

# Operational Plan *2024-25*



CITY OF  
**LOGAN**

# Acknowledgement of Country

Logan City Council acknowledges the Traditional Custodians of the land, water and country we now call the City of Logan. We pay our respect to Elders past, present and emerging and extend that respect to all Aboriginal and Torres Strait Islander peoples across the city.

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# Section 1: About the Operational Plan

The Corporate Plan 2021-2026 outlines Council’s vision for the City of Logan over 5 years. It sets strategic direction and priorities. The operational plan translates those priorities into measurable actions for the financial year. Progress is reported regularly during the year to Council and the community via:

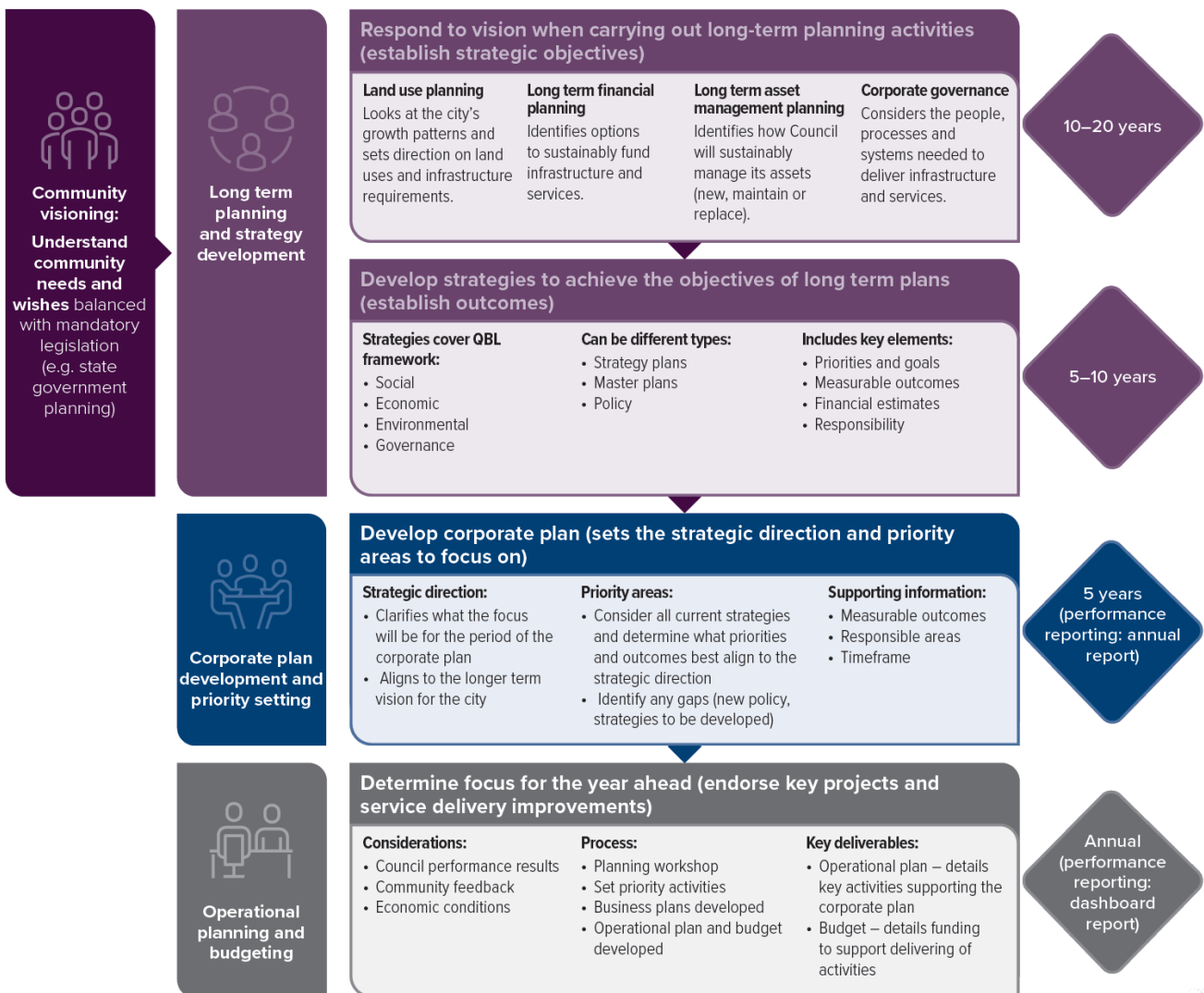
- performance reports presented every 3 months
- Council's annual report.

These reports are made available on Council's website ([www.logan.qld.gov.au](http://www.logan.qld.gov.au)). They include status updates on operational plan key project delivery.

As required by the Local Government Regulation 2012, the operational plan also includes an annual performance plan for Council's commercialised business units:

- Waste Services
- Water and Wastewater Services.

## Council's strategic planning and performance management framework



## Section 2: 2023/2024 Projects

This section outlines the key projects Council has identified for the 2023/2024 financial year. These projects correspond to the priority focus areas outlined in the Corporate Plan 2021-2026:

<a href="#">Maintaining current levels of service (MS)</a>
<a href="#">Proud city (PC)</a>
<a href="#">Environment (EN)</a>
<a href="#">Healthy connected community (HC)</a>
<a href="#">Economy and growth (EG)</a>
<a href="#">Infrastructure (IN)</a>
<a href="#">High performing organisation (HP)</a>

## Focus area 1: Maintaining current levels of services (MS)

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

Project name	Project description	Target	Responsibility
<b>MS1.3.1</b> Logan Listens: Residents' Survey	<p><b>Purpose:</b> Measure Logan community sentiment regarding satisfaction with, and importance of, services provided by Council.</p> <p><b>Action:</b> Deliver the Logan Listens: Residents' Survey.</p> <p><b>Outcome:</b> Council provides fit for purpose services that meet the communities' expectations.</p>	June 2025 (done/pre-exists)	Customer Service and Information

