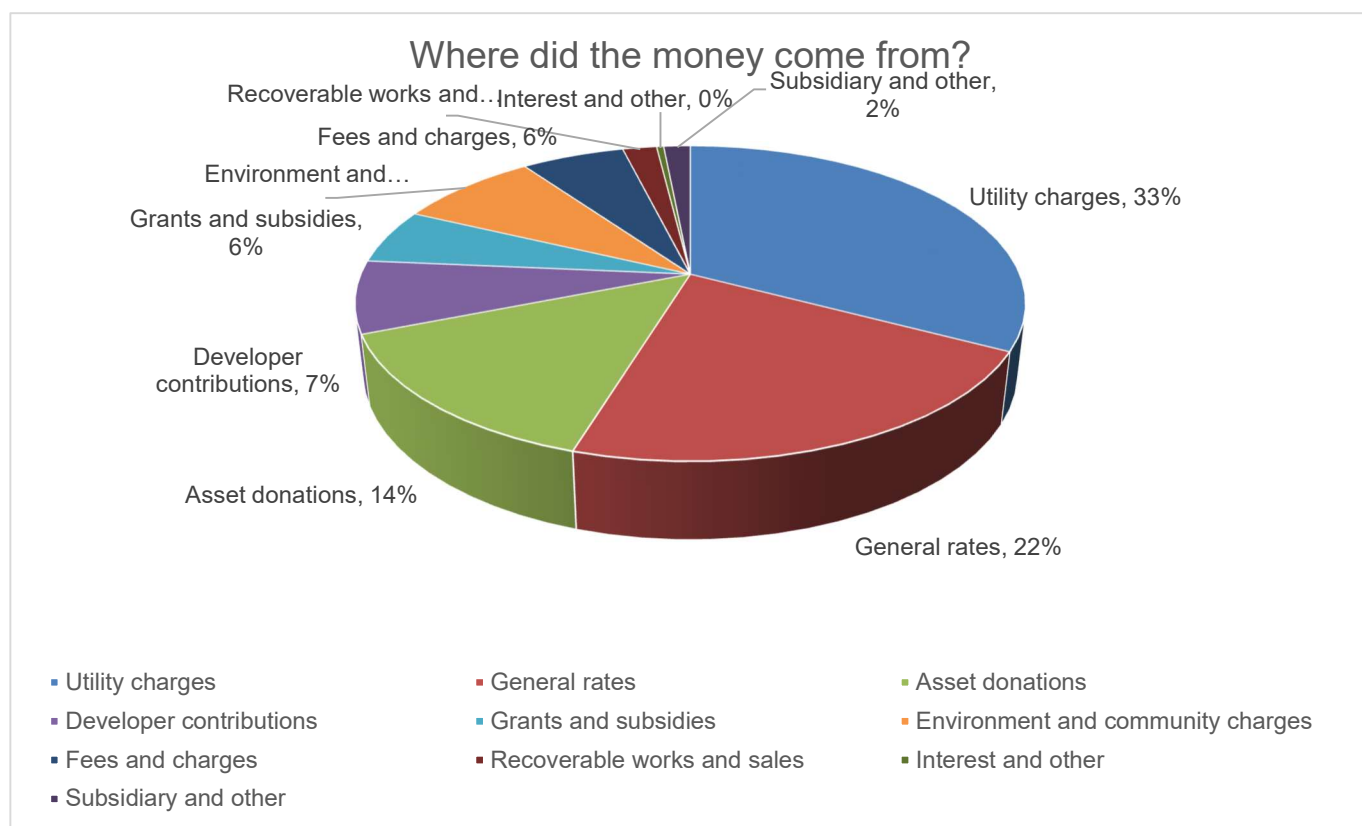
Queensland and Australian Government grants and subsidies help fund operational and asset (capital) projects. Council seeks this additional funding to reduce the burden on ratepayers.

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Sourcing our revenue: Where our money came from

Revenue Type	\$ million	Per cent
Utility charges	263.2	33%
General rates	177.2	22%
Asset donations	114.6	14%
Developer contributions	59.7	7%
Grants and subsidies	45.4	6%
Environment and community charges	65.5	8%
Fees and charges	47.7	6%
Recoverable works and sales	15.7	2%
Interest and other	3.3	0%
Subsidiary and other	12.3	2%
Total revenue	804.6	100

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.



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Key revenue statistics:

- Council's recurrent revenue increased by \$32.3 million (6 per cent) over the year.
- Grants and subsidies and developer contributions represent 6 per cent of Council's total revenue.
- Of the total grants and subsidies funding:
 - \$22.29 million was used for operational purposes (last year this was \$19.2 million)
 - \$23.08 million was used for capital programs, including projects to correct road black spots and other safety initiatives (last year this was \$23.8 million)
- Developers provided \$114.6 million (last year \$154.8 million) in completed assets. They also provided \$59.7 million (last year \$55.1 million) in cash contributions, as part of approved development applications.

Last year included funding for Priority Development Areas in the city (Yarrabilba and Greater Flagstone).

Total expenses: Where the money was spent

Expense Type	\$ million	Per cent
Materials and services (excluding plant hire and running costs)	262.6	33%
Employee costs	159	20%
Depreciation	124.7	16%
Asset reworks	19	2%
Plant hire/ running costs	19	2%
Borrowing costs	11.5	1%
Other expenses	0.9	0%
Revaluation expense	213	26%
Total expenses	809.6	100%

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.

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.

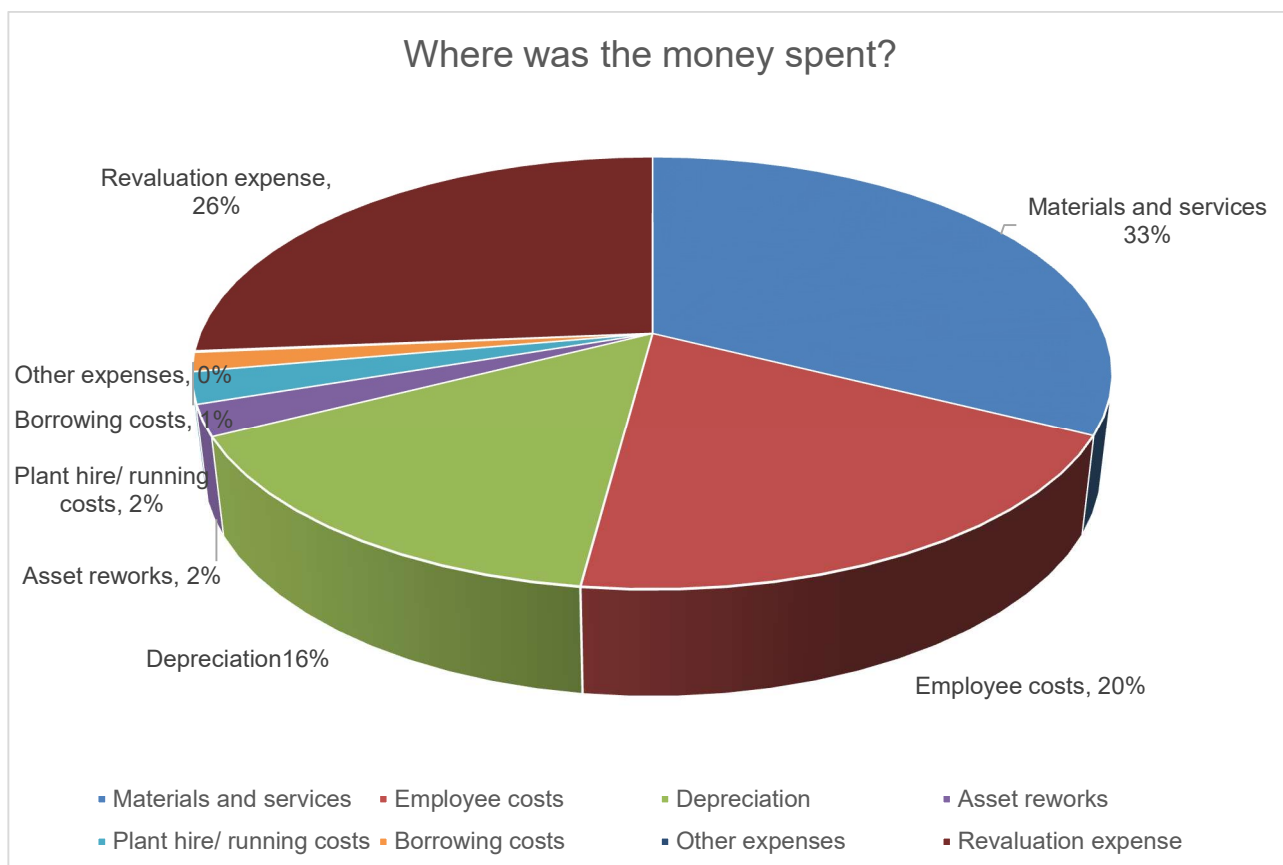
The accounting standards require assets to be measured at either original costs or at fair value. Fair value is what the asset is worth at the time of reporting rather than what it was worth when initially acquired or constructed. Fair value provides a more accurate estimate of the current-day value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

Council incurred a revaluation expense of \$213.005 million this financial year (last year \$9.311 million). This was due to a downward revaluation of water and sewerage assets. Asset reworks of \$18.962 million were incurred in the current financial year (last year \$33.8 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.

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



Key expenditure statistics include:

- Council's recurrent expenses were \$577.5 million (last year \$570.6 million), an increase of \$6.9 million x1 per cent over the year.
- Council spent \$265.8 million (last year \$202.0 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.
- 32 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 assets worth \$6,866 million (last year \$6,344 million). This means Council had to set aside \$124.7 million (last year \$126.2 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.

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During the current financial year, Council increased the carrying value of its assets by \$951 million due to revaluation (last year asset values reduced by \$386.8 million due to revaluation) as a result of increases in roads and drainage assets, net off 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 \$522.5million (last year they decreased by \$386.8 million) over the year. The main change is in property, plant and equipment assets. This is due to:

- \$413.9 million in new and replacement assets
- \$160.2 million increase in revaluations
- \$114.6million in donated assets received from developers (last year \$154.8 million)
- (140 million) reduction in asset values due to depreciation, asset reworks and other minor adjustments (last year was a \$160.0 million reduction)

Council's cash balance has increased by \$101 million (last year \$20.9 million) due to an excess in cash from operations over capital expenditure and loan repayments. Council has also drawn down an additional \$76 million in loans to finance infrastructure expenditure.

2020/21 net worth

Classification	\$ million
Assets	6866.9
Less liabilities	539.5
Community equity	6327.5

What do our assets consist of?

The bulk of Council's assets are infrastructure assets, such as roads and drainage, and water and sewerage. They collectively represent 64 per cent of Council's total asset base. Other property, plant and equipment assets represent a further 36 per cent.

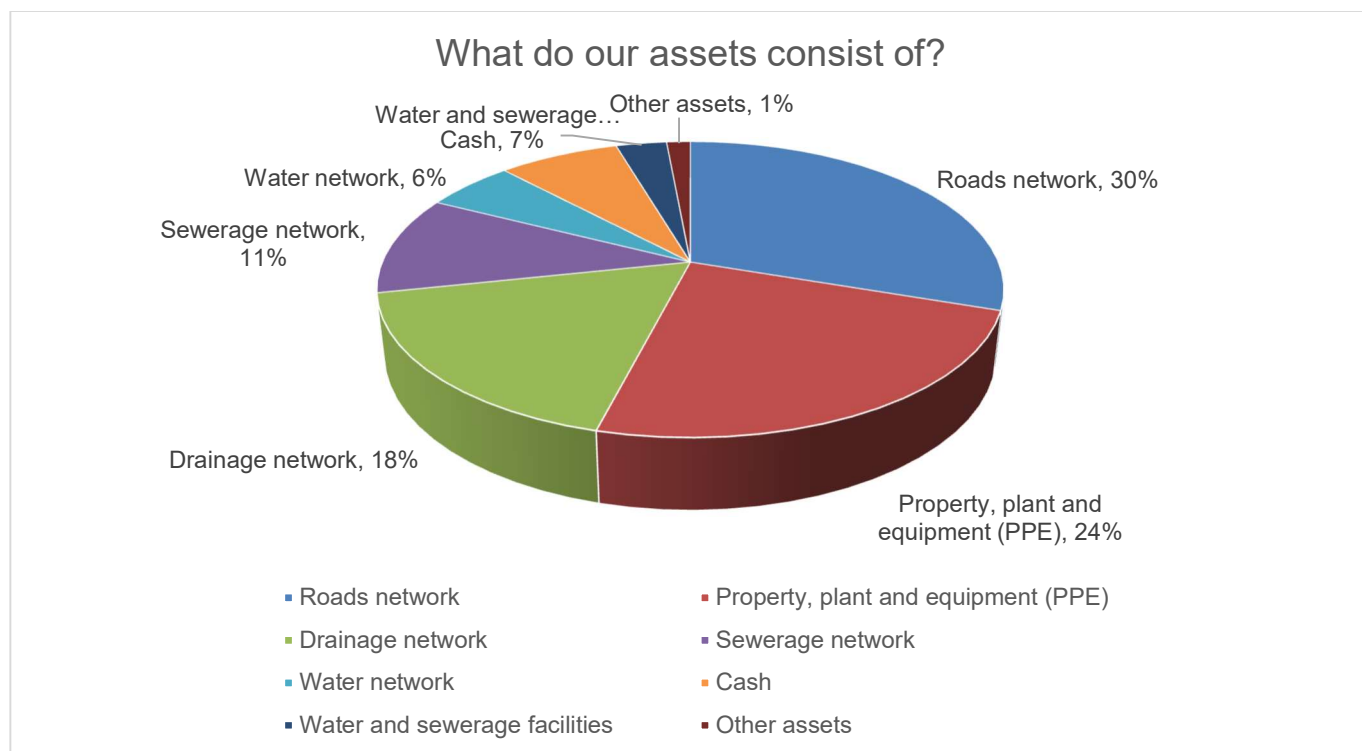
Total assets

Asset type	\$ million	Per cent
Roads network	2072.6	30%
Property, plant and equipment (PPE)	1637.7	24%
Drainage network	1211.6	18%
Sewerage network	740.9	11%
Water network	378.3	6%
Cash	511.1	7%
Water and sewerage facilities	214.4	3%
Other assets	100.3	1%
Total	6866.9	100

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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 liabilities consist of?

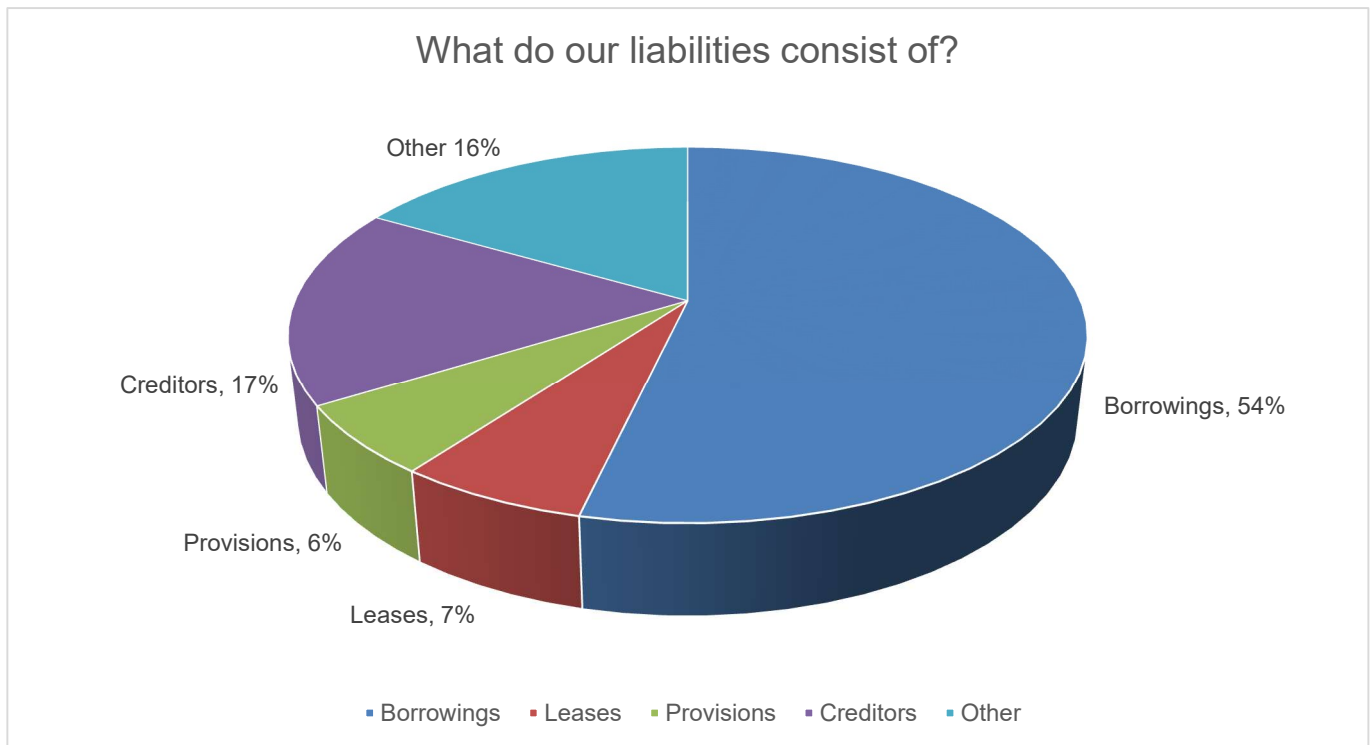
The bulk of Council's liabilities are in the form of loans. These represent 54 per cent (last year 60 per cent) of Council's total liabilities. Council repaid high-cost borrowings early, in 2017, and did not undertake any new borrowings over the 2018 and 2019 financial years. This meant a \$72.7 million reduction in borrowings between June 2016 and June 2019. In the 2020 financial year, Council undertook new borrowings of \$14.0 million to fund the infrastructure required to support new developments. In the current year Council undertook new borrowings of \$76.0 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

Council's liabilities

Liability type	\$ million	Per cent
Borrowings	289.3	54%
Leases	35.3	7%
Provisions	32.4	6%
Creditors	92.3	17%
Other	90.1	16%
Total liabilities	539.5	100%

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Comparative trend analysis: Assets and liabilities

\$ million	2018	2019	2020	2021	2022
Assets	5846.8	6,458.2	6,731.1	6,344.4	6866.9
Liabilities	293.5	316.1	368.2	385.4	539.5
Equity	5553.3	6,142.1	6,362.9	5,959.0	6327.5

Council's net assets increased by 6.18 per cent (last year decrease of 6.35 per cent). This is largely due to the changes in asset carrying values described above.

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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.

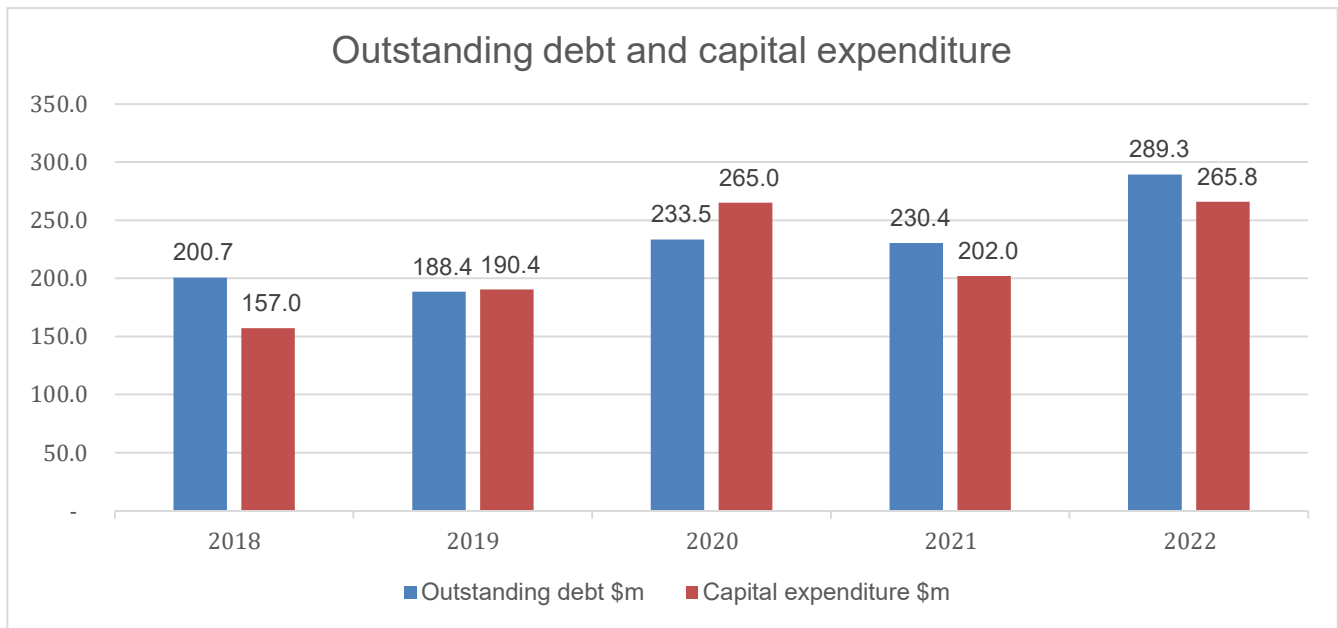
Debt and capital expenditure trends

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

From 2018 to 2022 Council's debt increased from \$200.7 million to \$289.3 million, an increase of \$88.6 million. During the same period Council spent \$1,080 million on:

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

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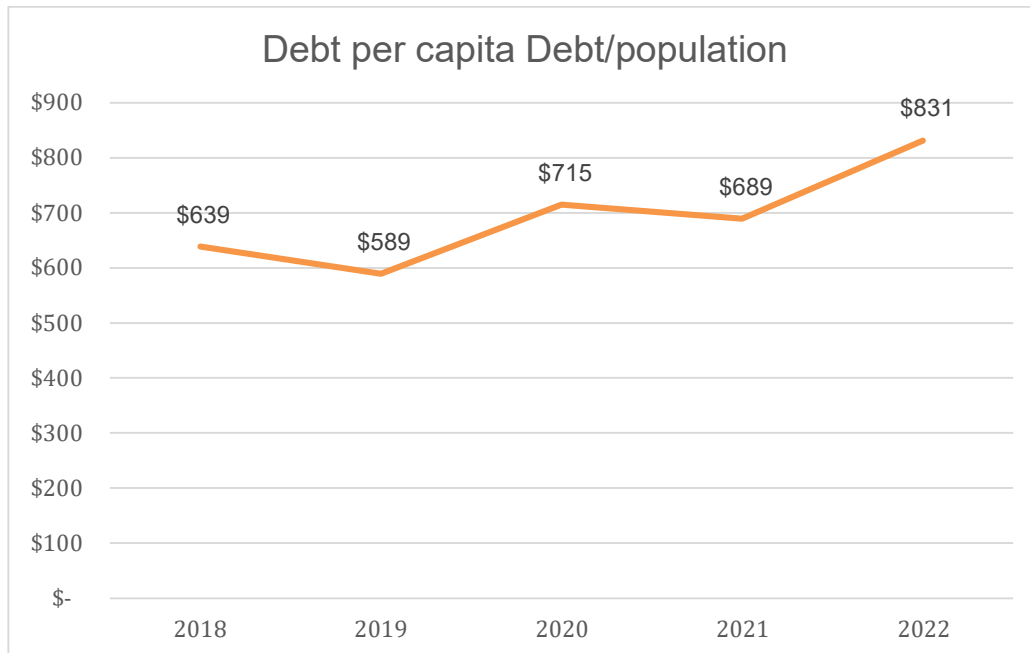
The following are debt and equity measures that help illustrate Council's debt management success, which is part of ensuring financial sustainability.

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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 \$639 to \$831 over that time.

