

Redland
CITY COUNCIL

AGENDA

GENERAL MEETING

Wednesday, 21 May 2025
commencing at 9:30am

The Council Chambers
91 - 93 Bloomfield Street
CLEVELAND QLD

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1 DECLARATION OF OPENING

On establishing there is a quorum, the Mayor will declare the meeting open.

Recognition of the Traditional Owners

Council acknowledges the Quandamooka people who are the traditional custodians of the land on which we meet. Council also pays respect to their elders, past and present, and extends that respect to other indigenous Australians who are present.

2 RECORD OF ATTENDANCE AND LEAVE OF ABSENCE

Motion is required to approve leave of absence for any Councillor absent from today's meeting.

3 DEVOTIONAL SEGMENT

Member of the Ministers' Fellowship will lead Council in a brief devotional segment.

4 RECOGNITION OF ACHIEVEMENT

Mayor to present any recognition of achievement items.

5 RECEIPT AND CONFIRMATION OF MINUTES

General Meeting - 16 April 2025

6 DECLARATION OF PRESCRIBED CONFLICT OF INTERESTS AND DECLARABLE CONFLICT OF INTERESTS

Councillors are reminded of their responsibilities in relation to a Councillor's Prescribed Conflict of Interest and Declarable Conflict of Interest at a meeting. For full details see Chapter 5B of the *Local Government Act 2009*.

In summary:

Obligation of Councillor with Prescribed Conflict of Interest

Section 150EL of the *Local Government Act 2009* requires Councillors to declare a Prescribed Conflict of Interest in a matter as soon as they become aware of their interest in the matter, either:

- (1) *at a local government meeting, or*
- (2) *as soon as practicable, by giving the Chief Executive Officer written notice of the prescribed conflict of interest.*
- (3) The declaration must include the following particulars:
 - (a) *For a gift, loan or contract – the value of the gift, loan or contract;*
 - (b) *For an application for which a submission has been made – the matters the subject of the application and submission;*
 - (c) *The name of any entity, other than the Councillor, that has an interest in the matter;*
 - (d) *The nature of the Councillor's relationship with the entity mentioned in (c) above;*
 - (e) *Details of the Councillor's, and any other entity's, interest in the matter.*

Dealing with Prescribed Conflict of Interest at a Meeting

Pursuant to Section 150EM of the *Local Government Act 2009*, if a Councillor declares a Prescribed Conflict of Interest in a matter, ***the Councillor must leave the place at which the meeting is being held, including any area set aside for the public, and stay away from the place while the matter is discussed and voted on.***

Obligation of Councillor with Declarable Conflict of Interest

Section 150EQ of the *Local Government Act 2009* requires Councillors to declare a Declarable Conflict of Interest in a matter as soon as they become aware of their interest in the matter, either:

- (1) *at a local government meeting, or*
- (2) *as soon as practicable, by giving the Chief Executive Officer written notice of the declarable conflict of interest.*
- (3) The declaration must include the following particulars:
 - (a) *The nature of the declarable conflict of interest;*
 - (b) *If the declarable conflict of interest arises because of the councillor's relationship with a related party:*
 - (i) *The name of the related party; and*
 - (ii) *The nature of the relationship of the related party to the Councillor; and*
 - (iii) *The nature of the related party's interests in the matter;*

(c) *If the Councillor's or related party's personal interests arise because of the receipt of a gift or loan from another person:*

- (i) The name of the other person; and*
- (ii) The nature of the relationship of the other person to the Councillor or related party; and*
- (iii) The nature of the other person's interests in the matter; and*
- (iv) The value of the gift or loan, and the date the gift was given or loan was made.*

Procedure if Councillor has Declarable Conflict of Interest

Pursuant to Section 150ES of the *Local Government Act 2009*, eligible Councillors at the meeting must, by resolution, decide whether the Councillor who has declared the interest:

May participate in a decision about the matter at the meeting, including by voting on the matter;
or

Must leave the place at which the meeting is being held, including any area set aside for the public, and stay away from the place while the eligible Councillors discuss and vote on the matter.

Duty to report another Councillor's Prescribed Conflict of Interest or Declarable Conflict of Interest

Pursuant to section 150EW of the *Local Government Act 2009*, a Councillor who reasonably believes or reasonably suspects another Councillor has a Prescribed Conflict of Interest or a Declarable Conflict of Interest in a matter must:

Immediately inform the person who is presiding at the meeting about the belief or suspicion; or

As soon as practicable, inform the Chief Executive Officer of the belief or suspicion.

The Councillor must also inform the person presiding, or the Chief Executive Officer, of the facts and circumstances forming the basis of the belief or suspicion.

Record of Prescribed and Declarable Conflicts of Interest

Where a Councillor informs the meeting of a Prescribed or Declarable Conflict of Interest, section 150FA of the *Local Government Act 2009* requires the following information to be recorded in the minutes of the meeting:

The name of the Councillor who may have a prescribed or declarable conflict of interest in the matter;

The particulars of the prescribed or declarable conflict of interest;

If another Councillor informs the meeting of a belief or suspicion, about another Councillor's Conflict of Interest:

- (a) The action the Councillor takes;
- (b) Any decision by eligible Councillors; and
- (c) The name of each eligible Councillor who voted in relation to whether the Councillor has a declarable conflict of Interest, and how each eligible Councillor voted.

Whether the Councillor participated in deciding the matter, or was present for deciding the matter;

For a matter to which the Prescribed or Declarable Conflict of Interest relates:

- (a) The name of the Councillor who has declared the conflict of interest;*
- (b) The nature of the personal interest, as described by the Councillor;*

- (c) The decision made;*
- (d) Whether the Councillor participated in the meeting under an approval by the Minister;*
- (e) If the Councillor voted on the matter, how they voted; and*
- (f) How the majority of Councillors voted on the matter.*

If the Councillor has a Declarable Conflict of Interest, in addition to the information above, the following information must be recorded in the minutes:

- (a) The decision and reasons for the decision as to whether the Councillor with the Declarable Conflict of Interest may participate in the decision, or must not participate in the decision; and
- (b) The name of each eligible Councillor who voted on the decision, and how the eligible Councillor voted.

7 MATTERS OUTSTANDING FROM PREVIOUS COUNCIL MEETINGS**7.1 DRAFT BIRKDALE COMMUNITY PRECINCT LOCAL GOVERNMENT INFRASTRUCTURE DESIGNATION CONSULTATION REPORT**

At the General Meeting 13 September 2023 (Item 14.1 refers), Council resolved as follows:

1. *To endorse the Birkdale Community Precinct Local Government Infrastructure Designation Consultation Summary Report, including responses to submissions.*
2. *To note that officers will continue to progress amendments to the Birkdale Community Precinct Local Government Infrastructure Designation based on the Consultation Report, and that a report seeking Council endorsement to make the designation will be brought to a future meeting of Council.*
3. *To thank the community for its participation in the consultation.*

A report will be brought to a future meeting of Council.

7.2 INDOOR SPORTS FACILITIES PLANNING

At the General Meeting 13 September 2023 (Item 16.1 refers), Council resolved as follows:

1. *To endorse officers to investigate opportunities for a new indoor sports facility to be established in Redlands Coast as a legacy outcome in the lead up to the Brisbane 2032 Olympic and Paralympic Games.*
2. *To endorse the development of an Indoor Sports Facility Action Plan for the Redlands Coast identifying priority locations, funding requirements and opportunities for refurbishing existing facilities to obtain a minimum of six indoor courts.*
3. *To endorse the development of a feasibility study on the priority site(s) identified by the indoor sports court action plan.*
4. *To bring a report to Council on the outcomes of Brisbane 2032 Olympic and Paralympic Games indoor sports facility investigation and the Indoor Sports Facility Action Plan.*

A report will be brought to a future meeting of Council.

7.3 PETITION - CR SHANE RENDALLS - REQUEST FOR COUNCIL TO REVERSE THE FULL COST RECOVERY POLICY FOR MORETON BAY MARINE FACILITIES

At the General Meeting 20 November 2024 (Item 10.2 refers), Council resolved as follows:

That the petition be received and referred to the Chief Executive Officer for consideration and a report to the local government.

A report will be brought to a future meeting of Council.

7.4 TROPICAL CYCLONE ALFRED EVENT

At the General Meeting 19 March 2025 (Item 13.1 refers), Council resolved as follows:

That Council resolves as follows:

- 1. To note Council's preparedness and response to the Tropical Cyclone Alfred event.*
- 2. To endorse continued advocacy to the Federal and State governments for ongoing support during the recovery phase.*
- 3. To note Council will publicly thank partner agencies, Council staff and volunteers for providing support to the Redlands Coast community before, during and after the Tropical Cyclone Alfred event.*
- 4. To bring a report for consideration to the April 2025 General Meeting relating to Council's recovery approach to the Tropical Cyclone Alfred event.*

A report will be brought to a future meeting of Council.

7.5 BENCHMARKING WITH NORTHERN QUEENSLAND COUNCILS ON VEGETATION POLICIES

At the General Meeting 16 April 2025 (Item 18.1 refers), Council resolved as follows:

1. *That suitable officers from Council's Parks and Conservation Team work with their counterparts from North Queensland councils to understand and learn about the vegetation policies and practices they have in place to mitigate the impact of extreme weather events.*
2. *That a report be brought to Council outlining learnings from other local government areas and how these learnings can be adopted into our practices.*

A report will be brought to a future meeting of Council.

7.6 BIRKDALE COMMUNITY PRECINCT

At the General Meeting 16 April 2025 (Item 18.2 refers), Council resolved as follows:

1. *To acknowledge the Birkdale Community Precinct (BCP) is a site of special community interest containing recognised cultural, environmental and heritage values and note community interest in the planning, financial viability, and long-term stewardship of the site.*
2. *To request a report be brought to a future General Meeting, providing clarity and assurance on the following matters:*
 - a. *Project Delivery:*
Identify which elements of the Birkdale Community Precinct Master Plan are currently proposed for delivery in the lead-up to the Brisbane 2032 Olympic and Paralympic Games.
 - b. *Financial Modelling and Legacy Planning:*
Document the process, research, external expertise and methodology applied to the design, planning and future operations of the proposed Redland Whitewater Centre and Birkdale Swimming Lagoon.
 - c. *Cultural, Environmental and Heritage Management:*
Clarify how Council will ensure that site works will be undertaken consistent with best-practice land stewardship principles, including an update on the status of the Federal Conservation Agreement and Environment Protection and Biodiversity Conservation Act 1999 referral.
 - d. *Consultation and Co-Design:*
To realise the social value propositions that are possible for this intergenerational precinct, and to build on the work of the successful piloted community partnerships program, complete the Birkdale Community Precinct Activation Framework to encourage ongoing community stewardship and participation in master plan implementation.

A report will be brought to a future meeting of Council.

7.7 SERVICE REVIEW AND RESTRUCTURE

At the General Meeting 19 March 2025 (Item 8.2 refers), Council resolved as follows:

That Council resolves to:

1. *Establish an advisory group, including the Mayor and Chief Executive Officer, to guide the review process with regular report back to Council.*
2. *Ensure the review is evidence based and draws on best practice models of local administration, including innovative delivery models drawing on the latest knowledge and technology.*
3. *The Terms of Reference will come back to Councillors.*
4. *With the intent to commission a comprehensive external review of all Redland City Council services (both internal and external), organisational structure and delivery models to ensure that Council is appropriately resourced to deliver what the community needs in the most efficient way possible.*

A report will be brought to a future meeting of Council.

8 MAYORAL MINUTE

In accordance with s.6.9 of Council Meeting Standing Orders, the Mayor may put to the meeting a written motion called a 'Mayoral Minute', on any matter. Such motion may be put to the meeting without being seconded, may be put at that stage in the meeting considered appropriate by the Mayor and once passed becomes a resolution of Council.

9 PUBLIC PARTICIPATION

In accordance with s.6.10 Council Meeting Standing Orders:

1. In each meeting (other than special meetings), a period of 15 minutes may be made available by resolution to permit members of the public to address the local government on matters of public interest relating to the local government. This period may be extended by resolution.
2. Priority will be given to members of the public who make written application to the CEO no later than 4.30pm two days before the meeting. A request may also be made to the chairperson, when invited to do so, at the commencement of the public participation period of the meeting.
3. The time allocated to each speaker shall be a maximum of five minutes. The chairperson, at his/her discretion, has authority to withdraw the approval to address Council before the time period has elapsed.
4. The chairperson will consider each application on its merits and may consider any relevant matter in his/her decision to allow or disallow a person to address the local government, e.g.
 - a) Whether the matter is of public interest;
 - b) The number of people who wish to address the meeting about the same subject
 - c) The number of times that a person, or anyone else, has addressed the local government previously about the matter;
 - d) The person's behaviour at that or a previous meeting; and
 - e) If the person has made a written application to address the meeting.
5. Any person invited to address the meeting must:
 - a) State their name and suburb, or organisation they represent and the subject they wish to speak about;
 - b) Stand (unless unable to do so);
 - c) Act and speak with decorum;
 - d) Be respectful and courteous; and
 - e) Make no comments directed at any individual Council employee, Councillor or member of the public, ensuring that all comments relate to Council as a whole.

10 PETITIONS AND PRESENTATIONS**10.1 PETITION - CR PETER MITCHELL - CALL FOR REDLAND CITY COUNCIL TO RESPECT THE LGBTQIA+ COMMUNITY**

In accordance with s.6.11 of Council Meeting Standing Orders, Cr Peter Mitchell will present the petition and motion as follows:

That the petition is of an operational nature and be received and referred to the Chief Executive Officer for consideration.

10.2 PETITION - CR SHANE RENDALLS - GREEN WASTE REFORM INITIATIVE

In accordance with s.6.11 of Council Meeting Standing Orders, Cr Shane Rendalls will present the petition and motion as follows:

That the petition is of an operational nature and be received and referred to the Chief Executive Officer for consideration.

10.3 PETITION - CR SHANE RENDALLS - MANAGEMENT OF TREES

In accordance with s.6.11 of Council Meeting Standing Orders, Cr Shane Rendalls will present the petition and motion as follows:

That the petition is of an operational nature and be received and referred to the Chief Executive Officer for consideration.

10.4 PETITION - CR JASON COLLEY - INSTALLATION OF A NATIVITY SCENE AT THE REDLANDS COAST LIGHTING OF THE CHRISTMAS TREE

In accordance with s.6.11 of Council Meeting Standing Orders, Cr Jason Colley will present the petition and motion as follows:

That the petition is of an operational nature and be received and referred to the Chief Executive Officer for consideration.

10.5 PETITION - CR PAUL BISHOP - COUNCIL'S RESPONSIBILITY TO REDLAND CITY RESIDENTS

In accordance with s.6.11 of Council Meeting Standing Orders, Cr Paul Bishop will present the petition and motion as follows:

That the petition is of an operational nature and be received and referred to the Chief Executive Officer for consideration.

11 MOTION TO ALTER THE ORDER OF BUSINESS

The order of business may be altered for a particular meeting where the Councillors at that meeting pass a motion to that effect. Any motion to alter the order of business may be moved without notice.

12 REPORTS FROM THE OFFICE OF THE CEO

Nil.

13 REPORTS FROM ORGANISATIONAL SERVICES

13.1 APRIL 2025 MONTHLY FINANCIAL REPORT

Objective Reference: A12053097

Authorising Officer: Sandra Bridgeman, Executive Group Manager Financial Services & Chief Financial Officer

Responsible Officer: Peter Paterson, Financial Controller

Report Author: Udaya Panambala Arachchilage, Corporate Financial Reporting Manager

Attachments: 1. April 2025 Monthly Financial Report [↓](#)

PURPOSE

To note the year-to-date financial results as at 30 April 2025.

BACKGROUND

Council adopts an annual budget and then reports on performance against the budget on a monthly basis. This is not only a legislative requirement but enables the organisation to periodically review its financial performance and position and respond to changes in community requirements, market forces or other outside influences.

ISSUES

Estimated Statement of Financial Position 2024-2025

Council officers are currently preparing the Statement of Estimated Financial Position 2024-2025 to be tabled at the Special Budget Meeting. The estimated financial position is based on Council's actual financial position (as at 30 April 2024) and projected financial results for the months of May and June 2025.

2024-2025 Second Budget Review

Council adopted its first revised budget at the General Meeting on 18 December 2024 and the updated budget numbers are reflected in this report. Officers have tabled the second revised budget for Council's consideration in this meeting, and if adopted will be reflected in the May 2025 monthly financial report.

STRATEGIC IMPLICATIONS

Council has either achieved or favourably exceeded the following key financial sustainability ratios as at the end of April 2025.

- Operating Surplus Ratio
- Operating Cash Ratio
- Unrestricted Cash Expense Cover Ratio
- Asset Consumption Ratio
- Leverage Ratio
- Net Financial Liabilities Ratio

The Asset Sustainability Ratio did not meet the target at the end of April 2025 and continues to be a stretch target for Council with renewal spends of \$24.54M and depreciation expense of \$63.54M year to date on infrastructure assets. This ratio is an indication of how Council currently maintains, replaces and renews its existing infrastructure assets as they reach the end of their useful lives. Capital spend on non-renewal projects increases the asset base and therefore increases depreciation expense, resulting in a lower asset sustainability ratio.

The Council-Controlled Revenue, Population Growth, and Asset Renewal Funding Ratios are reported for contextual purposes only. Population Growth and Asset Renewal Funding Ratios will not materially change from month to month.

Legislative Requirements

The April 2025 financial report is presented in accordance with the legislative requirement of section 204(2) of the *Local Government Regulation 2012*, requiring the Chief Executive Officer to present the financial report to a monthly Council meeting.

Risk Management

The April 2025 financial report has been noted by the Executive Leadership Team and relevant officers who can provide further clarification and advice around actual to budget variances.

Financial

There is no direct financial impact to Council as a result of this report, however it provides an indication of financial outcomes at the end of April 2025.

People

Nil impact expected as the purpose of the attached report is to provide financial information to Council based upon actual versus budgeted financial activity.

Environmental

Nil impact expected as the purpose of the attached report is to provide financial information to Council based upon actual versus budgeted financial activity.

Social

Nil impact expected as the purpose of the attached report is to provide financial information to Council based upon actual versus budgeted financial activity.

Human Rights

There are no human rights implications from this report as the purpose of the attached report is to provide financial information to Council based upon actual versus budgeted financial activity.

Alignment with Council's Policy and Plans

This report has a relationship with the following items of Council's *Our Future Redlands – A Corporate Plan to 2026 and Beyond*:

Efficient and effective organisation objectives

- 7.1 Improve the efficiency and effectiveness of Council's service delivery to decrease costs, and enhance customer experience and community outcomes.
- 7.4 Demonstrate good governance through transparent, accountable processes and sustainable practices and asset management.

CONSULTATION

Consulted	Date	Comment
Council departmental officers	Year to date 30 April 2025	Consulted on financial results and outcomes.
Financial Services Group officers	Year to date 30 April 2025	Consulted on financial results and outcomes.
Executive Leadership Team and Senior Leadership Team	Year to date 30 April 2025	Recipients of variance analysis between actual and budget. Consulted as required.

OPTIONS**Option One**

That Council resolves to note the financial position, results and ratios for April 2025 as presented in the attached Monthly Financial Report.

Option Two

That Council resolves to request additional information.

OFFICER'S RECOMMENDATION

That Council resolves to note the financial position, results and ratios for April 2025 as presented in the attached Monthly Financial Report.



Monthly Financial Report

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Monthly Financial Report

1. EXECUTIVE SUMMARY

This monthly report illustrates the financial performance and position of Redland City Council compared to its adopted budget at an organisational level for the period ended 30 April 2025. The year to date annual revised budget referred to in this report incorporates the changes from the budget review adopted by Council on 18 December 2024.

Key Financial Highlights and Overview

Key Financial Results (\$000)	Annual Revised Budget	YTD Budget	YTD Actual	YTD Variance	YTD Variance %	Status Favourable ✓ Unfavourable ✗
Operating Surplus / (Deficit)	2,684	43,394	41,024	(2,370)	-5%	✗
Recurrent Revenue	386,699	360,679	360,489	(190)	0%	✗
Recurrent Expenditure	384,015	317,285	319,465	2,180	1%	✗
Capital Works Expenditure	140,083	113,001	67,269	(45,732)	-40%	✓
Closing Cash & Cash Equivalents	181,048	183,266	190,390	7,124	4%	✓
Short-Term Investment	50,000	50,000	50,000	-	0%	✓

Council reported a year to date operating surplus of \$41.02M which is unfavourable to budget by \$2.37M. This is mainly due to higher than budgeted employee expenses, higher than budgeted depreciation expense, lower than budgeted levies and utility charges, partially offset by lower than budgeted materials and services expenses, and higher than budgeted rates charges.

Employee expenses are higher than budget due to additional works associated with disaster management activities related to Tropical Cyclone Alfred. Council's External Funding Team are working to recover costs through the Queensland Reconstruction Authority.

Depreciation expense is higher than budgeted due to the 2023-24 revaluation of Roads, Other Infrastructure, and Water and Wastewater asset classes, which was finalised after the development of the 2024-25 budget. The resulting increase in asset valuations from the 2023-24 revaluation was higher than anticipated, leading to higher than expected depreciation in 2024-25.

Consistent with prior months, levies and utility charges revenue and materials and services expenditure are both lower than anticipated, largely due to less water consumption than expected year to date. In preparing the budget, Council utilises a range of information to form an expectation on water consumption across the city, including historical weather patterns and data obtained from the Bureau of Meteorology. Due to higher than average wet weather seen this financial year, the expected volume of water consumed was not realised. This has resulted in an impact to the water consumption revenue and the corresponding water consumption expense.

Variances to budget are closely monitored and will be addressed within the appropriate budget review as required.

Council's capital works expenditure is behind budget by \$45.73M due to timing of works for a number of infrastructure projects, as well as impact to capital delivery from higher than expected wet weather days this financial year, including the recent impacts of Tropical Cyclone Alfred.

Council's cash balance is ahead of budget at 30 April mainly due to timing of cash flows, with lower than budgeted payments for property, plant and equipment, and timing of receipt of capital and operating grants and contributions, and higher than budgeted interest income. This is partially offset by lower than budgeted receipts from customers, higher than budgeted payments to suppliers. Constrained cash reserves represent 65% of the cash balance.

2. KEY PERFORMANCE INDICATORS

During 2024, a new Financial Management (Sustainability) Guideline (the Guideline) was developed by the Department of Housing, Local Government, Planning and Public Works following consultation with local governments and other stakeholders which supersedes the Financial Management (Sustainability) Guideline 2013. The Guideline applies to all Queensland local governments for calculating the relevant financial sustainability measures detailed in the *Local Government Regulation 2012* and are presented below.

Type	Financial Sustainability Measures	Target	Annual Revised Budget	YTD Actual	Status Achieved ✓ Not achieved ✗
Financial Capacity	Council-Controlled Revenue*	Contextual - No target specified	90.15%	91.94%	N/A
	Population Growth Ratio*	Contextual - No target specified	1.88%	1.88%	N/A
Operating Performance	Operating Surplus Ratio	Greater than 0%	0.70%	11.23%	✓
	Operating Cash Ratio	Greater than 0%	21.03%	29.79%	✓
Liquidity	Unrestricted Cash Expense Cover Ratio	Greater than 2 months	8.95	9.38	✓
Asset Management	Asset Sustainability Ratio	Greater than 60%	92.87%	38.61%	✗
	Asset Consumption Ratio	Greater than 60%	67.40%	61.07%	✓
	Asset Renewal Funding Ratio*	Contextual - No target specified	100.00%	100.00%	N/A
Debt Servicing Capacity	Leverage Ratio	0 - 4 times	1.10	0.57	✓
Level of Debt	Net Financial Liabilities Ratio**	Less than 60% (on average over the long-term)	-21.41%	-46.73%	✓

* The Council-Controlled Revenue, Population Growth, and Asset Renewal Funding Ratio measures are reported for contextual purposes only. Population Growth and Asset Renewal Funding Ratios will not materially change from month to month.

** The Net Financial Liabilities Ratio is negative as current assets are greater than total liabilities. This measure is presented in addition to the nine financial sustainability measures required to provide more information to the community.

Monthly Financial Report

3. STATEMENT OF COMPREHENSIVE INCOME

STATEMENT OF COMPREHENSIVE INCOME					
For the period ending 30 April 2025					
	Annual	Annual	YTD	YTD	YTD
	Original Budget \$000	Revised Budget \$000	Budget \$000	Actual \$000	Variance \$000
Recurrent revenue					
Rates charges	132,519	132,519	132,612	133,166	554
Levies and utility charges	202,583	202,583	188,048	186,818	(1,230)
Less: Pensioner remissions and rebates	(3,896)	(3,896)	(3,834)	(3,836)	(2)
Fees	20,936	22,442	19,254	19,597	343
Rental income	1,128	1,239	1,015	982	(33)
Interest received	13,583	13,583	11,312	11,379	67
Sales revenue	4,990	4,990	4,159	4,011	(148)
Other income	935	935	837	1,213	376
Grants, subsidies and contributions	9,534	12,305	7,276	7,159	(117)
Total recurrent revenue	382,312	386,699	360,679	360,489	(190)
Recurrent expenses					
Employee benefits	117,020	117,084	98,179	99,993	1,814
Materials and services	185,222	186,266	151,689	151,036	(653)
Finance costs	3,995	3,995	2,841	2,730	(111)
Depreciation and amortisation	78,067	78,067	65,056	66,375	1,319
Other expenditure	620	(249)	477	598	121
Net internal costs	(1,148)	(1,148)	(957)	(1,267)	(310)
Total recurrent expenses	383,777	384,015	317,285	319,465	2,180
OPERATING SURPLUS / (DEFICIT)	(1,465)	2,684	43,394	41,024	(2,370)
Capital revenue					
Grants, subsidies and contributions	20,232	28,409	18,596	17,225	(1,371)
Non-cash contributions	121,013	121,013	-	6	6
Total capital revenue	141,244	149,421	18,596	17,231	(1,365)
Capital expenses					
(Gain) / loss on disposal of non-current assets	9,603	9,603	7,713	482	(7,231)
Total capital expenses	9,603	9,603	7,713	482	(7,231)
TOTAL INCOME	523,556	536,121	379,275	377,720	(1,555)
TOTAL EXPENSES	393,380	393,618	324,998	319,947	(5,051)
NET RESULT	130,177	142,503	54,277	57,773	3,496
Other comprehensive income / (loss)					
Items that will not be reclassified to a net result					
Revaluation of property, plant and equipment	-	-	-	-	-
TOTAL COMPREHENSIVE INCOME	130,177	142,503	54,277	57,773	3,496

Monthly Financial Report

3. STATEMENT OF COMPREHENSIVE INCOME - CONTINUED

LEVIES AND UTILITY CHARGES ANALYSIS

For the period ending 30 April 2025

	Annual Original Budget \$000	Annual Revised Budget \$000	YTD Budget \$000	YTD Actual \$000	YTD Variance \$000
Levies and utility charges					
Refuse collection rate charge	38,288	38,288	31,871	32,361	490
SES separate charge	479	479	479	482	3
Environment & Coastal Management Separate Charge	14,970	14,970	14,788	15,022	234
Separate charge landfill remediation	3,096	3,096	3,097	3,108	11
Wastewater charges	60,831	60,831	60,677	61,523	846
Water access charges	24,845	24,845	24,846	24,982	136
Water consumption charges	60,074	60,074	52,290	49,340	(2,950)
Total levies and utility charges	202,583	202,583	188,048	186,818	(1,230)

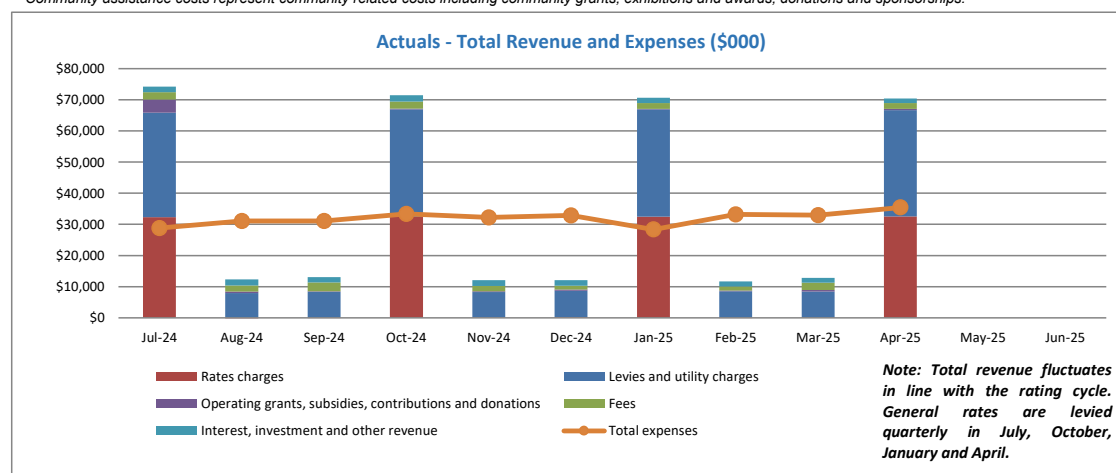
MATERIALS AND SERVICES ANALYSIS

For the period ending 30 April 2025

	Annual Original Budget \$000	Annual Revised Budget \$000	YTD Budget \$000	YTD Actual \$000	YTD Variance \$000
Materials and services					
Contractors	54,322	55,580	42,041	42,814	773
Consultants	6,593	7,417	6,079	3,934	(2,145)
Other Council outsourcing costs*	32,430	31,000	25,080	22,750	(2,330)
Purchase of materials	64,458	65,046	55,780	52,454	(3,326)
Office administration costs	5,028	3,187	2,890	7,877	4,987
Electricity charges	5,550	6,547	5,336	5,438	102
Plant operations	4,111	4,111	3,447	4,065	618
Information technology resources	7,964	7,981	6,655	7,315	660
General insurance	2,158	2,804	2,358	2,448	90
Community assistance**	1,863	1,843	1,359	1,365	6
Other material and service expenses	746	750	664	576	(88)
Total materials and services	185,222	186,266	151,689	151,036	(653)

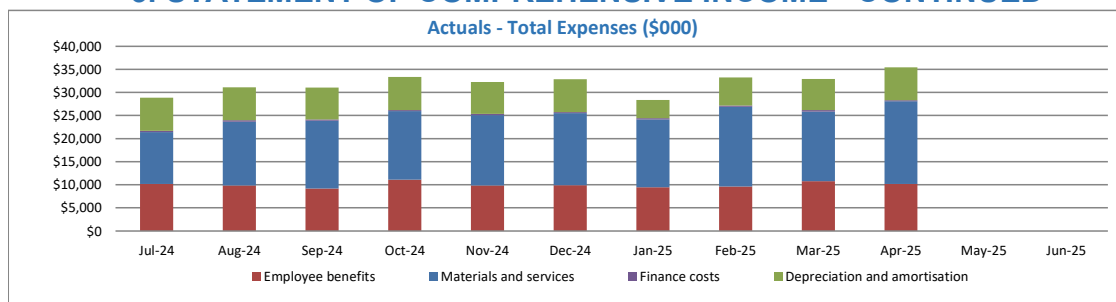
* Other Council outsourcing costs are various outsourced costs including refuse collection and disposal, waste disposal, legal services, traffic control, external training, valuation fees, etc.

** Community assistance costs represent community related costs including community grants, exhibitions and awards, donations and sponsorships.

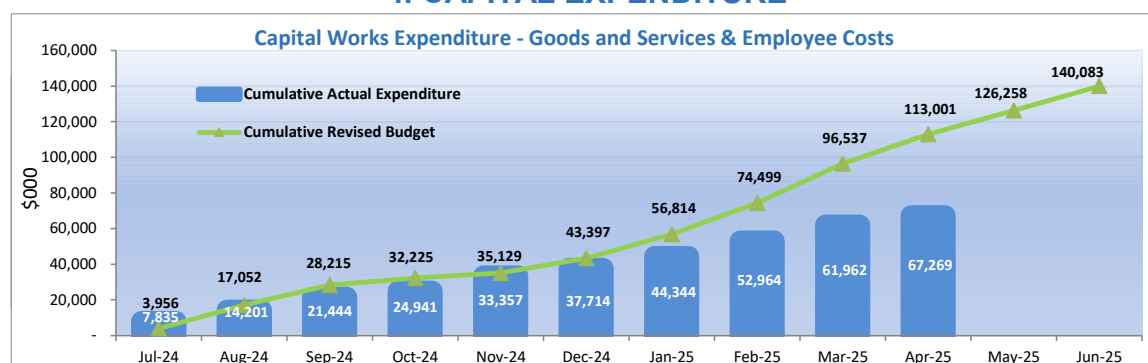


Monthly Financial Report

3. STATEMENT OF COMPREHENSIVE INCOME - CONTINUED



4. CAPITAL EXPENDITURE



	Annual Revised Budget \$'000	YTD Budget \$'000	YTD Actual \$'000	YTD Variance \$'000
Capitalised goods and services*	130,796	105,578	60,539	(45,039)
Capitalised employee costs	9,287	7,423	6,730	(693)
Total	140,083	113,001	67,269	(45,732)

* Excludes capital prepayments.

Notable Programs and Projects

The table below lists Council's capital expenditure on major programs and projects.

Capital Investment		YTD Actual \$'000
Wellington St / Panorama Dr upgrade	Road widening / lane duplication of Wellington St / Panorama Dr.	8,223
Kinross Road sewerage trunk	New sewage pump station (Lorikeet Dr) and trunk sewer main to Cleveland WWTP.	4,481
Property acquisition	Acquisition of property on Bloomfield Street, Cleveland.	4,285
Weinam Creek development	Continuation of works at Weinam Creek Priority Development Area.	4,257
Fleet replacement	Current fleet replacement program.	4,182

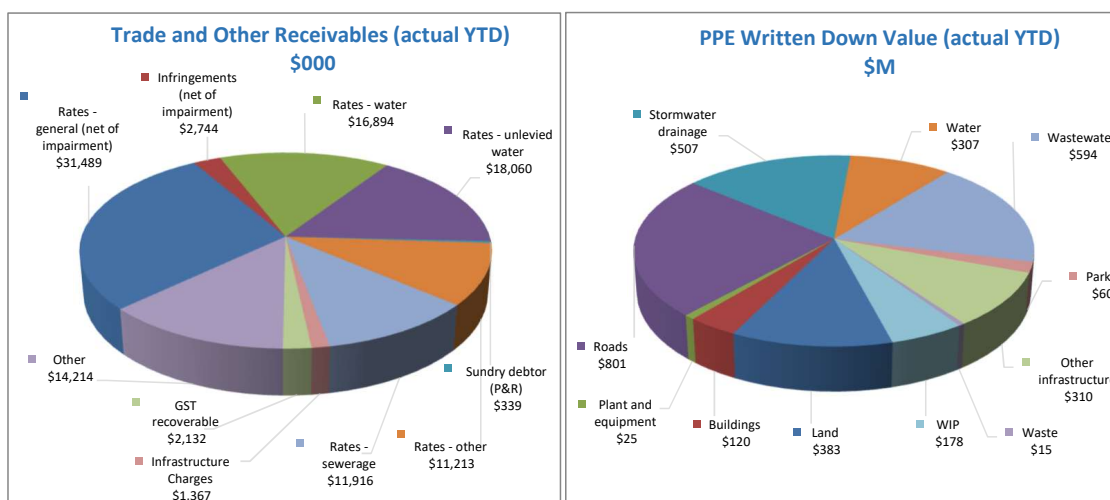
Monthly Financial Report

5. STATEMENT OF FINANCIAL POSITION

STATEMENT OF FINANCIAL POSITION As at 30 April 2025				
	Annual	Annual	YTD	YTD
	Original Budget \$000	Revised Budget \$000	Budget \$000	Actual \$000
CURRENT ASSETS				
Cash and cash equivalents	190,355	181,048	183,266	190,390
Short-term investment - CBA	50,000	50,000	50,000	50,000
Trade and other receivables	52,508	50,791	91,434	110,368
Inventories	1,123	1,042	1,042	1,258
Other current assets	3,052	5,838	5,839	3,975
Total current assets	297,038	288,720	331,581	355,991
NON-CURRENT ASSETS				
Investment property	1,403	1,474	1,474	1,474
Property, plant and equipment	3,266,103	3,472,720	3,339,577	3,299,920
Intangible assets	294	304	362	371
Right-of-use assets	2,469	2,523	2,680	2,696
Other financial assets	73	73	73	73
Investment in other entities	11,357	11,769	11,769	11,769
Equity investment	-	2,831	2,831	2,831
Total non-current assets	3,281,699	3,491,694	3,358,766	3,319,134
TOTAL ASSETS	3,578,737	3,780,413	3,690,347	3,675,125
CURRENT LIABILITIES				
Trade and other payables	38,992	56,810	68,483	42,576
Borrowings - current	5,252	6,391	6,391	6,391
Lease liability - current	781	537	900	900
Provisions - current	10,540	13,742	14,102	15,481
Other current liabilities	6,080	4,250	13,816	18,199
Total current liabilities	61,645	81,730	103,692	83,547
NON-CURRENT LIABILITIES				
Borrowings - non-current	85,169	84,052	55,628	55,598
Lease liability - non-current	2,112	2,508	2,609	2,221
Provisions - non-current	22,036	32,603	32,103	34,277
Other non-current liabilities	4,368	5,026	10,046	9,717
Total non-current liabilities	113,685	124,189	100,386	101,813
TOTAL LIABILITIES	175,331	205,918	204,078	185,360
NET COMMUNITY ASSETS	3,403,407	3,574,495	3,486,269	3,489,765
COMMUNITY EQUITY				
Asset revaluation surplus	1,441,319	1,612,203	1,612,203	1,612,203
Retained surplus	1,871,903	1,850,722	1,758,935	1,753,856
Constrained cash reserves	90,184	111,570	115,131	123,706
TOTAL COMMUNITY EQUITY	3,403,407	3,574,495	3,486,269	3,489,765

Monthly Financial Report

5. STATEMENT OF FINANCIAL POSITION - CONTINUED



RIGHT-OF-USE ASSETS

As at 30 April 2025

	Annual Original Budget \$'000	Annual Revised Budget \$'000	YTD Budget \$'000	YTD Actual Balance \$'000
Right-of-use asset				
Buildings	382	407	494	510
Land	1,884	1,913	1,977	1,977
Plant and equipment	203	203	209	209
Closing balance	2,469	2,523	2,680	2,696

PROPERTY, PLANT AND EQUIPMENT (PPE) MOVEMENT*

For the period ending 30 April 2025

	Annual Original Budget \$'000	Annual Revised Budget \$'000	YTD Budget \$'000	YTD Actual Balance \$'000
PPE movement				
Opening balance (includes WIP from previous years)	3,114,783	3,299,599	3,299,599	3,299,599
Acquisitions and WIP in year movement	239,295	261,095	113,001	67,275
Depreciation in year	(76,779)	(76,779)	(63,983)	(65,327)
Disposals	(11,196)	(11,195)	(9,040)	(1,627)
Closing balance	3,266,103	3,472,720	3,339,577	3,299,920

* This table includes movement relating to property, plant and equipment only and is exclusive of intangible assets.

Monthly Financial Report

6. STATEMENT OF CASH FLOWS

STATEMENT OF CASH FLOWS For the period ending 30 April 2025				
	Annual Original Budget \$000	Annual Revised Budget \$000	YTD Budget \$000	YTD Actual \$000
CASH FLOWS FROM OPERATING ACTIVITIES				
Receipts from customers	344,411	345,917	300,535	278,839
Payments to suppliers and employees	(317,872)	(317,879)	(252,247)	(274,572)
	26,539	28,038	48,288	4,267
Interest received	13,583	13,583	11,312	11,936
Rental income	1,128	1,239	1,016	982
Non-capital grants and contributions	9,658	12,757	7,621	8,405
Borrowing costs	(1,823)	(1,823)	(1,823)	(1,815)
Right-of-use assets interest expense	(316)	(316)	(263)	(263)
Net cash inflow / (outflow) from operating activities	48,769	53,478	66,151	23,512
CASH FLOWS FROM INVESTING ACTIVITIES				
Payments for property, plant and equipment	(118,283)	(140,083)	(113,001)	(67,269)
Proceeds from sale of property, plant and equipment	1,593	1,593	1,327	1,145
Capital grants, subsidies and contributions	20,232	28,409	18,596	23,207
Net cash inflow / (outflow) from investing activities	(96,459)	(110,082)	(93,078)	(42,917)
CASH FLOWS FROM FINANCING ACTIVITIES				
Proceeds of borrowings	27,922	27,922	-	-
Repayment of borrowings	(5,044)	(5,044)	(4,681)	(4,692)
Right-of-use lease payment	(607)	(607)	(506)	(893)
Net cash inflow / (outflow) from financing activities	22,271	22,271	(5,187)	(5,585)
Net increase / (decrease) in cash held	(25,419)	(34,332)	(32,114)	(24,990)
Cash and cash equivalents at the beginning of the year	215,774	215,380	215,380	215,380
Cash and cash equivalents at the end of the financial year / period	190,355	181,048	183,266	190,390

Cash Inflow (actual YTD)

Category	Percentage
Utility charges	49%
Rates charges	32%
Capital grants, subsidies and contributions	7%
Interest received	4%
Fees	4%
Operating grants and contributions	2%
Other cash receipts	2%

Cash Outflow (actual YTD)

Category	Percentage
Materials and services	49%
Employee costs	29%
Payments for property, plant and equipment	19%
Repayment of borrowings	2%
Borrowing costs	1%

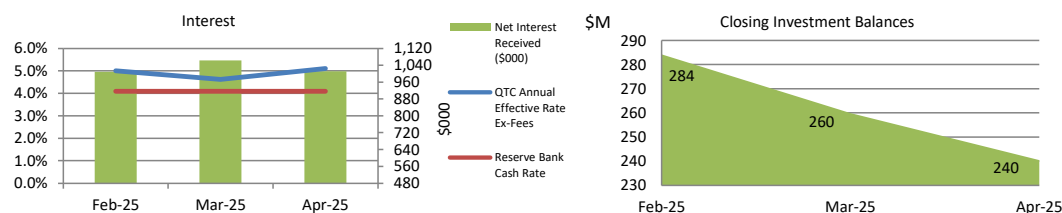
Total Cash Funding (Actual YTD)	324,514	Total Cash Expenditure (Actual YTD)	349,504
Total Cash Funding (Annual Revised Budget)	431,420	Total Cash Expenditure (Annual Revised Budget)	465,752
% of Budget Achieved YTD	75%	% of Budget Achieved YTD	75%

Monthly Financial Report

7. INVESTMENT & BORROWINGS REPORT

For the period ending 30 April 2025

INVESTMENT RETURNS



Total Investment at End of Month was \$240.39M

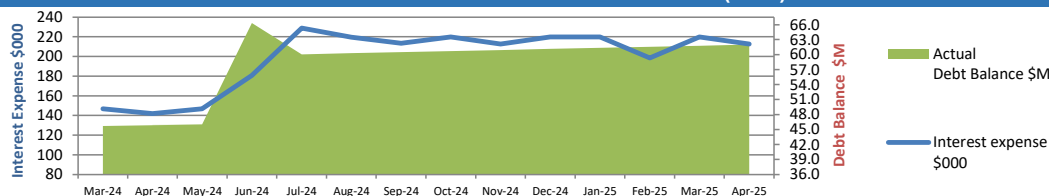
Council investments are currently held predominantly in the Capital Guaranteed Cash Fund, which is a fund operated by the Queensland Treasury Corporation (QTC).

The movement in interest earned is indicative of both the interest rate and the surplus cash balances held with QTC, the latter of which is affected by business cash flow requirements on a monthly basis as well as the rating cycle. The interest income decreased from March to April mainly due to lower average investment balance.

Note: the Reserve Bank reduced the cash rate down to 4.10% during February 2025.

Council adopted its Investment Policy (FIN-001-P) in June 2024 for the 2024-2025 financial year

BORROWINGS AND BORROWING COSTS (QTC)



The debt balance increased in June 2024 due to new borrowings of \$20.16M as part of Council's Capital Works Plan.

In July 2024 the debt balance showed a decrease due to the \$6.51M Annual Debt Service Payment (ADSP), being \$4.69M principal and \$1.82M interest. Interest will accrue monthly on a daily balance until next ADSP in July 2025 which is reflected in the increasing debt balance.

