

Redland
CITY COUNCIL

AGENDA

GENERAL MEETING

Wednesday, 18 February 2026
commencing at 9:30 AM

The Council Chambers
91 - 93 Bloomfield Street
CLEVELAND QLD

Order Of Business

1	Declaration of Opening.....	4
2	Record of Attendance and Leave of Absence.....	5
3	Devotional Segment	6
4	Recognition of Achievement.....	7
5	Receipt and Confirmation of Minutes	8
6	Public Participation	9
7	Petitions and Presentations	10
7.1	Petition - Councillor Shane Rendalls - Request to Amend Council's Animal Management Laws Regarding Miniature Goats.....	10
7.2	Petition - Councillor Shane Rendalls - Request to Temporarily Suspend Parking Infringement Notices at the Redland Bay Marina.....	11
7.3	Petition - Councillor Paul Bishop - Request for an Off-Leash Dog Area at Byng Road Park Birkdale	12
7.4	Petition - Councillor Lance Hewlett - Request for Council to Introduce EFTPOS Payment Options for Printing and Photocopy Stations at Council Libraries	13
8	Motion to Alter the Order of Business	14
9	Matters Outstanding from Previous Council Meetings	15
9.1	Draft Birkdale Community Precinct Local Government Infrastructure Designation Consultation Report	15
9.2	Birkdale Community Precinct.....	16
9.3	Cleveland Town Centre Revitalisation Project Update	17
9.4	Indoor Sports Facilities Planning	18
9.5	Notice of Motion - Clearing Watercourses of Flood Debris to Mitigate Flood Risks.....	19
9.6	Potential Property Disposals - Capalaba	20
9.7	Notice of Motion - Councillor Shane Rendalls - Public Toilets Russell Island	21
9.8	Community Facility Update - New Southern Moreton Bay Islands Youth and Community Centre	22
10	Declaration of Prescribed Conflict of Interests and Declarable Conflict of Interests.....	23
11	Mayoral Minute	26
12	Reports from the Office of the CEO	27
13	Reports from Organisational Services	28
13.1	January 2026 Monthly Financial Report.....	28
13.2	Operational Plan Performance Report October to December 2025, Quarter Two	45
14	Reports from Community & Customer Services.....	179

14.1	New Lease - Coochiemudlo Island Surf Life Saving Club Incorporated.....	179
14.2	Australian Local Government Association - 2026 Motions.....	184
14.3	Advocating Council's Priorities in the Review of the ShapingSEQ South East Queensland Regional Plan 2023.....	214
15	Reports from Infrastructure & Operations	226
15.1	Redlands Coast 2032 Legacy Working Group Meeting Summary.....	226
15.2	Weinam Creek Priority Development Area Project Update	231
16	Notices of Intention to Repeal or Amend a Resolution	235
17	Notices of Motion.....	236
17.1	Notice of Motion - Councillor Jason Colley - Customer Experience Policy for Residents Affected by Persistent Water Supply Issues	236
18	Urgent Business Without Notice	237
19	Confidential Items	238
19.1	Redland Investment Corporation Governance Review and Director Appointment	238
19.2	Redlands Coast Eco Precinct - Project Briefs.....	238
19.3	Options and Costings for the Delivery of Public Amenities on Russell Island.....	238
20	Meeting Closure	239

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 - 21 January 2026.

6 PUBLIC PARTICIPATION

In accordance with s.6.8 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.

7 PETITIONS AND PRESENTATIONS**7.1 PETITION - COUNCILLOR SHANE RENDALLS - REQUEST TO AMEND COUNCIL'S ANIMAL MANAGEMENT LAWS REGARDING MINIATURE GOATS**

In accordance with s.6.9 of Council Meeting Standing Orders, Councillor Shane Rendalls will present the petition and motion as follows:

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

7.2 PETITION - COUNCILLOR SHANE RENDALLS - REQUEST TO TEMPORARILY SUSPEND PARKING INFRINGEMENT NOTICES AT THE REDLAND BAY MARINA

In accordance with s.6.9 of Council Meeting Standing Orders, Councillor 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.

7.3 PETITION - COUNCILLOR PAUL BISHOP - REQUEST FOR AN OFF-LEASH DOG AREA AT BYNG ROAD PARK BIRKDALE

In accordance with s.6.9 of Council Meeting Standing Orders, Councillor 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.

7.4 PETITION - COUNCILLOR LANCE HEWLETT - REQUEST FOR COUNCIL TO INTRODUCE EFTPOS PAYMENT OPTIONS FOR PRINTING AND PHOTOCOPY STATIONS AT COUNCIL LIBRARIES

In accordance with s.6.9 of Council Meeting Standing Orders, Councillor Lance Hewlett 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.

8 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.

9 MATTERS OUTSTANDING FROM PREVIOUS COUNCIL MEETINGS**9.1 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.

9.2 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.

9.3 CLEVELAND TOWN CENTRE REVITALISATION PROJECT UPDATE

At the General Meeting 10 December 2025 (Item 19.4 refers), Council resolved as follows:

1. *That the Cleveland Town Centre Revitalisation Project be designated a Major Project in accordance with the Funding Deed between Redland City Council and Redland Investment Corporation.*
2. *That Redland Investment Corporation continue to progress the Cleveland Town Centre Revitalisation Project for Phases 2 to 6 under the appropriate RIC governance policies with the support and collaboration of Council, noting the sourcing of consultants is subject to endorsement of the Project Steering Committee overseen by an independent Probity Advisor.*
3. *To endorse the project budget as identified in the report for Phases 1 to 6 of the Cleveland Revitalisation Project.*
4. *To note that the evaluation panel's recommendation for preferred development partner/s will be brought to a future General Meeting of Council.*
5. *To maintain the report as confidential including maintaining the confidentiality of legally privileged, private and commercial in confidence information.*

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

9.4 INDOOR SPORTS FACILITIES PLANNING

At the General Meeting 17 September 2025 (Item 16.2 refers), Council resolved as follows:

1. *To endorse the Indoor Sports Facility Action Plan (Attachment 2).*
2. *To provide in-principle support for the preferred sites for a new indoor sports facility (Attachment 3).*
3. *To authorise officers to undertake the due diligence, master planning and business cases for the preferred sites over the next 12-18 months, including options for further co-location of Council and community facilities as part of a larger integrated precinct and project.*
4. *That a further report be brought to a future meeting of Council for consideration regarding the master planning process, business cases and next steps, which may include the potential refinement of preferred sites pending the results of future work as outlined at point 3.*
5. *To endorse the implementation of the following short-term actions to address current indoor court access constraints:*
 - a. *Advocacy to state primary and secondary schools to secure increased community access to indoor facilities.*
 - b. *Investigation into the feasibility of covering existing outdoor court facilities to expand all-weather use.*
 - c. *Engagement with the Queensland Government to explore co-investment opportunities for enhanced community access to school-based indoor sports infrastructure.*
6. *That the attachments 2 and 3 remain confidential until such time as all key due diligence investigations are completed and Council determines to proceed with a preferred development option, subject to maintaining the confidentiality of legally privileged, private and commercial in confidence information.*

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

9.5 NOTICE OF MOTION - CLEARING WATERCOURSES OF FLOOD DEBRIS TO MITIGATE FLOOD RISKS

At the General Meeting 12 November 2025 (Item 16.2 refers), Council resolved as follows:

1. *To request a schedule of works and timeframe for clearing of watercourses of flood debris to reduce the likelihood of flooding at:*
 - a. *Weinam Creek at Cliftonville Place Park and Moores Road to the mouth of the creek.*
 - b. *Serpentine Creek from 62-66 Serpentine Creek Road to mouth of the creek.*
 - c. *Pitt Street Wetlands from Salisbury Road and Hamilton Street to mouth of the watercourse.*
2. *To bring a report to the General Meeting of Council scheduled 18 March 2026.*

A report will be brought to the General Meeting of Council scheduled 18 March 2026.

9.6 POTENTIAL PROPERTY DISPOSALS - CAPALABA

At the General Meeting 12 November 2025 (Item 20.4 refers), Council resolved as follows:

1. *To affirm Council's resolution made under Item 20.1 of the General Meeting of 18 September 2024, confirming that Lot 1 is to be disposed of at market value in accordance with the requirements of the Local Government Act 2009 and Local Government Regulation 2012.*
2. *That Council requests a further confidential report outlining options for the disposal of Lot 3 and that no disposal of Lot 3 be progressed or finalised until Council has considered this report at a future meeting.*
3. *That this report and all attachments remain confidential until the property disposal process has concluded, subject to maintaining the confidentiality of legally privileged, private and commercial-in-confidence information.*

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

9.7 NOTICE OF MOTION - COUNCILLOR SHANE RENDALLS - PUBLIC TOILETS RUSSELL ISLAND

At the General Meeting 15 October 2025 (Item 18.1 refers), Council resolved as follows:

1. *To develop options and costing for the delivery of public toilets within 200m of the Russell Island IGA (29-39 High Street, Russell Island).*
2. *To bring a report to the General Meeting of Council scheduled 21 January 2026.*

A report addressing this matter is listed as Item 19.3 of this agenda.

9.8 COMMUNITY FACILITY UPDATE - NEW SOUTHERN MORETON BAY ISLANDS YOUTH AND COMMUNITY CENTRE

At the General Meeting 10 December 2025 (Item 14.2 refers), Council resolved as follows:

That the item lie on the table.

10 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.

11 MAYORAL MINUTE

In accordance with s.6.13 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.

12 REPORTS FROM THE OFFICE OF THE CEO

Nil.

13 REPORTS FROM ORGANISATIONAL SERVICES

13.1 JANUARY 2026 MONTHLY FINANCIAL REPORT

Objective Reference: A12830222

Authorising Officer: Melanie Reimann, Acting Executive Group Manager Financial Services & Chief Financial Officer

Responsible Officer: Louise Miller, Service Manager Corporate Finance

Report Author: Udaya Panambala Arachchilage, Corporate Financial Reporting Manager

Attachments: 1. January 2026 Monthly Financial Report [↓](#)

PURPOSE

To note the year-to-date financial results as at 31 January 2026.

BACKGROUND

Council adopts an annual budget and then reports on performance against the budget on a monthly basis. This 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

The attached report provides information to Council and the Community reflecting the actual financial results year-to-date compared to the revised budget forecast.

The year-to-date operating results was a surplus of \$49.52M. Whilst this is favourable to budget by \$6.39M at this point in time, this variance is expected to be temporary due to various timing differences, noting the revised full year budget forecast is an operating deficit of \$8.2M. The key movements impacting the year-to-date result are set out in the executive summary in the attached report.

Council officers continue to closely monitor Council's operating result, striving to ensure the delivery of efficient and effective services to the community whilst being fiscally responsible with community assets and funds. Council officers are focused on:

- Achieving the cost efficiency savings included in the budget, which have not been fully achieved or recognised as at the date of this report; and
- Prioritise the delivery of capital works and monitor the progress of projects against milestones.

STRATEGIC IMPLICATIONS

Council has either achieved or favourably exceeded the following key financial sustainability ratios at 31 January 2026:

- 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 January 2026 and remains unfavourable YTD for Council with renewal spend of \$23.29M and depreciation expense of \$48.93M 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 and can fluctuate month to month depending on the timing of capital work.

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 January 2026 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 January 2026 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 a summary of Council's financial position, results and ratios at the end of January 2026.

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 Council's *Our Future Redland City – Corporate Plan 2026-2031* Effective and Efficient Council goal, particularly the outcomes of:

- transparent governance, innovation, and data-driven decision-making to deliver lasting social, cultural, environmental and economic benefits; and

- Council assets are sustainably managed to provide reliable, cost-effective services that meet community needs.

CONSULTATION

Consulted	Date	Comment
Council departmental officers	Year to date 31 January 2026	Consulted on financial results and outcomes.
Financial Services Group officers	Year to date 31 January 2026	Consulted on financial results and outcomes.
Executive Leadership Team and Senior Leadership Team	Year to date 31 January 2026	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 January 2026 as presented in the attached Monthly Financial Report.

Option Two

That Council resolves to request additional information.

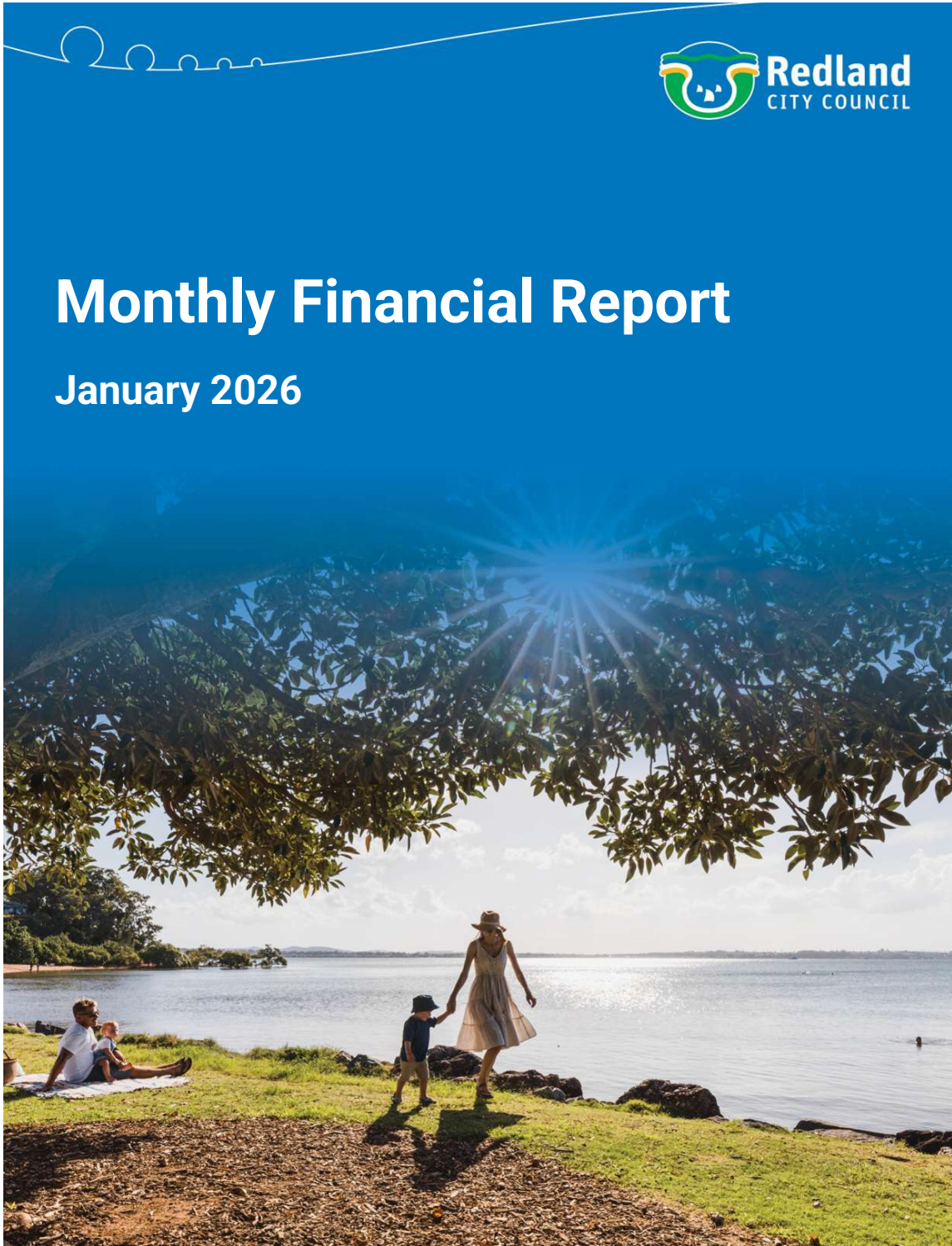
OFFICER'S RECOMMENDATION

That Council resolves to note the financial position, results and ratios for January 2026 as presented in the attached Monthly Financial Report.



Monthly Financial Report

January 2026



CONTENTS

1.	Executive Summary	3
2.	Key Performance Indicators	3
3.	Statement of Comprehensive Income	4
4.	Capital Expenditure	6
5.	Statement of Financial Position	7
6.	Statement of Cash Flows	9
7.	Investment & Borrowings Report	10
8.	Constrained Cash Reserves	11
9.	City Water Statements	12
10.	City Waste Statements	12
11.	Appendix: Additional and Non-financial Information	13
12.	Glossary	14

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 31 January 2026. The annual revised budgeted balances for 2025-2026 include the changes from the budget review adopted by Council on 10 December 2025.

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)	(8,167)	43,128	49,517	6,389	15%	✓
Recurrent Revenue	419,248	286,436	293,235	6,799	2%	✓
Recurrent Expenditure	427,415	243,308	243,718	410	0%	✗
Capital Works Expenditure	152,446	54,881	48,615	(6,266)	-11%	✓
Closing Cash & Cash Equivalents	187,415	256,784	223,014	(33,770)	-13%	✗
Short-Term Investment	50,000	50,000	50,000	-	0%	✓

Council reported a year-to-date operating surplus of \$49.52M which is favourable to budget by \$6.39M. The favourable variance is expected to be temporary given the budgeted full year operating deficit of \$8.2M.

Higher than budget YTD recurrent revenue primarily relates to:

- Fees from planning and plumbing applications and work performed on private properties. The level of development and plumbing applications received can vary month to month, and the YTD favourable variance may not be indicative of a trend.
- Favourable fee licence fees income is expected to be a timing variance related to the timing of invoice receipts.

YTD recurrent expenses are slightly higher than budget, impacted by:

- Lower employee costs compared to the revised budget that includes increased costs agreed under the certified agreements.
- Higher material and services costs that include unbudgeted costs for maintenance and critical tree management activities post ex-TC Alfred.
- Lower depreciation expense which is expected to be a temporary timing difference, with the variance impacted by the timing of the completion of capital works and the capture of the assets in the financial asset register.

Council officers continue focus on achieving the cost efficiency savings included in the budget, which have not been fully achieved or recognised as at the date of this report.

The recognition of capital revenue is impacted by the completion of works related to the grant. Council officers are reviewing the expected timing of completion of these works and if this may delay the recognition of some capital grants.

Council's capital works expenditure is behind budget by \$6.27M. The progress of work on several projects is behind budget, partially offset by the work completed on projects which were in flight from the prior financial year. Council officers continue to prioritise the delivery of capital works and monitor the progress of projects against milestones.

2. KEY PERFORMANCE INDICATORS

Local Government Regulation 2012 requires Council to calculate and publish nine financial sustainability measures as part of the annual statutory financial reporting process. Council applies the guidance set out in the *Financial Management (Sustainability) Guideline 2024* to calculate the ratios and determine the target measures. Ratios are monitored monthly.

Type	Financial Sustainability Measures	Target	Annual Revised Budget	YTD Actual	Status Achieved ✓ Not achieved ✗
Financial Capacity	Council-Controlled Revenue ¹	Contextual - No target specified	92.41%	93.29%	N/A
	Population Growth Ratio ¹	Contextual - No target specified	1.23%	1.23%	N/A
Operating Performance	Operating Surplus Ratio ³	Greater than 0%	-1.92%	16.72%	✓
	Operating Cash Ratio	Greater than 0%	20.63%	34.06%	✓
Liquidity	Unrestricted Cash Expense Cover Ratio	Greater than 2 months	3.71	5.10	✓
Asset Management	Asset Sustainability Ratio	Greater than 60%	82.64%	47.59%	✗
	Asset Consumption Ratio	Greater than 60%	60.14%	60.84%	✓
	Asset Renewal Funding Ratio ¹	Contextual - No target specified	100.00%	100.00%	N/A
Debt Servicing Capacity	Leverage Ratio	0 - 4 times	1.15	0.83	✓
Level of Debt	Net Financial Liabilities Ratio ^{2,3}	Less than 60% (on average over the long-term)	-19.48%	-56.52%	✓

¹ 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.

² 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.

³ The budget percentage for these ratios are calculated as at 30 June of each reporting year. The monthly ratio during the reporting year may not be representative of the end of year result.

3. STATEMENT OF COMPREHENSIVE INCOME

STATEMENT OF COMPREHENSIVE INCOME					
For the period ending 31 January 2026					
	Annual Original Budget \$000	Annual Revised Budget \$000	YTD Budget \$000	YTD Actual \$000	YTD Variance \$000
Recurrent revenue					
Rates charges	143,632	143,632	107,824	108,007	183
Levies and utility charges	227,034	227,034	154,182	154,073	(109)
Less: Pensioner remissions and rebates	(4,102)	(4,102)	(2,973)	(2,922)	51
Fees	24,952	25,483	13,432	17,138	3,706
Rental income	964	1,118	590	647	57
Interest received	10,477	10,477	6,359	7,323	964
Sales revenue	5,250	5,393	2,835	3,626	791
Other income	589	649	353	1,106	753
Grants, subsidies and contributions	7,908	9,565	3,834	4,237	403
Total recurrent revenue	416,703	419,248	286,436	293,235	6,799
Recurrent expenses					
Employee benefits	124,045	127,776	75,243	74,527	(716)
Materials and services	194,783	202,498	113,112	117,206	4,094
Finance costs	5,090	5,090	2,965	2,708	(257)
Depreciation and amortisation	92,607	92,607	52,341	49,654	(2,687)
Other expenditure	680	680	379	389	10
Net internal costs	(1,205)	(1,236)	(732)	(766)	(34)
Total recurrent expenses	415,999	427,415	243,308	243,718	410
OPERATING SURPLUS / (DEFICIT)	704	(8,167)	43,128	49,517	6,389
Capital revenue					
Grants, subsidies and contributions	55,432	48,056	33,014	15,147	(17,867)
Non-cash contributions	18,067	18,067	-	-	-
Total capital revenue	73,499	66,123	33,014	15,147	(17,867)
Capital expenses					
(Gain) / loss on disposal of non-current assets	289	289	168	540	372
Total capital expenses	289	289	168	540	372
TOTAL INCOME	490,202	485,371	319,450	308,382	(11,068)
TOTAL EXPENSES	416,287	427,704	243,476	244,258	782
NET RESULT	73,915	57,667	75,974	64,124	(11,850)
Other comprehensive income / (loss)					
Items that will not be reclassified to a net result					
Revaluation of property, plant and equipment	-	-	-	-	-
TOTAL COMPREHENSIVE INCOME	73,915	57,667	75,974	64,124	(11,850)

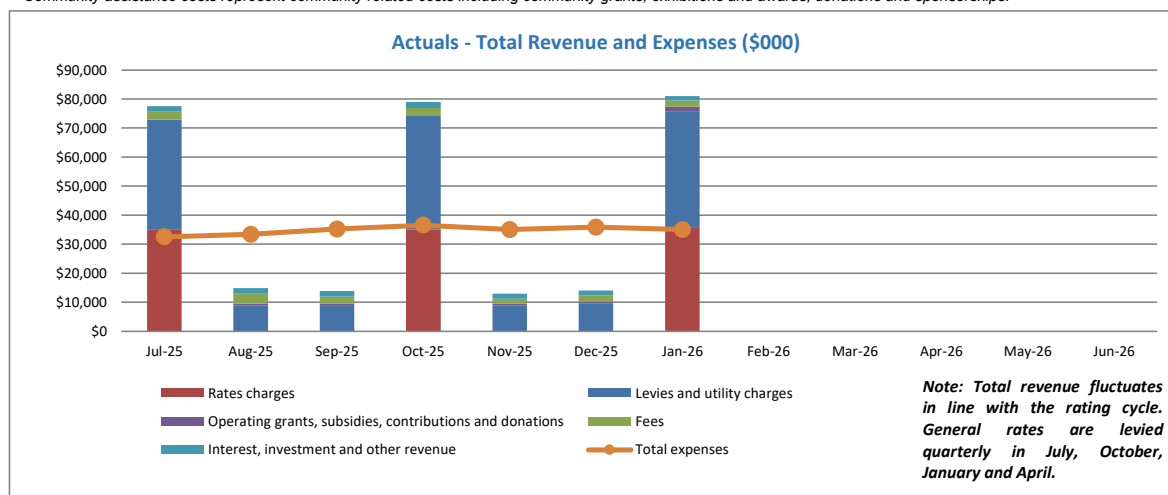
3. STATEMENT OF COMPREHENSIVE INCOME - CONTINUED

LEVIES AND UTILITY CHARGES ANALYSIS					
For the period ending 31 January 2026					
	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	44,987	44,987	26,169	26,281	112
SES separate charge	540	540	405	406	1
Environment & Coastal Management Separate Charge	19,206	19,206	14,397	14,471	74
Separate charge landfill remediation	5,793	5,793	4,344	4,352	8
Wastewater charges	65,902	65,902	49,149	48,958	(191)
Water access charges	28,458	28,458	21,316	21,141	(175)
Water consumption charges	62,147	62,147	38,402	38,464	62
Total levies and utility charges	227,034	227,034	154,182	154,073	(109)

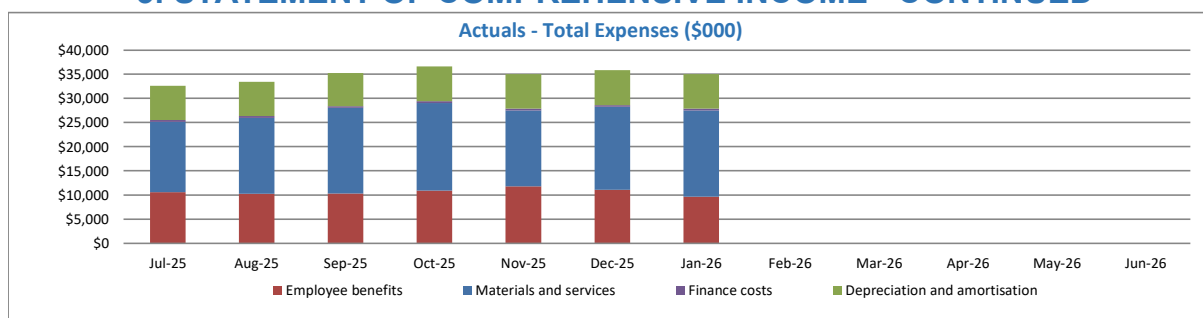
MATERIALS AND SERVICES ANALYSIS					
For the period ending 31 January 2026					
	Annual Original Budget \$000	Annual Revised Budget \$000	YTD Budget \$000	YTD Actual \$000	YTD Variance \$000
Materials and services					
Contractors	59,363	68,411	34,344	34,325	(19)
Consultants	6,248	6,906	4,010	3,900	(110)
Other Council outsourcing costs*	31,473	32,489	18,059	18,617	558
Purchase of materials	65,319	63,690	38,570	38,497	(73)
Office administration costs	6,223	4,528	2,870	5,812	2,942
Electricity charges	6,803	6,803	3,960	4,393	433
Plant operations	4,028	3,983	2,207	2,386	179
Information technology resources	9,004	9,113	5,305	5,452	147
General insurance	3,717	3,717	2,168	2,173	5
Community assistance**	1,898	2,153	1,215	1,255	40
Other material and service expenses	707	705	404	396	(8)
Total materials and services	194,783	202,498	113,112	117,206	4,094

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

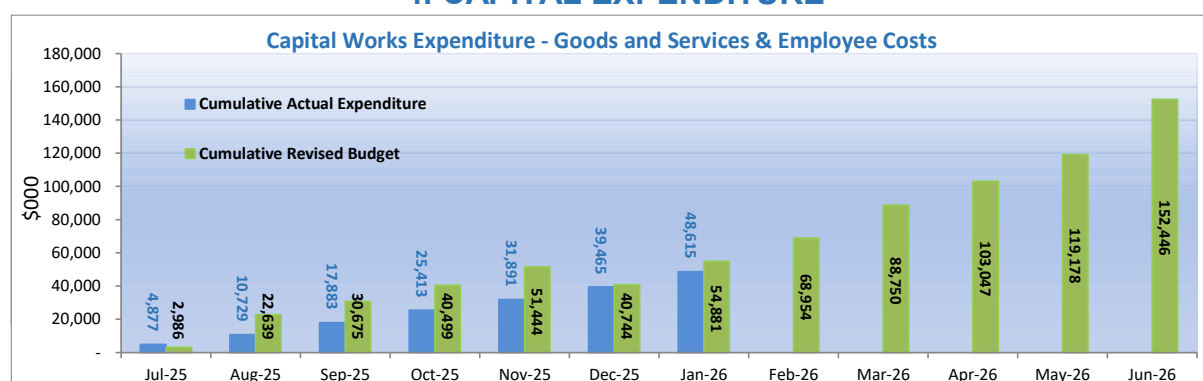
** Community assistance costs represent community related costs including community grants, exhibitions and awards, donations and sponsorships.



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*	142,723	51,858	43,654	(8,204)
Capitalised employee costs	9,723	3,023	4,961	1,938
Total	152,446	54,881	48,615	(6,266)

* Excludes capital prepayments.

Notable Projects

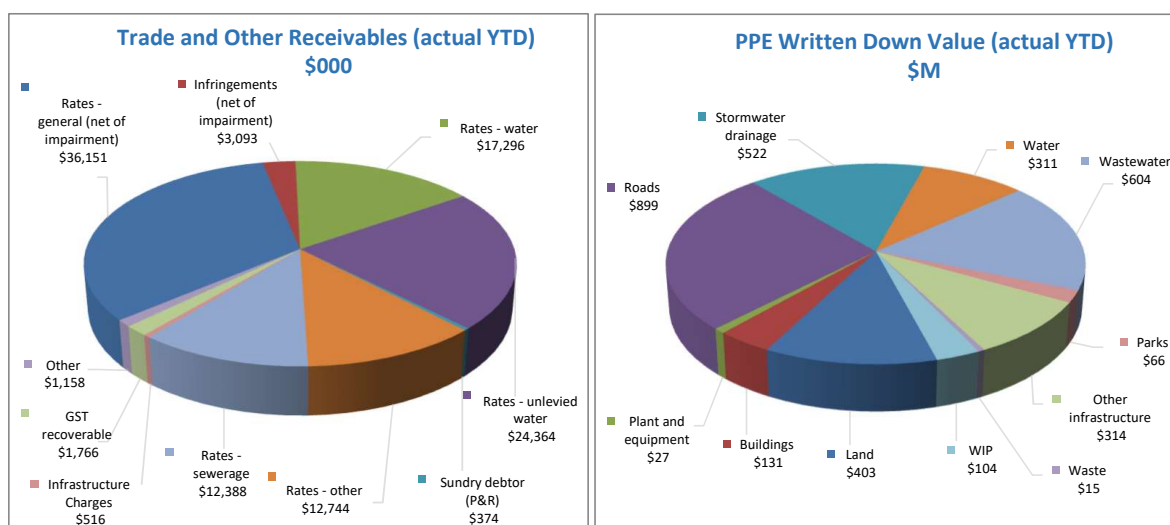
The table below lists Council's capital expenditure on major projects.

Capital Investment		YTD Actual \$'000
Kinross Road Sewerage Trunk	New sewerage pump station (Lorikeet Dr) and trunk sewer main to Cleveland waste water treatment plant	6,346
Judy Holt Park	Recreational area expansion	3,738
Fleet replacement	Current fleet replacement	1,818
Weinam Creek development	Continuation of works at Weinam Creek Priority Development Area.	1,080
RPAC Forecourt Redevelopment	Staged redevelopment of Redlands Performing Arts Centre	1,003

5. STATEMENT OF FINANCIAL POSITION

STATEMENT OF FINANCIAL POSITION As at 31 January 2026				
	Annual	Annual	YTD	YTD
	Original Budget \$'000	Revised Budget \$'000	Budget \$'000	Actual \$'000
CURRENT ASSETS				
Cash and cash equivalents	162,341	187,415	256,784	223,014
Short-term investment - CBA	50,000	50,000	50,000	50,000
Trade and other receivables	57,676	63,514	102,585	109,850
Inventories	1,258	1,398	1,398	1,265
Non-current assets held for sale	-	2	2	-
Other current assets	3,980	3,420	3,418	6,630
Total current assets	275,255	305,749	414,187	390,759
NON-CURRENT ASSETS				
Investment property	1,474	3,379	3,379	3,379
Property, plant and equipment	3,524,262	3,474,662	3,399,647	3,396,099
Intangible assets	158	149	218	193
Right-of-use assets	1,747	9,717	10,048	9,975
Other financial assets	73	73	73	73
Investment in other entities	11,769	11,769	11,769	11,769
Equity investment	2,831	7,793	7,793	7,793
Total non-current assets	3,542,314	3,507,542	3,432,927	3,429,281
TOTAL ASSETS	3,817,569	3,813,291	3,847,114	3,820,040
CURRENT LIABILITIES				
Trade and other payables	41,118	54,429	63,814	51,685
Borrowings - current	6,391	8,278	8,278	8,278
Lease liability - current	237	600	900	900
Provisions - current	5,904	22,396	20,836	20,700
Other current liabilities	(267)	13,316	28,736	21,742
Total current liabilities	53,383	99,020	122,564	103,305
NON-CURRENT LIABILITIES				
Borrowings - non-current	94,658	92,759	75,944	75,927
Lease liability - non-current	1,595	9,615	9,834	9,725
Provisions - non-current	28,009	21,342	28,110	29,753
Other non-current liabilities	379	353	2,152	4,671
Total non-current liabilities	124,641	124,069	116,040	120,076
TOTAL LIABILITIES	178,024	223,088	238,604	223,381
NET COMMUNITY ASSETS	3,639,546	3,590,203	3,608,510	3,596,659
COMMUNITY EQUITY				
Asset revaluation surplus	1,612,203	1,710,032	1,710,032	1,710,032
Retained surplus	1,914,077	1,749,054	1,769,145	1,756,240
Constrained cash reserves	113,266	131,118	129,333	130,387
TOTAL COMMUNITY EQUITY	3,639,546	3,590,203	3,608,510	3,596,659

5. STATEMENT OF FINANCIAL POSITION - CONTINUED



RIGHT-OF-USE ASSETS As at 31 January 2026

	Annual Original Budget \$'000	Annual Revised Budget \$'000	YTD Budget \$'000	YTD Actual Balance \$'000
Right-of-use asset				
Buildings	48	107	263	237
Land	1,537	9,448	9,606	9,559
Plant and equipment	162	162	179	179
Closing balance	1,747	9,717	10,048	9,975

PROPERTY, PLANT AND EQUIPMENT (PPE) MOVEMENT* For the period ending 31 January 2026

	Annual Original Budget \$'000	Annual Revised Budget \$'000	YTD Budget \$'000	YTD Actual Balance \$'000
PPE movement				
Opening balance (includes WIP from previous years)	3,447,968	3,397,600	3,397,600	3,397,600
Acquisitions and WIP in year movement	169,745	170,513	54,880	48,615
Depreciation in year	(91,648)	(91,648)	(51,782)	(48,996)
Disposals	(1,803)	(1,803)	(1,051)	(1,120)
Closing balance	3,524,262	3,474,662	3,399,647	3,396,099

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

6. STATEMENT OF CASH FLOWS

STATEMENT OF CASH FLOWS				
For the period ending 31 January 2026				
	Annual Original Budget \$000	Annual Revised Budget \$000	YTD Budget \$000	YTD Actual \$000
CASH FLOWS FROM OPERATING ACTIVITIES				
Receipts from customers	382,776	383,510	237,002	226,593
Payments to suppliers and employees	(341,480)	(352,897)	(193,981)	(210,327)
	41,296	30,613	43,021	16,266
Interest received	10,477	10,477	6,359	8,418
Rental income	964	1,118	590	647
Non-capital grants and contributions	8,007	9,664	3,946	4,469
Borrowing costs	(2,714)	(2,714)	(2,714)	(2,708)
Right-of-use assets interest expense	(301)	(301)	(175)	(200)
Net cash inflow / (outflow) from operating activities	57,728	48,857	51,027	26,892
CASH FLOWS FROM INVESTING ACTIVITIES				
Payments for property, plant and equipment	(151,678)	(152,446)	(54,880)	(48,615)
Proceeds from sale of property, plant and equipment	1,514	1,514	883	582
Capital grants, subsidies and contributions	55,432	48,056	33,014	17,532
Net cash inflow / (outflow) from investing activities	(94,731)	(102,875)	(20,983)	(30,501)
CASH FLOWS FROM FINANCING ACTIVITIES				
Proceeds of borrowings	15,211	15,211	-	-
Repayment of borrowings	(6,030)	(6,030)	(5,730)	(5,738)
Right-of-use lease payment	(525)	(525)	(306)	(415)
Net cash inflow / (outflow) from financing activities	8,657	8,657	(6,036)	(6,153)
Net increase / (decrease) in cash held	(28,346)	(45,361)	24,008	(9,762)
Cash and cash equivalents at the beginning of the year	190,687	232,776	232,776	232,776
Cash and cash equivalents at the end of the financial year / period	162,341	187,415	256,784	223,014

Cash Inflow (actual YTD)

Category	Percentage
Utility charges	48%
Rates charges	29%
Fees	9%
Operating grants and contributions	2%
Interest received	3%
Capital grants, subsidies and contributions	7%
Other cash receipts	2%

Cash Outflow (actual YTD)

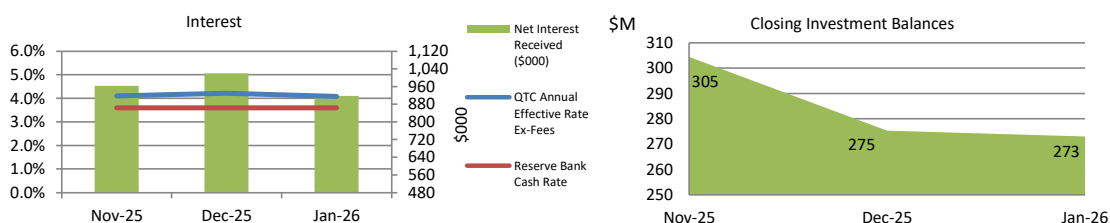
Category	Percentage
Materials and services	52%
Employee costs	27%
Payments for property, plant and equipment	18%
Repayment of borrowings	2%
Borrowing costs	1%

Total Cash Funding (Actual YTD)	258,241	Total Cash Expenditure (Actual YTD)	268,003
Total Cash Funding (Annual Revised Budget)	469,550	Total Cash Expenditure (Annual Revised Budget)	514,912
% of Budget Achieved YTD	55%	% of Budget Achieved YTD	52%

7. INVESTMENT & BORROWINGS REPORT

For the period ending 31 January 2026

INVESTMENT RETURNS



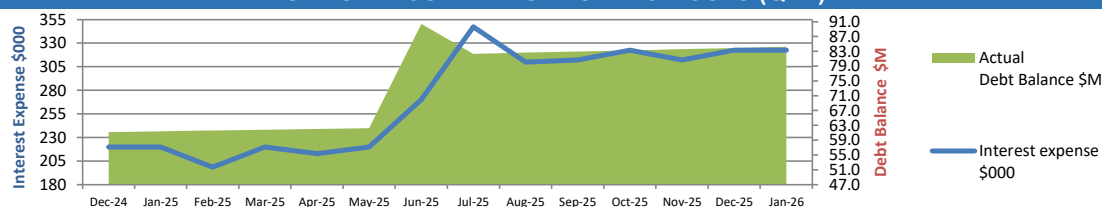
Total Investment at End of Month was \$273.01M

Council investments are currently held predominantly in interest earning at call facilities with Queensland Treasury Corporation (QTC) and a term deposit with Commonwealth Bank of Australia (CBA).

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.

Council adopted its Investment Policy (FIN-001-P) in June 2025 for the 2025-2026 financial year

BORROWINGS AND BORROWING COSTS (QTC)



The debt balance increased in June 2025 due to new borrowings of \$27.92M as part of Council's Capital Works Plan.

In July 2025 the debt balance decreased due to the \$8.45M Annual Debt Service Payment (ADSP), being \$5.74M principal and \$2.71M interest. Interest will accrue monthly on a daily balance until next ADSP in July 2026 which is reflected in the increasing debt balance.