## Focus area 2: Proud city (PC)

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

Project name	Project:	Target	Responsibility
<b>PC2.2.1</b> Community Development Action Plan	<p><b>Purpose:</b> To embed frameworks, priorities, and actions to guide the work of Council's Community Development Program.</p> <p><b>Action:</b> Undertake community and internal consultation to prepare a Community Development Action Plan.</p> <p><b>Outcome:</b> Increased capacity for the Community Development Program to establish partnerships to deliver initiatives that contribute to a stronger community.</p>	June 2025	Community Development Program
<b>PC2.2.2</b> Disability Action Plan	<p><b>Purpose:</b> To ensure Council is adhering to the Disability Discrimination Act 1992.</p> <p><b>Action:</b> Deliver Council's Disability Action Plan 2023-2025.</p> <p><b>Outcome:</b> A more accessible and inclusive city for everyone.</p>	June 2025	Community Development Program
<b>PC2.2.3</b> Grants to Community	<p><b>Purpose:</b> Grants provide financial assistance which supports the community to deliver community-led initiatives.</p> <p><b>Action:</b> Coordinate the delivery of Council Grants to the community.</p> <p><b>Outcome:</b> Increased community capacity to deliver initiatives that benefit the city.</p>	June 2025	Community Development Program
<b>PC2.2.4</b> Community Infrastructure Accessibility Audit - Stage 1	<p><b>Purpose:</b> To use accessibility audits to assess and identify improvements to accessibility of Council's community facilities.</p> <p><b>Action:</b> Identify and engage qualified professional to develop and commence the Stage 1 audit.</p> <p><b>Outcome:</b> A prioritised action plan to increase accessibility of Council's sports and community facilities.</p>	June 2025	Sports and Community Infrastructure

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

Project name	Project:	Target	Responsibility
PC2.3.1 Logan Youth Action Group (LYAG)	<p><b>Purpose:</b> To engage youth in their local community, develop leadership skills and provide a platform for youth to have a voice into Council initiatives.</p> <p><b>Action:</b> Deliver a youth program to provide leadership development opportunities.</p> <p><b>Outcome:</b> Increased youth engagement.</p>	June 2025	Community Development
PC2.3.2 Reconciliation Action Plan	<p><b>Purpose:</b> Strengthen relationships, respect and opportunities that support outcomes for First Nations communities in the City of Logan.</p> <p>Progress the development of Council's next Reconciliation Action Plan to support reconciliation in a coordinated approach across Council.</p> <p><b>Outcome:</b> Roles, responsibilities and resourcing are confirmed for the development of Council's third Reconciliation Action Plan. First Nations are informed on the progress of the Reconciliation Action Plan.</p>	June 2025	Community Development

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

Project name	Project:	Target	Responsibility
PC2.4.1 Abandoned and Derelict Houses Project	<p><b>Purpose:</b> To present policy options to tackle the issue of abandoned and derelict houses.</p> <p><b>Action:</b> Deliver a report for Council consideration into abandoned and derelict houses in Logan.</p> <p><b>Outcome:</b> Decrease in the number of abandoned and derelict houses, increasing city safety and liveability.</p>	June 2025	City Safety and Liveability
PC2.4.2 Targeted local law reform to improve city amenity and public health and safety	<p><b>Purpose:</b> To ensure that local laws relating to public health, city amenity and public safety adequately respond to evolving community need.</p> <p><b>Action:</b> Prepare a report to Council to propose to make a Local Law and develop a Local Law Reform policy direction and community engagement plan.</p> <p><b>Outcome:</b> Increased city liveability resulting from greater definition of regulatory compliance and enforcement actions and incorporation of emerging nuisances to respond to future need.</p>	June 2025 (done/pre-exists)	City Safety and Liveability



## Focus area 3: Environment (EN)

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

Project name	Project:	Target	Responsibility
<b>EN3.1.1</b> Logan and Albert River Litter Clean Ups	<p><b>Purpose:</b> To improve the ecological health of our rivers and waterways.</p> <p><b>Action:</b> Deliver the 2024/2025 Logan and Albert River litter clean ups.</p> <p><b>Outcome:</b> Reduced litter and rubbish in our rivers and waterways.</p>	June 2025	Health, Climate and Conservation
<b>EN3.1.2</b> Mabel Park Natural Channel Design Project	<p><b>Purpose:</b> To develop a design to reconnect the tributaries catchment and waterway to Slacks Creek.</p> <p><b>Action:</b> Finalise the design of Mabel Park natural channel.</p> <p><b>Outcome:</b> An improved naturalised waterway.</p>	June 2025	Health, Climate and Conservation

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

Project name	Project:	Target	Responsibility
<b>EN3.2.1</b> Riverbank Restoration Projects	<p><b>Purpose:</b> To improve the quality of our waterways, ecosystem health and increase biodiversity.</p> <p><b>Action:</b> Deliver riparian rehabilitation and maintenance of key locations of identified riverbanks.</p> <p><b>Outcome:</b> Improved ecological health of riverbanks and waterways with an increase in biodiversity.</p>	June 2025	Health, Climate and Conservation

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

Project name	Project:	Target	Responsibility
<b>EN3.3.1</b> Tree Planting Offset Projects	<p><b>Purpose:</b> To improve the ecological health of our city.</p> <p><b>Action:</b> Plant at least an additional 25,000 trees through the environmental (vegetation) offset program.</p> <p><b>Outcome:</b> Enhanced wildlife corridors and core habitat across the city.</p>	June 2025	Health, Climate and Conservation

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

Project name	Project:	Target	Responsibility
<b>EN3.4.1</b> Environmental Conservation Partnerships	<p><b>Purpose:</b> To support landholders to undertake conservation works that:</p> <ul style="list-style-type: none"> <li>• protect and improve environmental outcomes</li> <li>• enhance environmental awareness.</li> </ul> <p><b>Action:</b> Deliver environmental conservation partnerships.</p> <p><b>Outcome:</b> Increased community participation in environmental conservation initiatives and activities, further supporting protection and conservation of environmental land and waterways.</p>	June 2025	Health, Climate and Conservation

**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:	Target	Responsibility
<b>EN3.7.1</b> Resource Recovery Infrastructure Options Report	<p><b>Purpose:</b> To guide decisions that ensures Council's waste and recycling facilities cater for future growth, improves convenience and safety, and maximises the diversion of resources for recycling and reuse.</p> <p><b>Action:</b> Prepare a Resource Recovery Infrastructure Options Report for the Executive Leadership Team (ELT) consideration.</p> <p><b>Outcome:</b> An endorsed direction for the future planning and management of Council's resource recovery infrastructure.</p>	June 2025	Waste and Resource Recovery

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

Project name	Project:	Target	Responsibility
<b>EN3.8.1</b> Green Fleet Strategy	<p><b>Purpose:</b> To ensure 2026 targets are met through the continued implementation of Council's Green Fleet Strategy.</p> <p><b>Action:</b> Deliver identified projects for 2024/2025 from the Green Fleet Strategy, including:</p> <ul style="list-style-type: none"> <li>• Item 1.23: Deliver actions consistent with the Quality Management Manual.</li> <li>• Item 3.3: Develop strong and collaborative partnerships with key industry bodies to deliver impact initiative outcomes.</li> <li>• Item: 4.3 Explore opportunities to collaborate with the 3 tiers of government on emission reduction programs.</li> </ul> <p><b>Outcome:</b> Increased environmental sustainability of the operation of Council's fleet.</p>	June 2025	Plant Fleet Services

