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Page numbers do not appear to be correct and need to be updated in the final version.

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Our annual report

the Logan City Council 2015/2016

This introductory section of the 2015/2016 Annual Report outlines information about our organisation and the city, gives a summary of our operational and financial performance for the 2015/2016 financial year, introduces our Mayor and Chief Executive Officer and highlights the awards won by our staff and the organisation.



Strong foundations for a bright future:

Delete colon.

community, and

Introduction

This Annual Report details our performance during the financial year of 2015/2016 in meeting the strategic priorities outlined in our Corporate Plan 2013–2018 and our long-term financial planning.

We provide more than 90 programs and services to the community and this report details our successes and the challenges faced over the past 12 months to ensure we remain open and accountable to our stakeholders.

This information is relevant to Logan residents and ratepayers, local business owners, potential investors, community groups, government agencies, funding bodies, and current and potential staff.

The objectives of the annual report include:

- communicating our vision and commitments to the community
- reporting on our performance in delivering the Corporate Plan priorities and other key achievements for the organisation
- instilling community confidence in our ability to show strong leadership and deliver on our promises
- illustrating our commitment to accountable and transparent government
- promoting the Logan area and Council to potential investors for economic development
- building confidence and satisfaction in the partnerships that are being created with community groups, local authorities and industry leaders through key projects
- recognising the significant achievements of our staff
- marketing Council as an employer of choice for potential recruits
- meeting statutory requirements under the *Local Government Act 2009* and *Local Government Regulation 2012*.

Our vision, purpose, twin goals and values

OUR VISION

Logan City: Building our communities, our businesses and our pride.

PURPOSE

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

OUR TWIN GOALS

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

OUR VALUES

At Logan City Council, we value:

Our people

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

Excellence

We create an environment where people are clear about expectations and are 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 our 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.

Performance summary

We are reporting against Logan City Council's 2013–2018 Corporate Plan, which is focused on seven priority areas. Our Corporate Plan identifies our councillors' long-term city vision and priority areas over a five-year period.

We deliver on our priorities by implementing our annual Operational Plan, which includes key projects and performance indicators (KPIs) that directly respond to the priority areas from the Corporate Plan (refer to our planning and performance management framework on page X for more information). Additional projects and KPIs that do not directly align to one of the seven priority areas but still have a strategic focus and are of community interest were included in the 2015/2016 Operational Plan. These are listed under the responsible stream and branch.

We focus on developing meaningful KPIs in all branch business plans and detailing key projects at the branch and organisational level. This will continue over the coming years as we strive to continuously improve both our internal and external reporting processes and accountability.

We produce an organisational report card every three months. Our organisational leadership team uses this information to identify strengths and areas for improvement within the business, and monitor the effectiveness of new initiatives or changes made to core services.

The report card provides a set of 16 high-level key measures that enable the organisational leadership team to monitor key organisational sustainability indicators such as investment returns against industry benchmarks, working capital ratio, timely mitigation of extreme and high risks etc.

The balanced scorecard approach enables us to apply critical perspectives to the performance areas we most want to measure: customer service delivery, finance, internal business processes, organisational culture, governance, innovation and learning.

Performance against our 2015/2016 Operational Plan is measured against project milestones and targets set at the beginning of the financial year. This ensures meaningful quarterly operational performance reporting to Council and the community.

Needs to be added in final version.

Delete comma.

I think 'relevant' might be a better word.

indicators, such

ratio, and timely

risks.

2015/2016 SCORECARD

We produce a quarterly Operational Plan performance report (available on our website), which provides a more detailed analysis of our performance and identifies any projects that did not proceed during the financial year, as well as highlighting KPIs where performance has dropped below the lowest acceptable performance limit.

The following is a summary of our performance in delivering our 2015/2016 Operational Plan, which consisted of 97 projects and/or key performance indicators (KPIs):

- 82 (85 per cent) projects and KPIs have met or exceeded acceptable performance targets. This means projects were completed before 30 June 2016 and KPI results were equal to or greater than the set performance target.
- 15 (15 per cent) did not meet set performance targets. Of these:
 - Five KPIs were below the desired level of performance as at 30 June 2016 but exceeded the lowest acceptable performance limit.
 - Six projects were not completed by 30 June 2016 (these projects will be carried forward and included in the 2016/2017 Operational Plan for completion in the new financial year).
 - Three KPIs were below target and below the lowest acceptable performance limit.
 - One project did not proceed in 2015/2016, based on a Council decision.

A summary of our performance against the 2015/2016 Operational Plan is shown on the following pages. A more detailed analysis of performance results is provided for each priority area and stream in the Performance Reporting section (pages noted at the end of each priority summary).