Total Borrowings at End of Month were \$84.20M

Council adopted its Debt Policy (FIN-009-P) in June 2025 for the 2025-2026 financial year

BORROWINGS

For the period ending 31 January 2026

	Annual Original Budget \$000	Annual Revised Budget \$000	YTD Budget \$000	YTD Actual Balance \$000
Borrowings				
Opening balance	(90,413)	(90,401)	(90,401)	(90,401)
Accrued interest on borrowings	(3,868)	(3,869)	(2,265)	(2,250)
Interest paid on borrowings	2,714	2,714	2,714	2,708
Principal repaid	5,730	5,730	5,730	5,738
Loan drawdown	(15,211)	(15,211)	-	-
Closing balance	(101,049)	(101,037)	(84,222)	(84,205)

8. CONSTRAINED CASH RESERVES

Reserves as at 31 January 2026	Purpose of reserve	Opening Balance	To Reserve	From Reserve	Closing Balance
		\$000	\$000	\$000	\$000
Special Projects Reserve:					
Aquatic Paradise Revetment Wall Reserve	To fund Aquatic Paradise revetment wall works program	241	101	(4)	338
Weinam Creek Reserve	Maintenance and improvements associated with Weinam Creek projects	138	272	(2)	408
Waste Levy Reserve	To fund Waste Levy Program	-	2,928	(2,928)	-
Raby Bay Revetment Wall Reserve	To fund Raby Bay revetment wall works program	3,449	2,156	(291)	5,314
		3,828	5,457	(3,225)	6,060
Constrained Works Reserve:					
Public Parks Trunk Infrastructure Reserve	Capital projects for public parks trunk infrastructure	8,998	3,744	(272)	12,470
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	5,659	134	-	5,793
Water Supply Trunk Infrastructure Reserve	Upgrade, expansion or new projects for water supply trunk infrastructure	17,279	201	-	17,480
Sewerage Trunk Infrastructure Reserve	Upgrade, expansion or new projects for sewerage trunk infrastructure	14,568	2,325	(6,022)	10,871
Local Roads Trunk Infrastructure Reserve	Capital projects for local roads trunk infrastructure	30,003	5,886	(143)	35,746
Cycleways Trunk Infrastructure Reserve	Capital projects for cycleways trunk infrastructure	16,420	2,006	(500)	17,926
Stormwater Trunk Infrastructure Reserve	Capital projects for stormwater trunk infrastructure	12,348	632	-	12,980
Tree Planting Reserve	Acquisition and planting of trees on footpaths	465	46	-	511
Koala Tree off-set Planting Reserve	Acquisition and planting of trees for koala habitat	24	178	-	202
Special Property Reserve	Acquisition of property in line with the strategic property framework	4,980	756	-	5,736
		110,927	15,908	(6,937)	119,898
Separate Charge Reserve:					
Environment & Coastal Management Separate Charge Reserve	Ongoing conservation and maintenance operations	-	14,471	(10,115)	4,356
SES Separate Charge Reserve	On-going costs of maintaining the Redland SES	28	406	(361)	73
		28	14,877	(10,476)	4,429
TOTALS		114,783	36,242	(20,638)	130,387
		Closing cash and cash equivalents			223,014
		Reserves as percentage of cash balance			58.47%

9. CITY WATER STATEMENTS

CITY WATER SUMMARY OPERATING STATEMENT

For the period ending 31 January 2026

	Annual Original Budget \$000	Annual Revised Budget \$000	YTD Budget \$000	YTD Actual \$000	YTD Variance \$000
Total revenue	165,406	164,886	113,582	114,493	911
Total expenses	93,371	95,658	56,027	55,767	(260)
Earnings before interest, tax and depreciation (EBITD)	72,034	69,227	57,555	58,726	1,171
External interest expense	991	991	583	614	31
Internal interest expense	19,061	19,061	11,119	11,119	-
Depreciation	33,732	33,732	19,347	18,876	(471)
Operating surplus / (deficit)	18,251	15,444	26,506	28,117	1,611

CITY WATER CAPITAL FUNDING STATEMENT

For the period ending 31 January 2026

	Annual Original Budget \$000	Annual Revised Budget \$000	YTD Budget \$000	YTD Actual \$000	YTD Variance \$000
Capital contributions, donations, grants and subsidies	8,646	12,946	11,614	2,526	(9,088)
Net transfer (to) / from constrained capital reserves	3,684	(1,884)	(884)	3,495	4,379
Non-cash contributions	1,530	1,530	-	-	-
Funding from utility revenue	23,910	25,178	(3,963)	7,790	11,753
Total sources of capital funding	37,770	37,770	6,767	13,811	7,044
Contributed assets	1,530	1,530	-	-	-
Capitalised expenditure	35,993	35,994	6,228	13,115	6,887
Loan redemption	247	247	539	696	157
Total application of capital funds	37,770	37,770	6,767	13,811	7,044

10. CITY WASTE STATEMENTS

CITY WASTE OPERATING STATEMENT

For the period ending 31 January 2026

	Annual Original Budget \$000	Annual Revised Budget \$000	YTD Budget \$000	YTD Actual \$000	YTD Variance \$000
Total revenue	47,902	47,692	27,758	28,200	442
Total expenses	37,765	37,111	21,781	23,361	1,580
Earnings before interest, tax and depreciation (EBITD)	10,137	10,580	5,977	4,839	(1,138)
External interest expense	5	5	2	2	-
Depreciation	922	922	538	274	(264)
Operating surplus / (deficit)	9,210	9,654	5,437	4,563	(874)

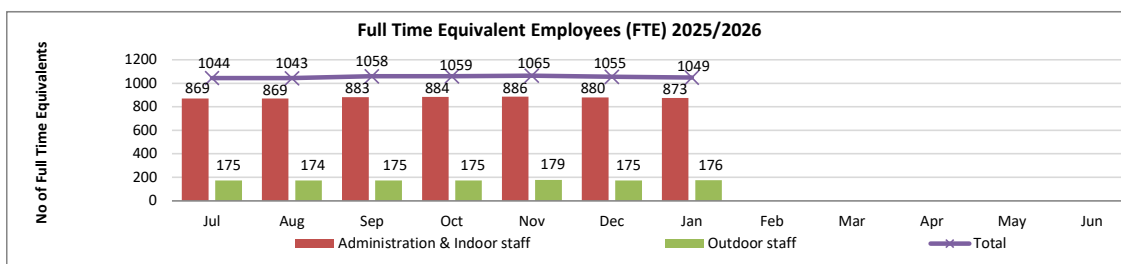
CITY WASTE CAPITAL FUNDING STATEMENT

For the period ending 31 January 2026

	Annual Original Budget \$000	Annual Revised Budget \$000	YTD Budget \$000	YTD Actual \$000	YTD Variance \$000
Funding from utility revenue	1,702	1,702	260	237	(23)
Total sources of capital funding	1,702	1,702	260	237	(23)
Capitalised expenditure	1,666	1,666	239	239	-
Loan redemption	37	37	21	(2)	(23)
Total application of capital funds	1,702	1,702	260	237	(23)

11. APPENDIX: ADDITIONAL AND NON-FINANCIAL INFORMATION

Workforce Reporting



January 2026: Headcount	Employee Type			
Department Level	Casual	Full Time	Part Time	Total
Office of CEO and People, Culture and Organisational Performance	4	47	11	62
Organisational Services	2	203	30	235
Community and Customer Services	69	317	73	459
Infrastructure and Operations	9	382	28	419
Total	84	949	142	1,175

Note: FTE employees includes all full time employees at a value of 1 and all other employees, at a value less than 1. The table above demonstrates the headcount by department. 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 January 2026 to January 2025									
Days Overdue	Jan-26	% Overdue	Jan-25	% Overdue	\$ Variance	% Variance	Rates & Charges Statistics		
0 - 30	\$0	0.0%	\$0	0.0%	\$0	0.0%	Levied (Billed) Rates & Charges since 1 July	\$190,993,160	\$173,835,057
31 - 60	\$1,174	0.0%	\$0	0.0%	\$1,174	0.0%	Rate arrears b/fwd 1 July	\$11,724,571	\$9,598,398
61 - 90	\$4,116,668	2.0%	\$3,291,233	1.8%	\$825,435	0.2%	Total	\$202,717,731	\$183,433,455
91 - 180	\$1,988,459	1.0%	\$1,644,523	0.9%	\$343,936	0.1%	Balance of overdue rates & charges	\$10,003,537	\$8,265,675
>180	\$3,897,236	1.9%	\$3,329,919	1.8%	\$567,317	0.1%	Percentage Overdue	4.9%	4.5%
Total	\$10,003,537	4.9%	\$8,265,675	4.5%	\$1,737,862	0.4%			

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 OPERATIONAL PLAN PERFORMANCE REPORT OCTOBER TO DECEMBER 2025, QUARTER TWO

Objective Reference: A12669587

Authorising Officer: Sandra Bridgeman, Acting General Manager Organisational Services

Responsible Officer: Andrew Ross, Executive Group Manager Governance & Legal Services

Report Author: Tracy Hunter, Acting Adviser Operational Planning & Performance

Attachments:

1. [Operational Plan 2025-2026 Administrative Amendment](#) ↓
2. [Operational Plan 2025-2026 Performance Report Quarter Two](#) ↓

PURPOSE

To seek an administrative amendment to the Operational Plan 2025-2026 (the Plan) and provide an update on the progress of the Plan from 1 October to 31 December 2025, Quarter Two.

BACKGROUND

The *Local Government Act 2009* requires Council to adopt an operational plan each year. The Operational Plan 2025-2026 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 2025-2026 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

On 10 November 2025, Council implemented structural realignments for the Organisational Services and Advocacy, Major Projects and Economic Development (AMPED) Departments resulting in changes to the names of two Council business areas identified in the Plan (Attachment 1). The following amendments have been made to the Plan and are carried in the Operational Plan 2025-2026 Performance Report (Attachment 2):

- Corporate Governance is amended to Governance and Legal Services
- AMPED is amended to Major Projects

The Operational Plan 2025-2026 Performance Report (Attachment 2) focusses on Council's performance from 1 October to 31 December 2025 (Quarter Two). It includes a progress and status update for each activity for Catalyst Projects and Key Initiatives outlined in the Plan as of 31 December 2025.

The report provides commentary by exception on activities and tasks that were not 100% complete in Quarter Two. In addition, the report provides Key Activities and Highlights under each goal (theme) of the Corporate Plan. The information in the report has been provided by the Council business area accountable for each activity.

The following table summarises the status of the 30 Catalyst Projects and 37 Key Initiatives outlined in the Operational Plan 2025–2026, as of 31 December 2025:

On Track	55
Completed	12
Total	67

The following table summarises the status of the 71 activities that progress the Catalyst Projects and Key Initiatives outlined in the Operational Plan 2025–2026, as of 31 December 2025:

On Track	59
Completed	12
Total	71

Completed Catalyst Projects and Key Initiatives

The following table summarises the 12 finalised Catalyst Projects and Key Initiatives outlined in the Operational Plan 2025–2026, as of 31 December 2025:

Corporate Plan Catalyst Project/Key Initiative	Year Finalised
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.	2025–2026
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.	2025–2026
Catalyst Project CP5.2 Southern Moreton Bay Islands Infrastructure - Consolidate existing plans and strategies to develop a roadmap to improve infrastructure on the islands.	2024–2025
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.	2024–2025
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 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.	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 2025-2026 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 2025-2026 is consistent with, and will be funded from, the Annual Budget 2025-2026.

People

Activities in the Operational Plan 2025-2026 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 2025-2026 directly contribute to Council's environmental commitments, in particular those related to theme four - 'Natural Environment'.

Social

Specific activities in the Operational Plan 2025-2026 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 2025-2026. This Plan is a key planning document that outlines 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 (Acting) General Manager Organisational Services General Manager Community and Customer Services General Manager Infrastructure and Operations	December 2025 – January 2026	The activity progress and comments have been provided by the officers involved in delivering the activities within the Operational Plan 2025-2026.

OPTIONS**Option One**

That Council resolves as follows:

1. To amend the Operational Plan 2025-2026 as amended and detailed in the report and Attachment 1.
2. To adopt the Operational Plan 2025-2026, as detailed in Attachment 1.
3. To note the Operational Plan 2025-2026 Performance Report 1 October to 31 December 2025, Quarter Two, as detailed in Attachment 2.

Option Two

That Council resolves to note the Operational Plan 2025-2026 Quarter Two Performance Report, and request additional information.

OFFICER'S RECOMMENDATION

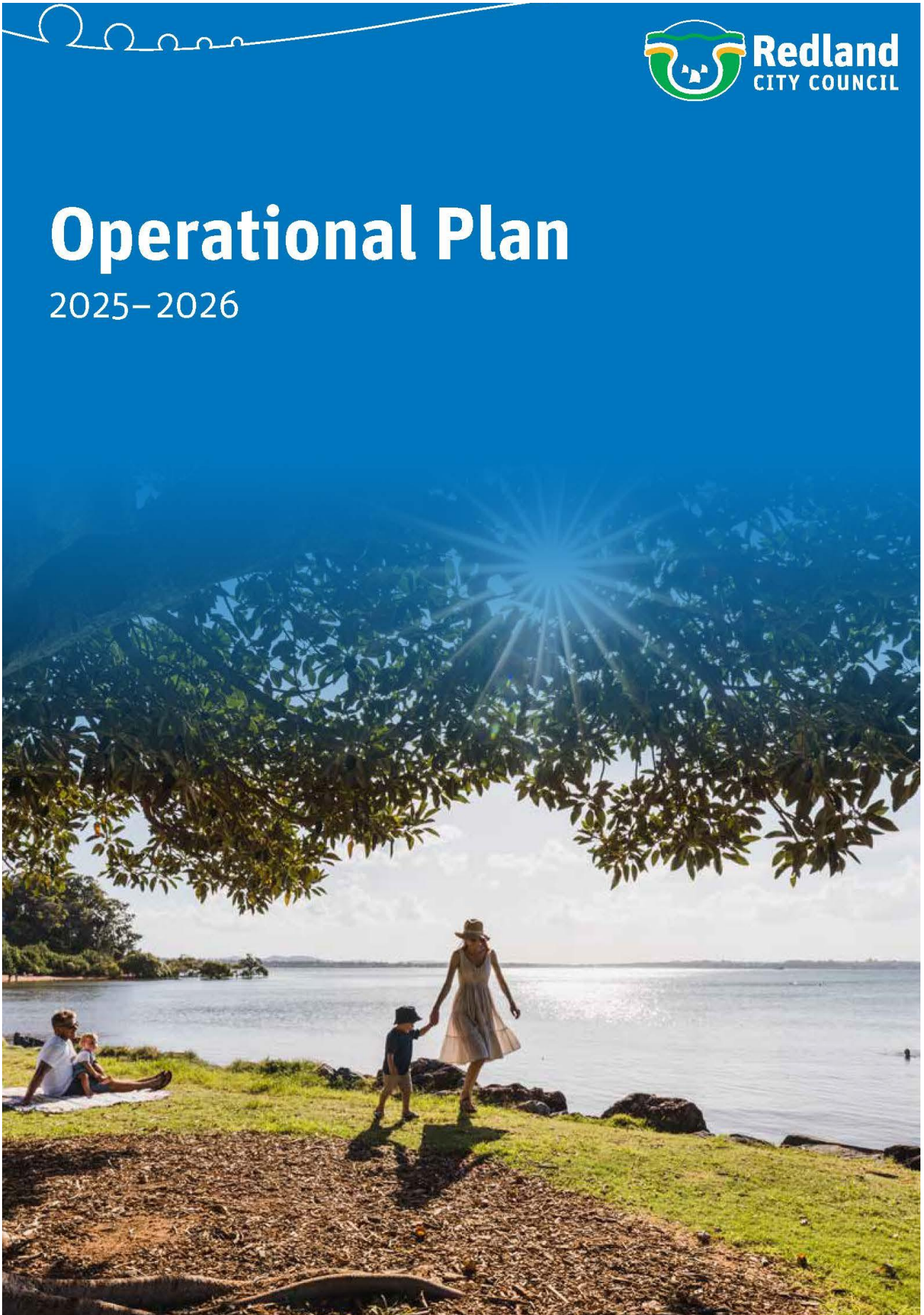
That Council resolves as follows:

1. To amend the Operational Plan 2025-2026 as amended and detailed in the report and Attachment 1.
2. To adopt the Operational Plan 2025-2026, as detailed in Attachment 1.
3. To note the Operational Plan 2025-2026 Performance Report 1 October to 31 December 2025, Quarter Two, as detailed in Attachment 2.



Operational Plan

2025–2026



Operational Plan 2025-2026

Table of contents

About the Operational Plan	2
Managing Operational Risks	3
Corporate Plan Goal 1 – City Leadership	4
Corporate Plan Goal 2 – Strong Communities	8
Corporate Plan Goal 3 – Quandamooka Country	12
Corporate Plan Goal 4 – Natural Environment	16
Corporate Plan Goal 5 – Liveable Neighbourhoods	22
Corporate Plan Goal 6 – Thriving Economy	27
Corporate Plan Goal 7 – Efficient and Effective Organisation	34
Water and Wastewater Services Annual Performance Plan 2025-2026	39
Waste Operations Annual Performance Plan 2025-2026	55

Operational Plan 2025-2026

About the Operational Plan

The Operational Plan 2025-2026 (the Plan) is a key plan for Redlands Coast. The Plan translates the commitments set out in Our Future Redlands - A Corporate Plan to 2026 and Beyond into annual measurable activities and actions that Council will undertake within the financial year. The activities progress achievement of our goals and objectives as well as catalyst projects and key initiatives.

Council's Strategic Planning Framework (see Figure 1) depicts the links between the Corporate Plan and strategies driving a tangible set of organisational activities through the annual Operational Plan and Budget.

The Local Government Act 2009 along with the Local Government Regulation 2012 requires Council to adopt an annual operational plan. In accordance with the legislation, an annual operational plan shall:

- be consistent with Council's annual budget
- state how Council will progress implementation of the Corporate Plan
- manage operational risks
- include an annual performance plan for each commercial business unit of Council.

Council must undertake its responsibilities in a way consistent with its annual operational plan and may amend the Plan at any time by resolution. Council shall monitor progress against the Plan and present updates to Council quarterly.



Managing Operational Risks

Council has a comprehensive Enterprise Risk Management Framework which follows the principles set out in the Australian Standard AS/NZS ISO 31000:2018 Risk Management – principles and guidelines.

Council is committed to:

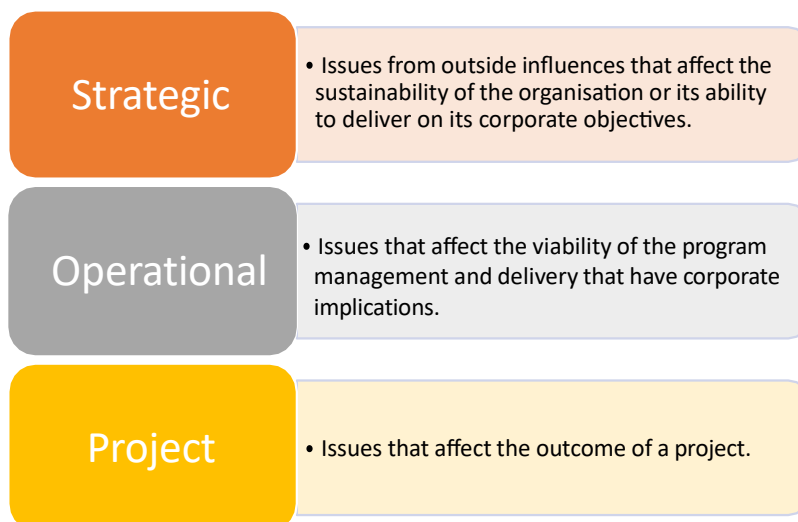
- promoting a culture of awareness and the active management of risks
- all employees (and other stakeholders) assuming responsibility for managing risks within their own areas
- regular education and training for employees in risk management practices
- regular assessment of risk exposure and the development of treatment options to reduce levels of risk
- prioritisation of risks so resources can be allocated to managing high priority risks
- regular monitoring of risk management treatments to ensure risks are reduced and managed
- developing systems that continually improve the ability to manage risks and reduce exposures.

Council maintains risk registers for strategic, operational and project level risks (see Figure 2), which are overseen by the Operational Risk Management Committee.

Council's goal is to eliminate all risks which fall within the extreme category and to manage high risks without inhibiting the necessary functions of Council. In circumstances where risk cannot be eliminated, effective risk management strategies are put in place to ensure Council can deliver on its obligations.

Risks should only be accepted when one or more of the following apply:

- the reduction of one risk creates one or more risks of an equal or greater risk rating
- the financial cost of reducing the risk outweighs the benefits
- removal of the risk significantly interferes with the achievement of Council's objectives and/or outcome of delivery.





Corporate Plan – Goal 1

CITY LEADERSHIP

Our City is enriched through a spirit of collaboration and respect across Council and the community, which drives our shared community values and achieves outcomes for our people, place and prosperity.



Our Future Redlands – A Corporate Plan to 2026 and Beyond

*Our five-year plan***OUR 2026 CITY LEADERSHIP OBJECTIVES**

- 1.1 Display quality leadership by our elected Council through transparent and accountable processes and effective communication that builds community trust.
- 1.2 Undertake meaningful community engagement to encourage diverse participation in local decision making.
- 1.3 Create and maintain strategic and innovative partnerships to drive better outcomes for our city.
- 1.4 Advocate for services and funding across our city to enhance social, cultural, environmental and economic outcomes.

CATALYST PROJECTS

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.
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.
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.

2021–2026 KEY INITIATIVES

1. Improve ways of engaging with our community to encourage diverse participation in local decision making, and co-design of community outcomes.
2. Improve communication with our community to increase awareness and transparency around Council operations.
3. Develop a strategic framework to guide Council's advocacy efforts with both the Commonwealth and State Governments for the betterment of Redlands Coast.
4. Advocate for all islands to be recognised in a regional status to create greater funding opportunities.



Young Leaders Group discussing the Corporate Plan

Operational Plan 2025-2026

Operational Activity	Lead
CATALYST PROJECT ACTIVITIES	
CP1.1 South East Queensland City Deal	Major Projects
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.	
a) Continue to contribute through regional collaboration initiatives and targeted advocacy, including participation in the Council of Mayors (SEQ) 2032 Regional Working Group.	
b) Continue to facilitate the Redlands Coast 2032 Legacy Working Group and participate in external working groups to promote collaborative economic outcomes and ensure the city benefits from opportunities arising from the Brisbane 2032 Olympic and Paralympic Games.	
CP1.2 Smart and Connected City Strategy	Economic Development and Partnerships
CP1.2.1 Continue to engage with key stakeholders on smart city opportunities.	
a) Support development of the SEQ Smart Region Digital Plan and related opportunities for collaboration and innovation.	
CP1.3 Community Engagement	Communication, Engagement and Tourism
CP1.3.1 Strengthen Council's internal community engagement capacity by embedding the new Community Engagement Framework.	
a) Undertake an internal community engagement roadshow to educate Council officers on Council's Community Engagement Policy and Framework.	
2021-2026 KEY INITIATIVES	
KI1.1 Key Initiative 1	Communication, Engagement and Tourism
KI1.1.1 Engage the community to inform the development of Council's new five-year Corporate Plan.	
a) Implement Corporate Plan 2026-2031 community engagement using a broad range of face-to-face and digital engagement methods.	
b) Close the loop with participants by publishing a community engagement report that documents what Council heard through the engagement process, and how that has influenced the Corporate Plan.	

Operational Plan 2025-2026

Operational Activity	Lead
2021-2026 KEY INITIATIVES	
KI1.2 Key Initiative 2 KI1.2.1 Maximise the potential of new a corporate website Content Management System, to enable Council to publish information about Council operations in formats that are easy for the community to access and understand. a) Complete redevelopment of Council's corporate website. b) Undertake a review of administration and content management systems of all Council-owned websites to develop a standard approach to website development and management across Council.	Communication, Engagement and Tourism
KI1.3 Key Initiative 3 KI1.3.1 Continue to build partnerships with the State and Commonwealth Governments. a) Continue discussions and building partnerships with key State and Commonwealth Government ministers and senior officials. b) Investigate and implement improvements to government stakeholder database capture, management and use.	Economic Development and Partnerships
KI1.4 Key Initiative 4 KI1.4.1 Continue delivering advocacy initiatives for all Redlands Coast islands to be recognised as regional status by the State and Commonwealth Governments. a) Continue to engage with key internal and external stakeholders on progressing an advocacy approach for Redlands Coast islands. b) Implement actions from the advocacy management program while remaining agile to changes in the political and funding environments.	Economic Development and Partnerships

CONTRIBUTING SERVICES

- Elected Council
- Communication and Engagement
- Economic Development



Corporate Plan – Goal 2

STRONG COMMUNITIES

Our strong and vibrant community spirit is nurtured through services, programs, organisations, facilities and community partnerships that promote resilience, care and respect for residents of all ages, cultures, abilities and needs.



Our Future Redlands – A Corporate Plan to 2026 and Beyond

*Our five-year plan***OUR 2026 STRONG COMMUNITIES OBJECTIVES**

- 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.
- 2.2 Promote and celebrate our local heritage and diverse cultures through local arts, festivals and events to foster creativity and connectivity across the community.
- 2.3 Build the community's capacity to adapt to changes in the physical, social and economic environment.
- 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.

CATALYST PROJECTS

1. **Redlands Coast 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.
2. **Birkdale Community Land, 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.
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.

2021–2026 KEY INITIATIVES

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.
2. Develop and deliver initiatives to recognise and celebrate our local heritage and diverse cultures through the arts and events that promote connectivity.
3. Advocate for lifelong learning and capacity building opportunities to enable social, cultural and economic participation and enhance productivity.



Redland Bay Men's Shed

Historic Willards Farm,
Birkdale (Cullen Cullen)

Exploring IndigiScapes Centre



Cycling tracks

Operational Plan 2025-2026

Operational Activity	Lead
CATALYST PROJECT ACTIVITIES	
CP2.1 Redlands Coast Sport and Recreation Precinct	
CP2.1.1 Ongoing planning and delivery of the Redlands Coast Regional Sport and Recreation Precinct in accordance with the revised Precinct Master Plan.	Major Projects
a) Finalise assessment of the revised Precinct Master Plan under the Commonwealth Government's Environment Protection and Biodiversity Conservation Act 1999. b) Continue to progress delivery of the revised Redlands Coast Regional Sport and Recreation Precinct Master Plan 2023. 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.	
CP2.2 Birkdale Community Land, Willards Farm and Tingalpa Creek Corridor	
CP2.2.1 Progress implementation of the Birkdale Community Precinct Master Plan.	Major Projects
a) Progress Environment Protection and Biodiversity Conservation Act 1999 referral. b) Develop and implement activation opportunities at Willard's Farm including advancing its community utilisation through additional infrastructure. c) Continue planning for delivery of site-wide enabling works for the Birkdale Community Precinct.	
CP2.3 Strategic Property Planning Opportunities	
CP2.3.1 Continue to generate enhanced community outcomes through strategic alignment and transitioning of Council's property portfolio.	Environment and Regulation
a) Develop a property optimisation plan for Council consideration.	
2021-2026 KEY INITIATIVES	
KI2.1 Key Initiative 1	
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. b) Finalise implementation of the Redlands Coast Age-friendly Action Plan 2021-2026 and commence development of next iteration. c) Continue to implement the Redlands Coast Young People's Action Plan 2024-2027. d) Develop and commence implementation of the Redlands Coast Community Safety Action Plan.	

Operational Plan 2025-2026

Operational Activity	Lead
2021-2026 KEY INITIATIVES	
KI2.1 Key Initiative 1 continued	
e) Deliver the 2025-2026 Community Grants and Sponsorship Program to enhance the social, cultural, environmental and economic outcomes of the Redlands Coast. f) Undertake planning and activities to enhance community perceptions and experiences of safety and local responses. g) Undertake design, planning, and approvals for a new community building on Macleay Island.	Communities
KI2.2 Key Initiative 2	
KI2.2.1 Continue to evolve the range of services, programs, events and workshops that celebrate local identity and engage our communities and visitors, including in our libraries, our art gallery and our performing arts centre. a) Align programs, events and workshops to Council's Library Services Strategic Plan 2023-2028 reflecting the changing priorities of the Redlands Coast community. b) Develop, deliver and track progress of the Creative Arts Action Plan, in line with the Creative Arts Service Strategic Plan 2024-2029.	Customer and Cultural Services
KI2.3 Key Initiative 3	
KI2.3.1 Continue to explore and activate opportunities and partnerships to support learning pathways and enable workforce development. a) Support partnerships with tertiary institutions and exploration of education models that would be viable for Redlands Coast. b) Facilitate and support industry education and engagement opportunities to support local workforce needs. c) Nurture opportunities for innovation through the Creating Better Business program at Griffith University. d) Undertake a review of the International Relations Program.	Economic Development and Partnerships

CONTRIBUTING SERVICES

- Social Planning
- Community Development
- Community Grants
- Disaster Management
- Libraries
- Arts and Culture
- Parks and Open Spaces
- Sport and Recreation



Corporate Plan – Goal 3

QUANDAMOOKA COUNTRY

Our city embraces the rich Aboriginal heritage of Redlands Coast (Quandamooka) and the Traditional Owners' ongoing custodianship of Quandamooka land and waters. We work together for the future of Redlands Coast on Quandamooka Country.



Our Future Redlands – A Corporate Plan to 2026 and Beyond

Our five-year plan**OUR 2026 QUANDAMOOKA COUNTRY OBJECTIVES**

- 3.1 Value, engage and collaborate with Traditional Owners of much of Redlands Coast, the Quandamooka People.
- 3.2 Partner with the Traditional Owners of much of Redlands Coast, the Quandamooka People, to increase recognition, understanding, and respect for traditional culture and heritage and to protect and preserve Aboriginal heritage sites.
- 3.3 Support the delivery of commitments under the current North Stradbroke Island/Minjerribah Indigenous Land Use Agreement that Council has with Quandamooka Yoolooburrabee Aboriginal Corporation to provide economic, environmental, social and cultural opportunities for Traditional Owners.
- 3.4 Acknowledge the role – and knowledge of – Traditional Owners in managing the land and sea under Native Title.
- 3.5 Work towards the finalisation of Native Title determinations in consultation with Traditional Owner groups.

CATALYST PROJECTS

1. **Redlands Coast Reconciliation Action Plan**
Progress our reconciliation journey through the development of an externally facing Redlands Coast Reconciliation Action Plan.
2. **Dual Naming Wayfinding Signage**
Progress roll-out of dual naming wayfinding signage across the Redlands Coast that incorporates Quandamooka Jandai language.
3. **New City Entry Statements**
Installation of new city entry statements that include acknowledgement of Quandamooka Country.

2021–2026 KEY INITIATIVES

1. Work closely with the Traditional Owners of much of Redlands Coast, the Quandamooka People, and representative body Quandamooka Yoolooburrabee Aboriginal Corporation, to foster a positive, mutually respectful working relationship.
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.
3. Work with the Quandamooka People to promote respect and understanding of Quandamooka culture and Native Title within the Redlands Coast community.
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.



NAIDOC Reconciliation event



Cultural training by Matthew Burns



Consultation with Quandamooka Yoolooburrabee Aboriginal Corporation (QYAC)



City entry statements

Operational Plan 2025-2026

Operational Activity	Lead
CATALYST PROJECT ACTIVITIES	
CP3.1 Redlands Coast Reconciliation Action Plan	
CP3.1.1 Develop the Innovate Reconciliation Action Plan, with continued support of the Reconciliation Action Plan Working Group (RAPWG).	Governance and Legal Services
a) Develop the Innovate Reconciliation Action Plan.	
b) Upon development of the draft Innovate Reconciliation Action Plan, seek approval from Reconciliation Australia.	
CP3.2 Dual Naming Wayfinding Signage	
CP3.2.1 Implement the Dual Naming Policy and Dual Naming Guideline for Council owned assets.	Governance and Legal Services
a) Monitor and support Council to implement actions in the Dual Naming Guideline.	
CP3.3 New City Entry Statement	
COMPLETED - CP3.3.1 Catalyst Project completed in Quarter One of Operational Plan 2021-2022.	Complete
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.	
2021-2026 KEY INITIATIVES	
KI3.1 Key Initiative 1	
KI3.1.1 Support the delivery of Indigenous Land Use Agreement (ILUA) commitments.	Governance and Legal Services
a) Continue to engage with the appointed chair of Quandamooka Yoolooburrabee Aboriginal Corporation (QYAC).	
b) Manage Council's commitments under the ILUA by coordinating with the ILUA Consultative Committee and Protecting Sea, Land and Environment Committee.	
c) Engage and meet with QYAC for the Capital Works forum.	
d) Monitor the progress of ILUA activities delivered by key internal stakeholders and report quarterly to Council's Executive Leadership Team (ELT).	
KI3.2 Key Initiative 2	
KI3.2.1 Implement culturally appropriate protocols and promote traditional knowledge.	Governance and Legal Services
a) Continue to implement and monitor cultural heritage and cultural awareness training to Council employees and elected representatives.	

Operational Plan 2025-2026

Operational Activity	Lead
2021-2026 KEY INITIATIVES	
KI3.3 Key Initiative 3	
KI3.3.1 Engage and inform key stakeholders as the Quandamooka Coast Native Title Claim progresses through the Federal Court towards a hearing.	Governance and Legal Services
a) Progress Council's response to the Quandamooka Native Title Claim and interests in accordance with the Federal Court Rules and Model Litigant Principles.	
b) Continue to identify Council's works and public interests and associated community use and tenures within Quandamooka Native Title Claim areas.	
c) Continue to keep the Redlands Coast community informed regarding the progress of the Quandamooka Coast Native Title Claim through regular updates.	
KI3.3.2 Continue to work with the Quandamooka People and wider First Nations community living in Redlands Coast, to promote respect and foster understanding of Quandamooka culture, including through unique visitor experience opportunities.	Communication, Engagement and Tourism
a) Deliver National Aborigines' and Islanders' Day Observance Committee (NAIDOC) week celebrations.	
b) Engage with First Nation tourism operators to strengthen cultural tourism opportunities on Redlands Coast.	
KI3.4 Key Initiative 4	
KI3.4.1 Work with relevant State and Commonwealth agencies to support Quandamooka-owned businesses on North Stradbroke Island/Minjerribah.	Economic Development and Partnerships
a) Work with Quandamooka people, indigenous businesses and State and Commonwealth agencies to support initiatives that enable business development and growth.	

CONTRIBUTING SERVICES

- Quandamooka Partnerships



Corporate Plan – Goal 4

NATURAL ENVIRONMENT

Our environment enhances our identity, lifestyle, wellbeing, economy and cultural values. Opportunities to be immersed in our naturally wonderful environment are harnessed, and drive our commitment to protect and enhance our natural assets.



Our Future Redlands – A Corporate Plan to 2026 and Beyond

Our five-year plan

OUR 2026 NATURAL ENVIRONMENT OBJECTIVES

- 4.1 Manage, maintain and enhance our natural assets and ecosystems, including wildlife protection, vegetation management, and marine and waterway health and values.
- 4.2 Actively encourage reduction, reuse and recycling of waste to support sustainable waste management principles.
- 4.3 Encourage visitors and residents to embrace and experience our natural assets including coastline, islands, marine parks, hinterland and unique environment.
- 4.4 Support ecologically sustainable development through clear planning and policy.
- 4.5 Proactively manage climate change and extreme weather impacts through adaptive strategy and planning.

CATALYST PROJECTS

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.

2. Wastewater Treatment Plants

Develop a strategy to review opportunities associated with Council's wastewater treatment plants including new forms of energy.

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.

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.

2021–2026 KEY INITIATIVES

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*.
2. Deliver Council's *Koala Conservation Strategy* and review and update the *Koala Conservation Action Plan* to commit to proactively preserve our koala population.
3. Partner with the community to manage fire risk through Council's fire management program.
4. Explore and implement opportunities to proactively reduce Council's carbon footprint.
5. Continue to implement the Coastal Hazard Adaptation Strategy to proactively manage the impact of climate change on our foreshores.
6. Support the transition to a circular economy for waste and participate in regional collaboration and other partnership opportunities to improve resource efficiency.
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.
8. Deliver the *Redlands Coast Biosecurity Plan* to proactively manage the impacts to Redlands Coast environmental assets and community lifestyle posed by biosecurity risks.
9. Work with the community to provide education opportunities to support, enhance and encourage environmental understanding and grow environmental connections.
10. Implement programs to address the impacts of land uses on waterways by delivering a coordinated approach to catchment management.
11. Partner with industry leaders to investigate alternative sources of energy that provide environmental, community and economic benefits.

Operational Plan 2025-2026

Operational Activity	Lead
CATALYST PROJECT ACTIVITIES	
CP4.1 Coastline Activation	
CP4.1.1 Finalise the Foreshore Access Plan (FAP) to support future foreshore access opportunities.	City Assets
a) Undertake FAP permits, approvals and legislative compliance review of potential options.	
b) Undertake FAP internal and external stakeholder engagement.	
c) Seek Council endorsement of the Foreshore Access Plan.	
CP4.2 Wastewater Treatment Plants	
CP4.2.1 Implement the Wastewater Treatment Plant Adaptive Planning Strategy.	City Assets
a) Refine and progress the Wastewater Treatment Plant Adaptive Planning Strategy.	
CP4.3 Waste Management	
CP4.3.1 Participate in the implementation of the SEQ Waste Management Plan and implement Council's 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.	
b) Implement agreed actions in Council's Waste Reduction and Recycling Plan 2021- 2030 to move towards a zero-waste future, including assessing the viability of residential organic waste collection.	
CP4.4 Minjerribah Panorama Coastal Walk	
COMPLETED - CP4.4.1 Catalyst Project completed in Quarter Four of Operational Plan 2022-2023.	Complete
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.	
2021-2026 KEY INITIATIVES	
KI4.1 Key Initiative 1	
KI4.1.1 Deliver the Redlands Coast Wildlife Connections Plan through Council's wildlife connections program.	Environment and Regulation
a) Finalise the Redlands Coast Wildlife Connections Action Plan 2025-2030.	

Operational Plan 2025-2026

Operational Activity	Lead
2021-2026 KEY INITIATIVES	
KI4.2 Key Initiative 2	
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.	
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.	
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.	
d) Manage the impacts of threatening processes on koala populations by undertaking on-ground works that reduce koala mortality.	
e) Increase understanding, connection to and participation in koala conservation actions and behaviours with the Redlands Coast community.	
KI4.3 Key Initiative 3	
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.	
b) Continue to deliver community fire management education events.	
KI4.4 Key Initiative 4	
KI4.4.1 Explore and implement opportunities to proactively reduce Council's carbon footprint.	Environment and Regulation
a) Develop the Redland City Council Carbon Reduction Plan.	
KI4.5 Key Initiative 5	
KI4.5.1 Implement the Coastal Hazards Adaptation Strategy (CHAS) across Redlands Coast.	City Assets
a) Continue to refine and target delivery of coastal monitoring activities.	
b) Continue pilot design, construction and monitoring of Living Shoreline sites.	
c) Create coastal management webpage and resources.	
d) Commence local area adaptation planning for the CHAS.	

Operational Plan 2025-2026

Operational Activity	Lead
2021-2026 KEY INITIATIVES	
KI4.6 Key Initiative 6	
KI4.6.1 Continue to review progress of the construction of the Material Recovery Facility. a) Continue as part of the external working group of three Councils as a customer reference group to Greenovate Pty Ltd as construction continues. b) Provide status updates on the Material Recovery Facility to the Sub-Regional Steering Committee and the Councillors as required.	City Assets
KI4.7 Key Initiative 7	
KI4.7.1 Partner with Seqwater and other water service providers in South East Queensland (SEQ). 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.	City Assets
KI4.8 Key Initiative 8	
KI4.8.1 Deliver the Redlands Coast Biosecurity Plan through Council's biosecurity program. a) Implement the Redlands Coast Biosecurity Plan 2025-2030. b) Detect and take preventative measures against invasive biosecurity matter. c) Promote awareness and education of biosecurity and pest species management. d) Provide effective management systems for pest species control and enforcement activities. e) Deliver Council's Fire Ant Management Program to meet Council's general biosecurity obligation on Council owned and managed land.	Environment and Regulation
KI4.9 Key Initiative 9	
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. a) Design and deliver environmental education through communication and marketing campaigns, including social media, interpretive signage and online resources to support the delivery of Council's environmental strategies and action plans. b) Design and deliver environmental education through engagement programs, tours and community talks. 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.	Environment and Regulation

Operational Plan 2025-2026

Operational Activity	Lead
2021-2026 KEY INITIATIVES	
KI4.10 Key Initiative 10 KI4.10.1 Deliver the Redlands Coast Bay and Creeks Plan through Council's bay and creeks program. a) Deliver and review monitoring programs (water quality, aquatic habitat) including undertaking communication and data management to ensure the program aligns with Council's current and future needs. b) Investigate opportunities to develop innovative stormwater solutions including the investigations and reporting of stormwater retrofit locations. c) Develop restoration plans based on the identification and mapping of priority restoration areas. d) Identify targeted works on priority private properties to increase resilience of our bay and creeks. e) Monitor recreational water quality. f) Respond to and investigate customer service requests for erosion and sediment control matters. g) Monitor compliance with development approvals for sediment and erosion control matters on major developments in Redlands Coast. h) Develop the Redlands Coast Bay and Creeks Action Plan 2026-2031.	Environment and Regulation
KI4.11 Key Initiative 11 COMPLETED - KI4.11.1 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.	Complete

CONTRIBUTING SERVICES

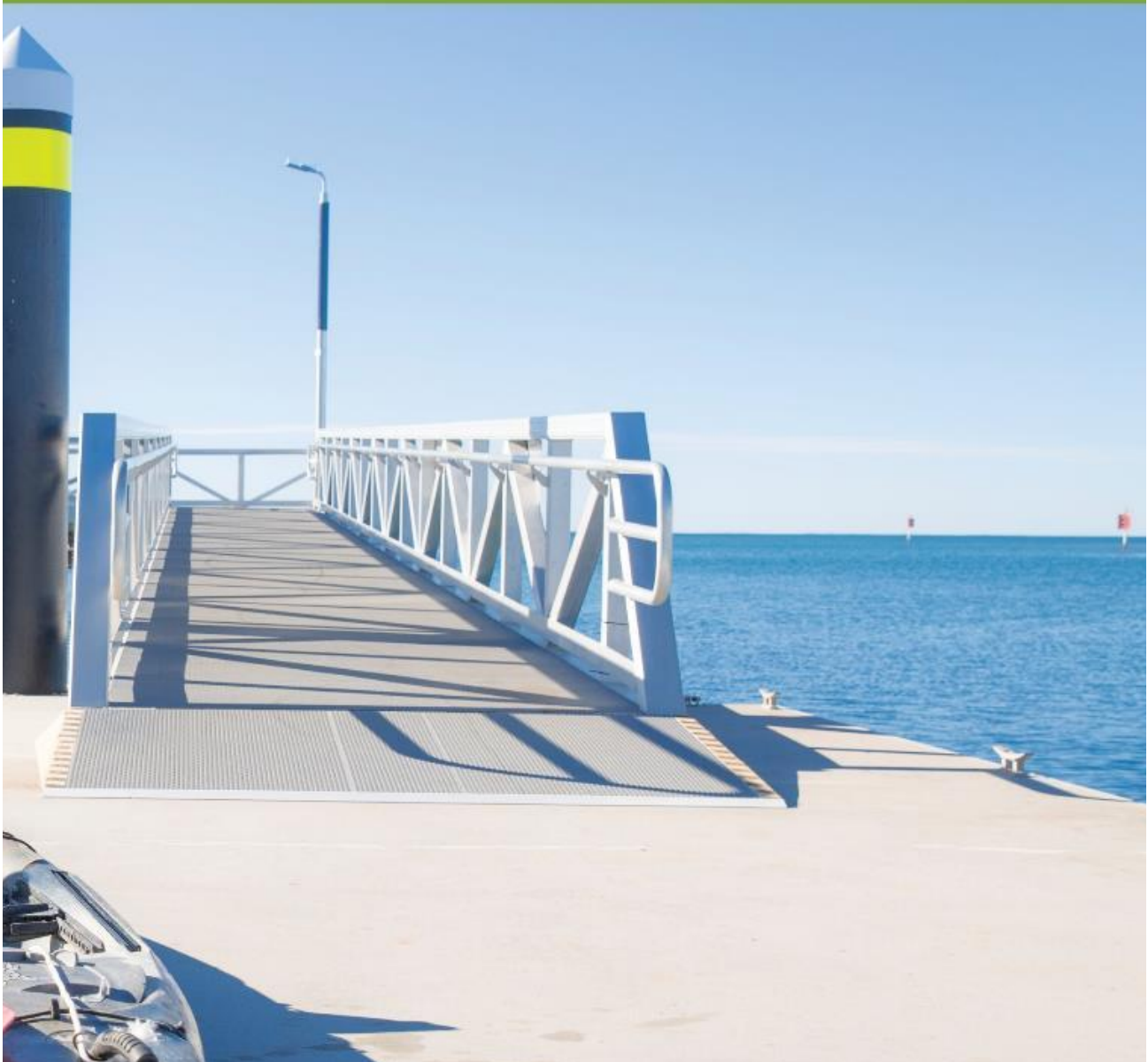
- Environmental Management
- Waterway Management
- Environmental Compliance
- Environmental Education
- Public Health
- Waste and Recycling
- Disaster Management
- Economic Development



Corporate Plan – Goal 5

LIVEABLE NEIGHBOURHOODS

Our unique local lifestyle is enhanced by a well-planned network of island, urban, rural and bushland areas which connect and support our natural assets, communities and businesses.