Total Borrowings at End of Month were \$61.99M

Council adopted its Debt Policy (FIN-009-P) in June 2024 for the 2024-2025 financial year

BORROWINGS

For the period ending 30 April 2025

	Annual Original Budget \$000	Annual Revised Budget \$000	YTD Budget \$000	YTD Actual Balance \$000
Borrowings				
Opening balance	(66,308)	(66,330)	(66,330)	(66,330)
Accrued interest on borrowings	(2,696)	(2,696)	(2,194)	(2,166)
Interest paid on borrowings	1,824	1,824	1,824	1,815
Principal repaid	4,681	4,681	4,681	4,692
Loan drawdown	(27,922)	(27,922)	-	-
Closing balance	(90,421)	(90,443)	(62,019)	(61,989)

Monthly Financial Report

8. CONSTRAINED CASH RESERVES

Reserves as at 30 April 2025	Purpose of reserve	Opening Balance \$000	To Reserve \$000	From Reserve \$000	Closing Balance \$000
Special Projects Reserve:					
Aquatic Paradise Revetment Wall Reserve	To fund Aquatic Paradise revetment wall works program	131	132	(15)	248
Weinam Creek Reserve	Maintenance and improvements associated with Weinam Creek projects	1,820	432	(1,001)	1,251
Waste Levy Reserve	To fund Waste Levy Program	57	4,673	(4,730)	-
Raby Bay Revetment Wall Reserve	To fund Raby Bay revetment wall works program	2,556	3,351	(1,687)	4,220
		4,564	8,588	(7,433)	5,719
Constrained Works Reserve:					
Public Parks Trunk Infrastructure Reserve	Capital projects for public parks trunk infrastructure	6,987	2,591	(1,034)	8,544
Marine Trunk Infrastructure Reserve	Provision of marine facilities south of Redland Bay	183	-	-	183
Land for Community Facilities Trunk Infrastructure Reserve	Land for community facilities trunk infrastructure	5,507	92	-	5,599
Water Supply Trunk Infrastructure Reserve	Upgrade, expansion or new projects for water supply trunk infrastructure	16,202	889	-	17,091
Sewerage Trunk Infrastructure Reserve	Upgrade, expansion or new projects for sewerage trunk infrastructure	16,269	2,245	(3,727)	14,787
Local Roads Trunk Infrastructure Reserve	Capital projects for local roads trunk infrastructure	36,271	3,731	(3,082)	36,920
Cycleways Trunk Infrastructure Reserve	Capital projects for cycleways trunk infrastructure	15,048	1,388	(145)	16,291
Stormwater Trunk Infrastructure Reserve	Capital projects for stormwater trunk infrastructure	11,739	371	-	12,110
Tree Planting Reserve	Acquisition and planting of trees on footpaths	428	59	(27)	460
Koala Tree off-set Planting Reserve	Acquisition and planting of trees for koala habitat	0	335	-	335
Special Property Reserve	Acquisition of property in line with the strategic property framework	3,835	748	-	4,583
		112,469	12,449	(8,015)	116,903
Separate Charge Reserve:					
Environment & Coastal Management Separate Charge Reserve	Ongoing conservation and maintenance operations	-	11,265	(10,334)	931
SES Separate Charge Reserve	On-going costs of maintaining the Redland SES	105	482	(434)	153
		105	11,747	(10,768)	1,084
TOTALS		117,138	32,784	(26,216)	123,706
				Closing cash and cash equivalents	190,390
				Reserves as percentage of cash balance	64.98%

Monthly Financial Report

9. CITY WATER STATEMENTS

CITY WATER SUMMARY OPERATING STATEMENT					
For the period ending 30 April 2025					
	Annual Original Budget \$000	Annual Revised Budget \$000	YTD Budget \$000	YTD Actual \$000	YTD Variance \$000
Total revenue	155,256	155,270	145,710	143,404	(2,306)
Total expenses	89,785	89,915	76,183	71,597	(4,586)
Earnings before interest, tax and depreciation (EBITD)	65,471	65,355	69,527	71,807	2,280
External interest expense	648	648	526	520	(6)
Internal interest expense	19,061	19,061	15,884	15,884	-
Depreciation	30,585	30,585	25,487	25,737	250
Operating surplus / (deficit)	15,177	15,061	27,630	29,666	2,036
CITY WATER CAPITAL FUNDING STATEMENT					
For the period ending 30 April 2025					
	Annual Original Budget \$000	Annual Revised Budget \$000	YTD Budget \$000	YTD Actual \$000	YTD Variance \$000
Capital contributions, donations, grants and subsidies	3,196	3,196	2,663	3,134	471
Net transfer (to) / from constrained capital reserves	2,580	5,511	4,303	465	(3,838)
Non-cash contributions	110,434	110,434	-	-	-
New loans	7,195	7,195	-	-	-
Funding from utility revenue	8,423	11,177	13,516	7,657	(5,859)
Total sources of capital funding	131,827	137,512	20,482	11,256	(9,226)
Contributed assets	110,434	110,434	-	-	-
Capitalised expenditure	21,106	26,791	20,119	10,532	(9,587)
Loan redemption	287	287	363	724	361
Total application of capital funds	131,827	137,512	20,482	11,256	(9,226)

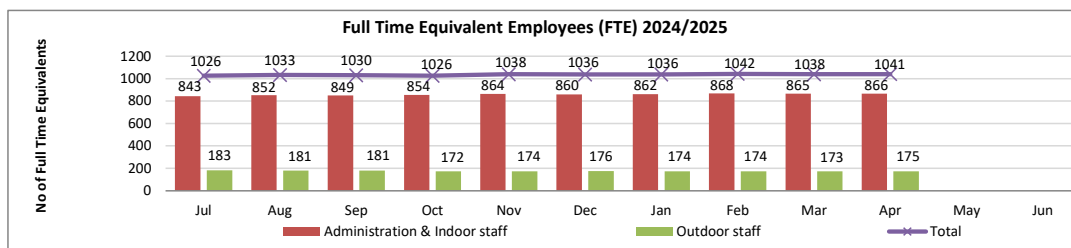
10. CITY WASTE STATEMENTS

CITY WASTE OPERATING STATEMENT					
For the period ending 30 April 2025					
	Annual Original Budget \$000	Annual Revised Budget \$000	YTD Budget \$000	YTD Actual \$000	YTD Variance \$000
Total revenue	41,369	41,608	34,446	34,886	440
Total expenses	32,200	32,439	26,701	29,114	2,413
Earnings before interest, tax and depreciation (EBITD)	9,169	9,169	7,745	5,772	(1,973)
External interest expense	5	5	4	4	-
Depreciation	486	486	405	382	(23)
Operating surplus / (deficit)	8,678	8,678	7,336	5,386	(1,950)
CITY WASTE CAPITAL FUNDING STATEMENT					
For the period ending 30 April 2025					
	Annual Original Budget \$000	Annual Revised Budget \$000	YTD Budget \$000	YTD Actual \$000	YTD Variance \$000
Funding from utility revenue	6,167	6,167	3,057	243	(2,814)
Total sources of capital funding	6,167	6,167	3,057	243	(2,814)
Capitalised expenditure	6,131	6,131	3,027	247	(2,780)
Loan redemption	36	36	30	(4)	(34)
Total application of capital funds	6,167	6,167	3,057	243	(2,814)

Monthly Financial Report

11. APPENDIX: ADDITIONAL AND NON-FINANCIAL INFORMATION

Workforce Reporting



April 2025: Headcount		Employee Type			
Department Level	Casual	Full Time	Part Time	Total	
Office of CEO and People, Culture and Organisational Performance	2	49	11	62	
Organisational Services	3	205	30	238	
Community and Customer Services	68	305	68	441	
Infrastructure and Operations	4	358	20	382	
Advocacy, Major Projects and Economic Development	-	30	6	36	
Total	77	947	135	1,159	

Note: FTE employees includes all full time employees at a value of 1 and all other employees, at a value less than 1. During October 2024 there was a change to the methodology to calculate the number of FTE employees. The table above demonstrates the headcount by department. Following Ourspace, the table includes contract of service and temporary personnel. It includes casual staff in their non-substantive roles as at the end of the period where relevant.

Overdue Rates Debtors & Statistics

Comparison April 2025 to April 2024									
Days Overdue	Apr-25	% Overdue	Apr-24	% Overdue	\$ Variance	% Variance	Rates & Charges Statistics		
0 - 30	\$330	0.0%	\$0	0.0%	\$330	0.0%	Levied (Billed) Rates & Charges since 1 July 2024		
31 - 60	\$3,390,280	0.9%	\$0	0.0%	\$3,390,280	0.9%	Rate arrears b/fwd 1 July 2024		
61 - 90	\$0	0.0%	\$2,897,496	0.8%	-\$2,897,496	-0.8%	Total		
91 - 180	\$1,803,017	0.5%	\$1,600,698	0.5%	\$202,319	0.0%	Balance of overdue rates & charges		
>180	\$3,780,645	1.1%	\$3,519,889	1.0%	\$260,756	0.1%	Percentage Overdue		
Total	\$8,974,272	2.5%	\$8,018,083	2.3%	\$956,189	0.2%			

12. GLOSSARY

Key Terms

Written Down Value:

This is the value of an asset after accounting for depreciation or amortisation, and it is also called book value or net book value.

Work In Progress (WIP):

This represents an unfinished project that costs are still being added to. When a project is completed, the costs will be either capitalised (allocated to relevant asset class) or written off.

Current Replacement Cost:

The amount of money required to replace an existing asset with an equally valued or similar asset at the current market price.

Written Down Replacement Cost:

An asset's current replacement cost less accumulated depreciation.

Book Value of Debt:

The book value of Council's debt (QTC or other loans) as at the reporting date (i.e. 30 June).

Infrastructure Assets:

Those significant, long-life assets that provide ratepayers with access to social and economic facilities. Examples include water and sewerage treatment plants, roads, bridges, drainage, buildings, and other community assets (does not include right of use assets).

Definition of Ratios

Council Controlled Revenue Ratio:

This is an indicator of a Council's financial flexibility, ability to influence its operating income, and capacity to respond to unexpected financial shocks

$$\frac{\text{Net Rates, Levies and Charges add Fees and Charges}}{\text{Total Operating Revenue}}$$

Population Growth:

This is a key driver of a Council's operating income, service needs, and infrastructure requirements into the future

$$\frac{\text{Prior year estimated population}}{\text{Previous year estimated population}} - 1$$

Operating Surplus Ratio*:

This is an indicator of the extent to which revenues raised cover operational expenses only or are available for capital funding purposes

$$\frac{\text{Operating Result}}{\text{Total Operating Revenue}}$$

Operating Cash Ratio:

This measures the ability to cover core operational expenses and generate a cash surplus excluding depreciation, amortisation, and finance costs

$$\frac{\text{Operating Result add Depreciation and Amortisation add Finance Costs*}}{\text{Total Operating Revenue}}$$

Unrestricted Cash Expense Cover Ratio:

This is an indicator of the unconstrained liquidity available to meet ongoing and emergent financial demands. It represents the number of months Council can continue operating based on current monthly expenses

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

Asset Sustainability Ratio:

This ratio indicates whether Council is renewing or replacing existing non-financial assets at the same rate that its overall stock of assets is wearing out

$$\frac{\text{Capital Expenditure on Replacement of Infrastructure Assets (Renewals)}}{\text{Depreciation Expenditure on Infrastructure Assets}}$$

Asset Consumption Ratio:

This measures the extent to which Council's infrastructure assets have been consumed to what it would cost to build a new asset with the same benefit to the community

$$\frac{\text{Written Down Replacement Cost of Depreciable Infrastructure Assets}}{\text{Current Replacement Cost of Depreciable Infrastructure Assets}}$$

Asset Renewal Funding Ratio:

This ratio measures the ability of a Council to fund its projected asset renewal/replacements in the future

$$\frac{\text{Total of Planned Capital Expenditure on Asset Renewals over 10 years}}{\text{Total of Required Capital Expenditure on Asset Renewals over 10 years}}$$

Leverage Ratio:

This is an indicator of a Council's ability to repay its existing debt. It measures the relative size of the Council's debt to its operating performance

$$\frac{\text{Book Value of Debt**}}{\text{Total Operating Revenue less Total Operating Expenditure add Depreciation and Amortisation and Finance Costs}}$$

Net Financial Liabilities:

This is an indicator of the extent to which the net financial liabilities of Council can be serviced by operating revenues

$$\frac{\text{Total Liabilities - Current Assets}}{\text{Total Operating Revenue}}$$

* Finance costs only include interest charged on Council's existing QTC debt balances and any other Council loans

** Book Value of Debt only includes the book value of the Council's debt (QTC or other loans) as at the reporting date

13.2 2024-2025 SECOND BUDGET REVIEW

Objective Reference: A12044831

Authorising Officer: Sandra Bridgeman, Executive Group Manager Financial Services & Chief Financial Officer

Responsible Officer: Sandra Bridgeman, Executive Group Manager Financial Services & Chief Financial Officer

Report Author: Katharine Bremner, Budget & Systems Manager
Anne-Marie Norris, Service Manager Financial Planning

Attachments: 1. 2024-2025 Second Budget Review [↓](#)

PURPOSE

To present the final budget review for the 2024-2025 financial year for consideration in accordance with section 170 of the *Local Government Regulation 2012*, following the financial results to the end of March 2025.

BACKGROUND

Council adopted its 2024-2025 budget at the Special Budget Meeting held on 27 June 2024. This report presents a review of the 2024-2025 budget following nine months of service delivery. As part of Council's financial management framework, Financial Services Group and business areas have undertaken a review to ensure Council's budget is an accurate reflection of Council's financial performance at the end of March 2025 and also presents new submissions based on previously unknown circumstances.

Council previously revised the 2024-2025 adopted budget on 21 August 2024 with the carryover budget review to include any capital carryover funding from 2023-2024 to 2024-2025. Council reviewed its budget again at the General Meeting on 18 December 2024 to accommodate for any permanent variances at the end of the first four months of service delivery, a reduction to the adopted operating budget deficit and reprioritising capital works delivery.

ISSUES

The purpose of this budget review is to consider Council's financial performance following nine months of service delivery. The proposed variations are outlined in the financial statements included in the attachment.

STRATEGIC IMPLICATIONS

Legislative Requirements

This proposed budget review is presented in accordance with the *Local Government Act 2009* and the *Local Government Regulation 2012*. Section 170 of the *Local Government Regulation 2012* permits a local government to amend the budget for the financial year at any time before the end of the financial year.

Risk Management

Council officers monitor budget to actual expenditure on a regular basis and Council's financial performance and position is reported on a monthly basis. The deliverability of both operational and capital programs is under constant review by the Executive Leadership Team.

Financial

This recommendation requires a change to the current year's revised budget adopted at the 18 December 2024 General Meeting, and the accompanying attachment outlines the major movements surrounding this review.

The projected financial statements to 30 June 2025 show an operating budget deficit of \$6.7 million, reflecting adjustments from the second budget review totalling \$9.4 million. This deficit is largely due to an increase in depreciation expenses, stemming from the revaluation of roads, water and wastewater, and other infrastructure asset classes during the 2023–24 financial year. These revaluation outcomes were received after the 2024–25 budget was finalised. Council constantly reviews its capital expenditure delivery and has reprioritised the program to ensure the community's assets continue to be well maintained during the current challenges of resources, supply chain issues and material availability.

All financial sustainability measures continue to meet or exceed the targets set with the exception of the Operating Surplus Ratio.

People

Specific impacts to people may result from the budget adjustments and will be worked through at a team, unit and group level in accordance with Council's policies and people strategy (when and if they arise).

Environmental

Specific impacts to the environment may result from the budget adjustments and will be worked through at a team, unit and group level in accordance with Council's policies and guidelines (when and if they arise).

Social

Specific impacts to the community may result from the budget adjustments and will be worked through at a team, unit and group level in accordance with Council's policies and guidelines (when and if they arise).

Human Rights

There are no human rights implications from this report as the purpose is to provide a revised budget to Council.

Alignment with Council's Policy and Plans

This report is aligned to Council's *Our Future Redlands – A Corporate Plan to 2026 and Beyond* in particular, the report underpins objective 7.4 - Demonstrate good governance through transparent, accountable processes and sustainable practices and asset management.

CONSULTATION

Consulted	Consultation Date	Comments/Actions
Councillors and Executive Leadership Team	6 May 2025	Workshop undertaken to review the Second Budget Review submissions and financial statements.
Executive Leadership Team	15 April 2025	Review of the Second Budget Review submissions and financial statements.
Senior Leadership Team	April 2025	Review of the Second Budget Review submissions.
Business Partnering Unit and Financial Planning Unit	February/March 2025	Review of the submissions detail with the relevant business areas.

OPTIONS**Option One**

That Council resolves as follows:

1. To adopt the revised budget for 2024-2025 at Council level, which refers to the following (refer attachment for details):
 - (a) Redland City Council Statement of Financial Position – page 1
 - (b) Redland City Council Statement of Cash Flows – page 2
 - (c) Redland City Council Statement of Comprehensive Income – page 3
 - (d) Redland City Council Operating and Capital Funding Statement – page 5
2. To meet the requirements of the *Local Government Regulation 2012*, adopt the City Water and City Waste Operating and Capital Funding Statements (pages 11 and 12 respectively).

Option Two

That Council resolves to not adopt the revised budget for 2024-2025.

OFFICER'S RECOMMENDATION

That Council resolves as follows:

1. To adopt the revised budget for 2024-2025 at Council level, which refers to the following (refer attachment for details):
 - (a) Redland City Council Statement of Financial Position – page 1
 - (b) Redland City Council Statement of Cash Flows – page 2
 - (c) Redland City Council Statement of Comprehensive Income – page 3
 - (d) Redland City Council Operating and Capital Funding Statement – page 5
2. To meet the requirements of the *Local Government Regulation 2012*, adopt the City Water and City Waste Operating and Capital Funding Statements (pages 11 and 12 respectively).



2024-2025 Second Budget Review

21 May 2025 General Meeting



REDLAND CITY COUNCIL
Statement of Financial Position
Forecast as at 30 June 2025

	Original Budget 2024-25 \$000*	Opening Balance 2024-25 \$000*	Budgeted Movement 2024-25 \$000*	Second Budget Review Proposed Movements \$000*	Proposed Revised Budget 2024-25 \$000*
CURRENT ASSETS					
Cash and cash equivalents	190,355	215,380	(34,332)	2,516	183,564
Short-term investment - CBA	50,000	50,000	-	-	50,000
Trade and other receivables	52,508	44,517	6,274	-	50,791
Inventories	1,123	1,042	-	-	1,042
Other current assets	3,052	5,838	-	-	5,838
Total current assets	297,038	316,778	(28,058)	2,516	291,236
NON-CURRENT ASSETS					
Investment property	1,403	1,474	-	-	1,474
Property, plant and equipment	3,266,103	3,299,599	173,121	(11,958)	3,460,762
Intangible assets	294	649	(345)	11	316
Right-of-use assets	2,469	3,466	(943)	-	2,523
Other financial assets	73	73	-	-	73
Investment in other entities	11,357	11,769	-	-	11,769
Equity investment	-	2,831	-	-	2,831
Total non-current assets	3,281,699	3,319,861	171,833	(11,946)	3,479,748
TOTAL ASSETS	3,578,737	3,636,639	143,775	(9,430)	3,770,983
CURRENT LIABILITIES					
Trade and other payables	38,992	58,595	(1,785)	-	56,810
Borrowings - current	5,252	6,391	-	-	6,391
Lease liability - current	781	900	(363)	-	537
Provisions - current	10,540	21,791	(8,049)	-	13,742
Other current liabilities	6,080	12,096	(7,847)	-	4,250
Total current liabilities	61,645	99,773	(18,044)	-	81,730
NON-CURRENT LIABILITIES					
Borrowings - non-current	85,169	59,939	24,113	-	84,052
Lease liability - non-current	2,112	3,114	(607)	-	2,508
Provisions - non-current	22,036	32,103	500	-	32,603
Other liabilities - non-current	4,368	9,717	(4,691)	-	5,026
Total non-current liabilities	113,685	104,874	19,315	-	124,189
TOTAL LIABILITIES	175,331	204,647	1,272	-	205,918
NET COMMUNITY ASSETS	3,403,407	3,431,992	142,503	(9,430)	3,565,065
COMMUNITY EQUITY					
Asset revaluation surplus	1,441,319	1,612,203	-	-	1,612,203
Retained surplus	1,871,903	1,702,651	148,072	(6,353)	1,844,369
Constrained cash reserves	90,184	117,138	(5,569)	(3,077)	108,493
TOTAL COMMUNITY EQUITY	3,403,407	3,431,992	142,503	(9,430)	3,565,065

* All amounts are rounded to the nearest thousand

REDLAND CITY COUNCIL

Statement of Cash Flows

Forecast for the year ending 30 June 2024

	Original Budgeted Cash Flow 2024-25 \$000*	Revised Adjusted Cash Opening Balance 2024-25 \$000*	Proposed Movement Second Budget Review \$000*	Proposed Revised Budget 2024-25 \$000*
CASH FLOWS FROM OPERATING ACTIVITIES				
Receipts from customers	344,411	345,917	(2,390)	343,527
Payments to suppliers and employees	(317,872)	(317,879)	2,680	(315,199)
	26,539	28,038	290	28,328
Interest received	13,583	13,583	-	13,583
Rental income	1,128	1,239	-	1,239
Non-capital grants and contributions	9,658	12,757	119	12,876
Borrowing costs	(1,823)	(1,823)	-	(1,823)
Right-of-use assets interest expense	(316)	(316)	-	(316)
Net cash inflow/(outflow) from operating activities	48,769	53,478	409	53,887
CASH FLOWS FROM INVESTING ACTIVITIES				
Payments for property, plant and equipment	(118,283)	(140,083)	2,107	(137,976)
Payments for intangible assets	-	-	-	-
Proceeds from sale of property, plant and equipment	1,593	1,593	-	1,593
Capital grants, subsidies and contributions	20,232	28,409	-	28,409
Other cash flows from investing activities	-	-	-	-
Net cash inflow/(outflow) from investing activities	(96,459)	(110,082)	2,107	(107,975)
CASH FLOWS FROM FINANCING ACTIVITIES				
Proceeds from borrowings	27,922	27,922	-	27,922
Repayment of borrowings	(5,044)	(5,044)	-	(5,044)
Right-of-use lease payments	(607)	(607)	-	(607)
Net cash inflow/(outflow) from financing activities	22,271	22,271	-	22,271
Net increase/(decrease) in cash held	(25,419)	(34,332)	2,516	(31,816)
Cash and cash equivalents at beginning of the financial year	215,774	215,380		215,380
Cash and cash equivalents at end of the financial year	190,355	181,048	2,516	183,564

* All amounts are rounded to the nearest thousand

REDLAND CITY COUNCIL

Statement of Comprehensive Income

Forecast for the year ending 30 June 2025

	Original Budget 2024-25 \$000*	Revised Budget 2024-25 \$000*	Proposed Changes Second Budget Review 2024-25 \$000*	Proposed Revised Budget 2024-25 \$000*
Recurrent revenue				
Rates charges	132,519	132,519	-	132,519
Levies and utility charges	202,583	202,583	(2,450)	200,133
Less: pensioner remissions and rebates	(3,896)	(3,896)	-	(3,896)
Fees	20,936	22,442	-	22,442
Rental income	1,128	1,239	-	1,239
Interest received	13,583	13,583	-	13,583
Sales revenue	4,990	4,990	-	4,990
Other income	935	935	60	995
Grants, subsidies and contributions	9,534	12,305	119	12,424
Total recurrent revenue	382,312	386,699	(2,271)	384,428
Capital revenue				
Grants, subsidies and contributions	20,232	28,409	-	28,409
Non-cash contributions	121,013	121,013	-	121,013
Total capital revenue	141,244	149,421	-	149,421
TOTAL INCOME	523,556	536,121	(2,271)	533,850
Recurrent expenses				
Employee benefits	117,020	117,084	68	117,151
Materials and services	185,222	186,266	(2,716)	183,550
Finance costs	3,995	3,995	(31)	3,963
Depreciation and amortisation	78,067	78,067	9,839	87,906
Other expenditure	620	(249)	-	(249)
Net internal costs	(1,148)	(1,148)	-	(1,148)
Total recurrent expenses	383,777	384,015	7,159	391,174
Capital expenses				
(Gain) / loss on disposal of non-current assets	9,603	9,603	-	9,603
Total capital expenses	9,603	9,603	-	9,603
TOTAL EXPENSES	393,380	393,618	7,159	400,777
NET RESULT	130,177	142,503	(9,430)	133,073
Other comprehensive income / (loss)				
Items that will not be reclassified to a net result				
TOTAL COMPREHENSIVE INCOME	130,177	142,503	(9,430)	133,073

* All amounts are rounded to the nearest thousand

REDLAND CITY COUNCIL
2024-25 Financial Sustainability Measures

	Original Budget 2024-25	Revised as per Carryover Budget Review 2024-25	Revised as per First Budget Review 2024-25	Proposed as per Second Budget Review 2024-25
Council Controlled Revenue Ratio* Contextual purposes only	90.78%	90.60%	90.15%	90.04%
Population Growth Ratio** Contextual purposes only	1.25%	1.25%	1.88%	1.25%
Operating Surplus Ratio*** Target greater than 0% on five-year average	-0.38%	-0.26%	0.70%	-1.72%
Operating Cash Ratio* Target greater than 0% on five-year average	20.19%	20.28%	21.03%	21.50%
Unrestricted Cash Expense Cover Ratio* Target greater than 2 months Unrestricted Cash Expense Cover Ratio (restated) [^]	9.32 months 5.19 months	8.73 months 4.70 months	8.95 months 4.97 months	9.13 months 5.13 months
Asset Sustainability Ratio Target greater than 60% on five-year average	82.30%	90.90%	92.87%	81.58%
Asset Consumption Ratio Target greater than 60% on five-year average	67.95%	62.27%	67.40%	67.15%
Asset Renewal Funding Ratio Contextual purposes only	100.00%	100.00%	100.00%	100.00%
Leverage Ratio**** Target between 0 and 4 times on five-year average	1.15 times	1.15 times	1.10 times	1.09 times
Net Financial Liabilities Ratio Less than 60% (on average over the long-term)	-31.83%	-21.91%	-21.41%	-22.19%

Note: The Council-Controlled Revenue, Population Growth, and Asset Renewal Funding Ratio measures are reported for contextual purposes only and are not audited by the Queensland Audit Office (QAO)

* For the purpose of calculating this ratio, total operating revenue includes the waste levy advance payment

** Population growth forecasts are sourced from Queensland Government Statistician's Office (QGSO) and the latest available Census Data

*** Finance costs only include interest charged on a local government's existing Queensland Treasury Corporation's debt balance

**** Book Value of Debt in this calculation excludes Right-of-Use lease liabilities

[^]Council has conducted a review of the methodology applied to the Unrestricted Cash Expense Cover Ratio. From this review we have adjusted our calculation to better reflect the 2024 version 1 of the Financial Management (Sustainability) Guideline in relation to funds that are restricted under the Planning Act 2016. +A portion of the Constrained Cash Reserves has been identified as impacting this calculation and is now included.

Redland City Council

Operating Statement

Forecast for the year ending 30 June 2025

	Original Budget 2024-25 \$000*	Revised Budget 2024-25 \$000*	Proposed Changes Second Budget Review \$000*	Proposed Revised Budget 2024-25 \$000*
Revenue				
Rates charges	132,519	132,519	-	132,519
Levies and utility charges	202,583	202,583	(2,450)	200,133
Less: Pensioner remissions and rebates	(3,896)	(3,896)	-	(3,896)
Fees	20,936	22,442	-	22,442
Operating grants and subsidies	8,442	11,213	119	11,332
Operating contributions and donations	1,092	1,092	-	1,092
Interest external	13,583	13,583	-	13,583
Other revenue	7,053	7,163	60	7,223
Total revenue	382,312	386,699	(2,271)	384,428
Expenses				
Employee benefits	117,020	117,084	68	117,151
Materials and services	185,222	186,266	(2,716)	183,550
Finance costs other	984	984	(31)	953
Other expenditure	620	(249)	-	(249)
Net internal costs	(1,148)	(1,148)	-	(1,148)
Total expenses	302,699	302,937	(2,680)	300,257
Earnings before interest, tax and depreciation	79,613	83,763	409	84,171
Interest expense - QTC	2,695	2,695	-	2,695
Interest expense - ROU	316	316	-	316
Interest expense - Internal	-	-	-	-
Depreciation and amortisation	78,067	78,067	9,839	87,906
OPERATING SURPLUS / (DEFICIT)	(1,465)	2,684	(9,430)	(6,746)

Capital Funding Statement

	Original Budget 2024-25 \$000*	Revised Budget 2024-25 \$000*	Proposed Changes Second Budget Review \$000*	Proposed Revised Budget 2024-25 \$000*
Proposed sources of capital funding				
Capital contributions and donations	18,281	18,281	-	18,281
Capital grants and subsidies	1,951	10,128	-	10,128
Proceeds on disposal of non-current assets	1,593	1,593	-	1,593
Capital transfers (to) / from reserves	2,086	8,317	332	8,649
Non-cash contributions	121,013	121,013	-	121,013
New loans	27,922	27,922	-	27,922
Funding from general revenue	70,867	78,259	(2,439)	75,819
Total sources of capital funding	243,712	265,512	(2,107)	263,405
Proposed application of capital funds				
Contributed assets	121,013	121,013	-	121,013
Capitalised goods and services	108,413	130,796	(1,072)	129,724
Capitalised employee costs	9,870	9,287	(1,035)	8,252
Loan redemption	4,416	4,416	-	4,416
Total application of capital funds	243,712	265,512	(2,107)	263,405
Other Budgeted Items				
	Original Budget 2024-25 \$000*	Revised Budget 2024-25 \$000*	Proposed Changes Second Budget Review \$000*	Proposed Revised Budget 2024-25 \$000*
Other budgeted items				
Transfers to constrained operating reserves	(21,216)	(25,177)	(597)	(25,774)
Transfers from constrained operating reserves	22,438	22,429	3,341	25,770
Written down value (WDV) of assets disposed	11,196	11,196	-	11,196

* All amounts are rounded to the nearest thousand

CEO Groups

Operating Statement

Forecast for the year ending 30 June 2025

	Original Budget 2024-25 \$000*	Revised Budget 2024-25 \$000*	Proposed Changes Second Budget Review \$000*	Proposed Revised Budget 2024-25 \$000*
Revenue				
Rates charges	-	-	-	-
Levies and utility charges	-	-	-	-
Less: Pensioner remissions and rebates	-	-	-	-
Fees	-	-	-	-
Operating grants and subsidies	149	149	-	149
Operating contributions and donations	-	-	-	-
Interest external	-	-	-	-
Other revenue	-	-	-	-
Total revenue	149	149	-	149
Expenses				
Employee benefits	8,285	8,285	-	8,285
Materials and services	1,794	1,794	-	1,794
Finance costs other	-	-	-	-
Other expenditure	-	-	-	-
Net internal costs	(9,932)	(9,932)	-	(9,932)
Total expenses	147	147	-	147
Earnings before interest, tax and depreciation	2	2	-	2
Interest expense - QTC	-	-	-	-
Interest expense - ROU	-	-	-	-
Interest expense - Internal	-	-	-	-
Depreciation and amortisation	1	1	0	1
OPERATING SURPLUS / (DEFICIT)	1	1	(0)	1

Capital Funding Statement

	Original Budget 2024-25 \$000*	Revised Budget 2024-25 \$000*	Proposed Changes Second Budget Review \$000*	Proposed Revised Budget 2024-25 \$000*
Proposed sources of capital funding				
Capital contributions and donations	-	-	-	-
Capital grants and subsidies	-	-	-	-
Proceeds on disposal of non-current assets	-	-	-	-
Capital transfers (to) / from reserves	-	-	-	-
Non-cash contributions	-	-	-	-
New loans	-	-	-	-
Funding from general revenue	-	-	-	-
Total sources of capital funding	-	-	-	-
Proposed application of capital funds				
Contributed assets	-	-	-	-
Capitalised goods and services	-	-	-	-
Capitalised employee costs	-	-	-	-
Loan redemption	-	-	-	-
Total application of capital funds	-	-	-	-
Other Budgeted Items				
	Original Budget 2024-25 \$000*	Revised Budget 2024-25 \$000*	Proposed Changes Second Budget Review \$000*	Proposed Revised Budget 2024-25 \$000*
Other budgeted items				
Transfers to constrained operating reserves	-	-	-	-
Transfers from constrained operating reserves	-	-	-	-
Written down value (WDV) of assets disposed	-	-	-	-

* All amounts are rounded to the nearest thousand

Organisational Services

Operating Statement

Forecast for the year ending 30 June 2025

	Original Budget 2024-25 \$000*	Revised Budget 2024-25 \$000*	Proposed Changes Second Budget Review \$000*	Proposed Revised Budget 2024-25 \$000*
Revenue				
Rates charges	132,519	132,519	-	132,519
Levies and utility charges	15,449	15,449	-	15,449
Less: Pensioner remissions and rebates	(3,299)	(3,299)	-	(3,299)
Fees	1,121	1,182	-	1,182
Operating grants and subsidies	5,213	5,394	119	5,513
Operating contributions and donations	-	-	-	-
Interest external	5,199	5,199	-	5,199
Other revenue	555	555	60	615
Total revenue	156,757	156,999	179	157,178
Expenses				
Employee benefits	30,310	30,692	(149)	30,542
Materials and services	21,351	19,354	(70)	19,284
Finance costs other	462	462	(31)	431
Other expenditure	303	(566)	-	(566)
Net internal costs	(31,584)	(32,321)	-	(32,321)
Total expenses	20,842	17,622	(251)	17,371
Earnings before interest, tax and depreciation	135,915	139,377	430	139,807
Interest expense - QTC	2,311	2,311	-	2,311
Interest expense - ROU	1	1	-	1
Interest expense - Internal	(19,061)	(19,061)	-	(19,061)
Depreciation and amortisation	3,747	3,747	(623)	3,124
OPERATING SURPLUS / (DEFICIT)	148,916	152,378	1,053	153,431

Capital Funding Statement

	Original Budget 2024-25 \$000*	Revised Budget 2024-25 \$000*	Proposed Changes Second Budget Review \$000*	Proposed Revised Budget 2024-25 \$000*
Proposed sources of capital funding				
Capital contributions and donations	-	-	-	-
Capital grants and subsidies	-	-	-	-
Proceeds on disposal of non-current assets	1,593	1,593	-	1,593
Capital transfers (to) / from reserves	-	-	-	-
Non-cash contributions	-	-	-	-
New loans	20,727	20,727	-	20,727
Funding from general revenue	(11,497)	(7,151)	-	(7,151)
Total sources of capital funding	10,823	15,169	-	15,169
Proposed application of capital funds				
Contributed assets	-	-	-	-
Capitalised goods and services	7,264	11,610	-	11,610
Capitalised employee costs	-	-	-	-
Loan redemption	3,559	3,559	-	3,559
Total application of capital funds	10,823	15,169	-	15,169
Other Budgeted Items				
	Original Budget 2024-25 \$000*	Revised Budget 2024-25 \$000*	Proposed Changes Second Budget Review \$000*	Proposed Revised Budget 2024-25 \$000*
Other budgeted items				
Transfers to constrained operating reserves	(15,449)	(15,449)	-	(15,449)
Transfers from constrained operating reserves	-	-	499	499
Written down value (WDV) of assets disposed	1,593	1,593	-	1,593

* All amounts are rounded to the nearest thousand

Community and Customers Services

Operating Statement

Forecast for the year ending 30 June 2025

	Original Budget 2024-25 \$000*	Revised Budget 2024-25 \$000*	Proposed Changes Second Budget Review \$000*	Proposed Revised Budget 2024-25 \$000*
Revenue				
Rates charges	-	-	-	-
Levies and utility charges	-	-	-	-
Less: Pensioner remissions and rebates	-	-	-	-
Fees	16,151	17,596	-	17,596
Operating grants and subsidies	920	1,281	-	1,281
Operating contributions and donations	-	-	-	-
Interest external	-	-	-	-
Other revenue	2,511	2,514	-	2,514
Total revenue	19,582	21,391	-	21,391
Expenses				
Employee benefits	38,268	38,145	20	38,165
Materials and services	10,793	11,227	323	11,550
Finance costs other	21	21	-	21
Other expenditure	310	310	-	310
Net internal costs	22,529	22,551	-	22,551
Total expenses	71,922	72,255	343	72,597
Earnings before interest, tax and depreciation	(52,340)	(50,863)	(343)	(51,206)
Interest expense - QTC	-	-	-	-
Interest expense - ROU	18	19	-	19
Interest expense - Internal	-	-	-	-
Depreciation and amortisation	2,918	2,921	180	3,100
OPERATING SURPLUS / (DEFICIT)	(55,276)	(53,803)	(522)	(54,325)

Capital Funding Statement

	Original Budget 2024-25 \$000*	Revised Budget 2024-25 \$000*	Proposed Changes Second Budget Review \$000*	Proposed Revised Budget 2024-25 \$000*
Proposed sources of capital funding				
Capital contributions and donations	11,246	2,399	-	2,399
Capital grants and subsidies	-	-	-	-
Proceeds on disposal of non-current assets	-	-	-	-
Capital transfers (to) / from reserves	(11,246)	(2,399)	(500)	(2,899)
Non-cash contributions	-	-	-	-
New loans	-	-	-	-
Funding from general revenue	2,730	5,702	503	6,205
Total sources of capital funding	2,730	5,702	3	5,705
Proposed application of capital funds				
Contributed assets	-	-	-	-
Capitalised goods and services	2,188	5,078	3	5,081
Capitalised employee costs	-	81	-	81
Loan redemption	542	543	-	543
Total application of capital funds	2,730	5,702	3	5,705
Other Budgeted Items				
	Original Budget 2024-25 \$000*	Revised Budget 2024-25 \$000*	Proposed Changes Second Budget Review \$000*	Proposed Revised Budget 2024-25 \$000*
Other budgeted items				
Transfers to constrained operating reserves	-	(606)	(597)	(1,203)
Transfers from constrained operating reserves	2,958	2,958	1,513	4,471
Written down value (WDV) of assets disposed	-	-	-	-

* All amounts are rounded to the nearest thousand

Infrastructure and Operations (including City Water and City Waste)

Operating Statement

Forecast for the year ending 30 June 2025

	Original Budget 2024-25 \$000*	Revised Budget 2024-25 \$000*	Proposed Changes Second Budget Review \$000*	Proposed Revised Budget 2024-25 \$000*
Revenue				
Rates charges	-	-	-	-
Levies and utility charges	187,134	187,134	(2,450)	184,684
Less: Pensioner remissions and rebates	(597)	(597)	-	(597)
Fees	3,664	3,664	-	3,664
Operating grants and subsidies	2,161	4,259	-	4,259
Operating contributions and donations	1,092	1,092	-	1,092
Interest external	8,384	8,384	-	8,384
Other revenue	3,986	4,093	-	4,093
Total revenue	205,824	208,029	(2,450)	205,579
Expenses				
Employee benefits	34,939	34,939	269	35,208
Materials and services	148,787	151,345	(3,041)	148,304
Finance costs other	501	501	-	501
Other expenditure	1	1	-	1
Net internal costs	19,737	20,454	-	20,454
Total expenses	203,964	207,238	(2,771)	204,467
Earnings before interest, tax and depreciation	1,860	790	321	1,112
Interest expense - QTC	384	384	-	384
Interest expense - ROU	297	296	-	296
Interest expense - Internal	19,061	19,061	-	19,061
Depreciation and amortisation	71,401	71,399	10,274	81,672
OPERATING SURPLUS / (DEFICIT)	(89,282)	(90,349)	(9,952)	(100,301)

Capital Funding Statement

	Original Budget 2024-25 \$000*	Revised Budget 2024-25 \$000*	Proposed Changes Second Budget Review \$000*	Proposed Revised Budget 2024-25 \$000*
Proposed sources of capital funding				
Capital contributions and donations	5,893	15,882	-	15,882
Capital grants and subsidies	1,951	10,128	-	10,128
Proceeds on disposal of non-current assets	-	-	-	-
Capital transfers (to) / from reserves	14,474	2,756	832	3,588
Non-cash contributions	121,013	121,013	-	121,013
New loans	7,195	7,195	-	7,195
Funding from general revenue	71,583	77,040	(4,550)	72,491
Total sources of capital funding	222,109	234,013	(3,718)	230,296
Proposed application of capital funds				
Contributed assets	121,013	121,013	-	121,013
Capitalised goods and services	91,461	104,206	(2,872)	101,334
Capitalised employee costs	9,321	8,481	(846)	7,635
Loan redemption	315	314	-	314
Total application of capital funds	222,109	234,013	(3,718)	230,296
Other Budgeted Items				
	Original Budget 2024-25 \$000*	Revised Budget 2024-25 \$000*	Proposed Changes Second Budget Review \$000*	Proposed Revised Budget 2024-25 \$000*
Other budgeted items				
Transfers to constrained operating reserves	(5,767)	(9,122)	-	(9,122)
Transfers from constrained operating reserves	19,481	19,472	1,329	20,801
Written down value (WDV) of assets disposed	289	289	-	289

* All amounts are rounded to the nearest thousand

Infrastructure and Operations (excluding City Water and City Waste)

Operating Statement

Forecast for the year ending 30 June 2025

	Original Budget 2024-25 \$000*	Revised Budget 2024-25 \$000*	Proposed Changes Second Budget Review \$000*	Proposed Revised Budget 2024-25 \$000*
Revenue				
Rates charges	-	-	-	-
Levies and utility charges	3,096	3,096	-	3,096
Less: Pensioner remissions and rebates	-	-	-	-
Fees	2,802	2,802	-	2,802
Operating grants and subsidies	2,161	4,020	-	4,020
Operating contributions and donations	1,092	1,092	-	1,092
Interest external	31	31	-	31
Other revenue	307	414	-	414
Total revenue	9,488	11,453	-	11,453
Expenses				
Employee benefits	22,697	22,697	269	22,966
Materials and services	50,000	52,010	(492)	51,518
Finance costs other	500	500	-	500
Other expenditure	-	-	-	-
Net internal costs	8,657	9,244	-	9,244
Total expenses	81,854	84,451	(223)	84,228
Earnings before interest, tax and depreciation	(72,366)	(72,997)	223	(72,775)
Interest expense - QTC	-	-	-	-
Interest expense - ROU	27	26	-	26
Interest expense - Internal	-	-	-	-
Depreciation and amortisation	40,331	40,328	8,795	49,124
OPERATING SURPLUS / (DEFICIT)	(112,724)	(113,352)	(8,573)	(121,925)

Capital Funding Statement

	Original Budget 2024-25 \$000*	Revised Budget 2024-25 \$000*	Proposed Changes Second Budget Review \$000*	Proposed Revised Budget 2024-25 \$000*
Proposed sources of capital funding				
Capital contributions and donations	2,697	12,686	-	12,686
Capital grants and subsidies	1,951	10,128	-	10,128
Proceeds on disposal of non-current assets	-	-	-	-
Capital transfers (to) / from reserves	11,895	(2,755)	4,028	1,273
Non-cash contributions	10,579	10,579	-	10,579
New loans	-	-	-	-
Funding from general revenue	57,613	60,316	(5,709)	54,607
Total sources of capital funding	84,734	90,954	(1,680)	89,273
Proposed application of capital funds				
Contributed assets	10,579	10,579	-	10,579
Capitalised goods and services	65,680	72,868	(877)	71,991
Capitalised employee costs	8,483	7,516	(803)	6,712
Loan redemption	(8)	(9)	-	(9)
Total application of capital funds	84,734	90,954	(1,680)	89,273
Other Budgeted Items				
	Original Budget 2024-25 \$000*	Revised Budget 2024-25 \$000*	Proposed Changes Second Budget Review \$000*	Proposed Revised Budget 2024-25 \$000*
Other budgeted items				
Transfers to constrained operating reserves	(160)	(3,515)	-	(3,515)
Transfers from constrained operating reserves	13,873	13,864	1,329	15,193
Written down value (WDV) of assets disposed	289	289	-	289

* All amounts are rounded to the nearest thousand

City Water

Operating Statement

Forecast for the year ending 30 June 2025

	Original Budget 2024-25 \$000*	Revised Budget 2024-25 \$000*	Proposed Changes Second Budget Review \$000*	Proposed Revised Budget 2024-25 \$000*
Revenue				
Rates charges	-	-	-	-
Levies and utility charges	145,750	145,750	(2,450)	143,300
Less: Pensioner remissions and rebates	(597)	(597)	-	(597)
Fees	578	592	-	592
Operating grants and subsidies	-	-	-	-
Operating contributions and donations	-	-	-	-
Interest external	6,969	6,969	-	6,969
Other revenue	2,556	2,556	-	2,556
Total revenue	155,256	155,270	(2,450)	152,820
Expenses				
Employee benefits	11,566	11,566	-	11,566
Materials and services	71,766	71,766	(2,549)	69,217
Finance costs other	-	-	-	-
Other expenditure	1	1	-	1
Net internal costs	6,453	6,582	-	6,582
Total expenses	89,785	89,915	(2,549)	87,366
Earnings before interest, tax and depreciation	65,471	65,355	99	65,454
Interest expense - QTC	384	384	-	384
Interest expense - ROU	264	264	-	264
Interest expense - Internal	19,061	19,061	-	19,061
Depreciation and amortisation	30,585	30,585	1,469	32,053
OPERATING SURPLUS / (DEFICIT)	15,177	15,061	(1,370)	13,691

Capital Funding Statement

	Original Budget 2024-25 \$000*	Revised Budget 2024-25 \$000*	Proposed Changes Second Budget Review \$000*	Proposed Revised Budget 2024-25 \$000*
Proposed sources of capital funding				
Capital contributions and donations	3,196	3,196	-	3,196
Capital grants and subsidies	-	-	-	-
Proceeds on disposal of non-current assets	-	-	-	-
Capital transfers (to) / from reserves	2,580	5,511	(3,196)	2,315
Non-cash contributions	110,434	110,434	-	110,434
New loans	7,195	7,195	-	7,195
Funding from general revenue	8,423	11,177	3,527	14,704
Total sources of capital funding	131,827	137,512	331	137,843
Proposed application of capital funds				
Contributed assets	110,434	110,434	-	110,434
Capitalised goods and services	20,269	25,826	213	26,038
Capitalised employee costs	837	965	119	1,084
Loan redemption	287	287	-	287
Total application of capital funds	131,827	137,512	331	137,843
Other Budgeted Items				
	Original Budget 2024-25 \$000*	Revised Budget 2024-25 \$000*	Proposed Changes Second Budget Review \$000*	Proposed Revised Budget 2024-25 \$000*
Other budgeted items				
Transfers to constrained operating reserves	-	-	-	-
Transfers from constrained operating reserves	-	-	-	-
Written down value (WDV) of assets disposed	-	-	-	-

* All amounts are rounded to the nearest thousand

City Waste

Operating Statement

Forecast for the year ending 30 June 2025

	Original Budget 2024-25 \$000*	Revised Budget 2024-25 \$000*	Proposed Changes Second Budget Review \$000*	Proposed Revised Budget 2024-25 \$000*
Revenue				
Rates charges	-	-	-	-
Levies and utility charges	38,288	38,288	-	38,288
Less: Pensioner remissions and rebates	-	-	-	-
Fees	573	573	-	573
Operating grants and subsidies	-	239	-	239
Operating contributions and donations	-	-	-	-
Interest external	1,384	1,384	-	1,384
Other revenue	1,124	1,124	-	1,124
Total revenue	41,369	41,608	-	41,608
Expenses				
Employee benefits	1,263	1,263	-	1,263
Materials and services	27,703	27,942	-	27,942
Finance costs other	1	1	-	1
Other expenditure	-	-	-	-
Net internal costs	3,233	3,233	-	3,233
Total expenses	32,200	32,439	-	32,439
Earnings before interest, tax and depreciation	9,169	9,169	-	9,169
Interest expense - QTC	-	-	-	-
Interest expense - ROU	5	5	-	5
Interest expense - Internal	-	-	-	-
Depreciation and amortisation	486	486	10	495
OPERATING SURPLUS / (DEFICIT)	8,678	8,678	(10)	8,669

Capital Funding Statement

	Original Budget 2024-25 \$000*	Revised Budget 2024-25 \$000*	Proposed Changes Second Budget Review \$000*	Proposed Revised Budget 2024-25 \$000*
Proposed sources of capital funding				
Capital contributions and donations	-	-	-	-
Capital grants and subsidies	-	-	-	-
Proceeds on disposal of non-current assets	-	-	-	-
Capital transfers (to) / from reserves	-	-	-	-
Non-cash contributions	-	-	-	-
New loans	-	-	-	-
Funding from general revenue	6,167	6,167	(2,369)	3,799
Total sources of capital funding	6,167	6,167	(2,369)	3,799
Proposed application of capital funds				
Contributed assets	-	-	-	-
Capitalised goods and services	6,131	6,131	(2,207)	3,924
Capitalised employee costs	-	-	(161)	(161)
Loan redemption	36	36	-	36
Total application of capital funds	6,167	6,167	(2,369)	3,799
Other Budgeted Items				
	Original Budget 2024-25 \$000*	Revised Budget 2024-25 \$000*	Proposed Changes Second Budget Review \$000*	Proposed Revised Budget 2024-25 \$000*
Other budgeted items				
Transfers to constrained operating reserves	(5,607)	(5,607)	-	(5,607)
Transfers from constrained operating reserves	5,608	5,608	-	5,608
Written down value (WDV) of assets disposed	-	-	-	-

* All amounts are rounded to the nearest thousand

Advocacy, Major Projects and Economic Development

Operating Statement

Forecast for the year ending 30 June 2025

	Original Budget 2024-25 \$000*	Revised Budget 2024-25 \$000*	Proposed Changes Second Budget Review \$000*	Proposed Revised Budget 2024-25 \$000*
Revenue				
Rates charges	-	-	-	-
Levies and utility charges	-	-	-	-
Less: Pensioner remissions and rebates	-	-	-	-
Fees	-	-	-	-
Operating grants and subsidies	-	131	-	131
Operating contributions and donations	-	-	-	-
Interest external	-	-	-	-
Other revenue	-	-	-	-
Total revenue	-	131	-	131
Expenses				
Employee benefits	5,219	5,022	(72)	4,950
Materials and services	2,498	2,546	72	2,618
Finance costs other	-	-	-	-
Other expenditure	5	5	-	5
Net internal costs	(1,898)	(1,899)	-	(1,899)
Total expenses	5,824	5,675	-	5,675
Earnings before interest, tax and depreciation	(5,824)	(5,543)	-	(5,543)
Interest expense - QTC	-	-	-	-
Interest expense - ROU	-	-	-	-
Interest expense - Internal	-	-	-	-
Depreciation and amortisation	0	0	9	9
OPERATING SURPLUS / (DEFICIT)	(5,824)	(5,544)	(9)	(5,553)

Capital Funding Statement

	Original Budget 2024-25 \$000*	Revised Budget 2024-25 \$000*	Proposed Changes Second Budget Review \$000*	Proposed Revised Budget 2024-25 \$000*
Proposed sources of capital funding				
Capital contributions and donations	1,142	-	-	-
Capital grants and subsidies	-	-	-	-
Proceeds on disposal of non-current assets	-	-	-	-
Capital transfers (to) / from reserves	(1,142)	7,960	-	7,960
Non-cash contributions	-	-	-	-
New loans	-	-	-	-
Funding from general revenue	8,050	2,667	1,607	4,274
Total sources of capital funding	8,050	10,627	1,607	12,234
Proposed application of capital funds				
Contributed assets	-	-	-	-
Capitalised goods and services	7,500	9,902	1,797	11,699
Capitalised employee costs	550	725	(189)	536
Loan redemption	-	-	-	-
Total application of capital funds	8,050	10,627	1,607	12,234
Other Budgeted Items				
	Original Budget 2024-25 \$000*	Revised Budget 2024-25 \$000*	Proposed Changes Second Budget Review \$000*	Proposed Revised Budget 2024-25 \$000*
Other budgeted items				
Transfers to constrained operating reserves	-	-	-	-
Transfers from constrained operating reserves	-	-	-	-
Written down value (WDV) of assets disposed	9,314	9,314	-	9,314

* All amounts are rounded to the nearest thousand

13.3 AUDIT & RISK MANAGEMENT COMMITTEE 9 APRIL 2025

Objective Reference: A11886763

Authorising Officer: Amanda Pafumi, General Manager Organisational Services

Responsible Officer: Tony Beynon, Group Manager Corporate Governance

Report Author: Kailesh Naidu, Principal Adviser Internal Audit

Attachments: 1. Audit & Risk Management Committee Minutes 9 April 2025 [↓](#)

PURPOSE

To present the minutes of the Audit & Risk Management Committee (ARMC) meeting held on 9 April 2025 to Council for adoption in accordance with section 211 of the *Local Government Regulation 2012*.