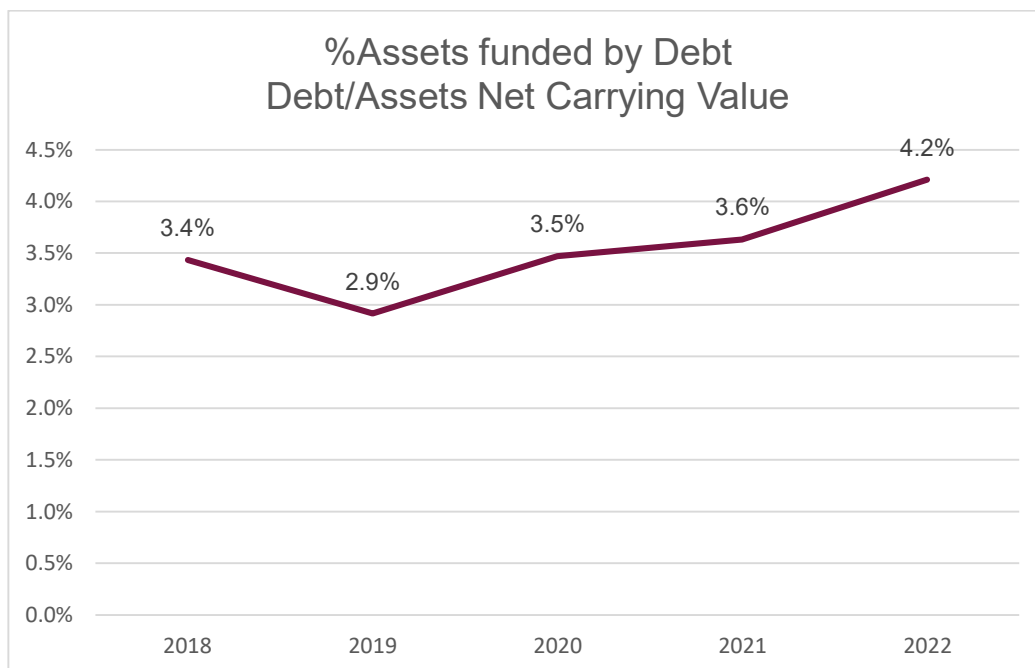
Council manages financial assets and liabilities using a strategy that optimises cash and debt levels. The aim is to keep debt at a reasonable level. This then provides opportunity to borrow funds in the future to upgrade and replace our community assets.



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 4.2 per cent (last year 3.6 per cent) due to a higher level of borrowings in the year. The large reduction in 2019 was due to the early repayment of more expensive loans in the year.

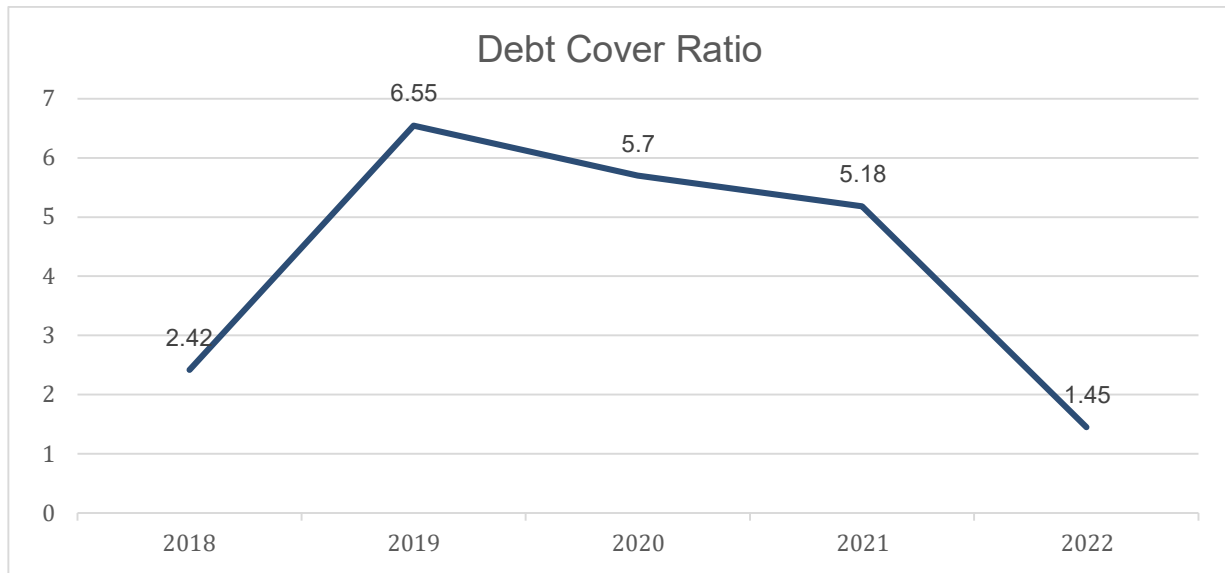


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Debt cover

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 1.45 times the amount of borrowings capital and interest payments for the year (last year 5.18 times). The debt service cover ratio temporarily fell to 2.4 times in 2018 due to the early repayment of high-interest loans.

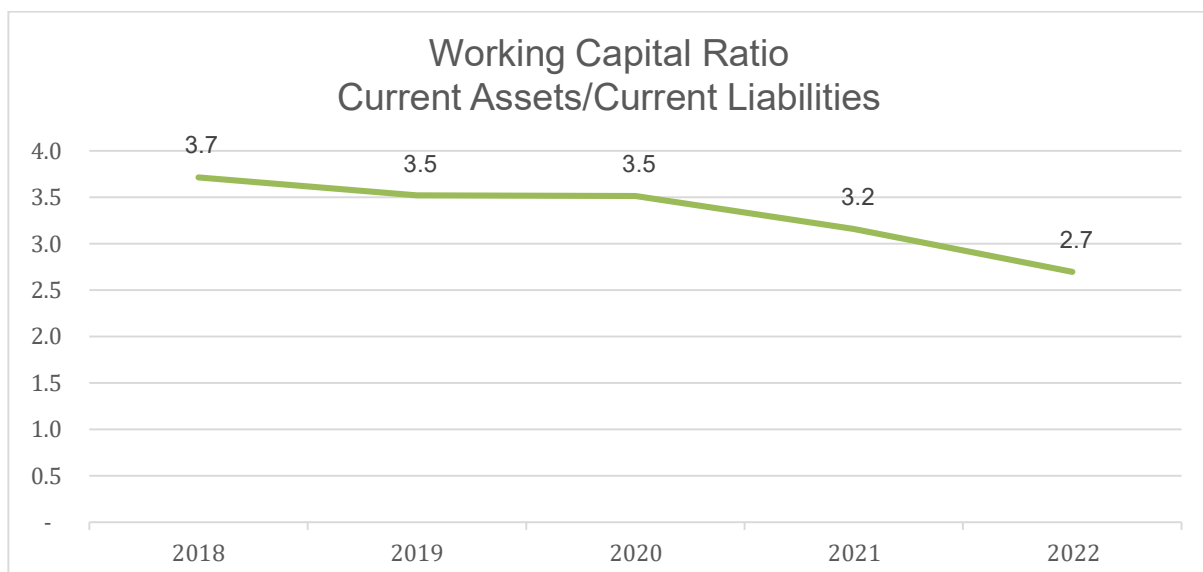


How healthy is Council's liquidity?

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 3.3 times the amount required in current assets to pay its short-term liabilities. In the current financial year, the ratio is 2.7:1 (last year 3.2:1).



Key statements (4) Statement of changes in equity

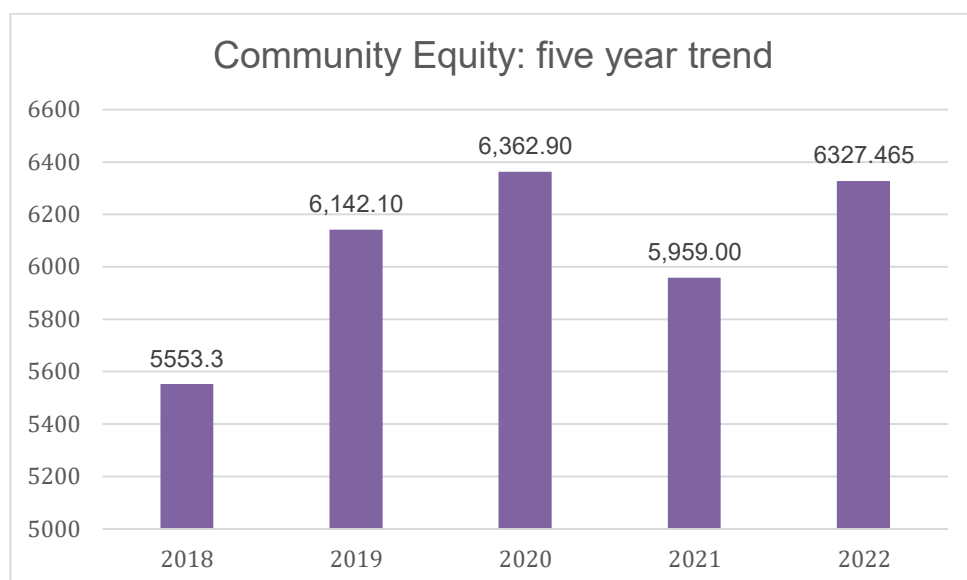
The statement of changes in equity measures the change in community wealth. This consists of retained earnings, revaluations of our asset base and reserves held for future capital works.

This year, Council's capital expenditure and capital loan repayments were \$265.8 million (last year \$202.0 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 2021/22 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 \$368 million over the past year, mainly due to increases in asset values (last year it decreased by \$404.0 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 fallen over the past financial year due to external economic conditions and the impact of COVID-19.

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Item	2022 (\$ million)
Opening balance	410
Plus cash received	849.7
Less cash spent	-748.7
Cash available at year end	511.1

What were the major sources of cash received and spent?

Item	2022 (\$ million)
Net cash received from trading	243
New loans	76
Purchase of assets (net)	-188
Repayment of debts and interest	-30
Net cash received/ (spent)	101

Cash available

Council's current cash balance is \$511.09 million (last year \$410.1 million). However, this amount is restricted for specific purposes such as future capital works.

The increase/ in the cash balance over the year is due revenue received in advance, new loans.

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



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Sustainability measures

Council's Corporate Plan 2017 - 2022 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.

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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'.

There are 3 legislated financial sustainability measures:

- asset sustainability ratio
- net financial liabilities ratio
- operating surplus ratio.

Council believes that additional measures and trend analyses provide a better indication of Council's financial sustainability. To this end, Council also provides:

- interest cover ratio
- working capital ratio
- asset consumption ratio
- 5-year trends for each of the measures.

An explanation of these ratios is provided below.

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:

- roads
- stormwater drainage

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- 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 3 financial sustainability measures required by *The Local Government Regulation (2012)* are:

1. asset sustainability ratio
2. net financial liabilities ratio
3. operating surplus ratio.

(1) Asset sustainability ratio

The **asset sustainability ratio** estimates how often Council needs to replace its property, plant and equipment (PPE). This is necessary when PPE reaches the end of its useful life.

The ratio is the value of PPE renewals capital expenditure, divided by PPE depreciation expense. The theory is that depreciation expense represents how much an asset has 'worn out' over the financial year. Renewals capital expenditure represents the extent to which the 'worn out' portion has been replaced.

The ratio should be read in conjunction with Council's long-term forecasts and financial planning. The following information should also be considered:

1. The majority of Council PPE comprises infrastructure assets.
2. Council infrastructure assets have very long useful lives, often in excess of 100 years.

Infrastructure assets do not wear out uniformly. Nor are they replaced uniformly. The ratio does not take account of Council's long-term asset management and financial plans, which include estimates of:

- how infrastructure assets will be replaced
 - the future costs of these replacements
 - how they will be funded.
3. Council's depreciation is mainly based on a straight-line methodology.

Council road pavement depreciation is based on asset condition assessments. These measure other factors affecting asset consumption (e.g. road traffic and weather) over the course of the asset life. Measuring the impacts of asset consumption factors on assets provides a more accurate measure of depreciation. For other infrastructure, asset depreciation is mainly based on a straight-line methodology.

1. Council's assets are relatively new and are well maintained.

Newer and well-maintained assets tend to depreciate at a slower rate. Including Council's extensive maintenance expenditures would provide a more accurate determination of asset sustainability. For example, if a road surface deteriorates, other components (such as road base and earthworks) will deteriorate as well. This will occur faster than if the road surface was well maintained.

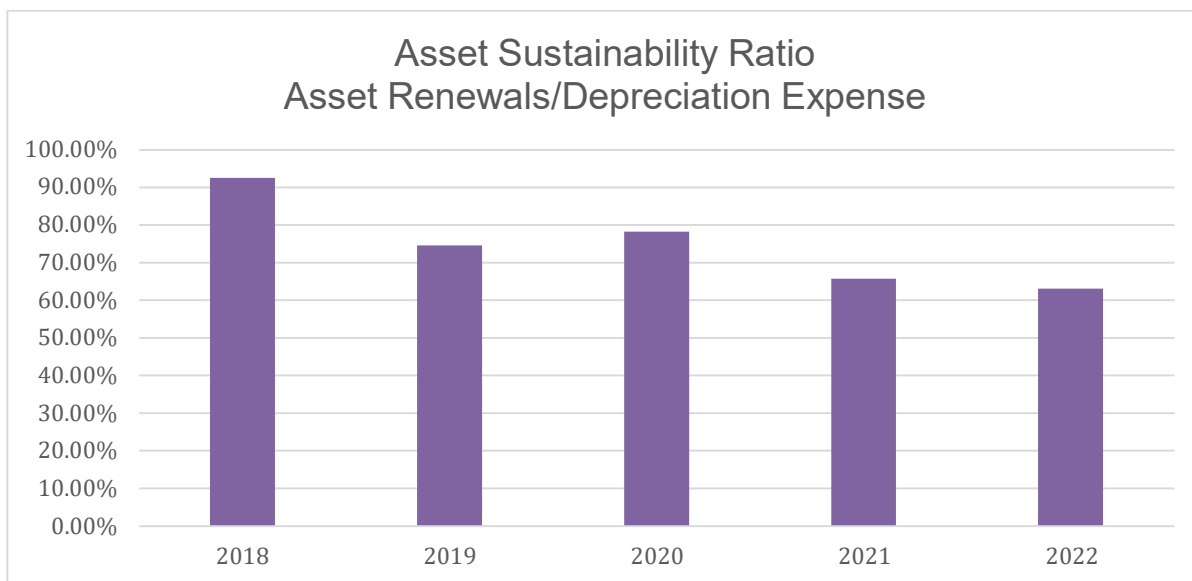
The asset sustainability ratio was introduced in 2012. Below is a 5-year trend analysis.

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Item	2018	2019	2020	2021	2022
Asset renewals	\$84.7 million	\$73.1 million	\$71.9 million	\$67.7 million	\$60.3 million
Depreciation	\$91.6 million	\$98.0 million	\$92.0 million	\$103.1 million	\$95.6 million
Ratio	92.5%	74.6%	78.2%	65.7%	63.1%

The ratio is based on buildings, infrastructure and facilities assets. Plant and equipment and intangible assets are excluded, as these are short-term assets not classified as infrastructure.

A long-term acceptable target is a ratio greater than 90 per cent. Council's average asset sustainability ratio over the past 5 years is 74.82 per cent. The ratio is expected to increase as infrastructure assets begin to age. The ratio should also be read in conjunction with the factors mentioned above. This will provide a clearer measure of asset sustainability.



(2) 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.

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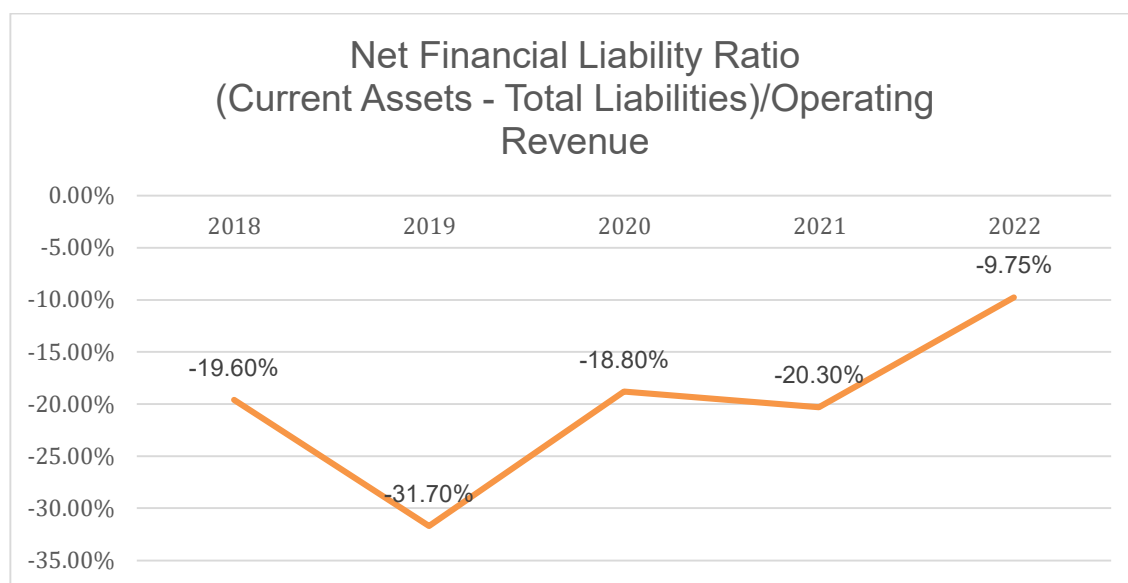
Net financial liabilities\ recurrent revenue and net financial liabilities (assets) ratio

Item	2018	2019	2020	2021	2022
Current assets	\$393.5 million	\$467.7 million	\$471.0 million	\$502.0 million	\$598.6 million
Total liabilities	\$293.5 million	\$301.7 million	\$368.2 million	\$385.4 million	\$539.4 million
Net financial liabilities (assets)	(\$100.0 million)	(\$166.0 million)	(\$102.8 million)	(\$116.6 million)	\$(59.1 million)
Operating revenues	\$510.9 million	\$524.4 million	\$548.0 million	\$574.2 million	\$606.5 million
Ratio	(19.6%)	(31.7%)	(18.8%)	(20.3%)	(9.8%)

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 Local Government and Planning's *Financial Management (Sustainability) Guideline 2013* 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 liabilities 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.

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

A positive ratio indicates that surplus revenue is available. A negative ratio indicates a net recurrent deficit, which is considered not sustainable in the long term.

The Department of Local Government and Planning's *Financial Management (Sustainability) Guideline 2013* provides a target range of between 0 and 10 per cent for this ratio.

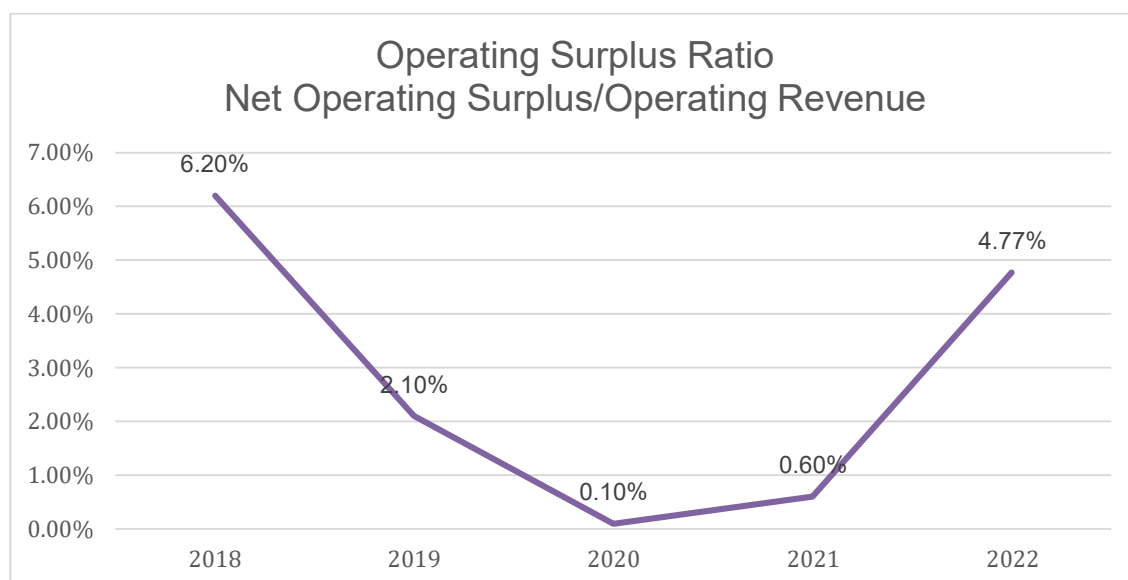
Below is the net recurrent revenue (deficit) trend over the past 5 years.

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Operating surplus (deficit) ratio

Item	2018	2019	2020	2021	2022
Recurrent revenues	\$510.9 million	\$524.4 million	\$548.0 million	\$574.2 million	\$606.5 million
Net result	\$31.8 million	\$11.2 million	\$0.3 million	\$3.6 million	\$28.9 million
Ratio	6.2%	2.1%	0.1%	0.6%	4.8%

Council had an operating surplus this year maintaining a positive trend that started in 2014.



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.

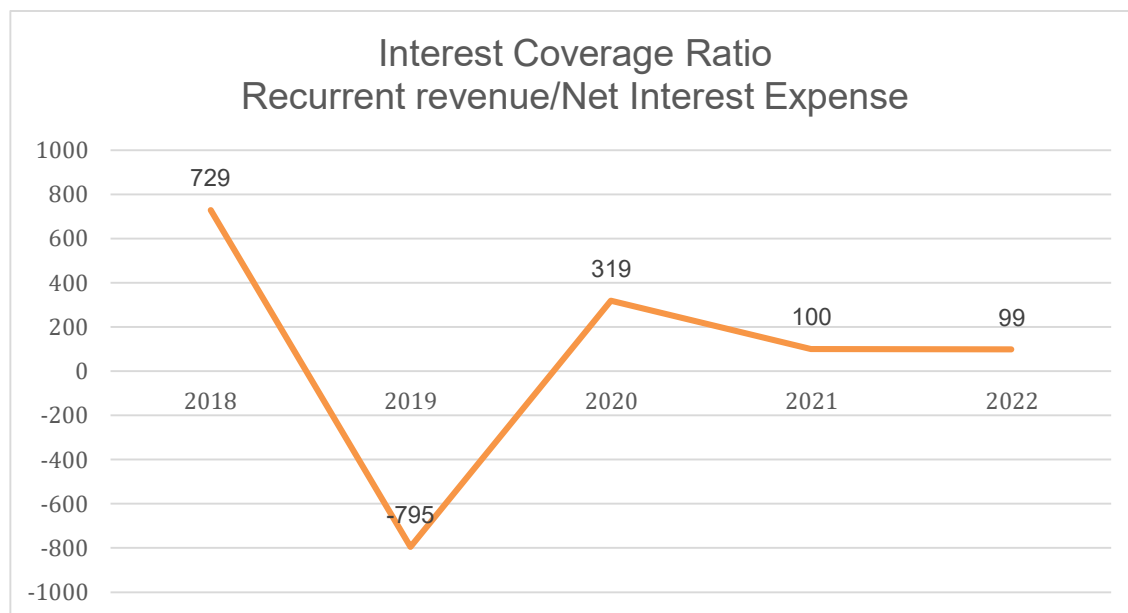
Interest cover trend

Item	2018	2019	2020	2021	2022
Interest expense	\$10.9 million	\$10.2 million	\$9.4 million	\$9.9 million	\$9.4 million
Interest revenue	\$10.2 million	\$10.8 million	\$7.7 million	\$4.2 million	\$3.3 million
Net interest expense (revenue)	\$0.7 million	(\$0.6 million)	\$1.7 million	\$5.7 million	\$6.1 million
Recurrent revenues	\$510.9 million	\$524.4 million	\$548.0 million	\$574.2 million	\$606.5 million
Ratio	729	(795)	319	100	99

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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 current financial year, Council's recurrent revenues were 99 times the net interest expense.