## Focus area 4: Healthy connected community (HC)

Key priority: HC4.1 - Deliver priority community infrastructure to support the needs of the community.			
Project name	Project:	Target	Responsibility
<b>HC4.1.1</b> Sport and Community Infrastructure Capital Works Program	<p><b>Purpose:</b> To ensure the delivery of priority community infrastructure.</p> <p><b>Action:</b> Deliver the 2024/2025 Sport and Community Infrastructure Capital Works Program.</p> <p><b>Outcome:</b> Fit for purpose sports and community facilities for the community to utilise and enjoy.</p>	June 2025	Sports and Community Infrastructure

Key priority: HC4.2 - Provide our community with a variety of places that meet people's needs and aspirations.			
Project name	Project:	Target	Responsibility
<b>HC4.2.1</b> Libraries Learning and Discovery Plan 2024-2028	<p><b>Purpose:</b> To contribute to the liveability and social well-being of the City of Logan.</p> <p><b>Action:</b> Deliver priority outcomes from the Libraries Learning and Discovery Plan 2024-2028 for the 2024/2025 financial year.</p> <p><b>Outcome:</b> The community is provided with purposeful library programming.</p>	June 2025	Libraries and Creative Industries

Key priority: HC4.4 - Provide arts and entertainment opportunities within the city.			
Project name	Project:	Target	Responsibility
<b>HC4.4.1</b> Arts Culture and Heritage Plan 2023-2027	<p><b>Purpose:</b> To continue to improve the city's image through ensuring Council delivers commitments from the Arts, Culture and Heritage Strategy.</p> <p><b>Action:</b> Deliver priority outcomes from the Art Culture and Heritage Plan 2023-2027 for the 2024/2025 financial year. These include:</p> <ul style="list-style-type: none"> <li>• Develop and Build</li> <li>• Inspire and Engage</li> <li>• Activate Places and Spaces</li> <li>• Partner and Collaborate</li> <li>• Communicate and Celebrate</li> </ul> <p><b>Outcome:</b> Enhanced community participation, appreciation and understanding of the city's arts, culture and heritage.</p>	June 2025	Libraries and Creative Industries

## Focus area 5: Economy and growth (EG)

**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	Responsibility
<b>EG5.1.1</b> 2032 City of Logan Legacy Roadmap	<p><b>Purpose:</b> To create opportunities for local business, investors, community stakeholders, and other members of Logan's community.</p> <p><b>Action:</b></p> <ul style="list-style-type: none"> <li>Conduct a feasibility analysis of the initiatives in the 2032 City of Logan Legacy Road Map. Conduct the analysis in conjunction with industry, government, and community stakeholders.</li> <li>Deliver prioritised initiatives for the 2024-2025 year.</li> </ul> <p><b>Outcome:</b> Logan can leverage the opportunities that the 2032 Games offer such as:</p> <ul style="list-style-type: none"> <li>new facilities and infrastructure</li> <li>economic growth</li> <li>jobs and broader community</li> <li>social and well-being benefits.</li> </ul>	June 2025	Economic Development and City Planning

**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:	Target	Responsibility
<b>EG5.5.1</b> Logan Plan Public Consultation	<p><b>Purpose:</b> To ensure the community can take part in shaping a key planning and land use policy that guides Logan's future growth.</p> <p><b>Action:</b> Progress the State Interest Review with the Queensland Government to achieve approval for statutory (formal) public consultation for Logan's proposed new planning scheme.</p> <p><b>Outcome:</b> Logan's new planning scheme can better reflect the needs and expectations of our community.</p>	June 2025	Economic Development and City Planning

## Focus area 6: Infrastructure (IN)

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

Project name	Project description	Target	Responsibility
<b>IN6.1.1</b> Capital Works Design Program	<p><b>Purpose:</b> To support delivery of transport infrastructure across the City of Logan.</p> <p><b>Action:</b> Deliver detailed engineering designs for the 2024-2025 Capital Works Design Program.</p> <p><b>Outcome:</b> Delivery of sustainable Infrastructure for the community.</p>	June 2025	Road Infrastructure Delivery
<b>IN6.1.2</b> Design of Bethania to Logan Village Rail Trail	<p><b>Purpose:</b> To progress provision of an active transport connection in the disused Bethania to Beaudesert rail corridor.</p> <p><b>Action:</b> Design the Bethania to Logan Village section of the rail trail.</p> <p><b>Outcome:</b> A destination attraction for Logan residents and visitors to enjoy.</p>	June 2025	Road Infrastructure Delivery
<b>IN6.1.3</b> Road and Drainage Capital Works Program	<p><b>Purpose:</b> To support delivery of transport infrastructure across the City of Logan.</p> <p><b>Action:</b> Deliver road and drainage infrastructure through the 2024/2025 Road and Drainage Capital Works Program.</p> <p><b>Outcome:</b> Sustainable transport infrastructure that provides city and regional connection.</p>	June 2025	Road Infrastructure Delivery
<b>IN6.1.4</b> Way2Go refresh	<p><b>Purpose:</b> To update the strategy document and implementation plan in line with broader Council plans and strategies.</p> <p><b>Action:</b> Deliver a review of the Way2Go transport strategy including an audit of the current plan actions to date.</p> <p><b>Outcome:</b> Future focussed planning ensures that infrastructure and initiatives are delivered in line with city wide priorities</p>	June 2025	Road Infrastructure Planning

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

Project name	Project:	Target	Responsibility
<b>IN6.2.1</b> Water and Wastewater Capital Works Program	<p><b>Purpose:</b> To support the community and city growth through the delivery of water and wastewater infrastructure.</p> <p><b>Action:</b> Deliver water and wastewater infrastructure through the Water and Wastewater Capital Works Program.</p> <p><b>Outcome:</b> Maintained levels in the availability of water and wastewater infrastructure that meets the needs of the community.</p>	June 2025	Logan Water

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

Project name	Project:	Target	Responsibility
<b>IN6.3.1</b> 2024/2025 Parks Capital Works Program delivery	<p><b>Purpose:</b> Provide a diverse range of parks-based recreational opportunities and encourage tourism.</p> <p><b>Action:</b> Deliver parks infrastructure through the Parks Capital Work Program.</p> <p><b>Outcome:</b> Safe, functional parks to meet community expectations and to respond to growth in the region.</p>	June 2025	Parks