BACKGROUND

The primary objective of the ARMC is to support Council in fulfilling its corporate governance responsibilities and overseeing financial measurement and reporting obligations as required by the *Local Government Act 2009* and other relevant legislation. This requirement is based on the core principles of transparency, accountability and good governance.

To support Councillors in meeting their legal responsibilities and enhancing decision-making, a written report is submitted to Council as soon as practicable after each ARMC meeting. This report details the matters reviewed by the ARMC and provides its recommendations. By ensuring that these reports are promptly shared, Council reaffirms its commitment to operating transparently, making critical financial oversight activities visible to both elected officials and the community.

ISSUES

The meeting agenda was based on the approved ARMC Meeting Plan for 2024-2025, and included presentations on Council's risk management, financial performance, and internal and external audit reports.

At the ARMC meeting, key deliberations included updates on strategic and operational risk management, ethics and integrity matters and financial oversight. The ARMC received a detailed Chief Executive Officer update on key developments across Council, including strategic initiatives and legislative changes. Progress on the asset data audit recommendations was noted, and a report on cyber security was presented. Ethics and integrity activities, including legislative compliance and investigation outcomes, were discussed, along with the presentation of a draft Ethics and Integrity Charter to strengthen governance, which will continue to be refined over the coming months. Updates on Council's evolving risk management framework, including emerging risks and business continuity planning, were provided. Council's financial reporting for January 2025 and external audit matters were also presented, alongside Redland Investment Corporation's September 2024 quarterly financial results.

Refer to the attached minutes of the ARMC meeting for further details.

STRATEGIC IMPLICATIONS

Legislative Requirements

This report has been prepared in accordance with the *Local Government Act 2009* and the *Local Government Regulation 2012*. Under Section 105 of the Act, the ARMC is required to provide recommendations to Council on actions or improvements needed. Furthermore, Section 211 of the Regulation mandates that the ARMC submit a written report to Council, outlining the matters reviewed during its meeting and the ARMC's recommendations, as soon as practicable after the meeting. This report fulfills these requirements, supporting oversight and public accountability, and reaffirming Council's commitment to effective governance and transparency.

Risk Management

The ARMC supports Council's risk management by providing independent oversight and guidance on identifying, assessing and mitigating risks. Through regular reviews of areas like program management, cybersecurity, financial controls and operational risks, the ARMC ensures potential threats are addressed proactively. By offering recommendations and fostering risk awareness, the ARMC strengthens Council's ability to manage uncertainties and promote long-term stability in decision-making.

Financial

The ARMC plays a vital role in overseeing the financial health of Council, which is central to strengthening Council's overall financial governance. Through its charter, the ARMC ensures robust financial oversight by monitoring and reviewing financial processes, fostering transparency and accountability. However, while the ARMC's involvement reinforces sound financial practices, this report itself carries no direct financial implications. Its primary focus is on governance and oversight.

People

This report has no direct implications for personnel or workforce matters. The focus of the ARMC is primarily on governance, risk management and financial oversight, which do not directly impact staffing levels, roles or employee relations. However, the ARMC's recommendations may indirectly support a culture of ethical conduct and integrity within the organisation, fostering a positive work environment over time.

Environmental

There are no direct environmental implications arising from this report. Although the activities discussed in the ARMC meetings may involve considerations of environmental risks, they do not have any direct environmental impact. Any environmental initiatives undertaken by Council are addressed separately.

Social

This report does not present any social implications. The ARMC's oversight activities do not directly influence social issues or community engagement. While Council's broader initiatives may address social concerns, the matters reviewed by the ARMC are specifically related to internal governance processes.

Human Rights

There are no implications concerning human rights related to this report. The discussions and decisions made by the ARMC are centred on financial and operational matters, with no direct effects on human rights issues. Nonetheless, Council's commitment to ethical conduct and transparency, as emphasised in the ARMC meetings, supports a framework that upholds human rights principles within its operations.

Alignment with Council's Policy and Plans

GOV-010-P Internal Audit Policy

GOV-011-P Audit and Risk Management Committee Policy

Our Future Redlands - A Corporate Plan to 2026 and Beyond

CONSULTATION

Consulted	Consultation Date	Comments/Actions
Audit & Risk Management Committee members and relevant officers	April 2025	To review and approve the minutes prior to being finalised.

OPTIONS

Option One

That Council resolves to adopt the minutes of the Audit & Risk Management Committee meeting held on 9 April 2025, as attached to this report.

Option Two

That Council resolves to note this report and requests additional information.

OFFICER'S RECOMMENDATION

That Council resolves to adopt the minutes of the Audit & Risk Management Committee meeting held on 9 April 2025, as attached to this report.



MINUTES

AUDIT & RISK MANAGEMENT COMMITTEE MEETING

Wednesday, 9 April 2025

The Council Chambers
91 - 93 Bloomfield Street
CLEVELAND QLD

AUDIT & RISK MANAGEMENT COMMITTEE MEETING MINUTES**9 APRIL 2025****Order of Business**

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AUDIT & RISK MANAGEMENT COMMITTEE MEETING MINUTES**9 APRIL 2025**

**AUDIT & RISK MANAGEMENT COMMITTEE MEETING
HELD AT THE COUNCIL CHAMBERS, 91 - 93 BLOOMFIELD STREET, CLEVELAND QLD
ON WEDNESDAY, 9 APRIL 2025 AT 1.30PM**

1 DECLARATION OF OPENING

The Chairperson declared the meeting open at 1:43 pm.

2 RECORD OF ATTENDANCE AND APOLOGIES**Audit & Risk Management Committee Members**

Mr Mitchell Petrie (External Member and Chairperson)

Ms Mary Goodwin (External Member)

Cr Jos Mitchell (Mayor)

Cr Wendy Boglary (Division 1)

Secretary

Principal Adviser Internal Audit

Attendees

Chief Executive Officer

General Manager Organisational Services

Acting General Manager Advocacy, Major Projects and Economic Development

Acting General Manager Infrastructure and Operations

Executive Group Manager Financial Services and Chief Financial Officer

Executive Group Manager Risk and Legal Services

Executive Group Manager People, Culture and Organisational Performance

Chief Procurement Officer

Group Manager City Water

Group Manager Corporate Services

Group Manager People and Culture

Group Manager Safety and Psychosocial Health

Acting Group Manager Corporate Governance

Service Manager Community Investment

Service Manager Compliance and Reporting

Service Manager Strategic Asset and Funding Management

Acting Service Manager Ethics and Integrity

Acting Governance Services Manager

Principal Cyber Security Adviser

Risk Management Coordinator

Acting Chief Executive Officer, Redland Investment Corporation

Director, Queensland Audit Office

Director, Queensland Audit Office

Manager, Queensland Audit Office

Managing Partner, Scyne Advisory

Director, Scyne Advisory

AUDIT & RISK MANAGEMENT COMMITTEE MEETING MINUTES**9 APRIL 2025**

Apologies

Acting General Manager Community and Customer Services
Group Manager Communities
Group Manager Corporate Governance
Financial Controller
Service Manager Risk and Liability Services
Financial Controller, Redland Investment Corporation

Observers

Executive Officer Organisational Services
Cr Paul Bishop (Division 10)

Minutes

Acting Governance Services Adviser

AUDIT & RISK MANAGEMENT COMMITTEE MEETING MINUTES**9 APRIL 2025****3 CONFLICT OF INTERESTS**

Nil

4 RECEIPT AND CONFIRMATION OF MINUTES

Minutes of the previous Audit & Risk Management Committee Meeting were approved by all members and adopted at the General Meeting of Council on 16 October 2024.

COMMITTEE RECOMMENDATION 2025/1**Moved by:** Ms Mary Goodwin**Seconded by:** Cr Wendy Boglary

That the minutes of the Audit & Risk Management Committee Meeting of 19 September 2024 be noted.

CARRIED 4/0

Cr Jos Mitchell, Cr Wendy Boglary, Mitchell Petrie and Mary Goodwin voted FOR the motion.

5 BUSINESS ARISING FROM PREVIOUS MINUTES

To capture and address any business arising from the previous Audit & Risk Management Committee meeting.

5.1 BUSINESS ARISING FROM MEETING OF 19 SEPTEMBER 2024

Item No.	Action	Status
2024/03-001	Audit & Risk Management Committee's Register of Interests to be circulated and updated prior to the next Audit & Risk Management Committee meeting.	Completed
2024/06-002	For key or strategic suppliers of Council, Council periodically confirms that those suppliers have appropriate Business Continuity Plans and processes in place.	In progress
2024/20-001	Internal Audit reports to make reference to the risk context of why the audit was chosen to be undertaken.	Completed
2024/54-001	The Executive Group Manager Risk and Legal Services will circulate the Quandamooka Native Title Claim State Government presentation to the Audit & Risk Management Committee if deemed useful for understanding the associated risk implications.	Completed

AUDIT & RISK MANAGEMENT COMMITTEE MEETING MINUTES**9 APRIL 2025****6 CHIEF EXECUTIVE OFFICER REPORT****6.1 CHIEF EXECUTIVE OFFICER REPORT**

Council's Chief Executive Officer provided a detailed verbal update, addressing significant strategic initiatives, operational changes and critical issues since the last meeting. The update included key developments in local government matters, safety incidents, senior employee movements, legislative changes and project progress that required the Audit & Risk Management Committee's attention.

COMMITTEE RECOMMENDATION 2025/2

Moved by: Ms Mary Goodwin

Seconded by: Cr Jos Mitchell

The Audit & Risk Management Committee notes the comprehensive verbal update from the Chief Executive Officer as presented.

CARRIED 4/0

Cr Jos Mitchell, Cr Wendy Boglary, Mitchell Petrie and Mary Goodwin voted FOR the motion.

7 STRATEGIC AND OPERATIONAL RISK MANAGEMENT**7.1 ASSET DATA AUDIT RECOMMENDATIONS**

An update was provided on the implementation of recommendations from the 2021-01 Asset Data Audit, emphasising long-term resourcing needs to improve asset data quality. Progress on the Asset Management Framework was also reported, aligned with the Strategic Asset Management Plan 2019–2029 and ISO 55000 standard. Advancements under the Strategic Asset Management Roadmap 2022–2027 were shared, along with updates on the Data Management and Improvement Program, which is using an Agile sprint approach for data cleansing and future system integration readiness. The Queensland Audit Office has developed an Asset Management Maturity Model in 2024, aligned with the ISO 55000 standard, which Council may utilise to assess alignment with minimum requirements and progress toward best practice.

COMMITTEE RECOMMENDATION 2025/3

Moved by: Ms Mary Goodwin

Seconded by: Cr Jos Mitchell

That the Audit & Risk Management Committee notes the update on recommendations from the 2021-01 Asset Data Internal Audit Report as presented.

CARRIED 4/0

Cr Jos Mitchell, Cr Wendy Boglary, Mitchell Petrie and Mary Goodwin voted FOR the motion.

Action Items

1. Track and re-baseline progress on agreed actions and recommendations, including identifying risks or impediments to achieving them.
2. Assess maturity levels against ISO 55000, as appropriate, identifying gaps and improvements.

AUDIT & RISK MANAGEMENT COMMITTEE MEETING MINUTES**9 APRIL 2025****7.2 CYBER SECURITY**

A summary of cyber security was presented including ongoing collaboration with cyber agencies and expanded internal training and proactive approach

COMMITTEE RECOMMENDATION 2025/4

Moved by: Cr Wendy Boglary

Seconded by: Ms Mary Goodwin

That the Audit & Risk Management Committee notes the briefing on cyber security.

CARRIED 4/0

Cr Jos Mitchell, Cr Wendy Boglary, Mitchell Petrie and Mary Goodwin voted FOR the motion.

8 RISK AND COMPLIANCE REPORTS**8.1 ETHICS AND INTEGRITY REPORT**

The Audit & Risk Management Committee was updated on the Ethics and Integrity Unit's activities for 2024–2025, focusing on its role in managing privacy matters, complaints and investigations into fraud, corruption and Code of Conduct breaches. The report also highlighted progress on legislative compliance under the changes to the *Information Privacy Act 2009* and the *Right to Information Act 2009*, stemming from the *Information Privacy and Other Legislation Amendment Act 2023*.

COMMITTEE RECOMMENDATION 2025/5

Moved by: Cr Wendy Boglary

Seconded by: Ms Mary Goodwin

That the Audit & Risk Management Committee notes the status of the Ethics and Integrity Unit activities as presented.

CARRIED 4/0

Cr Jos Mitchell, Cr Wendy Boglary, Mitchell Petrie and Mary Goodwin voted FOR the motion.

Action Item

Action recommendations from recruitment investigations and present status to the Audit & Risk Management Committee.

AUDIT & RISK MANAGEMENT COMMITTEE MEETING MINUTES**9 APRIL 2025****8.2 ETHICS AND INTEGRITY CHARTER AND SERVICE CHARTER**

The draft Ethics and Integrity Charter and Service Charter was presented to the Audit & Risk Management Committee for endorsement. These charters support key governance policies and define the role, responsibilities and service levels of the Ethics and Integrity Unit. Establishing the Unit's independence, the charters aim to enhance Council's ability to manage ethical issues effectively, helping to mitigate financial, reputational and operational risks.

COMMITTEE RECOMMENDATION 2025/6

Moved by: Ms Mary Goodwin

Seconded by: Cr Wendy Boglary

That the Audit & Risk Management Committee notes the proposed Ethics and Integrity Charter as presented.

CARRIED 4/0

Cr Jos Mitchell, Cr Wendy Boglary, Mitchell Petrie and Mary Goodwin voted FOR the motion.

Action Item

The draft Ethics and Integrity Charter and Service Charter be circulated to Audit & Risk Management Committee members out of session for review, with feedback directed to the Chairperson for consolidation, and the revised documents re-tabled for endorsement at the 4 September 2025 meeting.

8.3 RISK MANAGEMENT REPORT

The report provided an update on Council's risk management activities, including key items discussed at the recent Operational Risk Management Committee meeting. It outlined progress in areas such as insurance, business continuity and the management of strategic and operational risks. The annual review of the risk register identified new and emerging risks, prompting targeted mitigation strategies. Councillor engagement on risk appetite statements has continued, with further work planned to align these statements with risk registers, strengthen control measures and embed risk principles across strategic planning and decision-making processes.

COMMITTEE RECOMMENDATION 2025/7

Moved by: Ms Mary Goodwin

Seconded by: Cr Wendy Boglary

That the Audit & Risk Management Committee notes the update on risk management activities as presented.

CARRIED 4/0

Cr Jos Mitchell, Cr Wendy Boglary, Mitchell Petrie and Mary Goodwin voted FOR the motion.

Action Item

A report on the alignment of current risks with Council's Risk Appetite Statements will be provided to the Audit & Risk Management Committee following completion of the risk appetite overlay and control review process.

AUDIT & RISK MANAGEMENT COMMITTEE MEETING MINUTES**9 APRIL 2025****8.4 LEGAL AND GOVERNANCE REPORT**

An update was provided on legal and governance activities, emphasising the importance of maintaining legislative compliance in the context of upcoming political and regulatory changes. While no amendments were made to the Strategic Risk Register, key legislative developments anticipated in 2025 include privacy reforms, changes to anti-discrimination laws and red tape reduction measures. Council's Federal Election Priorities were noted, aligning with key risk categories, along with updates from relevant regulatory bodies, none of which identified any adverse compliance findings.

COMMITTEE RECOMMENDATION 2025/8

Moved by: Cr Wendy Boglary

Seconded by: Ms Mary Goodwin

That the Audit & Risk Management Committee notes the report as presented.

CARRIED 4/0

Cr Jos Mitchell, Cr Wendy Boglary, Mitchell Petrie and Mary Goodwin voted FOR the motion.

8.5 WORKPLACE HEALTH AND SAFETY REPORT

An overview of Council's Safety Management System was presented, highlighting its transition from the Self Insurance Scheme to the Work Cover Scheme in July 2024. The report noted the need for a more continuous approach to assessing safety effectiveness and outlined strategic priorities for the next three years, including system maintenance, risk management, leadership capability and psychosocial wellbeing. Progress on transitioning to a new incident management system and addressing regulatory changes in silica and electrical safety was also discussed.

COMMITTEE RECOMMENDATION 2025/9

Moved by: Cr Jos Mitchell

Seconded by: Ms Mary Goodwin

That the Audit & Risk Management Committee notes Council's workplace health and safety initiatives as presented.

CARRIED 4/0

Cr Jos Mitchell, Cr Wendy Boglary, Mitchell Petrie and Mary Goodwin voted FOR the motion.

AUDIT & RISK MANAGEMENT COMMITTEE MEETING MINUTES**9 APRIL 2025****9 INTERNAL AUDITOR REPORTS****9.1 INTERNAL AUDIT REPORT**

The report updated the Audit & Risk Management Committee on internal audit activities from the 2024–2025 plan, including the status of ongoing audits, completed reports and tracking of recommendations. Five audits were completed since the last meeting, covering areas of Bulk Orders and Inventory Management, Management of Critical Assets, Recruitment and Selection, Grants and Sponsorship Management, and Environmental Compliance, with findings on process inconsistencies and inadequate oversight. Two memorandums were also released on the requisition-to-order attachment process and Roads to Recovery Grant compliance. Internal Audit is working with officers to ensure appropriate implementation of open recommendations.

COMMITTEE RECOMMENDATION 2025/10

Moved by: Cr Wendy Boglary

Seconded by: Ms Mary Goodwin

That the Audit & Risk Management Committee notes the internal audit update as presented.

CARRIED 4/0

Cr Jos Mitchell, Cr Wendy Boglary, Mitchell Petrie and Mary Goodwin voted FOR the motion.

Action Item

Advise the Audit & Risk Management Committee on the final legal position and Council's approach regarding notifying the vendor of the issue, in reference to the Procurement Attachment Transmission Process audit report, once reviews are concluded.

10 COUNCIL FINANCIAL REPORTS**10.1 JANUARY 2025 MONTHLY FINANCIAL REPORT AND ASSET VALUATION**

An update on Council's financial performance as of 31 January 2025 showed a year-to-date operating surplus below budget, driven by lower levies, utility charges, and grants, as well as higher depreciation and other expenses. Capital works expenditure is behind schedule due to project timing. Asset valuations for Land and Buildings are in progress, with final reports due by June 2025. Key financial sustainability ratios are met but the Asset Sustainability Ratio remains below target.

COMMITTEE RECOMMENDATION 2025/11

Moved by: Ms Mary Goodwin

Seconded by: Cr Jos Mitchell

That the Audit & Risk Management Committee notes the financial position, results and financial sustainability measures for January 2025 as presented in the attached Monthly Financial Report, and notes the 2024-2025 asset valuation update.

CARRIED 4/0

Cr Jos Mitchell, Cr Wendy Boglary, Mitchell Petrie and Mary Goodwin voted FOR the motion.

AUDIT & RISK MANAGEMENT COMMITTEE MEETING MINUTES**9 APRIL 2025****11 EXTERNAL AUDITOR REPORTS****11.1 EXTERNAL AUDIT REPORT**

The Queensland Audit Office shared its external audit plan for 2025-2026, detailing the approach, key risks to be covered in the audit and the audit timeline. They also discussed the recent performance audit and advisory reports released, highlighting significant findings and recommendations.

COMMITTEE RECOMMENDATION 2025/12

Moved by: Ms Mary Goodwin

Seconded by: Cr Jos Mitchell

That the Audit & Risk Management Committee notes the Queensland Audit Office's briefing as presented.

CARRIED 4/0

Cr Jos Mitchell, Cr Wendy Boglary, Mitchell Petrie and Mary Goodwin voted FOR the motion.

12 REDLAND INVESTMENT CORPORATION FINANCIAL REPORTS**12.1 QUARTERLY FINANCIAL REPORTS – 30 SEPTEMBER 2024**

The quarterly financials for September 2024 for Redland Investment Corporation were presented, with a brief update from the Acting Chief Executive Officer on its ongoing projects.

COMMITTEE RECOMMENDATION 2025/13

Moved by: Cr Wendy Boglary

Seconded by: Ms Mary Goodwin

That the Audit & Risk Management Committee notes Redland Investment Corporation Pty Ltd.'s quarterly financial report for period ending 30 September 2024.

CARRIED 4/0

Cr Jos Mitchell, Cr Wendy Boglary, Mitchell Petrie and Mary Goodwin voted FOR the motion.

13 MEETING CLOSURE

The meeting closed at 5:16 pm.

13.4 OPERATIONAL PLAN PERFORMANCE REPORT JANUARY TO MARCH 2025, QUARTER THREE

Objective Reference: A12034768

Authorising Officer: Amanda Pafumi, General Manager Organisational Services

Responsible Officer: Tony Beynon, Group Manager Corporate Governance

Report Author: Daniella Busk, Adviser Operational Planning & Performance

Attachments: 1. Operational Plan Quarterly Report Q3 2025 [↓](#)

PURPOSE

To provide an update on the progress of the Operational Plan 2024-2025 (the Plan) from 1 January to 31 March 2025.

BACKGROUND

The *Local Government Act 2009* requires Council to adopt an operational plan each year. The Operational Plan 2024-2025 is an important planning document which sets out how Council intends to implement the Corporate Plan *Our Future Redlands – A Corporate Plan to 2026 and Beyond*.

The Plan is structured to reflect the seven goals (themes) of the Corporate Plan, and outlines activities that Council plans to deliver to progress the 30 Catalyst Projects and 37 Key Initiatives in the 2024-2025 financial year.

The *Local Government Regulation 2012* requires the Chief Executive Officer to present a written assessment of Council's progress towards implementing the annual Operational Plan at meetings of Council, at least quarterly.

ISSUES

The Operational Plan 2024-2025 Performance Report (Attachment 1) focusses on Council's performance from 1 January to 31 March 2025. It includes a progress and status update for each activity for Catalyst Projects and Key Initiatives outlined in the Plan.

The report provides commentary by exception on activities that are not complete in Quarter Three. In addition, the report provides Key Activities and Highlights under each goal (theme) of the Corporate Plan.

The following summarises the status of the 30 Catalyst Projects and 37 Key Initiatives outlined in the Operational Plan 2024 – 2025 as of 31 March 2025:

On Track	56
Monitor	2
Concern	1
Completed	8
Total	67

The following summarises the status of the 73 activities that progress the Catalyst Projects and Key Initiatives outlined in the Operational Plan 2024-2025:

On Track	61
Monitor	3
Concern	1
Completed	8
Total	73

Monitor activities

As of 31 March 2025, two Key Initiatives KI1.2.1 and KI3.3.1 and one Catalyst Project CP4.1.1 have not achieved the Quarter Three target of 75% and are currently reported as "Monitor" outlined in the Plan.

Concern activities

As of 31 March 2025, one Key Initiative KI4.4.1 has not achieved the Quarter Three target of 75% and is currently reported as "Concern" outline in the Plan.

Completed Catalyst Projects and Key Initiatives

The following summaries completion dates for the eight finalised Catalyst Projects and Key Initiatives:

Corporate Plan Catalyst Project/Key Initiative	Year Finalised
Catalyst Project CP5.4 Major Transport Corridor Improvements - Including Wellington Street and Panorama Drive Upgrade Program – Deliver Stage 1 of the multi-stage upgrade of this major transport corridor.	2024-2025
Key Initiative KI4.11 Key Initiative 11 - Partner with industry leaders to investigate alternative sources of energy that provide environmental, community and economic benefits.	2023-2024
Key Initiative KI6.3 Key Initiative 3 - Advocate for improved digital infrastructure to enhance the city's capacity to attract business investment and growth and enhance productivity.	2023-2024
Catalyst Project CP6.8 Redlands Health and Wellness Precinct - Facilitate the delivery of the Redlands Health and Wellness Precinct as a catalyst economic opportunity to create an expanded health, social services, education and allied health cluster that can generate employment growth and promote higher order specialist and tertiary health services.	2023-2024
Catalyst Project CP4.4 Minjerrabah Panorama Coastal Walk - Progress next stages of this unique connection to enhance visitors' experiences, by harnessing key views and completing a safe pedestrian link between Point Lookout Village and Cylinder Beach.	2022-2023
Catalyst Project CP5.3 Marine Public Transport Facility Program - Progress the upgrade of the four Southern Moreton Bay Islands ferry terminals and review development opportunities both on adjoining land and through the repurposing of existing structures for recreational purposes.	2022-2023
Catalyst Project CP3.3 New City Entry Statements - Installation of new city entry statements that include acknowledgement of Quandamooka Country.	2021-2022
Key Initiative KI7.3 Key Initiative 3 - Improve our value for money delivery through the upgrade of our financial management system.	2021-2022

STRATEGIC IMPLICATIONS

Legislative Requirements

This report has been prepared in accordance with section 174(3) of the *Local Government Regulation 2012* which states that '*The Chief Executive Officer must present a written assessment of the local government's progress towards implementing the annual operational plan at meetings of the local government held at regular intervals of not more than 3 months*'.

Risk Management

The risk of not delivering the Operational Plan 2024-2025 is that Council does not achieve the commitments set out in the longer-term Corporate Plan. Each activity has associated risks which are managed by the relevant area of Council.

Financial

The Operational Plan 2024-2025 is consistent with, and will be funded from, the Annual Budget 2024-2025.

People

Activities in the Operational Plan 2024-2025 are managed by the appropriate areas of Council and delivery of the Plan is undertaken by assigned resources.

Environmental

Specific activities in the Operational Plan 2024-2025 directly contribute to Council's environmental commitments, in particular those related to theme four - 'Natural Environment'.

Social

Specific activities in the Operational Plan 2024-2025 directly contribute to Council's social commitments, in particular those related to theme two - 'Strong Communities'.

Human Rights

Considerations have been taken into account, and there are no human rights implications associated with this report.

Alignment with Council's Policy and Plans

This performance report is in response to Council's Operational Plan 2024-2025. This Plan is a key planning document that outline activities necessary to the deliver on the seven goals (themes) and objectives outlined in Council's Corporate Plan 2021-2026.

CONSULTATION

Consulted	Consultation Date	Comments/Actions
Executive Group Manager People, Culture and Organisational Performance General Manager Organisational Services, Acting General Manager Community and Customer Services Acting General Manager Infrastructure and Operations Acting General Manager Advocacy, Major Projects and Economic Development	April 2025	The activity progress and comments have been provided by the officers involved in delivering the activities within the Operational Plan 2024-2025.

OPTIONS**Option One**

That Council resolves to note the Operational Plan 2024-2025 Performance Report 1 January to 31 March 2025, Quarter Three, as detailed in Attachment 1.

Option Two

That Council resolves to note this report and request additional information.

OFFICER'S RECOMMENDATION

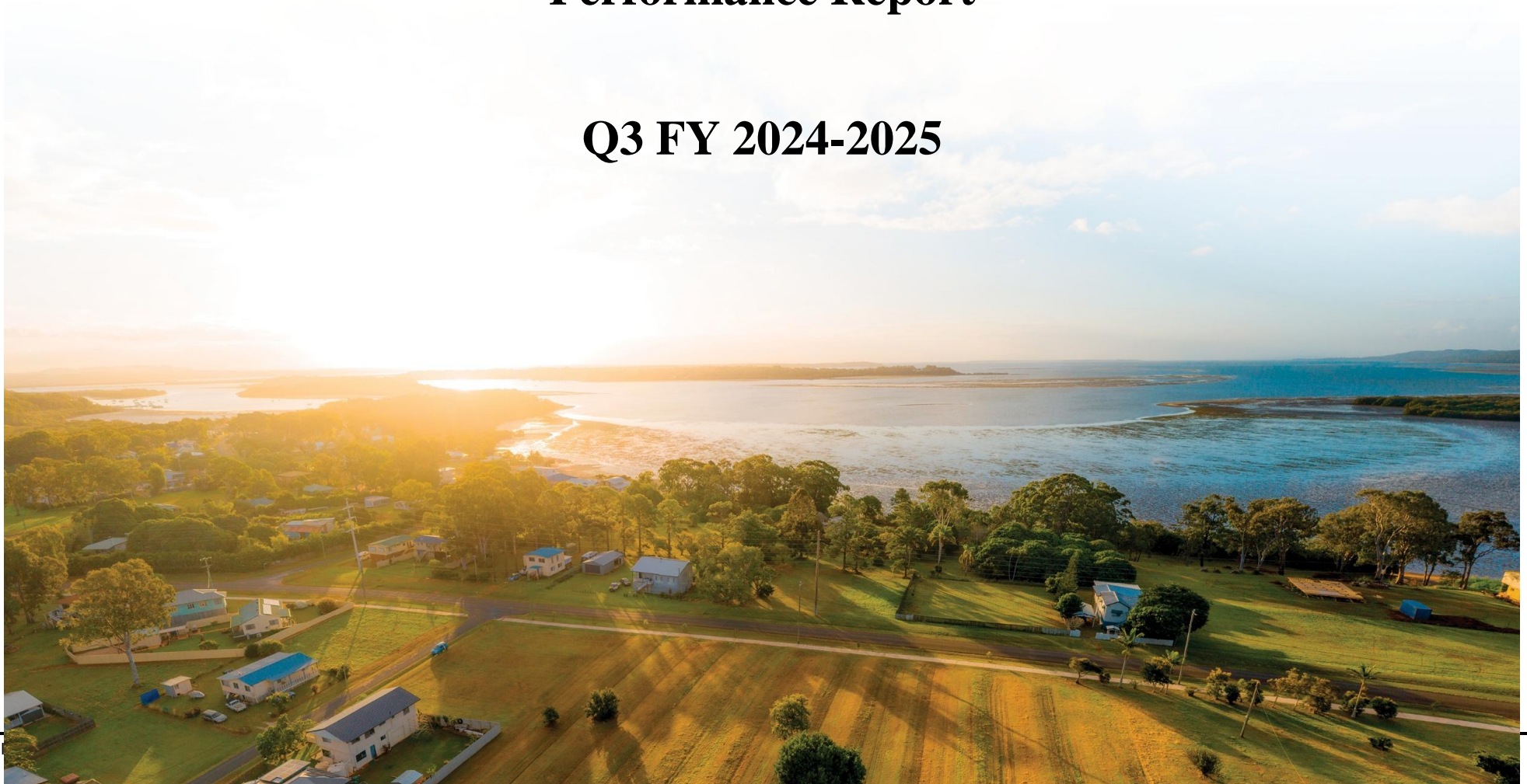
That Council resolves to note the Operational Plan 2024-2025 Performance Report 1 January to 31 March 2025, Quarter Three, as detailed in Attachment 1.



Operational Plan 2024-2025

Performance Report

Q3 FY 2024-2025



Operational Plan Performance Reporting

The *Local Government Act 2009* requires Council to adopt an operational plan each year. The Operational Plan 2024-2025 (the Plan) is an important planning document which sets out how Council intends to implement the Corporate Plan ‘Our Future Redlands – A Corporate Plan to 2026 and Beyond’.

The Plan is structured to reflect the seven goals (themes) of the Corporate Plan, and the activities that will be undertaken to achieve the 30 catalyst projects and 37 key initiatives.

The *Local Government Regulation 2012* requires the Chief Executive Officer to present a written assessment of Council’s progress towards implementing the annual operational plan at meetings of Council, at least quarterly.

The Operational Plan Quarterly Performance Report includes a progress and status update for the 73 activities for catalyst projects and key initiatives outlined in the Plan. The report provides commentary by exception on activity tasks that have a monitor or concern status. In addition, the report provides Key Activities and Highlights under each goal (theme) of the Corporate Plan.

What’s in the Operational Plan 2024 – 2025?

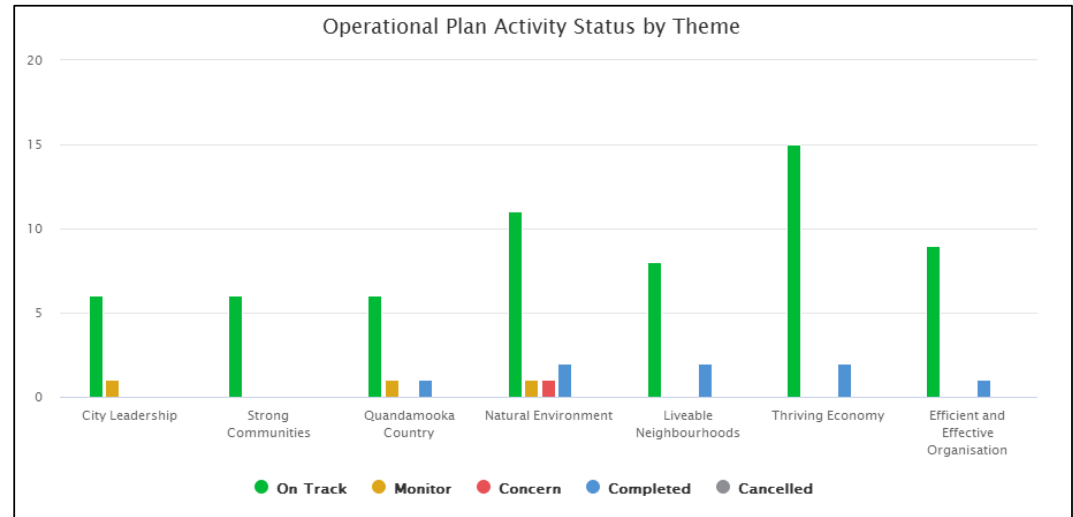
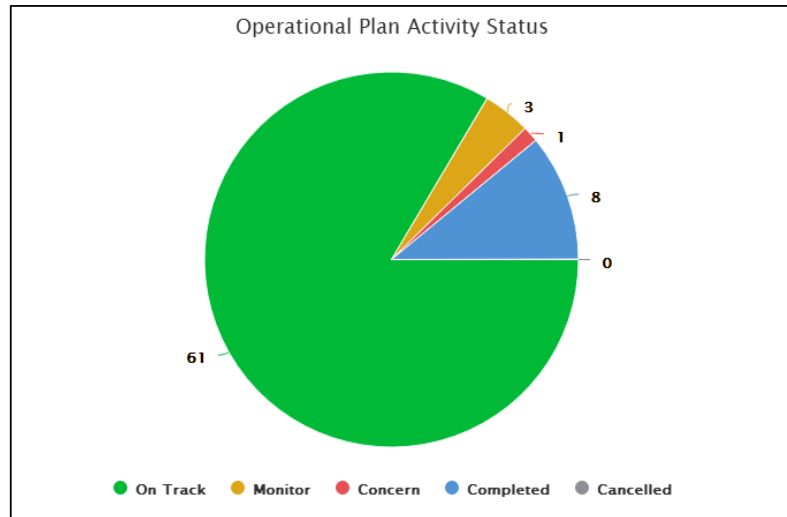
Goals (Themes)	Catalyst Project Activities	2021-2026 Key Initiative Activities	Status Year to Date
 CITY LEADERSHIP	3	4	
 STRONG COMMUNITIES	3	3	
 QUANDAMOOKA COUNTRY	3	5	
 NATURAL ENVIRONMENT	4	11	
 LIVEABLE NEIGHBOURHOODS	6	4	
 THRIVING ECONOMY	9	8	
 EFFICIENT AND EFFECTIVE ORGANISATION	6	4	

Operational Plan 2024-2025 Catalyst Projects and Key Initiatives Progress



	On Track	Monitor	Concern	Completed	Cancelled
City Leadership	6	1	0	0	0
Strong Communities	6	0	0	0	0
Quandamooka Country	6	0	0	1	0
Natural Environment	11	1	1	2	0
Liveable Neighbourhoods	6	0	0	2	0
Thriving Economy	13	0	0	2	0
Efficient and Effective Organisation	8	0	0	1	0

Operational Plan 2024-2025 Activity Progress



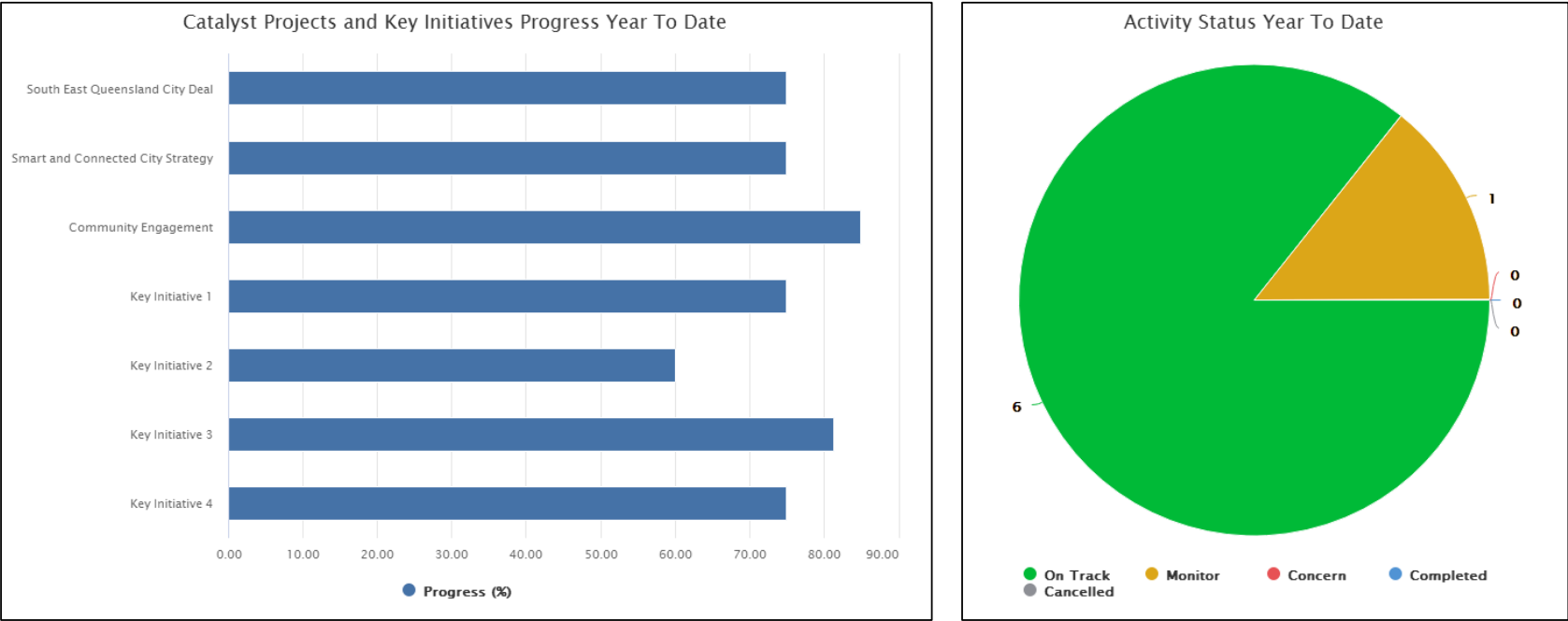
	On Track	Monitor	Concern	Completed	Cancelled
City Leadership	6	1	0	0	0
Strong Communities	6	0	0	0	0
Quandamooka Country	6	1	0	1	0
Natural Environment	11	1	1	2	0
Liveable Neighbourhoods	8	0	0	2	0
Thriving Economy	15	0	0	2	0
Efficient and Effective Organisation	9	0	0	1	0

Operational Plan 2024-2025 Activity Progress - Organisational Performance

Name	On Track	Monitor	Concern	Complete	Cancelled	Total Number of Activities
Advocacy, Major Projects and Economic Development	20	0	0	3	0	23
Infrastructure and Operations	9	1	0	3	0	13
People, Culture and Organisational Performance	4	0	0	0	0	4
Community and Customer Services	15	0	1	0	0	16
Organisational Services	13	2	0	2	0	17
Total	61	3	1	8	0	73

Name	On Track	Monitor	Concern	Complete	Cancelled	Total Number of Activities
Economic Development and Partnerships	8	0	0	3	0	11
Advocacy, Major Projects and Economic Development	1	0	0	0	0	1
Communities	1	0	0	0	0	1
Procurement and Contracts	1	0	0	0	0	1
Major Projects	8	0	0	0	0	8
People, Culture and Organisational Performance	4	0	0	0	0	4
City Planning and Assessment	4	0	0	0	0	4
Customer and Cultural Services	2	0	0	0	0	2
Environment and Regulation	8	0	1	0	0	9
City Assets	7	1	0	3	0	11
City Operations	2	0	0	0	0	2
Communication, Engagement and Tourism	6	1	0	1	0	8
Corporate Governance	4	1	0	0	0	5
Corporate Services	2	0	0	1	0	3
Advocacy	3	0	0	0	0	3
Total	61	3	1	8	0	73

City Leadership - Catalyst Projects and Key Initiatives – Progress Year to Date



For details on City Leadership Key Initiatives 1-4 refer pages 8 to 11 of this attachment.

City Leadership – Activities and Tasks – Progress Year to Date

Catalyst Project CP1.1 South East Queensland City Deal - Support agreement between the three levels of government to deliver investment in regionally transformative infrastructure which provides long term benefits for Redlands Coast.