Our Future Redlands – A Corporate Plan to 2026 and Beyond

Our five-year plan

OUR 2026 LIVEABLE NEIGHBOURHOODS OBJECTIVES

- 5.1 Enhance the unique character and liveability of our city for its communities through co-ordinated planning, placemaking, and management of community assets.
- 5.2 Maximise economic, environmental and liveability outcomes by creating greater connectivity and linkages within and beyond our city.
- 5.3 Increase community participation in active transport through improved infrastructure networks and behaviour change programs.
- 5.4 Sustainably manage growth and quality development in the city through planning, implementation and management of the *Redland City Plan*, *Local Government Infrastructure Plan* and *Netserv Plan*.

CATALYST PROJECTS

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.

2. Southern Moreton Bay Islands Infrastructure

Consolidate existing plans and strategies to develop a roadmap to improve infrastructure on the islands.

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.

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.

2021–2026 KEY INITIATIVES

1. Undertake planning to create attractive and vibrant city centres where people can live and work locally.
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.
3. Engage our community to co-design the liveability of their neighbourhoods through planning, placemaking, and the management of community assets.
4. Deliver the *Redlands Coast Transport Strategy*, to create a more efficient, accessible and safer integrated transport system.



Thornlands Community Park



Ferry terminal upgrades



Active transport facilities



Wellington Street / Panorama Drive road upgrade program

Operational Plan 2025-2026

Operational Activity	Lead
CATALYST PROJECT ACTIVITIES	
CP5.1 Active Transport Investment	
CP5.1.1 Continue to plan the delivery of projects identified in the pedestrian and cycleway strategy and network plan.	City Assets
a) Continue to review the delivered pedestrian and cycleway network plan for priorities and progress.	
b) Progress detailed design and construction of projects that continue to connect the existing pedestrian and cycleway networks.	
CP5.1.2 Progress planning for walking and riding networks in Redlands Coast.	City Planning and Assessment
a) Continue to liaise with the State Government and engage with the Redlands Coast community on walking and cycle networks and grant opportunities.	
CP5.2 Southern Moreton Bay Islands Infrastructure	
COMPLETED - CP5.2.1 Catalyst Project completed in Quarter Four of Operational Plan 2024-2025.	Complete
A roadmap to improve infrastructure on the islands and governance frameworks to progress future stages has been developed, with this catalyst project now complete.	
CP5.3 Marine Public Transport Facility Program	
COMPLETED - CP5.3.1 Catalyst Project completed in Quarter Four of Operational Plan 2022-2023.	Complete
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.	
CP5.4 Major Transport Corridor Improvements	
COMPLETED - CP5.4.1 Catalyst Project completed in Quarter Two of Operational Plan 2024-2025.	Complete
Delivery of Stage 1 of the Wellington Street and Panorama Drive Upgrade was completed in 2024-2025, with this catalyst project now complete.	

Operational Plan 2025-2026

Operational Activity	Lead
2021-2026 KEY INITIATIVES	
KI5.1 Key Initiative 1 KI5.1.1 Deliver tactical placemaking initiatives and activations that complement existing businesses and strengthen the economic vitality of city centres. a) Test and trial temporary scalable place-based projects and experiences to attract visitors to city centres. b) Collaborate with local retailers and hospitality businesses to ignite local day and night-time economies. c) Record and share measurements and impact data generated by events and activities in public space.	Economic Development and Partnerships
KI5.2 Key Initiative 2 KI5.2.1 Progress local area land use and infrastructure planning investigations. a) Progress the Jones Road to Old Cleveland Road Local Area Plan. b) Continue to progress the statutory review of the Local Government Infrastructure Plan. c) Continue to progress proposed changes to the planning provisions for the city's canal and lakeside estates. d) Continue to represent Council and the Redlands Coast community interests in future State Government led planning and infrastructure investigations of Southern Thornlands.	City Planning and Assessment
KI5.3 Key Initiative 3 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. a) Continue to progress amendments to the Redland City Plan, including public consultation for any major amendments. b) Continue to offer supporting incentives and support to landowners of local heritage listed properties. c) Continue to progress actions included in the State Government led and approved Redlands Housing Strategy 2024-2046, that are endorsed by Council.	City Planning and Assessment

Operational Plan 2025-2026

Operational Activity	Lead
2021-2026 KEY INITIATIVES KI5.4 Key Initiative 4 KI5.4.1 Deliver the Redlands Coast Transport Strategy 2041. a) Facilitate the approval and implementation of the Redlands Coast Active Transport Strategy. b) Progress the Capalaba District Local Area Transport Plan and Cleveland Centre Local Area Transport Plan. c) Progress the Redlands Coast Access and Parking Strategy. d) As part of the SEQ City Deal, continue to advocate on the Translink Dunwich Ferry terminal upgrade project, for improved connectivity to North Stradbroke Island/Minjerribah to meet the access needs of residents, businesses and tourists.	City Planning and Assessment

CONTRIBUTING SERVICES

- Strategic Land Use Planning
- Infrastructure Planning and Charging
- Development Assessment
- Transport and Road Network
- Water (supply)
- Wastewater (collection and treatment)
- Economic Development
- Strategic Partnerships



Corporate Plan – Goal 6

THRIVING ECONOMY

Our thriving economy recognises the benefit of our unique geography and is underpinned by enabling infrastructure, supportive policy and successful partnerships which maximise opportunity for growth in industry, job creation, innovation and investment.



Our Future Redlands – A Corporate Plan to 2026 and Beyond

*Our five-year plan***OUR 2026 THRIVING ECONOMY OBJECTIVES**

- 6.1 Increase the city's productivity and economic growth through the delivery of infrastructure and well-planned, vibrant, connected precincts and centres.
- 6.2 Foster development in key industries through national and international partnerships with the education sector, government, business, and industry stakeholders.
- 6.3 Harness opportunities for existing and emerging technologies and infrastructure to drive jobs of the future and encourage business and tourism growth.
- 6.4 Leverage Redlands Coast on Quandamooka Country as a unique and diverse tourism destination to capture market share and encourage and support local, national and international tourism and business.
- 6.5 Deliver activities, events, performances and experiences that bring social, cultural and economic benefits to the community.

CATALYST PROJECTS**1. MacArthur Street Land**

Seek partnerships for investment in infrastructure and facilities that balance enhanced social and economic opportunities.

2. Toondah Harbour Priority Development Area

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.

3. Weinam Creek Priority Development Area

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.

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.

5. Cleveland Administration Building

Undertake a review of Council's Cleveland accommodation requirements.

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.

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.

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.



An adventure sports precinct is being planned



GOAL 6: THRIVING ECONOMY

2021–2026 KEY INITIATIVES

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
2. Promote Redlands Coast as a destination of choice through the delivery of the Redlands Coast Destination Management Plan.
3. Advocate for improved digital infrastructure to enhance the city's capacity to attract business investment and growth and enhance productivity.
4. Collaborate with community, industry, local businesses, and entrepreneurs to realise opportunities in the circular economy.
5. Deliver initiatives to attract investment to Redlands Coast across key industry sectors, and support local businesses.
6. Support the attraction and delivery of events through improved infrastructure at event locations across the city.
7. Support key festivals that drive visitors to Redlands Coast.



Sandboarding, Point Lookout (Mulumba)

Operational Plan 2025-2026

Operational Activity	Lead
CATALYST PROJECT ACTIVITIES	
CP6.1 Macarthur Street land	
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) Manage ongoing leases/licences with existing temporary commercial and community occupants to provide a safe site that benefits all users.	
CP6.2 Toondah Harbour Priority Development Area (PDA)	
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.	
CP6.3 Weinam Creek Priority Development Area (PDA)	
CP6.3.1 Continue to 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) Continue to facilitate the provision of mixed-use parking facilities within the Weinam Creek Priority Development Area (PDA).	
b) Continue the delivery of the infrastructure works within the Weinam Creek PDA project.	
c) Continue to advocate for State Government funding for planning and delivery of integrated transport parking facilities within the Weinam Creek PDA.	
CP6.4 Capalaba Town Centre Revitalisation Project	
CP6.4.1 Continue to 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 staged project delivery program for Capalaba Town Centre to Council including the development application and infrastructure agreement.	
CP6.5 Cleveland Administration Building	
CP6.5.1 Continue to review Council's civic and staff accommodation options.	Major Projects
a) Continue development and evaluation of options to address Council's accommodation requirements.	

Operational Plan 2025-2026

Operational Activity	Lead
CP6.6 Centres Planning Program CP6.6.1 Coordinate activity to achieve better place outcomes in the city's key activity centres. a) Implement agreed recommendations of the Centres Management Program review. b) Provide a functional brief to inform the Cleveland Town Centre Revitalisation Project.	Major Projects
CP6.7 Redlands Coast Adventure Sports Precinct CP6.7.1 Continue planning with the Games Independent Infrastructure and Coordination Authority (GIICA) for its delivery of the Redland Whitewater Centre to provide sport, recreation and emergency services education and training facilities as part of the Birkdale Community Precinct. a) Continue to work with the Games Independent Infrastructure and Coordination Authority (GIICA) to finalise its Project Validation Report process for the Redland Whitewater Centre for State and Commonwealth government investment decision. b) Complete the self-referral to the Commonwealth Government for assessment under the Environment Protection and Biodiversity Conservation Act 1999. c) Implement Council 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.	Major Projects
CP6.8 Redlands Health and Wellness Precinct COMPLETED - CP6.8.1 Catalyst Project completed in Quarter Four of Operational Plan 2023-2024. Council has provided input 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.	Complete
2021-2026 KEY INITIATIVES	
KI6.1 Key Initiative 1 KI6.1.1 Implement a considered and coordinated approach to economic development through an adopted framework and deliver on agreed strategic priorities for Redlands Coast. a) Following the review of the Economic Development Framework 2014-2041, establish a revised framework identifying key accountabilities and priorities. b) Identify strategic priorities for economic development in Redlands Coast. c) Continue to participate in taskforces and committees that promote and support economic development outcomes. d) Implement an annual small business development program.	Economic Development and Partnerships

Operational Plan 2025-2026

Operational Activity	Lead
2021-2026 KEY INITIATIVES	
KI6.2 Key Initiative 2 KI6.2.1 Promote the Redlands Coast, as a tourism destination, growing the visitor economy in collaboration with tourism stakeholders. a) Continue to implement actions identified in the Redlands Coast Destination Management Plan 2023- 2028.	Communication, Engagement and Tourism
KI6.3 Key Initiative 3 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.	Complete
KI6.4 Key Initiative 4 KI6.4.1 Continue to investigate collaborative opportunities for exploration and investment. a) Leverage partnership with Griffith University to explore community led repair, reuse and recycle initiatives. b) Develop a paper on the current circular economy ecosystem in Redlands Coast and identify opportunities for industry partnerships and interventions to maximise value. c) Facilitate local business development activities focused on sustainability to support local suppliers' preparedness for Brisbane 2032. d) Support realisation of circular economy outcomes and service efficiencies on the Southern Moreton Bay Islands (SMBI) and North Stradbroke Island/Minjerribah.	Economic Development and Partnerships
KI6.5 Key Initiative 5 KI6.5.1 In line with adopted strategies support targeted opportunities to nurture and realise investment. a) Continue to work with industry and relevant government agencies to support inward and outward, domestic and international trade opportunities. b) Work with key stakeholders to explore opportunities to incentivise and derisk desired investments, including accommodation developments. c) Increase visibility of Invest Redlands brand through digital and industry communications.	Economic Development and Partnerships

Operational Plan 2025-2026

Operational Activity	Lead
2021-2026 KEY INITIATIVES	
KI6.5 Key Initiative 5 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. a) In partnership with RSPCA Queensland, progress the development program and delivery for the Wildlife Hospital and Centre of Excellence. b) Progress detailed design of the overall precinct based on the development program and delivery timeline. c) Progress procurement for construction of Council led infrastructure to enable construction to commence in sequence with RSPCA Queensland construction staging and the overall development program.	Environment and Regulation
KI6.6 Key Initiative 6 KI6.6.1 Attract and retain key events that showcase the Redlands Coast's natural wonders and cultural richness, connect the community, increase the city's vibrancy, and support sustainable visitor economy growth. a) Implement key actions in the Redlands Coast Events Strategy and Action Plan 2024-2029 as prioritised by the Events Strategy Steering Group.	Communication, Engagement and Tourism
KI6.7 Key Initiative 7 KI6.7.1 Attract, support and deliver events that support the values and aspirations of the Redlands Coast community and drive visitor economy benefits. a) Evaluate AdventureFest 2025 outcomes, and plan and deliver AdventureFest 2026. b) Provide sponsorship opportunities including target funding for events to deliver economic and community outcomes for Redlands Coast.	Communication, Engagement and Tourism

CONTRIBUTING SERVICES

- Economic Development
- Strategic Partnerships
- International Relationships
- Community Grants and Sponsorships
- Tourism
- Digital Capacity and Innovation



Corporate Plan – Goal 7

EFFICIENT AND EFFECTIVE ORGANISATION

Council employees are proud to deliver efficient, valued and sustainable services for the betterment of the community.



Our Future Redlands – A Corporate Plan to 2026 and Beyond

Our five-year plan**OUR 2026 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.
- 7.2 Facilitate business transformation pathways for innovation, integration, and collaboration to meet the current and future needs of our city.
- 7.3 Continue building a thriving organisation, characterised by employees who are performing at their best, are energised, connected and continually getting better at what they do.
- 7.4 Demonstrate good governance through transparent, accountable processes and sustainable practices and asset management.
- 7.5 Promote a healthy and inclusive work environment where our employees actively care, support and protect the wellbeing of themselves and others.

CATALYST PROJECTS

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

2021–2026 KEY INITIATIVES

1. Review Council services to ensure we have the right offering, to meet our community needs and remain financially sustainable.
2. Continue our transformation toward asset management best practice by using improved data to shift from reactive to planned maintenance.
3. Improve our value for money delivery through the upgrade of our financial management system.
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.



Planning for the future

Operational Plan 2025-2026

Operational Activity	Lead
CATALYST PROJECT ACTIVITIES	
CP7.1 New Fibre Optic Network	
CP7.1.1 Continue to progress the Redlands Coast Fibre Optic Network.	Corporate Services
COMPLETED - CP7.1.1 Catalyst Project completed in Quarter Four of Operational Plan 2024-2025.	
Commercial arrangement options for a Fibre Optic Network with a nominated carrier were finalised in 2024-2025, with this catalyst project now complete.	
CP7.2 Customer Experience	
CP7.2.1 Progress the approved Channel Management Strategy 2024-2029 implementation roadmap.	Customer and Cultural Services
a) Commence implementation of the Channel Management Strategy 2024-2029.	
CP7.3 Business Transformation	
CP7.3.1 Evolve and embed the Business Transformation Strategy 2022-2027 to drive continuous improvement and measurable benefits for the organisation and community.	People, Culture and Organisational Performance
a) Continue to implement initiatives from the Business Transformation Strategy 2022–2027 with a focus on digital innovation and simplification of key business processes.	
b) Support the design of an enterprise benefits realisation approach with the established Working Group, to enable staff to measure, monitor and report on the financial, operational and community value of transformation initiatives.	
c) Identify and initiate next-phase transformation opportunities in partnership with service areas.	
d) Progress the external review of all Redland City Council services, organisational structure and delivery models.	
CP7.4 Our People	
CP7.4.1 Support Council leaders to focus on bringing out the best in others, their departments, teams and anyone they do business with.	People, Culture and Organisational Performance
a) Continue to embed the Leadership Development Plan 2023-2028.	
CP7.4.2 Support Council officers to be ready, willing and able to change direction, adapt and respond to Redlands Coast community and customer needs.	People, Culture and Organisational Performance
a) Build capability and apply the structured change management methodology more widely to ensure Council officers are supported to adopt organisational changes, new processes and technology.	

Operational Plan 2025-2026

Operational Activity	Lead
CP7.5 Digital Transformation CP7.5.1 Continue to deliver the Digital Transformation Program along with strategic information management goals 2025-2026. a) Continue planned works with our major technology vendors and partners. b) Continue to consolidate Council's legacy platforms into our enterprise resource planning tool and/or other consolidated platforms. c) Continue to migrate critical services to more resilient platforms. d) Continue work to strengthen Council's cyber resilience through further alignment and continuous improvement against commonly adopted frameworks. 2021-2026 KEY INITIATIVES KI7.1 Key Initiative 1 KI7.1.1 Build a sustainable approach to service planning across Council. a) Lay the foundations for embedding Council's service planning approach, including the validation, refinement, and endorsement of current ('as is') services within the Service Catalogue. b) Partner with internal working groups to apply the approach, including reviewing and confirming Service Catalogue content, to inform decision-making and support resourcing prioritisation. c) Develop and implement a governance model to maintain the Service Catalogue and associated planning data. KI7.2 Key Initiative 2 KI7.2.1 Continue to deliver key elements of the Strategic Asset Management Roadmap 2022-2027 to improve asset data quality, insights and governance, enabling improved long-term decision making. a) Continue delivery of the Strategic Asset Management Roadmap 2022-2027 by progressing initiatives across governance, data, systems and planning to improve asset management maturity. KI7.3 Key Initiative 3 COMPLETED - KI7.3.1 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.	Corporate Services People, Culture and Organisational Performance Major Projects Complete

Operational Plan 2025-2026

Operational Activity	Lead
2021-2026 KEY INITIATIVES	
KI7.4 Key Initiative 4	
KI7.4.1 Advance Council's strategic procurement operating model.	Procurement and Contracts
a) Continue to mature Council's procurement practices.	

CONTRIBUTING SERVICES

- Financial Management
- Asset Management
- People, Culture, Safety and Wellbeing
- Information Management
- Fleet
- Legal Services and Risk Management
- Procurement
- Corporate Planning and Performance
- Corporate Governance
- Communication and Engagement



WATER AND WASTEWATER SERVICES

Annual Performance Plan 2025-2026

CITY WATER

A business unit of Redland City Council



Redland City Council - Redland Water – Annual Performance Plan 2025-2026

Table of Contents

1.	INTRODUCTION	41
2.	KEY PRINCIPLES OF A COMMERCIAL BUSINESS UNIT	42
3.	REDLAND CITY COUNCIL VISION AND MISSION.....	42
3.1	CITY WATER KEY BUSINESS DRIVERS	42
4.	ROLES OF EACH PARTY	42
4.1	REDLAND CITY COUNCIL	42
4.2	CITY WATER'S ROLE	42
5.	UNDERTAKINGS BY THE PARTIES	43
5.1	REDLAND CITY COUNCIL	43
5.2	CITY WATER.....	43
6.	REDLAND CITY COUNCIL CORPORATE PLAN	44
7.	STRATEGIES FOR ACHIEVING OBJECTIVES	44
8.	SERVICES	44
8.1	WATER SUPPLY SERVICE.....	45
8.2	WASTEWATER SERVICE	45
9.	REPORTING	45
9.1	REPORTING STRUCTURE	45
9.2	REPORTING	45
10.	MEETING OUR CUSTOMERS' NEEDS	46
10.1	CUSTOMER SERVICE STANDARDS.....	46
10.2	CUSTOMER ADVICE.....	46
10.3	SEEKING FEEDBACK FROM OUR CUSTOMERS AND COMMUNITY	47
11.	PLANNING FOR THE FUTURE	47
11.1	FINANCIAL PLANNING	47
11.2	ASSETS.....	47
11.3	EMPLOYMENT AND TRAINING PLAN.....	48
11.4	FINANCIAL RISK	48
12.	REVENUE	49
12.1	COLLECTION OF CHARGES.....	49
12.2	COLLECTION OF FEES, CHARGES AND MISCELLANEOUS INCOMES	49
12.3	COMMUNITY SERVICE OBLIGATIONS (CSOS)	49
12.4	MEASUREMENT OF WATER CONSUMPTIONS	49
13.	FINANCIAL STRUCTURE	50
13.1	CAPITAL STRUCTURE	50
13.2	PHYSICAL ASSETS	50
13.3	MONETARY ASSETS	50
13.4	INVESTMENT	50
13.5	CASH BALANCES	50
13.6	LOANS.....	50
13.7	SUBSIDY	50
13.8	RECOGNITION OF ASSETS	50
13.9	DEPRECIATION.....	50
13.10	PRICING POLICIES	51
13.11	NET RETURN TO COUNCIL	51
13.12	RESERVES.....	51
13.13	DEVELOPER CONTRIBUTIONS	51
	ATTACHMENTS.....	52

1. Introduction

City Water is a commercial business unit (CBU) of Redland City Council (Council), as required under section 92AJ of the *South-East Queensland Water (Distribution and Retail Restructuring) Act 2009*.

The *Local Government Act 2009* (the *Act*) and the *Local Government Regulation 2012* (the *Regulation*) govern the operation of business units run by local governments.

Section 45 of the *Act* states:

A local government's annual report for each financial year must:

- a) contain a list of all the business activities that the local government conducted during the financial year
- b) identify the business activities that are significant business activities
- c) state whether or not the competitive neutrality principle was applied to the significant business activities, and if the principle was not applied, the reason why it was not applied
- d) state whether any of the significant business activities were not conducted in the preceding financial year, i.e. whether there are any new significant business activities.

Section 19 (2) of the *Regulation* states the thresholds for water and sewerage combined activities is 10,000 or more premises being connected to a water service as at 30 June of the financial year ending immediately before the current financial year.

Section 175 of the *Regulation* states:

- 1) The annual operational plan for a local government must:
 - a) be consistent with its annual budget
 - b) state how the local government will -
 - (i) progress the implementation of the 5-year corporate plan during the period of the annual operational plan
 - (ii) manage operational risks
 - c) include an annual performance plan for each commercial business unit of the local government.
- 2) An annual performance plan for a commercial business unit is a document stating the following for the financial year, the:
 - a) unit's objectives
 - b) nature and extent of the significant business activity the unit is to conduct
 - c) unit's financial and non-financial performance targets
 - d) nature and extent of the community service obligations the unit must perform
 - e) cost of and funding for the community service obligations
 - f) unit's notional capital structure and treatment of surpluses
 - g) unit's proposed major investments
 - h) unit's outstanding and proposed borrowings
 - i) unit's policy on the level and quality of service consumers can expect
 - j) delegations necessary to allow the unit to exercise autonomy in its commercial activities
 - k) type of information that the unit's reports to the local government must contain.
- 3) A local government may omit information from the copies of the annual performance plan made available to the public if:
 - a) the information is of a commercially sensitive nature to the commercial business unit

- b) the information is given to each of the local government's councillors.

Note – See also section 171 (Use of information by councillors) of the *Act*.

- 4) The local government may change an annual performance plan for a commercial business unit at any time before the end of the financial year.

The *Regulation* also requires the CBU's performance to be monitored by the local government against performance targets mentioned in the Annual Performance Plan (APP).

2. Key principles of a commercial business unit

The APP supports the key principles of commercialisation as detailed in section 28 of the *Regulation*, which are:

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

3. Redland City Council vision and mission

Vision: Naturally Wonderful Lifestyle. Connected Communities. Embracing Opportunities.

Mission: Make a Difference, Make it Count.

3.1 City Water key business drivers

- Customer service
- Business efficiency
- Environmental sustainability
- Pricing arrangements that reflect true costs, full cost recovery and regulatory requirements
- Competitiveness
- The provision of a safe working environment

4. Roles of each party

4.1 Redland City Council

- Owner of the business and water and wastewater assets
- Discharges its obligations as a service provider through City Water and/or its Water and Wastewater Infrastructure Asset Management Team
- Specifies levels of service
- Customer of City Water

4.2 City Water's role

In collaboration with the Water and Wastewater Infrastructure Asset Management Team.

- Service provider for planning, maintenance and operation of water and wastewater assets.
- Customer of Redland City Council.

5. Undertakings by the parties

5.1 Redland City Council

Council has delegated management autonomy to City Water and Water and Wastewater Infrastructure Asset Management teams for:

- entering into contracts in the name of the business unit of Council in line with Council delegations
- completing approved programs in accordance with Council's budget, operational and corporate plans as well as City Water's performance plan
- promoting and presenting City Water to the Redlands Coast community as a professional commercial business by undertaking educational, promotional and customer activities
- developing and implementing budgets and long-term pricing models and financial plans.

Council will compensate City Water the cost of providing any community service obligations (CSOs) in line with section 24 of the *Regulation*. These will be reviewed on an annual basis as part of the performance plan and the budget development process.

Council will buy water and wastewater services from City Water under the same terms and conditions as customers.

Council will operate in accordance with various policies and Council's Corporate Plan 2021-2026 *Our Future Redlands - A Corporate Plan to 2026 and beyond*.

5.2 City Water

City Water will, in collaboration with the Water and Wastewater Infrastructure Asset Management Team:

- provide water and wastewater operations
- conduct its business and operations in compliance with the requirements of the Environmental Protection (Water and Wetland Biodiversity) Policy 2019 of the *Environmental Protection Act 1994*, the *South-East Queensland Water (Distribution and Retail Restructuring) Regulation 2021* of the *South-East Queensland Water (Distribution and Retail Restructuring) Act 2009*, the *Local Government Act 2009*, the *Water Act 2000 (Qld) (Water Act)*, the *Water Supply (Safety and Reliability) Regulation 2011* of the *Water Supply (Safety and Reliability) Act 2008*, the *Local Government Regulation 2012* and other relevant acts and regulations
- operate within National Competition Policy (NCP) guidelines and deliver an annual net return to Council as detailed in this APP
- maintain close liaison and regional collaboration with South-East Queensland water service providers and Seqwater through participation on regional working groups and regional projects as required under the *Bulk Water Supply Code*
- adopt the principles of ecologically sustainable development
- plan for, build, operate and maintain assets to ensure nominated service levels are maintained
- commit to the overall Council vision of delivering efficient, valued and sustainable services for the betterment of the community through prudent and efficient decision making
- use Council's full range of corporate services using internal corporate allocations
- implement the Netserv Plan

- provide monthly reports on its financial and non-financial performance
- show due diligence in immediately reporting any serious non-compliances or incidents to Council
- pursue and undertake private works on a full cost, plus profit basis provided the works fall within the scope, skill and competencies of assigned staff and contractors; financial risk of Council must be considered when undertaking significant private works projects.

6. Redland City Council Corporate Plan

To deliver on Council's Corporate Plan 2021-2026 Our Future Redlands - A Corporate Plan to 2026 and Beyond, City Water will in conjunction with Council's Water and Wastewater Infrastructure Asset Management Team:

- supply healthy water in an ecologically sustainable manner by planning, designing, constructing, operating and maintaining a high-quality water distribution system
- process wastewater in an ecologically sustainable manner by planning, designing, constructing, operating and maintaining a system for the collection, treatment and disposal of wastewater and biosolids.

7. Strategies for achieving objectives

City Water will strive to show high levels of performance in the following areas in achieving the objectives:

- quality products and service
- customer services including timely response to complaints and requests
- environmental and safety standards
- improving the value of the business and meeting Council's capital structure and net return targets
- managing costs to improve value to customers
- strengthening demand management to meet the south-east Queensland (SEQ) regional targets for per capita water consumption
- monitoring and reporting on key financial and non-financial performance indicators
- meeting the objectives of the Council of Australian Governments (COAG) and NCP reforms.

8. Services

Chapter 3A Part 2 of the *South-East Queensland Water (Distribution and Retail Restructuring) Act 2009* states that, from the end of June 2012, City Water, as a commercialised business unit of Council, will be a service provider subject to the *Water Supply (Safety and Reliability) Act 2008*.

Chapter 2 Part 3 Division 2 of the *Water Supply (Safety and Reliability) Act 2008* provides City Water with the general power of a service provider to operate water and wastewater services within the Council area with current service delivery areas. The nature and scope of City Water's main activities and undertakings are:

8.1 Water supply service

City Water's undertaking for water supply will include the planning, construction, operation and maintenance of the following assets:

- reticulation network
- trunk mains
- services
- meters
- hydrants
- pump stations
- reservoirs
- water boosters

8.2 Wastewater service

City Water's undertaking for wastewater supply will include the planning, construction, operation and maintenance of the following assets:

- wastewater treatment plants (WWTPs)
- sewerage pumping stations (SPSs)
- pressure mains
- reticulation network
- maintenance holes
- effluent mains
- developing recycled water opportunities
- irrigation and reuse systems
- the provision of trade waste services

9. Reporting

9.1 Reporting structure

In line with the key principles of commercialisation in section 28(b)(ii) of the *Local Government Regulation 2012*, City Water has autonomy in its day-to-day operations.

The reporting structure is such that Council's General Manager Infrastructure and Operations reports to the Chief Executive Officer (CEO) regarding City Water.

A Water and Wastewater Management committee has been established, including governance arrangements and a Terms of Reference (TOR), to ensure the business is well managed across the organisation.

9.2 Reporting

City Water will provide the following reports:

Monthly

- monthly key performance indicators (KPIs) as shown in attachment 3 - Key Performance Indicators 2025-2026
- standard set of financial reports
- WWTP and SPS performance reports.

Yearly

- annual KPI targets as shown in attachment 3 - Key Performance Indicators 2025-2026
- statement of financial performance
- statement of financial position
- annual budget as part of corporate process.

10. Meeting our customers' needs

10.1 Customer service standards

Water and wastewater

Section 115 of the *Water Supply (Safety & Reliability) Act 2008* requires service providers to prepare a customer service standard (CSS) for its water and wastewater services. It also requires the service provider to clearly state the level of service to be provided to customers, the process for service connection, billing, metering, accounting, customer consulting, complaints and dispute resolution.

It also contains any other matters as mentioned in the Customer, Water and Wastewater Code issued by the Department of Regional Development Manufacturing and Water (DRDMW), now the Department of Local Government, Water and Volunteers (DLGWV).

The Customer Service Standards (CSS) commitment is reported on annually and reviewed every five years, and customers will be informed and given opportunity to comment on significant changes. A copy is available on Council's website or from Council's customer service centres.

For 2025-2026 reporting year, City Water will make every effort to:

Water

- ensure at least 98% of drinking water samples tested comply with the microbiological Australian Drinking Water Guidelines (ADWG) health limits
- have no more than 5 water pressure test results below 22 static metres head and 30 litres per minute flow, per 1,000 connections.
- provide at least two business days' notice for 95% of planned outages or, four business days' notice for registered special needs properties, and advise when supply is expected to be restored
- respond to 90% of loss of water events on the mainland within one hour
- have no more than 10% of connected properties affected by an unplanned interruption (100 properties affected by an unplanned interruption, per 1,000 properties)
- restore 95% of unplanned interruption events within five hours
- have no more than 12 water main breaks for every 100 kilometres within the distribution network.
- have no more than 4 water quality complaints, per 1,000 properties
- meet our response times, however, for island services it is reasonable to expect longer time frames.

Wastewater

- respond to 90% of sewerage blockages or overflows on the mainland within one hour
- have no more than 12 main breaks per 100km sewerage main
- have no more than 12 blockages/chokes per 100km sewerage main
- restore 95% of sewage overflows within five hours
- meet our response times however, for island services, it is reasonable to expect longer times.

10.2 Customer advice

City Water will provide a range of information relating to service advice, accounts and charges on request.

City Water will make available information to customers using fact sheets, City Water's internet pages and community education programs.

The CSS for water and wastewater also contains useful advice on sustainable water supply and a complaints resolution process for dealing with customer requests and concerns.

10.3 Seeking feedback from our customers and community

City Water will collect community feedback information and participate in community consultations. Feedback from surveys and consultation will be used to gauge acceptance of service levels. This mechanism is seen by the CBU as a valuable input into improving services delivery.

Customer feedback may be collected through some or all the following forms:

- recording unsolicited complaints and comments
- management or staff attendance at community consultation sessions
- formal surveys by a third-party consultant or formal surveys by in-house staff.

11. Planning for the future

11.1 Financial planning

- City Water will review its financial model on a yearly basis.
- The financial model will be for a period of no less than 10 years.
- City Water's budget will be formulated on an annual basis and reviewed during the financial year in accordance with the timeframes set by Council, the anticipated capital structure and Council's net return expectation.

11.2 Assets

At the time of writing, Council owns, operates and maintains:

- five reservoirs – two at Dunwich, two at Point Lookout and Amity Point. This does not include the clear water storages at each WTP which are owned by Seqwater
- six water pumping stations and mains as part of this distribution network. Detail regarding the entire drinking water distribution network can be found in our Drinking Water Quality Management Plan (DWQMP) on Council's website
- 1324km distributing water to 63,785 connected residential properties (excluding vacant lots) and 2,472 connected non-residential properties
- 1,220 km of wastewater mains, 139 SPSs and seven WWTPs to collect and treat incoming wastewater from 55,021 residential properties (excluding vacant lots) and 2,016 non-residential properties across the existing wastewater connection area
- Environmental Authority EPPR00874613 authorises the operation of the seven WWTPs and 46 SPSs. 91 SPSs are managed under our general environmental duty (GED).

City Water will work with the Water and Wastewater Infrastructure Asset Management Team, to optimise assets and strive for best value of operations by:

- regularly assessing assets and development of planning reports
- implementing and improving preventative maintenance programs
- enhancing asset condition ratings and information
- timely updating of asset databases
- improving data for calculation of valuations
- considering contemporary valuation methodologies in accordance with effective NCP pricing principles

- updating and actioning an Asset Service Management Plan (ASMP)
- considering the risk of possible obsolescence when evaluating use of advancing technology.

11.3 Employment and training plan

City Water will make sure the intellectual property of the CBU is retained and operational processes are maintained in perpetuity by implementing the Human Resource Management Administrative Directive (PAC-001-A) which states that Council is committed to:

- strategically developing, supporting and managing our people to perform at their best to create an attractive, safe, professional, ethical and productive workplace
- inspiring, guiding and supporting employees to excel through leadership
- ensuring all employees understand their role and take ownership for their responsibilities and deliver on their commitments
- building a culture that measures, assesses, recognises and rewards performance
- fostering the principles and practices of equity and diversity
- encouraging efficiency, financial acumen, customer service, flexibility and innovation into work practices
- building positive workplace relations through cooperation and collaboration within and across teams
- communicating openly, honestly and constructively
- developing, promoting and implementing sound human resource management strategies, guidelines and procedures to support the Directive.

11.4 Financial risk

City Water will adopt strategies to minimise financial risk, consistent with Council's Financial Strategy 2020-2030, including:

- ensuring that our recurrent (operating) revenue is sufficient to cover an efficient operating expense base including depreciation, that is, positive operational ratios
- ensuring adequate funding is available to provide efficient and effective water and wastewater services to the community and to meet all regulatory requirements
- good asset management practices to ensure that all infrastructure assets are well maintained and are fit for purpose
- addressing key intergenerational infrastructure and service issues, which allows any significant financial burden to be spread over several years.
- providing good financial and asset risk management which gives assurance that major risks have been considered and are reflected in future operational, financial and asset management planning
- effective planning, continually review and refine the costing and quotation for goods and services following a structured but flexible process for quotation and tendering contracts in line with corporate processes and sound contracting principles
- maximising the use of grants and/or subsidies for works, where opportunities are identified
- holding an appropriate level of insurance cover
- monitoring the sundry debtors to ensure revenues are maximised.

12. Revenue

Revenues are collected by Council and transferred to City Water for all services it provides.

12.1 Collection of charges

City Water's water and wastewater charges will be integrated on Council rate notices.

12.2 Collection of fees, charges and miscellaneous incomes

Revenues for fees and charges will be collected in the following manner:

- prepayment for works associated with developments, new properties or alterations to infrastructure
- revenue for other works will be by invoice with a 30-day payment period.

12.3 Community Service Obligations (CSOs)

CSO payments will be made by Council for services supplied for less than full cost price in accordance with Council pricing, Council policy or Council operations. A summary of the CSOs will be provided in Council's annual report in accordance with the *Local Government Regulation 2012*.

CSOs may include:

- concessions provided to sporting bodies or clubs
- concessions, remissions or rebates for specific persons stated in a policy
- any non-commercially driven concession or remission provided by resolution of Council
- community services
- special audits and assessments outside commercial requirements.

CSOs for Council 2025-2026 are:

Job Name	Nature of the CSO	Budget Year 1 2025-26 \$000	Forecast Year 2 2026-27 \$000	Forecast Year 3 2027-28 \$002
Water concession not for profit	Reduced charges for water for charities and not for profit organisations	129	133	138
Wastewater concession not for profit	Reduced charges for wastewater for charities and not for profit organisations	374	388	400
Concealed leaks	A remission provided to eligible customers on the estimated water lost due to a concealed leak	166	172	178
		669	693	716

Figures in tables have been rounded. Any discrepancies in tables between totals and sums of components are due to casting.

12.4 Measurement of water consumption

All water supplied will be measured through a water meter (including consumption through fire hydrants and water filling stations). Water meters will be read four times per annum and water meters upgraded as part of a progressive replacement program.

Connection to the water network using a hydrant standpipe will be limited to fire purposes only or exceptional circumstances approved by City Water. The cost of water taken from the network will be charged as per Council's fees and charges schedule. A bond and hire fee will be applied to any approved metered hydrant standpipe issued by City Water. Recycled water will be provided via designated recycled water filling stations only.

13. Financial Structure

City Water shows as a separate unit within Council's financial ledgers.

A separate accounts payable and receivable ledger will operate within Council's financial system to allow for easy identification of payments.

13.1 Capital structure

The consolidated capital structure of the CBU will comprise community equity to the value of assets less liabilities.

The 10-year average Debt to Debt + Equity level shall be in the range of 30-50%.

13.2 Physical assets

In accordance with the initial CBU establishment plan, the capital structure of City Water will include all current and non-current assets and liabilities and equity shown in the financial statements.

13.3 Monetary assets

All current assets as recorded in City Water including reserves, debtors and prepayments are to be managed by the CBU.

13.4 Investment

Council's financial services section will invest all excess cash held by City Water at the best possible interest rate.

13.5 Cash balances

The cash balances shall be held at a level that equates to 3-4 months annualised average operational costs.

13.6 Loans

The CBU will use debt to fund large infrastructure projects associated with the generation of revenue in line with corporate guidelines and direction from Council's Executive Leadership Team direction.

13.7 Subsidy

City Water will optimise the use of available grants and subsidies by managing the forward planning of future works programs.

13.8 Recognition of assets

Assets will be recognised using industry standards and the methodologies developed through Council's asset valuation policy, the *Local Government Regulation 2012*, and the Australian Accounting Standards.

13.9 Depreciation

City Water will depreciate its assets in accordance with the Australian Accounting Standards having regard for contemporary depreciation methods.

13.10 Pricing policies

City Water will price its services in accordance with NCP methodologies while taking into account Council policy. This may include introducing additional user pays type fees and charges.

Water charges are set as a two-part tariff – an access charge and a consumption charge.

Wastewater charges are set as one tariff based on sewer units.

Commercial and industrial properties are charged on a per lot and/or per pedestal or equivalent pedestal (urinal) basis.