## Focus area 7: High performing organisation (HP)

Key priority: HP7.1 - Provide prudent financial management that prioritises ongoing financial sustainability.			
Project name	Project description	Target	Responsibility
HP7.1.1 Rates Reform	<p><b>Purpose:</b> Structural reform of the rating system to increase sustainability and equity.</p> <p><b>Action:</b> Deliver a rates reform strategy.</p> <p><b>Outcome:</b> Streamlined rating strategy which better serves the community over the long term.</p>	June 2025	Finance
HP7.1.2 Payment Channels	<p><b>Purpose:</b> To identify opportunities for improved financial management.</p> <p><b>Action:</b> Deliver a review of current payment channels.</p> <p><b>Outcome:</b> Improved customer experience for community and cost savings for Council.</p>	June 2025	Finance

Key priority: HP7.2 - Deliver efficient and effective services, enhancing the importance of community engagement and customer service.			
Project name	Project:	Target	Responsibility
HP7.2.1 Disaster Management Capability and Capacity	<p><b>Purpose:</b> To ensure a proficient, sustained, and well-trained surge capacity workforce in the Local Disaster Coordination Centre (LDCC) and Recovery operations.</p> <p><b>Action:</b> Deliver activities aligned with the Disaster Management Capability and Capacity Framework to ensure there is an appropriately staffed, sustainable and trained workforce in the LDCC and Recovery operations. This includes:</p> <ul style="list-style-type: none"> <li>recruitment of volunteers</li> <li>training</li> <li>conducting exercises.</li> </ul> <p><b>Outcome:</b> Strengthened safety and wellbeing of our community in the face of emergencies and disasters.</p>	June 2025	Community and Corporate Resilience
HP7.2.2 Disaster Management Recovery and Resilience	<p><b>Purpose:</b> To support enhanced resilience, allowing better anticipation of disasters and ability to prepare for, respond to and recover from disaster events.</p> <p><b>Action:</b> Deliver activities, education, engagement, events, and projects that build upon our organisational and communities' resilience, including:</p> <ul style="list-style-type: none"> <li>engagement with community to build resilience</li> <li>engagement with culturally and linguistically diverse (CALD) and vulnerable sectors.</li> </ul> <p><b>Outcome:</b> Strengthened resilience of our organisation and communities so they are better equipped to deal with the increasing prevalence of disasters through education, engagement, events and projects.</p>	June 2025	Community and Corporate Resilience

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

Project name	Project:	Target	Responsibility
<b>HP7.2.3</b> Value for Money (VfM) Program	<p><b>Purpose:</b> The VfM Program ensures that the organisation is as effective and efficient as possible through the delivery of value creation initiatives.</p> <p><b>Action:</b> Deliver Value for Money Program initiatives for the 2024/2025 financial year.</p> <p><b>Outcome:</b> A measurable list of delivered value-creation priorities to get maximum return on investment benefit from the resources we use to serve the community.</p>	June 2025	Enterprise Portfolio Management Office
<b>HP7.2.4</b> School Immunisation Program Review - Round 2	<p><b>Purpose:</b> To improve procedures and record keeping for Council's immunisation program.</p> <p><b>Action:</b> Deliver the second round of updates to Council's school-based immunisation program.</p> <p><b>Outcome:</b> Increased efficiencies in delivering the school-based immunisation program.</p>	June 2025	Health Climate and Conservation
<b>HP7.2.5</b> South-West Depot	<p><b>Purpose:</b> Progress the delivery of the South-West Depot.</p> <p>Deliver Stage 1 of the South-West Depot.</p> <p><b>Outcome:</b> A new regional South-West Depot to support community services within regional areas.</p>	June 2025	Corporate Property
<b>HP7.2.6</b> 2022-2026 People Plan	<p><b>Purpose:</b> Support Council employees in delivering the city vision.</p> <p>Deliver the 2024/2025 financial year actions outlined in the 2022-2026 People Plan, including elements associated with:</p> <ul style="list-style-type: none"> <li>• Workforce of the Future</li> <li>• A Great Place to Work</li> <li>• Organisational Effectiveness</li> <li>• Measuring Organisational Health</li> <li>• Health, Safety and Wellbeing</li> </ul> <p><b>Outcome:</b> A strengthened and sustained organisation where our staff pursue excellence in all that they do with high levels of personal job satisfaction.</p>	June 2025	People and Culture

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

Project name	Project:	Target	Responsibility
<b>HP7.3.1</b> Digital Transformation Program delivery	<p><b>Purpose:</b> Deliver value through Digital Transformation projects.</p> <p><b>Action:</b> Progressively deliver projects under the Digital Transformation Program, including:</p> <ul style="list-style-type: none"> <li>• Enterprise Asset Management Solution</li> <li>• Finance and Supply Chain</li> <li>• Human Resource and Payroll</li> <li>• Enterprise Content Management [Phase 1]</li> <li>• Cloud Analytics [Phase 2]</li> <li>• Graphical Information System [Phase 2]</li> </ul> <p><b>Outcome:</b> A digital experience underpinned by contemporary technology for Council staff and the community.</p>	June 2025	Enterprise Portfolio Management Office
<b>HP7.3.2</b> Cemetery Study	<p><b>Purpose:</b> To determine the current capacity of Council cemeteries and inform future cemetery planning.</p> <p><b>Action:</b> Deliver a study of priority Council owned cemeteries, and reconciliation of cemetery plot pre-purchases.</p> <p><b>Outcome:</b> Adequate land/ facilities are available for cemetery plot sites.</p>	June 2025	Parks
<b>HP7.3.3</b> Review and Update Council's Water NetServ Plan	<p><b>Purpose:</b> To meet statutory requirement under the <i>South-East Queensland Water (Distribution and Retail Restructuring) Act 2009</i>.</p> <p><b>Action:</b> Publish and implement the Water Netserv Plan (Part A).</p> <p><b>Outcome:</b> Reliable information is provided to Logan Water customers and stakeholders about water supply and wastewater networks and services.</p>	June 2025	Logan Water

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

Project name	Project description	Target	Responsibility
<b>HP7.5.1</b> Financial Policy Review	<p><b>Purpose:</b> To ensure Council recovers outstanding debt in a manner that is fair and equitable to our customers and mitigates associated risks.</p> <p><b>Action:</b> Deliver updates to identified financial policies, including:</p> <ul style="list-style-type: none"> <li>• Infrastructure Charges Policy</li> <li>• Hardship Policy</li> <li>• Debt Management Policy</li> <li>• Debt Recovery</li> </ul> <p><b>Outcome:</b> Increased efficiencies in debt recovery.</p>	April 2025	Finance
<b>HP7.5.2</b> Safety and Design Processes	<p><b>Purpose:</b> To better assess health and safety considerations when conducting planning for Parks-related projects and for the lifecycle of the project.</p> <p><b>Action:</b> Develop enhanced safety and design processes for the planning of Parks projects.</p> <p><b>Outcome:</b> The Logan community can enjoy parks facilities that are safe.</p>	June 2025	Parks