Operational Plan 2024-2025 Activity				Progress	Commentary
CP1.1.1 Continue to represent Council's interests on the South East Queensland City Deal and advocate for long term infrastructure investment to realise social and economic benefits for Redlands Coast.				Advocacy, Major Projects and Economic Development	
a) Continue to contribute through regional collaboration initiatives and targeted advocacy, including participation in the Council of Mayors (SEQ) 2032 Regional Working Group.	Q1	●	25%		
	Q2	●	50%		
	Q3	●	75%		
b) Facilitate Redlands Coast 2032 Legacy Working Group and participate in local government working groups to promote collaborative economic outcomes and ensure the city benefits from opportunities arising from the Brisbane 2032 Olympic and Paralympic Games.	Q1	●	25%		
	Q2	●	50%		
	Q3	●	75%		

Catalyst Project CP1.2 Smart and Connected City Strategy - Implement the Smart and Connected City Strategy to deliver smart local and regional solutions that improve the liveability, productivity and sustainability of the city.

Operational Plan 2024-2025 Activity				Progress	Commentary
CP1.2.1 Continue to engage with key stakeholders on smart city opportunities.				Economic Development and Partnerships	
a) Embed opportunities for smart city solutions in planning for major projects and precincts.	Q1	●	25%		
	Q2	●	50%		
	Q3	●	75%		

Catalyst Project CP1.3 Community Engagement - Strengthen Council's internal capacity to undertake meaningful community engagement using a broad range of tools and deliver enhanced promotion of engagement activities.

Operational Plan 2024-2025 Activity			Progress	Commentary
CP1.3.1 Strengthen Council's internal capacity in planning, delivering and assessing community engagement to provide insights based on data.			Communication, Engagement and Tourism	
a) Train internal engagement and technical officers in the International Association for Public Participation (IAP2) methodology and implement a broad range of engagement methods.	Q1	●	25%	
	Q2	●	90%	
	Q3	●	90%	
b) Finalise and implement Council's Community Engagement Framework.	Q1	●	50%	
	Q2	●	80%	
	Q3	●	80%	

Key Initiative KI1.1 Key Initiative 1 - Improve ways of engaging with our community to encourage diverse participation in local decision making, and co-design of community outcomes.

Operational Plan 2024-2025 Activity			Progress	Commentary
KI1.1.1 Improve community access to information on Redland City's catalyst projects.			Communication, Engagement and Tourism	
a) Co-locate the Visitor Information Centre with a new Major Project Hub.	Q1	●	25%	
	Q2	●	75%	
	Q3	●	75%	

Key Initiative KI1.2 Key Initiative 2 - Improve communication with our community to increase awareness and transparency around Council operations.

Operational Plan 2024-2025 Activity			Progress	Commentary
KI1.2.1 Deliver innovative communications to inform the Redlands Coast community about Council programs, initiatives and events.			Communication, Engagement and Tourism	
a) Commence redevelopment of Council's corporate website.	Q1	●	5%	The positions needed to undertake redevelopment have been evaluated and are set to be recruited. The project is standing up in quarter two.
	Q2	●	25%	The Content Management System has been decided, and the project team have been stood up. The project will run from February to May 2025.
	Q3	●	30%	Council has completed a review of all Corporate website pages to identify which content will be migrated, consolidated, or archived. The procurement process has progressed, with the contract pending execution.
b) Explore options for digitisation of current print publications.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
c) Pilot new corporate communication activities to increase awareness around Council operations and services.	Q1	●	35%	
	Q2	●	50%	
	Q3	●	75%	

Key Initiative KI1.3 Key Initiative 3 - Develop a strategic framework to guide Council's advocacy efforts with both the Commonwealth and State Governments for the betterment of Redlands Coast.

Operational Plan 2024-2025 Activity			Progress	Commentary
KI1.3.1 Finalise and implement the Redlands Coast Advocacy Framework and continue to build partnerships with both the State and Commonwealth Governments.			Advocacy	
a) Finalise and launch the Redlands Coast Advocacy Framework to the business community.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
b) Continue to test and continuously improve the Framework and toolkit by taking key projects through the advocacy process.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
c) Continue discussions and building partnerships with key State and Commonwealth Government ministers and senior officials.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
d) Develop a State Election 2024 Advocacy Strategy for Redlands Coast.	Q1	●	25%	
	Q2	●	100%	
	Q3	●	100%	

Key Initiative KI1.4 Key Initiative 4 - Advocate for all islands to be recognised in a regional status to create greater funding opportunities.

Operational Plan 2024-2025 Activity			Progress	Commentary
KI1.4.1 Continue to undertake research and commence preparing an advocacy management plan to direct advocacy efforts for all islands to be recognised as regional status by the State and Commonwealth Governments.			Advocacy	
a) Continue to engage with key stakeholders, including the Redlands Coast Island Working Group, on informing and progressing the advocacy approach.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
b) Continue to develop the advocacy management plan while remaining agile to changes in the political and funding environments.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

City Leadership - Key Activities and Highlights

Strengthen Council's internal capacity in planning, delivering and assessing community engagement to provide insights based on data.

As a result of Tropical Cyclone Alfred, the Community Engagement Framework presentation was postponed.

Deliver innovative communications to inform the Redlands Coast community about Council programs, initiatives and events.

The website development is underway, with the content review now complete. Dates for the development of the new site and content migration are yet to be confirmed.

Finalise and implement the Redlands Coast Advocacy Framework and continue to build partnerships with both the State and Commonwealth Governments.

The Advocacy Framework continues to guide advocacy activities and prioritisation. Advocacy tools, such as the advocacy management plan template, are being utilised to effectively manage key advocacy initiatives. Ongoing partnership and relationship building with key State and Commonwealth ministers, members, and senior officials remains a priority. Council's advocacy priorities for the 2025 Federal Election have been adopted.

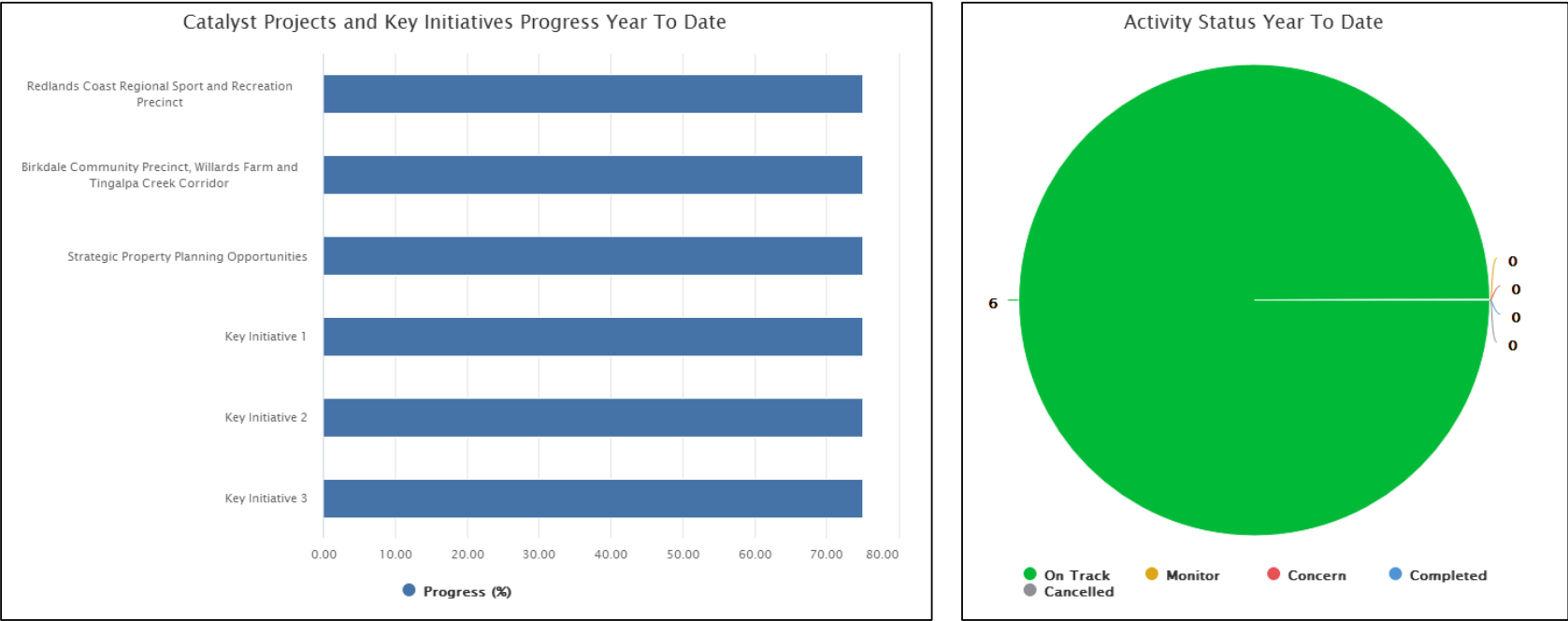
Improve community access to information on Redland City's catalyst projects.

Council has installed new elements to the Visitor Information Centre on 50 Middle Street, Cleveland in preparation for a showcase of Willard's Farm restoration.

Continue to undertake research and commence preparing an advocacy management plan to direct advocacy efforts for all islands to be recognised as regional status by the State and Commonwealth Governments.

Work has commenced on the development of a roadmap to direct advocacy efforts and identify opportunities for regional status recognition for the Redland Coast islands.

Strong Communities - Catalyst Projects and Key Initiatives – Progress Year to Date



For details on Strong Communities Key Initiatives 1-3 refer pages 16 to 17 of this attachment.

Strong Communities – Activities and Tasks – Progress Year to Date

Catalyst Project CP2.1 Redlands Coast Regional Sport and Recreation Precinct - Progress Council's staged master-plan including sporting fields, club buildings, car parking, cycling tracks, recreation trails and spaces to play and explore.

Operational Plan 2024-2025 Activity			Progress	Commentary
CP2.1.1 Plan for the effective delivery of community sport and recreation facilities at Heinemann Road, Mount Cotton, in accordance with the revised Precinct Master Plan.			Major Projects	
a) Finalise assessment of the revised Precinct Master Plan under the Environment Protection and Biodiversity Conservation Act 1999.	Q1	●	75%	
	Q2	●	75%	
	Q3	●	75%	
b) Commence construction works to progress the delivery of the revised Redlands Coast Regional Sport and Recreation Precinct Master Plan 2023.	Q1	●	5%	The Redlands Coast Regional Sport and Recreation Precinct has been referred to the Commonwealth Government for assessment under the Environmental Protection and Biodiversity Act 1999. If approval is obtained, the project will be progressed subject to funding and Council's budget prioritisation process.
	Q2	●	50%	
	Q3	●	75%	
c) Continue to support implementation of a city-wide sport strategy as part of meeting current and future sport and recreation needs for the Redlands Coast community.	Q1	●	50%	
	Q2	●	50%	
	Q3	●	75%	

Catalyst Project CP2.2 Birkdale Community Precinct, Willards Farm and Tingalpa Creek Corridor - Create a shared vision for the end use of the land recognising the rich and diverse history of the site, building those values into creating an iconic landmark for the Redlands Coast.

Operational Plan 2024-2025 Activity			Progress	Commentary
CP2.2.1 Progress development of the Birkdale Community Precinct.			Major Projects	
a) Progress the Local Government Infrastructure Designation.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
b) Finalise restoration works at Willards Farm and determine activation opportunities.	Q1	●	50%	
	Q2	●	75%	
	Q3	●	75%	

Catalyst Project CP2.3 Strategic Property Planning Opportunities - Generate enhanced community outcomes through strategic alignment and transitioning of Council's property portfolio to embrace sustainable opportunities to deliver physical and natural assets that respond to current and future needs in regards to social, environmental and economic outcomes.

Operational Plan 2024-2025 Activity			Progress	Commentary
CP2.3.1 Continue to generate enhanced community outcomes through strategic alignment and transitioning of Council's property portfolio.			Environment and Regulation	
a) Implement property assessment tools and develop key performance criteria to assess performance of Council's property portfolio.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
b) Develop the property acquisition pathway using service plans and future property asset requirements to inform delivery of strategic property objectives and short and long term budget forecasting.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

Key Initiative KI2.1 Key Initiative 1 - Stronger Communities Strategy – Implement the Stronger Communities Strategy and Action Plans to help ensure the city has services and social infrastructure to support the health and wellbeing of people of all ages and abilities.

Operational Plan 2024-2025 Activity				Progress	Commentary
KI2.1.1 Implement the Stronger Communities Strategy and Action Plans by delivering initiatives that enhance community wellbeing, build capacity and strengthen the resilience of Redlands Coast communities.				Communities	
a) Continue to implement the Redlands Coast Stronger Communities Strategy 2024- 2027.	Q1	●	25%		
	Q2	●	50%		
	Q3	●	75%		
b) Continue to implement the Redlands Coast Age-friendly Action Plan 2021-2026.	Q1	●	25%		
	Q2	●	50%		
	Q3	●	75%		
c) Continue to implement the Redlands Coast Young People's Action Plan 2024-2027.	Q1	●	25%		
	Q2	●	50%		
	Q3	●	75%		
d) Develop the Redlands Coast Community Safety Action Plan.	Q1	●	25%		
	Q2	●	50%		
	Q3	●	75%		
e) Deliver capacity building workshops to not-for-profit community groups to enhance their organisational sustainability.	Q1	●	25%		
	Q2	●	50%		
	Q3	●	75%		
f) Deliver the 2024-2025 Community Grants and Sponsorship Program, including the Village Events and Activation Program, to enhance the social, cultural, environmental and economic outcomes of the Redlands Coast	Q1	●	25%		
	Q2	●	50%		
	Q3	●	75%		
g) Undertake planning and activities to enhance community perceptions and experiences of safety and local responses.	Q1	●	25%		
	Q2	●	50%		
	Q3	●	75%		

Key Initiative KI2.2 Key Initiative 2 - Develop and deliver initiatives to recognise and celebrate our local heritage and diverse cultures through the arts and events that promote connectivity.

Operational Plan 2024-2025 Activity			Progress	Commentary
KI2.2.1 Continue to evolve the range of services, programs, events and workshops that celebrate local identity and engage our communities and visitors.			Customer and Cultural Services	
a) Align programs, events and workshops to Council's Library Services Strategic Plan 2023-2028 reflecting the changing priorities of the Redlands Coast community.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
b) Deliver the Creative Arts Service Strategic Plan 2024-2029 and embrace opportunities to grow, showcase and adapt the arts and cultural offering to reflect the uniqueness of the Redlands Coast for a diverse and enriched customer experience and artistic presence.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

Key Initiative KI2.3 Key Initiative 3 - Advocate for lifelong learning and capacity building opportunities to enable social, cultural and economic participation and enhance productivity.

Operational Plan 2024-2025 Activity			Progress	Commentary
KI2.3.1 Leverage emergent opportunities to attract tertiary education institutions to Redlands Coast.			Economic Development and Partnerships	
a) Support credible investment proposals to establish a university presence in the Redlands Coast that can deliver Australian Qualifications Framework (AQF) Level 7 or higher qualifications.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

Strong Communities - Key Activities and Highlights

Plan for the effective delivery of community sport and recreation facilities at Heinemann Road, Mount Cotton, in accordance with the revised Precinct Master Plan.

Council continues to progress project assessment under the Environment Protection and Biodiversity Conservation Act 1999 (EPBC Act). Once the EPBC Act approval has been obtained, the project will be progressed subject to funding and Council's budget prioritisation process.

Progress development of the Birkdale Community Precinct.

The Birkdale Community Precinct is proposed to be developed under a Local Government Infrastructure Designation, which is being prepared for Council consideration. The restoration of the Willards Farm buildings has been completed, with landscaping underway.

Continue to evolve the range of services, programs, events and workshops that celebrate local identity and engage our communities and visitors.

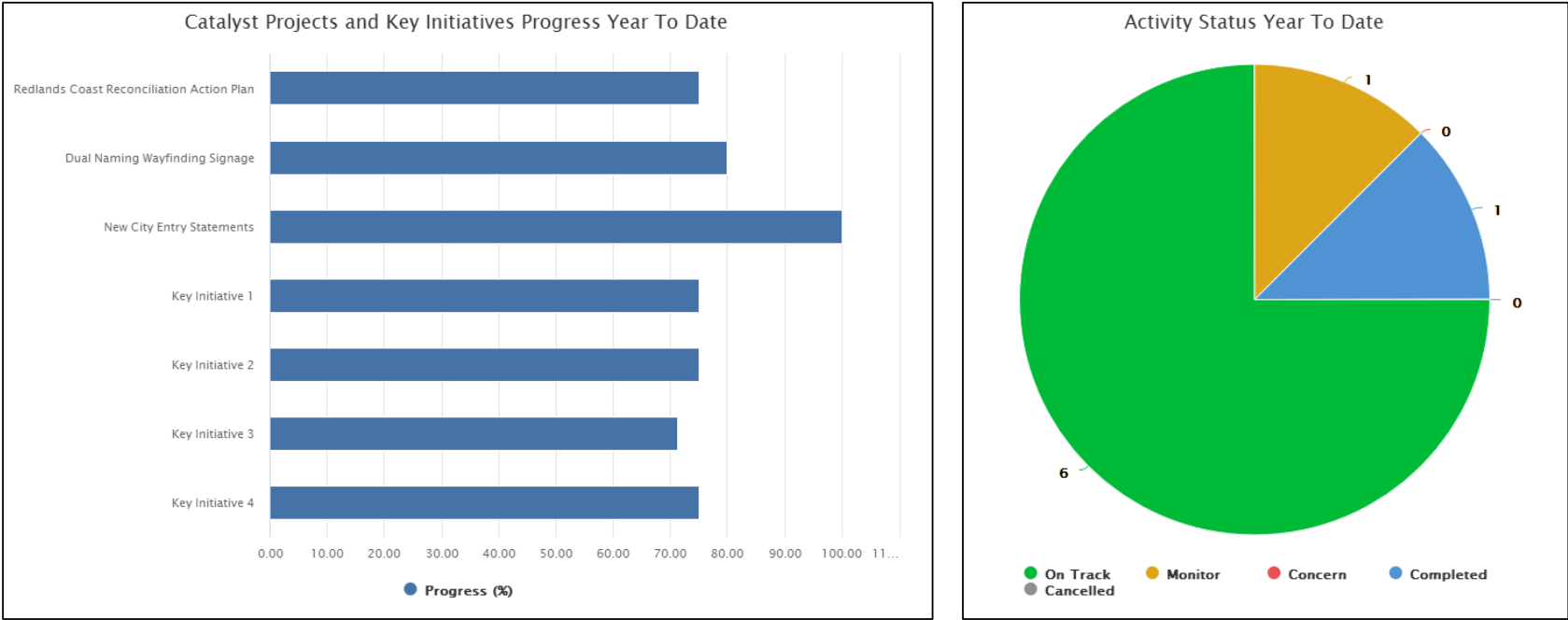
Council remains committed to providing a diverse array of regular activities, services, and events in alignment with the Library Service Strategic Plan 2023-2028. Furthermore, the Implementation Plan supporting the delivery of the Creative Arts Service Strategic Plan 2024-2029 has been finalised, and engagement with relevant stakeholders is underway.

Implement the Stronger Communities Strategy and Action Plans by delivering initiatives that enhance community wellbeing, build capacity and strengthen the resilience of Redlands Coast communities.

Council partnered with the Queenslanders with Disability Network to promote inclusive disaster preparedness and planning through the Disability Inclusive Disaster Risk Reduction (DIDRR) peer leadership program. Stakeholder engagement commenced to inform the development of the Community Safety Action Plan. Council continued to support community networks and groups such as Redland Seniors Network and Redlands Coast Dementia Community.

Council enacted the Redlands Coast Community Resilience Framework and worked with human social agencies and groups to support Redlands Coast community recovery from Tropical Cyclone Alfred.

Quandamooka Country - Catalyst Projects and Key Initiatives – Progress Year to Date



For details on Quandamooka Country Key Initiatives 1-4 refer pages 21 to 24 of this attachment.

Quandamooka Country – Activities and Tasks – Progress Year to Date

Catalyst Project CP3.1 Redlands Coast Reconciliation Action Plan - Progress our reconciliation journey through the development of an externally facing Redlands Coast Reconciliation Action Plan.

Operational Plan 2024-2025 Activity			Progress	Commentary
CP3.1.1 Establish the External Reconciliation Action Plan Working Group (RAPWG) for Redlands Coast.			Corporate Governance	
a) Continue to work with external RAPWG members to progress the External Reconciliation Action Plan.	Q1	●	25%	
	Q2	●	40%	The development of the draft Innovate Reconciliation Action Plan is ongoing. The RAPWG will convene in early 2025 once the draft has been finalized.
	Q3	●	75%	

Catalyst Project CP3.2 Dual Naming Wayfinding Signage - Progress roll-out of dual naming wayfinding signage across the Redlands Coast that incorporates Quandamooka Jandai language.

Operational Plan 2024-2025 Activity			Progress	Commentary
CP3.2.1 Continue to develop a dual naming policy for Council owned assets.			Corporate Governance	
a) Investigate and research other levels of government and legislation to ensure the policy fulfills all necessary requirements.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	80%	

Catalyst Project CP3.3 New City Entry Statements - Installation of new city entry statements that include acknowledgement of Quandamooka Country.

Operational Plan 2024-2025 Activity			Progress	Commentary
CP3.3.1 Installation of new city entry statements that include acknowledgement of Quandamooka Country.			Communication, Engagement and Tourism	
COMPLETED - CP3.3 Catalyst Project completed in Quarter One of Operational Plan 2021-2022. Six new city entry statements that include the acknowledgement of Quandamooka Country were installed across Redlands Coast during 2021-2022 with this catalyst project now complete.	Q1	●	100%	
	Q2	●	100%	
	Q3	●	100%	

Key Initiative KI3.1 Key Initiative 1 - Work closely with the Traditional Owners of much of Redlands Coast, the Quandamooka People, and representative body Quandamooka Yoolooburabee Aboriginal Corporation, to foster a positive, mutually respectful working relationship.

Operational Plan 2024-2025 Activity			Progress	Commentary
KI3.1.1 Support the delivery of Indigenous Land Use Agreement (ILUA) commitments.			Corporate Governance	
a) Re-engage with the newly appointed chair of Quandamooka Yoolooburabee Aboriginal Corporation (QYAC).	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
b) Manage Council's commitments under the ILUA by coordinating with the ILUA Consultative Committee and Protecting Sea, Land and Environment Committee.	Q1	●	25%	
	Q2	●	35%	Council's Protecting Sea, Land and Environment committee has reached out to QYAC to arrange future meetings. However, both QYAC and Council are undergoing a reset phase and aim to meet in 2025.
	Q3	●	75%	

Operational Plan 2024-2025 Activity			Progress	Commentary
c) Engage and meet with QYAC for the Capital Works forum.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
d) Monitor the progress of ILUA activities delivered by key internal stakeholders and report quarterly to Council's Executive Leadership Team (ELT).	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

Key Initiative KI3.2 Key Initiative 2 - Continue to improve Council's capacity to deliver positive outcomes for the Traditional Owners of much of Redlands Coast, the Quandamooka People, and all Aboriginal and Torres Strait Islander people living on Redlands Coast, through policy as well as cultural awareness and heritage training for elected representatives and Council employees.

Operational Plan 2024-2025 Activity			Progress	Commentary
KI3.2.1 Implement culturally appropriate protocols and promote traditional knowledge.			Corporate Governance	
a) Continue to implement and monitor cultural heritage and cultural awareness training to Council employees and elected representatives.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

Key Initiative KI3.3 Key Initiative 3 - Work with the Quandamooka People to promote respect and understanding of Quandamooka culture and Native Title within the Redlands Coast community.

Operational Plan 2024-2025 Activity			Progress	Commentary
KI3.3.1 Engage and inform key stakeholders as the Quandamooka Coast Claim progresses through the Federal Court towards a hearing.			Corporate Governance	
a) Progress Council's response to the Native Title claim and interests in accordance with the Federal Court Rules and Model Litigant Principles.	Q1	●	25%	
	Q2	●	25%	Council's response to the Quandamooka Coast Claim continues to be progressed in accordance

Operational Plan 2024-2025 Activity			Progress	Commentary
				with the timetable as set out in the Order dated 25 July 2024. Most recently Council filed its evidence on 16 December 2024 in accordance with the Order. Council will continue to progress the matter towards a hearing in accordance the Order, the Federal Court Rules and the Model Litigant Principles.
	Q3	●	40%	Council filed its evidence on 16 December 2024 in accordance with the Order. The Quandamooka Applicant filed its evidence on 14 March 2025 with the State filing its evidence on 4 April 2025. Council's evidence in response is due to be filed on or before 2 May 2025. Council will continue to progress the matter towards a hearing in accordance the Order, the Federal Court Rules and the Model Litigant Principles.
b) Continue to identify Council's works and public interests and associated community use and tenures within Native Title Claim areas.	Q1	●	50%	
	Q2	●	70%	
	Q3	●	75%	
c) Continue to keep the Redlands Coast community informed regarding the progress of the Quandamooka Coast Claim through regular website updates.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	50%	Council will continue to update its website regularly to keep the community informed as the claim progresses towards a hearing.

KI3.3.2 Work with the Quandamooka People and wider First Nations community living in Redlands Coast, to program engaging and educational events that will promote respect and foster understanding of Quandamooka culture.			Communication, Engagement and Tourism	
a) Deliver National Aborigines' and Islanders' Day Observance Committee (NAIDOC) week celebrations.	Q1	●	100%	
	Q2	●	100%	
	Q3	●	100%	
b) Engage with Quandamooka Yoolooburabee Aboriginal Corporation (QYAC) on re-establishing the Quandamooka Festival.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

Key Initiative KI3.4 Key Initiative 4 - Work collaboratively with the Quandamooka People to help achieve a positive future for North Stradbroke Island/Minjerribah post sandmining, including advocacy for local planning.

Operational Plan 2024-2025 Activity			Progress	Commentary
KI3.4.1 Collaborate with the Quandamooka People and other stakeholders, to identify opportunities to grow the local economy.			Economic Development and Partnerships	
a) Engage with key stakeholders including Quandamooka-owned businesses on North Stradbroke Island/Minjerribah to identify and deliver initiatives to support the local economy.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

Quandamooka Country - Key Activities and Highlights

Support the delivery of Indigenous Land Use Agreement (ILUA) commitments.

Council has been consistently engaging with Quandamooka Yoolooburrabee Aboriginal Corporation (QYAC) to ensure our ILUA commitments are met.

Continue to develop a dual naming policy for Council owned assets.

The draft Dual Naming policy and guideline have been developed and is being reviewed by the relevant stakeholders. Their feedback and input have been sought to ensure the documents are robust, fit for purpose, and aligned with the organisational objectives and statutory requirements.

Establish the External Reconciliation Action Plan Working Group (RAPWG) for Redlands Coast.

The draft Innovate Reconciliation Action Plan (RAP) continues to progress through a collaborative effort involving key stakeholders from across Council and the broader community. The proposed actions outlined in the draft RAP are being coordinated and discussed to gain Council support and to advance implementation.

Engage and inform key stakeholders as the Quandamooka Coast Claim progresses through the Federal Court towards a hearing.

The parties, including legal representatives for Council, the State Government and Quandamooka Applicants, appeared at a Case Management Hearing in the Federal Court on 20 December 2024. The parties continue to take steps as ordered on 25 July 2024 to progress the matter towards a four week hearing on 1 September 2025.

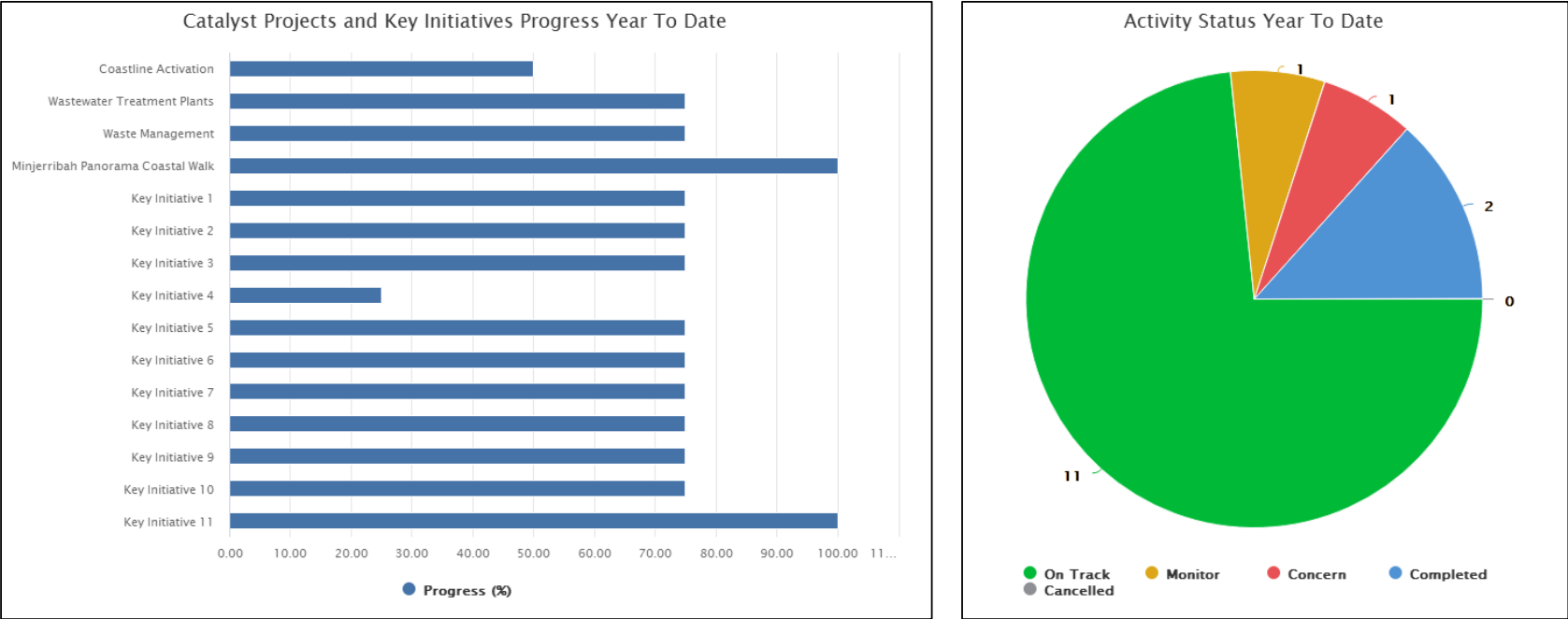
Implement culturally appropriate protocols and promote traditional knowledge.

The Quandamooka Cultural Day on North Stradbroke Island/Minjerribah has proven to be highly successful, with a significant number of Council employees attending the event. Council has launched its internal half-day First Nations Training and has successfully delivered several sessions, which were positively received.

Additionally, Council has been collaborating with Minjerribah Moorgumpin Elders-in-Council (MMEIC) to set new dates for the Elders Cultural Day.

Together, these training modules complement one other, providing Council employees with a comprehensive understanding and appreciation of the Redlands Coast rich Aboriginal culture heritage.

Natural Environment - Catalyst Projects and Key Initiatives – Progress Year to Date



For details on Natural Environment Key Initiatives 1-11 refer pages 29 to 36 of this attachment.

Natural Environment – Activities and Tasks – Progress Year to Date

Catalyst Project CP4.1 Coastline Activation - Finalise a strategy to activate the Redlands coastline, including Cleveland Point land access improvements and other landside improvements across the city, to encourage appreciation, recreation and utilisation of our unique natural bay and creek waterfront spaces and places.

Operational Plan 2024-2025 Activity			Progress	Commentary
CP4.1.1 Finalise the Foreshore Access Plan (FAP) to support future foreshore access opportunities.			City Assets	
a) Finalise the FAP including the operational plan and communications plan, and seek Council endorsement of the FAP to support future works.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	50%	Progression of the FAP was delayed due to recruitment challenges, which is now being progressed. In the interim an external consultant is being utilised to assist with the delivery of outstanding works, however progress is affected.

Catalyst Project CP4.2 Wastewater Treatment Plants - Develop a strategy to review opportunities associated with Council's wastewater treatment plants including new forms of energy.

Operational Plan 2024-2025 Activity			Progress	Commentary
CP4.2.1 Implement the Redland City Council Adaptive Strategy Wastewater Treatment.			City Assets	
a) Refine and progress the Wastewater Strategy including environmental studies and other regulatory requirements.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

Catalyst Project CP4.3 Waste Management - Participate in the development of a regional waste plan, and develop a local Waste Recycling and Reduction Plan to move towards a zero waste future.

Operational Plan 2024-2025 Activity			Progress	Commentary
CP4.3.1 Participate in the implementation of the SEQ Waste Management Plan and implement the Waste Reduction and Recycling Plan 2021-2030.			City Assets	
a) Continue to participate in the Council of Mayors (SEQ) Waste Working Group to develop an organics roadmap and implementation plan.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
b) Implement agreed actions in Council's Waste Reduction and Recycling Plan 2021- 2030 to move towards a zero waste future.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

Catalyst Project CP4.4 Minjerribah Panorama Coastal Walk - Progress next stages of this unique connection to enhance visitors' experiences, by harnessing key views and completing a safe pedestrian link between Point Lookout Village and Cylinder Beach.

Operational Plan 2024-2025 Activity			Progress	Commentary
CP4.4.1 Progress next stages of this unique connection to enhance visitors' experiences, by harnessing key views and completing a safe pedestrian link between Point Lookout Village and Cylinder Beach.			City Assets	
COMPLETED - CP4.4 Catalyst Project completed in Quarter Four of Operational Plan 2022-2023. The Minjerribah Panorama Coastal Walk, providing a safe pedestrian link between Point Lookout Village and Cylinder Beach, was completed in 2022-2023 with this catalyst project now complete.	Q1	●	100%	
	Q2	●	100%	
	Q3	●	100%	

Key Initiative KI4.1 Key Initiative 1 - Continue to target rehabilitation, regeneration and habitat management works in key priority areas, based on strategic mapping and research through the delivery of the Redlands Wildlife Connections Action Plan.

Operational Plan 2024-2025 Activity			Progress	Commentary
KI4.1.1 Deliver the Redlands Coast Wildlife Connections Plan through Council's wildlife connections program.			Environment and Regulation	
a) Develop the Redlands Coast Wildlife Connections Action Plan 2024- 2029 for implementation.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

Key Initiative KI4.2 Key Initiative 2 - Deliver Council's Koala Conservation Strategy and review and update the Koala Conservation Action Plan to commit to proactively preserve our koala population.

Operational Plan 2024-2025 Activity			Progress	Commentary
KI4.2.1 Deliver the Redlands Coast Koala Conservation Plan through Council's koala conservation program.			Environment and Regulation	
a) Implement the Redlands Coast Koala Conservation Plan and Action Plan 2022- 2027.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
b) Continue to collaborate with research bodies, government agencies and the Redlands Coast community to develop a robust understanding of koala population, health, ecology and movement to inform and strengthen koala conservation planning.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
c) Continue to plan and support the creation of a connected, high quality city-wide network of koala habitats capable of supporting a long term, viable and sustainable population of koalas.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
d) Manage the impacts of threatening processes on koala populations by undertaking on-ground works that reduce koala mortality.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

Operational Plan 2024-2025 Activity			Progress	Commentary
e) Increase understanding, connection to and participation in koala conservation actions and behaviours with the Redlands Coast community.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

Key Initiative KI4.3 Key Initiative 3 - Partner with the community to manage fire risk through Council's fire management program.

Operational Plan 2024-2025 Activity			Progress	Commentary
KI4.3.1 Implement Council's fire management program.			City Operations	
a) Continue to deliver the current fire management maintenance programs with a focus on safety, innovation and interagency collaboration.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
b) Continue to deliver community education events.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

Key Initiative KI4.4 Key Initiative 4 - Explore and implement opportunities to proactively reduce Council's carbon footprint.

Operational Plan 2024-2025 Activity			Progress	Commentary
KI4.4.1 Explore and implement opportunities to proactively reduce Council's carbon footprint.			Environment and Regulation	
a) Continue to maintain and improve Council's carbon and energy dashboard.	Q1	●	25%	
	Q2	●	25%	Council have changed energy suppliers which has resulted in a new data structure. The carbon energy dashboard is currently unavailable while the data structure is being reviewed to ensure it aligns with the requirements needed to produce the dashboard.
	Q3	●	25%	Council continues to face challenges with the carbon energy dashboard being unavailable while the data structure is being reviewed to ensure it

Operational Plan 2024-2025 Activity			Progress	Commentary
				aligns with the requirements to produce the dashboard.
b) Continue to investigate and provide advice around renewable energy opportunities in Redlands Coast.	Q1	●	25%	
	Q2	●	25%	Council have encountered challenges in securing the necessary expertise to advance this piece of work and is exploring options to allow the work to progress.
	Q3	●	25%	Council has recruited a Sustainability Officer, due to commence in June 2025. In the interim, Council has commissioned a report to develop preliminary content to inform policy concerning Councils carbon footprint.

Key Initiative KI4.5 Key Initiative 5 - Continue to implement the Coastal Hazard Adaptation Strategy to proactively manage the impact of climate change on our foreshores.

Operational Plan 2024-2025 Activity			Progress	Commentary
KI4.5.1 Implement the Coastal Hazards Adaptation Strategy (CHAS) across Redlands Coast.			City Assets	
a) Continue to refine and target delivery of beach, foreshore and water quality monitoring activities.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
b) Continue to embrace opportunities to increase internal knowledge and capacity to deliver the activity, including networking with State and Local Government representatives.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
c) Seek external funding for Council's CHAS implementation activities.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

Operational Plan 2024-2025 Activity			Progress	Commentary
d) Continue to pilot Living Shoreline projects for identified and approved sites, such as Three Paddocks Park, Wellington Point.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

Key Initiative KI4.6 Key Initiative 6 - Support the transition to a circular economy for waste and participate in regional collaboration and other partnership opportunities to improve resource efficiency.

Operational Plan 2024-2025 Activity			Progress	Commentary
KI4.6.1 Design and construct the Sub Regional Material Recovery Facility, subject to finalising grant funding.			City Assets	
a) Continue as part of the external working group of three Councils as a customer reference group to Greenovate Pty Ltd once the company is fully established.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
b) Provide status updates to the Sub-Regional Steering Committee and the Councillors as required.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

Key Initiative KI4.7 Key Initiative 7 - Partner with Seqwater and other water service providers to contribute to the development of the Water 4 SEQ Plan – an integrated plan for water cycle management in South East Queensland, supporting drought preparedness for the region.

Operational Plan 2024-2025 Activity			Progress	Commentary
KI4.7.1 Partner with Seqwater and other water service providers in South East Queensland (SEQ).			City Assets	
a) Continue participation with Seqwater and the retail water service providers in regular forums and contribute to various regional committees to enhance the water security across the South East Queensland region.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

Key Initiative KI4.8 Key Initiative 8 - Deliver the Redlands Coast Biosecurity Plan to proactively manage the impacts to Redlands Coast environmental assets and community lifestyle posed by biosecurity risks.

Operational Plan 2024-2025 Activity			Progress	Commentary
KI4.8.1 Deliver the Redlands Coast Biosecurity Plan through Council's biosecurity program.			Environment and Regulation	
a) Develop the Redlands Coast Biosecurity Plan 2024-2029 for implementation.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
b) Detect and take preventative measures against invasive biosecurity matter.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
c) Promote awareness and education of biosecurity and pest species management.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
d) Provide effective management systems for pest species control and enforcement activities.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
e) Develop and implement a Fire Ant Self-Management Plan to meet Council's general biosecurity obligation on Council owned and managed land.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

Key Initiative KI4.9 Key Initiative 9 - Work with the community to provide education opportunities to support, enhance and encourage environmental understanding and grow environmental connections.

Operational Plan 2024-2025 Activity			Progress	Commentary
KI4.9.1 Continue to provide an education program to the Redlands Coast community to support, enhance and encourage environmental understanding and grow environmental connections.			Environment and Regulation	
a) Design and deliver environmental education through communication and marketing campaigns, including social media, interpretive signage and online resources.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
b) Design and deliver environmental education through the schools program, tours and community talks.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
c) Design and deliver an annual program of events at the IndigiScapes Environment Centre to align with environmental plans, and respond to the Redlands Coast community.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
d) Provide environmental extension services to provide protection and enhance biodiversity values on private and public land.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

Key Initiative KI4.10 Key Initiative 10 - Implement programs to address the impacts of land uses on waterways by delivering a coordinated approach to catchment management.

Operational Plan 2024-2025 Activity			Progress	Commentary
KI4.10.1 Deliver the Redlands Coast Bay and Creeks Plan through Council's bay and creeks program.			Environment and Regulation	
a) Continue to implement the Redlands Coast Bay and Creeks Action Plan 2021-2031.	Q1	●	25%	
	Q2	●	50%	

Operational Plan 2024-2025 Activity			Progress	Commentary
	Q3	●	75%	
b) Conduct ongoing research to strengthen science based knowledge of the effects of population growth and climate change on the health and resilience of waterways to ensure management actions meet current and future needs.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
c) Investigate innovative, water sensitive urban design and asset management opportunities to minimise harm to the creeks and bay from pollution.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
d) Restore resilience of the bay and creeks through water quality monitoring, on ground, priority remediation works delivered by Council and through community partnerships.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
e) Increase community stewardship and connection to the bay and creeks, through education, partnerships and networks.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
f) Monitor catchment and recreation water quality.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
g) Respond to and investigate customer service requests for erosion and sediment control matters.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
h) Monitor compliance with development approvals for sediment and erosion control matters on major developments in the city.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

Key Initiative KI4.11 Key Initiative 11 - Partner with industry leaders to investigate alternative sources of energy that provide environmental, community and economic benefits.

Operational Plan 2024-2025 Activity			Progress	Commentary
KI4.11.1 Partner with industry leaders to investigate alternative sources of energy that provide environmental, community and economic benefits.			Economic Development and Partnerships	
COMPLETED - KI4.11 Key Initiative completed in Quarter Four of Operational Plan 2023-2024. Investigations to support Redlands Coast to transition to a decarbonised economy were completed in 2023-2024.	Q1	●	100%	
	Q2	●	100%	
	Q3	●	100%	

Natural Environment - Key Activities and Highlights

Implement the Coastal Hazards Adaptation Strategy (CHAS) across Redlands Coast.

Council continues to deliver beach, tide, and water quality monitoring programs as planned. Environmental assessments for Living Shorelines are complete, and Council is preparing for construction of Three Paddocks Living Shoreline.

Continue to provide an education program to the Redlands Coast community to support, enhance and encourage environmental understanding and grow environmental connections.

Council delivered a diverse range of communications, including 295 social media posts across both IndigiScapes and Council channels, updated website content and new signage to enhance the visitor experience at IndigiScapes. Additional outreach included Ranger Stacey's monthly Community Leader Column and regular segments on BayFM. IndigiScapes social media presence continues to grow with 18,755 Facebook followers and 4,008 Instagram followers.

Deliver the Redlands Coast Wildlife Connections Plan through Council's wildlife connections program.

There are currently 32 Bushcare groups in the Bushcare program. The Community Bushcare team attended 39 working bees/site visits including 27 post Tropical Cyclone Alfred Bushcare site inspections. Bushcare groups undertook 633 volunteer hours in designated Wildlife Connection Corridors (WCC) or within 50 meters of WCC. 1434m² of weed removal was undertaken which included the removal/control of biosecurity matter to assist Council in meeting its General Biosecurity Obligation.

The Environmental Partnerships Program currently includes 192 Land for Wildlife properties, 72 Koala Conservation Agreement properties, 114 Waterways Extension properties, 73 Rural Support properties, five Voluntary Conservation Agreements and 70 Your Backyard Garden properties. Programs for quarter three have provided habitat boxes; planted 3,513 native plants; and contributed to weed management across multiple properties.

Deliver the Redlands Coast Koala Conservation Plan through Council's koala conservation program.

Key meetings and collaborative groups were engaged to facilitate ongoing action for the koala conservation program, including regional and national koala working groups, government strategies, and partnerships involving the State, Healthy Land & Water, Griffith University and Council.

Several research institutions were active in the field, including:

- The University of Queensland (koala gut microbiome)
- University of the Sunshine Coast (population genetics and dynamics)
- Griffith University (smart signage, AI, and social behaviour change)

Reporting on individual research projects progressed.

Habitat restoration efforts progressed through the Gourmet Gumleaf Project (Australian National University) in collaboration with Council. Up to \$100,000 in funding has been allocated for selected restoration sites by the State Government administered through Healthy Land and Water, with final approvals to be submitted to the State.

Griffith University's Applied Transport Ecology Group continues to trial AI-powered koala detection cameras linked to smart signs to deliver real-time driver alerts in Ormiston. This proof of concept is tied to a recent Australian Research Council Linkage Grant submission in partnership with Council.

Deliver the Redlands Coast Biosecurity Plan through Council's biosecurity program.

The draft Redlands Coast Biosecurity Plan 2025-2030 has been finalised and is awaiting presentation to Council. As part of ongoing engagement, Council participated in several key working groups and meetings, including the Redlands Coast Biosecurity Working Group, Local Government Association Queensland Koalas and Biosecurity Meeting and North Stradbroke Island Pest Management Working Group.

Council has carried out more than 120 biosecurity inspections which included properties and roadside sites. To support compliance with the Biosecurity Act, Council issued two Biosecurity Orders, 25 General Biosecurity Obligation Notices and 33 education fact sheets in respect to biosecurity restricted matters. Council has responded to 68 customer requests which included 24 inspections of Council controlled areas.

Council's Fire Ant Management Program commenced on 1 July 2024. During quarter three, 30 fire ant reports from the Department of Agriculture and Fisheries were received. Council has undertaken 190 fire ant treatments and surveyed 268 sites (307 nests inspected) across the Redlands Coast. The Fire Ant Management Program includes surveillance, as well as both reactive and preventative treatments, for fire ants across Council owned and managed land. This covers areas such as parks, sports fields and high-risk locations including, waste and recycling centres and water treatment plants.

Participate in the implementation of the SEQ Waste Management Plan and implement the Waste Reduction and Recycling Plan 2021-2030.

Council collaborated with COMSEQ on key waste management initiatives, including standardising bin lid colours, improving lithium battery recycling and supporting the transition to collecting residential organic waste. In addition, planning for assessing future needs of recycling and waste centres has been progressed with an aim to increase the rate of diversion of recyclables from landfill.