Move this to after KPIs

Performance scorecard definitions

PROJECTS

On track/completed: The project is meeting planned targets or all planned milestones have been achieved (project closure).

Monitor: The project is behind schedule but will still be delivered this financial year.

Completion risk: The project is behind schedule and there is a risk of it not being completed in this financial year.

Note: This scorecard option is specific to projects only and is only applicable to reporting in the first three quarters of the financial year. At the end of the fourth quarter, a project with a status of 'completion risk' would be considered 'undeliverable'.

Undeliverable: The project will not be delivered this financial year.

Not proceeding: A Council decision has been made to cancel the project.

Note: This scorecard option is specific to projects only.

KPIs

Meeting/exceeding target: Performance for this indicator is meeting or exceeding the target level.

Monitor: Performance is below the target level but is still within the acceptable performance variance.

Below target: Performance is outside of the acceptable performance variance.

**OPERATIONAL PLAN
PRIORITY AREAS**

Building our major infrastructure (MI)

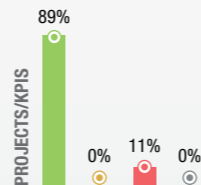
PRIORITY FOCUSES

MI1: Increase emphasis and funding for maintenance and upgrade of local road networks

MI2: Achieve high-level delivery of annual capital works program

MI3: Consider and adopt a plan for the harmonisation of water rates, including assessment of trickle feed consumers

See page ## for more details.

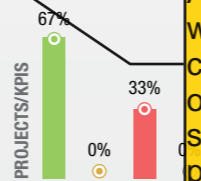


Building our city's image (CI)

PRIORITY FOCUSES

CI1: Adopt and implement a three-year city image campaign

See page ## for more details.



Add page details when document is complete, here and on subsequent sections on these pages.

Building our economic base (EB)

PRIORITY FOCUSES

EB1: Support existing businesses

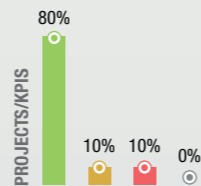
EB2: Attract new businesses

EB3: Enhance local employment opportunities and local jobs containment

EB4: Enhance focus on tourism, including eco-tourism opportunities

EB5: Proactively market SouthWest 1 and SouthWest 2 developments

See page ## for more details.



Building our environment (E)

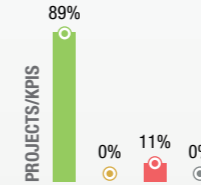
PRIORITY FOCUSES

E1: Enhance our rivers and wetlands with our community

E2: Build our future wildlife corridors through vegetation, koala and water quality offsets and focused community partnerships

E3: Reduce Council's energy costs and carbon footprint through innovation and new technology

See page ## for more details.



Building our service excellence (SE)

PRIORITY FOCUSES

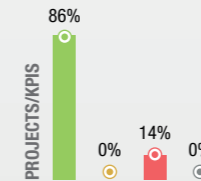
SE1: Maintain high levels of quality customer service

SE2: Enhance community communication and engagement

SE3: Pursue alternative sources of revenue to diversify Council's income streams

SE4: Subject to the necessary resourcing being available, Council commits to maintaining the programs and services listed in the Corporate Plan at or near current levels

See page ## for more details.



Building the wellbeing of our communities (WC)

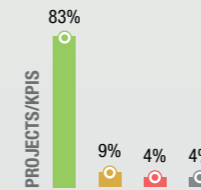
PRIORITY FOCUSES

WC1: Consider the draft Action Plan compiled from the Logan: City of Choice Summit. Agree on an appropriate role and determine appropriate responsibilities for Council in response to that plan

WC2: Ongoing priority for healthy and active lifestyle initiatives

WC3: Enhanced focus on city events

See page ## for more details.



Managing growth in our city (MG)

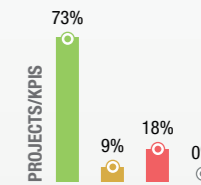
PRIORITY FOCUSES

MG1: Adoption and implementation of a new city-wide planning scheme

MG2: Development assessment to be best practice

MG3: Proactive involvement in the review of infrastructure charging philosophies for Queensland

See page ## for more details.

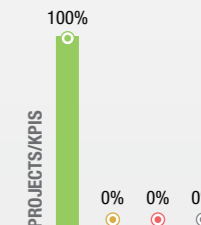


Community and Customer Services stream (CCS)

Projects/KPIs relating to these branches:

- Animal and Pest Services
- Community Services
- Libraries and Cultural Services
- Parks
- Sport Leisure and Facilities

See page ## for more details.