Working capital ratio

The working capital ratio is 2.7:1 (last year 3.2:1). 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.

Asset consumption ratio

The **asset consumption ratio** is a measure of the written-down value of depreciable assets to their 'as new' value. This is done at up-to-date prices and highlights the average aged condition of non-current assets.

The ratio is dependent on the depreciation methodologies used (see asset sustainability ratio comments). It is calculated as the written-down value of property, plant and equipment (PPE) assets divided by the gross current replacement cost. The ratio indicates the average extent of asset service potential remaining in PPE assets at the reporting date. A high ratio indicates assets are still new.

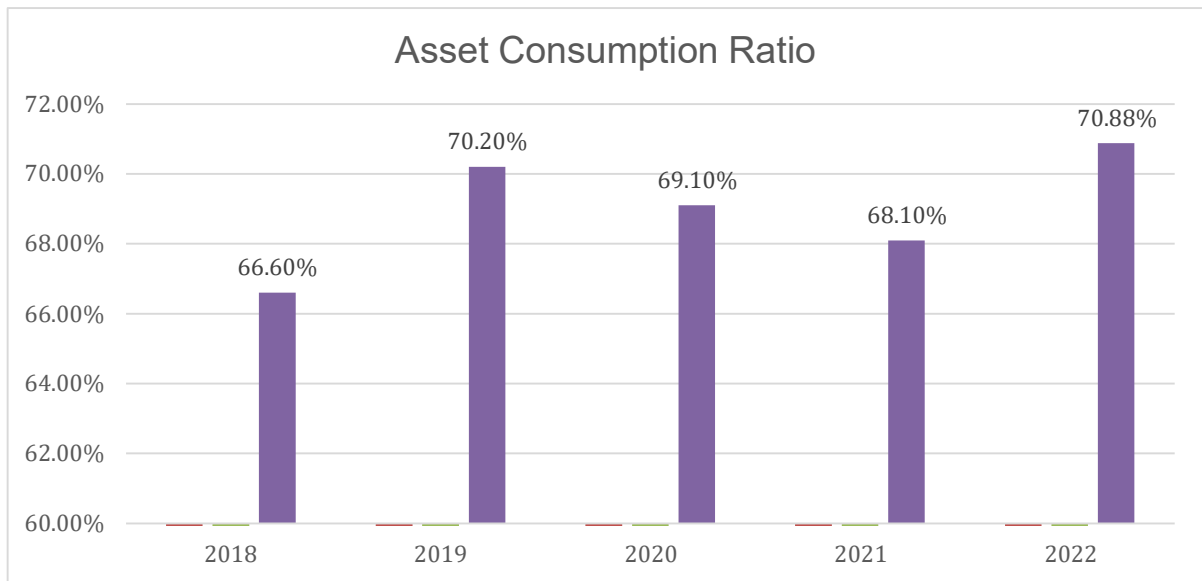
Below is an asset consumption trend over the past 5 years. PPE assets are depreciable assets only and so exclude land and earthworks. Plant and equipment assets have also been excluded.

Asset consumption ratio

Item	2018	2019	2020	2021	2022
PPE WDV	\$3,844 million	\$4,342 million	\$4,413 million	\$4,028 million	\$5 million
PPE gross	\$5,769 million	\$6,183 million	\$6,384 million	\$5,914 million	\$7 million
Ratio	66.6%	70.2%	69.1%	68.1%	70.9%

Council's asset consumption ratio has been consistent at an average of 68.9 per cent over the past 5 years. This indicates Council is adequately replacing assets as they run out. It also shows Council has undertaken sufficient maintenance works to maintain service delivery.

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Summary

Council ended the 2021/22 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

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Taking a holistic approach to sustainability

Logan City Council aims to be a sustainable organisation. To promote quality of life and wellbeing for the community we manage our growth and operations responsibly to deliver long-term value for the city.

These are key links to nurturing:

- cohesive communities
- ecological health
- economic vitality
- intergenerational equity
- access to resources
- fair distribution of wealth.

For our residents, sustainability is about changing behaviours, attitudes and values.

We're leading the way to maintaining and improving social, economic and environmental resources.

At the business level, sustainability is about producing and delivering services to enhance economic viability, while promoting positive impacts on the environment and community.

At the local government level, sustainability is about setting policy directions to promote sustainable management practices. At Council, we have developed a range of initiatives to embed sustainability in our strategic direction. These are grouped in 4 pillars of sustainability:

- environmental
- economic
- social
- financial.

*Financial sustainability is covered in our community financial report on page 53.

Environmental sustainability

Environmental sustainability recognises the importance of the environment on the long-term sustainability of all communities. The connection between the health of the environment and the economic and social health of communities is profound. It is in this context that Council has delivered and promoted the following range of environmental initiatives.

Environmental sustainability highlights

Combined approach for waste solutions

In 2022, we joined 2 other South East Queensland councils in a bid for funding to help the business case for a new local materials recovery facility to process contents of yellow-lidded recycling bins. We joined with Ipswich City Council and Redland City Council to form the SEQ Sub-Regional Waste Alliance, which represents more than 700,000 residents.

In September 2022, the alliance lodged a joint funding application for a regional Material Recovery Facility (MRF) through the Queensland Recycling Modernisation Fund. This application was not successful and we are now seeking funding through the City Deals process. The proposal is the only MRF project involving 3 councils in South East Queensland. Our waste and recycling facility at Browns Plains is the agreed location for the MRF. Pending the outcome of a tender process and City Deals funding, we hope the MRF will be operational within 3 years. It would recycle waste from all 3 councils.

Solar output shines

We doubled our solar output in 2021/22. More than 3,000 ground-mounted solar panels were installed at the Loganholme Wastewater Treatment Plant, which now partly powers another ground-breaking renewable energy innovation, the \$28 million Biosolids Gasification Plant (see pages 17 and 126).

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We also installed another 480 solar panels on the roof of Council's City Administration Centre in Logan Central. We estimate this system will save \$38,400 in electricity costs per year and reduce CO2 emissions by 250 tonnes annually.

Solar panels also operate on roofs of numerous Council libraries, aquatic centres, sports centres and a water reservoir. Combined, the systems have increased our solar capacity to more than 2 megawatts and makes Council one of the largest harvesters of solar energy in the City of Logan.

Climate Change Resilience Strategy 2021-2031

Council endorsed the Climate Change Resilience Strategy 2021-2031 in August 2021. It's a 10-year plan to enhance and strengthen the City of Logan's resilience to climate change. The strategy outlines the steps we will take, in partnership with the community, to help the City of Logan adapt to a changing climate. A key focus of the strategy is reducing, where possible, the impact of climate change on Council's operations. The strategy also outlines how we can develop a better understanding of the impacts of climate change and improve its communication about the issue with the community.

City of Logan Natural Environment Strategy 2021-2023

The City of Logan Natural Environment Strategy 2021-2031 was endorsed by Council in January 2022. The new strategy outlines an overarching direction and strategic plan of action for how we will work with the community to protect, enhance, connect and celebrate our natural environment.

The strategy has been designed to bring together the broad range of environmental policies, plans, strategies and programs in Council. Development of the strategy included extensive consultation with internal staff and was timed to align with Council's Community Vision and 2021-2026 Corporate Plan development. This ensured it would directly respond to community concerns. The high priority the community places on having a healthy natural environment was a key driver in the new strategy's development.

Green Fleet – Sustainable Fleet Strategy 2021-2026

In February 2022, we adopted a roadmap outlining Council's transition to a greener and cleaner vehicle and plant fleet. The strategy provides direction and initiatives to help us in our goal to be a carbon-neutral and green city by the end of 2022. It's also a way Council can proactively contribute to Australia's long-term emissions reduction plan of net zero emissions by 2050.

Under the strategy, we aim to achieve a 20 per cent reduction in pollution and waste and have half of our passenger vehicle fleet transitioned to either electric or hybrid by 2026. All passenger vehicles purchased will be rated against the Green Vehicle Guide's CO2 emissions meter. They must also achieve 10 litres or less fuel consumption for each 100 kilometres. Council is also identifying sites that could house charging facilities for electric vehicles.

Re-using concretes in roadworks

In a move to contribute to the circular economy, we successfully trialled using recycled crushed concrete to widen a road in Chambers Flat. The pavement rehabilitation project involved widening Featherstone Road and overlaying it with unbound gravel. It was an excellent opportunity to trial recycled crushed concrete produced at Council's Bega Road spoil site. Around 2,400 tonnes of recycled material was used as a sub-base layer on Featherstone Road. The findings from the project confirm that recycled crushed concrete is suitable for use as a lower carbon footprint sub-base material on low traffic roads.

Introducing green waste bins

From July 2021, City of Logan residents and businesses could opt-in to a green waste bin collection service. This was part of the new waste collection contract with Cleanaway. The green waste bin is collected on the alternative fortnight to the recycling bin. Green waste bins are an easy and affordable way for residents and businesses to dispose of garden waste. They are a sustainable option as they help to keep green waste from landfill, reducing greenhouse emissions. In the first year, our community ordered nearly 16,000 green waste bins. This has helped divert and recycle more than 5,000 tonnes of green waste from landfill.

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Economic sustainability

Economic sustainability is the ability to indefinitely support a level of economic production. It is the ability of a local economy to drive local jobs growth and increase job containment, while enabling people to maintain a standard of living and quality of life and wellbeing. Economic transformation was a new priority outlined in our Corporate Plan 2021—2026. It is in this context that Council has delivered and promoted the following range of economic initiatives.

Economic sustainability highlights

Plans unveiled for innovation precinct

In May 2022, we unveiled an ambitious plan to develop the City of Logan's version of California's Silicon Valley, aiming to attract leading start-up technology and research businesses. We are investigating establishing an 'innovation precinct' in Underwood and Slacks Creek to house a range of cutting-edge industries including:

- aeronautical engineering
- biotechnology industries
- medical laboratories
- computer component manufacturing
- computer server facilities
- energy industries.

The proposed precinct, adjacent to the Logan and Kingston roads intersection, has proximity to the M1 and the South East Busway extension. The area is already home to edu-tech giant Go1 and Council's coLab Growth Hub for scaling ventures.

Better digital infrastructure to strengthen our economy

In October 2021, the Queensland Government approved our business case to improve digital infrastructure in the City of Logan. The project involves bringing next generation digital infrastructure to our community to support the transformation of the city's economy over the next decade.

The works program could include new mobile towers to improve coverage, upgrading satellite services to enhance the NBN network, or installing 80 kilometre of fibre cabling throughout the city to replace the prevalent use of copper. The Queensland Government has committed \$2 million to support the rollout. Council can't deliver these outcomes alone, but intends to be the catalyst for change.

Mayor's Local Jobs and Skills Taskforce

We launched the Mayor's Local Jobs and Skills Taskforce in November 2021 as part of Council's response to unemployment, particularly for young people. In June 2021, the youth unemployment rate in the City of Logan was 17.6 per cent (Australian Bureau of Statistics).

The taskforce has since developed programs with employers, service providers and training organisations to ensure skills being taught align with available local jobs. The taskforce, chaired by the Mayor, developed a Local Jobs Action Plan to:

- identify key employment priorities and local labour needs
- support and drive employment and training opportunities across Logan
- implement programs and solutions to address local workforce issues
- improve the LoganJobs.com.au platform.

From February to June 2022, the taskforce supported 138 businesses and helped place 355 people into employment.

Catapult helps young innovators thrive

Our youth innovation and entrepreneurship program, Catapult, continued to nurture the talents of our young people. The program aims to create meaningful employment opportunities for Logan's young people. In 2021/22, participating students from a range of local schools:

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- pitched their innovative ideas to Councillors, parents and friends as part of the annual Showcase event
- took part in the Real World Innovators Hackathon focusing on mental health for young people in Logan
- took part in a Schools and Industry Engagement Bus Tour, visiting a range of local businesses.

New economic development strategy

In September 2021, Council endorsed a new 5-year economic development strategy. It aims to attract new investment, support local businesses and boost youth unemployment. The Economic Development Strategy 2022-2027, accompanied by a 5-year Implementation Strategy, was developed after extensive community and stakeholder consultation and feedback. A prevailing theme across all consultation activities was the high level of business and community confidence in the City of Logan's economic future, despite setbacks due to the pandemic.

Social sustainability

Social sustainability is focused on ensuring our community has access to the services and resources it needs for an adequate quality of life and personal wellbeing. Council facilitates access to a range of initiatives and resources to work towards achieving long-term social sustainability. It is in this context that Council has delivered and promoted the following range of economic initiatives.

Social sustainability highlights

Yarrabilba Hub – The Buzz – construction begins

In October 2021/22, construction started on a \$7.4 million community centre to provide a place of connection for people living in the growth satellite suburb of Yarrabilba. The project, known as The Buzz Yarrabilba, is a joint venture between Council, the Queensland Government, Brisbane Catholic Education and Lendlease.

The hub, on Basalt Drive between the Yarrabilba State Secondary College and San Damiano College, will ultimately host community events, courses and activities for young people and adults. It was expected to be completed in mid-2022. Yarrabilba's population is expected to reach 50,000 when all stages have been completed.

Safe City Survey

Council's 2022 Safe City Survey found that the majority of community members surveyed in the City of Logan have a sense of security in their neighbourhood. The survey is part of the Safe City Strategy and Action Plan 2021-2025.

The survey revealed:

- 92 per cent felt safe at home by themselves during the day and 81 per cent felt safe while home at night
- 89 per cent felt safe when out alone in their neighbourhood during the day
- 52 per cent of respondents felt the cameras increased safety when out in the city.

In 2021/22, there were more than 1,100 safety camera feeds operating throughout the city, providing valuable data to help police keep our community safe.

Survey findings will help Council plan community safety and crime prevention activities for the next year.

CityStudio Loganlea Urban Farm and Indigenous Food Forest project

More than 47,000 people rely on food relief services in the Logan region each day, and we have responded by partnering in the Loganlea Urban Farm and Indigenous Food Forest projects. The Urban Food Farm is a partnership between Loganlea State High School, Griffith University, food relief charity The Mini Farm Project and Council's CityStudio Logan. It launched on 31 August 2021.

The Urban Farm Project and the Indigenous Food Forest Project at Loganlea State High School take advantage of under-used land of Logan schools, turning them into thriving farms. The produce from these projects will be donated to local food relief charities and sold to local businesses to support running the farms.

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Council Cabs expanded

We expanded our Council Cabs program in 2021, which helps older people retain their independence. Council Cabs allows those aged over 65 to travel once a week from their home to the nearest major shopping centre for \$2 each way. As of October 2021, the service expanded to visit more shopping centres and will operate 4 days a week. Council subsidises the service, operated by local not-for-profit TransitCare. The Council Cabs initiative supports Way2Go: Connecting Logan, an integrated plan designed to meet the transport needs of our growing city.

Hooning Taskforce success

Council and the Queensland Police Service partnered in 2021/22 to deliver anti-hooning initiatives including an innovative marketing campaign. This collaborative approach achieved positive results, reduced reports of hooning and saw a far greater reach than previous campaigns. It also aligned key messaging between partners. The campaign has reached more than 204,000 residents and generated 5,258 clicks through to the hooning reporting site.

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 2021/22 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.

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 2021/22 financial year.

Key	Definition
Focus area	The important areas that will inform Council planning for the next 5 years. 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 next 5 years. 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 can 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 2021/22

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.

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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	2
Not complete	0
Not proceeding	0
Total	2

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Projects from the 2021/22 Operational Plan

Key priority: MS1.1 - Monitor the level of community satisfaction with major services through the Logan Listens: Residents' Survey, delivered every 2 years.

Project name	Project description	Target	Status
MS1.1.1 Customer Satisfaction Surveys (Internal Services Survey and Residents' Survey)	Deliver a review of the Internal Services Survey and the Logan Listens: Residents' Survey. Purpose: To identify improvements for the next survey period.	June 2022	Completed

Key Priority: MS1.2 - Undertake service level reviews as appropriate to ensure we are delivering services that are financially sustainable and meet community needs.

Project name	Project description	Target	Status
N/A	No projects planned for this financial year.	NA	NA

Key Priority: MS1.3 - Monitor community satisfaction of our customer service through ongoing surveys.

Project name	Project description	Target	Status
MS1.3.1 Customer Experience quality assurance framework	Deliver a customer experience quality assurance framework. Purpose: To capture a full 360-degree view of customer interaction and overall experience. This will help ensure we are providing a consistent service to the community.	June 2022	Completed

Major projects

Major projects have not been included for Focus area 1: Maintaining current levels of service, in the Corporate Plan 2021-2026.

Supporting strategies

Focus area 1: Maintaining current levels of service: Supporting strategy activity

Strategic planning document	Planned projects in 21/22	Projects completed in 21/22	Projects planned next year in 2022/2023
MS - Annual budgets and operational plans	4	4	1
MS - Long-term financial plans and forecasts	0	0	0

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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	18
Not complete	0
Not proceeding	0
Total	18

Section 3 – Performance reporting

Projects from the 2021/22 Operational Plan

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

Project name	Project description	Target	Status
PC2.1.1 City of Logan / corporate rebrand	Deliver a rebrand project as per project plan. Purpose: To bring a valued and unified visual identity to the Council and City of Logan.	June 2022	Completed
PC2.1.2 Our Logan digital offering	Deliver a digital platform for Our Logan magazine. Purpose: To provide an enhanced service to magazine readers and support future digital news delivery.	June 2022	Completed
PC2.1.3 City Positioning and Strategic Marketing Framework	Deliver a City Positioning and Strategic Marketing Framework including: <ol style="list-style-type: none"> city positioning campaign aligning all Council services to strategic brand pillars. Purpose: To provide strategic marketing direction and alignment for Council. To present a cohesive brand and communications that maximise value to Council and the community.	June 2022	Completed

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	Deliver the City of Logan: Safe City Strategy and Action Plan 2021-2025 through a broad range of crime prevention/community-based safety initiatives. Purpose: To create a safer City of Logan.	June 2022	Completed
PC2.2.2 Community development funding	Provide funds to eligible organisations for initiatives that respond to local community priorities. Purpose: To: <ul style="list-style-type: none"> build an engaged and inclusive community promote increased participation in community life support the community to make positive changes in their local area increase skills, knowledge and leadership capability within the community sector. 	June 2022	Completed

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Project name	Project description	Target	Status
PC2.2.3 Kingston Butter Factory Cultural Precinct management and operations	<p>Deliver systems and procedures for the management and operation of the Kingston Butter Factory Cultural precinct. This includes the outdoor events space, performing arts facility and living museum of Logan.</p> <p>Purpose: To provide the community with access to a state-of-the-art cultural precinct for celebration and engagement with arts, culture and heritage.</p>	February 2022	Completed
PC2.2.4 Logan Safety Camera Program operational works	<p>Monitor and report on the network of CCTV cameras across the city.</p> <p>Purpose: To:</p> <ul style="list-style-type: none"> • increase community safety throughout the City of Logan • detect and reduce anti-social and unlawful behaviour • support the Queensland Police Service to identify and effectively prosecute offenders. 	June 2022	Completed
PC2.2.5 Libraries Early Years and First 5 Forever initiatives	<p>Deliver the libraries' early years services and First 5 Forever initiative.</p> <p>Purpose: To support early years learning and reading for Logan families with children aged under 5 years.</p>	June 2022	Completed
PC2.2.6 Libraries Learning and Discovery Strategy 2019-2023	<p>Deliver the outcomes of the Libraries Learning and Discovery Strategy 2019-2023. This is 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>Purpose: To support Logan's community through purposeful library programming.</p>	June 2022	Completed
PC2.2.7 Construct an outdoor event space and redevelop the Kingston Butter Factory	<p>Construct an outdoor events space and redevelop the Kingston Butter Factory.</p> <p>Purpose: To provide a performing arts space and social history museum. It will be a state-of-the-art cultural precinct for community celebration and entertainment.</p>	June 2022	Completed

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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 Reconciliation Action Plan	Deliver actions to progress the development of Council's third Reconciliation Action Plan. Purpose: To deliver a new Reconciliation Action Plan that strengthens relationships, respect and opportunities that support Logan's Aboriginal and Torres Strait Islander community.	June 2022	Completed
PC2.3.2 Access and Inclusion Plan	Coordinate and support implementation of the Access and Inclusion Plan 2019-2022. Purpose: To create a more accessible and inclusive city for everyone.	June 2022	Completed
PC2.3.3 Aboriginal and Torres Strait Islander Bursary Program	Deliver the Aboriginal and Torres Strait Islander Bursary Program, and provide opportunities for students within the City of Logan. Purpose: To increase employment opportunities within Council for the Aboriginal and Torres Strait Islander community.	June 2022	Completed
PC2.3.4 Living Museum of Logan	Deliver the Living Museum of Logan, working with the community to develop content for exhibition. Purpose: To: <ul style="list-style-type: none"> share the stories of our culturally diverse communities and of Logan's Aboriginal and Torres Strait Islander communities share themes of importance to Logan's people enhance visitor experience to the City of Logan. 	June 2022	Completed
PC2.3.5 KRANK School Holiday Program	Deliver a school holiday program for 5- to 17-year-olds. Purpose: To encourage young people's involvement in active and healthy programs and increase community participation during school holidays.	June 2022	Completed
PC2.3.6 Swim Logan	Deliver water safety awareness education sessions. Provide culturally appropriate learn-to-swim activities for: <ul style="list-style-type: none"> First Nations people newly arrived migrants and refugees. Purpose: To increase participant swimming skills.	June 2022	Completed
PC2.3.7 Live Well Logan Program	Deliver a health and wellbeing program for all Logan residents. Purpose: To provide opportunities for residents to participate in affordable and accessible physical activities and health and wellbeing programs.	June 2022	Completed

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

Project name	Project description	Target	Status
PC2.4.1 Waste Dumping Taskforce 2021/2022	Investigate the illegal dumping of waste, proactively and in response to customer reports. Purpose: To improve the city's reputation, amenity and residents' safety.	June 2022	Completed

Major projects

Focus area PC2: Major projects activity

Major project	Projects planned for 2021/22	Projects completed in 2021/22	Projects planned for 2022/23
Deliver community-based safe city initiatives.	3	3	0
Deliver the Yarrabilba Community Hub.	2	1	1
Develop a new Community Development Action Plan.	1	1	6
Develop a new Reconciliation Action Plan.	1	1	2
Investigate the delivery of community spaces for First Nations people.	2	2	0
Promote our city's attractions and increase visitation.	6	6	1
Showcase the Kingston Butter Factory as a world class entertainment, arts and culture precinct.	2	2	1
Support the cultural capacity of creative industries practitioners and organisations through Logan's Regional Arts Development Fund and delivery of public art projects.	1	1	2

Supporting strategies

Focus area PC2: Supporting strategy activity

Strategic planning document	Projects planned for 2021/22	Projects completed in 2021/22	Projects planned for 2022/23
Access and Inclusion Plan 2019-2022	2	2	0
City of Logan Events Strategy 2019-2023	6	6	2
Creative City: Logan City Council Arts, Culture and Heritage Strategy 2018-2022	3	3	4
Libraries Learning and Discovery Strategy 2019-2023	2	2	4
Logan Destination Management Plan 2018-2022	0	0	0
Reconciliation Action Plan 2019-2020	1	1	2
Safe City Strategy 2021-2025	3	3	4

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Focus area PC2: Highlights

New brands for the City of Logan

In 2021/22, we launched a series of brands to better reflect the City of Logan and all it has to offer for locals, visitors and business investors. First up, in late 2021, we launched our new city brand, based on the pillars of community, economy, innovation, environment and tourism. It was underpinned by a bold new campaign featuring the stories of 6 locals, who represent the city's rich diversity, vibrancy and heritage. The campaign included a promotional video, billboards, banners and digital advertising, with content featuring on the new OurLogan.com.au website.