Implement Council's fire management program.

Fire risk management activities on Redlands Coast include prescribed burning, proactive physical/mechanical vegetation and fuel management and slashing of asset protection zones. Community engagement events were held to raise awareness of bushfire and its management within the community with presentations from Queensland Fire and Emergency Services and Council.

Deliver the Redlands Coast Bay and Creeks Plan through Council's bay and creeks program.

The implementation of the Redlands Coast Bays and Creeks Plan is ongoing. Council is collaborating with the South-East Queensland Council of Mayors Resilient Rivers Initiative to explore investment opportunities for projects through the City Deal investment program.

Council's Ambient Waterway Health Monitoring Program for the wet season was conducted on 4 February and 5 February 2025. Water quality was sampled at 15 sites across the mainland, with results compared to the dry season monitoring. Some sites exhibited indicators of increased nutrient runoff from overland flows during summer rains.

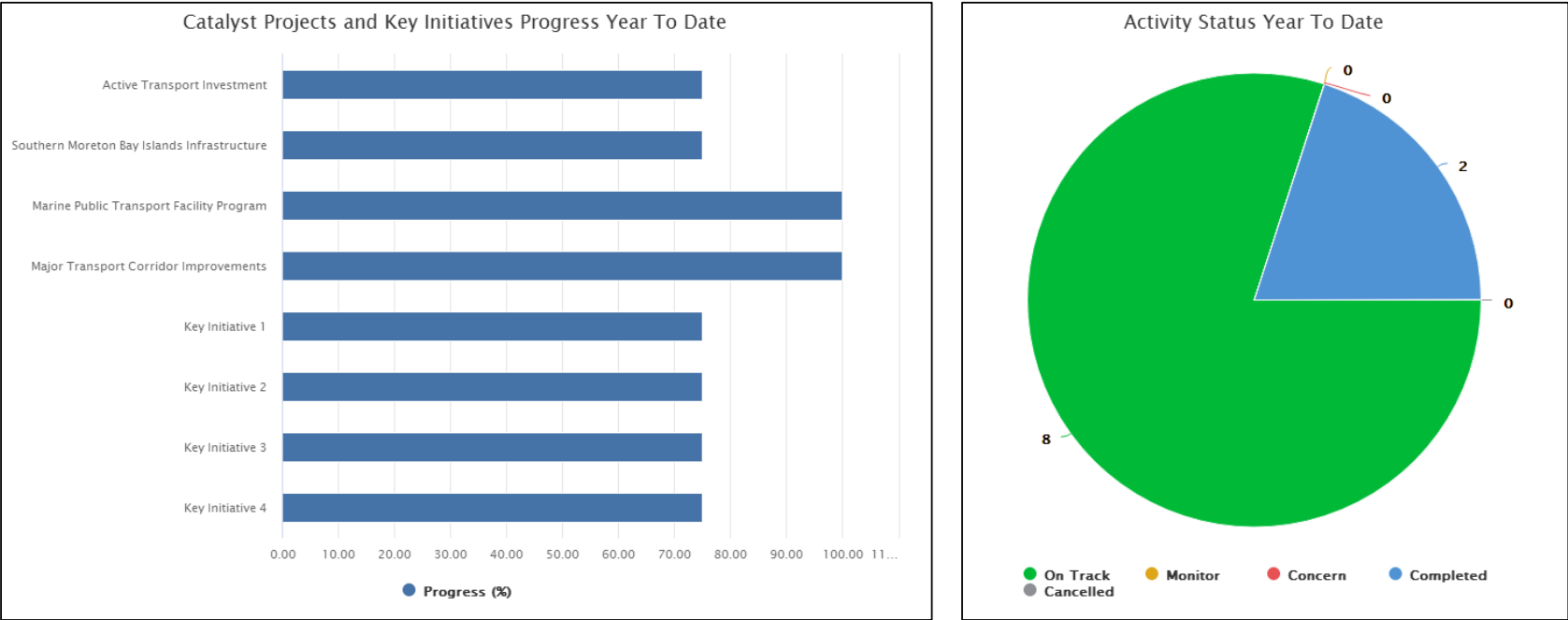
Council proactively tested 13 designated recreational swimming areas in March 2025 across the Redlands Coast mainland, Southern Moreton Bay Islands and North Stradbroke Island to ensure safe recreational water quality levels for public health. A total of 78 recreational water quality monitoring samples were taken across the Redlands Coast during January to March 2025.

To monitor erosion and sediment control across the Redlands Coast, Council conducted 174 proactive inspections across 55 planning development sites. Additionally, Council responded to 42 requests from the community in relation to potential erosion and sediment concerns which resulted in 66 inspections.

Design and construct the Sub Regional Material Recovery Facility, subject to finalising grant funding.

Council collaborated with Logan City Council and Ipswich City Council as partners during the early stages of construction to ensure that the facility aligns with regional needs and standards. Regular updates were provided to keep stakeholders informed of progress and key developments.

Liveable Neighbourhoods - Catalyst Projects and Key Initiatives – Progress Year to Date



For details on Liveable Neighbourhoods Key Initiatives 1-4 refer pages 43 to 46 of this attachment.

Liveable Neighbourhoods – Activities and Tasks – Progress Year to Date

Catalyst Project CP5.1 Active Transport Investment - Pivot Council's existing transport expenditure to deliver a step-change in active transport connectivity across the city, through improving cycling and pedestrian facilities.

Operational Plan 2024-2025 Activity			Progress	Commentary
CP5.1.1 Commence planning the delivery of projects identified in the Pedestrian and Cycleway strategy and network plan.			City Assets	
a) Review the delivered network plan for priorities and progress.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
b) Progress detailed design of the Northern Greenway Transport Corridor in consultation with external stakeholders.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
CP5.1.2 Progress planning for walking and cycle networks in Redlands Coast, utilising local transport data gathered.			City Planning and Assessment	
a) Continue to liaise with the State Government and engage with the community on walking and cycle network planning and grant opportunities, including planning for the Ormiston section of the Moreton Bay Cycleway.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
CP5.1.3 Continue to work with the State and Commonwealth Governments to progress the South East Queensland (SEQ) City Deal.			Advocacy	
a) Investigate opportunities to leverage potential funding under the SEQ Liveability Fund.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

Catalyst Project CP5.2 Southern Moreton Bay Islands Infrastructure - Consolidate existing plans and strategies to develop a roadmap to improve infrastructure on the islands.

Operational Plan 2024-2025 Activity			Progress	Commentary
CP5.2.1 Continue to develop a roadmap to improve land use outcomes on the Southern Moreton Bay Islands (SMBI).			City Assets	
a) Undertake strategic planning of future land-use and community development scenarios for the SMBI's to inform medium to long term infrastructure requirements including community engagement and development of a medium to long term development vision.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

Catalyst Project CP5.3 Marine Public Transport Facility Program - Progress the upgrade of the four Southern Moreton Bay Islands ferry terminals and review development opportunities both on adjoining land and through the repurposing of existing structures for recreational purposes.

Operational Plan 2024-2025 Activity			Progress	Commentary
CP5.3.1 Progress the upgrade of the four Southern Moreton Bay Islands ferry terminals and review development opportunities both on adjoining land and through the repurposing of existing structures for recreational purposes.			City Assets	
COMPLETED - CP5.3 Catalyst Project completed in Quarter Four of Operational Plan 2022-2023. Development opportunities on the Southern Moreton Bay Islands on both adjoining land and through the repurposing of existing structures for recreational purposes have been reviewed, and ferry terminals were upgraded in 2022-2023, with this catalyst project now complete.	Q1	●	100%	
	Q2	●	100%	
	Q3	●	100%	

Catalyst Project CP5.4 Major Transport Corridor Improvements - Including Wellington Street and Panorama Drive Upgrade Program – Deliver Stage 1 of the multi-stage upgrade of this major transport corridor.

Operational Plan 2024-2025 Activity			Progress	Commentary
CP5.4.1 Deliver the Wellington Street and Panorama Drive Upgrade Program Stage 1 in partnership with the Commonwealth Government.			City Assets	
COMPLETED - CP5.4 Catalyst Project completed in Quarter Two of Operational Plan 2024-2025. Delivery of Stage 1 of the Wellington Street and Panorama Drive Upgrade was completed in 2024-2025, with this catalyst project now complete.	Q1	●	25%	
	Q2	●	100%	
	Q3	●	100%	

Key Initiative KI5.1 Key Initiative 1 - Undertake planning to create attractive and vibrant city centres where people can live and work locally.

Operational Plan 2024-2025 Activity			Progress	Commentary
KI5.1.1 Enhance the productivity of Redlands Coast's priority activity centres.			Economic Development and Partnerships	
a) Implement a Local Retail Activation Toolkit to stimulate activity in city centres.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
b) Complete delivery of the Cleveland Revitalisation Project.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

Key Initiative KI5.2 Key Initiative 2 - Develop a framework for an ongoing local area planning program to provide solutions to meet the specific needs of individual local areas and support their unique character and identity.

Operational Plan 2024-2025 Activity			Progress	Commentary
KI5.2.1 Progress local area land use and infrastructure planning investigations.			City Planning and Assessment	
a) Progress a local area planning investigation of an area of the city.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
b) Commence a review of the Redland City Plan.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
c) Progress the statutory review of the Local Government Infrastructure Plan.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
d) Continue to progress proposed changes to the planning provisions for the city's canal and lakeside estates as part of 02/20 - Major Amendment - General.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
e) Continue to represent Council and the Redlands Coast community interests in future State Government led planning and infrastructure investigations of Southern Thornlands.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

Key Initiative KI5.3 Key Initiative 3 - Engage our community to co-design the liveability of their neighbourhoods through planning, placemaking, and the management of community assets.

Operational Plan 2024-2025 Activity			Progress	Commentary
KI5.3.1 Engage the Redlands Coast community to co-design the liveability of its neighbourhoods through planning, placemaking and the management of community assets.			City Planning and Assessment	
a) Continue to progress one minor/administrative amendment and continue to progress 01/22 – Major Amendment - General.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
b) Continue to offer supporting incentives and support to land owners affected by 03/19 - Major Amendment - Heritage.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
c) Progress actions included in the State Government led and approved Redlands Housing Strategy, that are endorsed by Council.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

Key Initiative KI5.4 Key Initiative 4 - Deliver the Redlands Coast Transport Strategy, to create a more efficient, accessible and safer integrated transport system.

Operational Plan 2024-2025 Activity			Progress	Commentary
KI5.4.1 Deliver the Redlands Coast Transport Strategy 2041.			City Planning and Assessment	
a) Facilitate the approval and implementation of the Redlands Coast Active Transport Strategy.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
b) Finalise the Capalaba District Local Area Transport Plan and Cleveland Centre Local Area Transport Plan.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

Operational Plan 2024-2025 Activity			Progress	Commentary
c) Progress preparation of the Redlands Coast Access and Parking Strategy.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
d) As part of the SEQ City Deal, continue to progress the upgrade of the Dunwich Ferry terminal to improve connectivity and promote tourism to North Stradbroke Island/Minjerribah.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

Liveable Neighbourhoods - Key Activities and Highlights

Deliver the Redlands Coast Transport Strategy 2041.

The Capalaba-Birkdale and Cleveland Local Area Transport Plan (LATP) reports are being progressed, along with the Active Transport Strategy report.

Commence planning the delivery of projects identified in the Pedestrian and Cycleway strategy and network plan.

Council has reviewed the network plan provided by the external consultants and has incorporated Stage 1 into the 10-year Capital Program, including the Local Government Infrastructure Plan (LGIP). Stage 1 includes the finalisation of the Civil design, with the lighting design underway.

Continue to develop a roadmap to improve land use outcomes on the Southern Moreton Bay Islands (SMBI).

The roadmap is in draft form. Council has investigated governance frameworks to progress future stages of this work.

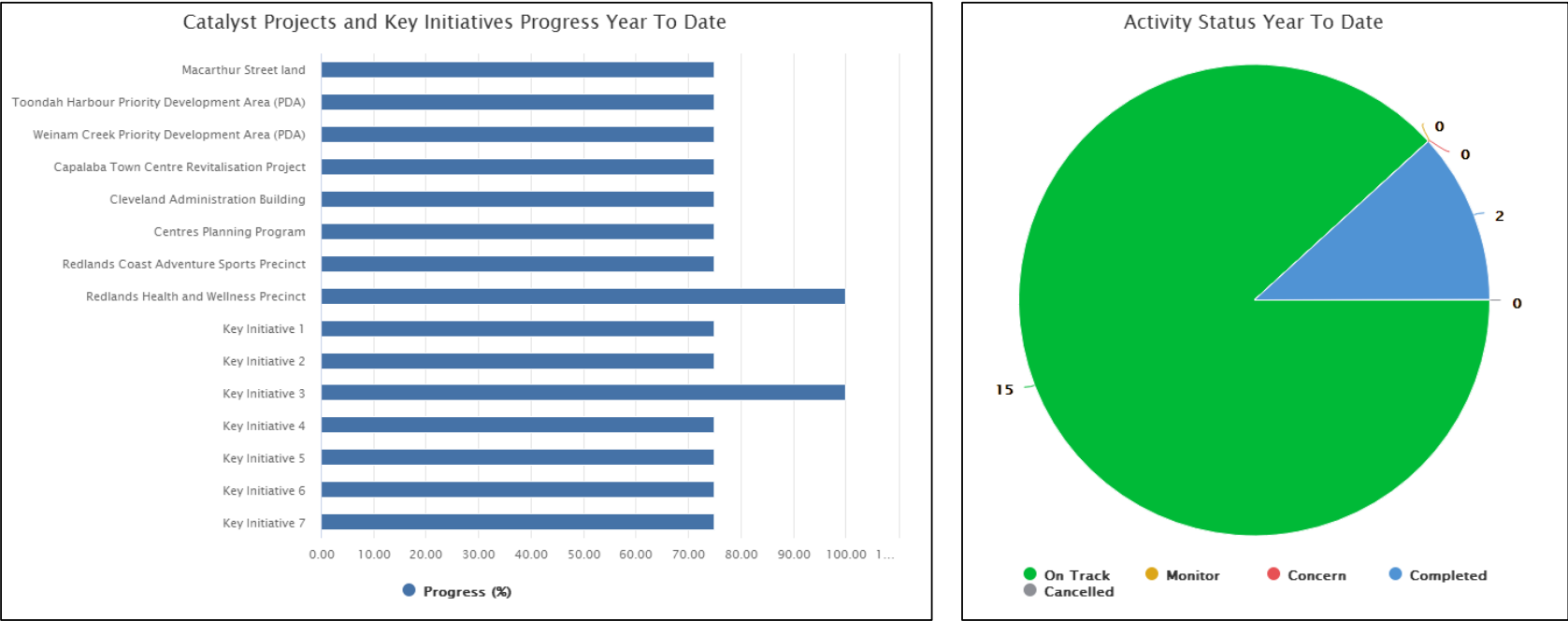
Enhance the productivity of Redlands Coast's priority activity centres.

Council endorsed the design theme and palette for the Cleveland Principal Activity Centre Streetscape Design Manual, that will guide the design, enhancement and long-term delivery of streetscapes across Cleveland's central public realm.

Progress planning for walking and cycle networks in Redlands Coast, utilising local transport data gathered.

Consultants are finalising the options analysis and advancing the concept design for the Moreton Bay Cycleway-Ormiston link.

Thriving Economy - Catalyst Projects and Key Initiatives – Progress Year to Date



For details on Thriving Economy Key Initiatives 1-7 refer pages 53 to 56 of this attachment.

Thriving Economy – Activities and Tasks – Progress Year to Date

Catalyst Project CP6.1 Macarthur Street land - Seek partnerships for investment in infrastructure and facilities that balance enhanced social and economic opportunities.

Operational Plan 2024-2025 Activity			Progress	Commentary
CP6.1.1 Deliver a sustainable property solution for the existing built and natural environment that optimises opportunities on Macarthur Street land.			Environment and Regulation	
a) Continue to improve site utilisation and performance through a balance of interim commercial and community activation.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
b) Continue development of a long-term strategy that results in the optimisation of Macarthur Street land.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

Catalyst Project CP6.2 Toondah Harbour Priority Development Area (PDA) - Progress Council's obligations under its Development Agreement with Economic Development Queensland and Walker Corporation to support the commitment to reinforce Toondah Harbour as the regional gateway to Moreton Bay and the islands.

Operational Plan 2024-2025 Activity			Progress	Commentary
CP6.2.1 Progress Council's obligations under its Development Agreement with Economic Development Queensland and Walker Corporation to support Toondah Harbour as the regional gateway to Moreton Bay and the islands.			Major Projects	
a) Continue to advocate for vital upgrades to the Toondah Harbour Ferry Terminal and associated marine infrastructure.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

Catalyst Project CP6.3 Weinam Creek Priority Development Area (PDA) - Progress Council's staged master-plan that will transform the waterfront of Redland Bay, provide community infrastructure for local families, improve the usability of the transport hub, attract visitors, create jobs and drive economic development in the area.

Operational Plan 2024-2025 Activity			Progress	Commentary
CP6.3.1 Progress Council's staged master-plan that will transform the waterfront of Redland Bay, provide community infrastructure for local families, improve the usability of the transport hub, attract visitors, create jobs and drive economic development in the area.			Major Projects	
a) Facilitate the provision of mixed-use parking facilities within the Weinam Creek Priority Development Area (PDA).	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
b) Continue the delivery of the infrastructure works for the project.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
c) Advocate for State Government funding for planning and delivery of integrated transport parking facilities.	Q1	●	50%	
	Q2	●	50%	
	Q3	●	75%	

Catalyst Project CP6.4 Capalaba Town Centre Revitalisation Project - Progress the revitalisation of Capalaba Town Centre to create a vibrant mixed-use centre anchored by community, commercial, and retail facilities, and activated public spaces with integrated transport.

Operational Plan 2024-2025 Activity			Progress	Commentary
CP6.4.1 Progress Council's obligations under the Development Agreement with Shayher Group to progress the revitalisation of Capalaba Town Centre to create a vibrant mixed-used centre anchored by community, commercial, and retail facilities, and activated public spaces with integrated transport.			Major Projects	
a) Provide a project delivery program to Council including the development application and infrastructure agreement.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

Catalyst Project CP6.5 Cleveland Administration Building - Undertake a review of Council's Cleveland accommodation requirements.

Operational Plan 2024-2025 Activity			Progress	Commentary
CP6.5.1 Continue to review Council's Cleveland accommodation.			Major Projects	
a) Develop and evaluate options to address Council's accommodation requirements.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
CP6.5.2 Continue to provide Council accommodation that enhances employee satisfaction for attraction and retention purposes.			City Operations	
a) Maintain and modernise existing accommodation aligned to the delivery timelines of a future accommodation strategy.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

Catalyst Project CP6.6 Centres Planning Program - Accelerate a centres planning program to enhance the city's productive precincts including the Cleveland CBD, creating opportunity for business investment, and increase in skills and capacity for employment.

Operational Plan 2024-2025 Activity			Progress	Commentary
CP6.6.1 Review the centre management program to accelerate delivery, effectiveness and target outcomes.			Economic Development and Partnerships	
a) Review and redefine the centre management program's goals, objectives and scope, the role and function of the centre manager, the strategic outcomes it seeks to deliver and the governance of the program.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

Catalyst Project CP6.7 Redlands Coast Adventure Sports Precinct - Progress the new Redlands Coast integrated Aquatic Centre and Olympic standard Canoe-Kayak Slalom facility to provide additional sport, recreation and emergency services education and training facilities.

Operational Plan 2024-2025 Activity			Progress	Commentary
CP6.7.1 Progress development of the Redland Whitewater Centre to provide additional sport, recreation and emergency services education and training facilities, as part of the Birkdale Community Precinct.			Major Projects	
a) Work with the State Government to finalise the Project Validation Report process for the Redland Whitewater Centre.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
b) Complete the self-referral to the Federal Government for assessment under the Environment Protection and Biodiversity Conservation Act 1999.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
c) Implement our requirements under the Delivery Partner Agreement to prepare the site and enabling infrastructure for handover to the State Government to construct the Redland Whitewater Centre.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

Catalyst Project CP6.8 Redlands Health and Wellness Precinct - Facilitate the delivery of the Redlands Health and Wellness Precinct as a catalyst economic opportunity to create an expanded health, social services, education and allied health cluster that can generate employment growth, and promote higher order specialist and tertiary health services.

Operational Plan 2024-2025 Activity			Progress	Commentary
CP6.8.1 Facilitate the delivery of the Redlands Health and Wellness Precinct as a catalyst economic opportunity to create an expanded health, social services, education and allied health cluster that can generate employment growth, and promote higher order specialist and tertiary health services.			Economic Development and Partnerships	
COMPLETED - CP6.8 Catalyst Project completed in Quarter Four of Operational Plan 2023-2024. Council has provided input	Q1	●	100%	
	Q2	●	100%	

Operational Plan 2024-2025 Activity			Progress	Commentary
studies and reports to progress the Redlands Health and Wellness Precinct. Any future development on a precinct on State-owned land will be subject to Queensland Government decision and approval.	Q3	●	100%	

Key Initiative KI6.1 Key Initiative 1 - Continue to implement the Redlands Economic Development Framework 2041 and key industry sector plans to grow the city's economy in key sectors:

- Health Care and Social Assistance
- Education and Training
- Rural Enterprise
- Manufacturing
- Tourism

Operational Plan 2024-2025 Activity			Progress	Commentary
KI6.1.1 Ensure that Redland City Council's strategic framework for economic development is contemporary and fit for purpose.			Economic Development and Partnerships	
a) Review the Redland City Economic Development Framework 2014-2041.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

Key Initiative KI6.2 Key Initiative 2 - Promote Redlands Coast as a destination of choice through the delivery of the Redlands Coast Destination Management Plan.

Operational Plan 2024-2025 Activity			Progress	Commentary
KI6.2.1 Promote the Redlands Coast, as a tourism destination, growing the visitor economy in collaboration with tourism stakeholders.			Communication, Engagement and Tourism	
a) Continue to implement actions identified in the Redlands Coast Destination Management Plan 2023- 2028.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

Key Initiative KI6.3 Key Initiative 3 - Advocate for improved digital infrastructure to enhance the city's capacity to attract business investment and growth and enhance productivity.

Operational Plan 2024-2025 Activity			Progress	Commentary
KI6.3.1 Advocate for improved digital infrastructure to enhance the city's capacity to attract business investment and growth and enhance productivity.			Economic Development and Partnerships	
COMPLETED - KI6.3 Key Initiative completed in Quarter Four of Operational Plan 2023-2024. The National Broadband Network in Redlands Coast was completed in 2023-2024.	Q1	●	100%	
	Q2	●	100%	
	Q3	●	100%	

Key Initiative KI6.4 Key Initiative 4 - Collaborate with community, industry, local businesses, and entrepreneurs to realise opportunities in the circular economy.

Operational Plan 2024-2025 Activity			Progress	Commentary
KI6.4.1 Identify opportunities for investment in the circular economy in the Redlands Coast.			Economic Development and Partnerships	
a) Investigate opportunities for investment as part of the review of the Redland City Economic Development Framework 2014-2041.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

Key Initiative KI6.5 Key Initiative 5 - Deliver initiatives to attract investment to Redlands Coast across key industry sectors, and support local businesses.

Operational Plan 2024-2025 Activity			Progress	Commentary
KI6.5.1 Target priority international markets to bring investment to Redlands Coast and support local businesses to sell their products abroad.			Economic Development and Partnerships	
	Q1	●	25%	
	Q2	●	50%	

Operational Plan 2024-2025 Activity			Progress	Commentary
a) Develop and implement an investment attraction plan that outlines Council's goals and priorities for attracting investment and specifies the key actions required.	Q3	●	75%	

KI6.5.2 Plan, coordinate and deliver the Redlands Coast Community and Environment Precinct in conjunction with an (RSPCA led) Wildlife Hospital and Centre of Excellence at Redland Bay Road, Capalaba.			Environment and Regulation	
a) Finalise a land management agreement with the RSPCA to enable the advanced planning and design of a Wildlife Hospital and Centre of Excellence.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
b) Commission and complete technical assessments of the site to inform detailed design of new infrastructure (pedestrian, vehicle, landscaping, and recreational embellishments).	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
c) Investigate and implement the optimal model of infrastructure and service delivery through partnership approaches, and stakeholder engagement.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

Key Initiative KI6.6 Key Initiative 6 - Support the attraction and delivery of events through improved infrastructure at event locations across the city.

Operational Plan 2024-2025 Activity			Progress	Commentary
KI6.6.1 Attract and retain key events for sustainable economic growth and reflecting the Redlands Coast community.			Communication, Engagement and Tourism	
a) Finalise the Redlands Coast Events Strategy and Action Plan 2024 –2029, and implement key actions.	Q1	●	25%	
	Q2	●	50%	

Operational Plan 2024-2025 Activity			Progress	Commentary
	Q3	●	75%	
b) Continue to advocate for dedicated event spaces and infrastructure to support a balanced calendar of events.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

Key Initiative KI6.7 Key Initiative 7 - Support key festivals that drive visitors to Redlands Coast.

Operational Plan 2024-2025 Activity			Progress	Commentary
KI6.7.1 Support festivals and events that attract and drive visitors to Redlands Coast.			Communication, Engagement and Tourism	
a) Continue to provide sponsorship opportunities including target funding for events to deliver economic and community outcomes for the city.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

Thriving Economy - Key Activities and Highlights

Plan, coordinate and deliver the Redlands Coast Community and Environment Precinct in conjunction with an (RSPCA led) Wildlife Hospital and Centre of Excellence at Redland Bay Road, Capalaba.

Following the execution of a formal interim agreement outlining the key terms and shared intentions, further discussions with RSPCA have resulted in an agreed roadmap to facilitate RSPCA's access to the site by the end of 2025. This roadmap includes the development of a detailed design integrating three main packages (Wildlife Hospital, supporting infrastructure - including car park, and the related upgrades to the IndigiScapes Centre). A governance/reporting structure for delivery has also been agreed.

RSPCA has progressed its development application and is liaising with Department of Transport and Main Roads to determine the management of the intersection with State-controlled Redland Bay Road.

A principal design consultant is currently being procured to assist with integrating design requirements and construction efficiencies across the site.

Review the centre management program to accelerate delivery, effectiveness and target outcomes.

The review of the Centres Management Program is ongoing, with its outcomes set to guide future planning and resource allocation.

Target priority international markets to bring investment to Redlands Coast and support local businesses to sell their products abroad.

In response to the Tropical Cyclone Alfred event in March 2025, resources were directed to support businesses with preparation and recovery efforts. This included facilitating access to appropriate assistance for loss of trade and inventory. Council initiated a Business Recovery Outreach Program, engaging with approximately 350 businesses. Investment attraction leads continued to be investigated and business expansion supported, including connecting a business to an international export market.

Progress Council's obligations under the Development Agreement with Shayher Group to progress the revitalisation of Capalaba Town Centre to create a vibrant mixed-used centre anchored by community, commercial, and retail facilities, and activated public spaces with integrated transport.

The project delivery program remained on track. Demolition works of the old Capalaba library building is underway in preparation for stage 1 construction.

Progress Council's staged master-plan that will transform the waterfront of Redland Bay, provide community infrastructure for local families, improve the usability of the transport hub, attract visitors, create jobs and drive economic development in the area.

Redland Investment Corporation (RIC) continued to advocate to the State Government for support in delivering the multi-level car park. RIC continued to progress applications to Economic Development Queensland and finalise designs for the upcoming construction stages including, the loop road, Moreton Bay Cycleway extension and new bus stops on Meissner Street, Redland Bay.

Continue to review Council's Cleveland accommodation.

Council continues to assess its Cleveland accommodation needs. Council purchased 46 Middle Street, Cleveland which was converted to the new Visitor Information Centre. The building is also being utilised by staff while critical works are undertaken across other Council buildings.

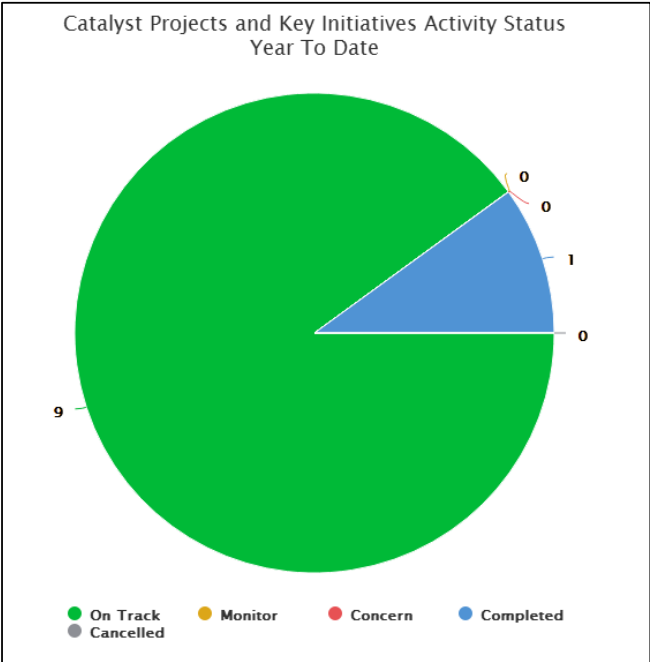
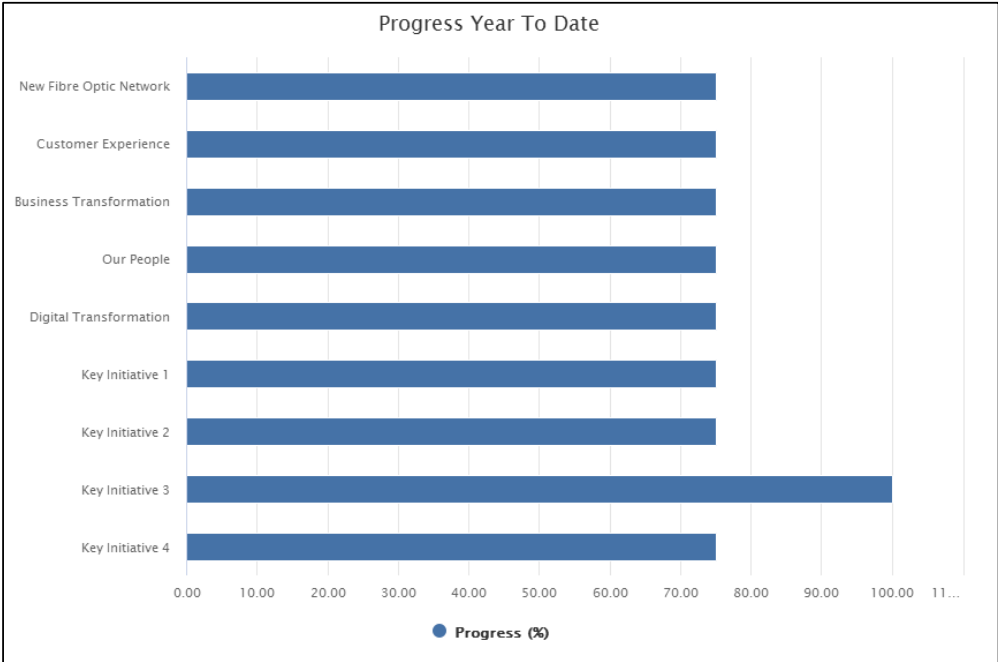
Ensure that Redland City Council's strategic framework for economic development is contemporary and fit for purpose.

The State of the Redlands Economy Report has been finalised and shared to internal stakeholders. The report will shape the next steps in developing the new framework and strategy for economic development on the Redlands Coast.

Progress Council's obligations under its Development Agreement with Economic Development Queensland and Walker Corporation to support Toondah Harbour as the regional gateway to Moreton Bay and the islands.

Redland Investment Corporation (RIC) continue to advocate to the State Government for support of the Toondah Harbour ferry terminal and marine infrastructure improvements.

Efficient and Effective Organisation - Catalyst Projects and Key Initiatives – Progress Year to Date



For details on Efficient and Effective Organisation Key Initiatives 1-4 refer pages 62 to 64 of this attachment.

Efficient and Effective Organisation – Activities and Tasks – Progress Year to Date

Catalyst Project CP7.1 New Fibre Optic Network - Deliver Council's fast fibre optic network to provide savings for Council's own existing operating costs, improve connectivity between Council sites, while also offering capacity to improve services for local businesses.

Operational Plan 2024-2025 Activity			Progress	Commentary
CP7.1.1 Continue to progress the Redlands Coast Fibre Optic Network.			Corporate Services	
a) Finalise options to allow commercial arrangements with a nominated carrier to realise community benefits.	Q1	●	25%	
	Q2	●	70%	
	Q3	●	75%	

Catalyst Project CP7.2 Customer Experience - Deliver Council's Customer Experience Strategy to enable customer centric service delivery which meets the community's changing needs, making it easier to work with Council and provides quality customer outcomes consistently. By engaging with our community we will work to enhance our digital first capabilities.

Operational Plan 2024-2025 Activity			Progress	Commentary
CP7.2.1 Conduct an evaluation and review of Council's Customer Experience (CX) Strategy Implementation Plan 2022-2024 and develop the Implementation Plan for 2024-2026 (Phase 2).			Customer and Cultural Services	
a) Determine the successful delivery of the Plan's action items.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
b) Realign actions based on emerging trends, in relation to the strategic objectives of Council's Customer Experience Strategy for our people, technology and processes.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

Catalyst Project CP7.3 Business Transformation - Deliver a Business Transformation Strategy to enable changes which reduce red tape, save money, and improve community outcomes.

Operational Plan 2024-2025 Activity			Progress	Commentary
CP7.3.1 Continue to deliver the Business Transformation Strategy 2022-2027.			People, Culture and Organisational Performance	
a) Deliver priority actions identified in the implementation plan.	Q1	●	25%	
	Q2	●	75%	
	Q3	●	75%	
b) Continue to review and report on the progress of the Business Transformation Strategy 2022-2027.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

Catalyst Project CP7.4 Our People - Deliver Council's People Strategy to enable a thriving organisation, supported by a healthy and inclusive work environment, organisational agility, cultural integrity and responsible leadership.

Operational Plan 2024-2025 Activity			Progress	Commentary
CP7.4.1 Deliver Council's People Strategy including promoting flexibility in employee work arrangements and practices.			People, Culture and Organisational Performance	
a) Embed improved flexible work principles into Council's way of working, including hybrid work arrangements.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
CP7.4.2 Continue Council's focus and commitment to creating an inclusive work environment.			People, Culture and Organisational Performance	
a) Continue to embed the Diversity and Inclusion Plan 2023-2028.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

Catalyst Project CP7.5 Digital Transformation - Review and modernise Council's systems and implement digital processes to enable contemporary and easier ways to access and interact with Council information and services.

Operational Plan 2024-2025 Activity			Progress	Commentary
CP7.5.1 Continue to deliver the Digital Transformation Program along with strategic information management goals 2024-2025.			Corporate Services	
a) Continue planned works with our major technology vendors and partners.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
b) Continue to consolidate Council's legacy platforms into our enterprise resource planning tool and/or other consolidated platforms.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
c) Continue to migrate critical services to more resilient platforms.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
d) Continue work to strengthen our cyber resilience through further alignment and continuous improvement against commonly adopted frameworks.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

Key Initiative KI7.1 Key Initiative 1 - Review Council services to ensure we have the right offering, to meet our community needs and remain financially sustainable.

Operational Plan 2024-2025 Activity			Progress	Commentary
KI7.1.1 Review and transform Council's services in response to our changing environment and community.			People, Culture and Organisational Performance	
a) Continue engaging with key internal stakeholders to develop the service catalogues for Council.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

Operational Plan 2024-2025 Activity			Progress	Commentary
b) Commence development of approach for strategic service planning for Council.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

Key Initiative KI7.2 Key Initiative 2 - Continue our transformation toward asset management best practice by using improved data to shift from reactive to planned maintenance.

Operational Plan 2024-2025 Activity			Progress	Commentary
KI7.2.1 Continue Council's transformation toward best practice asset and service management and data-driven decision making.			Major Projects	
a) Continue implementation of the Asset Management Roadmap 2022-2027 and mature the Asset Management Framework.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

Key Initiative KI7.3 Key Initiative 3 - Improve our value for money delivery through the upgrade of our financial management system.

Operational Plan 2024-2025 Activity			Progress	Commentary
KI7.3.1 Improve our value for money delivery through the upgrade of our financial management system.			Corporate Services	
COMPLETED - KI7.3 Key Initiative completed in Quarter Four of Operational Plan 2021-2022. Improvements to value for money were achieved with the upgrade of Council's financial management system implemented during 2021-2022 with this key initiative now complete.	Q1	●	100%	
	Q2	●	100%	
	Q3	●	100%	

Key Initiative KI7.4 Key Initiative 4 - Strengthen internal efficiencies, external savings and Council's long-term sustainability to deliver on the Corporate Plan through implementation of strategic procurement practices and initiatives which improve opportunities for local, social, sustainable and good governance purchasing outcomes.

Operational Plan 2024-2025 Activity			Progress	Commentary
KI7.4.1 Advance Council's strategic procurement operating model.			Procurement and Contracts	
a) Continue to mature Council's procurement function and embed practices to increase accountability for outcomes.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	
b) Define and align categories to appropriate owners for improved management.	Q1	●	25%	
	Q2	●	50%	
	Q3	●	75%	

Efficient and Effective Organisation - Key Activities and Highlights

Review and transform Council's services in response to our changing environment and community.

Pilot groups benchmarked one service, proving a clear example of “what good looks like”. The approach was refined on feedback and applied more broadly. Work progressed on validating the service catalogue, with working group members utilising the finalised guide to Service Catalogue validation document and the service statement template to support this process.

Advance Council's strategic procurement operating model.

Operating model enhancements continue to be progressed to reduce procurement lead times. Design and configuring improved access to data and insights for better decision making relating to procurement delivery models.

Continue to deliver the Business Transformation Strategy 2022-2027.

Implementation and progress continued. A report was prepared outlining achievements, challenges, and alignment with strategic goals. Efforts focused on embedding change across Council departments and sustaining momentum through collaboration.

Deliver Council's People Strategy including promoting flexibility in employee work arrangements and practices.

Group leaders received group-specific results from the November 2024 MySay Employee Engagement Survey and were responsible for analysing trends and discussing the findings with their teams. Additionally, Council identified six key areas for organisational focus resulting from the survey.

13.5 COMMUNITY ENGAGEMENT FRAMEWORK

Objective Reference: A12050313

Authorising Officer: Amanda Pafumi, General Manager Organisational Services

Responsible Officer: Morgana Prior, Group Manager Communication, Engagement & Tourism

Report Author: Morgana Prior, Group Manager Communication, Engagement & Tourism

Attachments: 1. Redland City Council Community Engagement Framework [↓](#)

PURPOSE

To present Council with a new Community Engagement Framework for adoption.

BACKGROUND

The Community Engagement Framework (the Framework) offers a practical structure for Council to plan, deliver and report on community engagement activities. It also provides the community with insights into how Council considers their feedback.

Redland City Council has engaged Articulous Pty Ltd to assist in developing the Framework. This document is a result of an extensive desktop review of frameworks across other organisations, consultation with internal stakeholders including staff, Councillors and engagement with the community.

ISSUES

There are no issues related to this plan.

STRATEGIC IMPLICATIONS

Legislative Requirements

The Framework supports Council in meeting its obligations to engage on regulatory or mandatory matters.

Risk Management

There are no risks arising from the development of the Framework.

Council recognises the importance of community engagement to improve service delivery. By providing clear guidance to staff and the community on what to expect when Council seeks feedback on various topics, and explaining why feedback may not be sought on other matters, the Framework promotes transparency and accountability while minimising reputational risk to Council.

Financial

The framework recognises that Community Engagement can be resource intensive, and the cost of delivering engagement will be considered when planning to engage. Engagement can improve efficiency and effectiveness in service and project delivery. Project teams will need to consider any budgetary impact upon engagement and seek additional budget via a budget review process if additional funding is required.

People

Employees

Employees will receive clearer guidance on when they need to engage with the community. Council's new community engagement principles will guide officers in considering, planning, delivering, evaluating and reporting on community engagement.

Community

The community benefits when Council clearly outlines its community engagement framework, establishes new principles for engagement and clarifies its approach, processes and expected behaviours. This ensures that engagement is meaningful and accessible to the broader community.

Councillors

Councillors and employees share a common understanding and can effectively communicate the Framework to the public. This enhances transparency regarding when Council will engage, the engagement process, and how community input influences decision-making.

Environmental

There are no environmental implications associated with this request.

Social

The Community Engagement Framework outlines Council's commitment to the *Local Government Act 2009* principles, including of democratic representation, social inclusion and meaningful community engagement. It also details Council's commitment to ensure diverse voices are given an opportunity to be heard in decisions that may affect them.

Human Rights

The Community Engagement Framework is aligned with Article 21 of the Universal Declaration of Human Rights, regarding public participation and access to public service. It is also aligned with Article 23 of the *Human Rights Act QLD (2019)* about taking part in public life.

"Every person in Queensland has the right, and is to have the opportunity, without discrimination to participate in the conduct of public affairs, directly or through freely chosen representatives".

It outlines how residents and stakeholders can take part in decisions that affect them. It also outlines when and why Council may not engage in certain matters.

Alignment with Council's Policy and Plans

- *Our Future Redlands – A Corporate Plan to 2026 and Beyond*
 1. Goal 1 'City Leadership'. Particularly 1.2 'Undertake meaningful community engagement to encourage diverse participation in local decision making.'
- ENG-003-P Community Engagement Policy

CONSULTATION

Consulted	Consultation Date	Comments/Actions
Councillors	April 2024	Councillor workshop to inform development of the Framework.
Redland Community	May & June 2024	Community was consulted through a variety of methods including online survey and face-to-face workshop to contribute to the drafting and prioritisation of engagement principles.
Community Sectors – Disability, Youth	May 2024	Key stakeholder groups were consulted through workshops which outlined a desire for solutions-focused approach, trust building and prioritisation of diverse voices in community engagement projects.
Executive Leadership Team (ELT) members and Mayor	May 2024	Consultation to guide the development of engagement principles and provided feedback on areas to explore in the document
Staff	June 2024	Provided feedback on engagement process, engagement principles of interest and topics to consider for inclusion on the framework or as supporting documents for engagement practice.
First Nations	August 2024	Guided discussion with First Nations community members.
Executive Leadership Team	January 2025	ELT workshop of Draft Community Engagement Framework
Councillors	April 2025	Councillor workshop of Draft Community Engagement Framework

OPTIONS**Option One**

That Council resolves to adopt the Redland City Council Community Engagement Framework.

Option Two

That Council resolves to adopt the Redland City Council Community Engagement Framework with amendments.

Option Three

That Council resolves to not adopt the Redland City Council Community Engagement Framework.

OFFICER'S RECOMMENDATION

That Council resolves to adopt the Redland City Council Community Engagement Framework.



Redland City Council

Community Engagement Framework

May 2025

Draft



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Acknowledgement of Traditional Owners

We acknowledge the Traditional Owners of the lands and seas where we live and work. We pay our respects to Elders, past, present and future.

The Quandamooka People and Yugambeh People have been Traditional Owners of much of the area we now call Redlands Coast for more than 21,000 years. Redland City Council is committed to working with Traditional Owners to promote Aboriginal and Torres Strait Islander cultures in our community.

This commitment applies not only to the Quandamooka and Yugambeh People, but all Aboriginal and Torres Strait Islander Peoples who now call Redlands Coast home.



Disclaimer

Information contained in this document is based on available information at the time of writing. All figures and diagrams are indicative only and should be referred to as such.

While Redland City Council (Council) has exercised reasonable care in preparing this document, it does not warrant or represent that it is accurate or complete. Council or its officers accept no responsibility for any loss occasioned to any person acting or refraining from acting in reliance upon any material contained in this document.

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Message from Mayor Jos Mitchell

Redland City Council's Community Engagement Framework has been shaped by our community and is underpinned by a series of key principles that reflect our city's core values, ensuring every resident is socially included and meaningfully engaged, no matter where in the city they live.

Effective community engagement is vital for Council to properly represent and serve our residents. It's good for residents, good for Council and good for democracy. It increases the information flow between the public and the organisation and ensures Council is making well-informed decisions to benefit our city, as we continue to grow.

As part of Council's Corporate Plan adopted in 2020, *Our Future Redlands - A Corporate Plan to 2026 and Beyond*, Council committed to strengthening our community engagement practice to enable meaningful engagement with diverse participation, that supports better decision making.

The new framework references both the International Association of Public Participation's (IAP2) Community Engagement Spectrum and Community Engagement Model, and provides context to both when Council will lead community engagement and what level of engagement should be delivered.

We encourage you to participate in community engagement activities conducted by Council to have your say on things that matter to you.

Kind regards,

Cr Jos Mitchell
Mayor of Redland City



Message from Chief Executive Officer Louise Rusan

Effective and meaningful community engagement is a cornerstone of good government, which is why Redland City Council has implemented a new framework to shape the way we consult on key projects, programs and initiatives.

The engagement framework will become Council's overarching engagement document, helping to inform Council officers and the community on the purpose, practice and use of engagement by Council.

The principles identified in the framework will be used when Council conducts a range of engagement activities, such as notifying stakeholders of a local project or asking the community for input on Council initiatives and programs.

As well as the community's feedback, Council has incorporated the International Association for Public Participation (IAP2) best-practice models. These models are widely used by public and private sector organisations across Australia and worldwide.

Implementing the organisation's community engagement framework contributes to this vision and Council's commitment in the Corporate Plan, *Our Future Redlands*, to undertake meaningful community engagement that encourages diverse participation in local decision-making.

Kind regards,

Louise Rusan
Chief Executive Officer
Redland City Council

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About this document

Redland City Council's Community Engagement Framework provides a practical structure for Council to plan and deliver community engagement activities. It also provides the community with insights into how Council considers community engagement.

The framework is set in the context in which Council operates, draws on best practice models to define engagement practice and clearly documents Council's commitment to engagement. Further, it establishes a set of principles for engagement that were defined through consultation with our community. It sets out an approach to when Council will engage, and the process Council will follow to plan and deliver engagement. Finally, behaviours that are essential to meaningful engagement are identified.