13.11 Net return to Council

City Water will provide to Council a surplus made up of dividend, income tax and internal debt finance structuring to the value of the following:

- Tax on operating capability @ 30% - calculated for each individual product, i.e. water and wastewater.
- Dividend: 75% on earnings after tax and other agreed exclusions – calculated for each individual product, i.e. water and wastewater.

To achieve the surplus the following parameters will need to be considered:

Revenue: Revenue should be modelled in line with long-term pricing and financial modelling of Redland City Council, meeting the requirements and commercial rates of return required by NCP reforms.

Expenses: Wage increases in line with enterprise bargaining agreement (EBA) and commercial activity needs.

Goods and services increased by no greater than Consumer Price Index (CPI), growth and environmental or legislative influences.

Net Return to Council: The net return to Council is made up of the following:

- Tax
- Dividend
- Internal interest

13.12 Reserves

Constrained capital works reserves (City Water 5134 and Wastewater 5135)

Developer cash contributions received by City Water are transferred to constrained cash reserves. It is the purpose of this reserve to fund future capital works that relate to projects that are classified as upgrade, expansion or new projects.

13.13 Developer contributions

City Water will appropriate developer contributions to the capital works reserve less a portion to be recorded as operating revenue that equates to the interest on Queensland Treasury Corporation loans for that year.

Donated assets will be recorded as revenue and the value recorded to the balance sheet as a non-current asset. Donated assets will be recorded in the electronic asset register and as constructed data recorded in the geographic information system.

ATTACHMENTS

ATTACHMENT 1 – OPERATIONAL BUDGET 2025-2026 – 3 YEARS

	Budget Year 1 2025-26 \$000	Forecast Year 2 2026-27 \$000	Forecast Year 3 2027-28 \$000
Revenue			
Levies and utility charges	156,507	162,777	172,461
Less: Pensioner remissions and rebates	(635)	(656)	(676)
Fees	699	727	755
Operating grants and subsidies	-	-	-
Operating contributions and donations	-	-	-
Interest external	5,440	6,193	6,219
Community service obligations	669	693	716
Other revenue	2,803	2,894	2,981
Total revenue	165,483	172,627	182,456
Expenses			
Employee benefits	12,479	12,927	13,344
Materials and services	73,810	78,239	86,063
Finance costs other	-	-	-
Other expenditure	2	2	2
Net internal costs	7,158	7,551	8,231
Total expenses	93,449	98,719	107,640
Earnings before interest, tax and depreciation	72,034	73,908	74,816
Interest expense	991	1,014	1,016
Internal interest	19,061	19,766	19,740
Depreciation and amortisation	33,732	33,557	34,364
OPERATING SURPLUS / (DEFICIT)	18,251	19,572	19,696

Figures in tables have been rounded. Any discrepancies in tables between totals and sums of components are due to casting.

ATTACHMENT 2 – CAPITAL FUNDING 2025-2026 – 3 YEARS

	Budget Year 1 2025-26 \$000	Forecast Year 2 2026-27 \$000	Forecast Year 3 2027-28 \$000
Proposed sources of capital funding			
Capital contributions and donations	3,196	3,456	3,733
Capital grants and subsidies	5,450	-	-
Proceeds on disposal of non-current assets	-	-	-
Capital transfers (to) / from reserves	3,684	1,258	952
Non-cash contributions	1,530	3,430	3,479
New loans	-	-	-
Funding (to) / from general revenue	23,910	35,312	39,265
Total sources of capital funding	37,770	43,456	47,429
Proposed application of capital funds			
Contributed assets	1,530	3,430	3,479
Capitalised goods and services	34,368	36,430	40,073
Capitalised employee costs	1,625	2,544	2,795
Loan redemption	247	1,053	1,083
Total application of capital funds	37,770	43,456	47,429
Other budgeted items			
Transfers to constrained operating reserves	-	-	-
Transfers from constrained operating reserves	-	-	-
Written down value (WDV) of assets disposed	-	-	-
Income tax	8,069	6,908	7,029
Dividend	14,121	12,090	12,300

Figures in tables have been rounded. Any discrepancies in tables between totals and sums of components are due to casting.

ATTACHMENT 3 – KEY PERFORMANCE INDICATORS 2025-2026

KRA and Goals	City Water Scorecard Water & Wastewater Indicators	Monthly Target	Unit	Reporting Frequency	Annual Target
Financial management Ensure the long-term financial viability of the City and provide public accountability in financial management.	Operating revenue (actual to budget)	+/- 5%	%	Monthly	+/-5%
	Operating goods and services expenditure (actual to budget)	+/- 5%	%	Monthly	+/-5%
	Capital expenditure (actual to budget)	+/- 5%	%	Monthly	+/-5%
	Treatment costs per property serviced (wastewater) *	\$14.87	\$	Monthly	\$178.46
	Maintenance costs per property serviced (water)	\$9.20	\$	Monthly	\$110.38
	Maintenance costs per property serviced (wastewater) *	\$13.13	\$	Monthly	\$157.50
Deliver essential services Provide and maintain water and wastewater services to sustain our community.	Number WWTP and SPS non-conformances with environmental authority licence	max 1	#	Monthly	max 12
	% compliance with Australian Drinking Water Guidelines (ADWG) within distribution system. Does not include non-compliant water received at the point of transfer to the distribution system, i.e. from the bulk water authority or the bulk transport authority.	min 98	%	Monthly	min 98
People management Development of organisational cultural values and people behaviours in order to meet agreed community expectations.	Number of lost time injuries	0	#	Annually	0



WASTE OPERATIONS

Annual Performance Plan 2025-2026

CITY WASTE

A business unit of Redland City Council



City Waste – Annual Performance Plan 2025-2026

Table of Contents

1.	INTRODUCTION	57
2.	OBJECTIVES.....	58
3.	KEY PRINCIPLES OF A COMMERCIAL BUSINESS UNIT	58
4.	REDLAND CITY COUNCIL VISION AND MISSION	58
4.1.	CITY WASTE'S KEY BUSINESS DRIVERS.....	58
5.	ROLE OF CITY WASTE.....	58
6.	UNDERTAKINGS BY THE PARTIES	59
6.1.	REDLAND CITY COUNCIL.....	59
6.2.	CITY WASTE.....	59
7.	REDLAND CITY COUNCIL CORPORATE PLAN.....	60
8.	CITY WASTE'S STRATEGIES FOR ACHIEVING OBJECTIVES	60
8.1.	WASTE REDUCTION AND RECYCLING PLAN 2021-2030	60
8.2.	QUEENSLAND WASTE STRATEGY	62
8.3.	SEQ WASTE MANAGEMENT PLAN.....	63
9.	REPORTING	63
9.1.	REPORTING STRUCTURE	63
9.2.	REPORTING	63
10.	MEETING OUR CUSTOMERS' NEEDS	64
10.1.	CUSTOMER SERVICE STANDARDS (CSSS).....	64
10.2.	CUSTOMER ADVICE.....	64
10.3.	SEEKING FEEDBACK FROM OUR REDLANDS COAST CUSTOMERS AND COMMUNITY.....	64
11.	PLANNING FOR THE FUTURE	64
11.1.	FINANCIAL PLANNING	64
11.2.	ASSETS.....	65
11.3.	EMPLOYMENT AND TRAINING PLAN.....	65
11.4.	FINANCIAL RISK	65
12.	REVENUE	66
12.1.	COLLECTION OF RATES	66
12.2.	COLLECTION OF FEES, CHARGES AND MISCELLANEOUS INCOMES.....	66
12.3.	COMMUNITY SERVICE OBLIGATIONS (CSO'S).....	66
13.	FINANCIAL STRUCTURE	68
13.1.	CAPITAL STRUCTURE.....	68
13.2.	PHYSICAL ASSETS	68
13.3.	MONETARY ASSETS.....	68
13.4.	INVESTMENT	68
13.5.	CASH BALANCES	68
13.6.	LOANS	68
13.7.	SUBSIDY	68
13.8.	RECOGNITION OF ASSETS.....	68
13.9.	DEPRECIATION	68
13.10.	PRICING POLICIES	69
13.11.	NET RETURN TO COUNCIL.....	69
	ATTACHMENTS.....	70

1. Introduction

City Waste is a commercial business unit (CBU) of Redland City Council that delivers on Council's waste strategy targets for waste reduction, resource recovery and waste education while:

- reducing waste to landfill and increasing resource recovery as per Council's Waste Reduction and Recycling Plan 2021-2030
- protecting the health and safety of our workers and the Redlands Coast community
- preventing adverse impacts on the natural environment and the community
- ensuring compliance with all appropriate standards and procedures for the storage, transport, treatment and disposal of contract solid wastes
- ensuring community access to information relating to reducing waste and increasing resource recovery.

This Annual Performance Plan (APP) is prepared as required by the *Local Government Regulation 2012* (the Regulation) and sets out the manner in which City Waste activities will be carried out in 2025-2026, according to commercial principles.

Redlands Coast residents have access to kerbside wheelie bin collection services. This includes a weekly waste and fortnightly recycling service. Mainland residents and businesses may opt to receive one or more green waste bins under the fortnightly garden organics collection service. Costs for the standard waste and recycling service and voluntary (opt-in) garden organics collection service are recovered through the Waste and Recycling Utility Charge applied on rates notices.

Council offers a flexible 'bin menu' that allows residents to choose the right combination for their household. The kerbside bin system includes 140-litre wheelie bins for waste and recycling, 240-litre wheelie bins for waste, recycling and garden organics (green waste) and 340-litre wheelie bins for recycling. Council also rewards residents who actively reduce their general waste to landfill by providing the 140-litre waste bin at a lower annual cost than the standard 240-litre waste bin.

The larger 340-litre recycling bin and additional recycling bins are offered to households and businesses to capture more recyclable material rather than recyclable materials being placed in general waste bins.

The green waste bin for mainland residents and businesses provides for removal of tree prunings, grass clippings, leaves and other organic material from gardens. Residents and businesses can choose to have multiple green waste bins at their properties.

Redlands Coast residents have access to eight Recycling and Waste Centres located at Birkdale and Redland Bay on the mainland, and on each of the six Southern Moreton Bay islands. The Recycling and Waste Centres on the mainland and at North Stradbroke, Russell and Macleay Islands operate seven days a week, 363 days a year. RecycleWorld, located at Redland Bay Recycling and Waste Centre, operates as a point of sale for goods recovered from the mainland recycling and waste centres.

All Redlands Coast Recycling and Waste Centres receive residential waste. Two mainland and four island sites receive limited types and volumes of commercial waste, which makes up less than five per cent of all waste and recyclables collected or received by Council. Redland City Council does not operate any landfills. Our landfill waste is transported to an external disposal facility at Staplyton, on the northern end of the Gold Coast local government area.

A bulky item collection service, by appointment, services an eligible section of the community across Redlands Coast who are unable to visit a Recycling and Waste Centre.

2. Objectives

The objectives of City Waste are the efficient and sustainable operation and management of Council's Recycling and Waste Centres together with the management of Council's waste collection and recycling contracts. City Waste seeks to minimise the impacts of waste generation and loss of valuable resources through behaviour change campaigns and initiatives. City Waste is also responsible for strategy, policy and the planning for renewal of waste infrastructure.

3. Key principles of a commercial business unit

The APP supports the key principles of commercialisation as detailed in section 28 of the *Regulation*, which are:

- (a) clarity of objectives
- (b) management autonomy and authority
- (c) accountability for performance
- (d) competitive neutrality.

4. Redland City Council vision and mission

Vision: Naturally Wonderful Lifestyle. Connected Communities. Embracing Opportunities.

Mission: Make a Difference, Make it Count.

4.1. City Waste's key business drivers

- Customer service
- Business efficiency
- Environmental sustainability
- Pricing arrangements that reflect true costs, full cost recovery and regulatory requirements
- Competitiveness
- The provision of a safe working environment.

5. Role of City Waste

City Waste comprises the Waste Operations Unit and the Waste Infrastructure Asset Management Unit. City Waste's role is:

- promote waste avoidance and reduction, and resource recovery and efficiency actions
- ensure a shared responsibility between local government and the community in waste management and resource recovery
- support and implement national frameworks, objectives and priorities for waste management and resource recovery
- service provider for planning, operation and maintenance, and renewal of assets
- management of waste collection, disposal and recycling contracts
- waste strategy and policy
- customer of Redland City Council.

6. Undertakings by the parties

6.1. Redland City Council

Council has delegated management autonomy to City Waste's management team for:

- entering into contracts in the name of the business unit as a commercial business of Council in line with Council delegations and approvals
- completing approved programs in accordance with Council's budget, operational and corporate plans as well as City Waste's APP
- promoting and presenting City Waste to the community as a professional commercial business by undertaking educational, promotional and customer activities
- developing, implementing and monitoring budgets and financial plans.

Council will compensate City Waste the cost of providing any community service obligations (CSOs) in line with section 24 of the *Regulation*. These will be reviewed on an annual basis as part of the APP and the budget development process.

Council will buy waste management services from City Waste under the same terms and conditions as customers.

Council will operate in accordance with various policies and the Our Future Redlands - A Corporate Plan to 2026 and Beyond.

6.2. City Waste

City Waste, consisting of Waste Operations within City Operations and Waste Infrastructure Asset Management Units, within City Assets Group, will:

- provide mandatory waste and recycling, and optional green waste (mainland only) collection services to all domestic premises within Redlands Coast
- provide waste, recycling and green waste collection services to commercial premises on request
- operate a network of recycling and waste centres
- conduct its business and operations in compliance with the requirements of the *Environmental Protection Act 1994*, *Local Government Act 2009*, *Environmental Protection Regulation 2019*, *Waste Reduction & Recycling Act 2011*, other relevant acts and regulations and Council policies and guidelines
- contribute toward and align with Sustainable Development Goal 12 (Ensure sustainable consumption and production patterns) in the United Nations Transforming Our World: 2030 Agenda for Sustainable Development
- operate within National Competition Policy (NCP) guidelines and deliver an annual net return to Council as detailed in this APP
- operate and maintain assets to ensure nominated service levels are maintained
- commit to the overall Council vision of operating within a best value framework
- use Council's full range of corporate services by entering into service level agreements (SLAs) with Council
- implement approved asset management plans
- provide monthly reports on financial and non-financial performance
- show due diligence in immediately reporting any serious non-compliances or incidents to Council and Department of Environment, Tourism, Science and Innovation (DETSI) as appropriate
- investigate new waste and resource recovery solutions including participation in sub-regional projects for waste and resource recovery services or infrastructure

City Waste – Annual Performance Plan 2025-2026

- contribute to the implementation of Council of Mayors SEQ (CoMSEQ) SEQ Waste Management Plan, which provides a ten-year roadmap for Council
- implement actions identified within Council's Waste Reduction and Recycling Plan 2021-2030 and other environmental programs
- meet the objectives of the Council of Australian Government (COAG) and NCP reforms
- keep updated of changes in the external regulatory environment that affect City Waste through participation and advocacy with industry partners.

7. Redland City Council Corporate Plan

To deliver on Council's Corporate Plan, Our Future Redlands – A Corporate Plan to 2026 and Beyond, City Waste and the Waste Infrastructure Asset Management Unit will:

- actively encourage reduction, reuse and recycling of waste to support sustainable waste management principles
- manage the kerbside collection of domestic and commercial solid wastes and recyclable materials and transport to a suitably approved handling facility
- oversee the operation, management and maintenance of a network of assets for the segregation and disposal of solid waste and recyclable materials generated from domestic and commercial sources
- engage with the community and businesses in Redlands Coast to improve the overall performance of City Waste and improve sustainability awareness and implementation.

8. City Waste's strategies for achieving objectives

8.1. Waste Reduction and Recycling Plan 2021-2030

Redland City Council's Waste Reduction and Recycling Plan 2021-2030 (the Plan) outlines a clear path forward on how the community can collectively achieve waste reduction and recycling targets set by the State Government and commitments in the South East Queensland, Council of Mayors, Waste Management Plan.

The Plan outlines how Council, and the community will improve the use of the existing kerbside waste, recycling and green waste services. The key focus of the Plan is to encourage residents to "lift the right lid" and place waste within the correct bin and to reduce the amount of organic waste going to landfill.

Council is committed to the following goals:

- reduce recyclables, green waste and food waste lost through the red (general waste) bin
- halve recycling contamination in the yellow bin
- increase the number of households with a green waste bin
- produce an organics transformation plan, building on a roadmap for growing green bins and investigating options and affordability of food waste reduction from landfill.

Council is resetting the focus on waste management issues to reinforce the importance of separating waste and recyclable materials at home by using the right bin and getting a green waste bin.

Half of all Redlands Coast waste is diverted from landfill for recycling or reuse. Council will continue to assist residents to 'recycle right' by providing clear, easy to understand information around what can and can't be recycled in household recycling bins.

Council is committed to the 2030 waste reduction and recycling targets set by the State Government, which aims to reduce the amount of waste generated by residents by 15% and increase the amount of materials recycled to 60% by the end of the decade.

City Waste – Annual Performance Plan 2025-2026

The targets are a significant challenge and both Council and the community have a shared responsibility to strive towards more sustainable ways in dealing with waste.

Council continues to monitor development of State Government policy regarding food organics recycling however at this time is not considered viable due to regulatory conditions and processing capacity. In 2025-2026, Council will continue to offer subsidised compost and worm farm equipment to Redlands Coast residents to support households in reducing food organics lost to landfill.

Currently, general waste (landfill) generation per capita is trending in the right direction and aligned to meeting the 2030 target, however overall municipal solid waste (MSW) generation is trending upwards primarily attributed to weather events, prolonged high rainfall total, changes in household structures and purchasing behaviours. These factors may also be influencing this trajectory over recent years. It is important to note that Council, outside of delivering education and behaviour change programs, has minimal influence on the amount of MSW that residents generate and is focussed on addressing how the waste is managed.

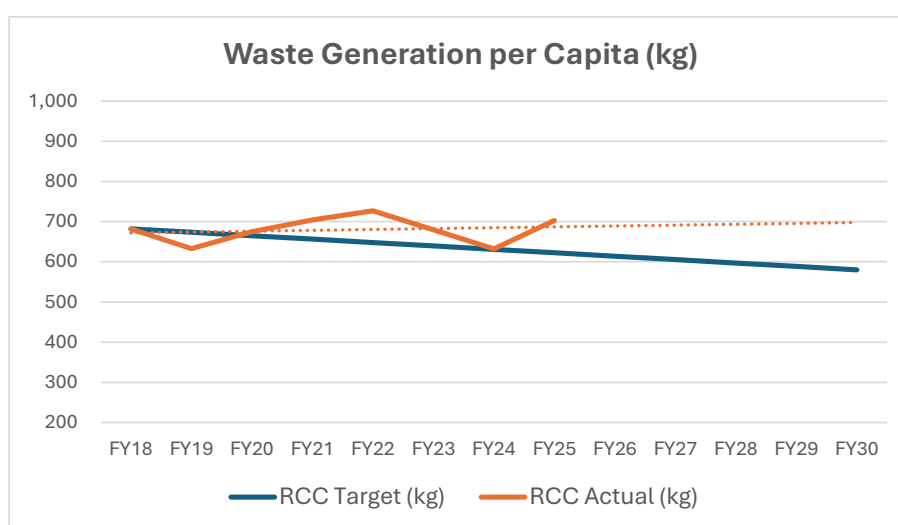


Figure 1 - Domestic Waste Generation per Capita on Redlands Coast

The overall recycling rate for municipal solid waste (MSW) measures the total amount of household waste diverted by the community for recycling or reuse. Redlands Coast MSW recycling rate is currently meeting the State Government target of 50% by 2025 however significant behaviour change at the household level, and major investment in waste diversion technologies, infrastructure and policy will be required to meet the 2030 recycling rate target of 60%.

City Waste – Annual Performance Plan 2025-2026

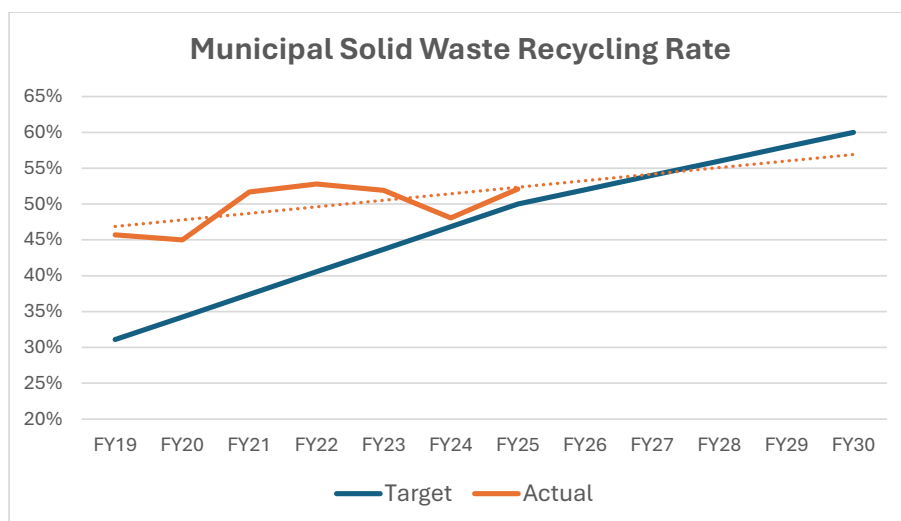


Figure 2 - Recycling Rate of Domestic Waste on Redlands Coast

In 2024, Council received funding for a new city-wide education campaign called 'Let's Get it Sorted,' to help drive sustainable waste management in the community. The initiative will involve local area marketing, the distribution of education material followed by contracted recycling educators visually observing the contents of approximately half Redlands Coast's kerbside recycling bins and providing the community with helpful tips and feedback. Follow up communication and educational material will be sent to households who are identified as needing additional information to help drive improved recycling behaviours.

The Let's Get it Sorted Partnership Program is supported by the State Government's Recycling and Jobs Fund. Redland City Council was one of 26 Queensland councils and two Regional Organisations of Councils to benefit from the first tranche of the program in 2024, receiving \$486,855.

8.2. Queensland Waste Strategy

In 2019, the State Government introduced a waste disposal levy to attract investment, develop new jobs and industries and reduce waste to landfill, coinciding with the Queensland Waste Management and Resource Recovery Strategy. The waste strategy aims to deliver the long-term, sustained growth of the recycling and resource recovery sector while reducing the amount of waste produced by promoting more sustainable waste management practices for business, industry and households. Actions that enable the transition from a linear economy into a circular waste economy will be required from all stakeholders including the community and Council.

This strategy was reviewed in 2024, with the aim of assessing progress towards achieving milestones. The review highlighted the challenge of having limited data to assess, given the strategy's recent introduction and the significant changes following the introduction of the waste levy. This period was further impacted by the effects of COVID-19 and several natural disasters. Despite this, the report concluded that Queensland was on track to meet only two of the nine targets set in the strategy for 2025.

Significantly, recycling and landfill diversion rates of municipal solid waste across Queensland have declined since 2018 (from 31% and 32% respectively to 27% for both recycling and waste diversion). This is well below the 2025 targets for these of 55% and 50% respectively. When Council adopted its Waste Reduction and Recycling Plan in 2022, Redlands Coast was already exceeding the 2025 State Government target for recycling of 50% and therefore Council adopted the 2030 state target to achieve a recycling rate of 60%.

City Waste – Annual Performance Plan 2025-2026

Overall MSW generation per person across Redlands Coast has increased by 6% above 2018 levels, while the State Government and Council target for 2025 was for a 10% reduction (based on 2018 levels). This increase is attributed to increasing capture of garden organic material and diversion out of landfill to recovery such as composting.

City Waste has incorporated the key requirements and recycling targets arising from the State Government's waste policy direction into the Waste Reduction and Recycling Plan 2021-2030.

8.3. SEQ Waste Management Plan

In November 2021, CoMSEQ finalised the SEQ Waste Management Plan, which articulates a 'target state' for 2030, with an outlook to 2050. In moving towards the 2030 target state it is anticipated that the 11 member councils will benefit from collaborating closely on some priorities, and progressing independently on others. The Plan recognises that individual councils will choose to progress actions in the context of their individual circumstances and priorities, seek to identify the 'sweet-spot' between joint action to capture the benefits of scale, and take independent action to reflect the unique requirements and expectations of different communities.

The scope of the Plan focuses primarily on the waste flows managed through kerbside collections, as these waste streams represent some of the most complex decisions facing councils, as well as the most significant opportunities for capturing the benefits of collaboration. Specifically, the Plan focuses on three areas of actions towards the 2030 'target state':

- optimising comingled recycling
- removing organic waste from landfill and recovering it
- optimising the treatment of residual municipal solid waste (MSW).

9. Reporting

9.1. Reporting structure

In line with the key principles of commercialisation in section 28(b)(ii) of the *Regulation*, City Waste has autonomy in its day-to-day operations.

The reporting structure is such that Council's General Manager Infrastructure and Operations reports to the Chief Executive Officer (CEO) regarding City Waste.

A Waste Steering Committee has been established, including governance arrangements and a Terms of Reference (TOR), to ensure the business is well managed across Council.

9.2. Reporting

City Waste, in collaboration with its internal business partners will provide the following reports:

Monthly

- monthly key performance indicators (KPIs) as shown in Attachment 3 Key Performance Indicators – 2025-2026
- a standard set of financial reports.

Quarterly

- quarterly key performance indicators (KPIs) as shown in Attachment 3 Key Performance Indicators – 2025-2026
- a standard set of financial reports.

Annually

- yearly KPIs as shown in the Attachment 3
- statement of financial performance

- statement of financial position
- annual budget as part of corporate process
- annual reports required by the State Government.

10. Meeting our customers' needs

10.1. Customer service standards (CSSs)

For 2025-2026 CSS, City Waste will make every effort to:

- respond to a missed service on the mainland within one working day of the report being registered with City Waste where the missed service was the fault of the CBU
- commence new waste services within two working days (mainland) and next scheduled collection day (islands) of the request being lodged with City Waste
- provide exchanges or alterations to bin services within two working days (mainland) and on the next scheduled collection day (islands) of the request being lodged
- respond to non-urgent general requests within five working days.

10.2. Customer advice

City Waste will provide a range of information relating to service advice, accounts and charges on request.

City Waste will make available information to customers through the use of fact sheets, internet pages, community education programs and other like programs.

10.3. Seeking feedback from our Redlands Coast customers and community

City Waste will collect community feedback information and participate in community consultation. Feedback from surveys and consultation will be used to gauge acceptance of service levels and guide waste planning activities. This mechanism is seen by City Waste as a valuable input into improving service delivery.

Customer feedback may be collected through some or all of the following forms:

- recording unsolicited complaints and comments
- monitoring of interactions with social media and other publications
- management or staff attendance at community consultation sessions
- formal surveys by a third-party consultant or formal surveys by Council staff.

11. Planning for the future

11.1. Financial planning

With support from Council's Financial Planning Unit and Business Partnering Unit, City Waste will review its financial model on an annual basis. The financial model will be for a period of no less than 10 years.

City Waste's budget will be formulated on an annual basis and reviewed during the financial year in accordance with the timeframes set by Council, the anticipated capital structure and Council's net return expectations.

11.2. Assets

City Waste will optimise assets and strive for best value of operations by:

- regularly assessing assets and development of planning reports and asset management plans
- implementing and improving preventative maintenance programs
- enhancing asset condition ratings and information
- improving data capture and accuracy for various uses
- considering contemporary valuation methodologies in accordance with effective NCP pricing principles
- participating in approved regional waste infrastructure investigations and procurement activities.

During 2025, City Waste is undertaking a review of current waste infrastructure to inform and develop concept designs and solutions for future upgrades to Council's recycling and waste centres.

11.3. Employment and training plan

City Waste will operate in accordance with the Human Resource Management Administrative Directive (PAC-001-A) to:

- strategically develop, support and manage our people to perform at their best to create an attractive, safe, professional, ethical and productive workplace
- inspire, guide and support employees to excel through leadership
- ensure all employees understand their role and take ownership for their responsibilities and deliver on their commitments
- build a culture that measures, assesses, recognises and rewards performance
- foster the principles and practices of equity and diversity
- encourage efficiency, financial acumen, customer service, flexibility and innovation into work practices
- build positive workplace relations through cooperation and collaboration within and across teams
- communicate openly, honestly and constructively
- develop, promote and implement sound human resource management strategies, guidelines and procedures to support the Directive.

11.4. Financial risk

City Waste will adopt strategies to minimise financial risk, consistent with Council's Financial Strategy 2023-2033, including:

- to achieve financial sustainability aimed at ensuring that our recurrent (operating) revenue is sufficient
- to cover an efficient operating expense base including depreciation, that is, positive operational ratios
- to ensure adequate funding is available to provide efficient and effective core waste and recycling services to the community

City Waste – Annual Performance Plan 2025-2026

- continuation of good asset management to ensure that all waste infrastructure assets are well maintained and are fit for purpose
- address key intergenerational infrastructure and service issues, which allows any significant financial burden to be spread over a number of years and not impact adversely on current or future ratepayers
- provide good financial and asset risk management which gives assurance that major risks have been considered and are reflected in future operational, financial and asset management planning
- effective planning, continually reviewing and refining the costing and quotation for goods and services following a structured but flexible process for quotation and tendering for waste and recycling, and waste infrastructure operation contracts in line with corporate processes and sound contracting principles
- maximising the use of grants and/or subsidies for works, where opportunities are identified
- holding an appropriate level of insurance cover
- monitoring the sundry debtors to ensure revenues are maximised.

12. Revenue

Revenues collected by Council are transferred to City Waste for all services it provides.

12.1. Collection of rates

City Waste's waste management service charges will be integrated on Council rates notices.

12.2. Collection of fees, charges and miscellaneous incomes

Revenues for fees and charges will be collected in the following manner:

- revenue for other works including waste disposal fees will be by invoice with a 30-day payment period
- direct gate fee payment at the time of transaction or monthly account invoice for commercial and non-resident customers, and customers without proof of residency

City Waste – Annual Performance Plan 2025-2026

12.3. Community service obligations (CSOs)

CSO payments will be made by Council for services supplied for less than full cost price in accordance with Council pricing, policy or operations. A summary of the CSOs will be provided in Council's annual report in accordance with Section 35 of the *Regulation*.

CSOs may include (but are not limited to):

- concessions to services provided under the former home assist secure program
- provision of on-demand bulky household item collection service.
- concessions, remissions or rebates for specific persons stated in a policy
- any non-commercially driven concession or remission provided by resolution of Council
- community services such as Clean Up Australia Day
- special audits and assessments outside commercial requirements
- waiver of disposal fees for charities, schools, clubs, and non-profit organisations that meet the conditions of Corporate Policy WST-003-P Waste Management and Resource Recovery Policy
- waiver of fees for disposal of asbestos, construction and demolition waste from the Bay Islands at Birkdale recycling and waste centre
- emergency disposal of debris from major catastrophes, for example storms and floods.

CSOs for Council 2025-2026 are:

Job Name	Description of the nature of the CSO	Budget Year 1 2025-26 \$000	Forecast Year 2 2026-27 \$000	Forecast Year 3 2027-28 \$000
Clean Up Australia Day	Acceptance of Clean Up Australia Day waste transfer stations, provision of bulk waste bins and waste disposal for clean-up sites.	2	2	2
Waste Disposal from Community Groups and Islands	Disposal of construction and demolition (C&D) waste originating from islands not accepted at island waste transfer stations; and waiving of disposal fees for community groups and not for profit organisations.	57	59	61
In-Home Waste, Recycling and Green Waste Collection Service	In-Home wheelie bin collection services to residents who are unable to place their bin at the kerb for collection due to ill health, physical or mental capacity.	148	153	158
Bulky Item Collection Service (Elderly & People with Disability)	Removal and disposal of bulky items and green waste to eligible clients.	44	46	48
		252	261	269

Figures in tables have been rounded. Any discrepancies in tables between totals and sums of components are due to casting.

13. Financial structure

City Waste is a separate unit within Council's financial ledgers. A separate accounts payable and receivable ledger will operate within Council's financial system to allow for easy identification of payments.

13.1. Capital structure

The consolidated capital structure of the CBU will comprise community equity to the value of assets less liabilities.

The 10-year average Debt to Debt + Equity level shall be in the range of 30-50%.

13.2. Physical assets

In accordance with the initial CBU establishment plan, the capital structure of City Waste will include all current and non-current assets and liabilities and equity shown in the financial statements.

13.3. Monetary assets

All current assets as recorded in City Waste including debtors and prepayments are to be managed by the CBU.

13.4. Investment

Council's Financial Services group will invest all excess cash held by City Waste at the best possible interest rate.

13.5. Cash balances

The cash balances shall be held at a level that equates to 3-4 months annualised average operational costs.

13.6. Loans

The CBU will utilise debt to fund large infrastructure projects that are associated with the generation of revenue in line with corporate guidelines and Executive Leadership Team (ELT) direction.

13.7. Subsidy

City Waste will optimise the use of available grants and subsidies by managing the forward planning of future works programs.

13.8. Recognition of assets

Assets will be recognised using industry standards and the methodologies developed through Council's asset valuation policy, the *Regulation*, and the *Australian Accounting Standards*.

13.9. Depreciation

City Waste will depreciate its assets in accordance with the *Australian Accounting Standards* having regard for contemporary depreciation methods.

13.10. Pricing policies

City Waste will price its services in accordance with Full Cost Pricing (FCP) principle using Activity Based Costing methodology, while taking into account NCP requirements and Council policies. This may include introducing additional user pays type fees and charges.

The waste/recycling charge is determined by Council to ensure that it is able to cover costs associated with the provisions of the service. The costs include payment to contractors for both refuse collection and a kerbside recycling service. Disposal costs are also factored into the charge to cover contractor costs for disposal, site development works, recycling and waste centre operations, management and administration costs.

13.11. Net return to Council

City Waste will provide to Council a surplus made up of dividend, income tax and internal debt finance structuring to the value of the following:

Tax on operating capability @ 30%.

Dividend: 50% on earnings after tax and other agreed exclusions.

To achieve the surplus the following parameters will need to be considered:

Revenue: Revenues should be modelled to meet the FCP requirements and commercial rates of return required by NCP reforms.

Expenses: Wage increases in line with the enterprise bargaining agreement and commercial activity needs. Goods and services increased in line with market pricing, growth and environmental or legislative influences.

Retained earnings: All surplus profit after tax and dividend will be transferred to retained earnings for use by the entity for capital or operational projects as required.

Net return to Council: The net return to Council is made up of the following:

- + Tax
- + Dividend
- + Internal interest

ATTACHMENTS

ATTACHMENT 1 – OPERATIONAL BUDGET 2025-2026 – 3 YEARS*

	Budget Year 1 2025-26 \$000	Forecast Year 2 2026-27 \$000	Forecast Year 3 2027-28 \$000
Revenue			
Levies and utility charges	44,987	50,958	54,068
Less: Pensioner remissions and rebates	-	-	-
Fees	596	620	644
Operating grants and subsidies	248	248	248
Operating contributions and donations	-	-	-
Interest external	935	1,183	1,225
Community service obligations	252	261	269
Other revenue	882	911	938
Total revenue	47,902	54,182	57,392
Expenses			
Employee benefits	1,525	1,585	1,647
Materials and services	32,563	36,144	37,572
Finance costs other	5	5	5
Other expenditure	-	-	-
Net internal costs	3,673	3,819	3,969
Total expenses	37,765	41,553	43,194
Earnings before interest, tax and depreciation	10,137	12,630	14,199
Interest expense	5	506	581
Internal interest	-	-	-
Depreciation and amortisation	922	1,430	1,807
OPERATING SURPLUS / (DEFICIT)	9,210	10,694	11,811

Figures in tables have been rounded. Any discrepancies in tables between totals and sums of components are due to casting.

City Waste – Annual Performance Plan 2025-2026

ATTACHMENT 2 – CAPITAL FUNDING 2025-2026 – 3 YEARS*

	Budget Year 1 2025-26 \$000	Forecast Year 2 2026-27 \$000	Forecast Year 3 2027-28 \$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 (to) / from general revenue	1,702	3,766	2,032
Total sources of capital funding	1,702	3,766	2,032
Proposed application of capital funds			
Contributed assets	-	-	-
Capitalised goods and services	1,565	3,725	1,989
Capitalised employee costs	101	-	-
Loan redemption	37	42	42
Total application of capital funds	1,702	3,766	2,032
Other budgeted items			
Transfers to constrained operating reserves	(5,020)	(5,168)	(5,313)
Transfers from constrained operating reserves	5,020	5,168	5,313
Written down value (WDV) of assets disposed	-	-	-
Income tax	2,989	3,208	3,543
Dividend	3,487	3,743	4,134

Figures in tables have been rounded. Any discrepancies in tables between totals and sums of components are due to casting.

ATTACHMENT 3 – KEY PERFORMANCE INDICATORS 2025-2026

Corporate Plan Goal	City Waste Indicators – 2025-2026	Monthly Target	Unit	Reporting Frequency	Annual Target
Goal 4 - Natural Environment Our environment enhances our identity, lifestyle, wellbeing, economy and cultural values. Opportunities to be immersed in our naturally wonderful environment are harnessed, and drive our commitment to protect and enhance our natural assets.	Municipal solid waste (MSW) recycling rate	-	%	Quarterly / Annual	≥ 52
	Waste generation per capita	-	Kg	Quarterly / Annual	≤ 614kg
	Compliance action taken by regulatory body for exceedance of waste facility Environmental Authority relating to stormwater ponds, environmental monitoring indicators (i.e. noise and dust) at Council waste facilities.	0	#	Monthly	0
Goal 7 - Efficient and effective organisation Council employees are proud to deliver efficient, valued and sustainable services for the betterment of the community.	Waste operating revenue	+/- 5	%	Monthly	+/- 5
	Waste operating goods and services	+/- 5	%	Monthly	+/- 5
	Waste capital expenditure	+/- 5	%	Monthly	+/- 5
	Missed service complaints	<0.035	%	Annually	< 0.035

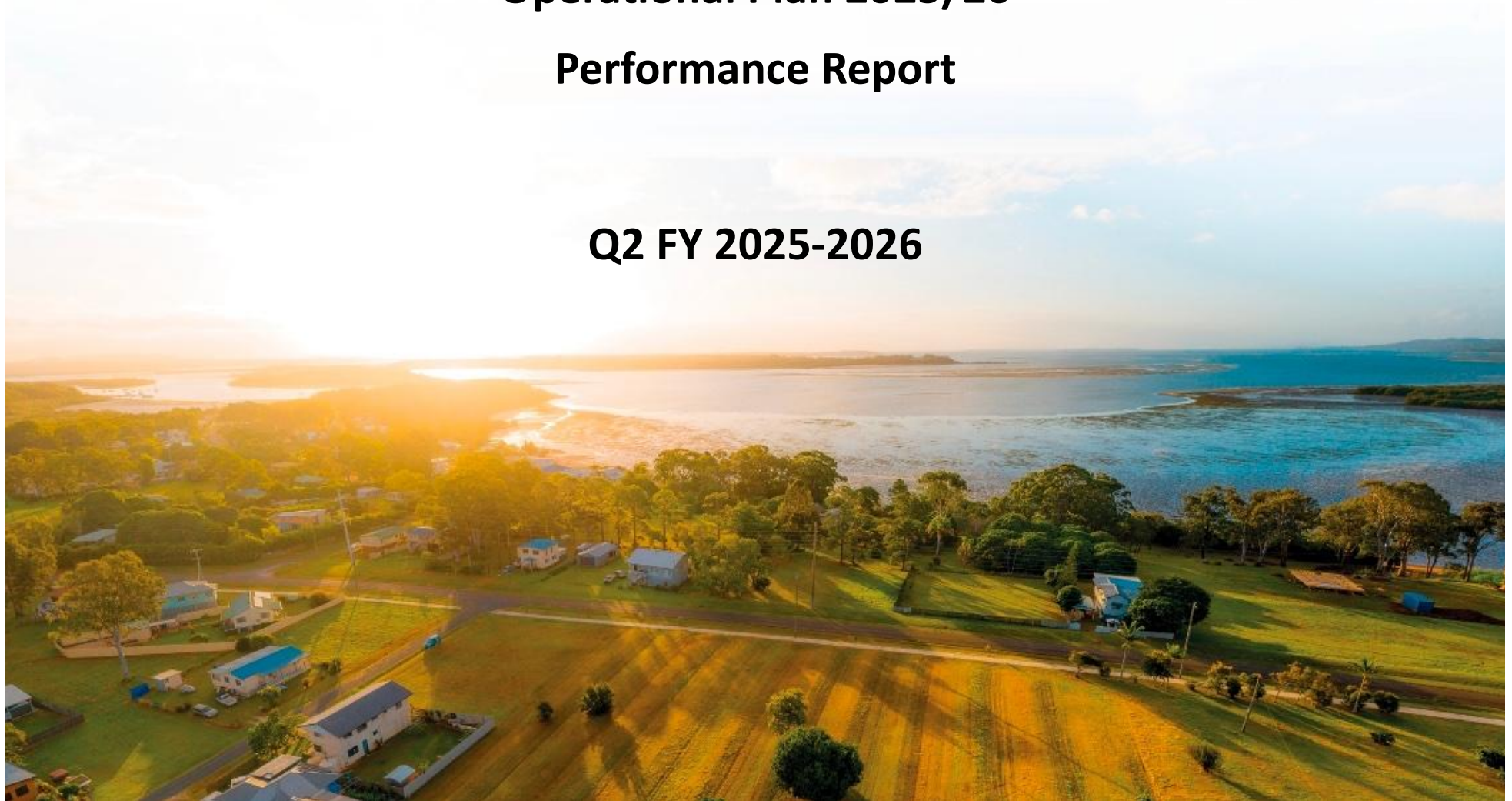
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Operational Plan 2025/26

Performance Report

Q2 FY 2025-2026



Operational Plan Performance Reporting

The Local Government Act 2009 requires Council to adopt an operational plan each year. The Operational Plan 2025/26 (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.