New brands connecting to the city brand then followed in 2022:

- Logan Arts, and its sub-brands:
 - Kingston Butter Factory Cultural Precinct
 - Living Museum of Logan
 - Logan Art Gallery
 - Logan Entertainment Centre
 - Mayes Cottage
- Explore Logan
- Logan Office of Economic Development
- Logan Water.

OurLogan.com.au – a new platform for community stories

In October 2021, we launched OurLogan.com.au, a new website for sharing good news story about the people, businesses, natural environment and attractions in the City of Logan. It's a digital companion to the Our Logan magazine, delivered to all households 6 times a year. The website features stories written by Council's in-house journalists and is supported by a regular e-newsletter and social media platforms. OurLogan.com.au also has a Media Portal, making it easier for local and metropolitan media outlets to access media releases, images and videos.

Urban Art Strategy adopted

In May 2021, Council adopted the Urban Art Strategy. It aims to lift community spirit and improve city spaces through eye-catching and inspirational urban art. It also aims to enhance the city's activity centres – the service hubs that play an important role in the prosperity and liveability of our city.

Logan Safety Camera Program expands

We installed another 68 community safety cameras across the City of Logan in 2021/22. We now monitor more than 1,000 camera feeds, 24 hours a day, 7 days a week, in partnership with the Queensland Police Service.

Access and Inclusion Plan update

In June 2022, we checked on our progress to see how we are tracking with our Access and Inclusion Plan 2019-2022. Across the organisation 21 branches work together, and with the community, to deliver the 84 actions in the plan. As of 30 June 2022:

- 65 actions had been completed (95.23 per cent)
- 15 actions were on track (77.38 per cent)
- 4 actions were on hold (4.77 per cent).

Highlights include:

- full accreditation for WCAG 2.1 AA and Gold standard certification for our plain English website
- more accessible programs in Active and Healthy Living Program
- expansion of our dyslexia-friendly font and books at Logan libraries
- disability awareness training for staff

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- increased monitoring and fines for illegal use of disability parking spaces
- expanded range of support for people with hearing impairments.

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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	9
Not complete	0
Not proceeding	0
Total	9

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Projects from the 2021/22 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 Rivers Fish Habitat Improvement	Deliver fish habitat improvement works at prioritised locations. Purpose: To improve the ecological health of our rivers and waterways.	June 2022	Completed

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 Logan and Albert River riparian rehabilitation	Deliver riparian rehabilitation along priority areas of the Logan and Albert River. Purpose: To enhance our urban forests, waterways and wildlife corridor network.	June 2022	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 Environmental (vegetation) offset delivery	Deliver and maintain environmental (vegetation) offset planting sites. Purpose: To support the community to: <ul style="list-style-type: none"> • become more sustainable • conserve and restore private land. 	June 2022	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	Deliver environmental conservation partnerships. Purpose: To support landholders to undertake conservation works that: <ul style="list-style-type: none"> • protect and improve environmental values • enhance environmental awareness across the community. 	June 2022	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 Environmental events and activities	Deliver a range of environmental events and activities. Purpose: To encourage environmental stewardship, participation and awareness.	June 2022	Completed

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 Carbon Reduction Strategy 2018-2022	Deliver actions under the Carbon Reduction Strategy 2018-2022. Purpose: To increase energy efficiency and reduce carbon emissions.	June 2022	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 Waste Reduction and Recycling Strategy 2022-2032	Develop and deliver the Waste Reduction and Recycling Strategy 2022-2032. Purpose: To meet Council's legislative requirements. To support the State Government's Waste Avoidance and Resource Productivity Strategy 2014-2024.	March 2022	Completed

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

Project name	Project description	Target	Status
EN3.8.1 Workshop facilities restructure	Deliver key stages of the upgrade to Council's workshop and hire facilities. Purpose: To improve: <ul style="list-style-type: none"> • safe working conditions • innovative and safe work practices • efficiencies • compliance • one-team culture. 	June 2022	Completed

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Project name	Project description	Target	Status
EN3.8.2 Sustainable Fleet Management Strategy	Develop the Sustainable Fleet Management Strategy. Purpose: Provide the organisation with fleet solutions that are: <ul style="list-style-type: none"> • capable • dependable • safe • innovative • economically and environmentally friendly. 	June 2022	Completed

Major projects

Focus area EN3: Major projects activity

Major project	Projects planned for 2021/22	Projects completed in 2021/22	Projects planned for 2022/23
Achieve and maintain carbon neutrality for Council operations by 2022.	2	2	9
Contribute to an increase of the city's green canopy.	2	2	3
Implement projects and actions to deliver on the Albert and Logan River visions.	7	7	2
Prepare a City of Logan Natural Environment Strategy.	4	4	1
Prepare a community-focused Climate Change Resilience and Adaptation Strategy.	2	2	2
Prepare a Sustainable Fleet Strategy.	1	1	4
Prepare a Waste Reduction and Recycling Strategy.	1	1	1
Progress a feasibility investigation into developing a Riverine Discovery Centre.	1	1	1

Supporting strategies

Focus area EN3: Supporting strategy activity

Strategic planning document	Projects planned for 2021/22	Projects completed in 2021/22	Projects planned for 2022/23
Albert River Vision 2017-2067	4	4	0
Carbon Reduction Strategy and Action Plan 2018-2022	5	5	9
City of Logan Koala Conservation Strategic Plan 2013-2023	1	1	2
Climate Change Resilience Strategy 2021-2031	2	2	5
Environmental Health Plan 2018-2021	11	10	7
Flying Fox Management Strategy 2019-2029	1	1	2
Gossia Gonoclada Recovery Plan 2019-2029	0	0	1
Logan River Vision 2017-2067	4	4	1
Logan Rivers and Wetlands Recovery Plan 2014-2024	6	6	14
Logan's Melaleuca Irbyana Recovery Plan 2013-2023	0	0	1
Waste Reduction and Recycling Plan 2017-2021	11	5	4

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Focus area EN3: Highlights

New land for environmental park

In 2021/22, we increased the amount of land in the City of Logan protected for environmental purposes. We acquired 4 parcels of land in late 2021 in Buccan (2 lots), Tamborine and Slacks Creek. The purchases were funded from either the Environmental Levy or vegetation offset charges collected from developers. We will now ensure these properties are protected and restored as part of the wildlife corridor network across our city.

In February 2022, we bought a 2.7-hectare bushland property on Spring Mountain Drive at Greenbank to be conserved as an environment park. It has significant stands of healthy native vegetation. Wildlife sightings have been recorded on the property, including koalas, the barred-cuckoo shrike, wedge-tailed eagles and greater gliders. The land is between Tully Reserve and Spring Mountain Forest Park South, which Council secured last year - also for conservation.

Illegal Dumping Taskforce continues

We continued to see success through our Illegal Dumping Taskforce. It was formed by Council in 2020 to address the growing issue of illegal dumping of waste. Each year, we receive more than 1,500 reports of illegal dumping. On average, around 354 tonnes of illegally dumped waste is collected by Council each year. The taskforce received a boost in February 2022, with Queensland Government providing \$174,804 under the Illegal Dumping Partnerships Program. The funding enabled the taskforce to continue by employing 2 enforcement officers for another year.

Climate Resilient Alliance pilot

We were successful in securing a Queensland Climate Resilient Councils (QCRC) grant to establish the South East Queensland Climate Resilient Alliance (SEQ CRA). The Queensland Government-funded pilot saw us build regional collaboration around climate resilience across 10 South East Queensland councils. This partnership is the beginning of a platform to advance common issues regarding climate change mitigation and/or building climate resilience across the entire region.

Supporting our natural environment

We planted more than 25,000 plants along our waterways in 2021/22 and gave away 25,000 plants to community members. Almost 4,000 community members participated in 52 environmental events and activities across the city, and the Logan Animal Ambulance made more than 1,970 wildlife rescues.

Our Environmental Conservation Partnerships program registered 54 new Land for Wildlife properties and 188 new Habitat Connections members. We have 799 properties registered in the program, with more than 6,000 hectares of private land managed for conservation.

We again delivered our EnviroGrants program, providing over \$197,323 to 37 projects.

Septic Spray Irrigation Replacement Program

In 2021/22, we replaced greywater spray irrigation systems on domestic properties across the City of Logan. This resolved an ongoing issue for our Plumbing Investigation team. The team typically responds to complaints resulting from the existing systems but has not had the ability to fix the issue. The ability to replace these systems will improve both the environmental and community health by reducing the negative impact of existing systems.

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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	7
Not complete	4
Not proceeding	0
Total	11

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Projects from the 2021/22 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 Strategy Annual Action Plan 2021/2022 implementation	Deliver the Annual Action Plan 2021/2022. Purpose: To deliver community infrastructure priorities for 2021/2022.	June 2022	Completed
HC4.1.2 Immunisation Strategy	Prepare a new Immunisation Strategy. Purpose: To provide convenient and accessible vaccination services to the community.	June 2022	Completed
HC4.1.3 Library Management System (LMS) renewal	Procure and implement a renewed Library Management System (LMS). Purpose: To: <ul style="list-style-type: none"> integrate new technology to improve the customer experience enhance the functions of the Library Management System. 	June 2022	Completed
HC4.1.4 Environmental Health Strategy	Prepare a new Environmental Health Strategy. Purpose: To provide a framework for proactively managing public / environmental health issues across the City.	June 2022	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
HC4.2.1 Yarrabilba Community Hub facility	Manage implementation of the various agreements designed to activate the Yarrabilba Community Hub. Purpose: To enable the delivery of community programs and initiatives in this emerging community.	June 2022	Completed
HC4.2.2 eSports	Deliver a program to host eSports at venues managed by Logan City Council. Purpose: To provide alternative activities to increase engagement and social interaction for people not involved in traditional sport.	June 2022	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.

Project name	Project description	Target	Status
HC4.3.1 Parks Capital Works Program	Deliver park infrastructure through the Parks Capital Works Program. Purpose: To support the development of parks and open spaces to encourage healthy, active and enjoyable community lifestyles.	June 2022	Not complete ¹
HC4.3.2 Parks Asset Renewal Program	Deliver park infrastructure through the Parks Asset Renewal Program. Purpose: To enhance Council's recreational infrastructure across the city's green spaces.	June 2022	Not complete ²

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 2018-2022	Deliver outcomes of Council's Arts, Culture and Heritage Strategy 2018-2022. Purpose: To improve community capacity and our city image through 5 outcomes: <ul style="list-style-type: none"> • Development • Engagement • Places and spaces • Partnerships • Communication. 	June 2022	Completed

¹ Delivery of the Capital Works Program for the 2021/2022 financial year achieved 76% completion.

Delivery of the Program progressed slower than anticipated, especially in the fourth quarter, due to the following factors:

- Extended wet weather and insufficient dry periods between the wet weather events.
- Materials and equipment delays due to impacts with supply chains associated with COVID.
- Staffing and contractor resource delays due to impacts associated with COVID.
- Re-direction of contractor resources to assist with emergency and restoration work associated with flood event response.

² Delivery of the Asset Renewal Program for the 2021/2022 financial year achieved 63% completion.

Delivery of the Asset Renewal Program progressed slower than anticipated, especially during the fourth quarter, due to the following factors:

- Extended wet weather and insufficient dry periods between the wet weather events
- Materials and equipment delays due to impacts with supply chains associated with COVID
- Staffing and contractor resource delays due to impacts associated with COVID
- Re-direction of contractor resources to assist with emergency and restoration work associated with flood event response.

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

Project name	Project description	Target	Status
HC4.5.1 Delivery of Rosia Rd Masterplan - Stage 1	Progress delivery of stages 1 and 2 of a regional standard sports park at Rosia Road in Park Ridge, as per the Rosia Park Master Plan. Purpose: To provide facilities for an active and healthy community.	June 2022	Not complete ¹
HC4.5.2 Renewal of Logan North 50m pool	Replace the Logan North 50m outdoor pool and associated plant and plant room. Purpose: To keep providing aquatic programs and recreational activities at Logan North Aquatic and Fitness Centre.	February 2022	Not complete ²

Major projects

Focus Area HC4: Major Projects activity

Major project	Projects planned for 2021/22	Projects completed in 2021/22	Projects planned for 2022/23
Build the capacity of the live music scene through the Logan Live initiative.	0	0	1
Develop a new Integrated Recreational Trail Strategy, incorporating recreational, waterways and environmental park trail networks.	0	0	0
Host eSports at Council venues.	1	1	0
Improve the libraries' technology, online services and resources.	1	1	4
Investigate opportunities for upgrades to the Beenleigh Aquatic Centre.	1	0	1
Prepare a new Immunisation Strategy.	1	1	0
Prepare an Environmental Health Strategy.	1	1	0

¹ This project was awaiting a federal environmental approval. No clear date when this will be received has been communicated by the department.

- Design works have progressed further while waiting.
- Council is awaiting a response to the funding extension of time request.
- Due to the delay in the EPBC approval, escalation costs are expected from the Contractor which may impact the scope of the project.

² This project experienced delays during the year due to wet weather and lack of availability of materials and staff within the building industry.

Work however has continued with the following:

- Construction of pump room in progress.
- Concourse in progress.
- Pool tiling nearing completion.
- Lighting design in progress.

Works remain on target for completion by September 2022.

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Major project	Projects planned for 2021/22	Projects completed in 2021/22	Projects planned for 2022/23
Progress a feasibility study for the Park Ridge Leisure Centre and Community Space	0	0	1
Progress the feasibility study for the Bethania to Logan Village section of the rail trail.	0	0	0
Progress the Rosia Park Master Plan.	1	0	1
Progress the Waterford West District Park Master Plan.	1	0	0

Supporting strategies

Focus Area HC4: Supporting strategy activity

Strategic planning document	Projects planned for 2021/22	Projects completed in 2021/22	Projects planned for 2022/23
Albert River Vision 2017-2067	4	4	0
Carbon Reduction Strategy and Action Plan 2018-2022	5	5	9
City of Logan Koala Conservation Strategic Plan 2013-2023	1	1	2
Climate Change Resilience Strategy 2021-2031	2	2	5
Environmental Health Plan 2018-2021	11	10	7
Flying Fox Management Strategy 2019-2029	1	1	2
Gossia Gonocladia Recovery Plan 2019-2029	0	0	1
Logan River Vision 2017-2067	4	4	1
Logan Rivers and Wetlands Recovery Plan 2014-2024	6	6	14
Logan's Melaleuca Irbyana Recovery Plan 2013-2023	0	0	1
Waste Reduction and Recycling Plan 2017-2021	11	5	4

Focus area HC4: Highlights

Stories from the Kitchen Program

In 2021/22, we secured \$46,340 from the Queensland Government through the Celebrating Multicultural Queensland program to deliver the Stories from the Kitchen initiative. It will run between June 2021 and June 2023. In our first 12 months, we hosted 3 dinners at 3 community centres across Logan. They were attended by 75 participants from 12 cultural backgrounds.

New animal management centre

Construction began in October 2021 on an \$18 million redevelopment of our animal management facilities in Queens Road, Kingston. Upgrades include a new central office building and customer service centre along with a new community veterinary clinic. Improvements also include new animal sales facilities, a cattery and kennels designed to enhance animal health and wellbeing. There will also be:

- purpose-built pens for dogs in long-term care to provide access to larger grassed areas for increased exercise
- a storage yard for impounded goods and abandoned cars
- new customer and staff car parks.

The animal management centre has occupied the 2.5-hectare site on Queens Road since the 1980s. The redevelopment will be completed in 5 stages to minimise impact on customers, staff and animals. It is expected to be finished by 2023.

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Rail Trail connects Logan Village and Yarrabilba

In December 2021, we officially opened the Logan Village to Yarrabilba Rail Trail. The 3.5-kilometre trail extends through native bushland and links Logan Village Green to Buxton Park via Blossom Street in Yarrabilba. Its 2.5m wide asphalt pathway is designed for walking, jogging and hiking. The trail is built on the de-commissioned Bethania to Beaudesert rail corridor, which is now a Council-managed road reserve. The trail features a watercourse crossing, flood mitigation, access-control bollards and wayfinding and custom-designed entry signage.

The \$2.6 million project is a joint initiative of Logan City Council and the Queensland Government and included \$2 million from the Queensland Government's Unite and Recover Community Stimulus program. It also attracted \$200,000 for the feasibility study and design stage from the Queensland Government's Rail Trails Local Government Grants Program.

New Demons club house

The Waterford Demons Rugby League Football Club gained a new clubhouse in 2021/22. Construction began in November 2021 on the facility at Noffke Farm Park in Meadowbrook. The \$1.8 project was jointly funded by Council and the Queensland Government. The new clubhouse includes a clubroom, gymnasium, canteen, office and spectator facilities. Construction was completed mid 2022.

Meanwhile, we completed a lighting upgrade at Noffke Farm Park through our Active Logan, Active Spaces funding program. We also constructed a new driveway entrance and carpark, funded through the Australian Government's Local Roads and Community Infrastructure Program.

Keeping our city green and tidy

- 12,042 plants planted across Logan City as part of our volunteer programs and projects
- 11,662 plants provided to our community via our Free Trees Program (1,220 plants to 24 qualifying community groups and schools)
- 3,164 people attended 14 Free Trees Program community events
- 1,875 landscaping sites maintained (278 hectares)
- 1,555 hectares of mowing completed across the city
- 170 priority bushland parks maintained
- 93 hectares managed under Bushfire Management Program activities (7 parks)
- 429 hours of fuel reduction works completed under the new Fuel Management Program
- 159 kilometres of fire access line maintenance completed on a quarterly rotation
- 5.4 kilometres of new fire access lines installed in priority parks for fire management.

Community planting projects

At 30 June 2022, there were 20 parks projects under construction and 32 in pre-construction. In addition to coordinating volunteer groups (see page 46), we led projects to plant:

- 1,330 koala food trees at the Bayes Park Fodder Plantation
- 702 plants at Berrinba Wetlands with the Berrinba Bushcare group and the Browns Plains Rotary group
- 600 plants at Tallowood Park
- 500 plants at Eagleby Wetlands with John Deere Australia
- 160 plants at Lavelle Park with the Lavelle Lagoon Bushcare group and Mirvac Australia.

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Keeping our community active and connected

KRANK School Holiday Program	44 service providers 120 at-home and in-person activities 6,574 participants
Active and Healthy Program	47 service providers 120 weekly and one-off activities 7,000 participants
Swim Logan	40 water safety awareness sessions 20 8-hour swim programs for newly arrived migrants and refugees 4 8-hour swim programs for First Nations Elders, parents and babies
Community Leaders Connect	More than 300 cultural leaders attended 4 forums 4 working groups formed to progress community priorities
Community Training Program	16 workshops 229 Logan volunteers upskilled
Seniors month	3 activities delivered, including Logan Loves Seniors Expo in October 2021 1,000 seniors at expo 80 participants in activities

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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, **and help build enterprise skills among Logan's young people.**

Performance scorecard

Status	Result
Completed	12
Not complete	1
Not proceeding	1
Total	14

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Projects from the 2021/22 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.

Project name	Project description	Target	Status
EG5.1.1 Destination Management Plan implementation and review	Deliver priority projects from the Destination Management Plan (DMP). Conduct a review of the DMP. Purpose: To: <ul style="list-style-type: none"> • grow the visitor economy • attract investment • grow economic benefits • encourage longer visitor stays • increase visitor spend. 	June 2022	Completed

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.

Project name	Project description	Target	Status
EG5.2.1 City centre implementation fund projects	Deliver priority projects and programs from city centre implementation plans. Purpose: To deliver outcomes from the city centre summits in line with community priorities.	June 2022	Completed

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.

Project name	Project description	Target	Status
EG5.3.1 Develop a place-making strategy for activity centres	Develop a framework for the delivery of place making projects including: <ul style="list-style-type: none"> • urban art • creative lighting • other centre activation and amenity improvements. Purpose: To improve liveability, and promote activation and night-time economies. To contribute to making our centres safe, vibrant and accessible gathering places in which the community can take pride.	June 2022	Completed

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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 Economic Development Strategy implementation	Develop a prioritised list of actions from the Economic Development Strategy for Council approval. Commence implementation of approved actions. Purpose: To support capability and capacity building of Logan based businesses. To help grow the Logan economy and attract further investment.	June 2022	Completed
EG5.4.2 Logan Plan 2025	Deliver activities for the Logan Plan 2025. This includes: <ul style="list-style-type: none"> targeted engagement broad community consultation technical reviews and modelling. Purpose: To progress the shaping Logan's Growth program. This supports participative and informed delivery of Logan's new planning scheme in 2025.	June 2022	Completed

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 City of Choice 3.0	Deliver recommendations for a new, place-based model for jobs and job pathways. The collaborative model will include representatives from all 3 levels of government, Logan businesses and the Logan community. Purpose: To create new and better jobs and job pathways for Logan residents. To develop a skilled workforce that meets the needs of Logan businesses now and in the future.	Not proceeding	Not proceeding ¹

¹ Council at its meeting of 25 May 2022 resolved to discontinue the City of Choice initiative (Resolution No: 45/2022).

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

Project name	Project description	Target	Status
EG5.6.1 Online Backflow and OSSF (on-site sewerage facility) solution	Deliver the remaining automation work on a new innovative backflow and on-site sewage treatment facilities solution. Purpose: To achieve business efficiencies and increase our level of customer service.	June 2022	Completed

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

Project name	Project description	Target	Status
EG5.7.1 Residential Building Strategy	Deliver a strategy for residential building work. Purpose: To improve development outcomes in the city of Logan. To further minimise the temporary negative outcomes of development on residents.	June 2022	Completed

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	Deliver the Digital Infrastructure and Connectivity Review Project. Purpose: To create new opportunities in the digital economy. To provide high speed, reliable internet options to all our community. This supports the city to be globally competitive.	June 2022	Completed

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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.

Project name	Project description	Target	Status
EG5.9.1 Catapult	Deliver the Catapult program in collaboration with young people, industry, community and educators. Purpose: To build the enterprise and entrepreneurial mindset of youth in Logan. To connect young people to industry and pathways into jobs.	June 2022	Completed
EG5.9.2 coLab	Deliver the city's first coLab. Purpose: To support scaling businesses, and attract investment and high value jobs.	June 2022	Completed
EG5.9.3 CoLab programs	Deliver coLab programs for the City of Logan. Purpose: To support capability uplift for coLab Portfolio Companies.	June 2022	Completed
EG5.9.4 City Futures Strategy Review	Deliver a review of the City Futures Strategy. Purpose: To ensure continued relevance of the strategy. To support integration with the new Economic Development Vision and Strategy.	June 2022	Not complete ¹
EG5.9.5 CityStudio Logan	Deliver a Program to partner on city-wide projects that engage with: <ul style="list-style-type: none"> • education partners • students • Council branches. Purpose: To support youth engagement in Council Projects. To support project-based learning that produces civic outcomes for Logan.	June 2022	Completed

¹ The review of the City Futures Strategy was temporarily paused as a result of the initiation of the Transform Logan project. Priority actions and related projects identified in the City Futures Strategy have been progressed in line with their respective interim or final deliverables. Continuation of the project will be subject to a future Council resolution.