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

Project name	Project description	Target	Responsibility
<p><b>HP7.6.1</b> Delivery of new Red Imported Fire Ant (RFIA) Suppression Taskforce</p>	<p><b>Purpose:</b> To meet legislative obligations under the Biosecurity Act 2014.</p> <p><b>Action:</b> Implement a new business unit to support RIFA suppression in Logan City.</p> <p><b>Outcome:</b> Manage the amount of Red Imported Fire Ants in the city, increasing city safety and liveability.</p>	December 2024	City Safety and Liveability
<p><b>HP7.6.2</b> Direct Hire Model - Process Creation and Implementation</p>	<p><b>Purpose:</b> To continue to build on the successful pilot program at the beginning of 2022, by encouraging more opportunities for Trainees.</p> <p><b>Action:</b> Roll out the Direct Hire Model for the Traineeship and Apprenticeship program for the 2024 cohort inclusive of:</p> <ul style="list-style-type: none"> <li>• matching branch hosts to role types</li> <li>• sourcing and matching candidates</li> <li>• managing progress and wellbeing checks</li> <li>• advising supervisors</li> <li>• managing candidate exit from the traineeship/apprenticeship.</li> </ul> <p><b>Outcome:</b> Improved employment opportunities through traineeship acquisition and hiring.</p>	June 2025	People and Culture
<p><b>HP7.6.3</b> Talent Pathways</p>	<p><b>Purpose:</b> To expand employment pathway and skilling opportunities hosted in Council.</p> <p><b>Action:</b> Deliver enhancements to pre-employment offerings, graduate pathways and internal graduate development to expand the function of Talent and Employment Pathways.</p> <p><b>Outcome:</b> Increased availability of job skilling experience to a breadth of role types for the Logan Community, enabling employment opportunities.</p>	June 2025	People and Culture

# Section 3: Waste and Resource Recovery Branch Performance Plan

## Objective of this plan

The Waste and Resource Recovery Branch is a commercial business unit. As such, it must produce an annual performance plan that outlines its waste and recycling activities. This is a requirement of the Local Government Regulation 2012.

Under the regulation, the following information must be provided:

<b>A</b>	The unit's objectives
<b>B</b>	The nature and extent of the significant business activity the unit is to conduct
<b>C</b>	The unit's financial and non-financial performance targets
<b>D</b>	The nature, extent and cost of the community service obligations the unit must perform
<b>E</b>	The cost of, and funding for, the community service obligations
<b>F</b>	The unit's notional capital structure and treatment of surpluses
<b>G</b>	The unit's proposed major investments
<b>H</b>	The unit's outstanding, and proposed, borrowings
<b>I</b>	The unit's policy on the level and quality of service consumers can expect
<b>J</b>	The delegations necessary to allow the unit to exercise autonomy in its commercial activities
<b>K</b>	The type of information that the unit's reports to the local government must contain

### A. The unit's objectives

The Waste and Resource Recovery Branch provides services that are safe, reliable, connected, affordable and profitable. This helps create a healthy and green city.

### B. The nature and extent of the significant business the commercial business unit is to conduct

The Waste and Resource Recovery Branch began operating on 1 July 1998 as a commercial business unit wholly-owned and operated by Council. It provides services to the City of Logan local government area. The nature and extent of waste services is to:

- provide a waste and recycling collection service to the community
- provide a network of waste disposal and recycling facilities across the city
- operate a landfill at Browns Plains
- attract sale of waste disposal service to the commercial sector
- manage former landfill sites.

## C. The unit's financial and non-financial performance targets

Program and service	Key performance indicator	Target	Lowest acceptable limit
Waste and recyclables collection	Percentage of missed bin services in accordance with schedule	Less than 0.05%	Less than 0.07%
	Percentage of missed bin services collected by close of business the next working day	98%	90%
	Percentage of damaged wheelie bins repaired or replaced within 2 working days	98%	90%
	Percentage of stolen wheelie bins replaced within one working day	98%	90%
	Percentage of kerbside clean up services actioned in accordance with schedule (within 12 days)	98%	90%
	Percentage of customers that report satisfaction with the wheelie bin collection service via a corporate survey	90%	80%
	Percentage of contamination of kerbside recycling	Less than 25%	35%
Waste disposal	Number of odour complaints	No standard	No standard
Transfer stations	Number of enforcement actions received for non-compliance with environmental licence conditions	Zero (0) formal enforcement actions received	Zero (0) formal enforcement actions received
Waste recycling			
Recycling market			
Waste and recyclables collection	Percentage of actions implemented in accordance with the Waste Management and Resource Recovery Strategy 2022 – 2032	100%	90%
Transfer stations	Cost of delivering waste services - operating contribution margin met (operating revenue less expenses)	Favourable variance of less than 10%	Favourable variance of less than 10%
Waste recycling			
Recycling market			
Waste disposal			

## D. The nature and extent of the community service obligations the unit must perform

Community service obligations are provided in line with Council's Waste Concession Policy.



## E. The cost of, and funding for, the community service obligations

Community service obligation	Council branch responsible for specification and payment	Cost
Free tipping for community organisations	Community Services	\$53,833 <sup>1</sup>
Casual bin applications for specials events by organisations <sup>2</sup>	Community Services	
General waste exemptions <sup>3</sup>	Community Services	
Pensioner discounts for rated garbage and recyclables collection services	Finance	\$433,789
<b>TOTAL</b>		<b>\$487,622</b>

## F. The unit's notional capital structure, and treatment of surpluses

Waste and Resource Recovery Branch assets are:

- waste and recycling facilities at Browns Plains, Carbrook, Beenleigh, Greenbank and Logan Village
- buildings and improvements at those sites
- minor plant.

As at 31 March 2024, the written-down replacement cost of the assets was \$47.778m. The Waste and Resource Recovery Branch has no debt or investments.

Council's Finance Branch directs how surpluses are treated. The Waste and Resource Recovery Branch's notional capital structure and surplus treatment can be found in Council's 2024/2025 Budget.

## G. The unit's proposed major investments

The Waste and Resource Recovery Branch will invest in asset infrastructure in 2024/2025 as outlined in the Council's 2024/2025 Budget.