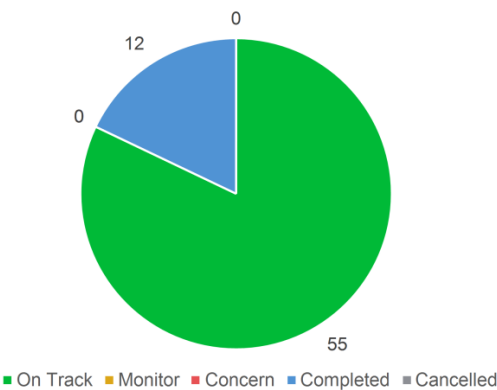
The Operational Plan Quarterly Performance Report includes a progress and status update for the 71 activities for catalyst projects and key initiatives outlined in the Plan. The report provides commentary by exception on activity tasks that have a monitor or concern status. In addition, the report provides Key Activities and Highlights under each goal (theme) of the Corporate Plan.

What's in the Operational Plan 2025-2026?

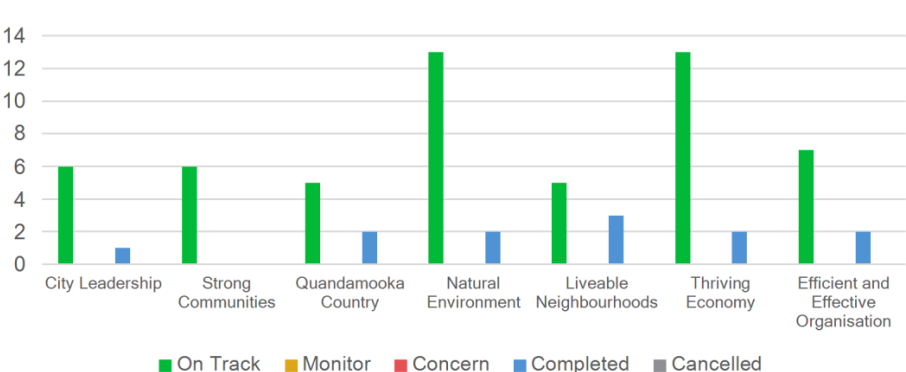
	Goals (Themes)	Catalyst Project Activities	2026 Key Initiative Activities
	CITY LEADERSHIP	3	4
	STRONG COMMUNITIES	3	3
	QUANDAMOOKA COUNTRY	3	5
	NATURAL ENVIRONMENT	4	11
	LIVEABLE NEIGHBOURHOODS	5	4
	THRIVING ECONOMY	8	8
	EFFICIENT AND EFFECTIVE ORGANISATION	6	4

Operational Plan 2025-2026 Catalyst Projects and Key Initiatives Progress

Operational Plan Catalyst Projects and Key Initiatives Status

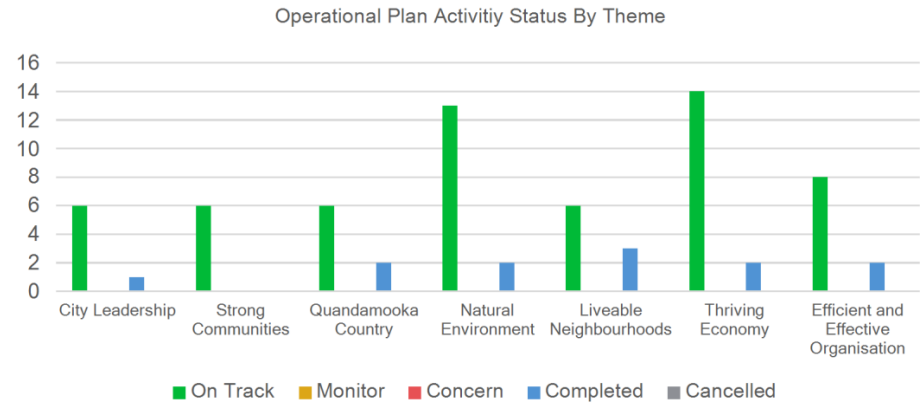
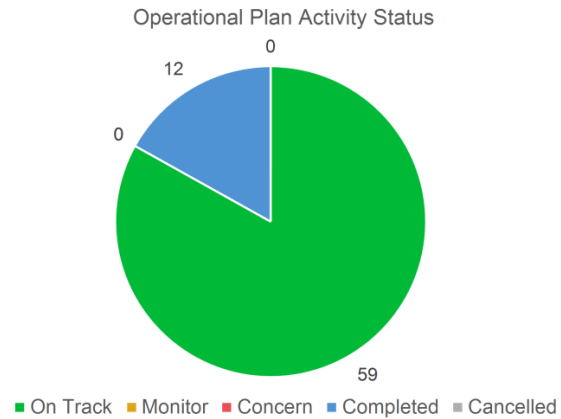


Operational Plan Catalyst Projects & Key Initiatives Status By Theme



	On Track	Monitor	Concern	Completed	Cancelled
City Leadership	6	0	0	1	0
Strong Communities	6	0	0	0	0
Quandamooka Country	5	0	0	2	0
Natural Environment	13	0	0	2	0
Liveable Neighbourhoods	5	0	0	3	0
Thriving Economy	13	0	0	2	0
Efficient and Effective Organisation	7	0	0	2	0

Operational Plan 2025-2026 Activity Progress



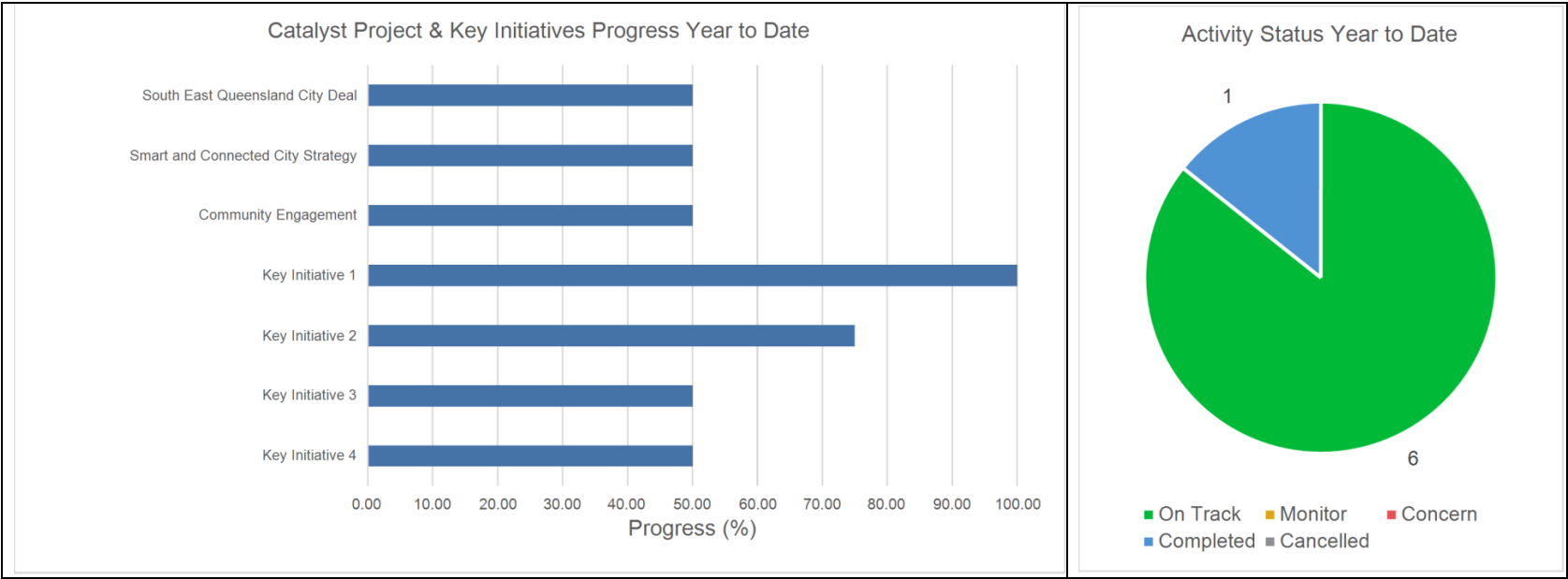
	On Track	Monitor	Concern	Completed	Cancelled
City Leadership	6	0	0	1	0
Strong Communities	6	0	0	0	0
Quandamooka Country	6	0	0	2	0
Natural Environment	13	0	0	2	0
Liveable Neighbourhoods	6	0	0	3	0
Thriving Economy	14	0	0	2	0
Efficient and Effective Organisation	8	0	0	2	0

Operational Plan 2025-2026 Activity Progress – Organisational Performance

Name	On Track	Monitor	Concern	Completed	Cancelled	Total Number of Activities
Community and Customer Services	25	0	0	3	0	28
People, Culture and Organisational Performance	4	0	0	0	0	4
Organisational Services	12	0	0	5	0	17
Infrastructure and Operations	18	0	0	4	0	22
Total	59	0	0	12	0	71

Name	On Track	Monitor	Concern	Completed	Cancelled	Total Number of Activities
City Assets	7	0	0	4	0	11
City Operations	1	0	0	0	0	1
City Planning and Assessment	4	0	0	0	0	4
Communication, Engagement and Tourism	6	0	0	2	0	8
Communities	1	0	0	0	0	1
Governance and Legal Services	4	0	0	1	0	5
Corporate Services	1	0	0	2	0	3
Customer and Cultural Services	2	0	0	0	0	2
Economic Development and Partnerships	9	0	0	3	0	12
Environment and Regulation	9	0	0	0	0	9
Major Projects	10	0	0	0	0	10
People, Culture and Organisational Performance	4	0	0	0	0	4
Procurement and Contracts	1	0	0	0	0	1
Total	59	0	0	12	0	71

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



For details on City Leadership Key Initiatives 1-4 refer pages 8 to 9 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 2025/26 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.			Major Projects	
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%	
b) Continue to facilitate the Redlands Coast 2032 Legacy Working Group and participate in external 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%	

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 2025/26 Activity			Progress	Commentary
CP1.2.1 Continue to engage with key stakeholders on smart city opportunities.			Economic Development and Partnerships	
a) Support development of the SEQ Smart Region Digital Plan and related opportunities for collaboration and innovation.	Q1		25%	
	Q2		50%	

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 2025/26 Activity			Progress	Commentary
CP1.3.1 Strengthen Council's internal community engagement capacity by embedding the new Community Engagement Framework.			Communication, Engagement and Tourism	
a) Undertake an internal community engagement roadshow to educate Council officers on Council's Community Engagement Policy and Framework.	Q1		25%	
	Q2		50%	

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 2025/26 Activity			Progress	Commentary
KI1.1.1 Engage the community to inform the development of Council's new five-year Corporate Plan.			Communication, Engagement and Tourism	
a) Implement Corporate Plan 2026-2031 community engagement using a broad range of face-to-face and digital engagement methods.	Q1		25%	
	Q2		100%	
b) Close the loop with participants by publishing a community engagement report that documents what Council heard through the engagement process, and how that has influenced the Corporate Plan.	Q1		25%	
	Q2		100%	

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

Operational Plan 2025/26 Activity			Progress	Commentary
KI1.2.1 Maximise the potential of new a corporate website Content Management System, to enable Council to publish information about Council operations in formats that are easy for the community to access and understand.			Communication, Engagement and Tourism	
a) Complete redevelopment of Council's corporate website.	Q1		100%	
	Q2		100%	
b) Undertake a review of administration and content management systems of all Council-owned websites to develop a standard approach to website development and management across Council.	Q1		25%	
	Q2		50%	

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 2025/26 Activity			Progress	Commentary
KI1.3.1 Continue to build partnerships with the State and Commonwealth Governments.			Economic Development and Partnerships	
a) Continue discussions and building partnerships with key State and Commonwealth Government ministers and senior officials.	Q1		25%	
	Q2		50%	
b) Investigate and implement improvements to government stakeholder database capture, management and use.	Q1		25%	
	Q2		50%	

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 2025/26 Activity			Progress	Commentary
KI1.4.1 Continue delivering advocacy initiatives for all Redlands Coast islands to be recognised as regional status by the State and Commonwealth Governments.			Economic Development and Partnerships	
a) Continue to engage with key internal and external stakeholders on progressing an advocacy approach for Redlands Coast islands.	Q1		25%	
	Q2		50%	
b) Implement actions from the advocacy management program while remaining agile to changes in the political and funding environments.	Q1		25%	
	Q2		50%	

City Leadership - Key Activities and Highlights

Continue to engage with key stakeholders on smart city opportunities.

Ongoing engagement was maintained with the Council of Mayors South East Queensland (CoMSEQ) throughout the development of the SEQ Digital Plan. The final Plan was submitted to the CoMSEQ Board for approval in December 2025.

Strengthen Council's internal community engagement capacity by embedding the new Community Engagement Framework.

Council established an internal community engagement network as a collaborative learning space to upskill our current and emerging engagement practitioners. In addition, Council has created a community engagement register to track engagements from 2025 onward.

Engage the community to inform the development of Council's new five-year Corporate Plan.

This activity is now complete, with the Corporate Plan 2026-2031 being adopted by Council on 10 December 2025. In addition, an engagement register has been developed to track all Council engagement projects.

Maximise the potential of new a corporate website Content Management System, to enable Council to publish information about Council operations in formats that are easy for the community to access and understand.

To optimise the new corporate website Content Management System, Council continued to refine workflows, enhanced content structures, and supported business areas to publish clear and accessible information.

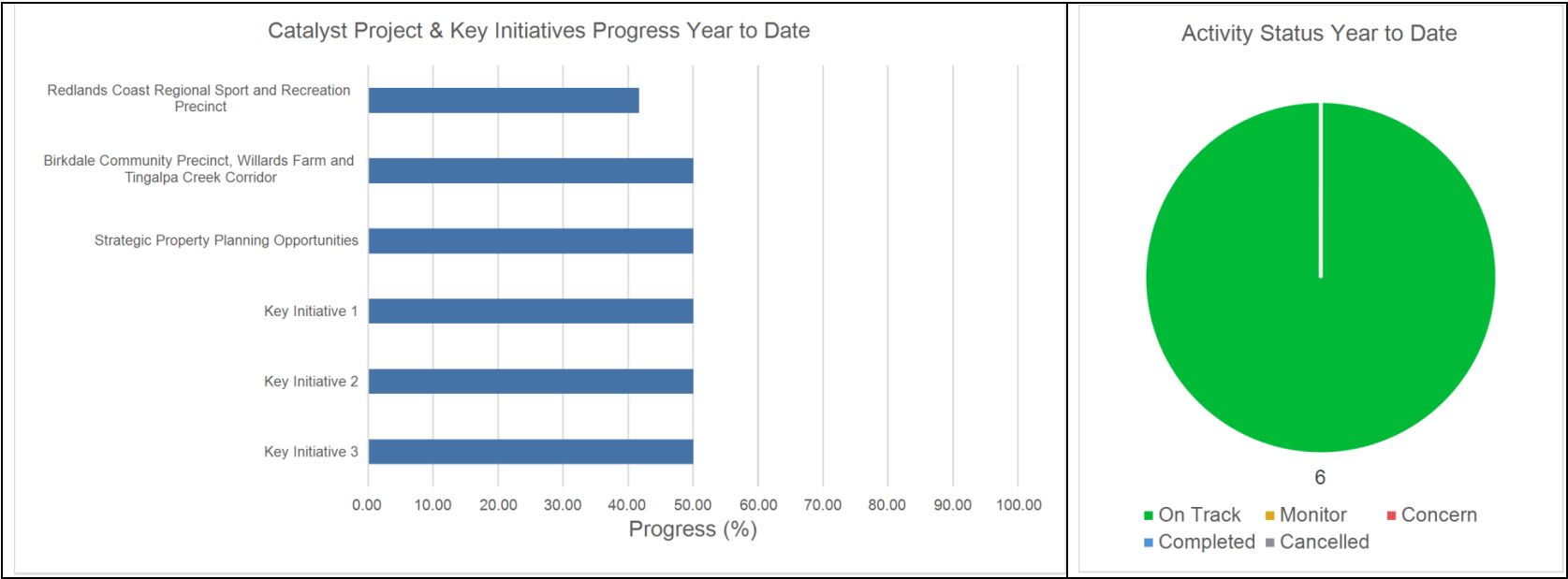
Continue to build partnerships with the State and Commonwealth Governments.

Council continued engagement with the Commonwealth Government progress advocacy efforts in relation to the Environment Protection and Biodiversity Conservation Act 1999 and Redlands Coast Regional Sport and Recreation Precinct. In addition, ongoing collaboration with the Council of Mayors South East Queensland (CoMSEQ) was undertaken to advance regional advocacy priorities.

Continue delivering advocacy initiatives for all Redlands Coast islands to be recognised as regional status by the State and Commonwealth Governments.

Internal engagement on the approach for Island advocacy has continued.

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



For details on Strong Communities Key Initiatives 1-3 refer pages 13 to 15 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 2025/26 Activity			Progress	Commentary
CP2.1.1 Ongoing planning and delivery of the Redlands Coast Regional Sport and Recreation Precinct in accordance with the revised Precinct Master Plan.			Major Projects	
a) Finalise assessment of the revised Precinct Master Plan under the Commonwealth Government's Environment Protection and Biodiversity Conservation Act 1999.	Q1		25%	
	Q2		50%	
b) Continue to progress delivery of the revised Redlands Coast Regional Sport and Recreation Precinct Master Plan 2023.	Q1		25%	
	Q2		25%	Delivery of the revised Master Plan is on hold pending assessment under the Environment Protection and Biodiversity Conservation Act (EPBC Act).
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		25%	
	Q2		50%	

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 2025/26 Activity			Progress	Commentary
CP2.2.1 Progress implementation of the Birkdale Community Precinct Master Plan.			Major Projects	
a) Progress Environment Protection and Biodiversity Conservation Act 1999 referral.	Q1		25%	
	Q2		50%	
b) Develop and implement activation opportunities at Willard's Farm including advancing its community utilisation through additional infrastructure.	Q1		50%	
	Q2		50%	
	Q1		25%	

c) Continue planning for delivery of site-wide enabling works for the Birkdale Community Precinct.	Q2		50%	
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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 with regards to social, environmental and economic outcomes.

Operational Plan 2025/26 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) Develop a property optimisation plan for Council consideration.	Q1		25%
	Q2		50%

Key Initiative KI2.1 Key Initiative 1 – 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 2025/26 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%
b) Finalise implementation of the Redlands Coast Age-friendly Action Plan 2021-2026 and commence development of next iteration.	Q1		25%
	Q2		50%
c) Continue to implement the Redlands Coast Young People's Action Plan 2024-2027.	Q1		25%
	Q2		50%
d) Develop and commence implementation of the Redlands Coast Community Safety Action Plan.	Q1		25%
	Q2		50%

e) Deliver the 2025-2026 Community Grants and Sponsorship Program to enhance the social, cultural, environmental and economic outcomes of the Redlands Coast.	Q1		25%	
	Q2		50%	
f) Undertake planning and activities to enhance community perceptions and experiences of safety and local responses.	Q1		25%	
	Q2		50%	
g) Undertake design, planning, and approvals for a new community building on Macleay Island.	Q1		25%	
	Q2		50%	

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 2025/26 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, including in our libraries, our art gallery and our performing arts centre.			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		50%	
	Q2		50%	
b) Develop, deliver and track progress of the Creative Arts Action Plan, in line with the Creative Arts Service Strategic Plan 2024-2029.	Q1		25%	
	Q2		50%	

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 2025/26 Activity			Progress	Commentary
KI2.3.1 Continue to explore and activate opportunities and partnerships to support learning pathways and enable workforce development.			Economic Development and Partnerships	
a) Support partnerships with tertiary institutions and exploration of education models that would be viable for Redlands Coast.	Q1		25%	
	Q2		50%	
b) Facilitate and support industry education and engagement opportunities to support local workforce needs	Q1		25%	
	Q2		50%	
c) Nurture opportunities for innovation through the Creating Better Business program at Griffith University.	Q1		25%	
	Q2		50%	
d) Undertake a review of the International Relations Program.	Q1		25%	
	Q2		50%	

Strong Communities - Key Activities and Highlights

Ongoing planning and delivery of the Redlands Coast Regional Sport and Recreation Precinct in accordance with the revised Precinct Master Plan.

Council continued to progress the Redlands Coast Regional Sport and Recreation Precinct project, including negotiations with the Department of Climate Change, Energy, the Environment and Water under the Environment Protection and Biodiversity Conservation Act (EPBC Act).

Progress implementation of the Birkdale Community Precinct Master Plan.

Progress across the Precinct remains subject to a range of external approval processes, including environmental assessments and land use planning requirements. The overall project scope and staging are under review to ensure alignment with external delivery timeframes and long-term funding. Council continued to progress key planning, approval and procurement activities for the Precinct to support project delivery and prepare the Precinct for future site works.

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.

Delivery of the Stronger Communities Strategy and Action Plans continued, including progress of the development of the Community Safety Action Plan.

The community support initiatives for quarter two included:

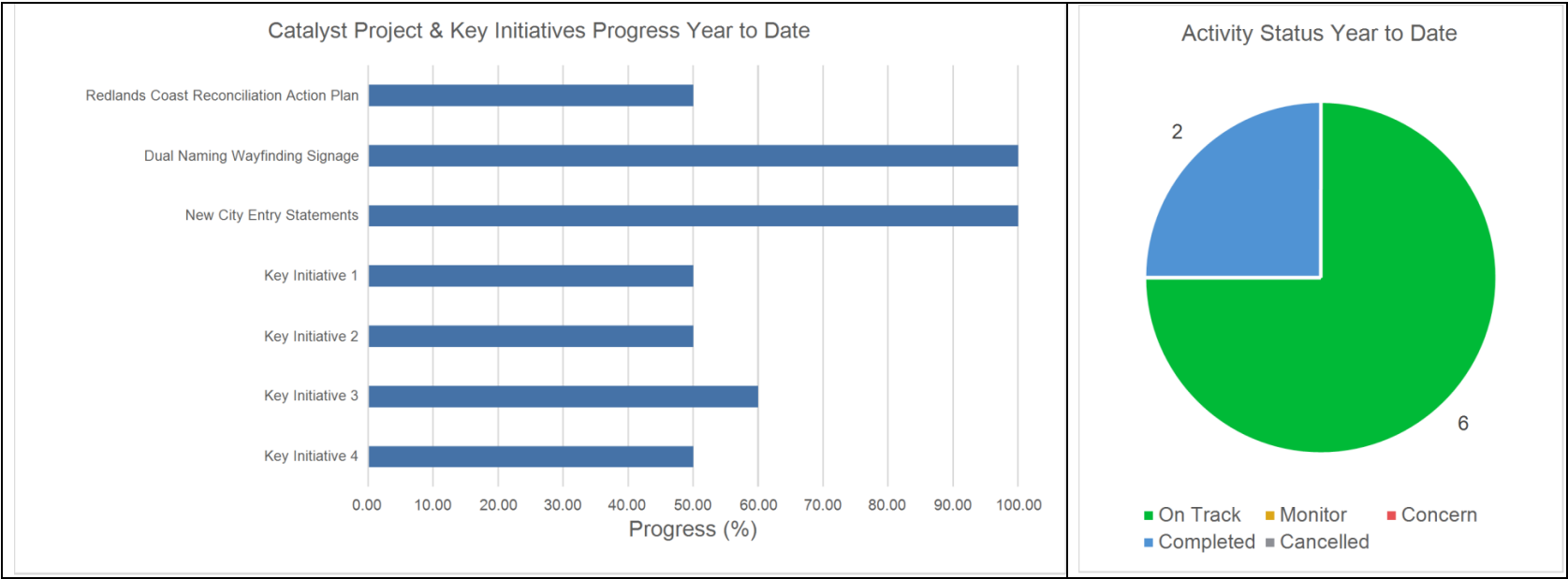
- Delivery of the final Young Citizens Program on 6 November 2025
- 16 Days of Activism Against Gender Based Violence 'Her Shield' presentation delivered on 26 November 2025
- Temporary security cameras deployed at five locations across the Redlands Coast to enhance asset protection
- Participation in the Southern Moreton Bay Islands Canopy Convening and SMBI Action, Implementation and Learning Group (SAIL)

In addition, a Community Recovery Officer was appointed on a six-month, state government-funded contract to support recovery needs post Tropical Cyclone Alfred.

Continue to evolve the range of services, programs, events and workshops that celebrate local identity and engage our communities and visitors, including in our libraries, our art gallery and our performing arts centre.

Council remains dedicated to delivering a diverse range of programs, services, and events that align with the objectives outlined in the Library Service Strategic Plan 2023–2028 and the Creative Arts Service Strategic Plan 2024–2029. Implementation of both strategic plans is progressing strongly, with activation initiatives already well underway to ensure these goals are achieved.

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



For details on Quandamooka Country Key Initiatives 1-4 refer pages 19 to 21 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 2025/26 Activity			Progress	Commentary
CP3.1.1 Develop the Innovate Reconciliation Action Plan, with continued support of the Reconciliation Action Plan Working Group (RAPWG).			Governance and Legal Services	
a) Develop the Innovate Reconciliation Action Plan.	Q1		25%	
	Q2		50%	
b) Upon development of the draft Innovate Reconciliation Action Plan, seek approval from Reconciliation Australia.	Q1		25%	
	Q2		50%	

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 2025/26 Activity			Progress	Commentary
CP3.2.1 Implement the Dual Naming Policy and Dual Naming Guideline for Council owned assets.			Governance and Legal Services	
a) Monitor and support Council to implement actions in the Dual Naming Guideline.	Q1		100%	
	Q2		100%	

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

Operational Plan 2025/26 Activity			Progress	Commentary
CP3.3.1 Installation of new city entry statements that include acknowledgement of Quandamooka Country.			Communication, Engagement and Tourism	
COMPLETED - CP3.3.1 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%	

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 Yoolooburrabee Aboriginal Corporation, to foster a positive, mutually respectful working relationship.

Operational Plan 2025/26 Activity			Progress	Commentary
KI3.1.1 Support the delivery of Indigenous Land Use Agreement (ILUA) commitments.			Governance and Legal Services	
a) Continue to engage with the appointed chair of Quandamooka Yoolooburrabee Aboriginal Corporation (QYAC).	Q1		25%	
	Q2		50%	
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		50%	
c) Engage and meet with QYAC for the Capital Works forum.	Q1		25%	
	Q2		50%	
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%	

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 2025/26 Activity			Progress	Commentary
KI3.2.1 Implement culturally appropriate protocols and promote traditional knowledge.			Governance and Legal Services	
a) Continue to implement and monitor cultural heritage and cultural awareness training to Council employees and elected representatives.	Q1		25%	
	Q2		50%	

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 2025/26 Activity			Progress	Commentary
KI3.3.1 Engage and inform key stakeholders as the Quandamooka Coast Native Title Claim progresses through the Federal Court towards a hearing.			Governance and Legal Services	
a) Progress Council's response to the Quandamooka Native Title Claim and interests in accordance with the Federal Court Rules and Model Litigant Principles.	Q1		25%	
	Q2		50%	
b) Continue to identify Council's works and public interests and associated community use and tenures within Quandamooka Native Title Claim areas.	Q1		25%	
	Q2		50%	
c) Continue to keep the Redlands Coast community informed regarding the progress of the Quandamooka Coast Native Title Claim through regular updates.	Q1		25%	
	Q2		50%	

Operational Plan 2025/26 Activity			Progress	Commentary
KI3.3.2 Continue to work with the Quandamooka People and wider First Nations community living in Redlands Coast, to promote respect and foster understanding of Quandamooka culture, including through unique visitor experience opportunities.			Communication, Engagement and Tourism	
a) Deliver National Aborigines' and Islanders' Day Observance Committee (NAIDOC) week celebrations.	Q1		100%	
	Q2		100%	
b) Engage with First Nation tourism operators to strengthen cultural tourism opportunities on Redlands Coast.	Q1		25%	
	Q2		50%	

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 2025/26 Activity			Progress	Commentary
KI3.4.1 Work with relevant State and Commonwealth agencies to support Quandamooka-owned businesses on North Stradbroke Island/Minjerribah.			Economic Development and Partnerships	
a) Work with Quandamooka people, indigenous businesses and State and Commonwealth agencies to support initiatives that enable business development and growth.	Q1		25%	
	Q2		50%	

Quandamooka Country - Key Activities and Highlights

Develop the Innovate Reconciliation Action Plan, with continued support of the Reconciliation Action Plan Working Group (RAPWG).

Members of the RAP Working Group were advised in mid-October 2025 that the development of the Innovate Reconciliation Action Plan is focused on two key initiatives: First Nations Employment Strategy and First Nations Procurement.

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

On 13 November 2025, the Mayor and CEO met with members of QYAC as part of the ILUA Agreement Consultative Committee meeting commitments. Additional Council officers joined the meeting to address specific agenda items, and all subsequent decisions and actions were recorded.

Implement culturally appropriate protocols and promote traditional knowledge.

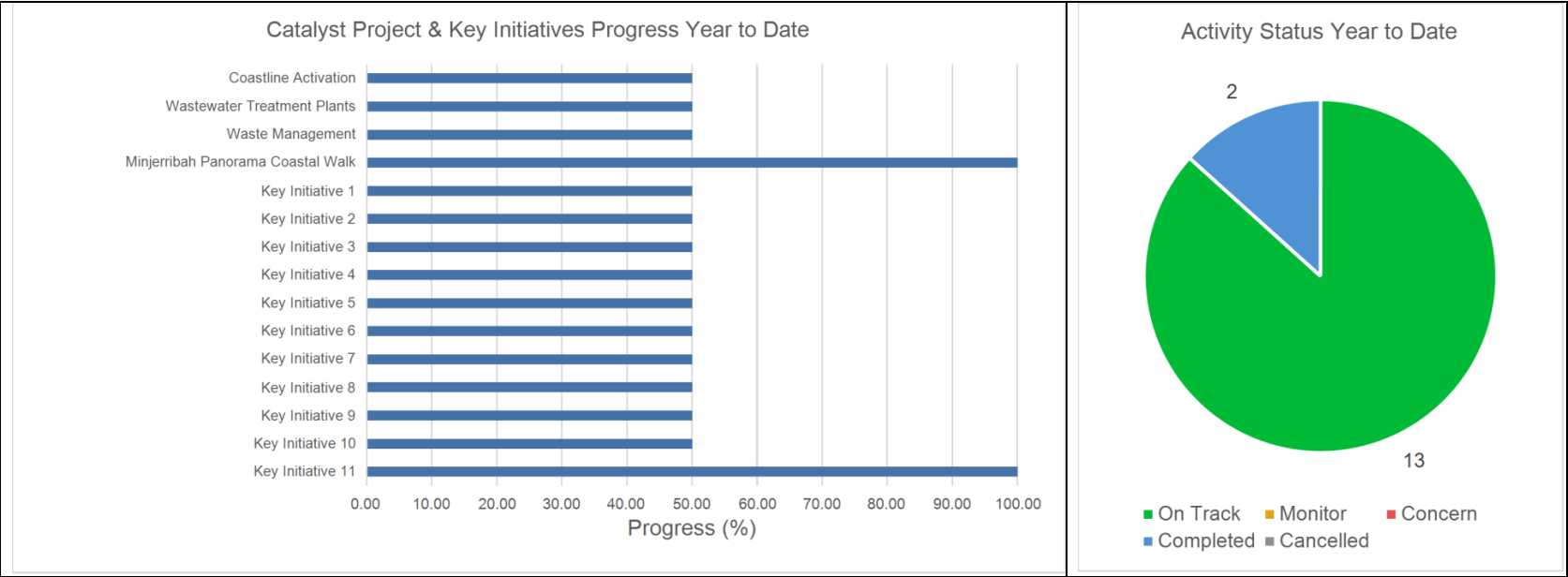
First Nations Awareness training sessions and Quandamooka Day events on North Stradbroke Island/Minjerribah continued to be delivered

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

The Quandamooka Coast Claim was partly heard in the Federal Court during the period 1 to 16 September 2025 and was then adjourned until 2 December 2025. The court heard further oral submissions from the parties on 2 to 3 December 2025.

Council continues to engage key stakeholders, including the State Government and Quandamooka Applicant, as the hearing progresses and by way of post hearing steps; and keep key internal stakeholders informed including by way of briefings and internal articles.

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



For details on Natural Environment Key Initiatives 1-11 refer pages 26 to 31 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 2025/26 Activity			Progress	Commentary
CP4.1.1 Finalise the Foreshore Access Plan (FAP) to support future foreshore access opportunities.			City Assets	
a) Undertake FAP permits, approvals and legislative compliance review of potential options.	Q1		25%	
	Q2		50%	
b) Undertake FAP internal and external stakeholder engagement.	Q1		25%	
	Q2		50%	
c) Seek Council endorsement of the Foreshore Access Plan.	Q1		25%	
	Q2		50%	

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 2025/26 Activity			Progress	Commentary
CP4.2.1 Implement the Wastewater Treatment Plant Adaptive Planning Strategy.			City Assets	
a) Refine and progress the Wastewater Treatment Plant Adaptive Planning Strategy.	Q1		25%	
	Q2		50%	

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 2025/26 Activity		Progress	Commentary
CP4.3.1 Participate in the implementation of the SEQ Waste Management Plan and implement Council's 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%	
b) Implement agreed actions in Council's Waste Reduction and Recycling Plan 2021- 2030 to move towards a zero-waste future, including assessing the viability of residential organic waste collection.	Q1	 25%	
	Q2	 50%	

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 2025/26 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 - CP4.4.1 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%	

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 2025/26 Activity			Progress	Commentary
KI4.1.1 Deliver the Redlands Coast Wildlife Connections Plan through Council's wildlife connections program.			Environment and Regulation	
a) Finalise the Redlands Coast Wildlife Connections Action Plan 2025-2030.	Q1		25%	
	Q2		50%	

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 2025/26 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%	
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%	
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%	
d) Manage the impacts of threatening processes on koala populations by undertaking on-ground works that reduce koala mortality.	Q1		25%	
	Q2		50%	
e) Increase understanding, connection to and participation in koala conservation actions and behaviours with the Redlands Coast community.	Q1		25%	
	Q2		50%	

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

Operational Plan 2025/26 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%	
b) Continue to deliver community fire management education events.	Q1		25%	
	Q2		50%	

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

Operational Plan 2025/26 Activity			Progress	Commentary
KI4.4.1 Explore and implement opportunities to proactively reduce Council’s carbon footprint.			Environment and Regulation	
a) Develop the Redland City Council Carbon Reduction Plan.	Q1		25%	
	Q2		50%	

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 2025/26 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 coastal monitoring activities.	Q1		25%	
	Q2		50%	
b) Continue pilot design, construction and monitoring of Living Shoreline sites.	Q1		25%	
	Q2		50%	
c) Create coastal management webpage and resources.	Q1		25%	
	Q2		50%	
d) Commence local area adaptation planning for the CHAS.	Q1		25%	
	Q2		50%	

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 2025/26 Activity			Progress	Commentary
KI4.6.1 Continue to review progress of the construction of the Material Recovery Facility.			City Assets	
a) Continue as part of the external working group of three Councils as a customer reference group to Greenovate Pty Ltd as construction continues.	Q1		25%	
	Q2		50%	
b) Provide status updates on the Material Recovery Facility to the Sub-Regional Steering Committee and the Councillors as required.	Q1		25%	
	Q2		50%	

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 2025/26 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%	

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 2025/26 Activity			Progress	Commentary
KI4.8.1 Deliver the Redlands Coast Biosecurity Plan through Council's biosecurity program.			Environment and Regulation	
a) Implement the Redlands Coast Biosecurity Plan 2025-2030.	Q1		25%	
	Q2		50%	
b) Detect and take preventative measures against invasive biosecurity matter.	Q1		25%	
	Q2		50%	
c) Promote awareness and education of biosecurity and pest species management.	Q1		25%	
	Q2		50%	
d) Provide effective management systems for pest species control and enforcement activities.	Q1		25%	
	Q2		50%	
e) Deliver Council's Fire Ant Management Program to meet Council's general biosecurity obligation on Council owned and managed land.	Q1		25%	
	Q2		50%	

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 2025/26 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 to support the delivery of Council's environmental strategies and action plans.	Q1		25%	
	Q2		50%	
b) Design and deliver environmental education through engagement programs, tours and community talks.	Q1		25%	
	Q2		50%	
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%	

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 2025/26 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) Deliver and review monitoring programs (water quality, aquatic habitat) including undertaking communication and data management to ensure the program aligns with Council's current and future needs.	Q1		25%	
	Q2		50%	
b) Investigate opportunities to develop innovative stormwater solutions including the investigations and reporting of stormwater retrofit locations.	Q1		25%	
	Q2		50%	
c) Develop restoration plans based on the identification and mapping of priority restoration areas.	Q1		25%	
	Q2		50%	

d) Identify targeted works on priority private properties to increase resilience of our bay and creeks.	Q1		25%	
	Q2		50%	
e) Monitor recreational water quality.	Q1		25%	
	Q2		50%	
f) Respond to and investigate customer service requests for erosion and sediment control matters.	Q1		25%	
	Q2		50%	
g) Monitor compliance with development approvals for sediment and erosion control matters on major developments in Redlands Coast.	Q1		25%	
	Q2		50%	
h) Develop the Redlands Coast Bay and Creeks Action Plan 2026-2031.	Q1		25%	
	Q2		50%	

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 2025/26 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 - KI4.11.1 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%

Natural Environment - Key Activities and Highlights

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

Council is working to optimise co-mingled recycling outcomes through ongoing regional participation in the Greenovate project, as well as co-mingled recycling education programs. In addition, Council continued to support investigations proposals investigating an Energy from Waste (EfW) facility as an alternative pathway for the disposal of non-recyclable residual waste, reducing reliance on landfill.

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

Council continued its commitment to delivering the Redlands Coast Wildlife Connections Plan through Council's conservation and environmental education program.

An internal revision of the Wildlife Connections Action Plan 2018-2028 has recently occurred, to ensure alignment with current ecological priorities and operational capacity. The Action Plan is at its final drafting stage, having concluded final consultation at the end of 2025.

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

The Redlands Coast Bay and Creeks Plan 2021-2031 continued to be delivered through the annual Ambient Waterway Health Program, monitoring across 12 mainland and Southern Moreton Bay Island (SMBI) sites. Riparian health and bank stability ranged from average to very good at the sites, with moderate densities of invasive weed species observed.

In addition to this Program, Council delivered the Recreational Water Quality Program which proactively tested 13 designated recreational swimming areas, taking 52 samples, across the Redlands Coast mainland, SMBI and North Stradbroke Island (Minjerribah) to ensure safe recreational water quality levels for public health.

To monitor erosion and sediment control across Redlands Coast, in quarter two Council conducted 194 proactive inspections across 81 development sites. Additionally, Council responded to 32 requests from the community in relation to erosion and sediment concerns from development sites which resulted in 135 inspections. Erosion and sediment education was provided by Council to 38 sites.

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

Council continued to deliver the Koala Conservation Program through the ongoing research projects and collaboration with key research partners and community engagement initiatives.

This included the delivery of the major media campaign to promote Redlands Coast Koala Watch and the launch of a new dashboard, along with ongoing research projects targeted towards nutritional ecology, health, disease management and koala behaviour.

Implement Council's fire management program.

Council continued fire mitigation activities across the mainland, Southern Moreton Bay Islands and North Stradbroke Island. Activities included routine slashing and vegetation management in fuel free, fuel reduction and asset protection zones; and slashing of fire access tracks. Through the quarter 2,300m of new fire access tracks were established.

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

Foreshore monitoring processes continue to be refined to better align with Coastal Adaptation Strategy (CAS) priorities. Individual projects, including the tide gauge program, targeted wave and tide data collection, the CoastSat Pilot, Living Shorelines projects and communication materials.

City Plan Natural Hazard investigations have been delayed until the next financial year. Council has prepared a brief for the Local Area Plan, addressing risks to Council managed land and assets.

Continue to review progress of the construction of the Material Recovery Facility.

The delivery of the Material Recovery Centre continues with the core building structure and exterior works now complete, with mechanical and electrical fit out progressing well.

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

Council continued to implement the Redlands Coast Biosecurity Plan through coordinated efforts across multiple operational teams, supported by ongoing engagement and regular biosecurity meetings with both internal and external stakeholders.

This included 159 inspections of private properties and Council land. Due to the significant presence of Singapore Daisy and Lantana across the City, ongoing efforts to address this pest species is continuing. Reinspection of known kudzu vine locations are occurring due to their seasonal growth patterns to prevent reinfestation.

Specific Biosecurity matter factsheets continue to be provided to property owners to assist with pest species removal techniques and awareness on the adverse environmental impacts.

Other activities included the ongoing delivery of Council's Fire Ant Management Program undertaking surveillance and treatment of fire ants across Council owned/managed land, invasive species management and enforcement.

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

During the December school holidays, four events were delivered, engaging over 100 participants, while major community activities such as Pollinator Week and the December Eco Markets attracted up to 3,000 attendees. IndigiScapes hosted 210 students through school programs and welcomed 14 tour participants.