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Major projects

Focus area EG5: Major projects activity

Major project	Projects planned for 2021/22	Projects completed in 2021/22	Projects planned for 2022/23
Advance the new Logan Planning Scheme towards endorsement in 2025.	2	0	0
Create a Night-time Economy Strategy	0	0	0
Deliver City Studio and Catapult Youth Enterprise programs.	2	2	0
Deliver key findings of the Economic Development Strategy.	1	1	0
Deliver the coLab Growth Hub in partnership with Go1 at Underwood.	2	2	1
Enhance the loganjobs.com.au platform.	0	0	0
Investigate the feasibility of an expanded rural tourism and adventure-based tourism offering in the city.	1	1	0
Prepare a feasibility study for the Springwood Town Square.	0	0	0
Refresh the Destination Management Plan to outline an action plan for tourism over the next 5 years.	1	1	1
Rejuvenate small neighbourhood centres through place-making and incentive packages.	1	1	1

Supporting strategies

Focus area EG5: Supporting strategy activity

Strategic planning document	Projects planned for 2021/22	Projects completed in 2021/22	Projects planned for 2022/23
Employment Land Study 2020	1	1	0
Housing Study 2020	0	0	0
Logan Destination Management Plan 2018-2022	2	2	1
Logan Economic Development Strategy 2021-2026	1	1	3
Logan Planning Scheme 2015	2	0	0

Focus area HC5: Highlights

US Market Access Program

In June 2022, we launched a program designed to help high-growth scaling businesses crack the lucrative United States market. The United States Market Access Program is an accelerator delivered by Logan City Council in partnership with the Los Angeles-based Network for Global Innovation (NGIN). It aims to equip participants with the tools needed to go global. It is part of Council's coLab Growth Hub at Underwood.

The program is supported by Trade and Investment Queensland, the Australian Government Department of Industry, Science, Energy and Resources (through AusIndustry's Entrepreneurs' Programme), and global edu-tech company Go1. Up to 10 high-growth scaling ventures can participate. Applications closed 1 July 2022.

Section 3 – Performance reporting

Improving business facades

A new program introduced in late 2021 offers benefits to shops and cafés by helping with upgrades and repairs to awnings, shutters and facades. The Logan Façade Improvement Program aims to improve the appeal of an area, boost streetscape amenity and increase pedestrian traffic. This in turn will enhance local shopping and dining experiences for residents and visitors. We also hope the program will encourage more footpath dining across the city and greater use of greenery, and result in the reinstatement of heritage features, where applicable. Under the program, Council will fund \$2 for every \$1 spent by an applicant to a maximum \$5,000 investment by Council on any single project.

Empowering Logan's migrant entrepreneurs

On 28 March 2022, we partnered with Griffith University to bring together multicultural business leaders to discuss ways to support local migrant entrepreneurs. The event was part of the Griffith University's Homebase project and held in the Yunus Centre on the Logan Campus. Local entrepreneurs shared their insights on the needs of migrant and refugees when starting small businesses and social enterprises. Logan has more than 217 different cultures and the biggest concentration of migrants and refugees in Australia. The migrant entrepreneurship program has built on the findings from the Multicultural Business Engagement Forum hosted by Council in August 2021.

Healthy Street Project in Loganlea

In December 2021, we completed Stage 1 of our Loganlea Road Healthy Street project. It has created safer and improved pedestrian and cycling connections and is part of Council's vision for the suburb to become a major health and well-being precinct. It also better connects Logan Hospital to proposed medical facilities and the Meadowbrook Shopping Centre on the other side the road.

Upgrades to Loganlea Road include a new off-street shared pathway on both sides of the road, landscaping works, shade structures and a new signalised pedestrian crossing. Street lighting has been improved and new 24/7 safety cameras are now operating across the precinct. The project included \$2.4 million from the Queensland Government's Unite and Recover Fund.

A new lease on life for Beenleigh

Council rejuvenated and revitalised one of Logan's oldest city centres in 2021/22. The works were part of the \$5 million Beenleigh Implementation Plan, which has delivered on key outcomes from the Council-hosted 2017 Beenleigh Summit.

The upgrade includes streetscaping improvements, new garden beds and trees, creative lighting and custom-designed directional signs. It also includes extensive urban artworks featuring designs of local artists, Mary Barron, Kyra Mancktelow, Madhu Khanna and June Hintz. The artists' colourful designs, some featuring Indigenous themes, have been painted on laneways, footpaths and traffic calming devices. They were also integrated into new shade discs on John Lane and City Road.

We hope the new wider footpaths will encourage local businesses to take advantage of Council's footpath dining incentive fund.

Section 3 – Performance reporting

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.

and meet

Performance scorecard

Status	Result
Completed	12
Not complete	3
Not proceeding	0
Total	15

Section 3 – Performance reporting

Projects from the 2021/22 Operational Plan

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

Project name	Project description	Target	Status
IN6.1.1 Road Safety Strategy	Review the SafeRoads4Logan Road Safety Action Plan 2017-2021. Develop the SafeRoads4Logan Road Safety Action Plan 2022-2026. Purpose: To reduce incidents and improve safety on roads in the City of Logan.	January 2022	Completed
IN6.1.2 Road and Drainage Capital Works Program	Deliver road and drainage infrastructure through the Road and Drainage Capital Works Program. Purpose: To deliver sustainable transport infrastructure that provides city and regional connection. To deliver drainage infrastructure that collects and discharges stormwater safely and effectively.	June 2022	Completed
IN6.1.3 Sealed Road Network condition survey	Complete a condition survey of the sealed road network. Purpose: To assess overall road condition and prioritise future rehabilitation.	September 2021	Completed

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 Beenleigh Wastewater Treatment Plant Transfer Strategy	Complete detailed design and commence construction of a new transfer pump station. Purpose: To allow the closure of the aging Beenleigh Wastewater Treatment Plant.	June 2022	Completed
IN6.2.2 Chambers Flat Wastewater Treatment Plant Master Planning Phase 1	Obtain an Environmental Authority from the Department of Environment and Science. Purpose: To enable master planning and design of the wastewater treatment plant. To form the Chambers Flat Community Reference Group and commence engagement.	June 2022	Not complete ¹

¹ A pre-lodgement meeting was held with Department of Environment and Science (DES) regarding the licence submission where Council was advised that it would need to submit water quality modelling as part of the licence submission. This was an unexpected requirement and will delay full submission until 2022/23. The delay in submission will have no impact on the build of the plant due to the revised later construction timing following the latest growth data and forecasts.

Section 3 – Performance reporting

Project name	Project description	Target	Status
IN6.2.3 Loganholme Wastewater Treatment Plant Stage 8 Upgrade	Complete a detailed design of the Stage 8 upgrade and start construction. Purpose: To increase capacity of the Loganholme Wastewater Treatment Plant.	June 2022	Completed
IN6.2.4 Loganholme Wastewater Treatment Plant biosolids gasifier	Complete construction and commission the Loganholme Wastewater Treatment Plant Biosolids Gasification Facility. Purpose: To reduce volume and disposal costs by managing the 34,000 tonnes of biosolids produced each year by the plant.	June 2022	Completed
IN6.2.5 Water and Wastewater Capital Works Program	Deliver water and wastewater infrastructure through the delivery of the Water and Wastewater Capital Works Program. Purpose: To deliver safe and efficient water and wastewater infrastructure to support the community and city growth.	June 2022	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 Waterford West Park	Deliver the detailed design for the Waterford West Park. Purpose: To enhance Council's recreational infrastructure across the city's green spaces.	June 2022	Not complete ¹

¹ An agreed extension in the scope of design work was reached to achieve project optimisation opportunities. These design changes are included as part of 'Stage 2' of the project. Additionally, flood modelling is also now required to be included that was not identified as part of the initial concept package.

As a result, delivery of the detailed design works are now planned to be achieved by November 2022.

Section 3 – 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.

Project name	Project description	Target	Status
IN6.4.1 Asset Management Plans	Analyse and report on Asset Management Plan Outputs to: <ul style="list-style-type: none"> Asset Managers (AMs) Service Delivery Coordination Team (SDCT) Executive Leadership Team (ELT) Council. Purpose: To support: <ul style="list-style-type: none"> confident investment decisions the delivery of Council's Corporate Plan and meet legislative requirements. 	June 2022	Completed
IN6.4.2 Total Asset Management Plan	Deliver refined capital budget information for inputs into the Long-Term Financial Forecast (LTFF). Purpose: To support: <ul style="list-style-type: none"> confident investment decisions the delivery of Council's Corporate Plan and meet legislative requirements. 	June 2022	Completed

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.

Project name	Project description	Target	Status
IN6.5.1 Yarrabilba Community Hub	Deliver the Yarrabilba Community Hub. Purpose: To provide a new integrated community facility that delivers critical social services for the community.	June 2022	Not complete ¹
IN6.5.2 Flagstone Community Hub	Secure land to commence detailed design work for the Flagstone Community Hub. Purpose: To support development of the new Greater Flagstone community centre.	June 2022	Completed

¹ The project's schedule was impacted during the year by continued wet weather. Unsuitable ground conditions were encountered in the carpark area. Works are due for completion October 2022. Logan City Council will seek an early handover of the 3 building Pods to enable the Community Services team to proceed with the furniture fit out while the external works continue.

Section 3 – Performance reporting

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

Project name	Project description	Target	Status
IN6.6.1 Woodland Drive Master Drainage Scheme	Progress delivery of the Woodland Drive Master Drainage Scheme. Purpose: To upgrade stormwater infrastructure across Woodland Drive drainage catchment. To increase stormwater collection and discharge capacity.	June 2022	Completed

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

Project name	Project description	Target	Status
IN6.7.1 Logan Safety Camera Program: capital replacement works	Deliver scheduled replacement of existing CCTV safety cameras and install new cameras in the Logan Safety Camera Program network. Purpose: To support the operation and expansion of the Logan Safety Camera Program network.	June 2022	Completed

Major projects

Focus area IN6: Major projects activity

Major project	Projects planned for 2021/22	Projects completed in 2021/22	Projects planned for 2022/23
Deliver the Chambers Flat Wastewater Treatment Plant.	1	0	2
Deliver the Loganholme Wastewater Treatment Plant biosolids gasification plant to reduce waste and environmental impacts.	1	1	3
Develop a funding strategy and pursue funding opportunities to deliver on the Community Infrastructure Strategy Implementation Plan.	0	0	0
Develop infrastructure networks to support the Kingston Butter Factory Cultural Precinct.	0	0	0
Improve infrastructure asset funding models to enhance long-term financial sustainability forecasting.	0	0	0
Plan and deliver infrastructure in all Council capital works programs in line with adopted priorities and budget allocations.	2	1	20
Review and update Council's Water Netserv Plan.	0	0	0
Undertake a review of the financial modelling, planning and project priorities for the Sub-Regional Infrastructure Agreement.	0	0	2

Section 3 – Performance reporting

Supporting strategies

Focus area IN6: Supporting strategy activity

Strategic planning document	Projects planned for 2021/22	Projects completed in 2021/22	Projects planned for 2022/23
Active Logan Strategy 2016-2028	0	0	0
Asset Management Strategy 2020-2023	12	11	8
Community Infrastructure Strategy 2019-2041	3	2	6
Financial Sustainability Strategy 2019-2028	2	0	0
Logan Planning Scheme including the Local Government Infrastructure Plan	0	0	4
Logan's Strategic Cycle Network Plan	0	0	1
Park Strategy 2014-2026	1	1	0
SAFEROADS4LOGAN – A Strategy for Road Safety in the City of Logan 2017-2021	1	1	1
Sub-Regional Infrastructure Agreement with Economic Development Queensland and developers in Priority Development Areas	0	0	2
Way2Go: Connecting Logan – The Integrated Local Transport Plan for Logan City Council 2018-2041	0	0	0

Focus area IN6: Highlights

Slacks Creek bridge an Australian first

A new pedestrian bridge opened in Slacks Creek in August 2021. The Compton Road Shared Footpath and Cycle Lane Project connects Compton Road to the \$3.2 million Greenlink environmental and recreation corridor that runs along Slacks Creek. Its centrepiece is a 32-metre single span fibre-reinforced polymer pedestrian bridge on Compton Road, which is the longest of its kind in the country.

It was installed during a delicate operation that saw parts of the bridge lifted by crane into position over 10 hours. The project also delivered a shared concrete footpath, boardwalks and pedestrian bridges on nearby Allgas Street and Baker Street.

Augmented reality shapes complex projects

Augmented reality technology is no longer exclusively used for movies or video games. It's also proving invaluable on complex Logan Water infrastructure sites. This is due to its affordable, practical, accessible and easy-to-use features. A trial of the technology was conducted on several infrastructure sites that featured complex pipework arrangements. Mobile devices (tablets and smartphones) are used to view a 3D model over the 'real world'.

New connection links history and nature

We opened the \$1.2 million Logan Village River Link in August 2021. The 2.5-metre-wide concrete pathway, bridge and underpass provide a direct link between riverside residential areas and the popular Logan Village Green. It also avoids the need for residents from housing estates crossing busy Anzac Avenue on their way to retail areas in Logan Village.

We delivered the Logan Village River Link as part of the \$2 million Logan Village Implementation Fund. The project includes the installation of new safety cameras, additional lighting and a viewing platform overlooking the nearby Logan River.

SafeRoads4Logan Road Safety Strategy 2022-26

Council adopted a new long-term strategy in April 2022 that aims to reduce serious traffic accidents. The SafeRoads4Logan Road Safety Strategy 2022-26 provides a blueprint for Council, its road safety partners and the community to work towards preventing the 300 serious crashes that occur annually in the City of Logan.

Section 3 – Performance reporting

The strategy identifies 7 priority areas for SafeRoads4Logan:

- education, encouragement and advocacy
- crash investigation and prevention
- pedestrian enabling facilities
- on- and off-road cycle facilities
- speed management measures
- focus on engineering treatments
- monitoring and reporting.

The strategy is a partnership between Council, the Department of Transport and Main Roads, the Queensland Police Service, Queensland Health and RACQ.

Bethania intersection upgrade

A \$2.6 million project has improved one of the City of Logan's most challenging intersections. Work involved signalising the Albert Street/Station Road and Albert Street/Church Road intersections at Bethania to increase safety and improve traffic flow. The project was jointly funded by Council and the Australian Government's Roads to Recovery and Local Roads and Community Infrastructure Program.

Master drainage improvements in Rochedale South

In 2021/22, we significantly upgraded the draining system in Rochedale South along sections of 6 streets. The \$15.8 million Woodlands Drive Catchment Master Drainage Project was a long-time in the planning, was extremely complex, and will provide better flood protection for homes during significant wet weather events. The centrepiece of this upgrade was the installation of 3-metre diameter pipes under the road in Woodlands Drive.

New management maintenance manual

In 2021/22, we began developing a new manual to detail how we manage maintenance to our road and drainage network. The aim is to have a management system based on corporate strategy, customer service expectations, industry standards, risk, operational objectives and available resources. It will promote best practice and reduce liability exposure.

Backflow and on-site sewage facilities project

We became the first local government in Queensland to automate our backflow devices and on-site sewage facilities register. This innovative business solution will provide Council, residents and businesses with direct access to the status of their devices or facilities. It will reduce the risk of health and environmental impacts through real time compliance monitoring.

Section 3 – Performance reporting

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	17
Not Complete	0
Not proceeding	1
Total	18

Section 3 – Performance reporting

Projects from the 2021/22 Operational Plan

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

Project name	Project description	Target	Status
HP7.1.1 Property rating strategies and framework	Deliver a review of Council's rating strategies and framework. Purpose: To ensure equity to our ratepayers. To provide a foundation for long-term financial sustainability.	Not Proceeding	Not Proceeding ¹

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

Project name	Project description	Target	Status
HP7.2.1 213 Queens Road redevelopment	Deliver the redevelopment project construction plan for the depot at 213 Queens Road. Purpose: To provide a fit-for-purpose workplace environment for branch services. To provide a better customer experience for the community.	June 2022	Completed
HP7.2.2 Community Engagement Strategy Action Plan	Deliver a Strategy Implementation and Action Plan outlining practical actions. Purpose: To guide how we deliver the Community Engagement Strategy 2020-2024. To advance and enhance community engagement practices internally and externally.	December 2021	Completed
HP7.2.3 Community Engagement Framework	Deliver initiatives within Council's Disaster Management's Community Engagement Framework. Purpose: To promote and enhance community education, resilience and recovery.	June 2022	Completed
HP7.2.4 Disaster Management Capability and Capacity Framework	Deliver activities that support the Disaster Management Capability and Capacity Framework. Purpose: To ensure that we have an appropriately staffed, sustainable and trained workforce.	June 2022	Completed

¹ A decision was made by Council in the second quarter to remove this project from the Operational Plan (minute# 16/2022). Due to the size and complexity of this initiative it was decided to extend the timeline for completion. As such it was decided to remove the project from this year's Operational Plan.

Section 3 – Performance reporting

Project name	Project description	Target	Status
HP7.2.5 Recruitment	Increase the Talent Acquisition Team's capacity to meet Council's increased workforce planning requirements. Purpose: To enable effective change management and leadership practices.	June 2022	Completed
HP7.2.6 Procurement Model Review Stage 3	Deliver updates to Council's procurement framework, delivery models and services. Purpose: To increase efficiencies in Council's procurement processes and procedures.	June 2022	Completed

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

Project name	Project description	Target	Status
HP7.3.1 Corporate Innovation Strategy	Deliver Year 2 of the Corporate Innovation Strategy. Purpose: To build organisational capability in using innovation models. To enable services to be delivered in new and better ways.	June 2022	Completed
HP7.3.2 TechOne to the Cloud	Upgrade the TechOne solution to be cloud-based. Purpose: To replace current solutions which have reached end-of-life.	June 2022	Completed
HP7.3.3 Enterprise Asset Management System	Complete Stage 1 of the work order and maintenance solution. Scope phase 2 strategic asset management options. Purpose: To ensure the right business system and solutions are selected that: <ul style="list-style-type: none"> are in line with today's technologies and best practice enable efficient and effective management of assets and quality asset information support operational and strategic infrastructure decision making. 	June 2022	Completed
HP7.3.4 Corporate project management practices	Review Council's current corporate project management guidelines. Purpose: To establish a well-structured: <ul style="list-style-type: none"> project prioritisation model project management delivery model. 	June 2022	Completed

Section 3 – Performance reporting

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

Project name	Project description	Target	Status
HP7.4.1 Change Framework	Develop and implement an enterprise-wide change framework and supporting tools. Purpose: To support effective change management and leadership practices.	June 2022	Completed

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

Project name	Project description	Target	Status
HP7.5.1 Corporate performance reporting	Commence a review of corporate reporting practices. Purpose: To improve data collection and reporting capabilities.	June 2022	Completed
HP7.5.2 Certified Agreement negotiations	Develop and embed the next Certified Agreement. Purpose: To provide a framework to ensure a healthy and safe workforce.	June 2022	Completed
HP7.5.3 Delegations review	Deliver a review of Council's delegations framework. Purpose: To ensure Council's delegations framework complies with legislation. To meet Council's legislative requirement to conduct an annual review of delegations.	December 2021	Completed

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

Project name	Project description	Target	Status
HP7.6.1 Strategic Accommodation Plan	Deliver a strategic and operational accommodation plan. Deliver the plan based on a short, medium and long-term forecast horizon. Purpose: To support forward planning of accommodation needs over the next 15 years.	June 2022	Completed
HP7.6.2 Strategy addressing greywater services causing amenity issues	Replace problematic grey water systems with a suitable solution. Purpose: To: <ul style="list-style-type: none"> improve the liveability of the city improve public health and safety action complaints received about grey water systems and increase customer satisfaction. 	June 2022	Completed

Section 3 – Performance reporting

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.

Project name	Project description	Target	Status
HP7.7.1 Advocacy Action Plan	Develop and execute advocacy strategies. Purpose: To influence federal and state government decisions that support Logan's identified advocacy priorities.	June 2022	Completed

Major projects

Focus area HP7: Major projects activity

Major project	Projects planned for 2021/22	Projects completed in 2021/22	Projects planned for 2022/23
Deliver information management, security and governance initiatives.	1	1	4
Deliver the procurement model review.	1	1	2
Implement our strategic People Plan initiatives.	11	6	8
Progress our strategic business transformation program across the organisation.	1	1	9
Start modernisation of system applications including enterprise asset management system, finance, property and rates.	2	2	3
Undertake the strategic accommodation review.	1	1	1

Supporting strategies

Focus area HP7: Supporting strategy activity

Strategic planning document	Projects planned for 2021/22	Projects completed in 2021/22	Projects planned for 2022/23
Advocacy Strategy 2021-2024	1	1	1
Community Engagement Strategy 2020-2024	2	2	5
Corporate Innovation Strategy 2019-2022	2	2	4
Customer Experience Strategy 2020-2024	1	1	11
Digital Strategy 2019-2022	15	9	3
Financial Sustainability Strategy 2019-2028	6	5	5
People Plan 2022-2026	16	11	15

Section 3 – Performance reporting

Focus area HP7: Highlights

Securing funds from other levels of government

Nine important infrastructure projects for the City of Logan were boosted by nearly \$13 million in grants from the Queensland Government in July 2021. The projects included the \$5.5 million Riverine Discovery Centre at Eagleby to promote the city's most prominent natural assets, a new youth centre in Logan Central and much-needed improvements to roads in rapidly growing suburbs. The funding was through the Queensland Government's South East Queensland Community Stimulus Program.

Stand up for Logan

In the lead up to the 2022 Federal Election on 21 May 2022, we called on local candidates, political parties, and party leaders to commit to funding projects that would enhance the liveability, safety and sustainability of the City of Logan. The projects advocated for were specific to each Logan electorate, as well as projects that would have a city-wide benefit. Our priorities were:

- reducing traffic congestion and improving roads
- improving internet and mobile connectivity
- upgrading our safety, sport and recreation facilities
- protecting our environment.

The campaign was part of our ongoing advocacy program on behalf of residents and business owners. The program aims to:

- increase Queensland and Australian Government investment in the City of Logan
- improve infrastructure and service delivery.

Traineeship and Apprenticeship Program

We highly value having trainees and apprentices at Council. In 2021/22, we tested the viability of directly hiring them into our workforce instead of using a third-party group training organisation via a 'host' arrangement.

The direct hire pilot attracted hundreds of applications. As a result, we appointed 3 apprentices and 2 trainees – all were Logan residents and all attended Logan secondary schools. We also welcomed another 13 trainees from local schools through our host arrangements in partnership with Maxima and NovaSkill. When considering placements, our focus is on diversity and ensuring we have a cohort that represents our local community.

The 2022 cohort has 16 males and 14 females in the group, comprising:

- 5 apprentices
- 22 trainees
- 3 school-based trainees.

In the group:

- 2 identify as Aboriginal and Torres Strait Islander
- 2 are living with disability
- 7 are from culturally and linguistically diverse backgrounds.

There are also 5 females in traditionally male-dominated work areas.

Our end-of-program surveys indicate a high level of satisfaction. Trainees and apprentices feel supported and guided throughout their time at Council. Our training completion rate is higher than the national average, indicating the success of our program. Many trainees and apprentices stay working at Council after they have completed their qualification, others who leave often return. As we continue to support and develop our trainees and apprentices, we are creating a future talent pipeline.

Section 3 – Performance reporting

Aboriginal and Torres Strait Islander Bursary Program

In 2021/22 we offered 2 paid working days a week in planning/engineering roles to City of Logan high school students from Aboriginal and Torres Strait Islander backgrounds. This initiative links with our Reconciliation Action Plan and encourages these young people to choose a career in town planning or civil engineering by removing financial and social barriers. This is a great step forward for our business and the planning and engineering sector.

New strategic procurement model to deliver benefits

In March 2022, we adopted a new contract manual that sets out how we carry out our contracting activities. The move was part of a more strategic approach to our contracts. This allows contracts to be created through an agile and innovative framework developed and tailored to capitalise on opportunities and deliver best value for Council. It will lead to better contracting outcomes and ultimately provide better value for the City of Logan community. The approach provides greater opportunities for our local suppliers, social enterprises and Indigenous businesses to do business with us.

Culture of innovation continues

We continue to roll out initiatives under our Corporate Innovation Strategy, which was in this third year of implementation in 2021/22. During the year, our problem-solving services supported 35 project teams and engaged with 475 staff across Council. Project teams were supported to better frame problems, understand the experience and impact of problems for customers/users and ideate and prototype potential solutions. We also delivered a Leadership Development Program Hackathon, helping participants develop capability across innovation tools and methodologies. Our focus was on Lean, Agile and Human Centred Design.