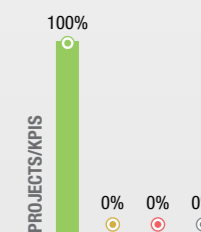


Road and Water Infrastructure stream (RWI)

Projects/KPIs relating to this branch:

- Road Infrastructure Planning

See page ## for more details.

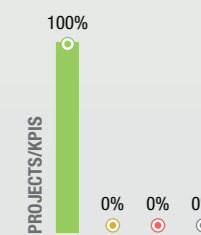


Strategy and Sustainability stream (SS)

Projects/KPIs relating to these branches:

- City Standards
- Waste Services

See page ## for more details.



Organisational Services stream (OS)

Council's Organisational Services stream does not have any specific projects or KPIs in the 2015/2016 Operational Plan.

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OUR ANNUAL REPORT

OTHER PERFORMANCE INDICATORS

Financial perspective

Investment returns (actual) against benchmarks (UBS Bank Bill Index)

We have consistently achieved at or above the benchmark over the five-year period from June 2011 to June 2016. In 2015/2016 Council's investment returns (2.65 per cent) outperformed the UBS Bank Bill Index benchmark (2.22 per cent). This can be attributed to a combination of good returns from managed funds invested and the use of long-term term deposits. As these investments mature the return may come closer to the benchmark as current long-term interest rates have decreased.

2016, Council's

mature, the

Year	Actual Return	Benchmark
2011/2012	5.13%	5.13%
2012/2013	4.54%	3.19%
2013/2014	3.80%	2.63%
2014/2015	3.32%	2.58%
2015/2016	2.65%	2.22%

Rates arrears levels (actual) against end of financial year target

Our percentage of arrears figure of 4.19 per cent is an improvement of 0.61 per cent on 2014/2015 year figure of 4.80 per cent.

The calculation used to determine rates in arrears is the total rates outstanding divided by the total value of rates issued.

Year	Actual Arrears	Target
2011/2012	5.14%	4.80%
2012/2013	5.38%	5.14%
2013/2014	5.18%	5.38%
2014/2015	4.80%	5.18%
2015/2016	4.19%	4.80%

Customer perspective

On-time delivery of capital works projects (achievement of practical completion)

Council's 2015/2016 result is the second highest result achieved for delivery of capital works projects over the past five-year period, second only to last year's exceptional result where Council delivered more capital works than what was planned.

We completed 99 per cent of our planned capital works projects in 2015/2016. This result includes projects by the Parks, Road Infrastructure Delivery, Water Infrastructure, Sport, Leisure and Facilities, and Waste Services Branches. Capital works projects include the construction of new or upgraded community facilities and parks, roads, drainage systems, upgrades to our waste transfer stations and water and sewerage networks.

The Sport, Leisure and Facilities Branch was the only branch to fall short of the 80 per cent lowest acceptable performance target due to delays in the Logan Metro Sports Park construction to accommodate re-design requests, and unusually high levels of rainfall experienced during June, which impacted on two other capital projects. This was counteracted in the overall percentage by above planned delivery by the Road Infrastructure Delivery and Parks branches.

2016, the

Year	On-time Delivery	Target
2011/2012	86%	100%
2012/2013	93%	100%
2013/2014	92%	100%
2014/2015	101%	100%
2015/2016	99%	90%*

* In 2015/2016 the target for the delivery of capital works was reduced from 100% to 90% and the lowest acceptable performance limit was reduced from 90% to 80%.

than had been planned.

branches

The Sport

Customer calls answered within timeframes (average wait time)

From 1 July 2014, we implemented a new performance measure for tracking the time taken to answer telephone enquiries through our customer service contact centre. Consideration was given to the national benchmark for calls answered within a call centre (44 seconds). As a result, we only have two years of comparable data. During 2015/2016

the service level target of answering telephone enquiries within 45 seconds was achieved for eight of the 12 months. This result is comparable to 2014/2015 when the service level target was achieved for nine out of the 12 months. Further improvements are being made to increase the achievement of this target for the coming year.

Target <45 seconds

Month	Average Wait Time (seconds)
Jul 15	40
Aug 15	44
Sep 15	32
Oct 15	50
Nov 15	47
Dec 15	40
Jan 16	42
Feb 16	48
Mar 16	35
Apr 16	61
May 16	41
Jun 16	21

month, 100

results, with

Customer Satisfaction Surveys – Council's Customer Service Centres

In 2015/2016, we introduced customer satisfaction surveys to help us gauge how well we are meeting the service needs of our customers.