Our Community Engagement Framework

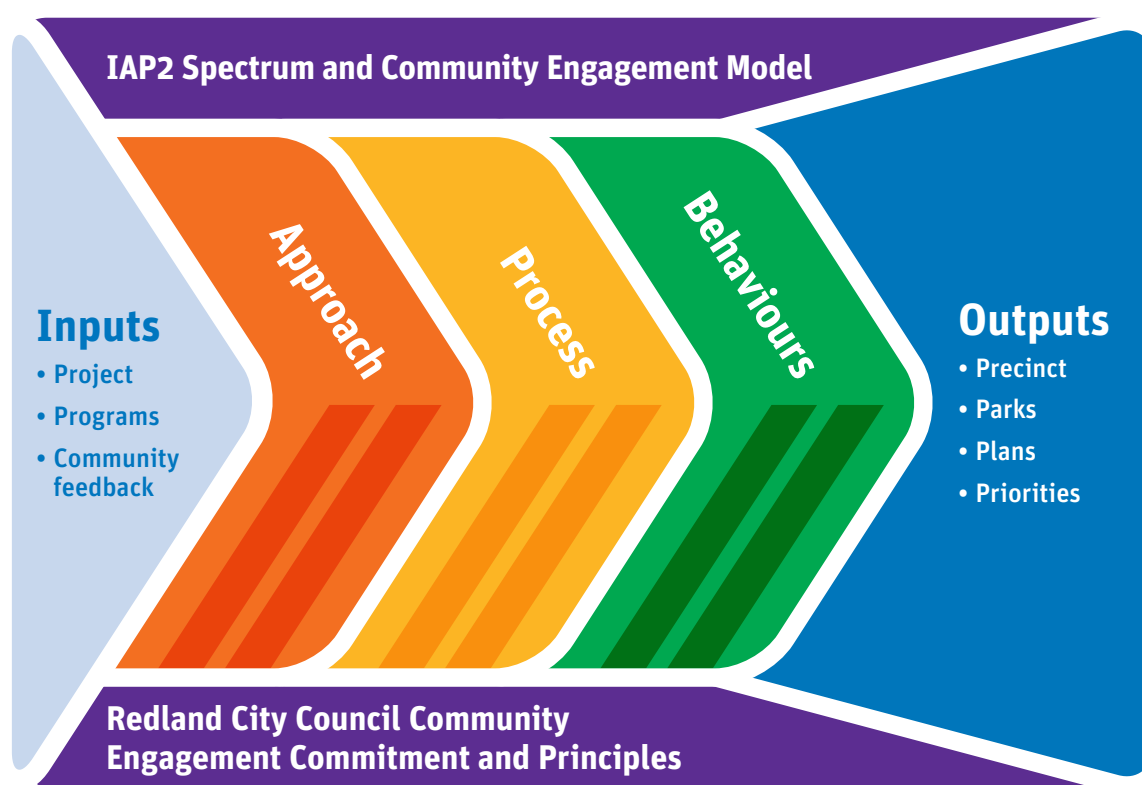
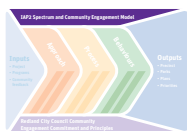


Figure 1: Our Community Engagement Framework

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What is community engagement?

Democratic citizens recognise that they not only have rights, they also have responsibilities. Democracies need more than an occasional vote from their citizens to remain healthy. They need the steady attention, time and commitment of citizens who, in turn, look to the government to represent their needs and interests.

At its core, community engagement enables changes in behaviour, environments, policies, programs and practices within communities.

Effective engagement requires a two-way flow of information between Council and its community. It requires Council to proactively seek information and feedback to guide its activities and decisions. It also requires people to participate and stay informed about Council activities. This is an on-going, repeated process.

It is important that residents are provided with opportunities to participate in engagement activities as they have a collective responsibility for helping to shape what happens in a well governed city.

International Association of Public Participation definition

A global leader in public engagement, the International Association of Public Participation (IAP2) defines community engagement as:

... an intentional process with the specific purpose of working to shape the decisions or actions of members of the community, stakeholders or organisation in relation to a problem, opportunity or outcome.

- It is purposeful and goal driven.
- It is trust and relationship focused.
- It is values based and people centred.
- It is inclusive and equity centred.
- It is impactful and outcome oriented.”

IAP2 describes these processes as a spectrum of activities ranging from inform, through consult, involve and collaborate to empower. IAP2 emphasises that when you progress from inform to consult and ultimately to empower, there is an increasing expectation from your stakeholders and community that their input will inform the final decision.

Figure 2: IAP2 Spectrum

INCREASING IMPACT ON THE DECISION					
	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

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Council recognises engagement is not just a linear decision-making process where participation or feedback is sought from residents. The relationship between Council, other levels of government and Redland City residents is more complex.

Community will often advocate to Council for change or to articulate emerging needs. Council in turn needs to advocate to the Queensland Government and Australian Government on its community's behalf.

Council needs strong relationships with stakeholders and residents to successfully implement its decisions. This may require Council to partner or collaborate with these individuals to achieve change.

This is reflected in the IAP2 Community Engagement Model, which recognises engagement occurs more broadly and that communities initiate change and drive the implementation of change. IAP2's Community Engagement Model helps to contextualise the engagement activities.

Council's community and stakeholder engagement activities generally gather information that decision-makers use to inform their decisions. Consequently, engagement rarely seeks consensus or a decision from the community and other stakeholders.

These activities involve citizens on issues and initiatives that affect them. They also provide organisations, such as Redland City Council, opportunities to build relationships and trust with their community, government bodies and other stakeholders, including businesses and the not-for-profit sector.

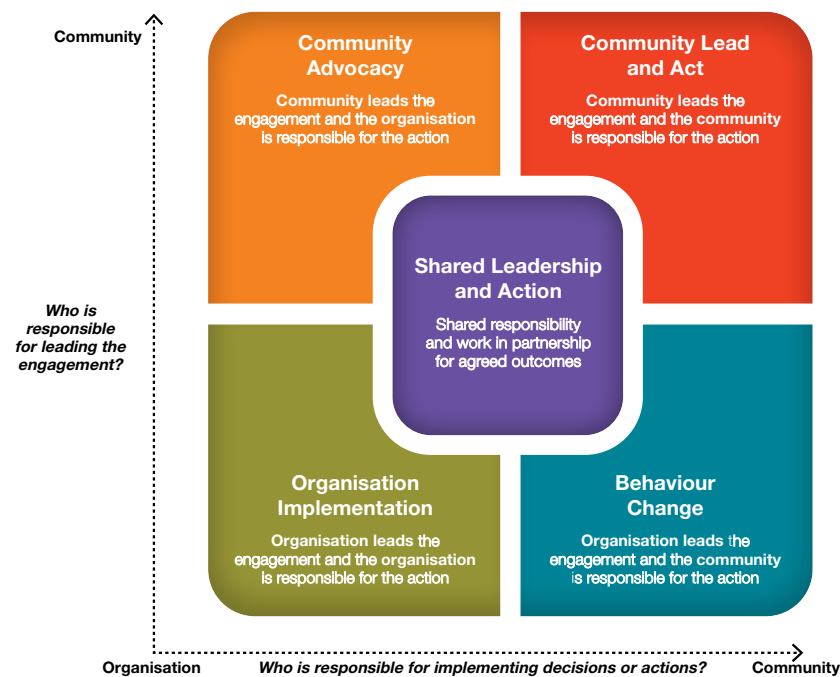
In and of themselves, these activities are not 'a vote' for or against a decision. Local governments must consider a range of factors in their decisions, including environmental issues, budget and relevant Australian and Queensland legislation.

Councils may, on occasion, undertake highly deliberative activities such as 'citizen juries' or co-design processes. These activities rate toward the 'empower' end of the IAP2 spectrum and require substantial resources. These deliberative activities are generally directed toward complex matters where there is no clear way forward, and strong community participation is required in any solution.

Engagement provides insights to inform decision makers, it does not seek consensus from the community or stakeholders.

Figure 3: Community Engagement Model (IAP2)

Community Engagement Model



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Community Engagement Model in action at Redland City Council

Figure 4: Community Engagement Model in action at Redland City Council

Community Advocacy

Council has established methods for the community to advocate and influence Council. Common methods include petitions, participating in public participation sessions at Council General Meetings, writing to Council or Councillors to seek to meet with Council officers, and joining active community groups that seek to engage the community and influence Council.

Case study – Community online petitions (p14)

Community Lead and Act

There are many complex problems where Council is not the best party to lead or take action to achieve a positive outcome. Council may support community groups that are dedicated to solving issues at a community level.

Council administers a wide range of grant programs to enable community-led activity.

Case study – Civic Support Fund (p16)

Shared Leadership and Action

Council is committed to working with a wide range of community groups, local industry and businesses to advocate for action at Queensland Government and Australian Government levels and solve complex local problems.

Case study – Tropical Cyclone Alfred Tourism Recovery (p17)

Organisation Implementation

The majority of Council's community engagement practice is focussed in this quadrant of the Community Engagement Model.

Council applies the IAP2 Spectrum to plan and deliver community engagement that ranges from regular newsletters and media stories focused on informing the community through to highly deliberative community panels.

Case study – Birkdale Community Precinct (p14)

Case study – Canal and lake estates (p16)

Case study – Dunwich regulated parking engagement (p15)

Behaviour Change

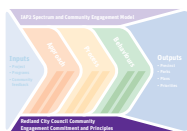
Council has a number of portfolios that aim to change community behaviour.

Council applies a mix of community engagement methods, education and communication to encourage the community to adopt target behaviours.

Case study – Waste Reduction and Recycling Plan 2021 – 2030 Engagement (p15)

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Council's commitment to engagement

In undertaking community engagement, Council must meet legislative requirements. Council has also made enhanced and meaningful community engagement a commitment through its Corporate Plan.

Local government responsibility to engagement

Australian local governments exist under the legislation of each state. The *Constitution of Queensland 2001* defines a local government as “an elected body that is charged with the good rule and local government of a part of Queensland allocated to the body”.

Council's powers and responsibilities are delegated through the *Queensland Local Government Act 2009*. This Act requires councils to be accountable, effective, efficient and sustainable.

The local government principles described in this Act are:

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

Planned and executed engagement activities demonstrate Council's commitment to transparent decisions in the public interest.

Our Future Redlands – A Corporate Plan to 2026 and Beyond

Enhancing Council's community engagement is a key initiative in its *Our Future Redlands – A Corporate Plan to 2026 and Beyond: 1.2 Undertake meaningful community engagement to encourage diverse participation in local decision-making*.

This approach supports Council in providing services that deliver the community's shared vision and collective aspirations – *Naturally wonderful lifestyle. Connected community. Embracing opportunities*.

Council is committed to meeting these expectations by delivering meaningful engagement that:

- is done in good faith,
- is underpinned by values defined by the International Association of Public Participation (IAP2),
- is decision oriented and driven by clear goals,
- clearly articulates the purpose and goals of the engagement and sets clear stakeholder expectations on how their input is used in making a decision,
- ensures information and communication is timely and accurate,
- involves community and other stakeholders affected by a decision,
- helps build long-term relationships and develop meaningful solutions to complex issues,
- recognises the needs and aspirations of all participants,
- acknowledges community diversity,
- uses tools to ensure that communities who are demographically represented are socially included and meaningfully engaged in decisions that affect them,
- measures the effectiveness of community engagement activities, and
- reports on community engagement activities.

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Our commitment to reaching diverse audiences

Effective community engagement captures diverse audiences, to ensure Council decision makers understand the full breadth of community interests, not just powerful or coordinated groups within the community. Council engagement commits to structure engagement to seek participation from:

- people of all ages,
- geographically diverse audiences,
- people living with disadvantage,
- people with disability, and
- First Nations communities.

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Principles for engagement

The principles for engaging with the Redland City community have been identified through engaging with the community.

PRINCIPLE 1

Solutions-focussed

Solutions-focussed community engagement listens to community concerns and ideas, identifies strengths and resources, and leads to tangible outcomes.

PRINCIPLE 2

Builds community capacity

By participating in engagement, residents and stakeholders will have the opportunity to acquire knowledge and skills to participate in meaningful discussions and the capacity to take ownership of emergent solutions.

PRINCIPLE 3

Reaches diverse voices and views

Council should actively engage residents from different backgrounds and interests, including First Nations people, young people, older people and people from culturally diverse backgrounds. Redland City is also geographically diverse. The city is composed of islands and mainland communities with urban, coastal and rural areas. Good engagement should also capture this diversity as it is important to collect a diversity of views.

PRINCIPLE 4

Clear communication

Good communication anticipates what people need to know and understand. It means consistently providing updates, seeking feedback and ensuring transparency in all interactions. This approach helps build trust, prevent misunderstandings and create a culture of openness where everyone feels informed and engaged.

Good communication includes liaising with other areas of Council that might provide insight or be impacted by an activity or a decision.

PRINCIPLE 5

Mutual respect

Mutual respect occurs when all parties treat each other with dignity and recognise each others' value. It involves seeking unique contributions, acknowledging and understanding differences, and celebrating diversity but also capitalising on common ground.

PRINCIPLE 6

Close the loop

Closing the loop on engagement activities is crucial for maintaining trust, ensuring accountability and driving continuous improvement.

When organisations or teams engage with community or stakeholders – whether through feedback, surveys or collaborative activities – closing the loop means acknowledging input, how feedback has informed decisions, and communicating the outcomes back to those involved.

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Approach to engagement

Meaningful community engagement requires dedicated resources so Council must consider when they will undertake community engagement. It is not always possible or appropriate for Council to undertake community engagement. When Council engages with the community will vary depending on the nature of the activity and the impact on the community.

When Council will engage:

- Regulatory or mandatory matters.

Examples:

- Local law amendments
- Planning scheme amendments
- Corporate Plan

When Council may engage:

- Revisions to long-term and strategic plans
- New major projects, plans or initiatives
- Complex or difficult matters
- Where there are many possible ways Council could manage a project, program or initiative.

Examples:

- Community Safety Action Plan
- Community Engagement Framework
- Birkdale Community Precinct

When Council won't engage:

- Where there is no scope for community to influence the outcome
- Public safety and health are at risk
- Urgent decisions
- Strictly confidential or commercial matters
- Matters related to other levels of government
- Critical infrastructure upgrades.

Examples:

- Southern Thornlands Priority Development Area – Other level of government
- Disaster response – Public safety at risk, urgent decisions
- Wellington Point land slip project – no scope to influence outcome due to engineering requirements

How engagement influences Council

It is important to recognise that engagement processes are not a popular vote. Our engagement approach seeks to provide decision makers insights from the community that are considered on merit, and with consideration to all other relevant information to guide the decision.

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Our engagement process

Redland City Council ensures community engagement is tailored to the unique features of projects, programs and initiatives by following these steps:

ANALYSE

The first step in planning community engagement is to analyse the project, scenario and conditions. Conditions can include legislative requirements, audience/stakeholders, project area, budget and timeframe.

PLAN

Key consideration for the engagement plan will include project phases, engagement scheduling, engagement scope, purpose and objectives, level of engagement, stakeholder mapping, meeting legislative requirements, roles and responsibilities, and organisational commitment.

ENGAGE

Confirm stakeholder mapping, identify live issues and monitoring, engagement strategy and approach selection, engagement methods – tools and activities, key messages and an overarching communication strategy to be developed and implemented in this phase.

REPORT

Throughout the engagement, reporting needs to be regular, accurate and consistent. Key things to consider include data collection and data analysis to determine internal and external reporting. Critical to this process is the key messaging and communication that needs to be consistent with the project phases and timeline.

SHARE THE OUTCOME

To ensure successful community engagement, regular project updates need to be provided throughout the engagement process. In addition, key outputs of the project need to be shared at the end of the project, including the project learnings. This will ensure community acceptance and trust of Council for current and subsequent projects.

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Behaviour to support engagement

Community engagement is often undertaken to explore complex matters that can evoke strong feelings in the community. Meaningful community engagement can only occur when Council's team and all members of the community feel they can participate respectfully and safely.

It is important that we work together to ensure the diverse voices in our community have a chance to be heard and considered on matters that affect them.

Behaviours that support meaningful engagement



- ✓ Listening, including to Councillors, officers, experts or other members of the community
- ✓ Treating everyone respectfully, including those with different perspectives
- ✓ Sharing your thoughts and preferences
- ✓ Being solutions focussed
- ✓ Acknowledging and accepting constraints
- ✓ Being concise
- ✓ Allowing all participants an opportunity to participate

Redland City Council is committed to creating meaningful engagement opportunities and will address behaviours that can have a negative impact in any engagement forum, to provide the greatest opportunity for constructive engagement.

We may or may not reach a consensus through engagement but Council is committed to creating a safe environment to hear our community's preferences and concerns to inform decision-making.

The types of behaviours that will be addressed will include:

- ✗ Dominating engagement by monopolising experts and Council resources
- ✗ Making claims with no evidence or evidence that can't be substantiated
- ✗ Personally attacking individuals, including Councillors, officers or other members of the community
- ✗ Continuing with issues that have been addressed or dealt with
- ✗ Being obstructive or deliberately unhelpful
- ✗ Anger, aggression, rudeness, harassment or threatening violence

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Case studies

Community online petitions

Redland City Council is committed to supporting and engaging with the Redlands City community and ensuring the community has access and opportunity to bring matters before Council.

Online digital petitions provide a contemporary method to raise and circulate petitions.

Online petitions are a way to involve the community in raising local concerns and aspirations for the attention of Council.

To provide this engagement opportunity, Council's online Your Say engagement platform has been enabled to allow the community to raise online petitions on matters for Council's consideration.

The petition project has had more than 3,000 visitors and 452 petitioners on multiple issues, ranging from community boardwalks, dog parks, bus and outdoor shelters to budget transparency and cost recovery.

Council responds to the principal petitioner under established standing orders and provides advice on the



outcome of the petition.

For example, petitioners sought for a speed hump to be considered on a local Capalaba road. Council investigated petitioners' concerns and have advised additional warning and regulatory signage is being installed.

While not all petitioners' requests can be accommodated, due to operational or other reasons, the process allows for these community interests to be brought to the prompt attention of decision makers, and for a response to be provided.

Birkdale Community Precinct

Community engagement is a crucial aspect of all major public infrastructure planning.

In the case of the 62-hectare Birkdale Community Precinct, community involvement and consultation were essential for developing a shared vision for the site and informing the *Draft Birkdale Community Precinct Master Plan*.

Over a five-week period in 2021, the community was invited to share their ideas on how they would like the site to be used under the theme *Imagine: A Place for Connection and Community*.

The community consultation and engagement efforts were conducted at multiple levels, aimed at informing, involving, and collaborating with residents on ideas, visions, and plans for the precinct.

Employing multiple online platforms, social media, community workshops, open day, and multi-location pop-up engagement hubs, the consultation reached thousands of community members, including 20,500 visits alone to the project's Your Say website.



The participation from several thousand individuals, including more than 2,800 survey responses, played a significant role in shaping the site's master plan, which was adopted on 28 April, 2022.

This project is one of the most significant in the city's history. The unprecedented response to the community engagement campaign not only helped shape the Birkdale Community Precinct Vision but also highlighted the community's strong connection to the area.

It also demonstrated shared community involvement and collaboration in the future of this major community asset.

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Dunwich Regulated Parking Engagement

Parking has been a long-standing and challenging issue for the township of Dunwich on North Stradbroke Island (Minjerribah).

The island attracts many visitors and holidaymakers. However, this popularity has led to congestion, with non-resident vehicles often parked for weeks or months around ferry terminals, on Indigenous and public lands, and even within the historic Dunwich Cemetery grounds.

To address these challenges, Redland City Council conducted a comprehensive consult and involve engagement (as per IAP2 standards) with the community and various stakeholder groups.

The aim was to identify key issues and recommend solutions for better community outcomes.

The one-month consultation included an online survey, two meet the planner drop-in sessions, stakeholder meetings

and consultations with the Minjerribah Moorgumpin Elders-in-Council Aboriginal Corporation (MMEIC) and the Quandamooka Yoolooburrabee Aboriginal Corporation (QYAC).

The community and stakeholders were asked for their opinions on new timed parking measures intended to improve local access, reduce long-term informal parking, enhance foreshore amenities and protect cultural heritage sites.

Additionally, local law amendments regarding cemetery parking were part of the consultation.

The engagement process revealed local community support for introducing timed parking, protecting cultural heritage and adjusting proposed cemetery parking regulations.

Based on the feedback received, new regulated parking measures for the township and ferry terminal were implemented in July 2024 and made a substantial difference to local community amenity.



Waste Reduction and Recycling Plan 2021–2030 Engagement

The *Redlands City* community consistently ranks the city's waste management as the highest-rated service provided by Council.

This is not by chance.

Redland City Council's waste management team has engaged with the community for many years. This engagement has included regularly informing residents about new waste initiatives and services, while encouraging collaboration to minimise waste.

A significant engagement initiative in 2021 involved the entire community in drafting the objectives, preferences and strategies for the waste reduction and recycling plan.

The large-scale engagement took place from 27 April to 28 May, 2021. Multiple communication channels were used to promote a consultation webpage, a waste survey and direct discussions with stakeholders.

Public consultation sessions were held at popular locations such as the IndigiScapes Market, Cleveland Markets, the city's major ferry terminals and Raby Bay Harbour.

With more than 2,000 visitors to the website and 600 completed surveys, Council's engagement confirmed the community's generally strong support for waste minimisation and the adoption of sustainable practices.



Informed by the consultation with residents and feedback, Council adopted a new Waste Reduction and Recycling Plan on 16 March 2022 to put *Redlands City* on the path to becoming a zero-waste society by 2050.

A shift in community behaviours is required to meet our waste challenge. Council's waste team continues to run behaviour change and education campaigns each year, such as the Better Bin Bundle campaign that encourages the community to select the right bin set to suit their household needs, and the Recyclemates campaign that asks residents to recycle right and 'lift the yellow lid' for recyclables. Additional campaigns encourage residents to 'lift the green lid' for green waste (get a green bin where required), compost food waste at home and place only residuals in the red lid bin.

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Case studies continued

Civic Support Fund

Effective community engagement is not always reflected in formal conversations or stakeholder discussions under the IAP2 framework.

A case in point is the Civic Support Fund announced in the Redland City Council 2023–2024 Budget.

An example of a situation where the community leads and acts, the one-off \$500,000 fund established by Council was in direct response to feedback from grassroots community organisations.

The Civic Support Fund was designed to support vulnerable residents with cost-of-living pressures, which had been identified by leading community groups.

These same groups were also involved in designing the response to the identified need in the community. Eligible community organisations could apply for funds across three funding categories for initiatives delivered within Redlands City, both on the mainland and the islands.

These included quick response grants of up to \$5,000, minor grants of up to \$20,000, and significant grants of up to \$50,000.



A total of 23 vital grassroots community organisations successfully applied for funding support.

Organisations ranging from Wesley Mission and Anglicare to Maybank Association Inc., Star Community Services, and the Centre Against Sexual Violence are all vital to the community development network Council has established across Redlands City.

These successful funding applications contributed to initiatives ranging from health services, grocery vouchers and food pantries, transport costs and addressing social isolation to disability support, housing and homelessness services, sexual assault counselling and school uniform costs.

Canal and lake estates

The cost of canal and lake maintenance at Raby Bay, Aquatic Paradise, and Sovereign Waters was co-funded by a special levy on residents who owned property on the canals and lakefront, and a contribution of up to 30 per cent by Redland City Council, at an expense to all ratepayers.

Following a Council decision to temporarily end the special charges levied on canal and lakefront homeowners while it developed a new strategy, Council undertook community engagement with affected property owners and ratepayers to help determine a fair and equitable model for the management and future funding of this maintenance.

A citizens' advisory panel was established with 40 Redland ratepayers representing a cross-section of the community. Citywide media and social media advertising, newsletters to canal estates, open house meetings, community pop-up events, consultation with and presentations from ratepayer associations, market research, and community surveys were also part of the engagement.

In addition to the advisory panel recommendations, wider

community consultation resulted in 170 completed surveys, more than 1,000 people visiting the project's Your Say pages, and 1,500 attending pop-up events across the community.

Following the completion of community engagement in February 2018, community input was collated and analysed by Council officers, who used it to recommend a model for future canal and lake maintenance work and funding to Council, with final agreement between Council and canal and lake estate residents on a new basis for future works.

New rating categories were introduced for canal and lake estate properties to fund future revetment wall repairs. Council also agreed to contribute 10 per cent of the cost of revetment wall work at Raby Bay and to pay for all dredging at the city's canal and lake estates.



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Tropical Cyclone Alfred Tourism Recovery

Tropical Cyclone Alfred had a significant impact across Redlands Coast. As Council's teams worked to get our city back to normal, it became clear that our Tourism industry has experienced significant economic impacts.

At a critical time in the visitor cycle, wide-scale news coverage was reporting impacts to our Islands and ferry services, leading to booking cancellations and resulting in significant lost income prior to the seasonal slow period.

Council established a recovery sub-committee for Tourism, to enable Council to engage directly with tourism operators on issues specific to the industry. Council was well informed on local impacts so we could advocate on for our industry to Regional and State Tourism Organisations (Brisbane Economic Development Agency and Tourism

and Events Queensland). Council was able to encourage industry to participate in surveys that helped the region and state gain an understanding of the economic impact for our city.

Council prioritised actions that would support the Tourism industry to be able operate. Council was able to secure tourism industry recovery funding to plan and deliver a campaign to draw visitors back to the region. Council then engaged with operators on preferred messaging and tactics for the campaign.

By working and acting together the Redlands Coast Tourism industry was ready and open to welcome visitors for Easter 2025.



Engaging the community

Council is committed to continuing to engage our community, recognising the constraints and opportunities that are inherent to managing a growing, evolving, contemporary city.

Council invites all members of the community to have their say to help shape our future. Connect with us at yoursay.redland.qld.gov.au



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Document Information

Approvals

Policy Identifier: ENG-003-F
Approved by:
Date of Approval:
Effective Date:
Review Date:
Version: 1

Control

Only Council can approve amendments to this document by resolution of a Council Meeting, with the exception of administrative amendments which can be approved by the relevant ELT member. Refer to *Policy Instrument Development Manual* for an explanation on administrative amendments (A4063988).

Any requests to change the content of this document must be forwarded to relevant Service Manager(s).

Approved documents must be submitted to the Corporate Meetings and Registers Team for registration.

Versions

Version number	Date	Key Changes
	May 2025	New Framework



13.6 COMMENCEMENT OF LOCAL LAW MAKING PROCESS - LOCAL LAW 5 (PARKING)**Objective Reference:** A12064819**Authorising Officer:** Amanda Pafumi, General Manager Organisational Services**Responsible Officer:** Tony Beynon, Group Manager Corporate Governance**Report Author:** Jo Costin, Senior Adviser Local Laws & Learning
Kristene Viller, Acting Governance Services Manager**Attachments:** Nil**PURPOSE**

To seek approval to commence the local law-making process on proposed changes to *Subordinate Local Law No.5 (Parking) 2015*.

BACKGROUND

In accordance with Council's local law review schedule, a full review of *Subordinate Local Law No. 5 (Parking) 2015* was due to be undertaken from 1 January 2025.

ISSUES

Council has been approached by 'Haben Group', the owners of Stocklands Cleveland, requesting to enter into an agreement whereby Council undertakes regulated parking enforcement of the carpark at the rear of Woolworths Cleveland. The parcel of land in question is 67-10 Middle Street, as identified in the map below.

In order for Council to undertake the compliance activity the car park needs to be added to the list of regulated off-street parking areas in Schedule 2 of *Subordinate Local Law No. 5 (Parking) 2015*.



STRATEGIC IMPLICATIONS

Legislative Requirements

The *Local Government Act 2009* details prescriptive provisions that local governments are required to adhere to in the process of making, recording and reviewing local laws. Council's local law-making process is consistent with the requirements of the Act.

Risk Management

The risks associated with amending the local law will be managed by:

- a) Ensuring the process to amend the local law is in accordance with legislative standards and the adopted Redland City Council local law-making process.
- b) Comprehensive internal stakeholder engagement to ensure the local law will promote effective governance to the community.
- c) Utilising a solicitor to review the draft local laws to ensure the legislative principles are followed in the drafting.
- d) Conducting a review of the identified anti-competitive provisions to ensure adherence to the National Competition Policy Guidelines.

Financial

The costs associated with the local law-making process are funded through existing budget allocations within the Legal Services and Ethics and Integrity Units.

People

There are no implications for staff or the public with this request. Should the review proceed to a community consultation those impacts will be addressed during the report associated with approving the community consultation.

Environmental

There are no environmental implications associated with this request.

Social

Local Government provides for the good governance of the local government area through its local laws. Local Laws protect the health, safety and welfare of our community, reviewing local laws regularly ensures that any gaps are identified and rectified and outdated provisions removed.

Human Rights

All human rights have been considered against the proposed amendments and it has been determined that this report does not impact on any human rights.

Alignment with Council's Policy and Plans

The process for commencing the local law-making process is in accordance with Council's adopted practice for making local laws.

This process is in keeping with Council's *Our Future Redlands – A Corporate Plan to 2026 and Beyond* goal for Strong Communities – Laws and Regulations.

CONSULTATION

Consulted	Consultation Date	Comments/Actions
Service Manager Compliance Services	28 April 2025	Requested consideration of the amendment. Discussed the timing of entering into the MOU and amending the local law.
Acting Governance Service Manager	28 April 2025 – 2 May 2025	Discussed proposed changes and provided advice re wording and level of consultation required.
Senior Adviser Local Laws and Learning	28 April 2025	Coordinate review of local laws.

OPTIONS**Option One**

That, in accordance with Council's local law-making process adopted on 20 March 2019, and pursuant to sections 29 and 29A of the *Local Government Act 2009*, Council resolves to commence the local law-making process for *Subordinate Local Law No. 5 (Parking) 2015*.

Option Two

That Council resolves to not proceed with the local law-making process for *Subordinate Local Law No. 5 (Parking) 2015*.

OFFICER'S RECOMMENDATION

That, in accordance with Council's local law-making process adopted on 20 March 2019, and pursuant to sections 29 and 29A of the *Local Government Act 2009*, Council resolves to commence the local law-making process for *Subordinate Local Law No. 5 (Parking) 2015*.

13.7 SUBORDINATE LOCAL LAW 1.9 (OPERATION OF CEMETERIES) AND SUBORDINATE LOCAL LAW 1.13 (UNDERTAKING REGULATED ACTIVITIES REGARDING HUMAN REMAINS) - COMMUNITY CONSULTATION

Objective Reference: A12064836

Authorising Officer: Amanda Pafumi, General Manager Organisational Services

Responsible Officer: Tony Beynon, Group Manager Corporate Governance

Report Author: Jo Costin, Senior Adviser Local Laws & Learning
Kristene Viller, Acting Governance Services Manager

Attachments:

1. Draft Subordinate Local Law No. 1.9 (Operation of Cemeteries) 2015 [↓](#)
2. Draft Subordinate Local Law No. 1.13 (Undertaking Regulated Activities Regarding Human Remains) 2015 [↓](#)
3. Community Consultation Activity Plan [↓](#)

PURPOSE

To seek approval to commence the local law-making process and undertake community consultation for proposed amendments to *Subordinate Local Law No. 1.9 (Operation of Cemeteries) 2015* and *Subordinate Local Law No. 1.13 (Undertaking Regulated Activities Regarding Human Remains) 2015*.

BACKGROUND

Council's local laws undergo a continual process of review to provide best outcomes for both the community and Council. *Subordinate Local Law No. 1.9 (Operation of Cemeteries) 2015* and *Subordinate Local Law No. 1.13 (Undertaking Regulated Activities Regarding Human Remains) 2015* were due for review in accordance with Council's local law review schedule on 1 January 2025.

Potential amendments have been identified that intend to enhance governance of the Redlands community and improve operational outcomes through managing risks within the community.

Subordinate Local Law No. 1.9 (Operation of Cemeteries) 2015 regulates the granting of approvals for operating cemeteries within Redland City.

Subordinate Local Law No. 1.13 (Undertaking Regulated Activities Regarding Human Remains) 2015 regulates activities related to human remains including the burial and disposal of human remains and disturbance of human remains in local government cemeteries and outside cemeteries.

ISSUES

The Cemeteries and Internment Team has reviewed *Subordinate Local Law No. 1.9 (Operation of Cemeteries) 2015* and *Subordinate Local Law No. 1.13 (Undertaking Regulated Activities Regarding Human Remains) 2015* and changes are recommended that will clarify the documentation required to obtain approvals and the conditions imposed upon those approvals

Please note that in the consolidated version of Subordinate Local Law No. 1.9 (Operation of Cemeteries) 2015 (Attachment 1) the only changes made are to:

Section	Amendment
Schedule 1, Part 5(1)(b)	Change condition to require the approval holder to keep records of the location of burials and provide to Council on request rather than providing to Council prior to any burial or cremation.
Schedule 1, Part 5(2)	Remove reference to outside hours
Schedule 1, Part 6(3)(g)	Remove 'standards for coffins'
Schedule 1, Part 6(3)(h)-(i)	Re-number to (g) – (h)
Schedule 3	Remove definition of memorial

Please note that in the consolidated version of Subordinate Local Law No. 1.13 (Undertaking Regulated Activities Regarding Human Remains) 2015 (Attachment 2) the only changes made are to:

Section	Amendment
Schedule 1, Part 3(7)(c)	Insert "if no marker, provision of GPS data to identify the location"
Schedule 1, Part 3(7)(c)	Re-number to (d)
Schedule 1, Part 4(c)	Reword provision to include express wishes of relatives of the deceased

State Interest Checks

Section 29A of the *Local Government Act 2009* does not require state interest checks to be completed on subordinate local laws.

Anti-Competitive Provisions

The *Local Government Act 2009* requires that any subordinate local law made with anti-competitive provisions is to comply with the procedures prescribed under a regulation for the review of the anti-competitive provisions.

The *Local Government Regulation 2012* provides that the procedure for review of anti-competitive provisions is set out in the National Competition Policy – guidelines for conducting reviews on anti-competitive provisions in local laws (Guidelines).

A review of *Subordinate Local Law No. 1.9 (Operation of Cemeteries) 2015* and *Subordinate Local Law No. 1.13 (Undertaking Regulated Activities Regarding Human Remains) 2015* found that the proposed amendment did not create anti-competitive provisions.

Community Consultation

It is proposed that the community consultation on draft *Subordinate Local Law No. 1.9 (Operation of Cemeteries) 2015* and *Subordinate Local Law No. 1.13 (Undertaking Regulated Activities Regarding Human Remains) 2015* is conducted in accordance with IAP2 Standard – Inform level, for a period of 21 days, commencing on 4 June 2025 and concluding on 25 June 2025.

In accordance with the adopted Local Law-Making Process a community engagement plan has been provided (Attachment 3) outlining:

- a) The nature of the engagement
- b) The period of engagement
- c) Where notice of the proposed local laws will be displayed or published
- d) The information that will generally be stated about the proposed local laws in any notice
- e) Where the proposed local laws will be available for inspection or purchase

All feedback received will be outlined in the final community consultation report.

STRATEGIC IMPLICATIONS

Legislative Requirements

The *Local Government Act 2009* details prescriptive provisions that local governments are required to adhere to in the process of making, recording and reviewing local laws.

The subordinate local law attached to this report has been drafted in accordance with the *Local Government Act 2009*, the Guidelines for Drafting Local Laws issued by the Parliamentary Counsel and the principles under the *Legislative Standards Act 1992*.

Risk Management

The risks associated with making the subordinate local law have been managed by:

- a) Ensuring the process to make the subordinate local laws is in accordance with legislative standards and the adopted Redland City Council local law-making process.
- b) Comprehensive internal stakeholder engagement to ensure the subordinate local law will promote effective governance to the community.
- c) Utilising a solicitor to review the draft subordinate local law to ensure the legislative principles are followed in the drafting.
- d) Conducting a review of the identified anti-competitive provisions to ensure adherence to the National Competition Policy Guidelines.

Financial

The cost of drafting the subordinate local law and publications is funded through existing budget allocations within the Legal Services and Strategy and Governance Unit.

People

The community consultation process will have an impact on resourcing within the Ethics and Integrity Unit and Communication, Engagement and Tourism Group. It is anticipated the work will be absorbed by current resourcing.

Community consultation will provide the opportunity for community members to have their say on the proposal through providing feedback during the consultation period.

Environmental

There are no environmental implications.

Social

Local Government provides for the good governance of the local government area through its local laws. The subordinate local law attached to this report has the potential to impact all members of the Redlands Community.

Human Rights

All human rights have been considered against the proposed amendments and it has been determined that none of the proposed changes impact on human rights.

Alignment with Council's Policy and Plans

The process for making the proposed subordinate local laws is in accordance with Council's adopted practice for making local laws.

This process is in keeping with Council's *Our Future Redlands – A Corporate Plan to 2026 and Beyond* goal for Strong Communities – Laws and Regulations.

CONSULTATION

Consulted	Consultation Date	Comments/Actions
Group Manager Corporate Governance	May 2025	Approved reports
Senior Adviser Cemeteries and Internment Services	January – May 2025	Participated in meetings to review the current in force law and suggest amendments
Senior Adviser Local Laws and Learning	January – May 2025	Coordinated the local law review, prepared community consultation plan
Governance Service Manager	January – May 2025	Drafted Amendments, Conducted Anti-Competitive Checks, Prepared Amending Local Laws
Senior Adviser Communication, Marketing and Engagement	May 2025	Facilitated the Community Consultation activities

OPTIONS

Option One

That, in accordance with Council's local law-making process adopted on 20 March 2019 and pursuant to section 29 of the *Local Government Act 2009*, Council resolves as follows:

1. To commence the local law-making process for *Subordinate Local Law No. 1.9 (Operation of Cemeteries) 2015*;
2. To commence the local law-making process for *Subordinate Local Law No. 1.13 (Undertaking Regulated Activities Regarding Human Remains) 2015*;
3. To engage with the community for a period of 21 days (the consultation period) about *Subordinate Local Law No. 1.9 (Operation of Cemeteries) 2015* and *Subordinate Local Law No. 1.13 (Undertaking Regulated Activities Regarding Human Remains) 2015* in accordance with the attached engagement plan; and
4. To accept all feedback received in relation to the proposed changes to *Subordinate Local Law No. 1.9 (Operation of Cemeteries) 2015* and *Subordinate Local Law No. 1.13 (Undertaking Regulated Activities Regarding Human Remains) 2015*.

Option Two

That Council resolves not to proceed with the local law-making process for *Subordinate Local Law No. 1.9 (Operation of Cemeteries) 2015* and *Subordinate Local Law No. 1.13 (Undertaking Regulated Activities Regarding Human Remains) 2015*.

OFFICER'S RECOMMENDATION

That, in accordance with Council's local law-making process adopted on 20 March 2019 and pursuant to section 29 of the *Local Government Act 2009*, Council resolves as follows:

1. To commence the local law-making process for *Subordinate Local Law No. 1.9 (Operation of Cemeteries) 2015*;
2. To commence the local law-making process for *Subordinate Local Law No. 1.13 (Undertaking Regulated Activities Regarding Human Remains) 2015*;
3. To engage with the community for a period of 21 days (the consultation period) about *Subordinate Local Law No. 1.9 (Operation of Cemeteries) 2015* and *Subordinate Local Law No. 1.13 (Undertaking Regulated Activities Regarding Human Remains) 2015* in accordance with the attached engagement plan; and
4. To accept all feedback received in relation to the proposed changes to *Subordinate Local Law No. 1.9 (Operation of Cemeteries) 2015* and *Subordinate Local Law No. 1.13 (Undertaking Regulated Activities Regarding Human Remains) 2015*.



Redland City Council

Subordinate Local Law No. 1.9 (Operation of Cemeteries) 2015

It is hereby certified that this is a true and correct copy of *Subordinate Local Law No. 1.9 (Operation of Cemeteries) 2015* made, in accordance with the *Local Government Act 2009*, by the Council of the City of Redland, by resolution dated

L. Rusan
Chief Executive Officer



Redland City Council

Subordinate Local Law No. 1.9 (Operation of Cemeteries) 2015

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Part 1 Preliminary

1 Short title

This subordinate local law may be cited as *Subordinate Local Law No. 1.9 (Operation of Cemeteries) 2015*.

2 Purpose and how it is to be achieved

- (1) The purpose of this subordinate local law is to supplement *Local Law No. 1 (Administration) 2015* which provides for a legal and procedural framework for the administration, implementation and enforcement of the local government's local laws, subordinate local laws and other regulatory powers, and for miscellaneous administrative matters.
- (2) The purpose is to be achieved by providing for—
 - (a) various matters regarding the granting of approvals for prescribed activities; and
 - (b) further specification of the definitions relevant to various prescribed activities.
- (3) In particular, the purpose of this subordinate local law is to supplement the legal and procedural framework for the prescribed activity named in schedule 1, section 1.

3 Authorising local law

The making of the provisions in this subordinate local law is authorised by *Local Law No. 1 (Administration) 2015* (the **authorising local law**).

4 Definitions

- (1) Particular words used in this subordinate local law have the same meaning as provided for in the authorising local law.
- (2) The dictionary in schedule 3 defines particular words used in this subordinate local law.

Part 2 Approval for prescribed activity

5 Matters regarding the prescribed activity—Authorising local law, ss 6(3), (4), 8(2)(a), 9(1)(d), 10(3), 12, 13(a), 14(1)(a)

- (1) Schedule 1—
 - (a) names a prescribed activity in section 1; and
 - (b) prescribes the matters specified in this section for the prescribed activity.
- (2) For section 6(3) of the authorising local law, it is declared that section 6(2) of the authorising local law does not apply to the particular activities stated in section 2 of schedule 1.

- (3) For section 6(4) of the authorising local law, it is declared that the prescribed activity named in section 1 of schedule 1 is a category 2 activity.
- (4) For section 8(2)(a) of the authorising local law, the documents and materials that must accompany an application for approval for the prescribed activity are stated in section 2 of schedule 1.
- (5) For section 9(1)(d) of the authorising local law, the local government may only grant an approval for the prescribed activity if it is satisfied the proposed operation and management of the activity would be consistent with the additional criteria prescribed in section 4 of schedule 1.
- (6) For section 10(3) of the authorising local law, the conditions that must be imposed on an approval for the prescribed activity are stated in section 5 of schedule 1.
- (7) For section 10(3) of the authorising local law, the conditions that will ordinarily be imposed on an approval for the prescribed activity are stated in section 6 of schedule 1.
- (8) For section 13(a) of the authorising local law, the term of an approval for the prescribed activity is provided for in section 7 of schedule 1.
- (9) For section 14(1)(a) of the authorising local law, the further term for renewal or extension of an approval for the prescribed activity is provided for in section 8 of schedule 1.
- (10) For section 12 of the authorising local law, in Table 1 of schedule 1—
 - (a) column 1 lists the application requirements for which the local government may accept as evidence the certificate of a third party certifier; and
 - (b) column 2 lists the individuals or organisations that are declared to be third party certifiers for the corresponding application requirement in column 1; and
 - (c) column 3 lists the qualifications that are necessary for an individual or organisation to be a third party certifier for the corresponding application requirement in column 1.

6 Approvals that are non-transferable—Authorising local law, s 15(2)

For section 15(2) of the authorising local law, it is declared that the categories of approval listed in schedule 2 are non-transferable.

Schedule 1 Operation of cemeteries

Section 5

1. Prescribed activity

Operation of cemeteries.

2. Activities that do not require an approval under the authorising local law

No activities stated.

3. Documents and materials that must accompany an application for an approval

- (1) Details of the proposed cemetery including—
 - (a) a site plan; and
 - (b) the proposed number of grave sites; and
 - (c) the proposed hours of operation.
- (2) Details of the proposed administration and management of the proposed cemetery.
- (3) If the application for an approval does not relate to a local government cemetery and the applicant is not the owner of the premises on which the prescribed activity is to be undertaken — the written consent of the owner of the premises.

4. Additional criteria for the granting of an approval

- (1) The operation of the prescribed activity must not result in—
 - (a) harm to—
 - (i) human health; or
 - (ii) safety; or
 - (b) personal injury; or
 - (c) a loss of amenity; or
 - (d) a nuisance.
- (2) The proposed administration and management of the cemetery must be appropriate.

5. Conditions that must be imposed on an approval

- (1) The approval holder must—
 - (a) keep the cemetery open to the public during particular hours as specified by the local government; and
 - (b) keep records of the location of all burials and provide to the local government upon request; and

- (c) ensure that an appropriate identifying plaque is placed on or adjacent to the place of each disposal until an appropriate memorial to the deceased is erected or installed.
- (2) A burial, cremation or other disposal at the cemetery must not be carried out when the cemetery is not open to the public.
- (3) A person must not reopen a grave, or exhume a body or the remains of a body buried in the cemetery other than—
 - (i) under the authority of an approval under the *Coroners Act 2003* and on the production of the approval; and
 - (ii) with the approval of the local government (under the subordinate local law regulating activities regarding human remains, if applicable).
- (4) All remains in the cemetery must be enclosed in a coffin or other form or container appropriate to the form of disposal.

6. Conditions that will ordinarily be imposed on an approval

- (1) The approval holder must take specified measures to—
 - (a) prevent harm to the health and safety of persons who may be involved in, or affected by, the undertaking of the prescribed activity; and
 - (b) prevent personal injury, property damage or a loss of amenity resulting from the undertaking of the prescribed activity.
- (2) The approval holder must—
 - (a) take out and maintain specified insurance indemnifying a person who may suffer personal injury, loss or damage as a result of the undertaking of the prescribed activity; and
 - (b) give the local government specified indemnities.
- (3) The local government may regulate—
 - (a) the position of grave sites; and
 - (b) periods of leases for grave sites; and
 - (c) requirements for the proper maintenance of memorials and other buildings and structures in the cemetery; and
 - (d) the hours when the cemetery may be open to the public; and
 - (e) the hours when a burial, cremation or disposal may take place in the cemetery; and
 - (f) standards for the minimum depth, size and other dimensions of graves and grave sites; and
 - (g) the number of bodies which may be buried in a single grave; and
 - (h) the keeping of burial records.