## H. The unit's outstanding, and proposed, borrowings

The Waste and Resource Recovery Branch has no outstanding or proposed borrowings.

## I. The unit's policy on the level and quality of service consumers can expect

The Queensland Audit Office recommends that Council produce asset management plans (AMPs) for all its major asset classes.

As such, the Waste and Resource Recovery Branch produces an AMP that sets out the context in which the program manages its assets and services. This AMP provides a snapshot of:

- assets and services
- asset performance and expenditure
- and long-term planning.

It ensures appropriate levels of service can be maintained into the future.

The Waste and Resource Recovery Branch has undertaken a detailed review of its asset classes and prepared an AMP. The program continues to work with the Strategic Data and Asset Management Program and the Asset Management Service Delivery Coordination Team (AM SDCT).

<sup>1</sup> Funds are pooled for these Community Service Obligation items

<sup>2</sup> Maximum allowance of \$400 per organisation.

<sup>3</sup> CSO is issued for up to \$2,000 per financial year per organisation.

## J. The delegations necessary to allow the unit to exercise autonomy in its commercial activities

The Waste and Resource Recovery Branch is a commercial business unit of Council. It operates in line with:

- Council directions outlined in this performance plan
- the Capital Works Program
- the corporate plan
- the financial and pricing parameters contained in Council's budget documentation.

The Waste and Resource Recovery Branch is free to make all necessary day-to-day decisions to meet its objectives. This is possible through the delegations provided in Council's Delegations of Authority Register.

## K. The type of information the unit's reports to the local government must contain

The Waste and Resource Recovery Branch:

- submits reports through Council's corporate reporting processes that relate to:
  - program activities
  - key projects
  - relevant key performance indicators
  - financial indicators
- advises the Chief Executive Officer and Councillors of any exceptions in business plan requirements with potential political or major service implications
- provides advice to Council on major changes affecting Waste and Resource Recovery Branch operations (statutory, business environment or best practice).

# Section 4: Water and Wastewater Services performance plan

## Objective of this plan

Logan Water operates as a commercial business unit in the Transport and Water Services Directorate. Under the Local Government Regulation 2012, the unit must produce an annual performance plan outlining its water and wastewater activities.

Logan Water adheres to the key principles of commercialisation as detailed in the Local Government Regulation 2012 and Logan Water's Statement of Commercial Intent. Those principles are:

- clarity of objectives
- management autonomy and authority (governance)
- accountability for performance
- competitive neutrality.

Under the Regulation, the following information must be provided as part of the Annual Performance Plan:

<b>A</b>	The unit's objectives
<b>B</b>	The nature and extent of the significant business activity the unit is to conduct
<b>C</b>	The unit's financial and non-financial performance targets
<b>D</b>	The nature, extent and cost of the community service obligations the unit must perform
<b>E</b>	The cost of, and funding for, the community service obligations
<b>F</b>	The unit's notional capital structure and treatment of surpluses
<b>G</b>	The unit's proposed major investments
<b>H</b>	The unit's outstanding, and proposed, borrowings
<b>I</b>	The unit's policy on the level and quality of service consumers can expect
<b>J</b>	The delegations necessary to allow the unit to exercise autonomy in its commercial activities
<b>K</b>	The type of information that the unit's reports to the local government must contain

## A. The unit's objectives

### Purpose

Logan Water is committed to providing safe, reliable, and sustainable water and wastewater services for the benefit of the Logan community.

### Vision

Logan Water's vision is:  
Reliable. Sustainable. Committed.

### Objectives

#### Reliable

- We ensure our customers get what they need and expect.
- We trust each other to drive a safe and supportive culture.
- We provide infrastructure to meet the growth challenges of the future.

#### Sustainable

- We drive long term viability by managing cost, service, and commercial return.
- We enhance our natural and built environment.
- We measure and improve our performance, systems, and information.

## Committed

- We are one innovative and high performing team.
- We make Logan Water a great place to work.
- We deliver, what we say is what we do.

## B. The nature and extent of the significant business activity the unit is to conduct

### Nature of activities

Logan Water began operating on 1 July 2012 as a commercial business unit wholly owned and operated by Council. Under the South-East Queensland Water (Distribution and Retail Restructuring) Act 2009, Logan Water's primary functions are to:

- buy and distribute water
- provide water and wastewater services
- charge customers for relevant services
- manage customer enquiries, service requests and complaints
- perform functions relating to trade waste and seepage water as a sewerage service provider
- perform planning and development assessment functions under the *Planning Act 2016*
- anything else likely to complement or enhance a function mentioned above.

### Scope of activities

Logan Water serves a population of more than 340,000 people. It has an annual turnover of \$289 million and, manages \$4.4 billion in water and wastewater assets on behalf of Council and the community. The nature and extent of water and wastewater services include:

- providing drinking water to more than 95 per cent of the Logan population
- providing wastewater services to more than 81 per cent of the Logan population
- collecting water and wastewater charges to operate, maintain, upgrade and enhance water supply and wastewater services
- managing water consumption to provide customers with an opportunity to minimise the financial impact of water consumption
- implementing water demand strategies to ensure a reliable, sustainable supply of water for households and businesses, and the natural environment
- providing commercial trade waste services
- providing scientific laboratory services.

Logan Water may also undertake other commercial activities that align with Council policy.

### Water and wastewater facilities

Logan Water operates the following water and wastewater facilities:

#### Water supply network

- 2,485 km of water mains
- 32 water pumping stations
- 23 operational water reservoirs
- 10 Chlorine Disinfection Facilities (CDFs)
- More than 25,000 fire hydrants
- Over 115,000 water meters

#### Wastewater supply network

- 2,497 km of sewer mains
- 138 wastewater pumping stations
- 4 wastewater treatment plants

Council provides corporate services to Logan Water, including:

- human resource management
- information, communications, and technology
- health and safety
- frontline customer contact and call centre
- corporate accounting and financial management
- plant fleet
- marketing, media, and public relations
- procurement and purchasing.

Service level agreements summarise the scope and cost of these services.

## C. The unit's financial and non-financial performance targets

Logan Water has a framework to track and report on performance. The Logan Water Leadership Team reviews key performance indicators (KPI) monthly. Council's Executive Leadership Team reviews Logan Water's performance regularly through the annual budget and operational plan. Council's Annual Report also reports on all KPIs.

The KPIs have been grouped within Logan Water's four objective areas associated with customers; infrastructure; people and sustainability.