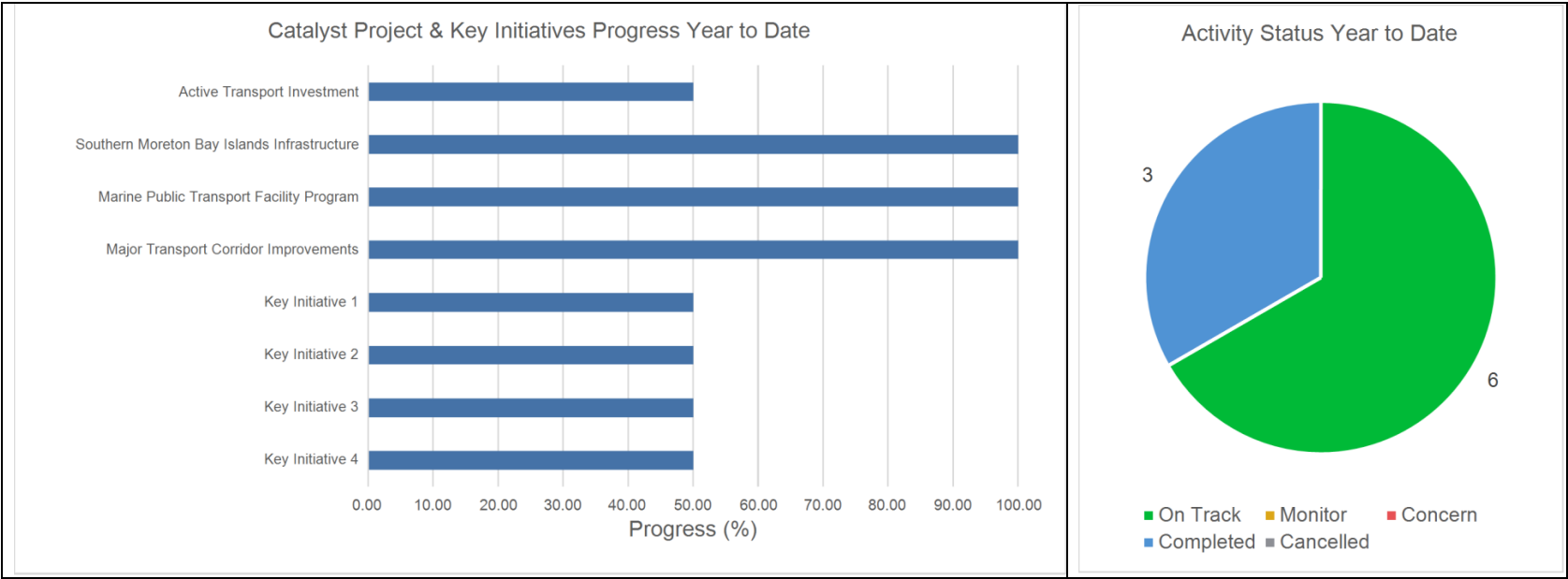
The Coolnwynpin Creek Waterways educational video was finalised and uploaded on YouTube for use in the schools program and Discovery Centre.

Key communications included email updates and the monthly IndigiScapes newsletter distributed to approximately 3,700 subscribers. Collateral was developed for projects such as the Great Southern Bioblitz, and signage was installed for the dog-friendly café zone, Bushcare sites, and wildlife areas.

The Bushcare Program has 31 active groups with 372 volunteers contributing to 8,822 m² of weed management and 3,513 m² of revegetation and assisted natural regeneration, planting 4,509 plants. Additionally, 319 observations were logged in the Bushcare iNaturalist Project.

The Environmental Partnerships Program (EP) supports 452 registered properties across six initiatives. Of these, 105 properties secured financial assistance, enabling 236,346 m² of weed management and 13,938 m² of revegetation and assisted natural regeneration, with 3,447 plants established. Additionally, five EP iNaturalist projects recorded 592 observations.

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



For details on Liveable Neighbourhoods Key Initiatives 1-4 refer pages 37 to 38 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 2025/26 Activity			Progress	Commentary
CP5.1.1 Continue to plan the delivery of projects identified in the pedestrian and cycleway strategy and network plan.			City Assets	
a) Continue to review the delivered pedestrian and cycleway network plan for priorities and progress.	Q1		25%	
	Q2		50%	
b) Progress detailed design and construction of projects that continue to connect the existing pedestrian and cycleway networks.	Q1		25%	
	Q2		50%	

Operational Plan 2025/26 Activity			Progress	Commentary
CP5.1.2 Progress planning for walking and riding networks in Redlands Coast.			City Planning and Assessment	
a) Continue to liaise with the State Government and engage with the Redlands Coast community on walking and cycle networks and grant opportunities.	Q1		25%	
	Q2		50%	

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 2025/26 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	
COMPLETED - CP5.2.1 Catalyst Project completed in Quarter Four of Operational Plan 2024-2025. A roadmap to improve infrastructure on the islands and governance frameworks to progress future stages has been developed, with this catalyst project now complete.	Q1		100%	
	Q2		100%	

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 2025/26 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 - CP5.3.1 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%	

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 2025/26 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 - CP5.4.1 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		100%	
	Q2		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 2025/26 Activity			Progress	Commentary
KI5.1.1 Deliver tactical placemaking initiatives and activations that complement existing businesses and strengthen the economic vitality of city centres.			Economic Development and Partnerships	
a) Test and trial temporary scalable place-based projects and experiences to attract visitors to city centres.	Q1		25%	
	Q2		50%	
b) Collaborate with local retailers and hospitality businesses to ignite local day and night-time economies.	Q1		25%	
	Q2		50%	
c) Record and share measurements and impact data generated by events and activities in public space.	Q1		25%	
	Q2		50%	

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 2025/26 Activity			Progress	Commentary
KI5.2.1 Progress local area land use and infrastructure planning investigations.			City Planning and Assessment	
a) Progress the Jones Road to Old Cleveland Road Local Area Plan.	Q1		25%	
	Q2		50%	
b) Continue to progress the statutory review of the Local Government Infrastructure Plan.	Q1		25%	
	Q2		50%	
c) Continue to progress proposed changes to the planning provisions for the city's canal and lakeside estates.	Q1		25%	
	Q2		50%	
d) 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%	

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 2025/26 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 amendments to the Redland City Plan, including public consultation for any major amendments.	Q1		25%	
	Q2		50%	
b) Continue to offer supporting incentives and support to landowners of local heritage listed properties.	Q1		25%	
	Q2		50%	
c) Continue to progress actions included in the State Government led and approved Redlands Housing Strategy 2024-2046, that are endorsed by Council.	Q1		25%	
	Q2		50%	

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 2025/26 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%	
b) Progress the Capalaba District Local Area Transport Plan and Cleveland Centre Local Area Transport Plan.	Q1		25%	
	Q2		50%	
c) Progress the Redlands Coast Access and Parking Strategy.	Q1		25%	
	Q2		50%	
d) As part of the SEQ City Deal, continue to advocate on the Translink Dunwich Ferry terminal upgrade project, for improved connectivity to North Stradbroke Island/Minjerribah to meet the access needs of residents, businesses and tourists.	Q1		25%	
	Q2		50%	

Liveable Neighbourhoods - Key Activities and Highlights

Continue to plan the delivery of projects identified in the pedestrian and cycleway strategy and network plan.

Council continued to update cycleway and active transport network plans and work collaboratively with the Department of Transport and Main Roads (DTMR) on the delivery of state-funded cycleway projects. Council has taken on the feedback provided by Councillors and the Redlands Coast community through customer requests, which helped identify gaps in the network planning.

Progress planning for walking and riding networks in Redlands Coast.

Council advanced planning for walking and riding networks through the development of the Draft Redlands Coast Active Transport Strategy, which outlines initiatives to encourage greater participation in active transport across Redlands Coast. Consultation on the Draft Strategy was completed.

In addition, Council progressed the Moreton Bay Cycleway Ormiston Link Options Analysis, which is nearing completion and identifies the preferred alignment and design for this key missing link in the regional cycleway network.

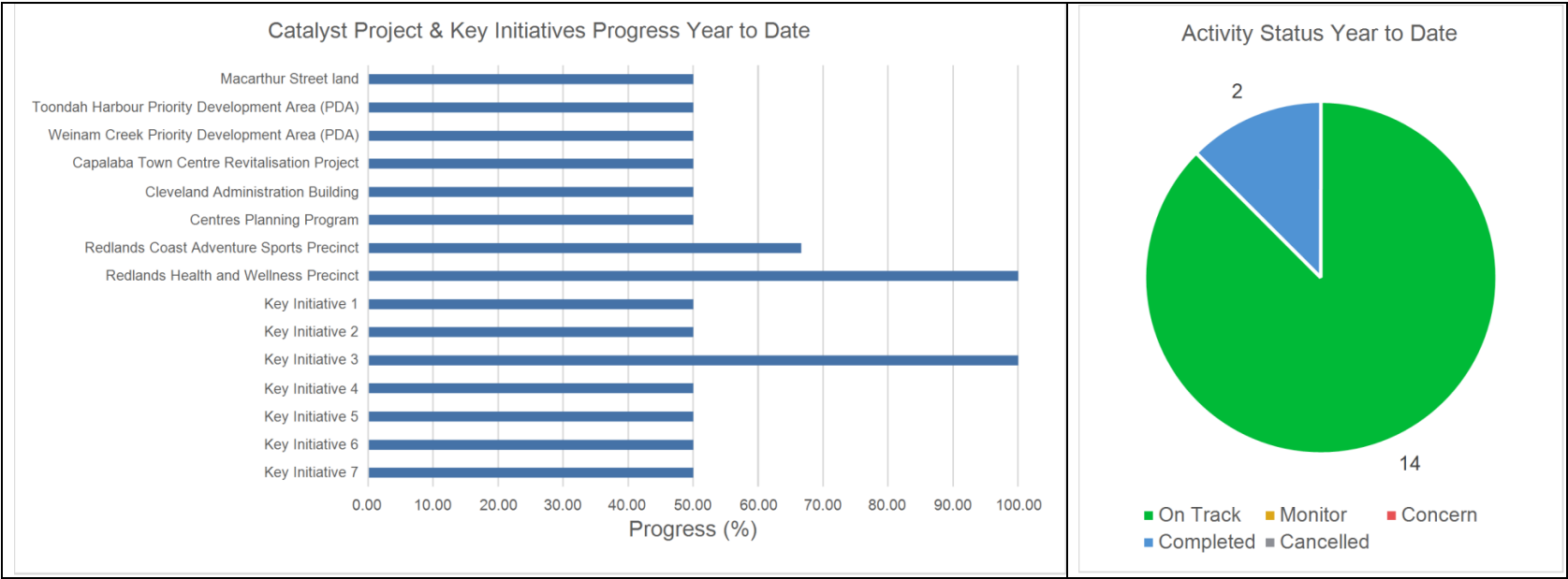
Deliver tactical placemaking initiatives and activations that complement existing businesses and strengthen the economic vitality of city centres.

The Nights by Lights in Cleveland event successfully delivered a tactical placemaking activation that strengthened the economic vitality of the Cleveland centre. The initiative transformed Bloomfield Street and Bloomfield Park into a vibrant, family-friendly evening precinct through coordinated entertainment, lighting, and festive displays. In collaboration with local retailers and hospitality businesses, the event encouraged extended trading hours, introduced a Business Lights Competition, and promoted special offers to drive visitation and spending.

Deliver the Redlands Coast Transport Strategy 2041.

The Draft Redlands Coast Transport Strategy 2041 underwent public consultation 30 June to 27 July 2025. The Strategy has been revised, based on community and stakeholder feedback and will be presented to Council for formal endorsement. A recommendation will then be made to Council to adopt and implement the final Strategy.

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



For details on Thriving Economy Key Initiatives 1-7 refer pages 45 to 48 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 2025/26 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) Manage ongoing leases/licences with existing temporary commercial and community occupants to provide a safe site that benefits all users.	Q1		25%	
	Q2		50%	

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 2025/26 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%	

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 2025/26 Activity			Progress	Commentary
CP6.3.1 Continue to 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) Continue to facilitate the provision of mixed-use parking facilities within the Weinam Creek Priority Development Area (PDA).	Q1		25%	
	Q2		50%	
b) Continue the delivery of the infrastructure works within the Weinam Creek PDA project.	Q1		25%	
	Q2		50%	
c) Continue to advocate for State Government funding for planning and delivery of integrated transport parking facilities within the Weinam Creek PDA.	Q1		25%	
	Q2		50%	

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 2025/26 Activity			Progress	Commentary
CP6.4.1 Continue to 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 staged project delivery program for Capalaba Town Centre to Council including the development application and infrastructure agreement.	Q1		25%	
	Q2		50%	

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

Operational Plan 2025/26 Activity			Progress	Commentary
CP6.5.1 Continue to review Council's civic and staff accommodation options.			Major Projects	
a) Continue development and evaluation of options to address Council’s accommodation requirements.	Q1		25%	
	Q2		50%	

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 2025/26 Activity			Progress	Commentary
CP6.6.1 Coordinate activity to achieve better place outcomes in the city's key activity centres.			Major Projects	
a) Implement agreed recommendations of the Centres Management Program review.	Q1		25%	
	Q2		50%	
b) Provide a functional brief to inform the Cleveland Town Centre Revitalisation Project.	Q1		25%	
	Q2		50%	

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 2025/26 Activity			Progress	Commentary
CP6.7.1 Continue planning with the Games Independent Infrastructure and Coordination Authority (GIICA) for its delivery of the Redland Whitewater Centre to provide sport, recreation and emergency services education and training facilities as part of the Birkdale Community Precinct.			Major Projects	
a) Continue to work with the Games Independent Infrastructure and Coordination Authority (GIICA) to finalise its Project Validation Report process for the Redland Whitewater Centre for State and Commonwealth government investment decision.	Q1		25%	
	Q2		100%	
b) Complete the self-referral to the Commonwealth Government for assessment under the Environment Protection and Biodiversity Conservation Act 1999.	Q1		75%	
	Q2		50%	
c) Implement Council 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%	

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 2025/26 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 - CP6.8.1 Catalyst Project completed in Quarter Four of Operational Plan 2023-2024. Council has provided input 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.	Q1		100%	
	Q2		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 2025/26 Activity			Progress	Commentary
KI6.1.1 Implement a considered and coordinated approach to economic development through an adopted framework and deliver on agreed strategic priorities for Redlands Coast.			Economic Development and Partnerships	
a) Following the review of the Economic Development Framework 2014-2041, establish a revised framework identifying key accountabilities and priorities.	Q1		25%	
	Q2		50%	
b) Identify strategic priorities for economic development in Redlands Coast.	Q1		25%	
	Q2		50%	
c) Continue to participate in taskforces and committees that promote and support economic development outcomes.	Q1		25%	
	Q2		50%	
d) Implement an annual small business development program.	Q1		25%	
	Q2		50%	

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 2025/26 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%	

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 2025/26 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 - KI6.3.1 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%	

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

Operational Plan 2025/26 Activity			Progress	Commentary
KI6.4.1 Continue to investigate collaborative opportunities for exploration and investment.			Economic Development and Partnerships	
a) Leverage partnership with Griffith University to explore community led repair, reuse and recycle initiatives.	Q1		25%	
	Q2		50%	
b) Develop a paper on the current circular economy ecosystem in Redlands Coast and identify opportunities for industry partnerships and interventions to maximise value.	Q1		25%	
	Q2		50%	
c) Facilitate local business development activities focused on sustainability to support local suppliers' preparedness for Brisbane 2032.	Q1		25%	
	Q2		50%	
d) Support realisation of circular economy outcomes and service efficiencies on the Southern Moreton Bay Islands (SMBI) and North Stradbroke Island/Minjerribah.	Q1		25%	
	Q2		50%	

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 2025/26 Activity			Progress	Commentary
KI6.5.1 In line with adopted strategies support targeted opportunities to nurture and realise investment.			Economic Development and Partnerships	
a) Continue to work with industry and relevant government agencies to support inward and outward, domestic and international trade opportunities.	Q1		25%	
	Q2		50%	
b) Work with key stakeholders to explore opportunities to incentivise and derisk desired investments, including accommodation developments.	Q1		25%	
	Q2		50%	
c) Increase visibility of Invest Redlands brand through digital and industry communications.	Q1		25%	
	Q2		50%	

Operational Plan 2025/26 Activity			Progress	Commentary
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) In partnership with RSPCA Queensland, progress the development program and delivery for the Wildlife Hospital and Centre of Excellence.	Q1		25%	
	Q2		50%	
b) Progress detailed design of the overall precinct based on the development program and delivery timeline.	Q1		25%	
	Q2		50%	
c) Progress procurement for construction of Council led infrastructure to enable construction to commence in sequence with RSPCA Queensland construction staging and the overall development program.	Q1		25%	
	Q2		50%	

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 2025/26 Activity			Progress	Commentary
KI6.6.1 Attract and retain key events that showcase the Redlands Coast's natural wonders and cultural richness, connect the community, increase the city's vibrancy, and support sustainable visitor economy growth.			Communication, Engagement and Tourism	
a) Implement key actions in the Redlands Coast Events Strategy and Action Plan 2024-2029 as prioritised by the Events Strategy Steering Group.	Q1		50%	
	Q2		50%	

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

Operational Plan 2025/26 Activity			Progress	Commentary
KI6.7.1 Attract, support and deliver events that support the values and aspirations of the Redlands Coast community and drive visitor economy benefits.			Communication, Engagement and Tourism	
a) Evaluate AdventureFest 2025 outcomes, and plan and deliver AdventureFest 2026.	Q1		25%	
	Q2		50%	
b) Provide sponsorship opportunities including target funding for events to deliver economic and community outcomes for Redlands Coast.	Q1		25%	
	Q2		50%	

Thriving Economy - Key Activities and Highlights

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) continued to advocate to the Queensland State Government for support in the delivery of the ferry terminal update and marine infrastructure improvements within the Toondah Harbour Priority Development Area.

Continue to 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 Queensland State Government to secure funding support for the delivery of the multi-level car park. RIC continued to finalise designs for the upcoming construction stages including the loop road and the Moreton Bay Cycleway (MBC) extension.

Continue to 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. The project team continued to finalise the designs for stage 1, which includes the new library, community hall and public realm.

Continue to review Council's civic and staff accommodation options.

Council continued to assess its Cleveland accommodation needs. Council continues to utilise 46 Middle Street, Cleveland for the Visitor Information Centre and as a temporary workspace for staff while critical works are being carried out at other Council facilities.

Coordinate activity to achieve better place outcomes in the city's key activity centres.

Recommendations from the internal Centres Management Review are being implemented through the centres program. This includes centre activation activities, process improvement and stakeholder engagement activities.

Implement a considered and coordinated approach to economic development through an adopted framework and deliver on agreed strategic priorities for Redlands Coast.

Strategic priorities and focus areas have been established and workshopped with Council, key business groups and discussed with stakeholder agencies. A Draft Economic Development Strategy and Framework is in development and due to be presented back to Council in early 2026.

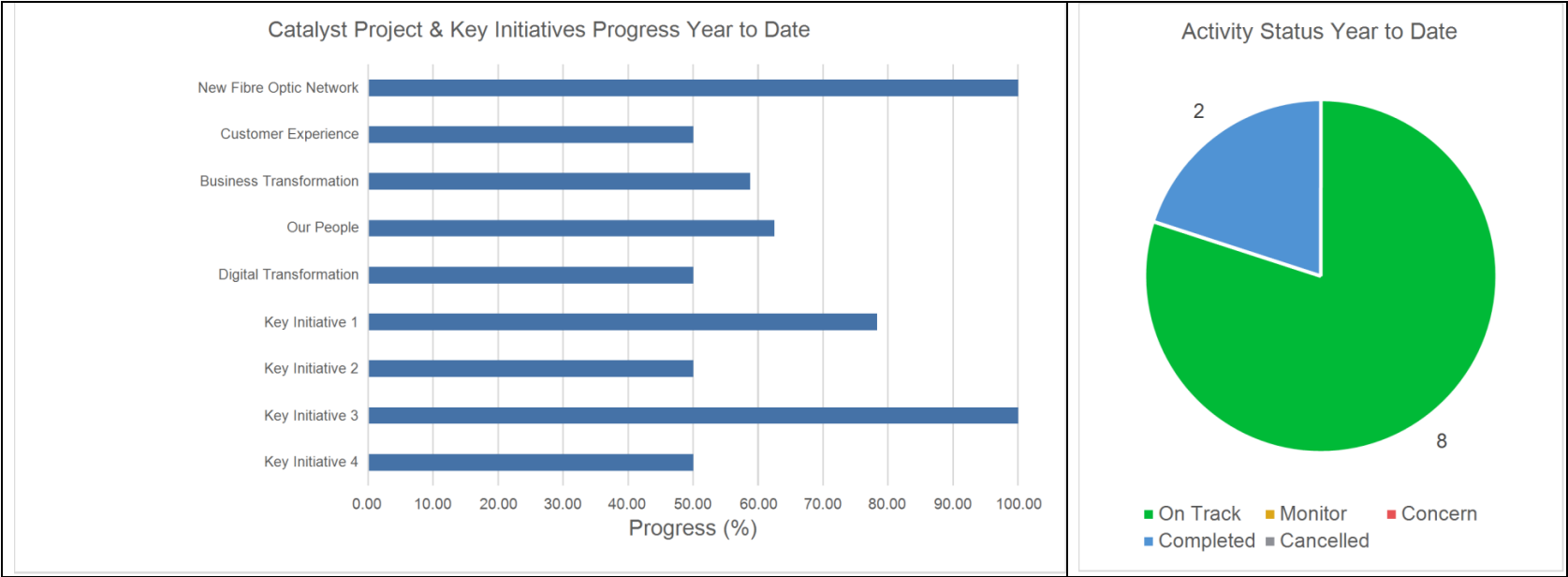
In line with adopted strategies support targeted opportunities to nurture and realise investment.

Regular communications and meetings are held with representatives from both Trade and Investment Queensland, Austrade and Department of Foreign Affairs and Trade (DFAT) regarding international relations and potential investment opportunities. Similarly, engagement with State Development, Infrastructure and Planning and QLD Treasury (Investment Group) continues to highlight investment priorities and opportunities for Redlands Coast businesses.

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.

Precinct design briefs have been completed. Council has also investigated joint delivery opportunities with the RSPCA for associated civil works to support efficiencies in construction and delivery.

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 54 to 55 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 2025/26 Activity			Progress	Commentary
CP7.1.1 Continue to progress the Redlands Coast Fibre Optic Network.			Corporate Services	
COMPLETED - CP7.1.1 Catalyst Project completed in Quarter Four of Operational Plan 2024-2025. Commercial arrangement options for a Fibre Optic Network with a nominated carrier were finalised in 2024-2025, with this catalyst project now complete.	Q1		100%	
	Q2		100%	

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 provide quality customer outcomes consistently. By engaging with our community we will work to enhance our digital capabilities.

Operational Plan 2025/26 Activity			Progress	Commentary
CP7.2.1 Progress the approved Channel Management Strategy 2024-2029 implementation roadmap.			Customer and Cultural Services	
a) Commence implementation of the Channel Management Strategy 2024-2029.	Q1		30%	
	Q2		50%	

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 2025/26 Activity			Progress	Commentary
CP7.3.1 Evolve and embed the Business Transformation Strategy 2022-2027 to drive continuous improvement and measurable benefits for the organisation and community.			People, Culture and Organisational Performance	
a) Continue to implement initiatives from the Business Transformation Strategy 2022–2027 with a focus on digital innovation and simplification of key business processes.	Q1		100%	
	Q2		100%	
b) Support the design of an enterprise benefits realisation approach with the established Working Group, to enable staff to measure, monitor and report on the financial, operational and community value of transformation initiatives.	Q1		25%	
	Q2		35%	Internal discussions have progressed on the benefits realisation approach however further work will be placed on hold as the External Service and Efficiency Review will impact delivery.
c) Identify and initiate next-phase transformation opportunities in partnership with service areas.	Q1		25%	
	Q2		50%	
d) Progress the external review of all Redland City Council services, organisational structure and delivery models.	Q1		15%	Procurement and scope development for the external service and efficiency review are underway.
	Q2		50%	

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 2025/26 Activity			Progress	Commentary
CP7.4.1 Support Council leaders to focus on bringing out the best in others, their departments, teams and anyone they do business with.			People, Culture and Organisational Performance	
a) Continue to embed the Leadership Development Plan 2023-2028.	Q1		25%	
	Q2		75%	

Operational Plan 2025/26 Activity			Progress	Commentary
CP7.4.2 Support Council officers to be ready, willing and able to change direction, adapt and respond to Redlands Coast community and customer needs.			People, Culture and Organisational Performance	
a) Build capability and apply the structured change management methodology more widely to ensure Council officers are supported to adopt organisational changes, new processes and technology.	Q1		25%	
	Q2		50%	

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 2025/26 Activity			Progress	Commentary
CP7.5.1 Continue to deliver the Digital Transformation Program along with strategic information management goals 2025-2026.			Corporate Services	
a) Continue planned works with our major technology vendors and partners.	Q1		25%	
	Q2		50%	
b) Continue to consolidate Council’s legacy platforms into our enterprise resource planning tool and/or other consolidated platforms.	Q1		25%	
	Q2		50%	
c) Continue to migrate critical services to more resilient platforms.	Q1		25%	
	Q2		50%	
d) Continue work to strengthen Council’s cyber resilience through further alignment and continuous improvement against commonly adopted frameworks.	Q1		25%	
	Q2		50%	

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 2025/26 Activity			Progress	Commentary
KI7.1.1 Build a sustainable approach to service planning across Council.			People, Culture and Organisational Performance	
a) Lay the foundations for embedding Council’s service planning approach, including the validation, refinement, and endorsement of current (‘as is’) services within the Service Catalogue.	Q1		10%	The Service Catalogue has been drafted and finalised, with Executive Leadership Team (ELT) noting scheduled in Quarter Two. The draft Service Planning approach will also be presented to ELT for review and direction.
	Q2		100%	
b) Partner with internal working groups to apply the approach, including reviewing and confirming Service Catalogue content, to inform decision-making and support resourcing prioritisation.	Q1		50%	
	Q2		100%	
c) Develop and implement a governance model to maintain the Service Catalogue and associated planning data.	Q1		25%	
	Q2		35%	This work was in progress and had reached a point where further development was contingent on the outcomes of the External Service and Efficiency Review. The governance model design awaited recommendation from the review before moving forward with implementation.

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 2025/26 Activity			Progress	Commentary
K17.2.1 Continue to deliver key elements of the Strategic Asset Management Roadmap 2022-2027 to improve asset data quality, insights and governance, enabling improved long-term decision making.			Major Projects	
a) Continue delivery of the Strategic Asset Management Roadmap 2022–2027 by progressing initiatives across governance, data, systems and planning to improve asset management maturity.	Q1		25%	
	Q2		50%	

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

Operational Plan 2025/26 Activity			Progress	Commentary
KI7.3.1 Improve our value for money delivery through the upgrade of our financial management system			Corporate Services	
COMPLETED - KI7.3.1 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%	

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 2025/26 Activity			Progress	Commentary
KI7.4.1 Advance Council's strategic procurement operating model.			Procurement and Contracts	
a) Continue to mature Council's procurement practices.	Q1		25%	
	Q2		50%	

Efficient and Effective Organisation - Key Activities and Highlights

Evolve and embed the Business Transformation Strategy 2022-2027 to drive continuous improvement and measurable benefits for the organisation and community.

Work continued in progressing a consistent and centralised approach for driving business process improvement and organisational transformation. A presentation was drafted and is scheduled for delivery to key stakeholders in Quarter 3, 2026. The purpose of this presentation is to collaborate and educate stakeholders on the way forward, ensuring alignment and shared understanding and its role in achieving continuous improvement and measurable benefits for both the organisation and the Redlands Coast community.

Support Council leaders to focus on bringing out the best in others, their departments, teams and anyone they do business with.

The Leadership Development Plan 2023-2028 continued to be embedded with the finalisation of the Service Manager and Executive Officer Leaders' Program, building capability and a collaborative and connected working environment through improved performance and productivity.

Build a sustainable approach to service planning across Council.

The foundations for service planning were established, and the current services within the Service Catalogue were validated, refined, and endorsed to support future planning and decision-making. In addition, Internal working groups were engaged to review and confirm the accuracy of Service Catalogue content, ensuring that the information could be used effectively for prioritisation and resource allocation.

Advance Council's strategic procurement operating model.

Council has developed dashboards for invoices, inventory and purchase orders, providing business areas with improved visibility to support better decision making. Works continue for the remaining dashboard modules.

14 REPORTS FROM COMMUNITY & CUSTOMER SERVICES

14.1 NEW LEASE - COOCHIAMUDLO ISLAND SURF LIFE SAVING CLUB INCORPORATED

Objective Reference: A12687119

Authorising Officer: Brooke Denholder, General Manager Community & Customer Services

Responsible Officer: Andrew Wells, Acting Group Manager Communities

Report Author: Alison Walsh, Community Leasing Officer

Attachments: 1. Coochiemudlo Island Surf Life Saving Club Inc - Site Plan & Images [↓](#)

PURPOSE

To seek approval for a new 10-year lease for Coochiemudlo Island Surf Life Saving Club Incorporated over Lot 201 on RP97359 situated at 1 Williams Street, Coochiemudlo Island.

BACKGROUND

The Coochiemudlo Island Surf Life Saving Club Incorporated (the Club) is an incorporated, not for profit organisation dedicated to delivering essential training and lifesaving skills that promote beach and water safety in a fun family-friendly environment. In addition, the Club provides volunteer beach patrols on Coochiemudlo Island on Sundays and public holidays from September to April. Council is currently exploring contracting these existing volunteer lifesaving services into the broader Surf Life Saving Queensland contract.

The Club has occupied the site at Lot 201 RP97359, described as 1 Williams Street, Coochiemudlo Island since 2006. The current lease is due to expire on 30 June 2026, with a new 10-year lease proposed.

ISSUES

The premises currently occupied by the Club is at capacity with the storage of vehicles and surf lifesaving equipment. The Club is exploring options for an additional storage shed to be constructed within the lease area to free up space in the existing building and improve access to the amenities.

STRATEGIC IMPLICATIONS

Legislative Requirements

The *Local Government Regulation 2012* (the Regulation) 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 Regulation provides for exceptions to this rule in certain circumstances.

In particular, reference is made to sub paragraph 236(1)(c)(iii) of the Regulation 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 can be made in accordance with the exception contained within the Regulation provisions.

Risk Management

The Club is required to maintain public liability insurance and property insurance for the building.

A site inspection was undertaken, during which routine maintenance needs were identified. The organisation was requested to complete general upkeep and tidy the surrounding areas of the premises. These works have since been completed. Maintenance and upkeep will be monitored throughout the proposed lease with regular site inspections to be undertaken to ensure the site is kept to a safe standard.

Council uses a standard 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 is responsible for all costs associated with preparing the new lease survey plan and the preparation and registration of the lease. Ongoing maintenance of the premises will also be undertaken by the lessee, in accordance with the terms of Council's standard lease agreement. In addition, the lessee will bear all utility costs, including water, sewage and electricity.

This lease is offered on a nominal rental basis in accordance with Council's Community Leasing Policy (CDV-001-P), recognising the Club's not-for-profit status and its delivery of significant community benefit.

A financial sustainability assessment completed on 22 September 2025 confirmed that the Club 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 enable the Club to continue delivering inclusive, engaging, and skill-building nipper programs that promote surf awareness, teamwork, and a lifelong commitment to lifesaving.

Human Rights

Human rights have been considered in accordance with section 58(5) of the *Human Rights Act 2019 (Qld)*, and the proposed lease is compatible with human rights.

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	20 January 2026	Update provided to Councillor Division 4 on proposed new lease.
Community Land and Facilities Panel	3 December 2025	Recommendation from panel supported a new 10-year lease.
Coochiemudlo Island Surf Life Saving Club Inc	23 November 2025	Correspondence between the Club and Council to progress a new lease.
	13 September 2025	Tenure intention letter sent to the Club.
Financial Services	22 September 2025	Financial sustainability check undertaken.

OPTIONS

Option One

That Council resolves as follows:

- To approve a new lease to Coochiemudlo Island Surf Life Saving Club Incorporated, over Lot 201 on RP97359, situated at 1 Williams Street Coochiemudlo Island with a lease term of ten (10) years.
- 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.
- To note the Chief Executive Officer's existing delegation, 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 Coochiemudlo Island Surf Life Saving Club Incorporated and investigates alternative arrangements for the site.

OFFICER'S RECOMMENDATION

That Council resolves as follows:

1. To approve a new lease to Coochiemudlo Island Surf Life Saving Club Incorporated, over Lot 201 on RP97359, situated at 1 Williams Street Coochiemudlo Island with a lease term of ten (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 note the Chief Executive Officer's existing delegation, to apply any necessary administrative amendments and execute all documents in regard to this matter.

Attachment 1 – Site Plan and Images**Coochiemudlo Island Surf Life Saving Club Inc**

Lot 201 on RP97359 at 1 Williams Street Coochiemudlo Island

1. Lease footprint area outlined in **RED**



2. Images of premises



1. Outside of premises.



2. Inside of premises showing stored items, Alison Walsh - 2025

14.2 AUSTRALIAN LOCAL GOVERNMENT ASSOCIATION - 2026 MOTIONS

Objective Reference: A12717230

Authorising Officer: Brooke Denholder, General Manager Community & Customer Services

Responsible Officer: Natasha Comber, Group Manager, Economic Development and Partnerships

Report Author: Kate Turner, Service Manager Strategic Partnerships and Advocacy

Attachments:

1. 2026 Australian Local Government Association National General Assembly Discussion Paper [↓](#)
2. 2026 Australian Local Government Association Motions [↓](#)

PURPOSE

To advise Council of the 2026 Australian Local Government Association (ALGA) National General Assembly (NGA) to be held in Canberra from 23-25 June 2026 and to seek endorsement of motions to be put forward and appoint a delegate to attend, present and move Council motions and exercise voting rights.

BACKGROUND

ALGA is the primary peak body representing local government across Australia, and the NGA is their premier event.

ALGA's NGA focusses on how partnerships, particularly between the Australian Government and local governments can address immediate community challenges while positioning councils to confidently meet future needs.

The theme of the 2026 NGA is *Stronger Together: Resilient. Productive. United*. The NGA provides the opportunity for local governments to influence ALGA's national policy agenda and promote new ways of strengthening the local government sector, as well as providing a valuable networking forum with other participating councils and government bodies.

Council may appoint multiple delegates to attend and participate in all other elements at the NGA, however, only one delegate may be nominated as the voting delegate to vote on accepted motions on behalf of Redland City Council. Voting is to be undertaken in accordance with Council priorities and policy positions. In previous years, the Mayor has served as Council's voting delegate. More recently, attendance has also included other Councillors, the Chief Executive Officer, select internal officers and a representative from the Strategic Partnerships and Advocacy team (within Council's Economic Development and Partnerships Group) in a support capacity.

The NGA brings together delegates from all tiers of government, external stakeholders and the media to consider the challenges facing local governments and their communities. A diverse group of speakers will be presenting on a range of topics.

In preparation for the NGA, ALGA invites local governments to submit motions in advance for consideration and debate at the assembly. Before a motion can be submitted, the relevant council must formally resolve to endorse its submission. Where a local government submits one or more motions, a delegate must attend the NGA to present and speak to the motions.

ISSUES

All submitted motions must:

- Be a new motion that has not been debated at an NGA in the preceding two years.
- Have nation-wide relevance.
- Align with the policy objectives of our state local government association - Local Government Association of Queensland.
- Align with Council's Corporate Plan.
- Identify opportunities for reforming or creating new policies, programs and legislation that supports local governments to deliver for their communities.
- Be formally endorsed by Council at a General Meeting prior to being submitted to ALGA.
- Be lodged online to ALGA by 27 February 2026.

STRATEGIC IMPLICATIONS

Legislative Requirements

There are no legislative requirements associated with this report.

Risk Management

There are no risks to be managed with respect to submitting the proposed ALGA motions, however the proposed motions support Council in responding to identified strategic risks from Council's corporate risk register including:

- The City's economic base will not grow or strengthen to meet future demands.
- Insufficient revenue due to reduction in government funding.

Financial

There is no cost associated with submitting motions for debate, other than the use of internal officer resources. Conference registration costs apply on a per-person basis and are outlined in the table below.

Registration type	Cost
Early bird registration (until 30 April)	\$999
Late registration (after 30 April)	\$1125
Single day registration	\$570

Any related conference fares and accommodation will be met within Council's existing operating budget.

People

Should the outcomes being sought in these motions proceed, these outcomes will have potential for positive impacts on Council including business efficiency, reduction of risk and streamlining planning.

Environmental

There are no known environmental implications associated with this report.

Social

There are no known social implications associated with this report.

Human Rights

There are no known human rights considerations associated with this report.

Alignment with Council's Policy and Plans

Participating and collaborating at ALGA events and forums aligns to Council's Corporate Plan – *Our Future Redlands – A Corporate Plan to 2026 and Beyond* - Goal 1 City Leadership, Goal 2 Strong Communities, Goal 6 Thriving Economy and Goal 7 Efficient and Effective Organisation.

In line with ALGA's role as the nation-wide advocacy body, all motions considered at the NGA must respond to nation-wide needs and have the potential to support other local governments.

CONSULTATION

Consulted	Consultation Date	Comments/Actions
Councillors	November 2025	Councillors were consulted via email for early input and feedback on proposed motion topics, following ELT review, including the opportunity to suggest additional topics.
	December 2025	Engagement was undertaken through a Councillor Workshop to obtain feedback and input, with the final proposed ALGA motions circulated via email.
Executive Leadership Team	November 2025	Engaged for feedback and input.
Senior Leadership Team	October 2025	All members of the Senior Leadership Team (SLT) were engaged early in the EDP process via email to submit motion ideas, with the Strategic Partnerships and Advocacy Unit subsequently partnering with relevant subject matter experts across the organisation to develop and refine proposed motions.

OPTIONS

Option One

That Council resolves as follows:

1. To endorse the proposed motions in Attachment Two for submission to the Australian Local Government Association's 2026 National General Assembly.
2. To appoint the Mayor as Council's voting delegate to the 2026 National General Assembly in accordance with Guideline ADV-001-001-G Engagement with Local Government Advocacy Bodies.
3. To nominate the Deputy Mayor as the alternate delegate should the Mayor be unavailable.

Option Two

That Council resolves as follows:

1. To endorse the proposed motions as amended in Attachment Two for submission to the Australian Local Government Association's 2026 National General Assembly.
2. To appoint the Mayor as Council's voting delegate to the 2026 National General Assembly in accordance with Guideline ADV-001-001-G Engagement with Local Government Advocacy Bodies.
3. To nominate the Deputy Mayor as the alternate delegate should the Mayor be unavailable.

Option Three

That Council resolves as follows:

1. To not submit motions for debate at the Australia Local Government Association's 2026 National General Assembly.
2. To appoint the Mayor as Council's voting delegate to the 2026 National General Assembly in accordance with Guideline ADV-001-001-G Engagement with Local Government Advocacy Bodies.
3. To nominate the Deputy Mayor as the alternate delegate should the Mayor be unavailable.

Option Four

That Council is not represented at the Australia Local Government Association's 2026 National General Assembly.

OFFICER'S RECOMMENDATION

That Council resolves as follows:

1. To endorse the proposed motions in Attachment Two for submission to the Australian Local Government Association's 2026 National General Assembly.
2. To appoint the Mayor as Council's voting delegate to the 2026 National General Assembly in accordance with Guideline ADV-001-001-G Engagement with Local Government Advocacy Bodies.
3. To nominate the Deputy Mayor as the alternate delegate should the Mayor be unavailable.

**Stronger Together:
Resilient. Productive. United**

**2026
National
General
Assembly
Discussion Paper**

National Convention Centre Canberra



ALGA
Australian Local
Government Association

The Australian Local Government Association (ALGA) is pleased to convene the 32nd National General Assembly of Local Government (NGA), to be held in Canberra in June 2026.

As convenor of the NGA, the ALGA Board warmly invites all councils to send representatives to this important national event. The final date for the NGA will be confirmed once the 2026 Federal Government Parliamentary sitting calendar is released.

The NGA is the premier national gathering of local governments. It gives councils a chance to come together, share ideas, debate motions, and strengthen the relationship between local government and the Australian Government.

This discussion paper contains essential information for Australian councils considering submitting motions for debate at the 2026 National General Assembly of Local Government (NGA).

It is recommended that all councils and delegates intending to attend the 2026 NGA familiarise themselves with the guidelines for motions contained in this paper.

KEY DATES

27 October 2025 | Opening of Call for Motions

27 February 2026 | Acceptance of Motions closes

TO SUBMIT YOUR MOTION

VISIT: [ALGA.COM.AU](https://alga.com.au)

ALGA AND THE NGA – WORKING FOR YOU

Established 1947, ALGA is a federation of member state and territory associations. Its mission is to achieve outcomes for local government through advocacy with impact, and maximise the economic, environmental and social wellbeing of councils and our communities.

Since 1994, the NGA has raised the profile of local government on the national stage, showcasing the value of councils and demonstrating – particularly to the Australian Government – the strength and value of working with local government to deliver on national priorities.

Debate on motions was introduced to the NGA as a vehicle for councils from across the nation to canvas ideas. Outcomes of these debates (NGA Resolutions) can be used by councils to inform their own policies and priorities, as well as their advocacy when dealing with federal politicians.