7. Term of an approval

- (1) The term of an approval must be determined by the local government having regard to the information submitted by the applicant.
- (2) The term of the approval must be specified in the approval.

8. Term of renewal of an approval

- (1) The term for which an approval may be renewed or extended must be determined by the local government having regard to the information submitted by the approval holder.
- (2) If the local government grants the application, the local government must specify in the written notice, the term of the renewal or extension.

Table 1 – Third party certification

Column 1 Application requirement	Column 2 Individuals or organisations that are third party certifiers	Column 3 Qualifications necessary to be a third party certifier
No application requirement stated.		

Schedule 2 Categories of approval that are non-transferable

Section 6

Each approval for the prescribed activity named in schedule 1, section 1 is transferable.

Redland City Council Subordinate Local Law No. 1.9 (Operation of Cemeteries) 2015

8

Schedule 3 Dictionary

Section 4



Redland City Council

Subordinate Local Law No. 1.13 (Undertaking Regulated Activities regarding Human Remains) 2015

It is hereby certified that this a true and correct copy of *Subordinate Local Law No. 1.13 (Undertaking Regulated Activities regarding Human Remains) 2015* made, in accordance with the *Local Government Act 2009*, by the Council of the City of Redland, by resolution dated

L. Rusan
Chief Executive Officer



Redland City Council

Subordinate Local Law No. 1.13 (Undertaking Regulated Activities regarding Human Remains) 2015

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*Redland City Council Subordinate Local Law No. 1.13
(Undertaking Regulated Activities regarding Human Remains) 2015*

2

Part 1 Preliminary

1 Short title

This subordinate local law may be cited as *Subordinate Local Law No. 1.13 (Undertaking Regulated Activities regarding Human Remains) 2015*.

2 Purpose and how it is to be achieved

- (1) The purpose of this subordinate local law is to supplement *Local Law No. 1 (Administration) 2015* which provides for a legal and procedural framework for the administration, implementation and enforcement of the local government's local laws, subordinate local laws and other regulatory powers, and for miscellaneous administrative matters.
- (2) The purpose is to be achieved by providing for—
 - (a) various matters regarding the granting of approvals for prescribed activities; and
 - (b) further specification of the definitions relevant to various prescribed activities.
- (3) In particular, the purpose of this subordinate local law is to supplement the legal and procedural framework for the prescribed activity named in schedule 1, section 1.

3 Authorising local law

The making of the provisions in this subordinate local law is authorised by *Local Law No. 1 (Administration) 2015* (the **authorising local law**).

4 Definitions

- (1) Particular words used in this subordinate local law have the same meaning as provided for in the authorising local law.
- (2) The dictionary in schedule 3 defines particular words used in this subordinate local law.

Part 2 Approval for prescribed activity

5 Matters regarding the prescribed activity—Authorising local law, ss 6(3), (4), 8(2)(a), 9(1)(d), 10(3), 12, 13(a), 14(1)(a)

- (1) Schedule 1—
 - (a) names a prescribed activity in section 1; and
 - (b) prescribes the matters specified in this section for the prescribed activity.
- (2) For section 6(3) of the authorising local law, it is declared that section 6(2) of the authorising local law does not apply to the particular activities stated in section 2 of schedule 1.

*Redland City Council Subordinate Local Law No. 1.13
(Undertaking Regulated Activities regarding Human Remains) 2015*

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- (3) For section 6(4) of the authorising local law, it is declared that the prescribed activity named in section 1 of schedule 1 is a category 2 activity.
- (4) For section 8(2)(a) of the authorising local law, the documents and materials that must accompany an application for approval for the prescribed activity are stated in section 3 of schedule 1.
- (5) For section 9(1)(d) of the authorising local law, the local government may only grant an approval for the prescribed activity if it is satisfied the proposed operation and management of the activity would be consistent with the additional criteria prescribed in section 4 of schedule 1.
- (6) For section 10(3) of the authorising local law, the conditions that must be imposed on an approval for the prescribed activity are stated in section 5 of schedule 1.
- (7) For section 10(3) of the authorising local law, the conditions that will ordinarily be imposed on an approval for the prescribed activity are stated in section 6 of schedule 1.
- (8) For section 13(a) of the authorising local law, the term of an approval for the prescribed activity is provided for in section 7 of schedule 1.
- (9) For section 14(1)(a) of the authorising local law, the further term for renewal or extension of an approval for the prescribed activity is provided for in section 8 of schedule 1.
- (10) For section 12 of the authorising local law, in Table 1 of schedule 1—
 - (a) column 1 lists the application requirements for which the local government may accept as evidence the certificate of a third party certifier; and
 - (b) column 2 lists the individuals or organisations that are declared to be third party certifiers for the corresponding application requirement in column 1; and
 - (c) column 3 lists the qualifications that are necessary for an individual or organisation to be a third party certifier for the corresponding application requirement in column 1.

6 Approvals that are non-transferable—Authorising local law, s 15(2)

For section 15(2) of the authorising local law, it is declared that the categories of approval listed in schedule 2 are non-transferable.

Schedule 1 Undertaking regulated activities regarding human remains

Section 5

1. Prescribed activity

Undertaking regulated activities regarding human remains, including undertaking 1 or more of the following activities—

- (a) disturbance of human remains buried outside a cemetery; and
- (b) burial or disposal of human remains (excluding cremated remains) outside a cemetery; and
- (c) disturbance of human remains in a local government cemetery.

2. Activities that do not require an approval under the authorising local law

No activities stated.

3. Documents and materials that must accompany an application for an approval

- (1) Details of the burial site, niche or other place or proposed burial site, niche or other place at which the human remains are buried or placed, or are proposed to be buried or placed.
- (2) Evidence of the applicant's relationship (if any) with the deceased.
- (3) A certified copy of each approval required (including authority under the *Coroners Act 2003* (if applicable)) for the undertaking of the prescribed activity.
- (4) Details of how and when the prescribed activity is to be undertaken.
- (5) A certified copy of the death certificate of the deceased person.
- (6) If the prescribed activity is the disturbance of human remains buried outside a cemetery—
 - (a) a written statement of the reasons for the proposed disturbance; and
 - (b) the written agreement of the owner of, and anyone else with a registered interest in, the land on which the remains are buried.
- (7) If the prescribed activity is the burial or disposal of human remains outside a cemetery—
 - (a) a written statement of how and when the remains are proposed to be disposed of or buried; and
 - (b) the written agreement of the owner of, and anyone else with a registered interest in, the land on which the remains are to be buried or placed to the disposal of the remains on the land; and
 - (c) If no marker, provision of GPS data to identify the location; and
 - (d) details of the nature of the ceremony (if any) to be conducted at the time of the burial or disposal.

*Redland City Council Subordinate Local Law No. 1.13
(Undertaking Regulated Activities regarding Human Remains) 2015*

5

- (8) If the prescribed activity is the disturbance of human remains in a local government cemetery—
 - (a) a written statement of the reasons for the proposed disturbance; and
 - (b) the written approval of the cemetery management.

4. Additional criteria for the granting of an approval

The undertaking of the prescribed activity must—

- (a) not result in—
 - (i) harm to health or safety; or
 - (ii) personal injury; or
 - (iii) nuisance; or
 - (iv) a loss of amenity; and
- (b) comply with the expressed wishes of each of the deceased and the relatives of the deceased; and
- (c) if the prescribed activity involves the opening of a grave in order to bury another deceased person in the grave—comply with the expressed wishes of each of the deceased and the relatives of the deceased.

5. Conditions that must be imposed on an approval

No conditions stated.

6. Conditions that will ordinarily be imposed on an approval

- (1) The approval holder must undertake the prescribed activity at a particular time, or during a particular period.
- (2) Any spillage of waste, a contaminant or another material must—
 - (a) be cleaned up immediately; and
 - (b) not be cleaned up by hosing, sweeping or otherwise releasing the waste, contaminant or material to any stormwater system or other waters.
- (3) The approval holder must take specified measures to—
 - (a) prevent harm to the health or safety of persons who may be involved in, or effected by, the undertaking of the prescribed activity; and
 - (b) prevent personal injury, property damage or loss of amenity resulting from the undertaking of the prescribed activity; and
 - (c) ensure that there is compliance with the provisions of each local government Act which regulates the undertaking of the prescribed activity.
- (4) If the prescribed activity is the disturbance of human remains buried outside a cemetery—

*Redland City Council Subordinate Local Law No. 1.13
(Undertaking Regulated Activities regarding Human Remains) 2015*

6

- (a) the approval holder must permit an authorised person to inspect the site at any time either before or after the disturbance; and
- (b) the approval holder must prepare the site in accordance with particular standards as directed by the local government; and
- (c) the prescribed activity must be undertaken by a qualified undertaker.
- (5) If the prescribed activity is the burial or disposal of human remains outside a cemetery—
 - (a) the approval holder must ensure that an appropriate identifying memorial is placed on or adjacent to the place of the burial or disposal; and
 - (b) if a development approval is required under the *Planning Act 2016* to erect or install a memorial—the approval holder must not erect or install the memorial without the required development approval.
- (6) If the prescribed activity is the disturbance of human remains in a local government cemetery—
 - (a) the prescribed activity must be undertaken by a qualified undertaker; and
 - (b) the approval holder must prepare the site in accordance with particular standards as directed by the local government.

7. Term of an approval

- (1) The term of an approval must be determined by the local government having regard to the information submitted by the applicant.
- (2) The term of the approval must be specified in the approval.

8. Term of renewal of an approval

- (1) The term for which an approval may be renewed or extended must be determined by the local government having regard to the information submitted by the approval holder.
- (2) If the local government grants the application, the local government must specify in the written notice, the term of the renewal or extension.

Table 1 – Third party certification

Column 1 Application requirement	Column 2 Individuals or organisations that are third party certifiers	Column 3 Qualifications necessary to be a third party certifier
No application requirement stated		

*Redland City Council Subordinate Local Law No. 1.13
(Undertaking Regulated Activities regarding Human Remains) 2015*

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Schedule 2 Categories of approval that are non-transferable

Section 6

Every approval for the prescribed activity named in schedule 1, section 1 is non-transferable.

DRAFT

Schedule 3 Dictionary

Section 4

development approval has the meaning given in the *Planning Act 2016*.

memorial includes—

- (a) a headstone; and
- (b) an inscribed plaque or commemorative plate; and
- (c) monumental, ornamental or other structures erected on a grave site; and
- (d) anything else erected or placed to mark the site where human remains have been buried or placed, or to commemorate a deceased person.

qualified undertaker means a person who carries on the business of disposing of human remains.


Subordinate Local Law No. 1.9 (Operation of Cemeteries)

Subordinate Local Law No. 1.13 (Undertaking Regulated Activities Regarding Human Remains) 2015

Local Law Community Consultation

Draft Community Consultation Activity Plan

Objective: Utilising the IAP2 Public Participation Spectrum community consultation will be undertaken at the ‘Inform’ level.

INCREASING IMPACT ON THE DECISION 					
	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

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It will provide the Redlands Coast Community with information regarding the Local Law amendments. Information will include consultation dates and direct interested parties to the yoursay page to provide feedback.

Timing: Community consultation will commence 4 June 2025 and close 25 June 2025.

Activity Plan:

ACTIVITY	CONTENT / COMPONENT PARTS	WHO	ITEMS	BUDGET	Comments
Yoursay project page	Content and functionality to include background, community consultation dates, and comment capture facility.	CET, Local Laws	na	na	Absorbed in current budget allocations
Press ad	Display ad in the Redland Bayside News - appearing 4 June, 2025. Content to include background, community consultation as 'Inform' level only, community consultation dates, and detail on how to make comment (not submissions).	CET, Local Laws	1	\$550	T42 (186mm x 129mm). Booking deadline 3pm previous Wednesday.
Social media	Social media channels used to create awareness of notification.	CET, Councilors	na	na	Absorbed in current budget allocations
RCC Call Centre scripting	Covering proposed amendment, community consultation dates and detail on how community can make comment.	CET, Local Laws	na	na	Absorbed in current budget allocations
			Total	\$550	

13.8 OFFICE OF THE INDEPENDENT ASSESSOR REFERRAL OF SUSPECTED CONDUCT BREACH**Objective Reference:** A11984408**Authorising Officer:** Amanda Pafumi, General Manager Organisational Services**Responsible Officer:** Tony Beynon, Group Manager Corporate Governance**Report Author:** Kristene Viller, Acting Governance Services Manager**Attachments:**
1. Summary Investigation Report [↓](#)
2. Investigation Report - Confidential**PURPOSE**

In accordance with section 150AG of the *Local Government Act 2009* (the Act), Council must decide whether or not a Councillor has engaged in a conduct breach and under section 150AH of the Act and determine any disciplinary action if a conduct breach has occurred.

BACKGROUND

On 29 January 2025, the Office of the Independent Assessor (OIA) received two notifications in relation to the conduct of Mayor Jocelyn Mitchell (Mayor Mitchell). The two notifications were registered by the OIA as C/25/00058 and C/25/00060 and involve the same substantive issues.

The OIA conducted a preliminary assessment, and reasonably suspected the conduct, if proven, would amount to a conduct breach. In accordance with section 150W(b) of the Act, on 25 February 2025 the OIA referred the matters to Council to investigate in accordance with Council's GOV-009-P Investigations Policy (the Policy) which was adopted pursuant to section 150AE of the Act.

The suspected conduct breach involves two allegations:

Allegation One - That on 28 January 2025, the Councillor reposted a Facebook post made by the Mayor of Ipswich City Council to their Facebook page and made written comments in relation to Redland City Council's proposed Media Relations and Speeches Guideline which were false and misleading, disrespectful to fellow Councillors, and may tend to diminish the reputation of Council.

Allegation Two - That the Councillor failed to moderate comments made by third parties to the Facebook post (Allegation 1) that could be reasonably considered to be unfair or damaging to Council's reputation and other Councillors. This failure to moderate is said to breach a Council resolution of 18 December 2024 in relation to online bullying and Councillors' responsibility for the proactive management of such social media commentary.

On 27 February 2025, in accordance with the Policy, Councillors were notified of the referral notices and that the matters would be investigated and results presented to a future General Meeting of Council for a decision.

Ashdale Workplace Solutions were appointed to undertake the investigation into the two matters, which were dealt with as one investigation report, as the notifications related to the same Councillor and the same matters.

In accordance with the Policy, the investigator must prepare a Preliminary Statement of Findings and must give the preliminary findings to the subject Councillor before preparing the Investigation Report and allow the subject Councillor to give evidence or a written statement about the conduct and preliminary findings. This Preliminary Statement of Findings report was provided to the subject Councillor on 2 May 2025, and no response was received from the subject Councillor within the allocated timeframe.

The investigation has now been completed and a summary investigation report (Attachment 1) and a confidential full investigation report (Attachment 2) are now presented to Council for decision.

ISSUES

Under section 150AG (1)(a) of the Act, Council must now decide if the subject Councillor engaged in a conduct breach. If Council, under section 150AG(1)(b), decides the subject Councillor engaged in a conduct breach, Council must then decide any disciplinary action under section 150AH as follows:

- (a) *Order that no action be taken against the councillor; or*
- (b) *Make 1 or more of the following orders—*
 - (i) *an order that the councillor make a public apology, in the way decided by the local government, for the conduct;*
 - (ii) *an order reprimanding the councillor for the conduct;*
 - (iii) *an order that the councillor attend training or counselling to address the councillor's conduct, including at the councillor's expense;*
 - (iv) *an order that the councillor be excluded from a stated local government meeting;*
 - (v) *an order that the councillor is removed, or must resign, from a position representing the local government, other than the office of councillor;*
 - (vi) *an order that if the councillor engages in the same type of conduct again, it will be treated as misconduct;*
 - (vii) *an order that the councillor reimburse the local government for all or some of the costs arising from the councillor's conduct breach.*

STRATEGIC IMPLICATIONS

Legislative Requirements

The investigation was conducted in accordance with Council's GOV-009-P Investigations Policy which was adopted pursuant to section 150AE of the Act. A decision about the subject Councillors' suspected conduct breach must be made in accordance with section 150AG, with any decision regarding disciplinary action (if applicable) made in accordance with section 150AH of the Act.

After making a decision under section 150AG, Council must make the investigation report for the investigation publicly available in accordance with section 150AGA of the Act.

Risk Management

The risk of not meeting Council's legislative obligations under the Act is reduced by this matter being tabled at the General Meeting for a decision in accordance with Appendix 3, 3.2 of Council's Standing Orders.

Any decision that is not consistent with the recommendation of the investigation report must state in the resolution and meeting minutes, the reasons for the decision. The minutes must give sufficient information to demonstrate the logic that has been applied to justify the decision not to follow the recommendation of the investigation report.

Financial

The cost for undertaking the investigation was \$11,321.97 excl GST and this was funded through the existing budget allocation.

People

The Work Health and Safety (Psychosocial Risks) Amendment Regulation 2022 stipulates, and broadens, the concept of psychosocial hazards that arise from, or relate to, a work environment, workplace interactions or behaviours that may cause psychological harm. Consideration has been given to these regulations in framing this report and the impact it may have on individuals.

Environmental

There are no environmental implications associated with this report.

Social

There are no social implications associated with this report.

Human Rights

All persons as part of a legal proceeding are subject to the presumption of innocence and a fair hearing as per sections 31 and 32 of the *Human Rights Act 2019*.

In accordance with Council's GOV-009-P Investigations Policy, any investigation of suspected conduct breach must be carried out in accordance with natural justice principles, including affording the person being investigated a chance to have his or her say before formal findings are made (fair hearing, known as the Hearing Rule), the investigators should be objective and impartial (absence of bias, known as this Bias Rule) and any action taken is based on evidence (not suspicion or speculation, known as the Evidence Rule). Council's investigator, Ashdale Workplace Solutions has confirmed in their summary and full (confidential) report, that each rule was satisfied in this investigation, and they summarise how this natural justice, or procedural fairness, was satisfied in their reports.

Alignment with Council's Policy and Plans

GOV-017-SD Redland City Council Meeting Standing Orders
GOV-009-P Investigations Policy

Our Future Redlands – A Corporate Plan to 2026 and Beyond

CONSULTATION

Consulted	Consultation Date	Comments/Actions
Group Manager Corporate Governance	13 May 2025	Reviewed report
Chief Executive Officer and General Manager Organisational Services	2 May 2025	Received a copy of the preliminary findings
Ashdale Workplace Solutions	12 March – 13 May 2025	Undertook workplace investigation

CONCLUSION

Following consideration of this report and the attached Investigation report, the local government must decide whether or not the subject Councillor has engaged in a conduct breach.

If the local government decides the subject Councillor has engaged in a conduct breach, they must decide what action the local government will take under section 150AH to discipline the subject Councillor.

In deciding what action to take the local government may consider any previous conduct breach of the subject Councillor; any allegation made in the investigation that was admitted, or not challenged; and the local government is reasonably satisfied is true.

The local government may order that:

1. *No action to be taken against the Councillor; or*
2. Make 1 or more of the following orders
 - i. *An order that the Councillor make a public apology, in the way decided by the local government, for the conduct.*
 - ii. *An order reprimanding the Councillor for the conduct.*
 - iii. *An order that the Councillor attend training or counselling to address the Councillor's conduct, including at the Councillor's expense.*
 - iv. *An order that the Councillor be excluded from a stated local government meeting.*
 - v. *An order that the Councillor is removed, or must resign, from a position representing the local government, other than the office of Councillor.*
 - vi. *An order that if the Councillor engages in the same type of conduct again, it will be treated as misconduct.*
 - vii. *An order that the Councillor reimburse the local government for all or some of the costs arising from the Councillor's conduct breach.*
3. Pursuant to GOV-009-P Investigation Policy – Councillors, the reasons for deciding against the Investigation Report's recommendation must be stated in the resolution.

OFFICER'S RECOMMENDATION

That Council resolves as follows:

1. To decide whether or not the Councillor has engaged in a conduct breach for Allegation 1.
2. To decide whether or not the Councillor has engaged in a conduct breach for Allegation 2.
3. That if Council decides the Councillor has engaged in a conduct breach – what action Council will take under section 150AH of the *Local Government Act 2009*, to discipline the Councillor.
4. That Confidential Attachment 2 (Investigation Report) - for the investigation to be made publicly available within 10 business days after the decision is made as required by section 150AGA of the *Local Government Act 2009*, subject to redactions allowed pursuant to the section.
5. That in accordance with section 150AHA of the *Local Government Act 2009*, the Chief Executive Officer provides notice to the Office of the Independent Assessor of the decision, reasons for the decision; and where an order is made under section 150AH of the *Local Government Act 2009*, details about the order.
6. Pursuant to sections 150DX and 150DY of the *Local Government Act 2009*, if an order is made under section 150AH of the *Local Government Act 2009*, that the Councillor Conduct Register is updated accordingly.

SUMMARY REPORT

Précis of Complaint:	It was alleged that Mayor Jocelyn Mitchell, Redland City Council (the Council), breached the Code of Conduct for Councillors in Queensland in relation to her public comments regarding the implementation of a Council guideline. It was further alleged that the Mayor breached a Council resolution when she failed to moderate third party comments on her Council Facebook page regarding the same matter.
Report Purpose:	To assess the allegations and make findings in relation to whether they were capable of substantiation. To recommend a finding regarding whether the Mayor committed a conduct breach under the Local Government Act.
Date:	12 May 2025
Ashdale File No.:	RCC01/25
OIA Reference No.:	C/25/00058 and C/25/00060

1.0 Background

On 29 January 2025, the Office of the Independent Assessor (OIA) received two notifications, involving the same substantive issues, regarding the behaviour of Mayor Jocelyn Mitchell (the Mayor). It was alleged that the Mayor contravened the Code of Conduct for Councillors in Queensland by making false, misleading and discourteous public comments (on her Council Facebook page, during an ABC radio interview and within a Courier Mail article) to the effect that amendments to the Council's Media Relations and Speeches Guideline (the Guideline) had diminished the Mayor's role and had been implemented without the Mayor's knowledge or sufficient transparency.

It was further alleged that the Mayor contravened a Council resolution by failing to moderate social media comments (regarding the same issue) which appeared on the Mayor's Council Facebook Page.

Following a preliminary assessment, the OIA concluded that the allegations, if proven, involved a conduct breach under Section 150K of the Local Government Act 2009 ('the Act'). On 25 February 2025, the OIA referred the allegations to the Council for it to deal with under Section 150SD(4)(a) of the Act.¹ On 12 March 2025, Ashdale was engaged by the Council to investigate the allegations. The investigation is now complete.

¹ The OIA suppressed the identity of the complainant in relation to both complaints

2.0 Executive Summary

Following a review of relevant file material and a witness interview, the following two allegations were identified for investigation:

1. On 28 January 2025 and/or 29 January 2025, Mayor Mitchell made false/misleading and/or discourteous public comments regarding Councillors and/or Council officers in relation to the implementation of the Council's Media Relations and Speeches Guideline (the Guideline).
2. On 28 January 2025 and/or 29 January 2025, Mayor Mitchell contravened a Council resolution dated 18 December 2024 (regarding the Council's commitment to taking pro-active action against bullying and poor conduct towards Council officers and Councillors on social media) when she failed to remove comment/s and/or engaged with third-party comments on her Council Facebook page (in relation to the implementation of the Council's Media Relations and Speeches Guideline) in circumstances where the comments could reasonably be determined to defame or unjustly damage the reputation of Councillors.

If the Council accepts the evidence and reasoning as outlined in the Investigation Report report, then, on the balance of probabilities, it could be found that both allegations against the Mayor were **unsubstantiated**.

There was insufficient evidence that public comments made by the Mayor regarding the amendment of the Guideline were false, misleading or discourteous. The evidence indicated that, while the Mayor was generally aware of discussion associated with a review of the Guideline, she was likely not aware that the Guideline had been amended until after its amendment was enacted. The amendments to the Guideline were implemented due to Councillor feedback during a Councillor Workshop (which the Mayor did not attend). The amendments included a provision which potentially impacted the Mayor's role. While the Mayor likely had access to Workshop material which included this potential provision, it was considered likely that the Mayor was not consulted regarding the decision to proceed with the amendments. On balance, the Mayor's public comments appeared substantially accurate and defensible.

There was also insufficient information to indicate that the Mayor had contravened a Council resolution regarding comments which appeared on her Council Facebook page on 28 January 2025 and 29 January 2025. The Resolution required Councillors to remove and not engage with social media comments which could reasonably be determined to defame or unjustly damage the reputation of Councillors. While several of the comments were critical or disparaging towards an unnamed group of Councillors, they appeared unlikely to be defamatory or damaging to the reputation of Councillors. Two of the alleged comments, which named individual Councillors, had the potential to meet the threshold requirement for removal. However, there was no evidence that these comments remained on the Mayor's Facebook page after 29 January 2025. The Mayor credibly maintained that she had removed these comments as soon as she became aware of them.

3.0 Natural Justice Process

The investigation was conducted in accordance with the Council's 'Investigations Policy – Councillors'. This included:

- The Investigator had no professional or social connection with any of the parties involved in the investigation which might impact the impartiality or objectivity of the investigation;
- The Mayor was provided with the preliminary findings of the investigation before the Investigation Report was prepared;
- The Mayor was allowed to give evidence or a written submission about the suspected conduct breaches and preliminary findings of the investigation prior to any formal findings being made;
- A summary of the Mayor's oral evidence and a full copy of the Mayor's written submissions has been included in the Investigation Report.
- The Mayor's evidence has been considered in the preparation of the Investigation Report. The Investigation Report findings are based on evidence rather than suspicion or speculation.

4.0 Recommendations

Pursuant to Section 150K(1)(b) of the Local Government Act 2009 (the Act) the conduct of a Councillor was a conduct breach if the conduct contravened:

- (a) a behavioural standard: or
- (b) a policy, procedure or resolution of the local government.

Pursuant to section 150AG(1) of the Act, the local government must decide:

- (a) Whether or not the councillor has engaged in a conduct breach; and
- (b) If the local government decides the councillor has engaged in a conduct breach, what action the local government will take under section 150AH to discipline the councillor.

It is recommended that, should the Council agree with the investigation findings, then:

1. The allegation that, on 28 January 2025 and/or 29 January 2025, Mayor Mitchell contravened a behavioural standard (under the Code of Conduct for Councillors in Queensland) in relation to her public comments regarding the implementation of the Council's Media Relations and Speeches Guideline (the Guideline) is unsubstantiated.
2. The allegation that, on 28 January 2025 and/or 29 January 2025, Mayor Mitchell contravened a Council resolution regarding comments which

appeared on her Council Facebook page (in relation to the implementation of the Guideline) is unsubstantiated.

3. It is open to the Council to determine that the Mayor's alleged behaviour was not a conduct breach under the Act.

**14 REPORTS FROM ADVOCACY, MAJOR PROJECTS AND ECONOMIC
DEVELOPMENT**

Nil.

15 REPORTS FROM COMMUNITY & CUSTOMER SERVICES

15.1 SOUTHERN THORNLANDS PRIORITY DEVELOPMENT AREA - COUNCIL INVOLVEMENT

Objective Reference: A12094777

Authorising Officer: David Jeanes, Acting General Manager Community & Customer Services

Responsible Officer: Michael Anderson, Acting Group Manager City Planning & Assessment

Report Author: Dean Butcher, Principal Strategic Planner

Attachments:

1. Queensland Government Gazette notice (declaration of Southern Thornlands as a PDA) [↓](#)
2. 16 April 2025: Mayoral Minute - Southern Thornlands PDA [↓](#)
3. Letter from the Acting Chief Executive Officer of Economic Development Queensland [↓](#)
4. Proposed Governance Framework and Engagement Strategy (draft) [↓](#)

PURPOSE

To obtain a Council position on the appropriate level of involvement in the structure planning process for the Southern Thornlands Priority Development Area (PDA), and on Economic Development Queensland's (EDQ) proposed governance and engagement frameworks.

BACKGROUND

2005: The SEQ Regional Plan (2005-2021) included part of the Southern Thornlands area (~550ha to the east of Taylor Road, including land adjoining Springacre Road), in the Urban Footprint.

2008 - 2009: The draft regional plan maintained Springacre/Taylor Road area in Urban Footprint, identifying the site as an Enterprise Opportunity Area.

2009: The final regional plan removed the Springacre/Taylor Road area from the Urban Footprint and included it in the Regional Landscape and Rural Production Area. In a media statement published on 28 July 2009, the former Minister for Infrastructure and Planning noted that a key reason for this decision was to protect high value koala habitat in the area.

August 2017: A new iteration of the SEQ Regional Plan (*ShapingSEQ 2017*) was released. Southern Thornlands was identified as a Potential Future Growth Area (PFGA) and Council was required to conduct investigations to determine the appropriate use of the area.

23 July 2020: A Ministerial Direction was issued by the Treasurer and Minister for Infrastructure and Planning, the honourable Cameron Dick MP (the Planning Minister), requiring Council to fulfil its obligations under *ShapingSEQ 2017*.

19 January 2022: Council resolves to submit 02/21 – Major Amendment – Southern Thornlands Potential Future Growth Area (STPFGA) (the major amendment) for State Interest Review. The amendment proposes a mix of uses, including rural residential and a mixed industry business precinct. It is important to note that Council's resolution specifically stated that 'urban residential land uses are inconsistent with Council's preferred future land use intents for the area'.

15 September 2022: The Planning Minister made a Ministerial Direction to undertake the Housing Supply and Diversity Strategy on Council's behalf.

Early-mid April 2023: Council officers were invited to attend a meeting with representatives from EDQ. At the meeting, Council officers were advised that the department was considering designating the Southern Thornlands area (~900ha) as a PDA.

4 April 2023: Via written correspondence from the Department of State Development, Infrastructure, Local Government and Planning (DSDILGP), Council officers were advised that the major amendment was being placed on hold pending finalisation of the Redlands Housing Strategy (RHS).

19 April 2023: A Mayoral minute was tabled. Council's resolution reaffirmed its long-standing policy position that it did not support urban residential land uses being delivered in the Southern Thornlands and that if, despite Council opposition, the State progressed with the designation as a PDA or other regulatory mechanism, the full cost of delivering infrastructure to service future development within the STPFGA should be borne wholly by the developer and not existing Redland ratepayers.

August 2023: The draft ShapingSEQ 2023 was released, with Southern Thornlands proposed to be included in the urban footprint.

27 September 2023: Council resolved to make a formal submission on the draft ShapingSEQ 2023. In its submission, Council noted that Redland city has significant dwelling capacity and that there is no need to expand the urban footprint or provide new growth areas.

December 2023: In the final ShapingSEQ 2023, Southern Thornlands is retained within the urban footprint and designated as a SEQ development area. The designation prevents, through prohibitions contained within the *Planning Regulation 2017* (PReg), any out-of-sequence development from occurring until such time as detailed land use and infrastructure planning has been completed.

13 May 2024: Representatives from the departments of EDQ and Housing, Local Government, Planning and Public Works (HLGPPW) briefed Council on Southern Thornlands PDA investigations.

11 July 2024: Urbex met with Council to discuss preliminary planning for Early Release Areas (ERAs).

2 October 2024: The final RHS 2024 – 2046 was released.

1 November 2024: The new Queensland Government Ministry was sworn in.

10 February 2025: Council officers were requested to review a traffic modelling project brief for Southern Thornlands.

12 February 2025: Rebecca Young MP, The Assistant Minister to the Deputy Premier and Assistant Minister for Planning, Housing and Better Regulation met with several Councillors and members of Council's Executive Leadership Team to discuss the potential PDA declaration.

28 February 2025: Council's CEO wrote a letter to the CEO of EDQ, outlining Council's position and expectations regarding future planning for and delivery of development within the potential future PDA.

4 April 2025: The Minister for EDQ designated Southern Thornlands as a PDA under the *Economic Development Act 2012*. A notice of the declaration was published in the Queensland Government Gazette (refer Attachment 1).

16 April 2025: At Council's General Meeting, a Mayoral Minute was tabled reaffirming Council's policy position on Southern Thornlands, which was carried unanimously by Council (refer Attachment 2).

8 May 2024: Via written correspondence, the acting CEO of EDQ wrote to the CEO of Council seeking feedback on a draft proposal to work together in the preparation of the PDA Development Scheme for Southern Thornlands (refer Attachment 3). The letter is accompanied by a draft governance framework (refer Attachment 4).

ISSUES

Written correspondence from the Chief Executive Officer of Economic Development Queensland.

The written correspondence provided by the CEO of EDQ to Council's CEO on 8 May 2025 (refer Attachment 3) seeks in-principle agreement from Council to work in partnership with EDQ to deliver the PDA Development Scheme for Southern Thornlands. It also refers to the proposed governance and engagement framework (refer Attachment 4) and notes that subject to Council endorsement, a Terms of Reference (ToR) will be prepared to outline key roles and responsibilities.

Based on a review of this documentation, and noting that additional detail is intended to be provided in due course, preliminary officer comments and observations are as follows:

- Attachment 3 articulates a clear intent of the Queensland Government, via the EDQ, to work collaboratively with Council to prepare and implement the PDA Development Scheme.
- The proposal to establish a project working group, comprising key project stakeholders, aligns with Council's agreed policy position, which was most recently communicated to the department via written correspondence to the CEO of EDQ on 28 February 2025.
- Provision is made in the proposed Governance Framework for:
 - Consultation to occur between the Assistant Minister to the Deputy Premier (the hon. Rebecca Young MP) and Council's elected representatives.
 - Consultation to occur between the CEO of EDQ and the CEO of Council.
 - Council executives to form part of the project control group (providing strategic direction and endorsement).
 - Council officers to form part of the technical working group (identify and resolve technical land use and infrastructure issues).
- Provision is made in the draft Engagement Strategy for:
 - Fortnightly technical working group workshops,
 - Quarterly updates to be provided to Council's elected representatives,
 - Multiple preliminary community and industry/landowner engagement activities, in addition to the 30-business day statutory public notification on the draft Development Scheme.
- While the ToR are yet to be finalised, it is expected that the Minister for EDQ will retain all decision-making authority. Accordingly, Council's role is likely to be limited to an advisory or consultative capacity.

- It is not yet clear what confidentiality requirements may be included in the final ToR, and whether Council or its officers may be subject to future confidentiality obligations as part of its involvement.
- The draft Engagement Strategy does not articulate whether officers from EDQ or Council will be responsible for providing quarterly updates to Council's elected representatives.

Council's role in the structure planning process

Given the scale of future development envisioned for Southern Thornlands and its strategic location in the heart of the city, it is essential that Council, as the local planning authority, is actively involved in shaping the area's future land use and infrastructure planning through active participation in the structure planning process. Notwithstanding this general position, it is important to acknowledge Council's recent experiences with State Government-led planning projects, such as the Gumpi (Dunwich) Master Plan, which was finalised in 2023. In that instance, Council was a member of a tripartite steering committee alongside the State Government and the Quandamooka Yoolooburrabee Aboriginal Corporation (QYAC). Despite Council's active participation throughout the planning process, its major concerns were not addressed, and the final plan was published without seeking Council's input or support. This experience demonstrates the risk that Council's input may not be meaningfully considered, despite stated intentions.

To better inform Council's decision, the table below outlines the potential advantages and disadvantages of both abstaining from and participating in the structure planning process.

Level of involvement	Advantages	Disadvantages
Abstention (no involvement)	<ul style="list-style-type: none"> • No time or resource costs - Council can focus resources on other strategic priorities. • There is a clear separation of responsibility/accountability. 	<ul style="list-style-type: none"> • No ability to influence planning outcomes across the locality, potentially resulting in adverse outcomes for the Redlands Coast community. • Council may be required to deliver infrastructure that it had no direct input into planning or budgeting for, at potentially significant cost to existing ratepayers. • The community may/will feel Council is not representing their interests.
Active participation	<ul style="list-style-type: none"> • Allows council to contribute to shaping the vision and development outcomes. • Provides an opportunity for Council to advocate on behalf of the Redland community. • Ensures Council can seek to influence infrastructure outcomes including delivery, timing, costs, locations, preferred network configurations etc). • Provides Council with the opportunity to advocate that the full cost of delivering infrastructure to support future development is funded entirely by the State Government and developers, ensuring that existing Redland ratepayers are not financially impacted. • Enables Council to play a role in engaging with the community and stakeholders on PDA plans, including the land use plan, infrastructure plan 	<ul style="list-style-type: none"> • Requires potentially significant Council resources and staff time to participate. • Council may be perceived as supporting the PDA designation, potentially risking reputational damage if adverse outcomes occur. • The Queensland State Government may seek to deflect responsibility for any adverse outcomes by stating that Redland City Council is a partner in the structure planning process.

Level of involvement	Advantages	Disadvantages
	<p>and implementation strategy, should it choose to do so.</p> <ul style="list-style-type: none"> Ensures Council can advocate for the State Government to undertake consultation activities in accordance with IAP2 engagement principles and the Queensland Government's Community Engagement Toolkit for Planning. 	

Based on a holistic assessment of these advantages and disadvantages, Council officers consider that participating in the structure planning process represents the best approach to ensuring community needs are considered and the most desirable land use, infrastructure and financial outcomes are delivered for the Southern Thornlands area and Redland City. This position is reflected in the officer's recommendation for this report.

Proposed 02/21 – Major Amendment – Southern Thornlands Potential Future Growth Area (STPFGA)

Following a Ministerial Direction issued by the Planning Minister on 15 September 2022, Council resolved to submit the major amendment for State interest review at its General Meeting on 19 January 2022. The Queensland State Government subsequently advised Council, via formal written correspondence on 4 April 2023, that the proposed major amendment was being placed on hold pending the finalisation of the RHS. The amendment remains on hold.

The Queensland State Government's subsequent decisions to include Southern Thornlands in the Urban Footprint of ShapingSEQ 2023 and designate it as a PDA means that City Plan ceases to have effect in the area. Accordingly, the amendment is proposed to be withdrawn, as outlined in the officer recommendation.

STRATEGIC IMPLICATIONS

Legislative Requirements

Southern Thornlands has been declared a PDA under the *Economic Development Act 2012* (the Act), meaning that all future development will be governed by the requirements of the Act, the Interim Land Use Plan (ILUP), the forthcoming Development Scheme, and the Developer Charges and Offset Plan (DCOP), which collectively replace the provisions of the City Plan. Planning and decision-making responsibilities for the area have now shifted from Redland City Council to EDQ, which will assess and determine development applications under the new planning framework.

Risk Management

The risks involved have been discussed, where relevant, in the issues section.

Financial

The PDA declaration could impose a significant financial burden on Council and its ratepayers if the DCOP does not achieve full-cost recovery, forcing Council to meet any infrastructure funding shortfalls from other revenue sources like rates. Ensuring that the full cost of infrastructure delivery is borne by the development proponents remains a key advocacy focus for Council.

People

If Council supports the ongoing participation of Council officers in the structure planning process for the Southern Thornlands PDA, representatives from the City Planning and Assessment and City Assets Groups will play key roles in advocating for Council and community interests.

Environmental

- Environmental matters have been discussed, where relevant.

Social

- Social matters have been discussed, where relevant.

Human Rights

- There are no known human rights issues associated with this report.

Alignment with Council's Policy and Plans

- The officer recommendation aligns with the objectives contained in Council's Corporate Plan: *Our Future Redlands – A Corporate Plan to 2026 and Beyond*. This includes enhancing the unique character and liveability of our city for its communities through co-ordinated planning, place making, and management of community assets.

CONSULTATION

Consulted	Date	Comment
Councillors	4 April 2024	Briefing for the newly elected Council by officers.
Councillors (Division 3 and 9)	22 April 2024	Met with divisional Councillors as the PDA exists across both division 3 and 9.
Councillors	13 May 2024	Representatives from the departments of EDQ and (HLGPPW briefed Council on Southern Thornlands PDA investigations).
Councillors	11 July 2024	Urbex meet with Council to discuss preliminary planning for the ERA.
Mayor and Councillors (some)	12 February 2025	Rebecca Young MP, The Assistant Minister to the Deputy Premier and Assistant Minister for Planning, Housing and Better Regulation met with several Councillors to discuss the potential PDA declaration.
Councillors	1 April 2025	Briefing of Councillors to convey that the Southern Thornlands PDA declaration is expected soon.

OPTIONS

Option One

That Council resolves as follows:

1. To advise the Chief Executive Officer of Economic Development Queensland of Council's in-principle agreement to participate in the structure planning process for the Southern Thornlands Priority Development Area (PDA), subject to receiving further details on the proposed engagement strategy, governance framework and Terms of Reference.
2. To withdraw 02/21 – Major Amendment – Southern Thornlands Potential Future Growth Area (STPFGA).

Option Two

That Council resolves as follows:

1. To advise the Chief Executive Officer of Economic Development Queensland that Council does not intend to participate in the Queensland Government-led structure planning process for the Southern Thornlands Priority Development Area (PDA).

OFFICER'S RECOMMENDATION

That Council resolves as follows:

1. To advise the Chief Executive Officer of Economic Development Queensland of Council's in-principle agreement to participate in the structure planning process for the Southern Thornlands Priority Development Area (PDA), subject to receiving further details on the proposed engagement strategy, governance framework and Terms of Reference.
2. To withdraw 02/21 – Major Amendment – Southern Thornlands Potential Future Growth Area (STPFGA).

4 April 2025]

QUEENSLAND GOVERNMENT GAZETTE No. 66

545

*Economic Development Act 2012***NOTICE OF THE DECLARATION OF THE SOUTHERN THORNLANDS PRIORITY DEVELOPMENT AREA AND INTERIM LAND USE PLAN**

Under the provisions of section 40 of the *Economic Development Act 2012* the Minister for Economic Development Queensland gives notice the Southern Thornlands Priority Development Area (PDA) has been declared and the Southern Thornlands PDA Interim Land Use Plan (ILUP) is now in effect.

PDA development applications over land in the Southern Thornlands PDA are now assessed against the Southern Thornlands PDA ILUP, effective 4 April 2025.

The Southern Thornlands PDA ILUP may be viewed on the Economic Development Queensland website at www.edq.qld.gov.au.

Questions regarding the Southern Thornlands PDA and the Southern Thornlands PDA ILUP can be directed to Economic Development Queensland via:

- Phone: 07 3452 7880
- Email: contact@edq.qld.gov.au
- Post: Economic Development Queensland,
GPO Box 2202, Brisbane, 4001

NOTICE OF MINISTERIAL INFRASTRUCTURE DESIGNATION MADE UNDER THE *PLANNING ACT 2016*

I, the Honourable Jarrod Bleijie MP, Deputy Premier, Minister for State Development, Infrastructure and Planning and Minister for Industrial Relations, give notice that under section 38 of the *Planning Act 2016*, I made a Ministerial Infrastructure Designation (MID) for the Social and Affordable Housing, Junction Drive, Redbank Plains on 28 March 2025.

The MID will take effect from 4 April 2025.

Description of the designated premises

The MID applies to premises located at Part of 7002 Junction Drive, Redbank Plains, QLD, 4301, formally described as Part of Lot 5000 on SP281021.

Type of infrastructure for which the premises were designated
The infrastructure is described under Schedule 5, Part 2 of the *Planning Regulation 2017*, as:

- Item 16: social or affordable housing that is provided by a registered provider or a registered entity under the *Australian Charities and Not-for-profits Commission Act 2012* (Cwlth).

Requirements included in the MID

The MID includes requirements in relation to the location and scale of the development, stormwater management, flood management, car parking, active transport, external works/upgrades, acoustics, waste collection, design/built form, landscaping, communal open space, lighting, refuse and plant screening, construction management, information signage, servicing, geotechnical conditions and acid sulfate soils.

Further information

A copy of the MID decision notice, including the noted requirements and a summary of how I have considered submissions, can be obtained at:

<https://planning.statedevelopment.qld.gov.au/planning-framework/infrastructure-planning/ministerial-infrastructure-designations>.

For further information, please contact the Infrastructure Designations team at infrastructuredesignation@dsdilgp.qld.gov.au or phone 1300 967 433.

JARROD BLEIJIE MP
DEPUTY PREMIER

Minister for State Development, Infrastructure and Planning
Minister for Industrial Relations

Transport Operations (Marine Safety) Act 1994
*Transport Operations (Marine Safety) Regulation 2016***NOTIFICATION OF EXEMPTION**

Maritime Safety Queensland

I, Kell Dillon, General Manager, Maritime Safety Queensland, pursuant to section 18A of the *Transport Operations (Marine Safety) Act 1994*, exempt persons 10 years to 15 years from Chapter 4, Part 1, Division 2, section 57 of the *Transport Operations (Marine Safety) Regulation 2016* requiring a person to hold a licence to operate a recreational ship as its master, subject to the following conditions:

CONDITIONS

- (a) The ship is in all other respects operated in accordance with the *Transport Operations (Marine Safety) Act 1994* and the *Transport Operations (Marine Safety) Regulation 2016*;
- (b) The exemption applies only to operations in the Sandy Hook Reach of the Burnett River authorised under an aquatic event authority granted to the Bundaberg Powerboat Club Incorporated;
- (c) The aquatic event is managed in compliance with the *Racing and Safety Rules* published by the Australian Power Boat Association, and the *Racing Rules and Regulations and Summation of Safety/Risk Management for Events* published by the Bundaberg Powerboat Club Incorporated, as in force at the date of the aquatic event;
- (d) There is full and documented compliance with the provisions in the documents listed in paragraph (c) relating to:
 - (i) Training and assessment of junior competitors;
 - (ii) Separate and specific race briefings for junior competitors;
- (e) The exemption applies only to persons operating ships within the age and propulsion power parameters specified by Class in accordance with the *Racing and Safety Rules* published by the Australian Power Boat Association:
 - (i) Class J2 for persons between 10 and 15 years operating ships with a maximum propulsion power of 7.5kW (10HP);
 - (ii) Class J3 for persons between 12 and 15 years operating ships with a maximum propulsion power of 11.2kW (15HP);
- (f) The Regional Harbour Master (Gladstone) is advised in writing of any change to the documents listed in paragraph (c) affecting the matters referred to in paragraphs (d) or (e) at least one month prior to holding an aquatic event with participation by persons aged 10 to 15 years.
- (g) This new Notice of Exemption supersedes the Notice of Exemption dated the 20 March 2023.