Each month 100 customer requests are randomly selected from Council's customer request system.

A customer satisfaction survey is then sent to the customers who lodged the requests.

A five-point rating scale is used to calculate the results with a rating of 5 indicating the customer was *Very Satisfied* and a rating of 1 indicating the customer was *Very Dissatisfied*.

With customer service always forefront of our minds, we set ourselves a high target to achieve a monthly satisfaction rating of 4 (satisfied) or above out of 5, and we consistently achieved this target throughout 2015/2016 with an average rating of 4.5 out of 5.

Month	Customer Satisfaction Rating
Jul 15	4.59
Aug 15	4.7
Sep 15	4.6
Oct 15	4.27
Nov 15	4.54
Dec 15	4.67
Jan 16	4.52
Feb 16	4.47
Mar 16	4.47
Apr 16	4.46
May 16	4.59
Jun 16	4.55

STRONG FOUNDATIONS for a bright future

LOGAN CITY COUNCIL ANNUAL REPORT 2015/2016

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2015/2016 in review

HIGHLIGHTS

- We produced a quality 2014/2015 Annual Report — awarded a Gold Award by the Australasian Reporting Awards.
- We confirmed arrangements for a Strategic Asset Management and Maintenance System and commenced preparation work for its organisation-wide implementation.
- We undertook an organisation-wide Asset Custodianship Review
- We developed an *Asset Design As Constructed* (ADAC) webpage which met the requirements of the ADAC and made it available on Council's website.
- We dedicated \$37.5 million to the maintenance of the road network including kerbs, footpaths, traffic signals and bridges.
- We completed a Federal Government jointly funded project to replace the Darcy Edmunds Bridge with a new arched concrete culvert catering for the predicted 6% annual growth and increased road usage in the Jimboomba area.
- We completed the final phase of a seven-year project to deliver Council's largest ever wastewater network project, the Alfred Street pump station to Loganholme.
- We had another successful year in delivering key actions from our *Logan Road Safety Strategy* with data indicating a reduction in road trauma by 10%.
- We delivered large Capital Works programs in 2015/2016 including, a record \$73.5 million of Roads and Drainage Capital Works, \$48.1 million of water infrastructure projects.
- We had another successful year in delivering program activities to our local businesses and a positive word-of-mouth in partnership with more than 120 local businesses.
- We launched Phase 2 of the City Image Campaign in May 2016 promoting the City of Logan being an ideal location to live, work and play.
- We hosted the official opening of the new Beenleigh Town Square by Australian Prime Minister Malcolm Turnbull.
- We ran an advocacy campaign ahead of the Federal Election and achieved significant media coverage of our #letsgetmoving campaign focused on the M1 and Mt Lindesay Hwy, the roll-out of the National Broadband Network (NBN) and the Salisbury to Beaudesert railway line.
- We endorsed the Reconciliation Action Plan.
- We developed a Domestic and Family Violence Community Reference Group and Action Plan.
- We commenced planning for Logan Together to bring Logan kids up to and beyond the State averages within 10 years.

roads and drainage capital works and \$48.1 million

2016, including a

Logan as an ideal

- We commenced delivery of the First 5 Forever family literacy initiative — supporting strong reading and literacy for children from 0 to 5 years. **1,000**
- We worked with the community on Logan's Queensland Music Festival event *Under this Sky* in August 2015 featuring 100 local performers. **5,000**
- We celebrated as the Aqualogan Laurie Lawrence Swim School was awarded Best Swim School in Australia by industry peak body Austswim.
- We delivered the KRANK School Holiday program to more than 500 young participants and the *Live Well Logan* initiative, providing over 80 community activities aimed at healthy living and wellness.
- We finalised our new Community Engagement Strategy 2016–2020.
- We held a successful De-Sexpo 2015 with a 14.37% increase in the number of dogs and a 55.95% increase in the number of cats desexed compared to 2014.
- We assisted 11 Logan clubs secure funding of \$1,060,800.00 from the State Government funding towards capital improvements of \$1.748 million.
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2021, outlining

2,000

calculator, the first of its kind

CHALLENGES

- We were challenged with operating under the restrictive legislation and policy framework imposed on Queensland local governments.
- We continued the Safer Streets camera roll-out with a slight delay due to variations in soil tests and foundation requirements.
- We were challenged by long dry periods between January and May which resulted in algal bloom outbreaks and higher than usual bacterial contamination in some waterbodies.
- We were challenged with transitioning land from rural to urban purposes in-line with the South East Queensland Regional Plan.

rainfall affecting construction

- We were challenged with delays with commencing construction of the Logan Metro Sports Park due to required re-design to suit the lessees.
- We were challenged by unusually high June rainfall impacted on construction of the new entrance road into Browns Plains Landfill.
- We were unsuccessful in our aim to finalise the sale of all SouthWest 1 industrial lots, selling three of the four remaining lots.