At the same time, they help ALGA and its member state and territory associations gain valuable insight into council priorities, emerging national issues, and the level of need and support for new policy and program initiatives.

Given ALGA's structure, Constitution, and resources, the NGA resolutions do not bind ALGA. However, NGA resolutions are carefully considered by the Board to determine ALGA's policies, priorities and strategies to advance local governments within the national agenda.

This is your NGA, and ALGA is pleased to act as the convenor. ALGA's policies and priorities will continue to be determined by the ALGA Board in the interests of all councils.

We encourage councils to consider the topics and guidance in this paper as you develop your motions.

The ALGA Board thanks all councils for attending the NGA 2026 and those who submit motions for debate.



SUBMITTING MOTIONS

The National General Assembly of Local Government (NGA) gives you and your council an important opportunity to influence the national policy agenda.

The Australian Local Government Association (ALGA) Secretariat has prepared this short discussion paper to help you identify motions that address the NGA 2026 theme of “Stronger Together: Resilient. Productive. United.” This theme encourages debate on how councils across Australia can become more resilient, contribute to the nation’s productivity agenda, and present a united voice to the federal government on key issues in the national sphere.

We encourage you to read all the sections of the paper. We have included guiding questions to assist in developing your motion, but you do not have to respond to every question. You can address one or more of the issues identified in the discussion paper with your motion.

Your NGA motion should focus on how local governments can work in partnership with the Australian Government to address the challenges our communities face or seize the opportunities that are national priorities.

Each year the Secretariat receives a high volume of motions. Councils are encouraged to submit only their highest-priority motions and ensure it meets the criteria below. Multiple motions on a similar topic may be re-written into a single strategic motion, and councils will be invited by the Secretariat to put their council name to the proposal.

HOW TO SUBMIT

- Each motion requires a contact officer, a clear national objective, a summary of the key arguments in support of the motion, and endorsement of your council.
- You can lodge motions electronically using the online portal available at www.alga.asn.au
- **Motions should be received no later than 11:59 pm AEST on Friday 27 February 2026.**

WHO CAN SUBMIT A MOTION

- Any council that is a financial member of their state or territory local government association can submit a motion.
- We will not accept motions submitted on behalf of external third parties that may seek to use the NGA to apply pressure to Board members or gain national political exposure for positions that are not directly relevant to the work of, or in the national interests of, local government.



CRITERIA FOR MOTIONS

To be eligible for inclusion in the NGA Business Papers, and debate it on the floor of the NGA, you must meet the following criteria:

- > Submit a new motion that has not been debated at an NGA in the preceding two years as found in previous business papers on the ALGA website.
- > Ensure your motion is relevant to the work of local government across the nation, not focused on a specific location or region, unless the project has national implications.
- > Align your motion with the policy objectives of your state and territory local government association.
- > Propose a clear action and outcome on a single issue, calling on the Australian Government to take action. Motions covering more than one issue will not be accepted.
- > Ensure the motion does not seek to advantage one or a few councils at the expense of others.
- > Avoid being prescriptive in directing how the matter should be pursued.

WRITING TIPS

Motions should seek the NGA's support for a particular action or policy change at the federal level which will assist local governments to meet local community needs.

- > Start with: "This National General Assembly calls on the Australian Government to...".
Be concise, clearly worded, and unambiguous.
- > Use the background section of the form to help delegates understand your issue.
- > Keep your motion to 100 words, the national objective to 100 words, and the key arguments to 150 words.

PROCESS OF SELECTION

The ALGA Secretariat will review motions for quality control and consistency with the criteria.

- > With the agreement of the relevant council, we may edit motions to ensure consistency.
- > If we have any questions about the substance or intent of a motion, we will raise these with the nominated contact officer.
- > Where there are multiple motions on a similar issue, the Secretariat may combine them into a single overarching strategic motion and invite the council to attach their name to the strategic motion.
- > Motions that reflect existing ALGA policy will be noted in the Business papers—but will not be included for debate, as they have already been covered in existing ALGA advocacy and policy positions.

The ALGA Board provides final decision on which motions are included in the Business paper.

- > The ALGA Board and state and territory local government associations will review all submitted motions to determine their eligibility.
- > The ALGA Board will consider the importance and relevance of the issue to local government and whether the motions meet all the criteria.
- > The ALGA Board will refer any motion primarily concerned with local or state issues to the relevant state or territory local government association and it will not include it in the NGA Business Papers.

WHO WILL SPEAK TO THE MOTION AT NGA?

We expect any council that submits a motion to be present at the National General Assembly to move and speak to the motion. The decision on the speaker is at the discretion of the council.

AFTER THE NGA

The resolutions of the NGA will be referred to the relevant federal Minister as an outcome of the NGA. Resolutions passed at the NGA do not become binding policy on ALGA, with policy positions to remain at the discretion of the ALGA Board.

All NGA resolutions will be published on www.alga.com.au.

As the host of the NGA, ALGA will communicate resolutions to the relevant Australian Government Minister and publish Ministerial responses as they are received on the ALGA website.



OTHER THINGS TO CONSIDER

- > It is important to complete the background section of the submission form. Do not assume NGA delegates will know the background of the proposal. This section helps all delegates to understand your motion and informs decision making. Please note, motions should not be prescriptive in directing how the matter should be pursued.
- > Keep motions practical, focussed and can be implemented. This ensures that relevant Australian Government Ministers can respond thoughtfully and promptly. Avoid complex motions with multiple points that require cross-portfolio implementation.
- > If there are any questions about a motion, ALGA will contact the nominated officer. With the council's agreement, these motions may be edited before being included in the NGA Business Papers.
- > Debate will follow the rules published in the Business Papers and will focus on the strategic motions.

SETTING THE SCENE

In the face of evolving challenges and opportunities, local governments around Australia stand at the forefront of driving resilience and productivity. Local governments know we are stronger together and the importance of unity across all levels of government. The theme for this year's NGA, **Stronger Together: Resilient. Productive. United**, underscores the pivotal role councils play in shaping the nation's future and delivering national priorities.

As the backbone of local communities, councils are uniquely positioned to implement place-based solutions that address both local needs and national priorities. This year's NGA encourages debate on how councils can enhance their resilience, contribute meaningfully to the nation's productivity agenda, and present a cohesive voice to the federal government on critical issues.

By fostering collaboration and innovation, local governments can lead the way in creating sustainable and thriving communities.

The 2026 NGA provides you - the elected representatives of Australia's local councils and communities - with the opportunity to engage with the Federal Government and key Ministers, ensuring that the voices of local communities are heard at the national level.

In this context, this year's call for motion focusses on ten priority areas:

- Financial sustainability
- Emergency management
- Housing and planning
- Roads and infrastructure
- Closing the Gap
- Jobs and skills
- Environment
- Cyber security
- Climate change
- Intergovernmental relations.



1. FINANCIAL SUSTAINABILITY

Financial sustainability is the biggest challenge facing Australia's local governments which is why it remains one of ALGA's top priorities. Sustainably funded, councils can play a key role delivering local solutions to national priorities.

The 2025 Parliamentary inquiry interim report into local government sustainability confirmed that the role of councils has evolved and expanded over time, putting significant pressure on local government budgets. It is critical the Federal Government reinstates and finalises the Parliamentary inquiry into local government sustainability.

For almost one in four councils, federal Financial Assistance Grants make up at least 20 per cent of their annual operating revenue. This funding is untied, meaning it can be used to address local priorities.

Over the past 30 years, the value of Financial Assistance Grants as a percentage of Commonwealth taxation revenue has dropped from 1% in 1996 to just 0.5% today. To address this, ALGA is advocating for a **return to 1% of Commonwealth taxation revenue for local government over the next three years.**

ALGA also proposes five new, untied funding streams to be distributed to all councils on a formula basis, including:

- \$1.1 billion per year for enabling infrastructure to unlock housing supply,
- \$500 million per year for community infrastructure,
- \$600 million per year for safer local roads,
- \$900 million per year for increased local government emergency management capability and capacity, and
- \$400 million per year for climate adaptation.

Additionally ALGA advocates for permanent, full membership of National Cabinet, the Council on Federal Financial Relations and the Local Government Ministers' Forum to ensure local perspectives are considered in national decision making.

What are the opportunities to address financial sustainability across councils, and support their capacity to deliver local solutions to national priorities?

Are there improvements to be made to existing federal funding programs and arrangements that would support improved local government financial sustainability?

2. EMERGENCY MANAGEMENT

The frequency, duration, and severity of natural disasters in Australia are a major concern for local governments.

Between 2019 and 2023, 434 of Australia's 537 councils faced natural disasters. Since 2020, 346 councils have dealt with at least two or more natural disasters. These numbers highlight that Australia will likely face more frequent and severe climate-driven disasters in the future, as noted by the 2025 Australian National Climate Risk Assessment (NCRA). Regional communities, which have the least capacity to plan and respond to natural disasters, are often hit the hardest. However, the NCRA also warns that even areas that have never experienced disasters will face one at some point as the climate continues to warm.

More frequent disasters will further strain emergency services and disaster response and recovery efforts at all levels of government. Natural disasters currently cost Australia \$38 billion per year in direct physical damage, economic disruption, and social impacts, affecting millions of people. This figure is forecast to rise to approximately \$73 billion by 2060.

Councils are crucial in supporting their communities during and after disasters, but do not have enough funding to carry out these functions. They are already stretched thin, with many councils facing financial instability, and the increasing frequency of disasters has a cumulative financial impact.

Investing more in disaster prevention and resilience, as well as boosting local government emergency management response funding, will save money in the long run and better protect lives, homes, and businesses. Every dollar spent on reducing the impact of climate-related disasters saves the government up to \$8 in the long term.

ALGA is asking for \$900 million per year to help councils improve their disaster response and resilience. They also want the Commonwealth to fully implement the recommendations from the Royal Commission into National Natural Disaster Arrangements and other major reviews, including the Independent Review of National Natural Disaster Governance Arrangements (the Glasser Review) and the Independent Review of Commonwealth Disaster Funding (the Colvin Review)

The Independent Reviews by Colvin and Glasser support a strategic shift towards disaster risk reduction and resilience. The Colvin Review recommended a major capacity uplift for local government and an enhanced national training and exercise regime which tests and builds local government capability. However, while ALGA notes the need to invest in risk-reduction and resilience-building initiatives, embedding recovery at all points along the emergency management continuum, should always be at the front of mind for all levels of government. ALGA's response to these Reviews reiterated the need for a sustainable funding model for disasters through a non-competitive pathway, and dedicated funding for local government.

Councils are encouraged to draw on their practical experience of the improvements that could be made to better support them in preparing, responding to, and recovering from, natural disasters.

Please note that many aspects of emergency management are state or territory responsibilities, and your motions should focus on how the Australian Government could assist.

What new programs, or improvements to existing programs, could the Australian Government develop to partner with local government to improve the current natural disaster management systems to further assist in recovery and build resilience?

How can the Government best support Australian councils to prepare for, respond to and recover from natural disasters?



3. HOUSING AND PLANNING

Australia is experiencing an affordable housing crisis, with a lack of housing supply impacting on homeowners and renters.

The crisis is leading to more people experiencing homelessness and struggling with housing insecurity and affordability.

In many jurisdictions, local government performs a key role in zoning and approving housing and delivering enabling infrastructure. However, councils are often unfairly blamed for delays in housing approvals when most applications that meet the requirements are processed quickly and efficiently.

One of the biggest barriers to building more homes is a lack of funding for enabling infrastructure, including the roads, power and water connections necessary for new developments.

The National Housing Accord – which ALGA is a signatory to on behalf of local government - sets an ambitious national target of 1.2 million new, well-located homes over the next five years. According to ALGA's research, it will cost at least \$5.7 billion to build the infrastructure needed to meet the national housing target. This is in addition to the existing funding gaps for local government infrastructure, which is estimated to be between \$50-\$55 billion for replacing infrastructure in poor condition (2024 National State of the Assets Report).

The 2024 Addressing the Housing Crisis: Unlocking Local Government's Contribution Report by Equity Economics found that 40% of surveyed local governments have reduced new infrastructure developments due to insufficient funding for enabling infrastructure required to support new housing, further exacerbating the housing crisis.

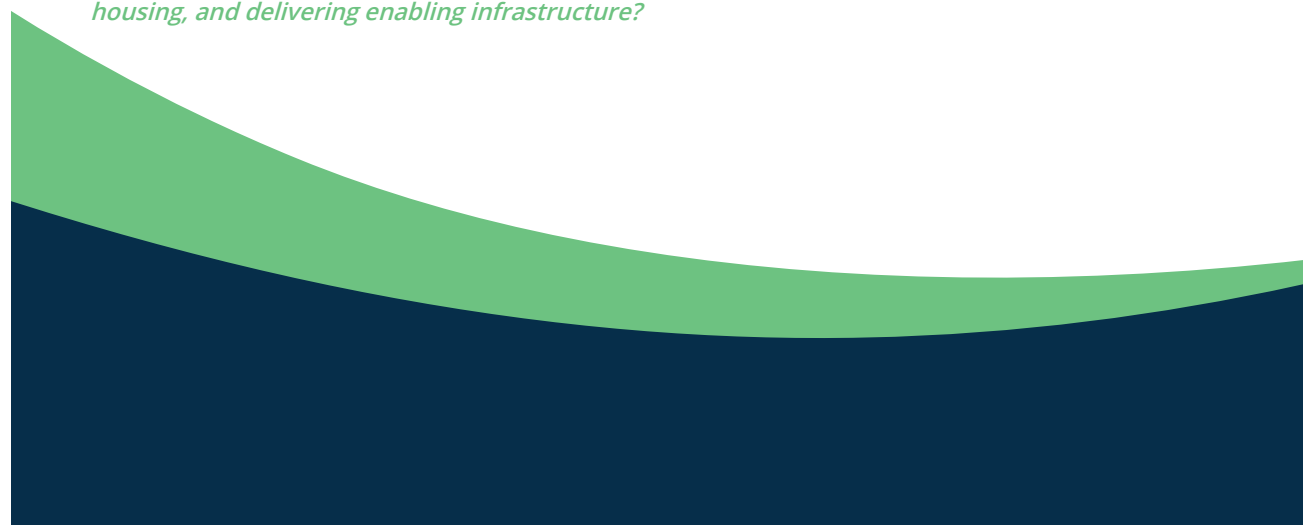
ALGA is calling for a new five-year, \$1.1 billion annual fund that would be provided to all councils to get the foundations right for increasing Australia's housing supply.

We are advocating for local governments to be provided with \$500 million per year for critical and community infrastructure and assets that will help create more liveable communities.

ALGA is also seeking a seat at the table for national discussions on housing policy, including full membership of National Cabinet and the Housing and Homelessness Ministerial Council.

What new programs and policies could the Australian Government develop to partner with local government to support the provision of more affordable housing?

How can local governments be better supported in their role in planning and approving housing, and delivering enabling infrastructure?



4. ROADS AND INFRASTRUCTURE

Local governments are responsible for about one-third of Australia's public infrastructure, including local roads, buildings, facilities, airports, water and land.

According to ALGA's 2024 National State of the Assets report, Australia's councils manage over \$600 billion worth of assets and infrastructure, which is about ten times their annual revenue.

This makes local governments the most asset-intensive level of government. Councils manage local roads, which make up around 75% of the national road network, totalling more than 650,000 km. These roads serve every Australian and business daily, and are key to Australia's productivity.

Safer roads

The unacceptable number of deaths and serious injuries on Australian roads has continued to rise every year since 2020.

Tragically, around half of all fatal road crashes occur on local roads in regional areas. During the 12 months ending August 2025 there were 1,353 road deaths, 4.3% higher than the same time in the previous year, according to national road safety data.

Effectively funding the maintenance and necessary safety upgrades of Australia's local road network is a big challenge, and despite recent increases in the federal Roads to Recovery funding, there is still a \$500 million per year shortfall, according to the 2023 Grattan Institute's Potholes and Pitfalls report.

ALGA is calling for \$600 million per year safer roads fund – with \$500 million for infrastructure improvements and \$100 million for road safety programs – to support all councils to play a more effective role reducing deaths on Australian roads.

Community infrastructure

Local government libraries, playgrounds, bike paths and community centres are vital to the wellbeing and liveability of communities. However, many of these facilities need significant attention and upgrades.

According to ALGA's 2024 National State of the Assets report, around \$8.3 billion of local government buildings and facilities and \$2.9 billion of parks and recreation assets are in poor condition.

On a positive note, since 2021, the amount of local government buildings and facilities in poor condition has fallen from 10 per cent to eight per cent. This is the result of increased federal investment through the Local Roads and Community Infrastructure program, from both the Coalition and Labor governments since 2020.

Unfortunately, this program has ceased and there is an urgent need for ongoing and significant community infrastructure. ALGA is proposing a \$500 million per year community infrastructure fund – to be provided to all councils – to build, (and importantly), maintain and upgrade the local facilities that make communities great.

Are there new programs or initiatives that the Australian Government could adopt to improve the long-term sustainability of local government roads and community infrastructure?

Are there programs or initiatives that the Australian Government could provide to improve the sector's capacity to manage local government infrastructure and to integrate these plans into long-term financial plans?

Are there opportunities for the Australian Government to support councils to invest in local infrastructure that will help address national priorities?

5. CLOSING THE GAP

Local governments play a crucial role in closing the gap between Indigenous and non-Indigenous Australians. ALGA is a signatory to the National Agreement on Closing the Gap Partnership, which focuses on four priority reform targets and 19 socio-economic targets in areas like education, employment, health, justice, safety, housing, land and waters, and Aboriginal and Torres Strait Islander languages.

Local governments are uniquely positioned to support partnerships that address long-term service gaps and ensure their delivery. However, the Productivity Commission Review of the National Agreement on Closing the Gap found that Federal and state governments are not adequately supporting or involving local governments in these reforms.

ALGA is calling for more resourcing and funding for local government, to support place-based initiatives or broader programs to enable councils to better facilitate and meet Closing the Gap objectives in their communities.

ALGA is also advocating for the Commonwealth to:

- Establish a national framework/set of protocols outlining which Federal Government departments/agencies should engage with local government in place-based initiatives, and planning for community-level projects or expenditure.
- Seek greater local government input in programs that impact on Closing the Gap targets to better shape programs with local knowledge and the needs of specific communities.
- Develop programs, with state and territory governments, to include funded support positions for local government coordination and partnership efforts (including member associations).
- Recognise councils with majority or all Aboriginal-elected members as key service delivery bodies in policy and program development.

Are there programs or initiatives that the Australian Government could adopt to assist local government to advance reconciliation and close the gap?

Are there practical programs or initiatives that local government and the Australian Government could introduce to maintain, build and strengthen the level of trust between Aboriginal and Torres Strait Islanders and governments?



6. JOBS AND SKILLS

Australia's jobs and skills crisis is significantly impacting local governments, which employ around 213,000 people nationwide. ALGA's 2022 Local Government Workforce Skills and Capability Survey found that nine out of ten Australian councils face jobs and skills shortages, hindering project and service delivery.

Town planners, building surveyors, and engineers are the most in-demand professions. These roles are crucial for supporting and enabling communities to become more resilient and to help boost local economic growth and national productivity. National priorities, such as increasing housing supply, cannot be achieved without local government support and the right professionals to undertake this work.

Several factors drive these skill shortages, including difficulty attracting young people to local government jobs, lack of available training courses, wage competition, and insufficient resources to upskill the current workforce. This includes access to training facilities for rural and remote councils, workplace supervisors, subject matter experts, and contextualized training resources.

Councils urgently need more federal funding to invest in workforce development and training programs, attract workers to regional areas, and address broader skills shortages in the national economy.

ALGA is calling for the Federal Government's National Skills Plan to acknowledge the vital role of local governments as employers in training and skills development. ALGA also seeks funding opportunities for council employees to access training for identified skills shortage areas, especially in regional and remote communities.

Additionally, it is important for the Commonwealth to undertake a national audit of institutions offering urban and land use planning, building surveyors, and engineering qualifications, and to identify more readily available pathways for regional and remote study.

Are there programs or initiatives that the Australian Government could implement that would enhance local government's capacity to attract and retain appropriately skilled staff now and into the future?

Are there programs or changes to existing programs that would increase local government's ability to employ apprentices and trainees?

Are there other initiatives that the Australian Government could provide to improve the sector's ability to plan and develop skills fit for the future?



7. ENVIRONMENT

Local governments play a crucial role in protecting our local environment including places, flora and fauna.

Councils spend more money on environmental protection than any other level of government. According to SGS Economics and Planning, councils spent \$6.75 billion in 2021-22 on biodiversity, biosecurity, water management, and waste management. By comparison, states and territories spent \$6.62 billion, and the Commonwealth allocated \$6.7 billion over the same period.

Local government is also key in improving waste management and resource recovery to reduce pollution, maintain communities and keep people healthy. However, as the Australian Government recently reported, we are running out of viable landfill space and circular economy solutions are required.

Local governments are ideal partners for on-the-ground action to deliver environmental priorities and outcomes, but they need better funding and support.

Councils bring a local, community-based and integrated approach to managing environmental issues, including weed and pest management, monitoring and protecting threatened species, contributing to water security and enhancing biodiversity.

ALGA is calling on the Federal Government to:

- Fund councils to support the delivery of national environmental outcomes. This includes outcomes stipulated in international conventions, threatened species action plans, matters of national, state, and local environmental significance, and any new obligations/expectations under reforms to the Environmental Protection and Biodiversity Conservation (EPBC) Act.
- Fund local governments to manage environmental threats, including pests, weeds, and biosecurity threats.
- Ensure local government is appropriately recognised and engaged through environmental law reform processes.
- Seek agreement, under the National Water Initiative, on the overarching social, cultural, economic and environmental outcomes and goals for water on a national and holistic basis, and action planning and funding and achieve these outcomes and goals.



Waste management and resource recovery

Collecting, treating, and disposing of waste costs local governments an estimated \$3.5 billion annually.

The 2022 National Waste report revealed waste generation has increased 20 per cent over the last 15 years (8.3 per cent coming from municipal waste). Although, recycling and recovery of Australia's core waste has increased by 57 per cent since 2006-07, Australia still has one of the lowest rates of recycling among OCED countries.

The responsibility and cost for waste reduction in Australia should be borne by industry, and not local governments.

Implementing mandatory product stewardship, including payments to local governments for any residual resource recovery services, would ensure producer responsibility is operationalised and reduce the cost and risk burden on councils.

ALGA is advocating for the Federal Government to:

- Establish a mandatory product stewardship approach for waste materials and ensure product stewardship schemes include, and are effective, in regional and remote areas.
- Ban the importation and manufacturing of products containing identified contaminants.
- Prioritise national policy attention to waste streams with the highest potential to improve environmental outcomes, reduce costs to local government, and create economic opportunity.
- Introduce a 'local government impact assessment' into national waste policy and reform processes to ensure council interests are systematically incorporated into policy design.

How could the Australian Government partner with local government to strengthen Australia's environmental services and infrastructure?

What new programs could the Australian Government partner with local government in to progress local regional and national objectives?

What actions and investments should the Australian Government prioritise to improve resource recovery rates?

What initiatives and approaches should the Australian Government take to improve waste, recycling and resource recovery in regional, rural and remote LGAs?

What are the most significant opportunities in the circular economy and how can the Australian Government engage with local governments to leverage these opportunities?

8. CYBER SECURITY

Cyber security is a growing risk for all Australian governments and businesses, and councils are not immune. However many local governments are under-resourced and struggle to deal with increasingly sophisticated cyber threats and attacks.

Local governments manage large amounts of sensitive data about communities and community members, including private information from the aged care, health, and social services they deliver. Furthermore, most councils are responsible for managing critical infrastructure, including water, waste, power networks, and transport systems.

Councils need greater support to strengthen their cyber security preparedness and response capability, and protect valuable data.

ALGA is calling for greater funding and support from the federal government to improve cyber security capability and capacity across the local government sector.

Drawing upon your council's experience, and your knowledge of other councils within your state or territory, are there programs and initiatives that the Australian Government could implement to help local government develop its digital technology services and infrastructure?

Are there actions the Australian Government could take to improve cyber security within the local government sector?

9. CLIMATE CHANGE

The impacts of climate change – including from more frequent and severe natural disasters, coastal erosion and rising temperatures – are being felt right across every community.

Councils, being the closest government to communities, are crucial in creating a sustainable future and helping the Federal Government achieve net zero emissions by 2050. However, they need support to manage these impacts.

Climate adaptation

Local governments are on the frontline of climate adaptation. They build public swimming pools to keep people cool, plant trees for shade, and upgrade stormwater systems to handle heavy rains. With their local knowledge and leadership, they play a vital role in addressing climate risks and seizing new opportunities from new industries and achieving national climate adaptation objectives.

Councils are already investing significantly in climate adaptation, but they need more support to match the scale of the challenges. ALGA's modelling shows that councils deliver \$0.8 to \$3.1 in benefits for every \$1 invested. A \$2 billion investment by 2030 could benefit local communities by \$2.2 to \$4.7 billion.

ALGA is calling for a new \$400 million per year climate adaptation fund, to be distributed across all councils to provide local, place-based solutions to Australia's changing climate.

We are also asking the Federal Government to:

- Streamline and make it easier for local governments to undertake climate risk management. This should involve implementing a voluntary climate risk framework for local government which supports consistent climate risk assessment, reporting, decision making and expenditure.
- Develop, operate and maintain an information and data suite designed specifically for local government adaptation use (on an opt-in basis).

Emissions reduction

The Australian Local Government Climate Review 2024 found that 86% of councils (out of 120 respondents) had an emissions inventory. However, they face barriers in reducing corporate emissions, such as internal resourcing (69%), funding (64%), and staff capability (40%).

While councils are committed to reducing emissions locally, they need more funding to avoid burdening ratepayers and to allow communities to benefit from low-emissions technologies sooner.



ALGA is asking the Federal Government to:

- Collaborate with local governments as part of a multi-level governance approach (per the Australian Government's pledge to the Coalition for High Ambition Multilevel Partnerships) to undertake strategic planning and prioritisation of net zero projects, infrastructure and service needs on a regional level.
- Fund emissions reduction plans with local governments across states and territories to facilitate a place-based approach to achieving net zero communities.
- Expand, and make more accessible, existing funding programs which enable local governments to reduce emissions and support community emissions reduction.
- Provide councils with accessible and nationally harmonised tools to maintain pace with trends in emissions measurement and reporting.
- Ensure local governments are compensated where emissions reduction processes place additional pressure on services and infrastructure (e.g. heavier EV truck impact on maintenance/standards of roads/bridges).

Renewable energy transition

Local governments are crucial partners in the transition to net zero. They engage with project proponents, negotiate community benefits, provide trusted information to residents, and manage the impacts of large projects on roads, housing, and local skills.

Councils strive to create a positive long-term legacy while balancing the immediate risks and impacts of the transition.

ALGA is asking the Federal Government to:

- Create a program of work dedicated to understanding local government experiences with renewable energy transition in their local area and region and develop specific supports for local governments.
- Establish a national approach and mechanism for cost recovery to local governments for the role of brokering benefits between project proponents and their communities, benefitting all Australians.
- Develop and maintain regional plans and a national map demonstrating zoning for prospective and proposed renewable energy projects and transmission corridors.

Noting the Australian Government's approach to reducing emissions, are there partnerships, programs, and initiatives that local government and the Australian Government can form to achieve Australia's 2050 net zero emissions target?

What are the opportunities to support councils to increase community resilience to the impacts of climate change?

What support do councils need to ensure that renewable energy projects deliver lasting benefits to the communities that house them?

What are the most significant climate risks being faced by local governments and what approach should the Australian Government take to supporting councils?

What roles and responsibilities for emissions reduction and climate risk management is your council shouldering that should be primarily managed by other levels of government? How should this responsibility be shared or rebalanced?

What are the most significant emissions reduction opportunities for your council and what could the Commonwealth provide to enable you to implement these opportunities?

10. INTERGOVERNMENTAL RELATIONS

ALGA has unique access and insight into government decision-making in Australia.

We represent local government at Ministerial Councils and forums on a range of key issues including transport, emergency management, energy, climate, environment, planning, culture and Closing the Gap.

At these meetings, ALGA's leaders provide a powerful and strong voice for councils and communities, and ensure local perspectives are considered in national policy development.

However, ALGA does not have a permanent voice on National Cabinet – the main forum linking all governments across the nation.

For almost 30 years, ALGA was a valued member and contributor to the Council of Australian Governments (COAG). However, ALGA's membership did not carry over when COAG transitioned to National Cabinet in 2020, and ALGA now only attends one meeting each year as an observer. ALGA is also invited to attend one meeting per year of the Council on Federal Financial Relations.

ALGA is calling on the Federal Government to return ALGA as a full member of National Cabinet with ongoing membership and voting rights. This will enable local government leaders to provide local perspectives on national decision making and ensure the views of Australian communities are understood and considered.

We are also seeking full membership of the Local Government Ministers' Forum, which ALGA currently attends in an ex-officio capacity.

Given the important role councils play delivering local solutions to national priorities, how can intergovernmental arrangements be further improved in Australia?

Are there new initiatives and programs that could be adopted to improve the level of cooperation and collaboration between the Australian Government and local government?



CONCLUSION

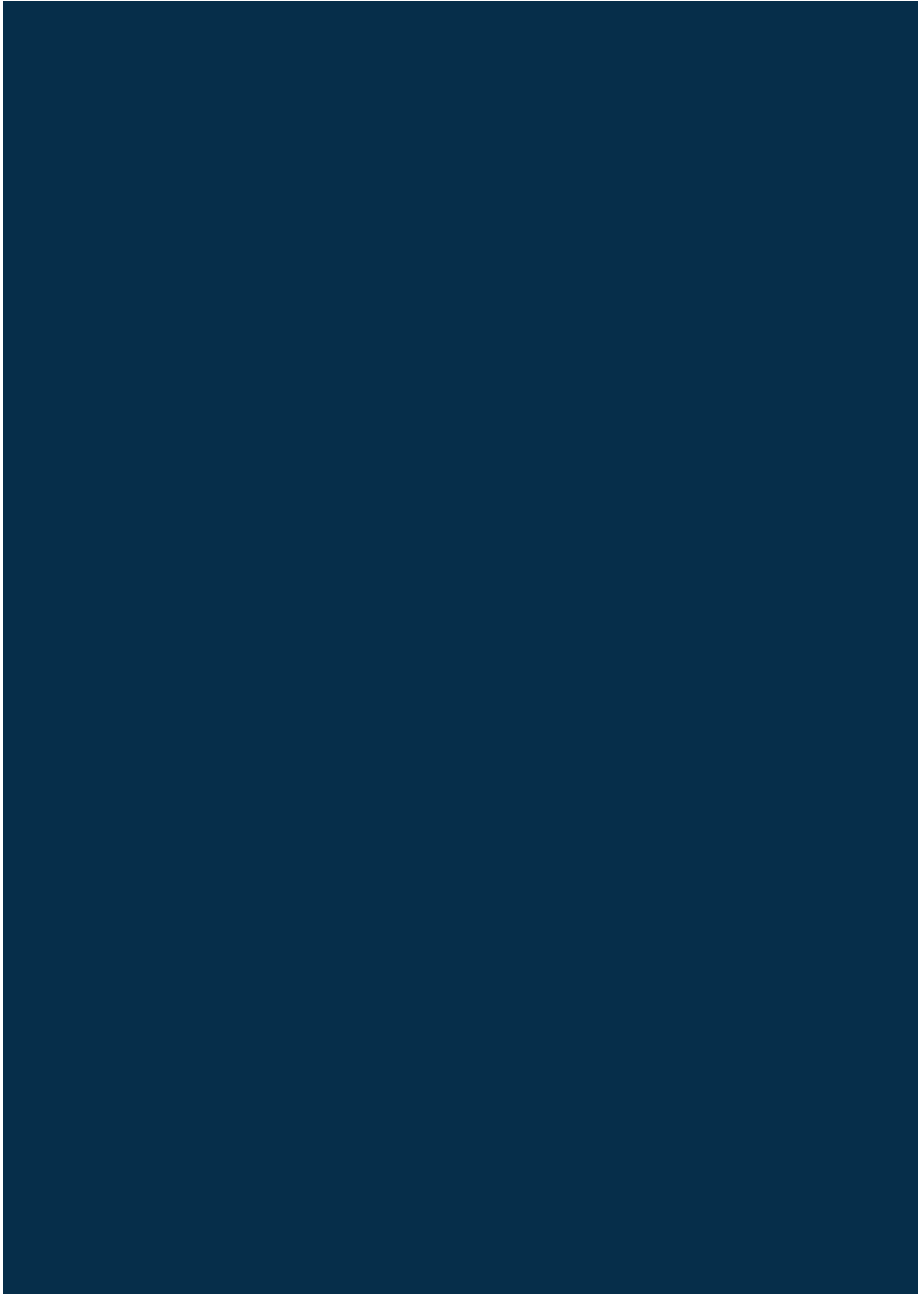
Thank you for taking the time to read this discussion paper and your support for the 2026 National General Assembly of Local Government.

A final reminder:

- Motions should be lodged electronically at www.alga.com.au and received no later than **11.59pm AEST on 27 February 2026**.
- Motions must meet the criteria published in this paper.
- Motions should commence with the following wording: *'This National General Assembly calls on the Australian Government to...'*
- Motions should not be prescriptive in directing how the matter should be pursued.
- Motions should be practical, focussed and relatively simple.
- It is important to complete the background section on the form.
- Motions must not seek to advance an outcome that would result in a benefit to one group of councils to the detriment of another.
- When your council submits a motion there is an expectation that a council representative will be present at the 2026 National General Assembly to move and speak to that motion if required.
- Resolutions of the National General Assembly do not automatically become ALGA's national policy positions. The resolutions are used by the ALGA Board to inform policies, priorities and strategies to advance local governments within the national agenda.

We look forward to hearing from you and seeing you at the 2026 National General Assembly in Canberra.





Australian Local Government Association 2026

National General Assembly Motions

Motion 1 – Supporting modern, safe and equitable cemetery and funeral practices

Motion	The National General Assembly calls on the Australian Government to provide targeted funding and policy support to strengthen cemetery and funeral services by: 1. Establishing a national funding stream to enhance cemetery safety infrastructure, including grave shoring systems and protective covers, to ensure compliance with workplace health and safety obligations. 2. Creating a national program to support local governments in adopting digital memorialisation technologies and practices that address land shortages and modernise service delivery. 3. Developing equitable funeral assistance programs for Aboriginal and Torres Strait Islander communities, resolving delays and inconsistencies across jurisdictions.
National Objective	Cemetery and funeral management issues are an emerging national concern due to increasing safety compliance costs, limited burial land, and inequities in funeral assistance for Aboriginal and Torres Strait Islander peoples across jurisdictions. Local governments, which manage most cemeteries, face growing pressure to deliver safe, sustainable, and culturally appropriate services without consistent federal support. The absence of a coordinated national approach has created safety, funding, and equity gaps that extend beyond council boundaries. Addressing these challenges through a unified national funding and policy response would strengthen workforce safety, promote digital innovation, and advance efforts towards closing the gap.
Summary of Key Arguments	Cemeteries are vital community assets managed by local governments, yet councils struggle with safety, sustainability, and cultural needs without national support. Limited funding hinders upgrades to grave safety equipment like shoring systems and covers, essential for protecting workers and visitors from risks such as collapses. While Victoria offers minor aid, no national program addresses true costs or ensures compliance. Dwindling burial land demands digital memorialisation—virtual platforms, QR memorials - to preserve heritage, cut environmental impact, and ease space pressures. Federal funding could upgrade systems, create guidelines, and drive community engagement. First Nations families face funeral assistance delays (e.g., 8+ weeks in Redland), exacerbating distress during Sorry Business. National expansion should boost funding, eligibility, and processing via local/Indigenous collaboration. A coordinated federal response would modernise cemeteries, ensure safety, and deliver equitable services.

Motion 2 – Funding support for local government Environment Protection and Biodiversity Conservation Obligations

Motion	The National General Assembly calls on the Australian Government to: 1. Establish a dedicated funding mechanism to support local governments with valid costs incurred by meeting <i>Environment Protection and Biodiversity Conservation Act 1999</i> (EPBC Act) offset obligations. 2. Introduce a transitional provision for changes to species listings for community infrastructure projects undertaken by local governments.
National Objective	Councils, unlike developers, cannot diffuse EPBC costs through revenue, and require funding to help cover offset requirements (land acquisition, offsets delivery, green infrastructure), ensuring environmental protections while maintaining viability of community infrastructure. For local government projects, mid-application species listing changes need transitional provisions to prevent suddenly changing regulatory requirements, which can otherwise impose unbudgeted offset liabilities and delays - allowing fair phasing for councils to adjust design, funding and timeframes while upholding environmental outcomes. The one-size-fits all offset framework overlooks Council's role in delivering important infrastructure, burdens ratepayers, restricts feasibility, and negatively impacts community wellbeing. National funding is essential for EPBC compliance, enabling viable infrastructure for liveable communities.
Summary of Key Arguments	Unlike commercial developers or mining proponents, councils do not generate profit from these projects and have limited capacity to absorb the high cost of mitigating unavoidable impacts of critical community infrastructure, such as environmental offsets, which are ultimately borne by local ratepayers. This inequity places a disproportionate financial burden on local governments, discourages investment in critical infrastructure, and can result in project delays or cancellations that negatively impact community wellbeing. This motion seeks funding for local governments to support valid EPBC related costs incurred for community projects, for example purchasing offset land or delivery of offsets by third parties which positively contributes to improved outcomes for threatened species. This approach would help to maintain strong environmental protections while supporting timely delivery of critical public projects.

14.3 ADVOCATING COUNCIL'S PRIORITIES IN THE REVIEW OF THE SHAPINGSEQ SOUTH EAST QUEENSLAND REGIONAL PLAN 2023

Objective Reference: A12835237

Authorising Officer: Brooke Denholder, General Manager Community & Customer Services

Responsible Officer: David Jeanes, Group Manager City Planning & Assessment

Report Author: Janice Johnston, Principal Strategic Planner

Attachments:

1. Correspondence from the Deputy Premier of 5 August 2025 [↓](#)
2. Correspondence from the State Planner of 9 September 2025 [↓](#)
3. Draft SEQ Regional Industrial Land Strategy - Confidential (under separate cover)

PURPOSE

To inform Council of the State Government's intention to review the ShapingSEQ South East Queensland Regional Plan 2023 (ShapingSEQ 2023) and to seek approval to write to the Deputy Premier and Minister for State Development, Infrastructure and Planning and Minister for Industrial Relations (Deputy Premier), outlining the key matters and policy positions Council requests be considered as part of the review.

BACKGROUND

15 December 2023: ShapingSEQ 2023 took effect.

5 August 2025: The Deputy Premier, Honourable Jarrod Bleijie MP, wrote to the Mayor confirming the State Government's intention to undertake a targeted review of ShapingSEQ 2023, complemented by Regional Infrastructure Plans. Refer Attachment 1 for further detail.

The correspondence indicates that the review will be confined to a subset of five (5) state interests only and requested input from Council on several high-level matters, including:

- The elements of ShapingSEQ 2023 that Council supports and does not support within these five state interests;
- Priorities that local government would like to see advanced to unlock housing and economic growth; and
- Ways to reduce the burden of Council's mapping and policy constraints on new development.

Additionally, the letter outlines an intention to facilitate a part-time secondment of local government planning officers into the Department of State Development, Infrastructure and Planning (the Department) to enable Council officer input throughout the review process.

The letter also notes changes to the *Planning Act 2016* (PAct) that have reduced timeframes for public consultation for making or amending State planning instruments as follows:

- For making a regional plan, the 60 business day timeframe has been reduced to 30 business days.
- For amending a regional plan, the 30 business day timeframe has been reduced to 20 business days.

The letter notes that the new timeframes reflect advancements in online engagement, since the consultation timeframes were established in 2004.

9 September 2025: A further letter was received by Council from the Department's State Planner indicating that to support the housing supply state interest, the review will also assess proposals to change the Regional Land Use Category (RLUC) of properties. The letter requests Council nominate land parcels where they wish to request such a change.

The letter also indicates that a review of the regulatory provisions in the *Planning Regulation 2017* (the Regulation) will be undertaken. Refer Attachment 2 for further detail.

Following receipt of this letter, the Department has been finalising the scope of the regulatory provision changes. This has now been deferred, and the Department has recommenced discussions with Councils on the review of ShapingSEQ 2023. This review is expected to commence in the first calendar quarter of 2026.

ISSUES

Scope

The scope of the ShapingSEQ 2023 review is limited to five (5) of the seventeen State interests, being:

- Housing supply
- Agriculture
- Development and construction
- Mining and extractive resources
- Tourism

These State interests are embedded within the 'liveable communities and housing' and 'economic growth' themes of the *State Planning Policy 2017* (SPP). Refer to Figure 1. The remaining three (3) themes proposed to be excluded from the scope of the review are:

- Environment and heritage
- Safety and resilience to hazards
- Infrastructure

Officers consider that limiting the review in this way could potentially exclude key considerations that are fundamental to achieving sustainable, serviced, safe and fiscally responsible growth across South East Queensland (SEQ). A comprehensive review would ensure that the pursuit of housing and economic objectives, whilst of course critical, do not compromise other critical State interests such as environmental protection, infrastructure coordination and hazard resilience. It is unclear how the limited scope of the review will work in practice. This is because there is an intrinsic link between the State interests, that seek to ensure that land use planning achieves the purpose of the PAct (to establish an efficient, effective, transparent, integrated, coordinated, and accountable system of land use planning, development assessment and related matters that facilitate the achievement of ecological sustainability).