Section 4 - Commercial business units

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

- Logan Water
- Logan Waste.

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

Logan Water

Our vision

Reliable Sustainable Committed

Our purpose

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

Highlights

In 2021/22, we served more than:

- 125,924 residential properties (this equates to approximately 330,182 residents connected, based on ABS ERP 2021)
- more than 5,658 commercial and industrial water connected properties
- 113,610 residential wastewater properties
- 4,872 commercial and industrial wastewater connected properties.

We serviced customers with:

- 2,439 kilometres of water mains
- 2,460 kilometres of wastewater mains.

We also:

- distributed more than 23,000 mega-litres of clean, safe, reliably delivered drinking water (equating to approximately 9,230 Olympic pools)
- performed more than 450,000 water meter reads
- managed more than 16,356 contacts with customers.

Australia's first biosolids gasification facility opens

Logan Water pioneered an Australian-first in 2021/22. The Council-owned entity commissioned a new facility that transforms human waste, or biosolids, into renewable energy and a sustainable product called biochar.

Biosolids gasification destroys chemicals in biosolids like persistent organic pollutants, and micro and nano-plastics. It will help reduce carbon emissions by about 6,000 tonnes a year. Operational cost savings and carbon credits will return almost \$1 million a year to the City of Logan. A new revenue stream will be created from biochar sales.

Biochar contains nutrients like those found in commercial slow-release fertilisers, making it great for healthy soil and plants. Biochar can be added to soil, asphalt, concrete and bricks to sequester carbon for thousands of years. Our \$28 million project

Section 4 – Commercial business units

was completed in April 2022. It was funded by Council with a \$6.2 million grant from the Australian Renewable Energy Agency. (further information on the gasification facility can be found on pages 17 and 78)

\$100 million upgrade of Loganholme Wastewater Treatment Plant

More than \$100 million in major upgrades started at Loganholme Wastewater Treatment Plant (WWTP) in 2021/22. Some of these components are now operational. The upgrade will increase the plant's capacity to process wastewater. These upgrades will ensure the plant can cope with our growing community. It will also improve environmental performance and reduce operating costs.

As part of the upgrade, we constructed Australia's first permanent biosolids gasification facility. The facility will transform human waste or biosolids into renewable energy. The result is an environmentally friendly product called biochar (see separate story).

A 1,000-kilowatt solar array is now operating onsite. It powers treatment operations and reduces Council's carbon footprint. The array includes around 3,000 solar panels. The plant's main treatment process is receiving a major overhaul. This includes:

- a new modern membrane bioreactor treatment facility covering 3,500 square metres
- technology to increase the capacity from 45 million litres to 67 million litres per day, helping to service an additional 100,000 people
- transfer of flows from the Beenleigh WWTP (which will ultimately be de-commissioned).

The existing pump station at the plant has been upgraded. This work includes new pumps, valves and pipework to manage incoming wastewater flows. The upgrade will result in better efficiency and enhanced safety for operators.

Community service obligations

In 2021/2022, Logan Water provided \$62,100 to community service obligations. This includes:

- concealed leak policy
- home dialysis and medical treatment water concessions policy.

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

Logan Water Annual Performance Plan report

This is a summary of Logan Water's performance against the 2021/22 key performance indicators for water and wastewater service delivery.

A number of targets have not been met during 2021/22, due to changes in Logan Water's processes, data standards, service model impacts and systems. 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.

We ensure our customers get what they need and expect

Performance area	2021/22 target	2021/22 actual
Number of water quality complaints per 1,000 properties	≤ 5	2.6
Restoration of water supply (percentage of interruptions where service has been restored within 5 hours)	≥ 95%	95.7%
Restoration of wastewater services (percentage of interruptions where service has been restored within 5 hours)	≥ 92%	100%
Percentage of urgent water events that are responded to within 2 hours	≥ 80%	89.4%
Percentage of urgent wastewater events that are responded to within 2 hours	≥ 90%	87.3%
Percentage of non-urgent water events that are responded to within 36 hours	≥ 80%	88.2%

Section 4 – Commercial business units

Performance area	2021/22 target	2021/22 actual
Percentage of non-urgent wastewater events that are responded to within 36 hours	≥ 90%	100%
Number of wastewater odour complaints per 1000 properties	≤ 1	0.98
Percentage compliance with drinking water quality aesthetic parameters (based on National Health and Medical Research Council (NHMRC) guidelines)	≥ 95%	100%
Percentage compliance with drinking water quality health-related guidelines (based on NHMRC guidelines)	≥ 99%	100%
Percentage compliance with NHMRC microbiological guidelines (rolling 12 month)	≥ 99%	99.96%
Water supply reliability (percentage of property connections that do not experience an unplanned water supply interruption annually)	≥ 92%	97.56%
Wastewater service reliability (percentage of property connections that do not experience an unplanned wastewater service interruption annually)	≥ 95%	99.99%
Number of dry weather wastewater overflows (to connected residential properties) per 1,000 properties	≤ 3	2.59
Number of wastewater main breaks and chokes per 100 kilometres of main	≤ 15	6.22
Number of water main breaks leaks and breaks per 100 kilometres of main	≤ 5	5.18
Number of wastewater property connection breaks and chokes per 1,000 properties	≤ 3	0.61

We trust each other to drive a safe and supportive culture

Performance area	2021/22 target	2021/22 actual
Lost time injury frequency rate (LTIFR) combined	0	7

We provide infrastructure to meet the growth challenges of the future

Performance area	2021/22 target	2021/22 actual
Percentage of capital program delivered to budget	≥ 90%	≥ 94%

We drive long term viability by managing cost, service and commercial return

Performance area	2021/22 target	2021/22 actual
Earnings before interest and tax (EBIT) against budget (excluding capital adjustments)	≥ -5%	-0.29%
Total operating expenditure (OPEX)	≤ 10%	-2.43%
Water purchase volume in Logan (variance against budgeted water purchases)	≥ -5%	-4.94%
Real losses (system water loss – litres per service connection per day)	≤ 50L	39L

Section 4 – Commercial business units

We enhance our natural and built environment

Performance area	2021/22 target	2021/22 actual
Compliance with Department of Environment and Science (DES) licences (# of Infringement notices received)	0	0
Notifiable wastewater overflows reported to DES per 100 kilometres main	≤ 0.5	0.12
Percentage notification of major incidents to DES (within 24 hours)	100%	100%
Long-term effluent standards. (Calculated average long-term compliance for all Wastewater Treatment Plant (WWTP))	100%	94.7%
Percentage of short-term wastewater compliance with DES licence standards	≥ 95%	99.7%

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;	No changes to targets or KPIs
(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.	Not applicable

Enforceable undertaking

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

As an alternative to prosecution, Logan City 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 Logan City Council will provide tangible benefits to workers, community and industry and include:

- purchasing an additional high-powered Jet Rodder
- engaging third party consultants/auditors to:
 - research and compare current methodology for blocks and chokes in areas of access difficulty
 - assist with developing, facilitating and implementing the OIR's Participative Ergonomics for Manual Tasks (PERforM) Program
 - conduct a risk assessment of all tools and equipment with a focus on high risk/low use
 - conduct an audit and follow up audit of the contractor management process to identify any gaps, training requirements and areas for improvement
 - conduct 2 audits of the OHSMS

Section 4 – Commercial business units

- disseminating information about the undertaking to all staff, the mayor and elected council representatives, the Workplace Health and Safety committee and in the annual report. Presenting and sharing lessons learnt from the incident
- delivering This is Health and Safety workshops via face-to-face workshops, team briefs, toolbox talks, and e-learning
- expanding Risk Talk, a voice powered workplace safety application
- employing a dedicated Principal Health and Safety Advisor for an initial 3 years to manage the undertaking
- providing an annual vocational internship (over 3 years) for students completing a Bachelor of Occupational Health and Safety through the University of Queensland
- developing a Community Learning and Development Program through 4 free workshops and training sessions for community members, services, and organisations.

The enforceable undertaking has an estimated total minimum expenditure of \$638,724 (including recoverable departmental costs).

Section 4 – Commercial business units

Health, Environment and Waste Branch – Waste and Recycling Program

Program 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 2021/2022:

- 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.

Key performance indicators

Category	Result	Budget variation
Revenue	\$50.458 million	\$229 thousand (0.46%) above budget target of \$50.229 million
Operating expenditure	\$45.798 million	\$495 thousand (1.09%) above budget target of \$45.303 million
Net profit after tax	\$4.660 million	\$266 thousand (5.40%) below budget target of \$4.926 million

*See page 135 for the complete Waste and Recycling Program 2021/22 Performance Plan report.

Highlights

The highlights in 2021/22 include:

- commencement of the opt-in green waste bin service which by 30 June 2022 achieved an uptake of over 16,000 properties and collected over 5,000 tonnes of green waste for conversion into compost
- delivery of a special kerbside clean-up for flood affected areas of the City after the weather event in February 2022
- preparation of the new Waste Reduction & Recycling Strategy 2022 – 2032 which sets clear direction for how Council will manage waste and recover resources in the City of Logan over the next decade.

Section 4 – Commercial business units

Community engagement and education

Each year, in partnership with our waste collection contractor, Cleanaway, we deliver:

- waste education workshops
- Browns Plains Waste and Recycling Facility tours
- Grin on Your Bin program.

While these activities were interrupted by COVID-19, we delivered:

- 49 presentations and workshops to 1,242 participations across schools and childcare centres
- 4 community presentations to 75 community participants
- landfill tours to 23 classes (564 students).

In 2021/22, we also saw improvement in the level of contamination in our recycling bins. Grin on Your Bin is a recycling bin inspection program, where bins are inspected, and contamination level assessed. Residents recycling correctly are rewarded with a grin on a green bin hanger. Residents with high contamination in their recycling bins, receive a red hanger with advice on how to improve their recycling. We undertook 1,500 inspections in 2021/22. The contamination-rate measures in November 2021 and May 2022 were 28.06 per cent and 29.61 per cent respectively. While we would prefer a lower rate, there has been a definite improvement.

A new waste collection contract

Council's waste collection contract expired on 30 June 2021. A major procurement project to renew the contract started in mid-2018. Following internal and industry consultation, tenders were called in February 2019 and closed in April 2019. The tenders were assessed under strict probity guidelines and the contract was negotiated with and awarded to Cleanaway in May 2020. The new contract began on 1 July 2021. In addition, collecting waste and recycling bins, the new contract also included the introduction of a green waste bin and bulky waste pick-up service across the city.

In 2021/22

- 261,202 wheelie bins were serviced
- 4,852 tonnes of waste were managed through bulky kerbside collection
- 14,127 tonnes of waste were recycled through kerbside bins
- 5,080 tonnes of green waste were recovered through the introduction of green waste bins
- 1 new waste collections depot was constructed by Cleanaway at Park Ridge
- 48 waste collection trucks were bought by Cleanaway for the contract.

Browns Plains landfill expansion

We constructed an additional landfill cell at the Browns Plain Waste and Recycling Facility in 2021/22. The site is the City of Logan's only active landfill. The new cell was designed over 2 stages. Importantly, it was designed and built to minimise the likelihood of waste pollutants leaving the landfill site.

A regular domestic wheelie bin capacity is 0.240m³. The new landfill cell will provide around 1,413,000m³ of space. The cell has a footprint of around 26,000 square metres. Construction was completed in September 2021. The second stage began in July 2021 and will have a footprint of around 50,000 square metres. Construction timeframes for stage 2 have been delayed due to weather events and issues with sourcing lining materials from international suppliers.

Once completed, the new landfill cell will help ensure we have enough capacity for the waste generated by our community and businesses for at least the next several years. The landfill construction process has been quality assured to ensure it is fit for purpose and complies with environmental legislative requirements.

Section 4 – Commercial business units

Community service obligations

Community service obligations satisfy our Remissions to Community Organisations and Community Service Obligations Policy.

Community service obligation	Responsible branch	Actual (\$)
Free tipping for community organisations (includes Clean Up Australia Day and disposal of motor vehicles)	Community Services	\$69,235
Natural disasters/emergency situations	Community Services	\$271
Pensioner discounts for rated garbage and recyclables collection services	Corporate Finance	\$381,013
Total		\$450,519

Household waste and recycling in Logan – 5-year trend

Year	Household recyclables per wheelie bin per week (kg)	Household waste per wheelie bin per week (kg)
2017/2018	2.57	12.61
2018/2019	2.28	13.91
2019/2020	2.36	14.42
2020/2021	2.20	14.73
2021/2022	3.77	15.20

Note: Based on domestic premises issued with 140 or 240 litre wheelie bins.

Total tonnes landfilled at Browns Plains landfill (tonnes) – 5-year trend

Year	Total landfill at Browns Plains landfill (tonnes)
2017/2018	196,591
2018/2019	182,121
2019/2020	163,739
2020/2021	171,762
2021/2022	179,908

Section 4 – Commercial business units

Tonnes of waste material diverted from landfill at Logan waste and recycling facilities by type (tonnes) – 5-year trend

Category	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
Material sold at the recycling market	1,512	1,752	1,179	1,223	995
Net quantity kerbside recyclables	14,628	13,011	13,390	13,225	13,190
Cardboard collected for recycling at transfer stations	614	589	635	728	808
E-waste collected for recycling at transfer stations	127	116	81	58	56
Waste vegetation	38,560	32,592	30,399	24,425	28,806
Comix (kerbside recyclables) collected at transfer stations	58	40	25	27	42
Metal collected for recycling at transfer stations	4,042	3,907	4,003	4,198	3,958
Total quantity of material collected and removed for resource recovery, recycling or reuse	59,149	52,008	49,714	43,884	54,153

Proportional composition of kerbside recyclables by weight (tonnes) – 5-year trend

Category	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
Paper and cardboard	43.9	50.8	52.9	52.1	50.7
Glass	7.7	3.6	5.8	6.3	6.5
PET	4	3.3	3.7	3.4	3.1
Mixed plastic	0.9	1	1.3	1.4	1.4
HDPE	3.5	3.9	4.7	4.7	4.5
Aluminium	1.3	1.1	0.6	0.6	1.2
Steel	2	1.8	2.1	2.1	2.1
Waste	36.7	34.5	28.8	29.0	30.5

Section 4 – Commercial business units

Waste and Recycling Program Annual Performance Plan report

Program Management – KPIs

KPI	2021/2022 target	2021/2022 actual
Return on assets		9.90%
Earnings before income tax (EBIT)	\$11.827 million	\$11.735 million
Gross margins	\$34.477 million	\$35.721 million
Cost of delivering waste services – operating contribution margin net (operating revenue less expenses)	Favourable variance of less than 10%	Unfavourable variance of 0.14%

Service provision – KPIs

Program and service	KPI	2021/2022 target	2021/2022 actual
Waste and recyclables collection	Percentage of missed bin services in accordance with schedule	Less than 0.05%	0.09%
	Percentage of missed bin services collected by close of business the next working day	98%	90.66%
	Percentage of damaged wheelie bins repaired or replaced within 2 working days	98%	81.37%
	Percentage of stolen wheelie bins replaced by close of business the next working day	98%	84.03%
	Percentage of kerbside clean up services actioned in accordance with schedule	90%	66.67%
	Percentage of contamination of kerbside recycling	Less than 25%	25.19%
Waste disposal	Number of odour complaints	No standard	16 complaints received and actioned
Transfer stations	Number of enforcement actions received for non-compliance with environmental licence conditions	Zero formal enforcement actions received	Zero
Waste recycling			
Recycling market	Maintain ISO9001 and ISO14001 accreditation	Maintain accreditation	Accreditation maintained

Section 4 – Commercial business units

Program and service	KPI	2021/2022 target	2021/2022 actual
Waste and recyclables collection	Percentage of actions implemented in accordance with the 2017-2021 Waste Reduction and Recycling Plan	90%	100%
Transfer stations			
Waste recycling			
Recycling market			
Waste disposal			

Actual performance against targets were impacted due to change of collection contractor transition, COVID and 2022 flood event.

Projects – Waste and Recycling Program

Project	2021/2022 target	2021/2022 actual
EN3.7.1 Waste Reduction & Recycling Strategy 2022 – 2032 - To meet Council's legislative requirements, support the Government's Waste Avoidance and Resource Productivity Strategy 2014-2024.	March 2022	Completed The Waste Management and Resource Recovery Strategy 2022-2032 was endorsed by Council at its meeting in March 2022 for public consultation.
Browns Plains Landfill Cell 2E Phase 2 construction - Complete the excavation and construction of landfill cell 2E phase 2 at the BPWRF to continue to provide a fit for purpose waste disposal facility for the disposal of residual waste	April 2022	Work in progress Severe weather and flooding events in late February 2022 and significant rainfall again in April 2022 caused significant damage to the landfill cell infrastructure. causing major delays. Substantial repairs have been necessary causing major delays in completion. The project is now expected to complete early in quarter one of the 2022/2023 financial year, weather permitting.
Browns Plains Landfill Stormwater Treatment System - Construct the new stormwater treatment system at the Browns Plains Landfill to meet environmental license conditions and protect water quality in Scrubby Creek.	December 2021	Work in progress A series of significant rainfall events throughout late 2021 followed by severe weather and flooding events in late February 2022 and more rain in April 2022 caused extensive flooding and erosion damage to the project construction. Dewatering, removal of unsuitable materials and managing elevated groundwater levels have caused major delays. Completion of the project is now expected late in quarter one of the 2022/2023 financial year, weather permitting.

Section 4 – Commercial business units

Project	2021/2022 target	2021/2022 actual
Digital Waste Voucher Service - Deliver a report that identifies the scope and opportunities for the provision and use of a digital waste voucher system to provide an optional self-service platform for customers wanting waste vouchers, to reduce printing, posting and administrative costs.	December 2021	<p>Complete</p> <p>Following the development of a digital waste voucher project brief support for the introduction of digital waste vouchers system was secured following consultation with key internal stakeholders, including Finance, ITS and CECE.</p> <p>Commencing July 2022 digital waste vouchers will be provided to online rates customers only, these customers will also be provided with guidance on how to access and use the digital waste vouchers.</p>
Greenwaste bin collection service - Deliver the first year opt in greenwaste bin collection service to the community to provide an additional service to the community that increases the recovery of green/ garden waste and reduces garden waste disposed to landfill.	June 2022	<p>Complete</p> <p>The new opt-in green waste bin service commenced on 1 July 2021. There were initially 8500 bins in service, collecting around 170 tonnes of green waste in the first month of service.</p> <p>Orders for new bins have grown steadily month on month. And at year end there are now 15,859 green waste bins in service. A total of 5,080 tonnes of green waste has been collected in the first full year. All the green waste collected is used in the offsite production of compost for beneficial purposes.</p>
Logan Recycling Market (LRM) Point of Sale (POS) system - Deliver a POS system for the LRM that is acceptable and compatible with other Council systems to permit the collection and analysis of sales data to help identify trends and future sales and marketing strategies.	February 2022	<p>Complete</p> <p>Collaborative working between the Business Improvement and the Waste & Recycling team resulted in the introduction of a Point of Sales (POS) system at the Logan Recycling Market early July 2022. The new POS system replaces the existing handwritten customer sale tickets and cash register process with a modern integrated system, compatible with systems used elsewhere in Council.</p> <p>The new POS system will deliver a range of benefits:</p> <ul style="list-style-type: none"> • A better customer experience with improved efficiency at customer checkout • Increased financial accountability and improved cash management practices. • A reduction in time spent investigating and tracking queries and errors. • Improved data collection and reporting options that will permit increased analysis of sales data. <p>Initial feedback from team members and customers has been positive.</p>
Sub-Regional Waste Alliance - Deliver a report that identifies potential joint local government resource recovery solutions that can be progressed to the next phase of procurement to maximise recycling and resource recovery.	September 2021	<p>Complete</p> <p>An evaluation report was submitted in May 2021 resulting in the progression of a potential sub-regional Material Recovery Facility for further assessment.</p>

Section 4 – Commercial business units

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

National competition policy reforms

In the late 1990s, the *Local Government Act 2009* was amended as recommended by the Hilmer Report. This report aimed to increase competition and efficiency of trade and commerce. These principles were applied to Council's prescribed business activities.

Council's significant business activities during 2020/21 were:

- Logan Water (commercialised significant business activity)
- Logan Waste Services (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 was one complaint finalised by Council regarding competitive neutrality associated with Logan Waste Services. The complainant also lodged their complaint with the Queensland Competition Authority who undertook an investigation which was not finalised prior to 30 June 2022.

Section 5 – Additional statutory information

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: 118,576 (2021-2022 Q4)
- Value: \$39.21 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	\$10.21
Community Infrastructure charge	\$51.29
Trade waste charge	\$3.75

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	\$25.88
Permit, licence and registration fees	\$2.18
Property searches	\$3.90
Total	\$31.97

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.

Section 5 – Additional statutory information

Collection of outstanding rates and charges

At the close of the financial year, the balance of outstanding rates and charges was \$22.5 million, or 3.87 per cent of the gross rates and charges levied for the year (compared to \$25.062 million or 4.67 per cent in 2020/2021). 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.

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 2021/2022 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 2021/2022 were \$363.60 a year for maximum-rate pensioners and \$181.80 a year for non-maximum rate pensioners, upon 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 State 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 State 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)
State Government	15,339	\$5.20
Council	15,362	\$5.10

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.

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.

Section 5 – Additional statutory information

Community service obligation	Responsible branch	Actual (\$)
Free tipping for community organisations (includes Clean Up Australia Day and disposal of motor vehicles)	Community Services	\$69,235
Natural disasters/emergency situations	Community Services	\$271
Pensioner discounts for rated garbage and recyclables collection services	Corporate Finance	\$381,013
Total		\$450,519

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*

Section 5 – Additional statutory information

Financial sustainability

Financial management strategy

Council measures actual revenue and expenditure trends over time to guide decisions about resource allocation. This helps ensure services are provided efficiently and effectively. Council's financial management strategy is prudent, and its long-term financial forecasting indicates we have a sound financial position, while also being able to meet our community's current and future needs.

Measures of financial sustainability	How the measure is calculated	Target	Actual 30 June 2022	Projected for the years ended 30 June								
				2023	2024	2025	2026	2027	2028	2029	2030	2031
Operating surplus ratio	Net result (excluding capital items) divided by total operating revenue (excluding capital items)	Between 0% and 10%	4.77%	0.6%	0.3%	2.4%	3.1%	2.8%	2.9%	3.4%	3.6%	4.5%
Asset sustainability ratio	Capital expenditure on the replacement of assets (renewals) divided by depreciation expense	Greater than 90%	63.12%	84%	67.8%	69.1%	65.7%	63.5%	63.2%	61.9%	56.2%	54.3%
Net financial liabilities ratio	Total liabilities less current assets divided by total operating revenue	Not greater than 60%	-9.75%	12.2%	34.6%	43.5%	49.6%	60.0%	59.6%	55.4%	48.4%	40.1%

Financial sustainability is further covered in our community financial report on page 53.

Section 5 – Additional statutory information

Human Rights Act

The *Human Rights Act 2019* commenced on 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.

Administrative action complaint disclosures 2021/22

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 the relevant director.

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.

Outcome of administrative action complaints	Number
Number of complaints made under the Administrative Action Complaint (AAC) process during 2021/2022	1369 (1194*)
Number of AACs resolved under the complaints management process during 2021/2022	1328 (1185*)
Number of unresolved complaints under the AAC process during 2021/2022	31 (9*)
Number of unresolved complaints under the AAC process during 2021/2022 that were made in the previous financial year (2020/2021)	0

*Penalty Infringement Notice

Section 5 – Additional statutory information

Quality assurance

- Logan Water has a Queensland Government-approved Drinking Water Quality Management Plan. It has an Environmental Management System based on ISO 14001 principles. Logan Water's laboratory services are accredited by National Association of Testing Authorities (NATA) for the tests and sampling services it provides. This accreditation includes a Laboratory Quality Management System based on the principles of ISO 17025.
- Plant Fleet Services operates under an accredited Quality Management System ISO9001:2015 for Business Processes.