### Customers

Key performance indicator	2024/2025 target
Number of water quality complaints per 1,000 properties	≤ 5
Percentage compliance with NHMRC microbiological guidelines (rolling 12 month)	≥ 99%
Percentage compliance with drinking water quality health related guidelines (based on NHMRC guidelines)	≥ 99%
Percentage compliance with drinking water quality aesthetic parameters (based on National Health and Medical Research Council [NHMRC] guidelines)	≥ 95%
Response performance to water complete loss of service within 2 hours	≥ 80%
Response performance to water partial loss of service within 24 hours	≥ 90%
Response performance to non-urgent water incidents within 5 business days	≥ 80%
Response performance to wastewater complete loss of service within 2 hours	≥ 90%
Response performance to wastewater partial loss of service within 24 hours	≥ 90%
Response performance to non-urgent wastewater incidents within 5 business days	≥ 80%
Restoration of unplanned complete loss of water supply completed within 5 hours	100%
Restoration of unplanned complete loss wastewater service completed within 5 hours	100%
Number of dry weather wastewater overflows (to connected residential properties) per 1000 properties	≤ 3
Number of wastewater odour complaints per 1,000 properties	≤ 1
Minimum water pressure at a customer's property connection (for standard residential connections in non-trickle feed areas)	≥ 22metres head or 210kPa
Minimum flow rate to meet household needs (for standard residential connections in non-trickle feed areas)	≥ 20 lpm
Minimum water pressure at a customer's property connection in trickle feed (constant flow) areas	≥ 10metres head
Minimum flow rate to meet household needs in trickle feed (constant flow) areas	≥ 2 lpm
New connections (standard connection on pre-installed service) completed within 15 business days of receiving your application and payment where the relevant service is available	100%

### Infrastructure

Key performance indicator	2024/2025 target
Percentage of capital program delivered to budget	≥ 90%
Percentage of properties not experiencing an unplanned water supply interruption annually	≥ 95%

Key performance indicator	2024/2025 target
Water main breaks, bursts, and leaks per 100km of mains	≤ 10
Wastewater main breaks and chokes per 100 km of mains	≤ 15
Percentage of properties not experiencing an unplanned wastewater service interruption annually	95%
Number of wastewater property connection breaks and chokes per 1000 properties	≤ 3

#### People

Key performance indicator	2024/2025 target
Lost time injury frequency rate (LTIFR)	0
Total Recordable Injury Frequency Rate (TRIFR)	≤ 5

#### Sustainability

Key performance indicator	2024/2025 target
Compliance with Department of Environment and Science (DES) licences (# of infringement notices received)	0
Notifiable wastewater overflows reported to DES per 100 km main	≤ 0.5
Percentage notification of major incidents to DES (within 24 hours)	100%
Long term effluent standards (calculated average long-term compliance for all wastewater treatment plant)	100%
Percentage of short-term wastewater compliance with DES licence standards	≥ 95%
Earnings before interest and tax against budget	≥ -5%
Real losses (system water loss – litres per service connection per day)	≤ 50L

## D. The nature, extent and cost of the community service obligations the unit must perform

Community service obligations (CSOs) are any specific Government directive to a commercial business unit to provide a service not in line with their commercial decisions.

Council's Annual Report details CSOs provided each year. Costs associated with CSOs are recoverable from Council as revenue to Logan Water. Logan Water also provides financial relief to eligible customers, under the South-East Queensland Customer Water and Wastewater Code.

## E. The cost of, and funding for, the community service obligations

Logan Water has nil community service obligations for 2024/2025.

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

## F. The unit's notional capital structure and treatment of surpluses

Logan Water's capital structure is the proportion of debt (relative to the business's equity) applied by the business in earning its rate of return. The long-term target for the business will be to achieve a capital structure of no more than 60 per cent debt/equity.

Logan Water has a debt-to-equity ratio of 28.43 per cent (based on debt/net assets) as at 30 June 2023.



Council's 2024/2025 Budget provides Logan Water's notional capital structure and surplus treatment.

Logan Water is accountable for servicing debt on its loans.

Assets of Logan Water include:

- land
- buildings
- water and sewerage infrastructure and facilities
- plant and equipment.

Ownership of all land, entitlements and assets will remain vested with Council. As custodian of these assets, Logan Water will administer its duties in the interest of Council and the Logan community.

The written down value of water and sewerage assets is \$1.25 billion (book value) and \$2.93 billion (replacement value) as at 30 June 2023.

Logan Water provides Council with an agreed dividend, which is used to provide enhanced services and infrastructure to the City of Logan community.

## G. The unit's proposed major investments

Logan Water will invest approximately \$1.345 billion on water and wastewater infrastructure over the next 10 years. This will allow Council to continue to meet the essential water supply and wastewater management needs of our customers and our growing city.

Proposed investment is in response to recent and detailed planning based on Council's projected population growth and includes:

- water storage reservoirs
- pipes
- water and wastewater pump stations
- water meters
- wastewater treatment plants
- biosolids gasifier
- delivering net zero solutions
- asset renewals
- network control and monitoring systems.

Infrastructure investment for 2024/2025 is in Council's 2024/2025 Budget.

## H. The unit's outstanding, and proposed, borrowings

Logan Water's total debt for service growth and new water and wastewater infrastructure is \$377.9 million as at 30 June 2023. This debt is comprised of Queensland Treasury Corporation (\$251.8 million) and internal debt from Council (\$126.1 million) as at 30 June 2023.

Council's 2024/2025 Budget provides Logan Water's outstanding and proposed borrowing.

## I. The unit's policy on the level and quality of service consumers can expect

In addition to Logan City Council's Customer Service Charter, Logan Water's Customer Commitment Statement for Water and Wastewater Services is available online at [logan.qld.gov.au](http://logan.qld.gov.au).

## J. The delegations necessary to allow the unit to exercise autonomy in its commercial activities

Under section 92AJ (1) (a) of the *South-East Queensland Water (Distribution and Retail Restructuring) Act*, Council is to commercialise a significant business for the water and wastewater services it provides (known as its Water Service Provider business). The name of Council's Water Service Provider business for regulatory purposes is Logan Water.

Logan Water will ensure the necessary day-to-day decisions that enable it to meet its objectives are made within the bound of Council delegations. These are in Council's Delegations of Authority Register, Management Directives and Policies.

## K. The type of information that the unit's reports to the local government must contain

### Logan Water:

- submits regular reports through Council's corporate reporting processes that relate to:
  - key projects
  - financial and non-financial key performance indicators
  - program activities
- advises on any changes made to Logan Water's Annual Performance Plan
- advises the Executive Leadership Team and Councillors of any exceptions in performance, particularly when the exceptions have potential political or major service implications
- provides advice to Council on major changes affecting water and wastewater services.