Council officer's recommendation is to advocate for a full-scope review of ShapingSEQ 2023 to ensure that the pursuit of housing delivery and economic growth, considers other State interests that are valued by and important to the Redlands Coast community.



Figure 1: State Planning Policy Themes

Requests for Feedback

As indicated above, the State Government has requested that Council provide feedback on three elements. These requests are discussed as follows:

- 1. Request for Council to outline the elements of *ShapingSEQ 2023* that it supports and does not support within these five state interests, and priorities that it would like to see advanced to unlock housing and economic growth.**

Residential Development

In the view of officers, the position reflected in Council's formal submission on the draft *ShapingSEQ 2023*, considered at the Special Meeting on 27 September 2023, remains unchanged. At that time, officers confirmed that the city has substantial dwelling capacity and there was no need to expand the Urban Footprint or identify new growth areas to accommodate additional residential development.

Since then, the State Government's decision to incorporate Southern Thornlands into the Urban Footprint and designate it as a Priority Development Area (PDA), capable of accommodating up to 8,000 new dwellings, means the city is expected to have sufficient capacity to meet residential growth needs to 2046 and beyond. This likely remains the case even if population projections are increased as part of the *ShapingSEQ 2023* review.

Accordingly, the officer recommendation is that Council clearly communicate its position that the city has sufficient residential land supply to accommodate projected growth and does not support expansion of the Urban Footprint to accommodate residential growth. Instead, the review should prioritise unlocking dwelling capacity within the existing Urban Footprint through targeted investment in region-shaping infrastructure. This approach will support a higher yield of new dwellings located close to established jobs, services, public transport and lifestyle opportunities, while avoiding the substantial costs associated with servicing new expansion areas. In turn, this will contribute positively to Council's long-term financial sustainability.

Economic Growth

The completion of the SEQ Regional Employment Strategy and SEQ Regional Industrial Land Strategy will be critical to supporting economic growth across the region. Consistent with the approach for residential development, it is recommended that *ShapingSEQ* prioritise strengthening employment opportunities in locations well connected to new and established residential communities. Officers consider that any significant shortfall in industrial land supply should be primarily accommodated within the existing Urban Footprint, including within the Southern Thornlands PDA. Accommodating such development in that PDA would be in line with Council's long term policy intent to locate an enterprise and employment hub in this area. Further detail is provided in confidential Attachment 3.

The previous SEQ Regional Plan identifies the Cleveland Principal Regional Activity Centre, the Toondah Harbour PDA, the Redlands Research Station, the Cleveland Health Precinct and the surrounding industrial areas as an area of economic opportunity. Comparable precincts elsewhere in SEQ have been designated as Regional Economic Clusters (RECs) and are supported by targeted enabling policies within *ShapingSEQ 2023*.

Through the current regional plan review, it is recommended that Council seek recognition of this existing economic opportunity area as a REC to ensure the regional policy framework further assists in supporting employment growth within the city.

Infrastructure Planning and Delivery

Infrastructure (capacity, sequencing and funding) must keep pace with development. It is not possible to accommodate the future growth envisioned in ShapingSEQ 2023 without a commitment to upgrade the requisite infrastructure networks. Doing so would significantly undermine the region's liveability.

During drafting of ShapingSEQ 2023, SEQ Councils repeatedly called on the State Government to release the SEQ Infrastructure Plan (SEQIP) in tandem with the Regional Plan.

It was considered that this would likely provide the community with confidence that State infrastructure is comprehensively planned, funded, and sequenced to align with projected population and economic expansion. This did not occur and only the SEQ Infrastructure Supplement was released.

The letter of 5 August 2025 outlines an intention to complement the ShapingSEQ 2023 review with a Regional Infrastructure Plan. Council officers are highly supportive of a new SEQIP being prepared and released alongside the updated Regional Plan. The SEQIP should outline the full suite of State Government infrastructure network upgrades required to support economic and population growth in the region to 2046 and beyond. At the Special Meeting of Council in September 2023, Council confirmed that it would expect the SEQIP to identify, as a minimum, the following infrastructure items:

- Completion of planning investigations and delivery of the full Metro busway extension to Capalaba.
- Improvement to rail services including the duplication of the Cleveland train line between Manly and Cleveland.
- High frequency public transport connections to Capalaba, Cleveland, Victoria Point and Southern Redland Bay through to Logan Hyperdome.
- Upgrades to the state road network including key intersections within the city, including but not limited to:
 - A full upgrade for the Boundary Road/ Duncan Road/ Mount Cotton Road corridor from Thornlands to the Gateway Motorway.
 - A full upgrade for the Cleveland – Redland Bay Road corridor.
- New community infrastructure such as schools and emergency service facilities (for example hospitals, police stations, ambulance stations, fire stations and the like).
- Infrastructure planning for the Southern Thornlands PDA (including additional emergency and education facilities, water and wastewater infrastructure, public transport infrastructure and upgrades to the Boundary Road/Duncan Road/Mount Cotton Road to sustain growth in this area).

Further, in relation to infrastructure, it is considered that the State should commit to undertaking a full-scale review of the capped infrastructure charging framework. The costs associated with servicing expansion areas with infrastructure and the inability to achieve a reasonable level of cost recovery through infrastructure charging threatens the longer term financial sustainability of Councils across SEQ.

Whilst not State Government infrastructure, it should also be noted that in the Redlands context, wastewater treatment and discharge capacities remain a significant constraint to future growth.

Koala Protection

All levels of government are responsible for regulating the impacts of development on Koalas and their habitats. However, as the preeminent regional planning document, it is critical that the regional plan continues to acknowledge that increased attention and action from government, industry and the community is required to ensure the long-term survival of Koalas in SEQ.

Engagement and Public Consultation

Housing density, population growth and the timely provision of infrastructure to match growth are key issues of concern for the community and require opportunities for genuine engagement. The review should therefore provide for a substantial and well-resourced community engagement program to help build understanding of, and confidence in, the proposed changes, particularly those relating to population growth. Strengthening community understanding in this way will also support broader acceptance of future planning scheme amendments that aim to increase density within existing urban areas.

Population Projections

As raised in previous correspondence with the Department, Council officers would like to engage in further effective discussion with State officers relating to inputs and assumptions behind the modelling for population projections. If there are changes recommended to population projections, detailed data should be supplied to local governments to demonstrate how these figures have been proposed.

Southern Moreton Bay Islands (SMBIs)

The current ShapingSEQ 2023 commentary acknowledges the unique contextual circumstances of the Southern Moreton Bay Islands (SMBIs). The updated ShapingSEQ 2023 should continue to acknowledge that a coordinated response between State and local government and key stakeholders will be necessary to address key opportunities and challenges, including the location of the islands within the environmentally sensitive Moreton Bay Marine Park.

Minjerribah (North Stradbroke Island)

The review and update of ShapingSEQ 2023 should recognise the State Government's economic transition package on Minjerribah (Minjerribah Futures). While several Minjerribah Futures projects have been completed, further significant work is required to support a successful economic transition of the island. The Minjerribah Futures vision and associated work is of regional significance and should be recognised and supported in the updated regional plan.

2. Request for Council to consider ways to reduce the burden of mapping and policy constraints on new development.

Planning Scheme Review

Council is currently undertaking a review of City Plan that will include consideration of this matter. The review aims to streamline development processes while ensuring that development is appropriately safeguarded from natural hazards and continues to protect ecological values. It is acknowledged that some development constraints are necessary to achieve ecological sustainability as envisioned by the PAct.

State Legislation

From a State Government perspective, it is noted that legislative reforms to support the delivery of smaller and more affordable housing typologies are being undertaken, for example, preparation of the proposed Queensland Housing Code. These changes will help to encourage the delivery of more diverse housing products. It is also noted that the legislative requirements for residential building works can be quite complex due to the interaction between State building and planning legislation. Simplification of the assessment pathway for residential building works would assist in achieving faster approval timeframes.

Consideration should also be given to the requirement for local government planning schemes to incorporate SPP mapping. The process involved in doing this creates a significant time and resource burden on local governments.

Given that SPP mapping applies in the event of inconsistency with a local planning scheme, officers are of the view that replication of SPP mapping in the planning scheme is unnecessary.

3. Request for Council to identify any land parcels where it seeks a change to the Regional Land Use Category (RLUC).

As detailed in ShapingSEQ 2023, the Regional Landscape and Rural Production Area (RLRPA) that surrounds the Urban Footprint provides important values that help sustain the SEQ region socially, culturally, economically and environmentally. It should therefore continue to be protected from inappropriate development. It is recommended that Council indicate support for maintaining the current Urban Footprint extent, where possible, to protect the RLRPA.

As detailed in this report, the city has sufficient residential land within the current Urban Footprint to cater for the projected population to 2046. In terms of the supply of land for industrial and employment purposes, this will be determined following the finalisation of the draft SEQ Regional Industrial Land Strategy and the SEQ Regional Employment Strategy. If a shortfall exists, officers recommend priority should be given to investigating opportunities to accommodate such land within the Urban Footprint.

Currently, only one area on the Redlands Coast, Mount Cotton Village, is recommended for a change to its RLUC. This established residential community should be formally recognised within the Urban Footprint.

Local Government Officer Secondment

As mentioned in the Deputy Premier's letter dated 5 August 2025, the State Government has proposed a paid, part-time officer secondment arrangement to reinforce its commitment to '*...resetting the planning partnership with Local Government, by drafting the plan as equal partners...*'. Subsequent correspondence from the State Planner on 9 September 2025 confirmed the purpose of these secondments is to provide strategic input into key policy decisions during the ShapingSEQ 2023 review. Refer Attachment 2 for further detail.

To ensure Council has a direct role in shaping policy positions and influencing the ShapingSEQ 2023 review process, a principal planner from Council's Strategic Planning Team has been nominated for this secondment.

STRATEGIC IMPLICATIONS

Legislative Requirements

The identification of key priorities for the city will assist the Department in undertaking the review of ShapingSEQ 2023. Once finalised, ShapingSEQ will be the statutory regional plan for SEQ. As such, Council must ensure that City Plan aligns with the final ShapingSEQ.

Risk Management

There are no known risks associated with the recommendation of this report.

Financial

Any ongoing work to continue to engage with the State Government on this process, or to make amendments to City Plan to reflect the final ShapingSEQ, will be funded as part of the operating budget of the City Planning and Assessment Group. The part-time officer secondment (Strategic Planning Team principal planner) will be funded by the State Government. As the secondment role is part-time and the number of days the officer will be seconded will vary throughout the year, it is unlikely there will be any backfilling of the seconded officer's role.

If the Urban Footprint is expanded as part of this review, there is likely to be additional financial impact on Council's ability to fund and deliver trunk infrastructure.

People

It is recognised that the part-time secondment of a staff member to the Department may have an impact on the delivery of other projects by Council. This will be managed by officers and reviewed if necessary.

Environmental

As detailed in the 'issues' section of this report, officers consider that environmental themed State interests should be considered in the ShapingSEQ 2023 review.

Social

The review of ShapingSEQ 2023 seeks to investigate housing supply issues to address social and community matters (for example housing affordability and availability challenges) across SEQ.

Human Rights

There are no specific human rights implications associated with the recommendations of this report.

Alignment with Council's Policy and Plans

This report is consistent with Liveable Neighbourhoods Objective 5.1 of *Our Future Redlands – A Corporate Plan to 2026 and Beyond*, as follows: *Enhance the unique character and liveability of our city for its communities through co-ordinated planning, placemaking, and management of community assets.*

CONSULTATION

Consulted	Consultation Date	Comments/Actions
Economic Development Group	September 2025 – February 2026	Officers discussed the SEQ regional employment and industrial land supply strategies, including feedback for the State Government.

OPTIONS**Option One**

That Council resolves as follows:

1. To delegate authority to the Chief Executive Officer to respond to the Deputy Premier and Minister for State Development, Infrastructure and Planning, and Minister for Industrial Relations, the Honourable Jarrod Bleijie MP, reflecting the points raised in this report.
2. That Attachment 3 remain confidential until the ShapingSEQ South East Queensland Regional Plan is finalised and made publicly available, subject to maintaining the confidentiality of legally privileged, private and commercial-in-confidence information.

Option Two

That Council resolves as follows:

1. To delegate authority to the Chief Executive Officer to respond to the Deputy Premier and Minister for State Development, Infrastructure and Planning, and Minister for Industrial Relations, the Honourable Jarrod Bleijie MP, reflecting the points raised in this report as amended by Council.
2. That Attachment 3 remain confidential until the ShapingSEQ South East Queensland Regional Plan is finalised and made publicly available, subject to maintaining the confidentiality of legally privileged, private and commercial-in-confidence information.

Option Three

That Council resolves as follows:

1. To not respond to the Deputy Premier and Minister for State Development, Infrastructure and Planning, and Minister for Industrial Relations, the Honourable Jarrod Bleijie MP.
2. That Attachment 3 remain confidential until the ShapingSEQ South East Queensland Regional Plan is finalised and made publicly available, subject to maintaining the confidentiality of legally privileged, private and commercial-in-confidence information.

OFFICER'S RECOMMENDATION

That Council resolves as follows:

1. To delegate authority to the Chief Executive Officer to respond to the Deputy Premier and Minister for State Development, Infrastructure and Planning, and Minister for Industrial Relations, the Honourable Jarrod Bleijie MP, reflecting the points raised in this report.
2. That Attachment 3 remain confidential until the ShapingSEQ South East Queensland Regional Plan is finalised and made publicly available, subject to maintaining the confidentiality of legally privileged, private and commercial-in-confidence information.

The Hon Jarrod Bleijie MP
Deputy Premier
Minister for State Development,
Infrastructure and Planning
Minister for Industrial Relations

**DELIVERING
FOR QUEENSLAND**



**Queensland
Government**

Our ref: MBN25/780

5 August 2025

Mayor Jocelyn Mitchell
Redland City Council
jos.mitchell@redland.qld.gov.au

1 William Street
Brisbane Queensland 4000
PO Box 15009
City East Queensland 4002
Telephone: +61 7 3719 7100
Email: deputy.premier@ministerial.qld.gov.au
Email: industrialrelations@ministerial.qld.gov.au

ABN 65 959 415 158

Dear Mayor Mitchell

As the Minister for State Development, Infrastructure and Planning and Minister for Industrial Relations, I am committed to delivering new regional plans, with supporting infrastructure plans, covering every corner of Queensland within this term of Government.

This is a significant program across the entire State and no previous Government has had the ambition or resolve to achieve this in a single term. I plan to undertake a series of reforms to the regional planning program to promote where they add most value while ensuring delivery success.

The scope of new regional plans will focus solely on housing supply, agriculture, development and construction, mining and extractive resources, and tourism.

Regional Infrastructure Plans will complement the regional planning program to guide critical infrastructure priorities. The Crisafulli Government is delivering a \$116.8 billion, 4-year capital program that represents historic levels of investment designed to strengthen the Queensland economy, build the infrastructure needed to provide safe communities, establish health, transport and other services where they are needed, and prepare for the 2032 Olympic and Paralympic Games.

As part of identifying the potential scope for the next South East Queensland (SEQ) regional plan review, I am seeking your advice on what your Council supports and does not support in the current SEQ regional plan within the above State interests. I also ask that you and your Council consider this renewed focus to regional planning and identify what priorities you would need advanced in a new regional plan to unlock housing and economic growth in your Local Government area, consistent with the above five state interests.

I ask for this due to my broader concerns that State and local mapping and policy constraints continue to expand, and in turn limit developable land across the region. I have written to my ministerial colleagues and have asked them to consider how they can improve this situation, and I also would like you to look carefully at the mapping and policy constraints applied by your Council and how the burden on new development can be reduced.

This is an important first step to commence the regional plan review and I look forward to your suggestions.

2

Officers from the Department of State Development, Infrastructure and Planning (the Department) have already started discussions with your planning officers about the most important pieces of work to complete in the current implementation program as we launch into the review. I understand these pieces of work are focussed primarily on driving housing supply and economic development. This includes the proposal by the Council of Mayors - SEQ for a regional employment strategy that has my support, and I expect this can be progressed by the end of 2025 as part of the review to ensure we unlock SEQ's economic potential.

To assist in timely and quality delivery, I have instructed the Department to work with your officers to develop an engagement approach that leverages existing governance groups that are already established and operational in your region. To support the success of this approach, I wish to inform you of my intention to revoke the Regional Planning Committees (RPCs) as many of these are now outdated and their removal will reduce an unnecessary administrative burden.

As you may be aware, in recent meetings with Councils in the Far North Queensland and Wide Bay Burnett regions, I have been able to meet and take action to respond to Local Government feedback without engaging the RPCs, so I consider them non-essential where early and regular engagement is in place.

Peta Harwood, State Planner, will be in contact with your Chief Executive Officer at the commencement of the regional plan and infrastructure plan to invite nominations for local government Steering and project working groups.

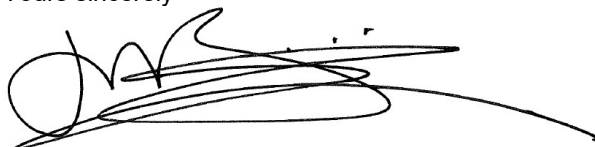
To reinforce my commitment to working closely with Local Governments, I would encourage you to consider nominating an officer from your Council to be seconded in, part-time, to the regional planning team as the review work peaks from early 2026. The Department can liaise with your officers around the details of this request over the coming months. This will reinforce our commitment to resetting the planning partnership with Local Government, by drafting the plan as equal partners, unlike methods carried out by the former Government.

Additionally, amendments to the *Planning Act 2016* have been made to reduce the minimum period of public consultation for making (60 business days to 30 business days) or amending (30 business days to 20 business days) a regional plan. This is in closer alignment with the approach to other State planning instruments and reflects advancements in online engagement since this consultation requirement was established for regional plans in 2004. Considering these factors and that we will be working closely with Local Government and industry peak bodies, I am confident that this will not harm the ability of the community to be aware of or have their say on a draft regional plan or infrastructure plan.

I look forward to working with you on developing regional plans that will enable us to collectively deliver on one million homes by 2044 and promote prosperous regions.

If you require any further information regarding this matter, please contact my Chief of Staff, Mr Nathan Ruhle, by email at nathan.ruhle@ministerial.qld.gov.au or by telephone on (07) 3719 7100.

Yours sincerely



JARROD BLEIJIE MP
DEPUTY PREMIER
Minister for State Development, Infrastructure and Planning
Minister for Industrial Relations

Queensland
GovernmentDepartment of
State Development,
Infrastructure and Planning

Our ref: OUT25/4505

9 September 2025

Mr David Jeanes
Group Manager
City Planning and Assessment
Redland City Council
David.Jeanes@redland.qld.gov.au

Dear Mr Jeanes

On 5 August 2025 the Honourable Jarrod Bleijie MP, Deputy Premier, Minister for State Development, Infrastructure and Planning and Minister for Industrial Relations wrote to the Mayors of South East Queensland (SEQ) Local Governments affirming his commitment to deliver new regional plans, with supporting infrastructure plans, covering every corner of Queensland within this term of Government.

I would like to acknowledge the ongoing and valuable contribution your Council has made to implementation priorities under *ShapingSEQ 2023*. As we move to reviewing the regional plan, and as stated in the Deputy Premier's letter, I am writing to seek your nominations for Local Government steering and project working groups, as well as to update you on other work relating to the review of the South East Queensland Regional Plan (SEQRP).

Local Government input into steering and project working groups

As outlined in the Deputy Premier's letter, the Department of State Development, Infrastructure and Planning (the Department) is developing an engagement approach for the SEQRP review that leverages existing governance groups. As part of this approach, the existing SEQ Project Control Group (PCG) of Local Government Planning Directors and key State agencies is proposed to continue in its governance role and inform the review process. The SEQ PCG is currently held every 2 months, and cadence of this meeting can be reviewed as necessary.

Also discussed in Deputy Premier's letter and at the SEQ PCG held on 19 August 2025, the Department would like to support the secondment of officers from Local Governments, to assist with key policy decisions as part of the review. Currently, I anticipate that an officer would be needed on a part-time basis (e.g. one-two days per week on average) commencing early 2026, increasing during key periods in the review cycle informed in advance. I would like your ideas on a workable process for these secondments, noting that the officer seconded should be senior and knowledgeable on Council's strategic planning to be able to advise on the Council's policy position and local context with a degree of authority and certainty. If capacity is a concern, I would be pleased to discuss how we can best facilitate the release of the best qualified officer through a paid secondment arrangement.

1 William Street
Brisbane Queensland 4000
PO Box 15009
City East Queensland 4002
Telephone 13 QGOV (13 74 68)
Website www.statedevelopment.qld.gov.au
ABN 29 230 178 530

Scope of the SEQ regional plan review

The Deputy Premier's letter outlines the focused scope of new regional plans including housing supply, agriculture, development and construction, mining and extractive resources, and tourism. To support the housing supply state interest, the review will also assess proposals to change the Regional Land Use Category (RLUC) of properties. If your Council has land parcels where you wish to request a change to the RLUC, could you please forward these to the ShapingSEQ Delivery Office by email at ShapingSEQProjects@dsdilgp.qld.gov.au

SEQ Regulatory Provisions

The Department is also currently conducting a review of the SEQ Regulatory Provisions in the Planning Regulation 2017 to provide for some flexibility ahead of the regional plan review of RLUC. The Department will be in contact shortly to discuss the proposed changes with your Council and to gather feedback to inform the drafting process.

I look forward to working in partnership with your Council on the review of the SEQRP to promote our prosperous SEQ region.

If you require any further information, please contact Ms Michelle Cottrell, Executive Director, Regional and Spatial Planning, Planning Group, in the Department of State Development, Infrastructure and Planning, by telephone on (07) 3452 7723 or by email at michelle.cottrell@dsdilgp.qld.gov.au, who will be pleased to assist.

Yours sincerely



Peta Harwood
State Planner

15 REPORTS FROM INFRASTRUCTURE & OPERATIONS

15.1 REDLANDS COAST 2032 LEGACY WORKING GROUP MEETING SUMMARY

Objective Reference: A12862680

Authorising Officer: Daniel Harris, Acting General Manager Infrastructure & Operations

Responsible Officer: Daniel Harris, Acting General Manager Infrastructure & Operations

Report Author: Kristen Banks, Manager Major Projects

Attachments: 1. Redlands Coast 2032 Legacy Working Group Meeting Summary - 30 January 2026 [↓](#)

PURPOSE

To note this report and summary (Attachment 1) of the Redlands Coast 2032 Legacy Working Group meeting held on Friday, 30 January 2026.

BACKGROUND

The Redlands Coast 2032 Legacy Working Group is a non-legislated group that advises Council on legacy planning relating to opportunities relating to the Brisbane 2032 Olympic and Paralympic Games.

Members of the Redlands Coast 2032 Legacy Working Group represent a broad range of community interests and are all highly regarded in their respective fields. Members include:

- Mayor Jos Mitchell (Chair)
- Andrew (Andy) Bradley: Sustainability expert, community sport and active recreation.
- Anne Livingstone: Disability sector, accessibility and inclusion, health and wellbeing, innovation and research, business, industry and trade.
- Daniel Fitzgibbon OAM: Olympics/Paralympics/high-performance sport.
- Dr Caroline Riot: Olympics/Paralympics/high-performance sport, sustainability expert, business, industry and trade, tourism and events, innovation and research, education and training.
- Delvene Cockatoo-Collins: Cultural diversity, including Quandamooka traditional custodian representatives, business, industry and trade, tourism and events, arts and culture.
- John Brennan OAM: Olympics/Paralympics/high-performance sport, tourism and events, community sport and active recreation.
- Michael Choi OAM: Cultural diversity, business, industry and trade; health and well-being.
- Michael Mrowka: Sustainability expert, transport.
- Noemie Fox OAM: Olympics/Paralympics/high-performance sport, sustainability expert, business, industry and trade, education and training.
- Sandra Jacob: Business, industry and trade, tourism and events, disability sector accessibility and inclusion, transport.

Under the Terms of Reference, a report summarising meeting outcomes is to come to a future General Meeting.

The Redlands Coast 2032 Legacy Working Group recommenced on Monday, 24 November 2025 with a report summarising meeting outcomes received by Council at its General Meeting on Wednesday, 21 January 2026 (Council Resolution 2026/9), where Council resolved as follows:

That Council resolves to note this report and attached summary (Attachment 1) of the Redlands Coast 2032 Legacy Working Group meeting held on Monday 24 November 2025.

The bi-monthly meeting of the Redlands Coast 2032 Legacy Working Group was held on Friday, 30 January 2026 at Birkdale Community Precinct.

ISSUES

Meeting summary

The following items formed the agenda for the meeting:

1. Welcome
2. Forward program – Terms of Reference, *Our Future Redland City: Corporate Plan 2026-2031*, and from draft vision to legacy plan
3. Games Independent Infrastructure and Coordination Authority – Redland Whitewater Centre
4. General business
5. Next meeting

A summary of the meeting is at Attachment 1.

Redlands Coast 2032 Legacy Working Group members were also offered an optional tour of Willards Farm.

Next steps

The next Redlands Coast 2032 Legacy Working Group meeting will be on Friday, 13 March 2026, with meetings to be held bi-monthly.

A report detailing outcomes of the next meeting will be presented at a future General Meeting.

STRATEGIC IMPLICATIONS

Legislative Requirements

There are no known legislative impacts associated with the contents of this report.

Risk Management

There are no known risk impacts associated with the contents of this report.

Financial

The Legacy Working Group are honorary members, unremunerated and non-pensionable.

Budget for the development of the Redlands Coast 2032 Legacy Plan is met within existing operational budget.

People

Administration of the Legacy Working Group is undertaken by a Council officer. No specific impacts are anticipated as a result of making a resolution in accordance with the recommendation of this report.

Environmental

Redlands Coast 2032 legacy planning will support a sustainable Games.

Social

The International Olympic Committee recognises 'legacy' as a key part of the Brisbane 2032 Olympic and Paralympic Games, noting a specific objective of the Games is to deliver lasting benefits for people, and the considerable opportunity for the Games to change a community, a city, its image and its infrastructure.

Human Rights

No known human rights impacts are associated with the contents of this report.

Alignment with Council's Policy and Plans

The purpose of the Legacy Working Group aligns with Council's Corporate Plan *Our Future Redlands – A Corporate Plan to 2026 and Beyond*: Goals of City Leadership, Strong Communities, Quandamooka Culture, Natural Environment, Liveable Neighbourhoods, and Thriving Economy.

On 10 December 2025, Council adopted its new Corporate Plan, *Our Future Redland City: Corporate Plan 2026-2031*, which will commence on 1 July 2026.

Games legacy is featured on page 5:

Our opportunities and challenges

Defining Redland City together, this Corporate Plan sets a clear direction for responding to the opportunities and challenges that will define our community to 2041 and beyond. Council is committed to addressing the big issues that shape our economy, environment, and way of life — preparing for the 2032 Brisbane Olympic and Paralympic Games, investing in critical infrastructure, enhancing sport and recreational facilities, strengthening our growing and diverse community, embracing innovation, protecting our natural assets, and ensuring financial sustainability. By working together, Council and the community can build a thriving, connected, and sustainable city where future generations can live, work and prosper. This includes partnering to deliver transformative infrastructure projects such as the Heinemann Road Precinct, Toondah Harbour redevelopment, Weinam Creek PDA redevelopment, Cleveland CBD revitalisation, Capalaba Town Centre revitalisation, Birkdale Community Precinct and our Olympics legacy. These once-in-a-generation investments will strengthen the local and regional economy, create vibrant destinations and enhance liveability for decades to come. Together, they represent not only the challenges we must address but the opportunities we can seize to shape a bold and lasting legacy for Redland City.

CONSULTATION

Consulted	Consultation Date	Comments/Actions
Redlands Coast 2032 Legacy Working Group	5 February 2026	Review of Redlands Coast 2032 Legacy Working Group meeting minutes that inform report content and summary

OPTIONS

Option One

That Council resolves to note this report and attached summary (Attachment 1) of the Redlands Coast 2032 Legacy Working Group meeting held on Friday, 30 January 2026.

Option Two

That Council resolves to request further information about the Redlands Coast 2032 Legacy Working Group.

OFFICER'S RECOMMENDATION

That Council resolves to note this report and attached summary (Attachment 1) of the Redlands Coast 2032 Legacy Working Group meeting held on Friday, 30 January 2026.

Attachment 1 – Summary of the Redlands Coast 2032 Legacy Working Group Meeting 30 January 2026

The Redlands Coast 2032 Legacy Working Group (Legacy Working Group) met from 9am-11am on Friday 30 January 2026 at Birkdale Community Precinct.

The meeting achieved quorum, with Mayor Jos Mitchell (Chair), Anne Livingstone, Dr Caroline Riot, Daniel Fitzgibbon OAM, John Brennan OAM, Michael Choi OAM and Sandra Jacob in attendance and Noemie Fox OAM online. Apologies were noted from Andy Bradley, Delvene Cockatoo-Collins and Michael Mrowka.

A summary of agenda items follows:

1. Welcome

- Chair Mayor Jos Mitchell opened the meeting and acknowledged the Traditional Owners.
- Mayor Mitchell and Group members introduced themselves and areas of interest.
- Mayor Mitchell provided an update on Council endorsing a report to the General Meeting on 21 January 2026 regarding as summary of the Redlands Coast 2032 Legacy Working Group's previous meeting held on 24 November 2025; the December 2025 joint announcement by the Australian Government and Queensland Government about the Redland Whitewater Centre progressing to an Expression of Interest for design; and recent delegations visiting Redlands Coast including the Governor of Queensland and the International Canoe Federation and Paddle Australia.
- No conflicts of interest were declared.
- Previous meeting minutes were confirmed.

2. Forward program

- Mayor Mitchell advised Group members that on 10 December 2025 Council endorsed a new Corporate Plan, to commence on 1 July 2026, with context that Council's Corporate Plan underpins the Redlands Coast 2032 Legacy Working Group Terms of Reference.
- Gemma Chislm, Council's Service Manager Strategy and Transformation provided an overview of the new Corporate Plan and steps for implementation.
- The Terms of Reference was refreshed to reflect the vision and goals of the new Corporate Plan.
- Kristen Banks, Manager – Major Projects provided an overview of work previously undertaken on a draft vision document and potential next steps to progress development of a Redlands Coast 2032 Legacy Plan.
- Group members confirmed support to reflect the draft vision work in development of a Redlands Coast 2032 Legacy Roadmap.

3. Games Independent Infrastructure and Coordination Authority

- Richard May, Acting Program Director – Games Venues, Games Independent Infrastructure and Coordination Authority (GIICA) provided a presentation on the Redland Whitewater Centre project.

4. General business

- Mayor Jos Mitchell conveyed best wishes to Group member Noemie Fox OAM, who will be competing in national Canoe Slalom qualifying events in February 2026.
- Mayor Mitchell advised Group members of interest from Councillors to observe meetings. Group members agreed that due to meetings having recently recommenced, preference was to keep invitations to members only, with Mayor Mitchell to provide an update to Councillors at the forthcoming Mayor/Councillor meeting.

5. Next meeting

- The next meeting will be held on Friday 13 March 2026.

15.2 WEINAM CREEK PRIORITY DEVELOPMENT AREA PROJECT UPDATE**Objective Reference:** A12880001**Authorising Officer:** Daniel Harris, Acting General Manager Infrastructure & Operations**Responsible Officer:** Daniel Harris, Acting General Manager Infrastructure & Operations**Report Author:** Andrew Ross, Executive Group Manager Governance & Legal Services**Attachments:** 1. Sales Plan DWG FC-22-014-Z099 - Confidential (under separate cover)**PURPOSE**

To progress the Weinam Creek Priority Development Area (PDA) Master Plan by directing Redland Investment Corporation (RIC) to transfer land as generally described in the confidential attachment, Sales Plan DWG FC-22-014-Z099, dated 6 February 2026, to the State Government to construct a multi-storey parking facility, enabling the progress of the master plan.

BACKGROUND

3 May 2013: Council resolved to support the Council application for a Priority Development Area declaration for Weinam Creek.

21 June 2013: The Weinam Creek PDA was declared by the Minister of Economic Development Queensland.

22 November 2013: Council resolved to endorse for public notification the proposed Development Scheme for the Weinam Creek PDA. The public notification and submission period for the Weinam Creek PDA Development Scheme was undertaken from 10 January 2014 to 24 February 2014.

29 May 2014: The Weinam Creek PDA scheme was approved by the State Government.

6 September 2017: Council resolved to purchase Lot 3 on RP67164 and Lot 7 on RP7537 located at 3-11 Moores Road, Redland Bay (also known as Moores land) to build additional public car parks, road access, flood mitigation and a boat ramp.

18 October 2017: Council endorsed the master plan prepared by RIC, comprising multiple land use precincts including a multi-storey parking facility.

18 December 2017: Council purchased Moores land.

23 May 2018: Council resolved to endorse the amended master plan and note the joint governance arrangements between Council and RIC for the ongoing management of the project.

Early 2019: Stage 1 of the master plan commenced construction including ground-level car parks on Moores Road; a footbridge connecting the Moores Road site and the Weinam Creek ferry terminal; nine house lots fronting Moores Road; a 1-hectare block of land with potential for residential development.

By September 2020: Stage 1 was mostly completed and work commenced on detailed design of the master plan for future master plan stages.

In October 2020: Queensland State Government members identified the Weinam Creek PDA as a primary health care centre, that subject to detail, may involve further changes to the master plan consistent with the PDA vision intent.

25 January 2021: RIC submitted a development application to Economic Development Queensland (EDQ) for approval of a master plan comprising multiple land uses including multi-storey parking facility.

21 April 2021: Council endorsed changes to the Weinam Creek Master Plan as assessed independently by EDQ; and to advocate to State and Federal Governments on the regional and intergenerational importance of the project.

18 August 2021: Council endorsed entering into a land swap arrangement between RIC and the State Government and related community infrastructure works to facilitate a health care centre.

22 December 2021: EDQ approved the Weinam Creek Master Plan.

19 July 2023: Council endorsed a Functional Brief in preparation of the Expression of Interest campaign for a development partner to assist in the delivery of the multi-storey parking facility and retail precinct within the Weinam Creek PDA.

13 December 2023: Council endorsed the preferred proponent to enter a non-binding memorandum of understanding with RIC to continue to refine the proposal for the multi-storey parking facility and mixed-use retail precinct; whilst continuing to advocate for recognition by other levels of government for the proposed Park 'n' Ride facility.

17 July 2024: Council endorsed its 2024 State Election Advocacy Priorities including the comprehensive funding for a multi-storey Park 'n' Ride within the Weinam Creek PDA.

26 October 2024: The State Government Election was held with election commitments to fund the Weinam Creek multi-storey parking facility.

During 2025: There were project briefings with Council, Redland Investment Corporation and stakeholders to progress the Weinam Creek Master Plan and multi-storey parking facility including on 2 September, 28 October, 10 November, 1 December and 8 December 2025.

10 December 2025: Council directed RIC to allow the MOU to expire at its due date on 31 December 2025, and that Council directly commence negotiations with the State Government to progress delivery of the multi-storey parking facility. Further that Council officers and RIC continue to progress the master plan in consultation with Council.

During December 2025 and January 2026: Council and RIC Officers communicated with EDQ officers to progress the multi-storey parking facility and required land tenure to facilitate the State development approvals and procurement to engage builders.

ISSUES

The recommendation is to facilitate the State and Local Government commitment to provide the multi-storey parking facility within the Weinam Creek PDA, on land currently owned by RIC.

The State Government is finalising the design of the facility in collaboration with Council and RIC including related survey plans and infrastructure to progress development applications for the facility to be assessed independently by EDQ under the Weinam Creek PDA Development Scheme.

The remaining precincts within the Weinam Creek Master Plan area outside of the multi-storey parking facility remain in place to be refined and progressed by Council and RIC.

STRATEGIC IMPLICATIONS

Legislative Requirements

Council is acting in accordance with the *Local Government Act 2009* and the *Economic Development Act 2012*. Whilst the land is owned by RIC, it is noted the recommendation is consistent with section 236 of the *Local Government Regulation 2012* that allows for direct land transfers between Council and State Government agencies, whereas land transfers to private commercial entities are generally to be by public tender or auction.

Risk Management

The recommendation is in response to public interest and State Government communications to facilitate the land transfer to enable the assessment and construction of the multi-storey parking facility. The joint Weinam Creek project steering committee between Council and RIC is continuing to be supported by an independent probity advisor to assist with project risks.

Financial

The financial implications and accounting treatment of the land transfer is subject to an independent review and continued negotiations with the State Government and RIC, together with related infrastructure charging provisions noting the recommendation is limited to the land transfer enabling the public multi-storey parking facility.

The Funding Deed between Council and RIC ensures RIC has sufficient funds to implement Council decisions.

People

The Weinam Creek Project Steering Committee is comprised of appointees from Council and RIC under joint governance arrangements with support of independent probity advisor.

Environmental

The environmental issues will be assessed in accordance with the Weinam Creek PDA Development Scheme.

Social

The recommendation is aligned to a public interest commitment to improve parking facilities within the Weinam Creek PDA.

Human Rights

There are no direct Human Rights implications from the recommendation.

Alignment with Council's Policy and Plans

The recommendation is in accordance with previous resolutions by Council, including the decision on 17 July 2024 endorsing State Election Advocacy Priorities for comprehensive funding for a multi-storey Park 'n' Ride within the Weinam Creek PDA and decision of 10 December 2025 to negotiate with the State Government to progress delivery of the multi-storey parking facility.

CONSULTATION

Consulted	Consultation Date	Comments/Actions
Redland Investment Corporation and Economic Development Queensland	December 2025 and January 2026	Multiple communications to progress the facility.
Councillors	January 2026	Project Update.

OPTIONS**Option One**

That Council resolves as follows:

1. To progress the Weinam Creek Priority Development Area Master Plan by directing Redland Investment Corporation to transfer land as generally described in the confidential attachment, Sales Plan DWG FC-22-014-Z099, dated 6 February 2026, to the State Government to construct a multi-storey parking facility.
2. To note the land transfer and parking facility will enable the progress of the other stages of the master plan, including public open spaces and mixed retail and residential areas.
3. That the attachment to the report is subject to the provisions of the *Right to Information Act 2009*.

Option Two

That Council resolves as follows:

1. To note this report and request further information or clarification.
2. That the attachment to the report is subject to the provisions of the *Right to Information Act 2009*.

OFFICER'S RECOMMENDATION

That Council resolves as follows:

1. To progress the Weinam Creek Priority Development Area Master Plan by directing Redland Investment Corporation to transfer land as generally described in the confidential attachment, Sales Plan DWG FC-22-014-Z099, dated 6 February 2026, to the State Government to construct a multi-storey parking facility.
2. To note the land transfer and parking facility will enable the progress of the other stages of the master plan, including public open spaces and mixed retail and residential areas.
3. That the attachment to the report is subject to the provisions of the *Right to Information Act 2009*.

16 NOTICES OF INTENTION TO REPEAL OR AMEND A RESOLUTION

In accordance with *s.262 Local Government Regulation 2012*.

17 NOTICES OF MOTION

17.1 NOTICE OF MOTION - COUNCILLOR JASON COLLEY - CUSTOMER EXPERIENCE POLICY FOR RESIDENTS AFFECTED BY PERSISTENT WATER SUPPLY ISSUES

Objective Reference: A12878048

Attachments: Nil

In accordance with section 6.16 of *Council Meeting Standing Orders*, at the General Meeting scheduled for Wednesday, 18 February 2026, notice is hereby given that Councillor Jason Colley intends to move the motion as follows:

MOTION

That Council resolves as follows:

- 1. To develop a formal policy on customer experience relating to verified and persistent intermittent low water pressure and persistent water outages, which includes access to a rebate, with the policy to be adopted by resolution of Council.**
- 2. That validated Capalaba properties known to be impacted by the ongoing Capalaba water issue, be the first assessed for eligibility under the policy upon its adoption.**
- 3. That any rebate for Capalaba residents be applied from the date Council acknowledged that the issue was genuine and validated via continuous measuring pressure loggers.**

BACKGROUND

Residents from approximately 26 Capalaba properties self-identified in early 2024 as being impacted by an issue whereby their water flow would randomly cut out for up to 60 seconds, mid use. One resident reported this had been happening at her property for 33 years. Subsequent investigations by Redland Water and Seqwater confirmed intermittent pressure drops were occurring, validating resident reports.

Despite the best efforts of both Redland Water and Seqwater, this issue remains unresolved. With no end in sight for impacted residents, it is not fair that they are expected to pay full price while not receiving the basic water service other Redlands residents receive. Developing a policy which facilitates validated Redlands properties, including Capalaba properties in the Mount Cotton Road/Ney Road/School Road/Howlett Road corridor, being able to access a rebate, is fair acknowledgement of the impact these outages have.

18 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?		

19 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*:

19.1 Redland Investment Corporation Governance Review and Director Appointment

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 consider commercial governance arrangements, including director appointment, for Redland Investment Corporation.

19.2 Redlands Coast Eco Precinct - Project Briefs

This matter is considered to be confidential under section 254J(3)(c) 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 present Council with the detailed design briefs for the Redlands Coast Eco Precinct prior to market release, and to outline the budget implications of the various design options and inclusions.

19.3 Options and Costings for the Delivery of Public Amenities on Russell Island

This matter is considered to be confidential under section 254J(3)(c) 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 present options for the delivery of public amenities on Russell Island.

20 MEETING CLOSURE