Section 5 – Additional statutory information

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	
Community Benefit Fund (CBF):	\$170,132.35
1. Councillor discretionary divisional funding	
Community Development Funding (CDF):	CPG: \$154,700.92
2. Community Project Grants (CPG)	CRG: \$133,193.15
3. Community Response Grants (CRG)	
Community Events Funding Program:	
4. Small Event Grant	\$266,052.00
5. Event Sponsorship	
Regional Arts Development Fund (RADF):	
6. Skills development	
7. Cultural tourism/creative projects	\$161,029.00
8. Regional partnerships	
9. Strategic initiatives	
Sport and Recreation Funding	
10. Active People – Travel Assistance	Travel Assistance: \$28,330.82
11. Active People – Club equipment	Club Equipment: \$58,365.46
12. Active Spaces – Facility maintenance	Maintenance: \$132,114.94
13. Active Spaces – Upgrade / new facility	Grant Writer: \$20,410.00
14. Grant Writer Program	
EnviroGrants:	
15. Environmental Partnerships or Capacity Building	
16. On-ground Ecosystem Restoration	
17. Environmental Surveys and Research	\$197,323.00
18. Environmental Education	
19. Individual Wildlife Carer Support (including flood	
Investment Attraction Incentives Fund (IAIF)	\$905,000.00
Façade Improvement Program (<i>trial grant program</i>)	\$57,818.00
Catapult Grants (<i>trial grant program</i>)	\$12,000.00
Small Business Recovery and Reinvestment Fund (<i>developed in response to the February 2022 flood event</i>)	\$75,000.00
Discretionary funds	
Total amount budgeted for the financial year as the local government's discretionary funds	\$181,676.00 (Community Benefit Fund)
The prescribed amount for the local government for the financial year	\$181,676.00 (Community Benefit Fund)
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	N/A
The total amount of discretionary funds budgeted for the financial year for Councillors to allocate for other community purposes	\$181,676.00 (Community Benefit Fund)

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Councillor discretionary funds

The amount of discretionary funds budgeted for use by each Councillor for the financial year include:

Councillor	Budgeted Amount	Allocated Amount
Mayor Darren Power	\$13,975.00	\$13,975.00
Cr Lisa Bradley	\$13,975.00	\$12,012.60
Cr Teresa Lane	\$13,975.00	\$13,975.00
Cr Mindy Russell	\$13,975.00	\$13,975.00
Cr Laurie Koranski	\$13,975.00	\$13,975.00
Cr Jon Raven	\$13,975.00	\$13,975.00
Cr Tony Hall	\$13,975.00	\$13,975.00
Cr Tim Frazer	\$13,975.00	\$13,975.00
Cr Jacob Heremaia	\$13,975.00	\$4,595.00
Cr Scott Bannan	\$13,975.00	\$13,975.00
Cr Miriam Stemp	\$13,975.00	\$13,774.75
Cr Natalie Willcocks	\$13,975.00	\$13,975.00
Cr Karen Murphy	\$13,975.00	\$13,975.00
Total	\$181, 675.00	\$170,132.35

Discretionary fund allocation

The following provides information about allocation of discretionary funds by Councillors including:

- the amount allocated
- the date the amount was allocated
- the way in which the amount was allocated for section 202(1) of the *Local Government Regulation 2012*
- the name of the organisation to whom the allocation was made
- the purpose for which the amount was allocated, including sufficient details to identify how the funds were, or are to be, spent

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Mayor Darren Power

Name of person or organisation	Purpose	Method of allocation	Date	Amount
Flagstone Tigers Junior Rugby League Club Ltd.	Equipment for the club's canteen.	To a community organisation for a community purpose	14/09/2021	\$1,000.00
Carbrook Veteran Golfers, Carbrook Golf Club	Prizes in the form of gift vouchers for the Carbrook Veteran Golfers Open Day.	To a community organisation for a community purpose	14/09/2021	\$750.00
St Paul's/Logan Brothers Old Boys Association	Ride-on mower to maintain the playing fields at Logan Brothers Rugby League Football Club.	To a community organisation for a community purpose	17/08/2021	\$750.00
Logan Beaudesert Country Music Club Inc.	Venue hire (with coffee/tea station included) for the club's monthly socials.	To a community organisation for a community purpose	14/10/2021	\$750.00
11th Cadet Unit - Logan PSG Inc.	Radios to enable communication throughout field exercises.	To a community organisation for a community purpose	14/10/2021	\$500.00
Rochedale Springwood Meals on Wheels Inc.	Christmas dinner for the volunteers.	To a community organisation for a community purpose	26/10/2021	\$500.00
Greenbank Pony Club Inc.	A zero-turn ride-on mower for the club.	To a community organisation for a community purpose	23/11/2021	\$845.00
Logan Central Respite Centre Association Inc.	Catering and entertainment for the volunteers and clients Christmas morning tea and lunch celebrations.	To a community organisation for a community purpose	29/11/2021	\$500.00
Beenleigh Yatala Chamber of Commerce Inc. (Junior Chamber)	Hire of an audio-visual technician for the Beenleigh Chamber Beats promotional event/concert to be held in the Beenleigh Town Square by students from local high schools.	To a community organisation for a community purpose	23/11/2021	\$240.00
Browns Plains State School P&C Association	Shade structure to use for outdoor activities.	To a community organisation for a community purpose	4/02/2022	\$600.00
Kulture Sports United Inc.	The purchase of 2 marquees, 25 x rugby balls, 2 stretch table covers and the costs of the Volunteers Appreciation Dinner to be held end of March 2022.	To a community organisation for a community purpose	19/05/2022	\$449.50
Wesley Mission Queensland	Cleaning products and maintenance items to clean up after the floods in Eagleby.	To a community organisation for a community purpose	30/05/2022	\$1,428.35

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Name of person or organisation	Purpose	Method of allocation	Date	Amount
Logan House Fire Support Network	Disaster management and clean-up of the floods that impacted many residents and businesses in Logan in March 2022. Funding for fuel vouchers, food vouchers, tools and personal protective equipment for volunteers, vehicle and equipment hire, cleaning products, incidental materials and administration costs.	To a community organisation for a community purpose	18/05/2022	\$662.15
Vietnam Veterans and Veterans Motorcycle Club Qld Chapter Inc.	Replacement of items lost due to flooding - a defibrillator, road safe first aid kit, electronic cash register and portable building.	To a community organisation for a community purpose	5/05/2022	\$5,000.00
			Total	\$13,975.00

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Councillor Lisa Bradley

Division 1

Name of person or organisation	Purpose	Method of allocation	Date	Amount
Springwood Seals Netball Club Inc.	Incentive payments for the volunteers in the Umpire and Mentoring Program (2021)	To a community organisation for a community purpose	8/07/2021	\$500.00
Rochedale-Springwood Meals on Wheels Inc.	Dinner for the volunteers.	To a community organisation for a community purpose	27/08/2021	\$500.00
Fishers of Men	Costs of providing a Christmas meal (food, soft drink, serviettes, fuel costs) and gift bag (confectionery and hygiene items) for disadvantaged and vulnerable people in the local community.	To a community organisation for a community purpose	2/11/2021	\$500.00
Spring-Dale Garden Club Inc.	Venue hire for the clubs 'Christmas Luncheon and Awards' event.	To a community organisation for a community purpose	3/12/2021	\$300.00
Springwood Girl Guides (Guides Queensland)	A chain saw, a pole chain saw and a whipper snipper.	To a community organisation for a community purpose	26/03/2022	\$500.00
Rochedale District Girl Guides (Guides Queensland)	A vacuum cleaner for the Guides Hut.	To a community organisation for a community purpose	23/06/2022	\$500.00
Easts Springwood Tigers Junior Rugby League Football Club Inc.	Food, beverages and the hire of a jumping castle and obstacle course for the 'Open Day' event.	To a community organisation for a community purpose	28/03/2022	\$1,000.00
Rochedale Tigers Rugby League Football Club Inc.	4 new aluminium seats for the club.	To a community organisation for a community purpose	29/04/2022	\$1,000.00
Rochedale Rovers Netball Club Inc.	Custom made netballs for the cadet teams with the club logo (27 size 5 cadet game balls)	To a community organisation for a community purpose	11/05/2022	\$999.90
Brisbane South Netball Inc.	A digital camera, camera bag and SD memory card.	To a community organisation for a community purpose	6/05/2022	\$998.90
Rochedale Rovers FC Inc.	Installation of a secure fenced area to store the small-sided playing goals and equipment and indoor plants for the clubhouse.	To a community organisation for a community purpose	12/05/2022	\$1,000.00
Springwood Tri-Service RSL Sub-Branch (Returned & Services League of	A portable multipurpose USB Mixer for audio coverage at the group's community events.	To a community organisation for a community purpose	6/05/2022	\$455.00

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Name of person or organisation	Purpose	Method of allocation	Date	Amount
Australia (Queensland Branch) Springwood Tri Services Sub Branch Inc.)				
Logan River and District Family History Society Inc.	A DVD/CD storage shelf cupboard and a panel room divider (to use as a modesty screen).	To a community organisation for a community purpose	6/05/2022	\$258.90
Springwood Road State School P&C Association	Hire of a Petting Zoo for the Under Eight's Week event.	To a community organisation for a community purpose	12/05/2022	\$500.00
Underwood Park Netball Association Inc.	Countertop display fridge for the club's canteen.	To a community organisation for a community purpose	12/05/2022	\$999.90
Lions Club of Rochedale Springwood Inc.	Memorial plaque for 50 years of the club's service in the Logan community and 75 years of Lionism in Australia.	To a community organisation for a community purpose	17/05/2022	\$500.00
Springwood State High School	The purchase of a Buddy Bench.	To a community organisation for a community purpose	12/05/2022	\$500.00
Springwood Seals Netball Club Inc.	Incentive payments for the volunteers in the Umpire and Mentoring Program (2022).	To a community organisation for a community purpose	12/05/2022	\$1,000.00
			Total	\$12,012.60

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Councillor Teresa Lane

Division 2

Name of person or organisation	Purpose	Method of allocation	Date	Amount
Centre Against Sexual Violence Inc.	Stickers and temporary tattoos with the message "My Body Belongs to Me", to be distributed to outside school care programs.	To a community organisation for a community purpose	20/08/2021	\$250.00
St Paul's/Logan Brothers Old Boys Association	Ride-on mower to maintain the playing fields at Logan Brothers Rugby League Football Club.	To a community organisation for a community purpose	17/08/2021	\$715.00
Logan Beaudesert Country Music Club Inc.	Venue hire (with coffee/tea included) for the club's monthly socials.	To a community organisation for a community purpose	19/10/2021	\$150.00
Logan Central Respite Centre Association Inc.	Catering and entertainment for the volunteers and clients Christmas morning tea and lunch celebrations.	To a community organisation for a community purpose	3/12/2021	\$250.00
Woodridge Kingston Lions Club Inc.	Sausage sizzle BBQ for local foster children and their parents at a Christmas function organised by Child Safety.	To a community organisation for a community purpose	3/12/2021	\$200.00
Kingston State School	A chest freezer and fridge.	To a community organisation for a community purpose	10/03/2022	\$1,897.00
Logan House Fire Support Network	Disaster management and clean-up of the floods that impacted many residents and businesses in Logan in March 2022. Funding for fuel vouchers, food vouchers, tools and personal protective equipment for volunteers, vehicle and equipment hire, cleaning products, incidental materials and administration costs.	To a community organisation for a community purpose	19/05/2022	\$5,066.05
Vietnam Veterans and Veterans Motorcycle Club Qld Chapter Inc.	Replacement of items lost due to flooding - a defibrillator, road safe first aid kit, electronic cash register and portable building.	To a community organisation for a community purpose	5/05/2022	\$5,446.95
			Total	\$13,975.00

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Councillor Mindy Russell

Division 3

Name of person or organisation	Purpose	Method of allocation	Date	Amount
Centre Against Sexual Violence Inc.	Stickers and temporary tattoos with the message "My Body Belongs to Me", to be distributed to outside school care programs.	To a community organisation for a community purpose	20/08/2021	\$225.00
St Paul's/Logan Brothers Old Boys Association	Ride-on mower to maintain the playing fields at Logan Brothers Rugby League Football Club.	To a community organisation for a community purpose	17/08/2021	\$750.00
Logan Central Respite Centre Association Inc.	Catering and entertainment for the volunteers and clients Christmas morning tea and lunch celebrations.	To a community organisation for a community purpose	6/12/2021	\$250.00
Daisy Hill - Brentwood Downs Neighbourhood Watch	Neighbourhood Watch shirts that active community members can wear out in the community.	To a community organisation for a community purpose	6/12/2021	\$667.00
Kimberley Park State School P&C Association	Catering, invitations and decorations for the 'Thank You' event for the volunteers and local business partners who contribute throughout the year.	To a community organisation for a community purpose	14/03/2022	\$1,500.00
Kulture Sports United Inc.	The purchase of 2 marquees, 25 x rugby balls, 2 stretch table covers and the costs of the Volunteers Appreciation Dinner to be held end of March 2022.	To a community organisation for a community purpose	28/04/2022	\$2,806.40
Logan City Softball Association Inc.	Replacement of items lost due to flooding – a line marker, computer and printer, pitching machine, office furniture, battery charger, first aid kits, uniforms and a field vehicle.	To a community organisation for a community purpose	26/04/2022	\$1,416.50
Logan House Fire Support Network	Disaster management and clean-up of the floods that impacted many residents and businesses in Logan in March 2022. Funding for fuel vouchers, food vouchers, tools and personal protective equipment for volunteers, vehicle and equipment hire, cleaning products, incidental materials and administration costs.	To a community organisation for a community purpose	24/06/2022	\$5,000.00
Daisy Hill - Brentwood Downs Neighbourhood Watch	The purchase of Neighbourhood Watch shirts. Animal Farm hire, catering, table and chair hire and chocolates for the Community BBQ event to be held on 22 May 2022.	To a community organisation for a community purpose	26/04/2022	\$1,360.10
			Total	\$13,975.00

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Councillor Laurie Koranski

Division 4

Name of person or organisation	Purpose	Method of allocation	Date	Amount
Yarrabilba State Secondary College	Inaugural 'Student Ambassador of Goodwill' award perpetual trophy.	To a community organisation for a community purpose	20/08/2021	\$200.00
Logan Beaudesert Country Music Club Inc.	Venue hire (with coffee/tea included) for the club's monthly socials.	To a community organisation for a community purpose	14/10/2021	\$150.00
Beenleigh Yatala Chamber of Commerce Inc. (Junior Chamber)	Cost of 42 students (from Beenleigh State High School, Windaroo Valley State High School, Canterbury College and Trinity College) to attend the 'End of Year' Junior Chamber event.	To a community organisation for a community purpose	12/10/2021	\$235.00
Logan Village State School P&C Association	Pie warmer for the Kids' Cafe (Tuckshop) and a fridge for the P&C Hub.	To a community organisation for a community purpose	4/11/2021	\$1,731.50
5FOLD Limited	The purchase of a fridge.	To a community organisation for a community purpose	7/02/2022	\$1,072.90
Logan Village Community Centre Inc.	Items needed for the Community Centre such as sewing machines, portable air conditioners, microwaves, tables, chairs, storage units, storage containers, craft supplies and bike locks.	To a community organisation for a community purpose	10/03/2022	\$5,015.00
Logan Village State School P&C Association	Hire of an outdoor movie screen and movie licence, battery operated lights, vests for volunteers, glow items and prizes for the P&C's 'Outdoor Movie Night' event.	To a community organisation for a community purpose	28/03/2022	\$1,000.00
Village Green Theatre Group Inc.	Ply, timber framing, nails, screws, hinges, paint, props and wardrobe items for the upcoming show 'The Old People are Revolting'.	To a community organisation for a community purpose	22/04/2022	\$749.15
Logan Village State School P&C Association	An additional chest freezer for the Kids' Cafe (Tuckshop).	To a community organisation for a community purpose	11/04/2022	\$637.00
Village Green Theatre Group Inc.	Youth Theatre t-shirts for the drama students, hall hire for rehearsals and performances of the current production and classroom hire for the weekly Youth Theatre class.	To a community organisation for a community purpose	13/05/2022	\$2,000.00
Logan Village State School P&C Association	A vertical garden for outside the Kids' Cafe (Tuckshop) and a vacuum and tablet for the Kids' Cafe.	To a community organisation for a community purpose	17/05/2022	\$1,184.45
Total				\$13,975.00

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Councillor Jon Raven

Division 5

Name of person or organisation	Purpose	Method of allocation	Date	Amount
St Paul's/Logan Brothers Old Boys Association	Ride-on mower to maintain the playing fields at Logan Brothers Rugby League Football Club.	To a community organisation for a community purpose	17/08/2021	\$785.00
Crestmead 40 Plus Club Inc.	Bus trip for members with meals included.	To a community organisation for a community purpose	18/07/2021	\$2,000.00
Learn-A-Craft	Bus hire for members to travel to Toowoomba for craft activities.	To a community organisation for a community purpose	13/07/2021	\$1,000.00
Centre Against Sexual Violence Inc.	Stickers and temporary tattoos with the message "My Body Belongs to Me", to be distributed to outside school care programs.	To a community organisation for a community purpose	20/08/2021	\$225.00
Meadowbrook Veterans Golf Club	Catering and prizes for the Meadowbrook Veterans Open Golf Day.	To a community organisation for a community purpose	17/08/2021	\$100.00
Logan Beaudesert Country Music Club Inc.	Venue hire (with coffee/tea included) for the club's monthly socials.	To a community organisation for a community purpose	10/11/2021	\$150.00
Marsden State High School	Costs of holding the school's Annual Gala Awards - catering, equipment hire (tables/cloths), perpetual trophy costs and awards/prizes (in the form of gift cards).	To a community organisation for a community purpose	22/09/2021	\$1,000.00
11th Cadet Unit - Logan PSG Inc.	Radios to enable communication throughout field exercises.	To a community organisation for a community purpose	10/11/2021	\$500.00
Beenleigh Yatala Chamber of Commerce Inc. (Junior Chamber)	Cost of 42 students (from Beenleigh State High School, Windaroo Valley State High School, Canterbury College	To a community organisation for a community purpose	12/10/2021	\$200.00

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Name of person or organisation	Purpose	Method of allocation	Date	Amount
	and Trinity College) to attend the 'End of Year' Junior Chamber event.			
Logan City Marine Modellers Inc.	The club's Christmas Party.	To a community organisation for a community purpose	10/11/2021	\$650.85
Logan Central Respite Centre Association Inc.	Catering and entertainment for the volunteers and clients Christmas morning tea and lunch celebrations.	To a community organisation for a community purpose	5/12/2021	\$250.00
River Glen Haven Community Group	Catering and entertainment for the residents Christmas dinner celebrations.	To a community organisation for a community purpose	4/12/2021	\$1,886.50
Crestmead 40 Plus Club Inc.	Lucky door prizes (in the form of shop vouchers) for the club's Christmas lunch.	To a community organisation for a community purpose	10/12/2021	\$200.00
Logan House Fire Support Network	Disaster management and clean-up of the floods that impacted many residents and businesses in Logan in March 2022. Funding for fuel vouchers, food vouchers, tools and personal protective equipment for volunteers, vehicle and equipment hire, cleaning products, incidental materials and administration costs.	To a community organisation for a community purpose	18/05/2022	\$5,027.65
			Total	\$13,975.00

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Councillor Tony Hall

Division 6

Name of person or organisation	Purpose	Method of allocation	Date	Amount
Centre Against Sexual Violence Inc.	Stickers and temporary tattoos with the message "My Body Belongs to Me", to be distributed to outside school care programs.	To a community organisation for a community purpose	20/08/2021	\$500.00
Meadowbrook Veterans Golf Club	Catering and prizes for the Meadowbrook Veterans Open Golf Day.	To a community organisation for a community purpose	17/08/2021	\$1,200.00
Campaign for Samuel Inc.	Venue hire, ATM hire, notebooks and pens for the Community Trivia and Auction Night fundraiser.	To a community organisation for a community purpose	05/08/2021	\$1,426.65
St Paul's/Logan Brothers Old Boys Association	Ride-on mower to maintain the playing fields at Logan Brothers Rugby League Football Club.	To a community organisation for a community purpose	17/08/2021	\$750.00
Logan Beaudesert Country Music Club Inc.	Venue hire (with coffee/tea included) for the club's monthly socials.	To a community organisation for a community purpose	12/10/2021	\$150.00
Beenleigh NHW 19 - Windaroo on the Park NHW	A-frame sign for the organisation.	To a community organisation for a community purpose	30/09/2021	\$525.30
11th Cadet Unit - Logan PSG Inc.	Radios to enable communication throughout field exercises.	To a community organisation for a community purpose	12/10/2021	\$500.00
Beenleigh Yatala Chamber of Commerce Inc. (Junior Chamber)	Cost of 42 students (from Beenleigh State High School, Windaroo Valley State High School, Canterbury College and Trinity College) to attend the 'End of Year' Junior Chamber event.	To a community organisation for a community purpose	12/10/2021	\$235.00
Soroptimist International of Beenleigh Inc.	The 'You Are Amazing - Wellness Day' event - catering, printing,	To a community organisation for a community purpose	19/11/2021	\$750.00

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Name of person or organisation	Purpose	Method of allocation	Date	Amount
	venue hire and Creative Art Therapist fee.			
Logan Central Respite Centre Association Inc.	Catering and entertainment for the volunteers and clients Christmas morning tea and lunch celebrations.	To a community organisation for a community purpose	10/12/2021	\$250.00
Bethania Community Centre Inc.	Groceries for the Community Dinner and Food Hamper program.	To a community organisation for a community purpose	14/03/2022	\$500.00
Logan Artists Association Inc.	Replacement of flood damaged equipment - a ride on mower, chain saw, leaf blower and whipper snipper.	To a community organisation for a community purpose	26/04/2022	\$6,366.00
Vietnam Veterans and Veterans Motorcycle Club Qld Chapter Inc.	Replacement of items lost due to flooding - a defibrillator, road safe first aid kit, electronic cash register and portable building.	To a community organisation for a community purpose	5/05/2022	\$822.05
			Total	\$13,975.00

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Councillor Tim Frazer

Division 7

Name of person or organisation	Purpose	Method of allocation	Date	Amount
Centre Against Sexual Violence Inc.	Stickers and temporary tattoos with the message "My Body Belongs to Me", to be distributed to outside school care programs.	To a community organisation for a community purpose	20/08/2021	\$250.00
Meadowbrook Veterans Golf Club	Catering and prizes for the Meadowbrook Veterans Open Golf Day.	To a community organisation for a community purpose	17/08/2021	\$200.00
St Paul's/Logan Brothers Old Boys Association	Ride-on mower to maintain the playing fields at Logan Brothers Rugby League Football Club.	To a community organisation for a community purpose	17/08/2021	\$500.00
Browns Plains State High School	Bus travel for students to attend the Year 12 Mystery Tour Bus excursion.	To a community organisation for a community purpose	6/09/2021	\$979.00
Logan West Community Artshare Alliance Inc.	Wheeled shelving racks, cube storage shelf and a stainless-steel trolley.	To a community organisation for a community purpose	1/10/2021	\$725.00
Logan Central Respite Centre Association Inc.	Catering and entertainment for the volunteers and clients Christmas morning tea and lunch celebrations.	To a community organisation for a community purpose	30/11/2021	\$250.00
Boronia Heights State School	Colour powder for the student's Rewards Day Colour Run which is held to celebrate student's good behaviour choices.	To a community organisation for a community purpose	16/11/2021	\$1,060.00
Browns Plains State School P&C Association	Shade structure to use for outdoor activities.	To a community organisation for a community purpose	24/12/2021	\$600.00
Browns Plains District Girl Guides (Guides Queensland)	Purchase of 2 directional road signs for the club.	To a community organisation for a community purpose	25/03/2022	\$578.60
Centenary Plains BMX Club	2 laptops and an android tablet for the club.	To a community organisation for a community purpose	24/12/2021	\$1,071.00