LOOKING AHEAD

- We will commence the implementation phase of the Strategic Asset Management and Maintenance System across Council.
- We will establish an Asset Custodianship Working Group to oversee the development of asset transition plans and their implementation.
- We will conduct our Logan Listens: Residents' Survey and use the results to inform the development of our new Corporate Plan 2017–2021.
- We have committed \$73 million to improve roads, drainage, footpaths and bridges throughout the city, recognising the criticality of a well-built and maintained road infrastructure network.
- We have committed \$42 million to continuing to provide a reliable water and wastewater service to our residents.
- We will continue the delivery of a \$3.7 million pressure management program in the southern parts of the city.
- We will invest \$4 million into the Integrated Local Transport Plan to improve and increase services to the city and \$470,000 for installation of mobile speed warning signs to encourage safe driving on our local streets.
- We will address the need to increase capital works programs for both roads and water infrastructure over the next five years to accommodate growth predicted in the city.
- We will contribute to the development of a South Coast District Regional Transport Plan to ensure collective transport priorities are incorporated in an integrated transport plan for the South Coast District.
- We will implement Phase 3 of the City Image Campaign.
- We will implement our City Safety Strategy and Action Plan.
- We will commence delivery of Phase 2 of The Logan: City of Choice initiative.
- We will support the ongoing development and delivery of *Skilling Queenslanders for Work* and *Work for the Dole* projects.
- We will increase the age range for KRANK from 12 to 17 years to five to 17 years.
- We will develop and implement a Cultural Heritage and Native Title Management Directive and a Telecommunication Facilities Strategy.
- We will deliver an Industry Development and Investment Attraction Strategy together with an overarching Economic Development Strategy.
- We have planned trade missions to South-East Asia, North America and India.
- We will hold a Logan Job Expo to provide an opportunity to connect local jobseekers of all ages with local employers.
- We have planned a mission to New Zealand to explore opportunities to increase tourism in the City of Logan.
- We will complete the Logan River Vision and Implementation Plan.
- We will undertake energy audits of Council's large facilities.
- We will reform our local laws in-line with State legislation including, the commencement of the *Tobacco and Other Smoking Products (Smoke Free Places) Amendment Act 2016*.
- We face the challenge of a new Queensland Planning Act, which will commence 3 July 2017 and will result in the need for fundamental system and business process changes.

Our city

300,000, or

The heart of South-East Queensland beats in the City of Logan which is a major economic destination. Key industries in the city's economy include manufacturing and retail sectors, business and community services, the property sector, construction and agricultural industries.

The city covers more than 950 square kilometres and has a population of just over 300,000 or 6.4% of Queensland's population.

state, with

Looking ahead to the next 20 years, the city's future continues to shine brightly. Logan City is expected to continue to be one of the fastest growing cities in the state with the population forecast to increase by up to 200,000 within the next 20 years.

Given its central geographic location and available young workforce, Logan is ideally placed for continued growth in the South-East Queensland region.

The city is home to people from 215 different cultural backgrounds housed in a wide-range of suburbs offering lifestyle options from leafy suburbs to bushland acreage. Logan has a strong and vibrant spirit, and residents are eager to build a bright future for themselves and their families.

days, with



1849. The declaration

industries, and



OUR HISTORY

Logan is a bustling modern city looking to the future but there are still many reminders of early settlers. Numerous historic cemeteries are located in Logan 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.

The most accessible sites of cultural heritage significance in Logan are Mayes Cottage, the old Carbrook School, St Marks Church at Slacks Creek and the Kingston Butter Factory.

Logan's history began when Captain Patrick Logan, then Commandant of the Moreton Bay Penal Settlement, explored the river in 1826 and made contact with the Aboriginals from two major language groups: the Yugambah and the Jaggera.

The Logan River, named by the Governor after Captain Logan, was an important transport route in the early days with river boats bringing in provisions and taking out produce. There is little remaining evidence of this river trade because wharves and bridges were continuously washed away in floods.

1841, land

Once the Penal Settlement based in Brisbane was closed in 1841 land in Logan was quickly taken up by squatters. The first leases of land in the Logan area were issued from 1849 and the declaration of the Logan and Eight Mile Plains Agricultural Reserves in 1862 led to extensive settlement of the area, initially by Irish and English settlers and then German immigrants.