KELL DILLON
General Manager
Maritime Safety Queensland
27 March 2025

GENERAL MEETING MINUTES

16 APRIL 2025

8 MAYORAL MINUTE

8.1 SOUTHERN THORNLANDS PRIORITY DEVELOPMENT AREA (PDA)

Under s.6.9 Redland City Council Meeting Standing Orders, the Mayor brought a Mayoral Minute to the meeting as follows:

COUNCIL RESOLUTION 2025/74

Moved by: Cr Jos Mitchell

That Council resolves to reaffirm that:

- While it does not consider the designation of the Southern Thornlands Priority Development Area (PDA) to be necessary, now it has been declared by the State Government, it is important the Queensland Government ensures the full cost of delivering infrastructure to service future development within the Priority Development Area is borne wholly by the State Government and the developer, and not by existing Redland ratepayers.
- In light of the scale of development associated with the PDA, Council continues strong advocacy to the Queensland Government seeking a commitment to fund and deliver the following critical upgrades to the infrastructure network including:
 - New education facilities including primary and secondary schools.
 - New and expanded health and emergency services facilities for ambulance, fire, police, and hospitals.
 - Region-shaping transport infrastructure such as the eastern busway (The Metro extension to Capalaba), duplication of Cleveland train line between Manly and Cleveland and high frequency public transport connections to Capalaba, Cleveland, Victoria Point and Southern Redland Bay through to Logan Hyperdome.
 - Public transport upgrades, including bus stops and new bus services to the future residential population.
 - Upgrades to the State Road network, including key intersections within and proximate to the PDA, private land acquisitions to facilitate road widenings, and an 11-kilometre dual carriageway linking the PDA to Mount Gravatt-Capalaba Road (Note - the existing Duncan Road/Mount Cotton Road corridor is already heavily congested and in need of upgrade before any further development is considered in the locality).
 - Wastewater infrastructure to service the increased population of the PDA
- There is a need to implement Koala protection strategies, including the protection of core habitat and corridors within the PDA, as well as the delivery of fauna crossings to facilitate the safe movement of Koalas.
- A request is sent to the State Government to ensure that social and affordable housing is delivered in the PDA.
- It is ensured that appropriate employment opportunities are provided both within and in close proximity of the PDA to support both the establishment of a new residential community within the PDA, and the broader Redland Community.

CARRIED 11/0

Crs Jos Mitchell, Wendy Boglary, Peter Mitchell, Paul Gollè, Lance Hewlett, Shane Rendalls, Julie Talty, Rowanne McKenzie, Tracey Huges, Jason Colley and Paul Bishop voted FOR the motion.

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**Economic Development Queensland**

Creating and investing in sustainable places for Queensland to prosper

Our ref: OUT25/2144

8 May 2025

Ms Louise Rusan
Chief Executive Officer
Redland City Council
Louise.Rusan@redland.qld.gov.au

Dear Ms Rusan

Re: Southern Thornlands Priority Development Area (PDA) Declaration

Thank you for meeting with Economic Development Queensland (EDQ) officers on 17 April 2025 to discuss working together on the Southern Thornlands PDA.

I look forward to meeting with you and your councillors soon. I believe a strong working relationship between EDQ and Council is crucial to the long-term success of the PDA, and I am committed to partnership in preparing the PDA Development Scheme and its implementation.

As an agreed follow up to the meeting, EDQ would like to propose governance and engagement arrangements that provide for Council's full participation in the upcoming land use and infrastructure planning process.

In the spirit of collaboration, enclosed with this letter is a proposed Governance Framework and Engagement Strategy. Together, these documents outline the proposed relationship and touch points between our organisations throughout the project program.

Subject to council's agreement, we will prepare a Terms of Reference to reflect the intent of these documents and detail the key responsibilities and obligations of each party. This will include early agreement to the underlying principles we will work toward, such as infrastructure service levels, and early understanding of key community facility and other services considered critical by council for this new community and for the benefit of Redland ratepayers more broadly.

We would appreciate the opportunity to work closely with you and your team in the community and industry engagement on this important project to ensure a fast-tracked approach can be taken in the development planning.

We would like to work with you to expedite the planning and delivery of the Springacre Road and Boundary Road intersection for which we were successful in securing funding. We also committed to supporting Council in accessing the required resourcing and capabilities to address the infrastructure planning needs of the broader area.


Economic Development Queensland
GPO Box 2202
Brisbane Queensland 4001 Australia
Website www.edq.qld.gov.au
ABN 76 590 288 697

**Queensland
Government**

I look forward to your feedback on the draft proposal and working closely with you in the future.

If you require any further information, please contact Ms Ruth Stokes, Executive Director Planning Services, EDQ, by telephone on 0428 780 795 or by email at ruth.stokes@edq.qld.gov.au who will be pleased to assist.

Yours sincerely

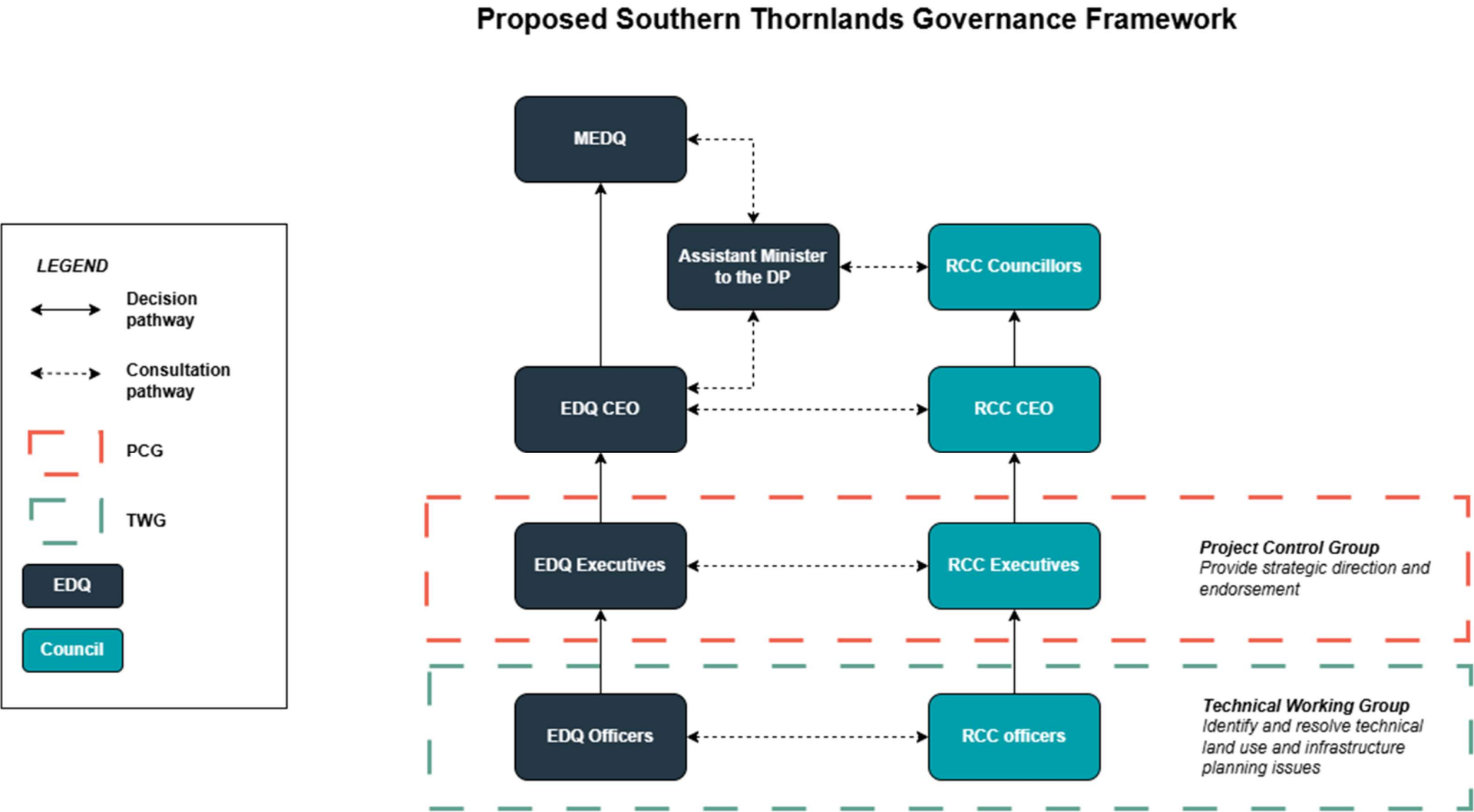


Julian Simmonds
Acting Chief Executive Officer
Economic Development Queensland

Enc.

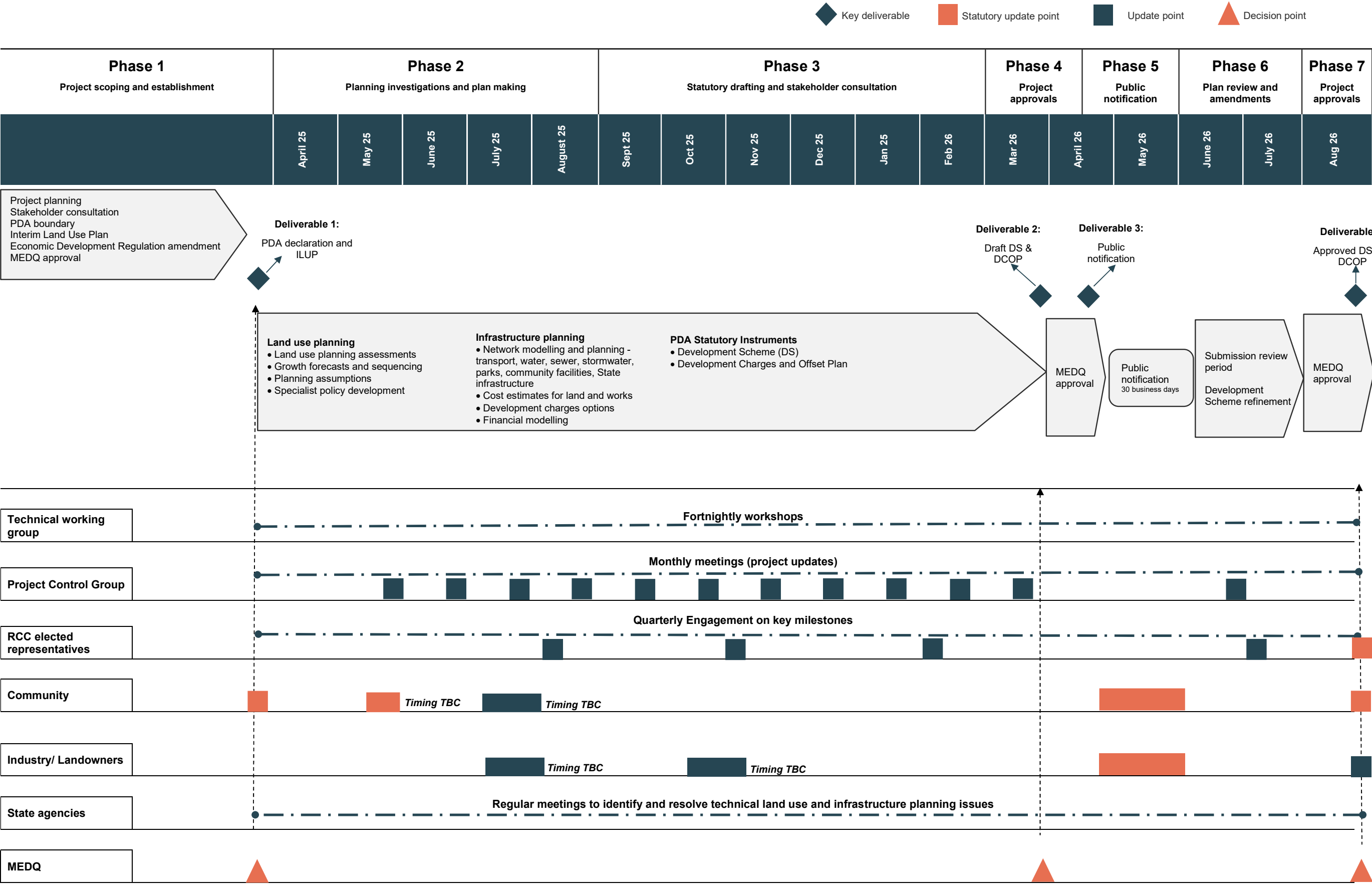
P.S. - Laise, I look forward to working with you! Please do not hesitate to call me direct if you want to discuss any of the above or need any assistance.

Draft Governance Framework



Southern Thornlands PDA – Proposed Governance Framework and Engagement Strategy

Draft Engagement Strategy



15.2 NEW LEASE - REDLANDS HORSE & PONY CLUB INCORPORATED**Objective Reference:** A7787540**Authorising Officer:** David Jeanes, Acting General Manager Community & Customer Services**Responsible Officer:** Brooke Denholder, Group Manager Communities**Report Author:** Alison Walsh, Senior Venues Leasing Officer**Attachments:** 1. Proposed Lease Footprint [↓](#)**PURPOSE**

To seek approval for a new lease on Council land for Redlands Horse and Pony Club Incorporated (RHPC) over part of Lot 2 on SL5716 at 190-262 Cleveland Redland Bay Road, Thornlands.

BACKGROUND

RHPC is an incorporated, not-for-profit organisation sited within Pinklands Sporting Complex on part of Lot 2 on SL5716, described as 190-262 Cleveland Redland Bay Road, Thornlands and has occupied the site since 1978.

RHPC operates an equestrian facility at the site whose aims and objectives are to encourage young people to enjoy all kinds of sport and other benefits connected with horses and riding. Records indicate the original lease at the site was issued in 1978.

ISSUES

RHPC were previously on a registered lease for the site currently occupied by the Club and this lease expired in February 2017. A Licence to Occupy tenure arrangement has been in place since 2017 and remains in place on a holding over provision while a new lease tenure is finalised.

In 2021, RHPC and Council negotiated non-compliant matters identified in a building inspection undertaken by an external consultant in May 2020, to make the structures and electrical components compliant with Building and Safety Regulations.

RHPC have had an ongoing agreement in place with Redlands and Southern Districts Equestrian Group (RASDEG) since 2016 to share usage of the site. RASDEG are a volunteer equestrian community group primarily focussing on clinics and competitions in the equine sport of dressage.

Both RHPC and RASDEG had concerns with the ongoing agreement. Therefore to ensure best use of the grounds, Council worked with the clubs to reach a mutual agreement to formalise a new third party arrangement for the next five years.

Council's internal stakeholders support a new lease for a five-year term for the existing lease footprint (refer Attachment 1).

The offer of a lease is consistent with Council's *Our Future Redlands – A Corporate Plan to 2026 and Beyond* through the second listed goal for Stronger Communities.

STRATEGIC IMPLICATIONS

Legislative Requirements

The *Local Government Regulation 2012* describes land as a “Valuable Non-Current Asset” and prescribes a number of options available to enter into a contract to dispose of that asset. The disposal may include all or any part of an interest in land; in this case, the interest being the granting of a lease.

The prescribed method of disposing of land is sale by tender or auction. However, the *Local Government Regulation 2012* provides for exceptions to this rule in certain circumstances.

In particular, reference is made to sub paragraph 236(1)(c)(iii) of the *Local Government Regulation 2012* which provides:

236(1)(c)(iii) - *The disposal is for the purpose of renewing the lease of land to the existing tenant of the land.*

The term 'disposal of land' refers to the process by which a governing authority or landowner relinquishes ownership, control, or interest in a parcel of property. This may be done in a variety of ways, including but not limited to, sale, lease, exchange, or gifting of land assets.

It is considered that the proposed lease is able to be made in accordance with the exception contained within the *Local Government Regulation 2012* provisions.

Risk Management

RHPC is required to maintain full building and public liability insurance.

Council officers completed inspections in August 2023 and February 2025 to ensure legislative compliance regarding occupant safety and building condition and are satisfied that RHPC is compliant with all matters.

Council uses a standard form lease document containing provisions to mitigate risk including defining permitted uses, safety obligations, warranties and insurances, in addition to lease inspections and reviews. Leasing Property is listed as an Operational Risk ID 1001027: Assets and Property (Leasing Property) with related mitigation controls including a consolidated lease register accessible by stakeholders.

Financial

The lessee bears all costs associated with the preparation and registration of the lease. Maintenance of the premises is the responsibility of the lessee in accordance with the terms in the tenure agreement. The lessee also bears utility costs associated with water, sewage and electricity.

A financial sustainability check conducted on 17 January 2025 for the previous three years financials confirmed the organisation is financially sound.

People

There are no known staff implications associated with this report.

Environmental

There are no known environmental implications associated with this report.

Social

A new lease agreement will allow RHPC to continue to provide an equestrian facility to the Redlands Coast and surrounding communities.

Human Rights

There are no known human rights implications associated with this report.

Alignment with Council's Policy and Plans

Our Future Redlands – A Corporate Plan to 2026 and beyond, particularly:

Goal 2. Strong Communities

- 2.1 Enhance the health, safety and wellbeing of our community through the delivery of inclusive and responsive services focused on preserving and improving our naturally wonderful lifestyle by leveraging partnerships, networks, facilities and infrastructure.
- 2.4 Enhance community inclusion where people of all locations, ages, abilities and cultures can participate and have access to the necessary services and facilities.

Goal 5. Liveable Neighbourhoods

- 5.1 Enhance the unique character and liveability of our city for its communities through co-ordinated planning, place making, and management of community assets.

CDV-001-P Community Leasing Policy supports leases to not-for-profit community organisations.

CONSULTATION

Consulted	Consultation Date	Comments/Actions
Redland Horse & Pony Club Incorporated	February 2025 – August 2022	Correspondence between Club and Council to progress new lease.
Senior Venues Leasing Officer, Community Investment & Building Services Coordinator, Facility Services	5 February 2025 & 17 August 2023	Site inspection confirmed legislative and building compliance.
Service Manager Business Partnering, Financial Services	17 January 2025	Financial Sustainability check undertaken on last three years financials for the Club.
Councillor Division 3	December 2024 - August 2023	Update to Councillor Division 3 and new lease supported.
Councillor Division 6	December 2024 - December 2023	Correspondence between Council and Councillor Division 6 regarding shared usage of the site by both equestrian clubs.
Executive Group Manager Risk & Legal Services	July 2024 – August 2024	Correspondence relating to advice for shared usage of the site by both equestrian clubs.
Community Land and Facilities Panel (CLFP) (Panel consists of: Group Manager, Communities, Strategic Property Manager, Service Managers of Civic and Open Space Asset Management, Facilities Services, Legal Services, Strengthening Communities and Strategic Economic Development).	10 August 2023	Recommendation from panel supported a new five-year lease.

OPTIONS**Option One**

That Council resolves as follows:

1. To approve a new lease to Redlands Horse and Pony Club Incorporated on part of Lot 2 on SL5716, described as 190-262 Cleveland Redland Bay Road, Thornlands, as shown in Attachment 1, with a lease term of five years.
2. To agree, in accordance with s.236(2) of the *Local Government Regulation 2012*, that s.236(1)(b)(ii) of the *Local Government Regulation 2012* applies allowing the proposed lease to a community organisation, other than by tender or auction.
3. To authorise the Chief Executive Officer to apply any necessary administrative amendments and execute all documents in regard to this matter.

Option Two

That Council does not approve a new lease to Redlands Horse and Pony Club Incorporated and investigates alternative arrangements.

OFFICER'S RECOMMENDATION

That Council resolves as follows:

1. To approve a new lease to Redlands Horse and Pony Club Incorporated on part of Lot 2 on SL5716, described as 190-262 Cleveland Redland Bay Road, as shown in Attachment 1, with a lease term of five years.
2. To agree, in accordance with s.236(2) of the *Local Government Regulation 2012*, that s.236(1)(b)(ii) of the *Local Government Regulation 2012* applies allowing the proposed lease to a community organisation, other than by tender or auction.
3. To authorise the Chief Executive Officer to apply any necessary administrative amendments and execute all documents in regard to this matter.

Aerial Image at Pinklands Sporting Complex, 190-262 Cleveland Redland Bay Road, Thornlands.

15.3 NEW LEASE - MEALS ON WHEELS BRISBANE SOUTH INCORPORATED**Objective Reference:** A11893855**Authorising Officer:** David Jeanes, Acting General Manager Community & Customer Services**Responsible Officer:** Brooke Denholder, Group Manager Communities**Report Author:** Anita McKay, Senior Venues Leasing Officer**Attachments:** 1. Meals on Wheels Brisbane South - Site Plan [↓](#)**PURPOSE**

To seek approval for a new lease for Meals on Wheels Brisbane South Incorporated (MOW) over part of Lot 1 on RP198374, described as 314 Colburn Avenue, Victoria Point.

BACKGROUND

MOW is an incorporated, not for profit (NFP) organisation that has occupied the site at part of Lot 1 on RP198374, described as 314 Colburn Ave, Victoria Point for over 50 years. The Victoria Point branch operated as an independent NFP organisation from 1974 to 2021 and is one of 11 services in the Brisbane South Aged Care Region who amalgamated to MOW in 2021. The amalgamation occurred to focus on improving and promoting the services available to vulnerable members of the community by supporting the delivery of services to people in need, including the elderly, injured, people with disability, or other community members, with or without similar needs.

Clients and volunteers of the Victoria Point branch live in the local and Southern Moreton Bay Islands community and work towards the preparation and delivery of nutritious meals to support independent living at home of the vulnerable clients in the local community.

The current lease is due to expire on 30 June 2025. A new lease is proposed for a 10-year period.

ISSUES

There are no known issues associated with this report with the footprint of the lease remaining the same and the site maintained appropriately.

STRATEGIC IMPLICATIONS**Legislative Requirements**

The *Local Government Regulation 2012* describes land as a “Valuable Non-Current Asset” and prescribes a number of options available to enter into a contract to dispose of that asset. The disposal may include all or any part of an interest in land; in this case, the interest being the granting of a lease.

The prescribed method of disposing of land is sale by tender or auction. However, the *Local Government Regulation 2012* provides for exceptions to this rule in certain circumstances.

In particular, reference is made to sub paragraph 236(1)(c)(iii) of the *Local Government Regulation 2012* which provides:

236(1)(c)(iii) - *The disposal is for the purpose of renewing the lease of land to the existing tenant of the land.*

The term 'disposal of land' refers to the process by which a governing authority or landowner relinquishes ownership, control, or interest in a parcel of property. This may be done in a variety of ways, including but not limited to, sale, lease, exchange, or gifting of land assets.

It is considered that this proposed lease is able to be made in accordance with the exception contained within the *Local Government Regulation 2012* provisions.

Risk Management

MOW is required to maintain public liability insurance and property insurance for the building.

Council's Community Investment and Facilities Services Units completed an inspection of the site on 13 July 2022 and 5 February 2025 to ensure legislative compliance with regard to occupant safety and building condition. The completed building inspection confirmed that MOW is compliant on these matters.

Council uses a standard form lease document containing provisions to mitigate risk including defining permitted uses, safety obligations, warranties and insurances, in addition to lease inspections and reviews. Leasing Property is listed as an Operational Risk ID 1001027: Assets and Property (Leasing Property) with related mitigation controls including a consolidated lease register accessible by stakeholders.

Financial

The lessee bears all costs associated with the preparation and registration of the lease. Maintenance of the premises is a shared responsibility between Council and the lessee in accordance with the terms in the standard lease agreement. The lessee also bears utility costs associated with water, sewage, and electricity.

A financial sustainability check conducted on 16 August 2024 confirmed MOW is financially sound.

People

There are no known staff implications associated with this report.

Environmental

There are no known environmental implications associated with this report. Social

A new lease agreement will allow MOW to continue to provide their services to vulnerable members of the community, including the elderly, injured, disabled, or other community members, with or without similar needs.

Human Rights

There are no known human rights implications associated with this report.

Alignment with Council's Policy and Plans

Our Future Redlands – A Corporate Plan to 2026 and Beyond, particularly:

Goal 2. Strong Communities

- 2.1 Enhance the health, safety and wellbeing of our community through the delivery of inclusive and responsive services focused on preserving and improving our naturally wonderful lifestyle by leveraging partnerships, networks, facilities and infrastructure.
- 2.4 Enhance community inclusion where people of all locations, ages, abilities and cultures can participate and have access to the necessary services and facilities.

Goal 5. Liveable Neighbourhoods

5.1 Enhance the unique character and liveability of our city for its communities through co-ordinated planning, place making, and management of community assets.

CDV-001-P Community Leasing Policy supports leases to not-for-profit community organisations.

CONSULTATION

Consulted	Consultation Date	Comments/Actions
Councillor Division 4	27 February 2025	Councillor Division 4 advised of proposed 10-year lease term.
Meals on Wheels Brisbane South Inc.	5 February 2025 9 August 2024 31 July 2024	MOW advised 10-year lease term supported subject to Council approval. Confirmation from MOW intention to enter into a new lease agreement. Tenure intention letter sent to MOW.
Senior Venues Leasing Officer, Communities and Facilities Services Unit	5 February 2025 13 July 2022	Legislative compliance and building inspection completed.
Community Land and Facilities Panel. Panel consists of: Group Manager, Communities, Strategic Property Manager, Service Managers of Strengthening Communities, Facilities Services, Civic and Open Space Asset Management, Legal Services, Environment and Education and Strategic Advisor Social Planning.	9 October 2024	Provided in-principle support of proposed 10-year lease.
Senior Management Accountant, Business Partnering, Financial Services	16 August 2024	Financial sustainability check completed.

OPTIONS

Option One

That Council resolves as follows:

1. To approve a new lease to Meals on Wheels Brisbane South Incorporated over part of Lot 1 on RP198374, described as 314 Colburn Avenue, Victoria Point as shown in Attachment 1, with a lease term of 10 years.
2. To agree in accordance with s.236(2) of the *Local Government Regulation 2012* that s.236(1)(b)(ii) of the *Local Government Regulation 2012* applies, allowing the proposed lease to a community organisation, other than by tender or auction.
3. To authorise the Chief Executive Officer to apply any necessary administrative amendments and execute all documents in regard to this matter.

Option Two

That Council does not approve a new lease to Meals on Wheels Brisbane South Incorporated and investigates alternative arrangements for the site.

OFFICER'S RECOMMENDATION

That Council resolves as follows:

1. To approve a new lease to Meals on Wheels Brisbane South Incorporated over part of Lot 1 on RP198374, described as 314 Colburn Avenue, Victoria Point. as shown in Attachment 1, with a lease term of 10 years.
2. To agree in accordance with s.236(2) of the *Local Government Regulation 2012* that s.236(1)(b)(ii) of the *Local Government Regulation 2012* applies, allowing the proposed lease to a community organisation, other than by tender or auction.
3. To authorise the Chief Executive Officer to apply any necessary administrative amendments and execute all documents in regard to this matter.

Attachment 1 – Site Plan**Meals on Wheels Brisbane South Inc.**

Lot 1 on RP198374 at 314 Colburn Ave, Victoria Point

Red = Current lease footprint

15.4 NEW LEASE - CLEVELAND THORNLANDS CRICKET CLUB INCORPORATED**Objective Reference:** A11894500**Authorising Officer:** David Jeanes, Acting General Manager Community & Customer Services**Responsible Officer:** Brooke Denholder, Group Manager Communities**Report Author:** Alison Walsh, Senior Venues Leasing Officer**Attachments:** 1. Cleveland Thornlands Cricket Club Incorporated [↓](#)**PURPOSE**

To seek approval for a new trustee lease on land for Cleveland Thornlands Cricket Club Inc (CTCC) over part of Lot 1 CP857140 at 143-191 Fitzroy Street Cleveland.

BACKGROUND

CTCC is an incorporated, not-for-profit organisation that was originally founded in 1976 and actively promotes social involvement, physical activity and competition amongst cricket clubs on the Redlands Coast and neighbouring Council areas for junior and senior players. CTCC constructed the current clubhouse in 1994 and has maintained it to a good standard. CTCC currently has approximately 140 members and conducts various programs for young people entering the sport. The current lease expires on 2 June 2025.

CTCC allows other local sporting clubs and community groups to use the facilities for club use, hobbies and as a meeting venue.

ISSUES

CTCC is located on a State Reserve known as Henry Ziegenfusz Park. It was identified that the current lease footprint does not incorporate the additional structures built by CTCC in recent years. To encompass the occupied area within one tenure agreement, an expansion of the lease footprint is required to include the enclosed cricket nets and the storage shed beside the clubhouse (refer Attachment 1).

STRATEGIC IMPLICATIONS**Legislative Requirements**

The *Local Government Regulation 2012* describes land as a “Valuable Non-Current Asset” and prescribes a number of options available to enter into a contract to dispose of that asset. The disposal may include all or any part of an interest in land; in this case, the interest being the granting of a lease.

The prescribed method of disposing of land is sale by tender or auction. However, the *Local Government Regulation 2012* provides for exceptions to this rule in certain circumstances.

In particular, reference is made to sub paragraph 236(1)(c)(iii) of the *Local Government Regulation 2012* which provides:

236(1)(c)(iii) - *The disposal is for the purpose of renewing the lease of land to the existing tenant of the land.*

The term 'disposal of land' refers to the process by which a governing authority or landowner relinquishes ownership, control, or interest in a parcel of property. This may be done in a variety of ways, including but not limited to, sale, lease, exchange, or gifting of land assets.

It is considered that the proposed lease is able to be made in accordance with the exception contained within the *Local Government Regulation 2012* provisions.

Risk Management

CTCC is required to maintain full building and public liability insurance.

Council officers completed inspections in July 2022 and February 2025 to ensure legislative compliance regarding occupant safety and building condition and are satisfied that CTCC is compliant with all matters.

Council uses a standard form lease document containing provisions to mitigate risk, including defining permitted uses, safety obligations, warranties and insurances, in addition to lease inspections and reviews. Leasing Property is listed as an Operational Risk ID 1001027: Assets and Property (Leasing Property) with related mitigation controls including a consolidated lease register accessible by stakeholders.

Financial

The lessee bears all costs associated with the preparation and registration of the lease including the cost for a new survey plan for the expansion of the lease footprint. Maintenance of the premises is the responsibility of the lessee in accordance with the terms in the tenure agreement. The lessee also bears utility costs associated with water, sewage and electricity.

A financial sustainability check conducted on 16 January 2025 for the previous three years financials indicates that CTCC's financial position is sound.

People

There are no known staff implications associated with this report.

Environmental

There are no known environmental implications associated with this report.

Social

A new lease agreement will allow CTCC to continue to provide a facility for all ages to play cricket within Redlands Coast and surrounding communities.

Human Rights

There are no known human rights implications associated with this report.

Alignment with Council's Policy and Plans

Our Future Redlands – A Corporate Plan to 2026 and Beyond, particularly:

Goal 2. Strong Communities

- 2.1 Enhance the health, safety and wellbeing of our community through the delivery of inclusive and responsive services focused on preserving and improving our naturally wonderful lifestyle by leveraging partnerships, networks, facilities and infrastructure.
- 2.4 Enhance community inclusion where people of all locations, ages, abilities and cultures can participate and have access to the necessary services and facilities.

Goal 5. Liveable Neighbourhoods

- 5.1 Enhance the unique character and liveability of our city for its communities through co-ordinated planning, place making, and management of community assets.

CDV-001-P Community Leasing Policy supports leases to not-for-profit community organisations.

CONSULTATION

Consulted	Consultation Date	Comments/Actions
Cleveland Thornlands Cricket Club Inc	February 2025 – September 2024	Correspondence between CTCC and Council to progress new lease.
Councillor Division 2	26 February 2025	Update to Councillor Division 2 and new lease supported.
Senior Venues Leasing Officer, Community Investment & Building Services Coordinator, Facility Services	11 February 2025 & 11 July 2022	Site inspections confirmed legislative and building compliance.
Community Spaces Service Manager and Sport and Recreation Officers	11 February 2025	Discuss financial sustainability with the Club and support with options.
Service Manager Business Partnering, Financial Services	16 January 2025	Financial Sustainability check undertaken on last three years financials for the Club.
Community Land and Facilities Panel (CLFP) (Panel consists of: Group Manager, Communities, Strategic Property Manager, Service Managers of Civic and Open Space Asset Management, Facilities Services, Legal Services, Strengthening Communities and Strategic Economic Development).	15 September 2024	Recommendation from panel supported a new 10-year lease.

OPTIONS

Option One

That Council resolves as follows:

1. To approve a new lease to Cleveland Thornlands Cricket Club Inc over part of Lot 1 on CP857140, described as 143-191 Fitzroy Street Cleveland as shown in Attachment 1, with a lease term of 10 years.
2. To agree, in accordance with s.236(2) of the *Local Government Regulation 2012*, that s.236(1)(b)(ii) of the *Local Government Regulation 2012* applies allowing the proposed lease to a community organisation, other than by tender or auction.
3. To authorise the Chief Executive Officer to apply any necessary administrative amendments and execute all documents in regard to this matter.

Option Two

That Council resolves to not approve a new lease to Cleveland Thornlands Cricket Club and investigates alternative arrangements.

OFFICER'S RECOMMENDATION

That Council resolves as follows:

1. To approve a new lease to Cleveland Thornlands Cricket Club Inc over part of Lot 1 on CP857140, described as 143-191 Fitzroy Street Cleveland as shown in Attachment 1, with a lease term of 10 years.
2. To agree, in accordance with s.236(2) of the *Local Government Regulation 2012*, that s.236(1)(b)(ii) of the *Local Government Regulation 2012* applies allowing the proposed lease to a community organisation, other than by tender or auction.
3. To authorise the Chief Executive Officer to apply any necessary administrative amendments and execute all documents in regard to this matter.

Attachment 1 – Cleveland Thornlands Cricket Club Inc

Aerial image at Henry Ziegenfusz Park, 143-191 Fitzroy Street Cleveland

Existing lease area highlighted in **Orange**

Additional lease footprint area highlighted in **Green**



16 REPORTS FROM INFRASTRUCTURE & OPERATIONS

Nil.

17 NOTICES OF INTENTION TO REPEAL OR AMEND A RESOLUTION

17.1 NOTICE OF INTENTION TO REPEAL OR AMEND A RESOLUTION - CR PETER MITCHELL - COUNCIL RESOLUTION 2021/159

At the General Meeting of 16 June 2021 (*Item 19.1 – Review of Redlands Economic Development and Investment Attraction*) Council resolved as follows:

1. *To note that the Economic Development Advisory Board has achieved its objectives and will be discontinued.*
2. *To acknowledge the members of the Economic Development Advisory Board and thank them for their contribution in setting the foundations and frameworks to drive the Redlands economy.*
3. *To acknowledge the work of Redland Investment Corporation in the progress of the masterplans for the Toondah Harbour and Weinam Creek PDAs and the facilitation of various property projects.*
4. *That Council prepares a Transition Plan to a future operating model that will transform Council's approach toward economic development, placemaking, investment attraction, and advocacy, incorporating multi-year funding.*
5. *That Redland Investment Corporation complete existing (but not start new) property development and other projects which are outside of the Toondah Harbour and Weinam Creek PDAs and Capalaba Town Centre project whilst the Transition Plan is in development.*
6. *That the Redland Investment Corporation Board review its operating model with regard to the Transition Plan that also considers Council's equity position in the company.*
7. *That this report remains confidential, subject to maintaining the confidentiality of legally privileged and commercial-in-confidence information.*

Notice is hereby given, that at the General Meeting scheduled for 21 May 2025, Cr Peter Mitchell intends to move as follows:

MOTION

That Council resolves to amend Council Resolution 2021/159 to amend point 5 of the resolution, by removing the words 'but not start new' and authorise as follows:

1. **That Redland Investment Corporation progress the Cleveland Town Centre Revitalisation Project on behalf of Council.**
2. **That the project be managed in accordance with the joint governance arrangements with Council listed in the background of the motion.**

BACKGROUND

Redland City Council has for many years recognised the need to activate the Cleveland town centre and to reinforce the primacy of the precinct as the commercial, entertainment, cultural and civic heart of the Redlands Coast. Council has undertaken a number of planning and economic studies to promote opportunities around the Cleveland Town Centre.

The Cleveland Centre Master Plan 2010 document (and subsequent Planning Scheme amendments) helped to establish a vision and encourage investment in the Centre.

This plan provided a long-term vision to guide growth and development in Cleveland over the subsequent 20 years and beyond. The associated implementation plan had more than 60 actions.

Over the years however there has been inconsistent level of resourcing and prioritisation to implementing the Cleveland Masterplan and much of the plan remain underdelivered.

It is acknowledged however that Council has delivered and facilitated numerous opportunities in the Cleveland Precinct. This includes maintenance, capital works, strong strategic land purchases, RPAC improvements, and private investment such as the Vacenti Aged Care and Ramsay Medical Facilities under construction. Council is also strengthening working with strategic partners like the Chamber of Commerce, local trader groups and individual businesses to stimulate trader engagement, collaboration, and activation. Council is also currently considering its accommodation requirements as identified in the Corporate Plan.

Very recently, Council facilitated a Cleveland Development Forum alongside UDIA, where we heard directly from developers and key stakeholders about the need for Council to be clear and committed on desired future state for Cleveland, to support strategic partnerships and investment attraction.

There was also feedback around the need for Council to work with industry to look at opportunities outside the box to secure Cleveland's future as a place of economic and social activity, sustainability, and purpose.

These initiatives have been valued but it is clear that more strategic and sustained work is needed to ensure a coordinated effort towards an agreed and vibrant future for Cleveland.

A new approach that will seek to drive a major market response in the Centre, and one seeking to leverage a precinct with a strong 'sense of place' and a clear civic heart.

Of note, in 2016 Council engaged Redland Investment Corporation (RIC) to drive the urban renewal of Cleveland. This was in direct response to:

- Limited investment undertaken.
- Council's significant landholdings in the town centre core that could be leveraged.
- The priority of the centre for renewal as a Principal Activity Centre.
- The opportunity to deliver on the vision for the centre to become a vibrant mixed use and transit-oriented development opportunity.

In 2017, the project was postponed due to Council committing CBD land to the Chefs Inc. markets.

The Cleveland Town Centre Revitalisation Project represents a unique opportunity to partner with the private sector to deliver a transformative urban renewal project with an integrated master plan, that will offset the cost of delivering the Council infrastructure and returnable works, while stimulating the economic development opportunities and activating the heart of Cleveland. The project would be a catalyst project to provide the much-needed urban renewal for the Cleveland centre.

The project also provides an opportunity to attract State and Federal Government investment due to its central location and cultural and economic significance.

Steps to deliver the Cleveland Town Centre Revitalisation Project:

- There is an immediate need for a Councillor Workshop to discuss activities that have been undertaken since 2010 in the Cleveland Precinct and an update on contemporary activities. This workshop also importantly to confirm or re-affirm an agreed strategic direction and investment strategy for Cleveland.
- The optimal model for catalysing renewal and leveraging investment in the town centre is via a best practice approach of partnering with the private sector to maximise development and highly valued civic or community outcomes.
- A detailed process will be facilitated by RIC in consultation with Council to prepare a strategy to procure the optimal delivery partner. This will include developing clear specifications for Council's returnable works for the catalyst civic assets and preparation of a functional brief. The land for inclusion in the project, transaction strategy and functional brief will be presented to the Council at a General Meeting for approval.
- RIC would then commence a national expression of interest process to procure responses from the market to encourage private investment/development in the Centre. Following shortlisting, a Request for Detailed Proposals (RFDP) transaction stage will be conducted. This will enable RIC and Council to select a development partner and enable the preferred development partner to refine the development strategy and structure terms for commercial and partnership arrangements with RIC and Council.
- The Cleveland Town Centre Revitalisation Project will be a landmark project for the region and will bring significant and necessary change to Cleveland and the Redlands Coast. The project will encourage flow-on private sector investment in and around the town centre.
- The revitalisation project will replace/reposition civic assets and develop a thriving urban hub of retail, commercial and residential offerings. The project will seek to breathe life into the Town Centre, to stimulate economic investment and growth in the city and create a world class active urban hub.

Joint Governance Arrangements

The following joint governance arrangements between Council and RIC are proposed to be implemented for the ongoing management of this project:

1. The proposed project will utilise the existing governance arrangements established in the RIC steering committee framework authority.
2. In consultation with the steering committee, RIC will prepare a functional brief listing the Council infrastructure and assets to be returned to the Council as part of the project. The functional brief will also include the land available to be included in the project. The steering committee will endorse the functional brief for presentation to a Council general meeting for approval.
3. RIC will engage a bid manager to prepare an information memorandum for an expression of interest (EOI) invitation. The information memorandum will be consistent with the functional brief approved by the Council.
4. The EOI invitation will seek responses from experienced organisations and consortia to enable a shortlist of proponents to be selected to submit detailed concept and design proposals for the development and revitalisation of the town centre, in particular for the provision of public infrastructure.

5. The EOI responses will be assessed by an evaluation panel comprising of RIC employees and Council officers selected by the Council CEO. Key stakeholders and subject experts will advise the evaluation panel. The evaluation panel will prepare a report making recommendations to Council and RIC.
6. The evaluation panel's report and recommendations will be submitted to a council general meeting and the RIC board for approval of the preferred developer, plan of development and legal agreements.

Budget Considerations

Any initial and ongoing project funding requirements are to be managed within the existing or accepted Council and RIC budget processes and authorities.

17.2 NOTICE OF INTENTION TO REPEAL OR AMEND A RESOLUTION - CR JASON COLLEY - COUNCIL RESOLUTION 2025/25

At the General Meeting of 19 February 2025 (*Item 20.3 – Public Tracks and Trails on Private Land*) Council resolved as follows:

1. *To negotiate the acquisition of the land, identified in Attachment 1, for the purposes relating to transportation and/or environment and/or recreation, by agreement.*
2. *To commence proceedings under the Acquisition of Land Act 1967 to resume the land, identified in Attachment 1, for the purposes relating to transportation and/or environment and/or recreation if agreement cannot be reached.*
3. *That this report and attachments remain confidential as required by any legal and statutory obligation, subject to maintaining confidentiality of legally privileged, private and commercial in confidence information until such time as the acquisition is finalised.*

Notice is hereby given, that at the General Meeting scheduled for 21 May 2025, Cr Jason Colley intends to move as follows:

MOTION

That Council resolves to amend Council Resolution 2025/25 which was resolved as Item 20.3 of the General Meeting 19 February 2025, by removing two properties identified in the confidential attachment to the report as Property #1 and Property #2.

BACKGROUND

At the General Meeting of Council 19 February 2025, Council resolved as follows:

1. *To negotiate the acquisition of land, identified in Attachment 1, for the purposes relating to transportation and/or environment and/or recreation, by agreement.*
2. *To commence proceedings under the Acquisition of Land Act 1967 to resume the land, identified in Attachment 1, for the purposes relating to transportation and/or environment and/or recreation if agreement cannot be reached.*
3. *That this report and attachments remain confidential as required by any legal and statutory obligation, subject to maintaining confidentiality of legally privileged, private and commercial in confidence information until such time as the acquisition is finalised.*

When voting on a motion at a Council meeting, Councillors use the information available at the time to make a decision which is in the best interests of the community. Subsequent to this resolution at the 19 February 2025 General Meeting, new information has been made available regarding Property #1 and Property #2.

This most recent information suggests the area potentially required for compulsory acquisition of one of these properties could be nearly nine (9) times greater than that previously advised. There may be alternate options which do not require resumption of land for either of these properties, that haven't been fully investigated. Had I been aware of this information, my decision in February would have been different.

Further information about these two properties is available to be discussed in a confidential session under section 6.18.1 of the Meeting Standing Orders as involving:

- (g) negotiations relating to a commercial matter involving the local government for which a public discussion would be likely to prejudice the interests of the local government*
- (h) negotiations relating to the taking of land by the local government under the Acquisition of Land Act 1967*

18 NOTICES OF MOTION

In accordance with s.6.16 Council Meeting Standing Orders.

19 URGENT BUSINESS WITHOUT NOTICE

In accordance with s.6.17 of Council Meeting Standing Orders, a Councillor may bring forward an item of urgent business if the meeting resolves that the matter is urgent.

Urgent Business Checklist	YES	NO
To achieve an outcome, does this matter have to be dealt with at a general meeting of Council?		
Does this matter require a decision that only Council make?		
Can the matter wait to be placed on the agenda for the next Council Meeting?		
Is it in the public interest to raise this matter at this meeting?		
Can the matter be dealt with administratively?		
If the matter relates to a request for information, has the request been made to the CEO or a General Manager Previously?		

20 CONFIDENTIAL ITEMS

COUNCIL MOTION

That Council considers the confidential report(s) listed below in a meeting closed to the public in accordance with section 254J of the *Local Government Regulation 2012*:

20.1 Sale of Land for Overdue Rates and Charges

This matter is considered to be confidential under section 254J(3)(g) of the *Local Government Regulation 2012*, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with negotiations relating to a commercial matter involving the local government for which a public discussion would be likely to prejudice the interests of the local government.

Overview

To seek Council resolution to sell identified properties for overdue rates and charges.

20.2 Register of Fees 2025-2026

This matter is considered to be confidential under of the *Local Government Regulation 2012*, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with the local government's budget.

Overview

To submit to Council for adoption the Redland City Council Register of Fees for the 2025-2026 financial year.

20.3 Redland Investment Corporation Quarter Two 2024/2025 Financial Report

This matter is considered to be confidential under section 254J(3)(g) of the *Local Government Regulation 2012*, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with negotiations relating to a commercial matter involving the local government for which a public discussion would be likely to prejudice the interests of the local government.

Overview

To present Redland Investment Corporation's (RIC) management accounts to Redland City Council (Council) for the period ending 31 December 2024 as required by the Service Agreement between RIC and Council.

20.4 2024-2025 Round 2 Sponsorship Program - Applications for Major Sponsorship

This matter is considered to be confidential under section 254J(3)(g) of the *Local Government Regulation 2012*, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with negotiations relating to a commercial matter involving the local government for which a public discussion would be likely to prejudice the interests of the local government.

Overview

To seek endorsement of the Sponsorship Assessment Panel's recommendations on an application for major sponsorship in Round One of the 2024-2025 Sponsorship Program.

21 MEETING CLOSURE