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Name of person or organisation	Purpose	Method of allocation	Date	Amount
Restore Community Services (Sons of God Ministries Ltd.)	Advertising material (corflutes, vinyl banner and pull-up banner) for the community programs.	To a community organisation for a community purpose	24/12/2021	\$249.25
Logan West Community Pantry (Sons of God Ministries Ltd.)	2 tear drop flags to advertise the Community Pantry.	To a community organisation for a community purpose	24/12/2021	\$214.50
Browns Plains Branch Little Athletics Centre Inc.	Trophies for the 'End of Season' break up.	To a community organisation for a community purpose	7/02/2022	\$1,500.00
Southern Stars Baseball Club Inc.	Food van for the end of season trophy presentation and celebration of season event.	To a community organisation for a community purpose	26/04/2022	\$1,000.00
Logan House Fire Support Network	Disaster management and clean-up of the floods that impacted many residents and businesses in Logan in March 2022. Funding for fuel vouchers, food vouchers, tools and personal protective equipment for volunteers, vehicle and equipment hire, cleaning products, incidental materials and administration costs.	To a community organisation for a community purpose	17/05/2022	\$42.95
Forestdale Neighbourhood Watch Inc.	The purchase of 15 tables for the group to hire out to local residents for their events.	To a community organisation for a community purpose	5/05/2022	\$884.70
Park Ridge State High School	Purchase and laying of pavers to be engraved for the Year 12 Cohort as a symbol of determination and resilience, the pavers will form part of the main school pathway.	To a community organisation for a community purpose	9/05/2022	\$1,000.00
Browns Plains Branch Little Athletics Centre Inc.	2 pop-up shades for members to use when at competitions.	To a community organisation for a community purpose	9/05/2022	\$500.00

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Name of person or organisation	Purpose	Method of allocation	Date	Amount
St Bernardine's P&F Association	Hire of an inflatable obstacle course for Under 8's Day.	To a community organisation for a community purpose	9/05/2022	\$1,370.00
Park Ridge State High School	Hire of novelty games, prizes for students (in the form of gift cards) and food and beverages for the Student's Rewards Day.	To a community organisation for a community purpose	4/05/2022	\$1,000.00
			Total	\$13,975.00

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Councillor Jacob Heremaia

Division 8

Name of person or organisation	Purpose	Method of allocation	Date	Amount
St Paul's/Logan Brothers Old Boys Association	Ride-on mower to maintain the playing fields at Logan Brothers Rugby League Football Club.	To a community organisation for a community purpose	17/08/2021	\$750.00
Ingenia Chambers Pines Social Club	Workshop power tools, materials to be used in group projects and woodworking classes and stools for workbench seating.	To a community organisation for a community purpose	21/09/2021	\$800.00
Crestmead NHW Inc.	Neighbourhood watch shirts, printed face masks and postage costs.	To a community organisation for a community purpose	4/04/2022	\$1,045.00
Park Ridge State High School	Purchase and laying of pavers to be engraved for the Year 12 Cohort as a symbol of determination and resilience, the pavers will form part of the main school pathway.	To a community organisation for a community purpose	11/05/2022	\$1,000.00
Park Ridge State High School	Hire of novelty games, prizes for students (in the form of gift cards) and food and beverages for the Student's Rewards Day.	To a community organisation for a community purpose	19/05/2022	\$1,000.00
			Total	\$4,595.00

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Councillor Scott Bannan

Division 9

Name of person or organisation	Purpose	Method of allocation	Date	Amount
Mundoolun Estate Community and Environmental Group Inc.	Stage hire for the Christmas Carols event.	To a community organisation for a community purpose	21/07/2021	\$1,500.00
Jimboomba Community Kindergarten Association Inc.	Bus travel for students to attend an excursion at the Ipswich Art Gallery.	To a community organisation for a community purpose	17/09/2021	\$440.00
C&K Woodhill Community Kindergarten	Bus travel for students to attend an excursion at the Ipswich Art Gallery.	To a community organisation for a community purpose	17/09/2021	\$300.00
Cedar Grove Landcare Inc.	Equipment for volunteers to participate in nursery activities.	To a community organisation for a community purpose	17/09/2021	\$458.41
Woodhill State School P&C Association	P&C's participation at the Woodhill Wellness Day 2021 - catering items and utensils, balloons, coloured hair spray, terracotta pots and plates, fairy garden trinkets, paper bags with handles.	To a community organisation for a community purpose	18/10/2021	\$1,000.00
Quota Jimboomba Inc.	Costs of holding the Annual Art Show 2022, such as venue hire, catering, prizes, advertising, stationery, printing, postage, workshop materials and workshop tutor.	To a community organisation for a community purpose	15/03/2022	\$4,000.00
Cedar Grove Landcare Inc.	A banner, corflute signs and 1000 x brochures about the Cedar Grove Landcare Group.	To a community organisation for a community purpose	15/03/2022	\$1,283.40
Quota Jimboomba Inc.	Essentials such as sleeping bags, backpacks, toiletries and small toys to make up care packs which are distributed to the homeless and vulnerable and the victims of domestic violence.	To a community organisation for a community purpose	15/03/2022	\$4,000.00
Mundoolun Estate Community and Environmental Group Inc.	A deep fryer for community events.	To a community organisation for a community purpose	7/04/2022	\$993.19
			Total	\$13,975.00

Section 5 – Additional statutory information

Councillor Miriam Stemp

Division 10

Name of person or organisation	Purpose	Method of allocation	Date	Amount
Logan Lightning FC Inc.	Concrete slab and garden shed for storage.	To a community organisation for a community purpose	6/07/2021	\$500.00
Centre Against Sexual Violence Inc.	Stickers and temporary tattoos with the message "My Body Belongs to Me", to be distributed to outside school care programs.	To a community organisation for a community purpose	20/08/2021	\$180.00
Itching to Stitch	Wool, material, buttons and ribbons to make items such as baby blankets, teddies, beanies, scarves and gloves to donate to the Logan Hospital, Fishers of Men, Pyjama Angels and domestic violence groups.	To a community organisation for a community purpose	2/08/2021	\$500.00
Carbrook Veteran Golfers, Carbrook Golf Club	Prizes in the form of gift vouchers for the Carbrook Veteran Golfers Open Day.	To a community organisation for a community purpose	14/09/2021	\$750.00
Logan Basketball Inc.	12 bench seats for the club.	To a community organisation for a community purpose	11/10/2021	\$1,000.00
Carbrook State School P&C Association	The purchase of a barbeque for the school.	To a community organisation for a community purpose	25/10/2021	\$830.00
Rotary Club of Loganholme Inc.	QuickSmart program to be used by teachers and students at Carbrook Animal Assisted Learning Centre.	To a community organisation for a community purpose	2/11/2021	\$500.00
Kulture Sports United Inc.	The purchase of 2 marquees, 25 x rugby balls, 2 stretch table covers and the costs of the Volunteers Appreciation Dinner to be held end of March 2022.	To a community organisation for a community purpose	17/05/2022	\$500.00

Section 5 – Additional statutory information

Name of person or organisation	Purpose	Method of allocation	Date	Amount
Logan House Fire Support Network	Disaster management and clean-up of the floods that impacted many residents and businesses in Logan in March 2022. Funding for fuel vouchers, food vouchers, tools and personal protective equipment for volunteers, vehicle and equipment hire, cleaning products, incidental materials and administration costs.	To a community organisation for a community purpose	17/05/2022	\$5,000.00
Loganholme Aeromodellers Radio Control Society Inc.	Replacement of damaged and stolen hand tools - which were stolen/damaged due to the recent floods.	To a community organisation for a community purpose	12/05/2022	\$1,000.00
Meakin Park Darts Association Inc.	Equipment such as boards, darts, junior training aids (training rings) and whiteboard markers.	To a community organisation for a community purpose	12/05/2022	\$1,458.75
Loganholme State School P&C Association	Fridge/freezer and plastic storage tubs.	To a community organisation for a community purpose	17/05/2022	\$1,556.00
			Total	\$13,774.75

Section 5 – Additional statutory information

Councillor Natalie Willcocks

Division 11

Name of person or organisation	Purpose	Method of allocation	Date	Amount
Flagstone Tigers Junior Rugby League Club Ltd.	Equipment for the club's canteen.	To a community organisation for a community purpose	14/09/2021	\$2,500.00
Logan Beaudesert Country Music Club Inc.	Venue hire (with coffee/tea included) for the club's monthly socials.	To a community organisation for a community purpose	12/10/2021	\$150.00
Greenbank Walking Football	Set of team jerseys for playing in Queensland Football Tournaments.	To a community organisation for a community purpose	19/09/2021	\$619.30
Greenbank Pony Club Inc.	A zero-turn ride-on mower for the club.	To a community organisation for a community purpose	17/11/2021	\$5,000.00
Restore Community Services (Sons of God Ministries Ltd.)	Advertising material (corflutes, vinyl banner and pull-up banner) for the community programs.	To a community organisation for a community purpose	31/12/2021	\$249.25
Logan West Community Pantry (Sons of God Ministries Ltd.)	2 tear drop flags to advertise the Community Pantry.	To a community organisation for a community purpose	31/12/2021	\$214.50
Greenbank Community Centre Inc.	A defibrillator for the Community Centre.	To a community organisation for a community purpose	18/03/2022	\$2,400.00
Grace Family Church Inc.	A fridge for the Foodbank.	To a community organisation for a community purpose	16/04/2022	\$1,398.05
Everleigh State School P&C Association	The purchase of a gazebo and costs of holding the school disco.	To a community organisation for a community purpose	18/03/2022	\$1,443.90
			Total	\$13,975.00

Section 5 – Additional statutory information

Councillor Karen Murphy

Division 12

Name of person or organisation	Purpose	Method of allocation	Date	Amount
Centre Against Sexual Violence Inc.	Stickers and temporary tattoos with the message "My Body Belongs to Me", to be distributed to outside school care programs.	To a community organisation for a community purpose	20/08/2021	\$225.00
Logan Beaudesert Country Music Club Inc.	Venue hire (with coffee/tea included) for the club's monthly socials.	To a community organisation for a community purpose	12/10/2021	\$150.00
Beenleigh Yatala Chamber of Commerce Inc. (Junior Chamber)	Cost of 42 students (from Beenleigh State High School, Windaroo Valley State High School, Canterbury College and Trinity College) to attend the 'End of Year' Junior Chamber event.	To a community organisation for a community purpose	15/10/2021	\$800.00
Soroptimist International of Beenleigh Inc.	The 'You Are Amazing - Wellness Day' event - catering, printing, venue hire and Creative Art Therapist fee.	To a community organisation for a community purpose	18/11/2021	\$750.00
SU Australia	ChicChat Mother/Daughter Evening - catering items, tiaras, chair sashes, tablecloth hire, decorations, hand sanitiser.	To a community organisation for a community purpose	2/11/2021	\$1,500.00
Sewing for Charity Australia	Art and craft supplies for the CRE8 Youth Program and a small television for the youth room.	To a community organisation for a community purpose	13/12/2021	\$1,495.45
Beenleigh Cricket Club Inc. (Beenleigh Pirates)	Sports equipment for the club (portable scoreboards, kit bags and practice stumps).	To a community organisation for a community purpose	3/11/2021	\$1,000.00
Logan Central Respite Centre Association Inc.	Catering and entertainment for the volunteers and clients Christmas morning tea and lunch celebrations.	To a community organisation for a community purpose	29/11/2021	\$250.00
Rotary Club of Beenleigh Inc.	Upgrading the Combined Community Service Clubs' roadside street signs.	To a community organisation for a community purpose	6/12/2021	\$3,480.00
Twin Rivers Community Mallet Sports Club Inc.	Purchase of a 'Club support Social Media Package'	To a community organisation for a community purpose	6/12/2021	\$100.00
Beenleigh Girl Guides (Guides Queensland)	Shelving units for the Guides Hut.	To a community organisation for a community purpose	29/06/2022	\$904.55

Section 5 – Additional statutory information

Name of person or organisation	Purpose	Method of allocation	Date	Amount
Eagleby Giants JRLFC Inc.	Glow sticks, stage and lighting and a generator for the Eagleby Christmas Carols & Games event.	To a community organisation for a community purpose	1/02/2022	\$2,500.00
Beenleigh Garden Club Inc.	Catering, flowers, serving trays and napkins for the Friendship Day event.	To a community organisation for a community purpose	27/04/2022	\$820.00
			Total	\$13,975.00

Overseas travel

No overseas travel occurred during 2021/2022 due to pandemic travel restrictions.

Section 5 – Additional statutory information

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

- Invest Logan Pty Ltd ACN 134 744 764 (investLogan); and
- the City of Logan Mayor's Charity Limited Trust A.C.N. 621 857 172, which is the trustee of the City of Logan Mayor's Charity Trust.

Section 6 Looking forward

Highlights for the year ahead

Our Operational Plan 2022/23 outlines our priority projects for the year ahead. You can read the full document here: <https://www.logan.qld.gov.au/downloads/file/4262/operational-plan-2022-2023>. You can also collect a copy from one of our customer service centres at Logan Central, Beenleigh and Jimboomba.

Here are some of the highlights from our operational plan for 2022/23

Focus area	Project highlights 2022/23
1. Maintaining current levels of service	<ul style="list-style-type: none"> • Deliver the Logan Listens: Residents' Survey • Deliver an update to the Customer Service Charter and standards • Deliver a data analytics and customer insights system
2. Proud City	<ul style="list-style-type: none"> • Deliver the citywide rebrand project • Deliver the second year actions outlined in the City of Logan: Safe City Strategy and Action Plan 2021-2025 • Progress a detailed development plan for Council's next Reconciliation Action Plan • Deliver the Living Museum of Logan exhibition and programs in collaboration with the community
3. Environment	<ul style="list-style-type: none"> • Deliver initiatives identified in the Albert and Logan Rivers Accessibility and Connectivity Plans • Deliver actions identified in the Climate Change Resilience Strategy 2021-2031 • Deliver actions identified in the Waste Management and Resource Recovery Strategy 2022-2032 • Deliver an electric and hybrid vehicle and plant assessment
4. Health and connected community	<ul style="list-style-type: none"> • Deliver and activate a community centre in Yarrabilba • Design a youth centre in Logan Central • Design Stage 2 of the Beenleigh Aquatic Centre • Progress Rosia Park design and first stage of construction (Park Ridge) and Jimboomba Park rugby league clubhouse
5. Economy and growth	<ul style="list-style-type: none"> • Develop the Destination Management Plan 2023-2028 • Deliver activities for the Logan Plan 2025 program of work • Deliver the Digital Infrastructure and Connectivity Program • Deliver the coLab Growth Hub
6. Infrastructure	<ul style="list-style-type: none"> • Develop draft and final site master plan for the Chambers Flat Wastewater Treatment Plan

Section 6 – Looking forward

Focus area	Project highlights 2022/23
	<ul style="list-style-type: none"> • Deliver critical upgrades to the Loganholme Wastewater Treatment Plan and decommission the Beenleigh Wastewater Treatment Plant • Deliver Parks Capital Works Program and Roads and Drainage Capital Works Program • Deliver an enhanced level of maturity of strategic and operational asset management for Council facilities and properties
7. High performing organisation	<ul style="list-style-type: none"> • Deliver initiatives in our Disaster Management Community Engagement Framework • Deliver Year 1 of the Digital Transformation Program • Start delivering foundational components of the Enterprise Asset Management solution. • Establish an enterprise portfolio, program and project management capability

Section 7 - Financial reporting

This section outlines our financial performance and standing during 2021/22, including the financial statements that have been prepared in accordance with relevant legislation and accounting standards.

2022 Logan City Council Financial Statements

- <https://www.logan.qld.gov.au/reports-and-publications/annual-report>

2022 Logan City Council statement of financial sustainability

- <https://www.logan.qld.gov.au/reports-and-publications/annual-report>

Section 8 – 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	Lobbying or 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 that is 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 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 25 branches led by Managers within our organisation (refer to the organisational structure on page 36). 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 e.g. residents, ratepayers, business investors and visitors.
Community engagement	The process of working collaboratively with and through groups of people affiliated by geographical proximity, special interest, or similar situations, to address issues affecting the wellbeing of those people. The levels of engagement are: inform, consult, involve, collaborate and empower.

Section 8 – Appendices

Term	Definition
Corporate Plan	A strategic document with a minimum 5-year outlook, which outlines the key strategies that the organisation will undertake to achieve its desired outcomes. This is a legislative requirement.
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	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: Community Services, Innovation and City Transformation, Organisational Services, Road and Water Infrastructure, and Strategy and Sustainability.
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 2021 to 30 June 2022.
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.
Global Reporting Initiative (GRI) Index	The GRI framework is used by large and small organisations to report their economic, environmental, social and governance performance and impacts.
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	A program of work or project to achieve a measurable benefit within a quantifiable timeframe.
Interim Administrator	A person appointed by the Governor in Council to exercise the responsibilities of the Mayor and Local Government for a specified period.
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.
Local Government Regulation 2012	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> have been collapsed into one Regulation, the <i>Local Government Regulation 2012</i> .
Logan: City of Choice	This is an initiative helping the City of Logan to grow and prosper into a connected, sustainable city. It was the result of the Logan: City of Choice Summit in February 2013, which attracted more than 1,000 people from community, business and nongovernment sectors, as well as Council, Queensland and Australian Government representatives.
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.

Section 8 – Appendices

Term	Definition
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.
Performance scorecard	A visual display of the most important performance information consolidated so an overall understanding of performance can be viewed at a glance.
Philanthropic	A word used to describe benevolent behaviour.
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 6 priority areas; Quality Lifestyles (QL), Conveniently Connected (CC), Economic Transformation (ET), Image and Identity (II), Green and Renewable (GR), and Next Generation Governance (NG).
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	Logan City Council's Reconciliation Action Plan 2019–2020 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.
South East Queensland Water Reform	A range of structural and regulatory reforms proposed for urban water supply arrangements in South East Queensland.
Strategic planning	An overarching process used to help Council and the community plan for the future and realise their 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

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.

Fax

07 3412 3444

Email

council@logan.qld.gov.au

Website

www.logan.qld.gov.au

Social media

Facebook.com/logancitycouncil
Twitter.com/logancc

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 2021/22 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	58
Identifying significant business activities A local government's annual report for each financial year must:	3	45	59
(a) contain a list of all the business activities that the local government conducted during the financial year; and	3	45(a)	59
(b) identify the business activities that are significant business activities; and	3	45(b)	60
(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)	60
(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)	60
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)	281
(b) the number of employees in senior management who are being paid each band of remuneration; and	6	201(1)(b)	281
(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.			281

Local Government Regulation 2012

Requirement	Chapter	Section	Page
Financial statements The annual report for a financial year must contain—			135
(a) the general purpose financial statement for the financial year, audited by the auditor-general; and	5	183(a)	135
(b) the current-year financial sustainability statement for the financial year, audited by the auditor-general; and	5	183(b)	135
(c) the long-term financial sustainability statement for the financial year; and	5	183(c)	135
(d) The auditor-general's audit reports about the general purpose financial statement and the current-year financial sustainability statement.	5	183(d)	135
Community financial report The annual report for a financial year must contain the community financial report for the financial year.	5	184	136
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) of the LGR (adoption of an expenses reimbursement policy); and	5	185(a)	136
(b) a list of any resolutions made during the financial year under section 206(2) (threshold for non-current physical assets to be treated as an expense).	5	185(b)	136
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(a)	136
(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(b)	136
(c) the number of local government meetings that each councillor attended during the financial year; and	5	186(c)	136
(d) the total number of the following during the financial year—			
(i) orders made under section 150I(2) of the Act;	5	186(d)(i)	136
(ii) orders made under section 150AH(1) of the Act;	5	186(d)(ii)	136
(iii) decisions, orders and recommendations made under section 150AR(1) of the Act; and	5	186(d)(iii)	136
(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(e)(i)	136
(ii) a description of the unsuitable meeting conduct, inappropriate conduct or misconduct engaged in by each of the councillors;	5	186(e)(ii)	137
(iii) a summary of the decision, order or recommendation made for each councillor; and	5	186(e)(iii)	137

Section 8 – Appendices

Requirement	Chapter	Section	Page
(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)	137
(ii) matters, mentioned in section 150P(3) of the Act, notified to the Crime and Corruption Commission;	5	186(1)(f)(ii)	137
(iii) notices given under section 150R(2) of the Act;	5	186(1)(f)(iii)	137
(iv) notices given under section 150S(2)(a) of the Act;	5	186(1)(f)(iv)	137
(v) decisions made under section 150W(1)(a), (b) and (e) of the Act;	5	186(1)(f)(v)	137
(vi) referral notices accompanied by a recommendation mentioned in section 150AC(3)(a) of the Act;	5	186(1)(f)(vi)	137
(vii) occasions information was given under section 150AF(4)(a) of the Act;	5	186(1)(f)(vii)	137
(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)	137
(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)	137
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)	138
(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)	138
(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)	138
(ii) administrative action complaints resolved by the local government under the complaints management process;	5	187(2)(a)(ii)	138
(iii) administrative action complaints not resolved by the local government under the complaints management process; and	5	187(2)(a)(iii)	138
(b) the number of administrative action complaints under paragraph (a)(iii) that were made in a previous financial year.	5	187(2)(b)	138
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)	138
(b) for a local government employee—the name of, and position held by, the local government employee;	5	188(1)(b)	139

Section 8 – Appendices

Requirement	Chapter	Section	Page
(c) the destination of the overseas travel;	5	188(1)(c)	139
(d) the purpose of the overseas travel;	5	188(1)(d)	139
(e) the cost of the overseas travel.	5	188(1)(e)	139
(2) The annual report may also contain any other information about the overseas travel the local government considers relevant.	5	188(2)	139
Grants to community organisations and discretionary funds	5	189(1)	139
(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—			
(a) the total amount budgeted for the financial year as the local government's discretionary funds;	5	189(2)(a)	139
(b) the prescribed amount for the local government for the financial year;	5	189(2)(b)	139
(c) the total amount of discretionary funds budgeted for the financial year for councillors to allocate for each of the following purposes—			
(i) capital works of the local government that are for a community purpose;	5	189(2)(c)(i)	139
(ii) other community purposes;	5	189(2)(c)(ii)	139
(d) the amount of discretionary funds budgeted for use by each councillor for the financial year;	5	189(2)(d)	139
(e) if a councillor allocates discretionary funds in the financial year—			
(i) the amount allocated; and	5	189(2)(e)(i)	139
(ii) the date the amount was allocated; and	5	189(2)(e)(ii)	139
(iii) the way mentioned in section 202(1) in which the amount was allocated; and	5	189(2)(e)(iii)	140
(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)	140
(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)	140
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)	140
(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)	140
(c) an annual operations report for each commercial business unit;	5	190(1)(c)	140
(d) details of any action taken for, and expenditure on, a service, facility or activity—			

Section 8 – Appendices

Requirement	Chapter	Section	Page
(i) supplied by another local government under an agreement for conducting a joint government activity; and	5	190(1)(d)(i)	140
(ii) for which the local government levied special rates or charges for the financial year;	5	190(1)(d)(ii)	140
(e) the number of invitations to change tenders under section 228(7) during the financial year;	5	190(1)(e)	140
(f) a list of the registers kept by the local government;	5	190(1)(f)	140
(g) a summary of all concessions for rates and charges granted by the local government;	5	190(1)(g)	141
(h) the report on the internal audit for the financial year;	5	190(1)(h)	141
(i) a summary of investigation notices given in the financial year under section 49 for competitive neutrality complaints;	5	190(1)(i)	141
(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)	141

Logan City Council 2021/2022 Annual Report

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