Cotton, dairy farming and sugar production were among the city's early industries and today a small but viable sugar industry remains on the southside of the river centred on the Rocky Point Mill.

The post-war need for housing attracted enthusiastic young families and urban development boomed in the Rochedale and Springwood areas from the late 1960s, and in Browns Plains from the early 1970s.

The Logan local government area was created in 1979 and the City of Logan was declared in 1981. Today the city is seen as South-East Queensland's economic powerhouse as Council continues building on the strong foundations laid in the past.

2,177 km

The City of Logan in profile

12 council divisions incorporating 110,557 rateable assessments

19,502 businesses

4 major community venues/events centres

54% of the city's area is vegetated



An economy worth \$19.298 billion with a gross regional product of \$9.8 billion

Logan City Council 2015/2016 budget: \$839.8 million

125 sporting facilities

9 libraries

3 indoor sports centres

18 Council-owned community centres

6 aquatic centres

Assets worth almost \$6 billion, including \$2.6 billion worth of water and wastewater assets and \$3.7 billion worth of roads and drainage assets

68 suburbs covering 957 square kilometres

95km of unsealed roads

95 km

245km of bikeways

245 km

238,700 tonnes of waste handled each year: 55,100 tonnes is recycled

2,087km of wastewater mains

973 parks

1,129km of footpaths

2,087 km

1,129 km

comprising 217 ethnicities

26.1% of residents were born overseas

2,160 km

2,633ha of wetlands

2,160km of sealed roads

2,633 km

2,177km of waterways

42,372ha of ecological corridors

2,162km of water mains

42,372 ha

2,162 km

Mayor's Message

CEO's Message

18

OUR ANNUAL REPORT

2015/2016 financial summary

which is considered

OPERATING SURPLUS (DEFICIT) RATIO

The operating surplus ratio measures the extent to which revenues raised — to cover operating 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 an operating deficit, which is considered not sustainable in the long-term. We have provided an operating surplus (deficit) trend over the past six years and a forecasted ratio.

The operating surplus ratio of 6.8 per cent is a positive result and means that Council's operating revenues cover all our operating expenses, including depreciation by a percentage that is within the acceptable levels.

The positive result indicates a surplus and it is generally the case that the larger the surplus, the stronger the result. However, we aim to maintain a surplus below the benchmark of 10%, as anything over this can disadvantage ratepayers unless it is part of strategic long-term planning.

Operating surplus (deficit) ratio %

Year	Ratio %
2010/2011	-2.7
2011/2012	2.3
2012/2013	-2
2013/2014	2.1
2014/2015	6.9
2015/2016	6.8

WORKING CAPITAL RATIO

The working capital ratio provides an indication of short-term liquidity: whether the business has enough current assets to meet current liability commitments. A ratio of better than 1:1 reflects a strong ability by an organisation to meet its commitments.

We had, on average over the past six years, 3.7 times the amount required in current assets to pay our short-term liabilities. In 2015/2016, the ratio was 3.97:1, which was an increase from 3.34:1 the previous year.

Working Capital Ratio

Year	Ratio
2010/2011	4.1
2011/2012	4.37
2012/2013	3
2013/2014	3.15
2014/2015	3.34
2015/2016	3.97

NET FINANCIAL LIABILITIES (ASSETS) RATIO

The net financial liabilities (assets) ratio measures the extent to which net financial liabilities can be serviced by operating revenues and is a short-term liquidity measure. The ratio determines how well-placed we are to pay our liabilities out of current operating revenue and is calculated as the value of net financial liabilities (assets) divided by operating revenue.

Net financial liabilities (assets) are calculated as total liabilities minus current assets, and a negative measure means that our current assets exceed total liabilities.

The ratio does not consider liability repayment periods, which include longer-term borrowings and may be misleading. A more accurate measure of short-term liquidity is provided through the working capital ratio, which compares current assets to current liabilities rather than all liabilities, and is presented above.

Net financial liabilities (assets) ratio

Year	Ratio
2010/2011	-2.7
2011/2012	2.3
2012/2013	-2
2013/2014	2.1
2014/2015	6.9
2015/2016	6.8

2017. Results

(assets)

How we engage our community

LOGAN LISTENS: RESIDENTS' SURVEY

Our Logan Listens: Residents' Survey has been run annually since 2010, with the exception of 2015. We did not run our city-wide survey in 2015 as a Council decision was made to defer the survey and the decision on timing of future surveys to the new Council, following the 2016 Local Government elections.

Our next scheduled survey will occur in the first half of 2016/2017 and results from this survey will be used in the development of a new vision and Corporate Plan for the city.