### Key legislation, plans, policies and reporting

- *Electrical Safety Act 2002* and Regulations 2013 (Qld)
- *Energy and Water Ombudsman Act 2006* and Regulations 2007 (Qld)
- *Environmental Protection Act 1994* and Regulations 2019 (Qld)
- *Local Government Act 2009* and Regulations 2012 (Qld)
- *Petroleum and Gas (Production and Safety) Act 2004* and Regulations 2004 (Qld)
- *Planning Act 2016*
- *Plumbing and Drainage Act 2018* and Regulations 2019 (Qld)
- *Public Health Act 2005* and Regulations 2018 (Qld)
- *Queensland Competition Authority Act 1997*
- *Security of Critical Infrastructure Act 2018*
- *South-East Queensland (Distribution and Retail Restructuring) Act 2009* and Regulations 2010 (Qld)
- *Water Act 2000* and Water Regulation 2016 (Qld)
- *Water Supply (Safety and Reliability) Act 2008* and Regulations 2011 (Qld)
- South East Queensland Water Supply and Sewerage Design and Construction Code (SEQ Code)
- South East Queensland Customer Water and Wastewater Code
- ShapingSEQ South East Queensland Regional Plan 2023

### Key external reporting

- National Performance Report for urban water utilities – (Bureau of Meteorology)
- Drinking Water Service Annual Report – (Department of Regional Development, Manufacturing and Water)
- Environment and Public Health Report/Drinking Water Advisories – (Queensland Health)
- Water supply and sewerage services survey – (Australian Bureau of Statistics)
- National water account – (Bureau of Meteorology)
- Environmental Annual Report and licence returns – (Department of Environment, Science and Innovation)
- National Pollutant Inventory Report – (Department of Climate Change, Energy, the Environment and Water)
- Water and Sewerage Services Annual Regulatory Performance Report – (Department of Regional Development, Manufacturing and Water)
- Queensland urban potable water and sewerage benchmarking report – (Queensland Water Directorate)
- Pricing principles – (Queensland Competition Authority)

### Logan City Council policies and plans

- Critical Infrastructure Risk Management Program (CIRMP)
- Corporate policies and strategies
- Council and Logan Water Asset Management Plans
- Council budget and long-term financial forecast
- Council corporate plan and operational plan
- Council Customer Service Charter
- Drinking Water Quality Policy Statement
- Logan Planning Scheme
- Logan Water's Water Netserv Plan (Part A) and supporting management strategies
- Logan Water's Charter of Commercial Operations
- Logan Water 10 Year Capital Works Program
- Logan Water 20 Year Financial Plan
- Logan Water Customer Commitment Statement for Water and Wastewater Services

## Logan City Council performance reporting

- Annual performance plan report
- Council Annual Report
- Council corporate and operational plan progress reports
- Quarterly Executive Leadership Team report
- City Infrastructure Committee Report
- Water Usage Report Water Income Statement

## Legislative requirement and application

1. In accordance with Section 92AJ(1)(a) of the *South-East Queensland Water (Distribution and Retail Restructuring) Act 2009*, Logan City Council is to commercialise a significant business for the water and wastewater services it provides (known as its Water Service Provider business).
2. In accordance with Section 92AJ(2) of the *South-East Queensland Water (Distribution and Retail Restructuring) Act 2009*, the name of Logan City Council's Water Service Provider business is the name of its commercial business unit for the services under the repealed Local Government Act 1993 immediately before 1 July 2010. The name of Logan City Council's Water Service Provider business for regulatory purposes will be Logan Water.
3. In accordance with the Local Government Regulation 2012, Logan City Council must include an Annual Performance Plan for each commercial business unit within its operational plan.

## Managing our risks

Council has a Risk Management and Compliance Framework that provides guidance on how to apply consistent and comprehensive risk management and how Council manages its compliance obligations. This document is accessible via our website:

- [Risk Management and Compliance Framework](#)

This framework identifies key activities needed for an effective risk management approach. It also provides information on how to identify, analyse, assess, and treat operational and strategic risks. The risk management process outlined in this framework aligns with the ISO 31000:2018 Risk Management Guidelines.

## Managing our assets

Council strives to manage its assets in a way that is effective and sustainable. It does this through an asset management framework. The framework provides structure, parameters, and line of sight between strategic and operational asset management activities.

# Council's asset management framework



Elements comprise:

- **Strategic context** – There are many internal and external factors that influence Council’s strategic asset management practices. These include the corporate plan, the city’s growth and settlement patterns, long-term financial sustainability, International Standards for Asset Management (ISO 55000, 55001, 55002) and state legislation and regulations. Council’s asset management practices must align to our overall organisational direction in a financially sustainable manner that meets statutory requirements and standards.
- **Policy direction** – Council’s Asset Management Policy provides the guiding principles and framework to strategically manage Council’s infrastructure assets that deliver essential services to the community. The policy recognises the need to manage assets in a proactive and sustainable manner that contributes to achieving Council’s strategic direction as set in the Corporate Plan.
- **Planning** – Council develops a Total Asset Management Plan (TAMP) and a suite of Asset management Plans (AMPs) as part of its planning and budgeting process. The TAMP is a summary plan that draws from information contained in the AMPs and provides a whole-of-Council snapshot of the state of the assets and asset sustainability. The AMPs are more detailed documents that articulate asset lifecycle levels of service, management approaches, how demand will be met and continuous improvement initiatives.
- **Standards, guidelines, systems and data** – At an operational level, Council has standards, guidelines, systems and data that provide guidance on the “how to” aspect of asset management.

The framework incorporates Council’s:

- Asset and Service Management Policy
- Asset and Service Management Strategy
- Total Asset Management Plan
- Asset Management Plans
- asset lifecycle management practices
- asset systems and data management
- asset management related guidelines and standards.

The Asset and Service Management Policy outlines Council’s commitment to effectively manage its assets. The Asset and Service Management Strategy sits beneath the policy. It sets direction and outcomes. The strategy includes actions that will improve asset and service management practices over time. These actions also support delivery of Council’s Corporate Plan objectives.

Each year, Council develops a Total Asset Management Plan. It has a 10-year outlook and aligns with the long-term financial forecast.

A suite of more detailed asset and service management plans are updated each year to support the Total Asset Management Plan. These include information on:

- levels of service, growth, and demand
- how assets are managed over their lifecycle (e.g., operations and maintenance activities, renewals, and new/upgrade works).

Assets are managed with support from applicable:

- industry standards
- guidelines
- asset management systems
- asset data.