The chart below shows the improvement in residents' satisfaction across all of Council's services every year of the five-year period that the survey was run from 2010 to 2014. In 2014, eight out of 10 people (80 per cent) indicated that they were either 'satisfied' or 'very satisfied' with our services and facilities.

Year	Score
2010	3.54
2011	3.71
2012	3.75
2013	3.88
2014	3.98

Residents were asked to rate their overall satisfaction with Council's services and facilities on a scale of 1-5, where 1= not at all satisfied and 5 = very satisfied.

COMMUNITY ENGAGEMENT ACTIVITIES CONDUCTED IN 2015/2016

Residents were invited to have a say on key Council decisions that affect their community throughout 2015/2016. The number of large projects with community engagement substantially increased in 2014/2015 and the decrease in 2015/2016 can be attributed to Logan City Council's caretaker policy provisions preventing engagement during the election period. Online engagement opportunities increased slightly on last financial year.

Engagement Summary and "Have Your Say" Online: four-year trend

Year	Engagement Projects	Online Engagement
2012/2013	55	18
2013/2014	52	59
2014/2015	78	31
2015/2016	60	37

'Have Your Say'

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Some of the major engagement projects in 2015/2016 are summarised below

community, including

Guideline for Engaging Aboriginal and Torres Strait Islander Communities in the City of Logan

Logan City Council is committed to increasing opportunities for engagement and participation, appropriately acknowledging Aboriginal and Torres Strait Islander custodianship of Country, and recognising the significance of Aboriginal and Torres Strait Islander cultures in the City of Logan and throughout Australia.

It is acknowledged that Australia's Aboriginal and Torres Strait Islander peoples experience ongoing challenges associated with the loss of people, lands, identity, language and culture. This loss continues to be experienced by individuals in our community and in turn impacts on participation and engagement.

After many months of conversation with individuals within the local community including Elders and other leaders as well as representative community groups in the City of Logan, the Community Engagement Guideline: Guideline for Engaging Aboriginal and Torres Strait Islander Peoples in

the City of Logan was endorsed by Council's Leadership Team on 8 October 2015. This Guideline has been made available to Council staff members in accordance with Action 7.2 of the City of Choice Action Plan.

guideline

The guideline outlines when and how to:

- undertake an Acknowledgement of Country
- organise a Welcome to Country
- engage with Aboriginal and Torres Strait Islander peoples in the City of Logan.

The guideline also addresses:

- protocols, ceremonies and other cultural considerations
- photography, filming and recording consent, and how this should be obtained when working with Aboriginal and Torres Strait Islander people
- how and when to commission consultancy expertise from Aboriginal and Torres Strait Islander representative groups
- the provisions and obligations as a Council employee under the *Aboriginal Cultural Heritage Act 2003*
- an explanation of the Aboriginal and Torres Strait Islander flags.

Develop a new local law for the management of open fires across the City of Logan

Logan City Council asked our community to tell us how open fires to maintain property should be regulated by our local law. Prior to this conversation, our past local laws prevented open fires, unless fire permits had been obtained from Queensland Fire and Emergency Services.

Council's intention was that proposed changes to the relevant local law would ensure the safety of Logan residents. It was recognised that small fires may be necessary for maintenance, especially in large, rural properties throughout the City of Logan — without creating a nuisance issue for neighbours.

Working in partnership with Queensland Fire and Emergency Services, community feedback was used to draft the provisions of the local law. This feedback helped Council decide what was appropriate and safe for residents in the City of Logan.

community, and

The Logan: City of Choice Initiative

Arising from the City of Choice Summit in 2013, which led to the development of a two-year action plan, community members in the City of Logan asked for a community governance process to be established to drive the implementation of the plan and so the Logan: City of Choice Leadership Team was formed.

The Leadership Team involves independently selected representatives of all levels of government, the community and subject matter experts directly relevant to the themes identified through the summit.

A core function of the leadership team has been to provide and build the capacity within the community, government and partner organisations. Without this it simply would not be possible to achieve the massive goals established for the city.

The leadership team has continued to drive the development of individual project action plans, engaging with residents, community leaders and key stakeholders across all levels of government to channel these actions to progress the action plan.

Review of Environmental Mapping

In late September 2015, Logan City Council called for community help to improve and refine its mapping of ecological significance throughout the City of Logan. The local community was asked to gather and provide any recorded evidence to Council to assist with the continual improvement of Council's ecological significance mapping.

In November 2015, 17 ecological experts from around South-East Queensland formed an expert panel to provide advice and recommendations to Logan City Council. Both the community submissions and the experts' own suggestions were reviewed by the panel.

The chair of the expert panel thanked the community for the breadth and detail contained in the community submissions.

More than 100 decisions were made during the panel deliberations. Some of these included incorporating the nesting birds, mobile and s... and s... provided... identified... as well as koalas, brush tailed rock wallabies and... Biodiversity hotspots or areas... contribution to biodiversity were also identified throughout the City of Logan.

This is a long list of items. Suggest using dot points. 'This review: examined... audited... investigated... identified...'

Review of Reference Groups

The Community Engagement Program undertook a review of how Council has used reference groups to engage with our community and stakeholders. This review examined past reference groups, audited current reference groups, investigated how other organisations use reference groups as an engagement tool and identified models for how reference groups could be used by Logan City Council in the future.

A new guideline for using reference groups in engagement has been developed by the Community Engagement Program. It is expected that this guideline will be adopted early in the 2016/2017 financial year.

'large' or 'challenging' might be a better word in this case.



Add photo caption.

photo caption

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OUR ANNUAL REPORT

Awards received in 2015/2016

Our organisation received the following awards during 2015/2016, recognising the excellent contributions made by staff to the community and their strong work ethic.

Information about our internal Employee Excellence Awards can be found on page ##.

Update page number when document is complete.

LOGAN CITY COUNCIL

Name of awards	Presented by	Award won	Comments
Parks and Leisure Australia — Queensland Regional Awards of Excellence	Parks and Leisure Australia — Queensland	Research Project Award	For the Active Logan Participation Study
Australasian Reporting Awards	Australasian Reporting Association	Gold Award	For the 2014/2015 Annual Report
Planning Institute of Australia's 2015 Awards for Planning Excellence (Australia)	Planning Institute of Australia	Improvement in Planning Processes and Practices	For the online environmental offset estimator
Planning Institute of Australia's 2015 Awards for Planning Excellence (Queensland)	Planning Institute of Australia — Queensland Branch	Best improvement in planning processes and practices	For the online environmental offset estimator
Sister Cities Australia National Awards	Sister Cities Australia	Best Youth Project	For our children's art exchange with Shibukawa, Japan
Queensland Police Citizen Youth Club (PCYC) Awards	Queensland PCYC	Community Partnership Award	For the financial and in-kind contributions made to the Beenleigh, Crestmead, Logan and Tudor Park PCYCs
2015 SES Week Area Awards (Logan City, Gold Coast, Scenic Rim, Somerset and Ipswich)	Queensland Fire and Emergency Services South Eastern Region	Regional SES Unit of the Year	For the unit's willingness to help communities across the region.
International Association for Public Participation Core Values Awards	International Association for Public Participation	Planning category winner	For the 2015 Logan Planning Scheme
International Association of Public Participation Core Values Awards	International Association of Public Participation	Highly Commended — Australasian Project of the Year	For the 2015 Logan Planning Scheme
Australian Organisational Excellence Awards	Australian Organisational Excellence Foundation	Recognition in Excellence	In recognition of Council's systems and processes for performance improvement and innovation
2015 Golden Target Awards	Public Relations Institute of Australia	Commendation	For issues and reputation management
Queensland Police Citizens Youth Club (PCYC) Southern and South Region Awards	Queensland PCYC	Community Partnership Award	For the contributions made to the Beenleigh, Crestmead, Logan and Tudor Park PCYCs
Swim Australia Awards	Swim Australia	National Austswim Recognised Swim Centre Award	For the Aqualogan Laurie Lawrence Swim School
National Trust Queensland Heritage Awards	National Trust	Silver — Agency Conservation Programs	For the Black Diggers of Logan digital stories project

Name of awards	Presented by	Award won	Comments
2015 Queensland Road Safety Awards	Centre for Accident Research and Road Safety (CARRS-Q)	Commendation — Local Government Category	For the RU1m (are you one metre?) road safety initiative to promote the new minimum distance passing laws for motorists and cyclists
Australian Business Awards	Australian Business Awards	Winner for Service Excellence	For our customer service 'best value' initiatives
Australian Business Awards	Australian Business Awards	Winner for Marketing Excellence	For the City Pride initiative
Australian Business Awards	Australian Business Awards	Winner for Innovation	For the Hidden Gems program
2015 State Emergency Services (SES) Week Area Awards (Logan City, Gold Coast, Scenic Rim, Somerset and Ipswich)	Queensland Fire and Emergency Services South Eastern Region	Regional Member of the Year — David Jewell	For service to Queensland Fire and Emergency Services

photo caption: Logan North Aquatic and Fitness Centre

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